



Coffs Harbour City Council

19 May 2015

ORDINARY MEETING

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

THURSDAY, 28 MAY 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 – 14 May 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
28 MAY 2015

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COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

14 MAY 2015

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

Staff: General Manager, Acting Director Sustainable Infrastructure, Director Business Services, Group Leader Sustainable Places 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

No disclosures of interest.

APOLOGY

83 **RESOLVED** (Rhoades/Degens) that leave of absence as requested from Councillor Innes be approved.

PUBLIC FORUM

No public forums.

PUBLIC ADDRESS

No public addresses.

CONFIRMATION AND ADOPTION OF MINUTES

- 84** **RESOLVED** (Degens/Palmer) that the minutes of the Ordinary meeting held on 23 April 2015 be confirmed as a true and correct record of proceedings.

NOTICE OF MOTION

NOM15/9 REMOVAL OF DEVELOPER CONTRIBUTIONS FOR SECONDARY DWELLINGS

MOVED (Sultana/Arkan) that Council reduce its contribution for a secondary dwelling to 0% for buildings 60 square metres or less for a trial period of 2 years.

AMENDMENT

- 85** **RESOLVED** (Rhoades/Palmer) that the matter be deferred subject to a report to be brought back to Council at the earliest opportunity, before the end of the financial year.

Cr Townley gave notice of a Foreshadowed Amendment.

The **AMENDMENT** on being put to the meeting resulted in a tied vote. The Mayor used her casting vote and the **AMENDMENT** was declared **CARRIED**. It then became the **MOTION**.

AMENDMENT

MOVED (Townley/Sultana) that Council reduce the contribution for secondary dwellings to 15% for buildings 60 square metres or less for a trial period of two years.

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

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

ORDINARY MEETING

14 MAY 2015

SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS

SC15/16 KOALA MAPPING OVER RESIDENTIAL LANDS

Executive Summary:

The Coffs Harbour City Koala Plan of Management includes primary, secondary or tertiary koala habitat. There is currently 206 hectares of mapped koala habitat over 3,036 hectares of residential zoned land which equates to approximately 6.8%.

- 86 **RESOLVED** (Townley/Palmer) that Council notes the area and location of mapped primary, secondary and tertiary koala habitat in each of the Coffs Harbour residential zones being R1 General Residential, R2 Low Density Residential, R3 Medium Density Residential and R4 High Density Residential contained within Coffs Harbour Local Environmental Plan 2013.

SC15/17 TENDER: PREPARATION OF ENVIRONMENTAL STUDIES AND PLANNING PROPOSAL - KORORA/WEST SAPPHIRE/MOONEE LARGE LOT RESIDENTIAL INVESTIGATION AREA - CONTRACT NO. RFT-704-TO

Executive Summary:

On 27 November 2014, Council endorsed a tender brief for the preparation of environmental studies to inform a Planning Proposal for the Korora/West Sapphire/Moonee Large Lot Residential Investigation Area. Council has subsequently called for tenders to undertake the task. The tender was advertised on 3 March 2015 and closed on 31 March 2015.

This report provides a preferred tender to Council, following assessment of all submissions under Council's tender evaluation process, and seeks Council's approval to accept a tender.

If the recommendations are adopted by Council, it is intended to enter into a contract with the recommended tenderer to undertake the required work.

- 87 **RESOLVED** (Arkan/Degens) that:
1. Council accepts the conforming tender of Ecological Australia Pty Ltd for Contract RFT-704-TO (Environmental Studies for Korora/West Sapphire/Moonee Large Lot Residential Investigation Area), for an upper consultancy fee limit of \$149,900.00 (excluding GST).
 2. The contract documents be completed under Seal of Council.

BUSINESS SERVICES DEPARTMENT REPORTS

BS15/22 BANK AND INVESTMENT BALANCES FOR MARCH 2015

Executive Summary:

The purpose is to report on Council's Bank Balances and Investments as at 31 March 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.

88 RESOLVED (Rhoades/Degens) 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 fifty one million, two hundred and forty two thousand, four hundred and thirty six dollars (\$151,242,436) as at 31 March 2015 be noted.
2. The general fund unrestricted cash and investments totaling one hundred and eighty three thousand, seven hundred and seventy two dollars (\$183,772) as at 31 March 2015 be noted.

BS15/23 ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 MARCH 2015

Executive Summary:

The purpose is to provide Council with a quarterly status report to 31 March 2015 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.

89 RESOLVED (Arkan/Degens) that Council notes the status of the Environmental Levy projects as at 31 March 2015.

BS15/24 WEST COFFS HARBOUR DEVELOPMENT CONTRIBUTIONS PLAN REVIEW

Executive Summary:

The purpose of the report is to present the Draft West Coffs Developer Contributions Plan 2015 to Council for consideration. The Draft Plan was placed on exhibition for a period of 28 days and no submissions were received. The review of the Plan has resulted in a reduction of contributions from \$44,701 to \$36,211 principally as a result of achieving favourable land purchase prices, reduced costs of flood mitigation works and road construction costs. This report recommends that the draft Plan be adopted.

- 90 RESOLVED** (Palmer/Arkan) that the West Coffs Harbour Developer Contributions Plan 2015 be adopted.

BS15/25 CONTRACT NO RFT-695-TO PROVISION OF SECURITY AND MONITORING SERVICES

Executive Summary:

Council called tenders for the Provision of Security & Monitoring Services Contract No-RFT-695-TO that closed on Tuesday 31 March 2015.

The tender was advertised for a two (2) year period commencing 1 May 2015 to 30 April 2017 with a further twelve (12) months option based on satisfactory supplier performance.

Prospective tenderers were advised that it was Council's preference to award the tender as a single source supplier contract, but Council simultaneously reserved the right to award sections of the contract to individual tenderers.

It was identified that prices tendered for the After Hours Monitoring section varied significantly between the highest and lowest offers. The scope of variation is further outlined in the Confidential Report.

In respect of the Other Services section of the Provision of Security and Monitoring Services tender e.g. Security Patrols, Amenity Lockups and Alarm Monitoring etc. It was identified that the most cost effective offer received would increase costs on average of 1.9% based on current contract rates, which is similar with the most recent CPI increase.

- 91 RESOLVED** (Palmer/Sultana) that:
1. Council in accordance with clause 178(1)(b) of the Local Government (General) Regulation 2005 declines to accept any tenders submitted for Contract RFT-695-TO; and
 2. Council in accordance with Clause 178(3)(b) of the Local Government (General) Regulation 2005, invite fresh tenders based on different details.

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI15/21 TRAFFIC COMMITTEE NO. 2/2015

Executive Summary:

To confirm Minutes of the informal Traffic Committee Meeting 2/2015.

92 RESOLVED (Palmer/Cowling) that:

Approval be given for the temporary road closure in Harbour Drive, Coffs Harbour between Gordon Street and Grafton Street from 4.00pm and 6.00pm on Wednesday, 20 May 2015 for the NSW Blues Civic Reception to be advertised and providing no substantive objections are received, the closure be approved subject to the following:

1. The organisers of the NSW Blues Civic Reception liaise with affected traders and obtain traders approval.
2. The organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
3. The organisers be responsible for all costs associated with the temporary closure, including advertising.
4. A current insurance Certificate of Currency of the applicants Public Liability Insurance for a minimum insured amount of \$10 million and noting the Coffs Harbour City Council as an interested party for the event.
5. Traffic Management Plan and RMS accredited Traffic Control Plan to be submitted for approval.

SI15/22 CONTRACT NO. RFT-706-TO: CONSTRUCTION AND RESTORATION OF CONCRETE WORKS

Executive Summary:

Council is in receipt of various works in the form of grant and contributions from the Roads and Maritime Services. In order to meet allocated timeframes and best value for this funding, an open tender was called for the concreting elements of this work in the form of a Schedule of Rates Contract. Tenders for Contract No. RFT-706-TO Construction and Restoration of Concrete Works were received with a closing date of 14th April 2015.

The purpose of this report is to disclose the results of the tender, and to seek the approval of Council to enter into a contract with the recommended Tenderer to complete the work.

93 RESOLVED (Degens/Arkan) that:

1. Council accept the tender of FJE & J Farlow ABN 49 034 845 208, for the Schedule of Rates Contract RFT-706-TO Construction and Restoration of Concrete Works, on the basis that:
 - a) The tender is the most advantageous tender following the application of Council's Tender Value Selection System.
 - b) The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory.
 - c) The Tenderer's financial capacity is acceptable.
2. The contract documents be executed under the Seal of Council.

REQUESTS FOR LEAVE OF ABSENCE

Cr Sultana indicated that he was not available for Council's meeting scheduled to be held on 28 May 2015 and further that he would submit a request for leave of absence.

MATTERS OF AN URGENT NATURE

MUN15/5 Tidy Town Nomination Fees

Cr Cowling questioned whether Council would fund the cost of the nine nominations for the Tidy Towns (\$28 per nomination), aside from the original approved cost of membership fees (\$500).

MUN15/6 CBD Works - No Consultation

Cr Rhoades raised the work that has commenced in the CBD and questioned whether the retailers had been consulted.

The General Manager advised that the Group Leader, Strategic Asset Management will provide an update to the Councillors regarding the consultation that had been provided to the CBD retailers.

QUESTIONS ON NOTICE

No questions on notice.

This concluded the business and the meeting closed at 6.01 pm.

Confirmed: 28 May 2015

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Denise Knight
Mayor



REPORT TO ORDINARY COUNCIL MEETING

RELEASE OF EASEMENT FOR DRAINAGE OF WATER - 9 BLUE GUM AVENUE, SANDY BEACH

REPORTING OFFICER: Property Development Officer
DIRECTOR: Director Sustainable Infrastructure
COFFS HARBOUR 2030: LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities.
ATTACHMENTS: Attachment 1 - Location Plan

Recommendation:

1. That Council agree to release the easement as described in this report for drainage over Lot 126 DP 227257.
2. That Council execute under seal the 'Transfer Releasing Easement' document related to this matter.
3. That all costs associated with this matter be borne by the owner of Lot 126 DP 227257.

EXECUTIVE SUMMARY

The purpose of this report is to obtain formal Council approval to release a drainage easement that is surplus to Council's requirements.

REPORT

Description of Item:

Council currently has in its favour a drainage easement six feet wide that affects 9 Blue Gum Avenue at Sandy Beach. The easement is shown on the Title of this property but appears to have been incorrectly notated by the Land and Property Information (LPI) office in Sydney. The easement on the Title refers to the DP but the DP does not show an easement on the property.

Council has an easement on the adjoining property known as Lot 125 DP 227257 which satisfies its purposes and in which is located a pipeline that facilitates stormwater flow in the locality.

The plan attached to this report shows the location of 9 Blue Gum Avenue, Sandy Beach.

Issues:

The only issue for Council to consider is whether it should consent to the proposed release of the easement. In the circumstances there is no reason why Council should not grant approval.

Options:

Council has two options:

1. To consent to the release of the easement.
2. To refuse consent and retain the easement.

Sustainability Assessment:

- **Environment**

There are no environmental issues.

- **Social**

There are no social impacts.

- **Civic Leadership**

There are no impacts in relation to this private matter.

- **Economic**

Broader Economic Implications

The removal of the easement may enhance the development potential of the land.

Delivery Program/Operational Plan Implications

All costs in relation to the matter will be borne by the owners of Lot 126 DP 227257.

Risk Analysis:

The risk in relation to this matter has been assessed as minor and insignificant.

Consultation:

Coffs Harbour Water advise the subject easement is not required and was erroneously created in the first place. Council's requirements in this locality are satisfied by an easement for drainage over an adjoining property known as Lot 125 DP 227257. There is no need for the easement to be retained for possible future requirements.

Related Policy, Precedents and / or Statutory Requirements:

Council has in the past consented to the release of easements when considered appropriate.

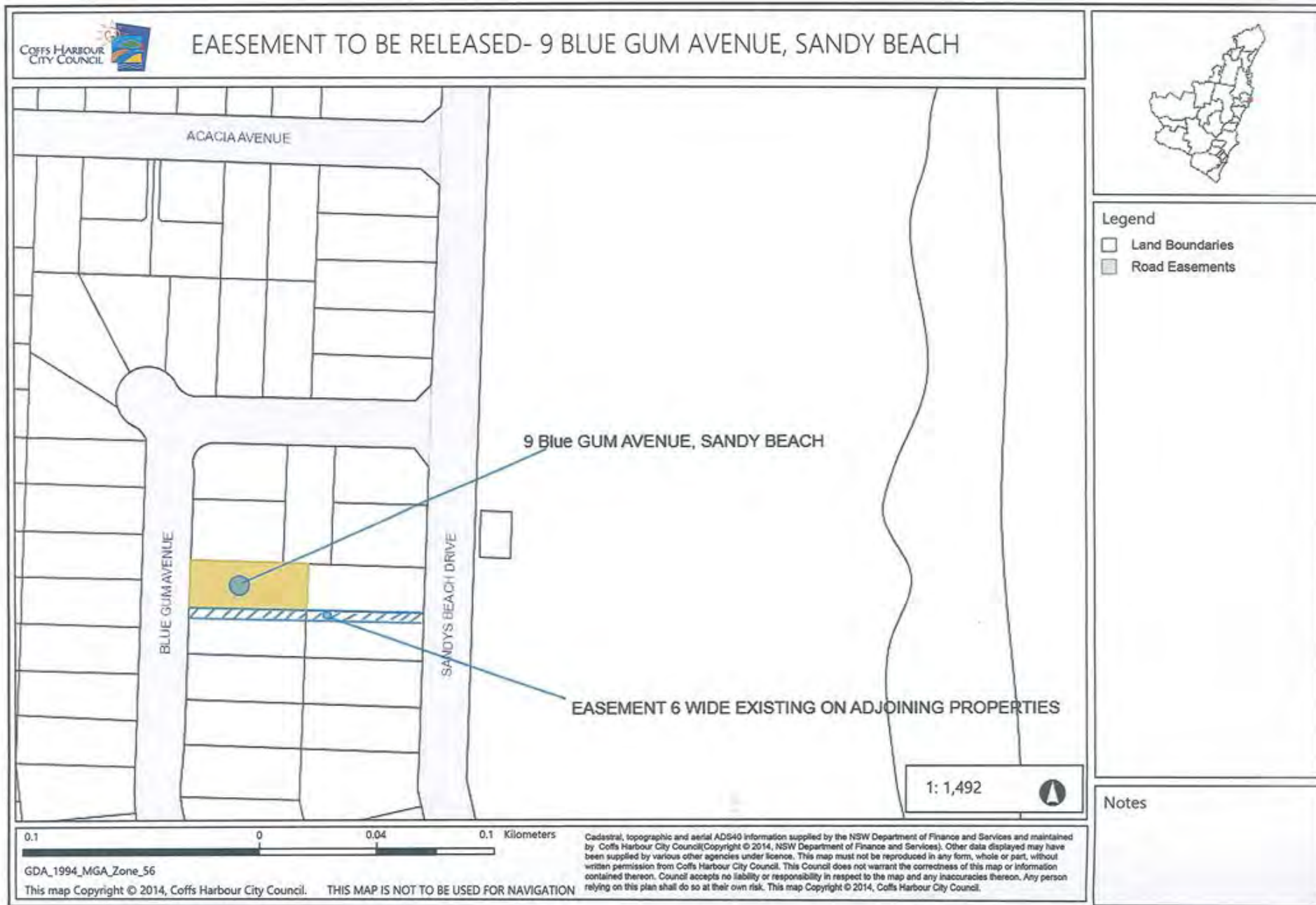
Council cannot affix its seal or dispose of property without a resolution of Council. This requirement has generated the need for this report.

Implementation Date / Priority:

The matter will be dealt with immediately following Council's resolution.

Conclusion:

There is no reason for Council not to release the easement as proposed. The easement is surplus to its current or future requirements and its release will unencumber a residential property to facilitate better use of the land.





REPORT TO ORDINARY COUNCIL MEETING

FORMATION OF THE COFFS COAST WASTE STRATEGY REFERENCE GROUP

REPORTING OFFICER:	Section Leader - Asset Planning and Projects
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	PL1.1.2 – Provide infrastructure that supports sustainable living and incorporates resilience to climatic conditions. LE3.1.2 – Use Best Practice to prevent impacts on our environment. LE3.1.4 – Implement programs which make the Coffs Coast region a zero waste community.
ATTACHMENTS:	Terms of Reference

Recommendation:

That Council:

1. **Endorses the formation of a Coffs Coast Waste Strategy Reference Group.**
 2. **Adopts the Terms of Reference for the Coffs Coast Waste Strategy Reference Group.**
 3. **Nominates a Councillor as a member for the Reference Group.**
-

EXECUTIVE SUMMARY

Coffs Harbour City Council, Nambucca Shire Council and Bellingen Shire Council are the members of Coffs Coast Waste Services (CCWS). A Waste Strategy is currently being developed by consultants to ensure best practice is utilised for the regional waste management. The strategy is due to be presented to the three Councils in October 2015.

It is proposed to set up a Reference Group for the high level oversight of the Strategy.

REPORT

Description of Item:

At the 18 December 2014 Council meeting, Council endorsed the preparation of the Coffs Coast Regional Resource Recovery and Waste Management Strategy. A suitable consultant has been engaged and the Strategy is progressing.

Partner Councils in Coffs Coast Waste Services, Nambucca and Bellingen Shire Councils have both resolved to request Coffs Harbour City Council to form a Regional Waste Committee to oversee the Strategy project. The proposed group would comprise a Councillor, responsible Director and Waste Officer from each participating Council.

This report is to gain Council's acceptance for

- Formation of the Waste Strategy Reference Group
- Endorsement of the proposed Terms of Reference, and
- Nomination of an appropriate Coffs Harbour City Council elected representative to become a member of the group.

Issues:

Nambucca and Bellingen Shire Councils wish to be involved in the high level oversight of the Waste Strategy. Both Councils resolved the following:

'That Coffs Harbour City Council be requested to establish a Regional Waste Committee to manage the project comprising a Councillor, responsible Director plus relevant Waste Services staff from each participating Council.'

No major issues are seen by granting the requests for the formation of a Reference Group.

Options:

The options available to Council are:

1. Adopt the recommendation provided to Council which allows the member Councils to ensure that the specific environmental and community needs of each Council are met..
2. Resolve to not form the Reference Group. Stakeholder input from each member Council is required to ensure that the most advantageous strategy is adopted..
3. Resolve to form the Reference Group with amended Terms of Reference

Sustainability Assessment:

- **Environment**

The environmental sustainability of the Waste Strategy is well documented in previous reports. There is no adverse environmental outcomes by the formation of the Reference Group.

- **Social**

Formation of the Reference Group will ensure that the close relationship that Coffs Harbour City Council has with its neighboring Councils, will continue. The Reference Group will ensure that the Waste Strategy is acceptable to all members of the Coffs Coast Waste Services.

- **Civic Leadership**

The Waste Strategy is consistent with the Coffs Harbour 2030 Community Strategic Plan. As referenced above, the Waste Strategy, and therefore the formation of the Reference Group, is consistent with objectives PL1.1.2, LE3.1.2, and LE3.1.4.

- **Economic**

Broader Economic Implications

The formation of the Reference Group will enhance the economic decision making between member Councils.

Delivery Program/Operational Plan Implications

The cost to Council would include the staff time as members of the Group, and will not have adverse implications on the Operation Plan.

Risk Analysis:

The risk associated with not agreeing with the formation of the Reference Group is that the excellent working relationship that exists between the regional Councils will deteriorate.

Adherence to the Terms of Reference would mitigate issues with the operation of the Reference Group..

Consultation:

Both Nambucca and Bellingen Shire Councils have been consulted on this matter with Coffs Harbour Waste staff and Executive.

Related Policy, Precedents and / or Statutory Requirements:

The formation of the Reference Group does not contravene any statutory requirements and is consistent with Councils policy of regional cooperation.

Implementation Date / Priority:

If the recommendations are accepted, the Reference Group would be formed immediately, so that it could be involved in the ongoing Waste Strategy.

The initial meeting is currently scheduled for 9 June 2015, where the background report being currently prepared by the consultant will be discussed.

Conclusion:

It is considered that the formation of the Coffs Coast Waste Strategy Reference Group will ensure that all members of Coffs Coast Waste Strategy will have input to the Coffs Coast Waste Strategy.

CCWS Waste Strategy Reference Group: Terms of Reference

1. THE VISION

To ensure that the Coffs Coast Waste Strategy for Coffs Coast Waste Services meets its objective and provides a sustainable direction for member Councils.

2. SCOPE/ROLE

- a. To ensure that a regional strategy for waste is properly considered, and that it meets the environmental and community needs of the member Councils within affordable limits.
- b. To provide feedback on the Coffs Coast Waste Strategy in accordance with the required timelines of the strategy process.
- c. To ensure that the community, environmental and financial requirements of each member Council is considered in the formation of the Strategy.
- d. To liaise with the Strategy Project Manager on points of issue.

3. COMPOSITION OF THE COMMITTEE

- a. The Reference Group will comprise the following members from each of, Coffs Harbour City Council, Nambucca Shire Council, and Bellingen Shire Council.
 - A nominated Councillor
 - The relevant Director
 - The relevant Waste Officer

4. MEETINGS OF THE COMMITTEE

- a. The Chairperson for the meetings will be the Director of Sustainable Infrastructure of Coffs Harbour City Council or his representative.
- b. The initial meeting will be held by the Strategy consultant during the formation of the Strategy, after the first draft document is available for discussion.
- c. Other meetings will be held as decided at the initial meeting.
- d. Decisions/conclusions made by the Reference Group shall be by consensus.
- e. The agenda and associated documents will be forwarded to the members one week prior to the initial meeting.
- f. Topics for the agenda for subsequent meetings should be forwarded to the chairperson no later than seven days prior to the meeting.
- g. Minutes from the meetings will be circulated to members within three days of the meeting.
- h. Members must declare in writing any interest in any report tabled at the meeting.
- i. Coffs Harbour City Council to supply administration support to a reasonable level.

Attachment

5. TERM OF OFFICE

- a. Membership will be for the period of the formation of the Waste Strategy, and will end once the Strategy is adopted by member Councils.

6. CONDUCT

- a. All members of the Committee are to abide by Coffs Harbour City Council's Code of Conduct.
- b. In any dispute, Coffs Harbour City Council's "Code of Meeting Practice" will prevail.



REPORT TO ORDINARY COUNCIL MEETING

BANK AND INVESTMENT BALANCES FOR APRIL 2015

REPORTING OFFICER:	Section Leader Financial Planning
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 April 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 million, nine hundred and twenty three thousand, eight hundred and thirty four dollars (\$140,923,834) as at 30 April 2015 be noted.
 2. That the general fund unrestricted cash and investments totaling one hundred and eighty three thousand, seven hundred and seventy two dollars (\$183,772) as at 30 April 2015 be noted.
-

EXECUTIVE SUMMARY

The purpose is to report on Council's Bank Balances and Investments as at 30 April 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 30 April 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 Laminar Group Pty Ltd (Council's investment portfolio advisors), which examine economic and financial markets data for April 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 April 2015 it is noted that after deducting, from the total bank and investment balances of \$140,923,834 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$140,740,062) the Unrestricted Cash is \$183,772.

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 Laminar Group 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, Laminar Group 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 30 APRIL 2015								
	Credit Rating at 30/4/15	Legal Maturity	Acquisition Price \$	Market Value as at 1/4/15 \$	Market Value as at 30/4/15 \$	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-			4,081,926	2,988,704	74,372	2.32	Low
UBS Cash Management Trust	AAA			5,512	26,998	7,763	1.65	Low
ME Bank - Business Account	BBB+			73	73	2	3.25	Low
NAB Professional Funds Account	AA-			6,999,719	11,341	138,978	2.90	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 - <i>Trust A/c</i>	AA-			137,235	137,591	3,551	3.20	Low
Credit Union Australia Prime Access	BBB+			82	82	-	0.01	Low
Total				11,224,543	3,164,785	224,816		
BENCHMARK RATE - 11 AM INDICATIVE CASH RATE							2.25	
BENCHMARK RATE - AUSBOND BANK BILL INDEX							2.73	
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	306,082	7.35	Low
AMP 7/5/15	A+	7/05/2015	1,000,000	1,000,000	1,000,000	31,649	3.80	Low
Arab Bank 7/5/18	BBB-	7/05/2018	1,500,000	1,500,000	1,500,000	58,718	4.70	Low
Arab Bank 10/9/15	BBB-	10/09/2015	2,000,000	2,000,000	2,000,000	70,795	4.25	Low
NAB 11/6/15	AA-	11/06/2015	2,500,000	2,500,000	2,500,000	10,404	3.10	Low
NAB 18/8/15	AA-	18/08/2015	1,000,000	1,000,000	1,000,000	25,710	3.68	Low
NAB 4/3/16	AA-	4/03/2016	2,000,000	2,000,000	2,000,000	67,963	4.08	Low
NAB 13/5/16	AA-	13/05/2016	1,500,000	1,500,000	1,500,000	44,816	3.98	Low
NAB 2/9/15	AA-	2/09/2015	1,000,000	1,000,000	1,000,000	24,197	3.68	Low
NAB 20/2/17	AA-	20/02/2017	4,000,000	4,000,000	4,000,000	24,665	3.17	Low
NAB 12/12/19	AA-	12/12/2019	1,000,000	1,000,000	1,000,000	15,233	4.00	Low
NAB 26/2/16	AA-	26/02/2016	1,000,000	1,000,000	1,000,000	5,472	3.17	Low
NAB 26/11/15	AA-	26/11/2015	1,000,000	1,000,000	1,000,000	5,489	3.18	Low
NAB 27/8/15	AA-	27/08/2015	1,000,000	1,000,000	1,000,000	5,472	3.17	Low
NAB 29/10/15 - <i>Regional Parks Trust</i>	AA-	29/10/2015	1,220,000	-	1,220,000	119	3.55	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,000,000	2,000,000	111,605	6.70	Low
Bank of Queensland 4/9/17	A-	4/09/2017	2,000,000	2,000,000	2,000,000	93,805	5.65	Low
Bank of Queensland 5/2/18	A-	5/02/2018	3,000,000	3,000,000	3,000,000	128,256	5.15	Low
Bank of Queensland 5/3/18	A-	5/03/2018	2,000,000	2,000,000	2,000,000	84,674	5.10	Low
Bank of Queensland 17/5/17	A-	17/05/2017	1,000,000	1,000,000	1,000,000	38,729	4.65	Low
Bank of Queensland 20/2/18	A-	20/02/2018	1,000,000	1,000,000	1,000,000	38,759	4.70	Low
Bank of Queensland 29/6/16	A-	29/06/2016	1,000,000	1,000,000	1,000,000	62,216	7.47	Low
Bank of Queensland 8/7/15	A-	8/07/2015	1,000,000	1,000,000	1,000,000	60,050	7.21	Low
Bank of Queensland 8/8/16	A-	8/08/2016	2,500,000	2,500,000	2,500,000	138,840	6.69	Low
Bank of Queensland 6/6/17	A-	6/06/2017	2,000,000	2,000,000	2,000,000	90,617	5.44	Low
Bank of Queensland 14/8/15	AA-	14/08/2015	1,800,000	1,800,000	1,800,000	96,397	6.43	Low
Bankwest 27/5/15	AA-	27/05/2015	2,000,000	2,000,000	2,000,000	10,874	3.15	Low
Beyond Bank 2/3/16	A	2/03/2016	750,000	750,000	750,000	4,122	3.40	Low
Beyond Bank 2/3/17	A	2/03/2017	750,000	750,000	750,000	4,183	3.45	Low
Beyond Bank 2/3/18	A	2/03/2018	990,000	990,000	990,000	5,921	3.70	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,000,000	5,000,000	296,774	7.15	Low
Rabo Direct 10/8/15	AA	10/08/2015	1,000,000	1,000,000	1,000,000	55,986	6.70	Low
Rabo Direct 17/8/18	AA	17/08/2018	1,500,000	1,500,000	1,500,000	42,966	4.10	Low
Rabo Direct 14/1/20	AA	14/01/2020	1,000,000	1,000,000	1,000,000	11,762	4.05	Low
ING 17/8/17	A-	17/08/2017	2,000,000	2,000,000	2,000,000	100,441	6.01	Low
ING 6/9/17	A-	6/09/2017	2,000,000	2,000,000	2,000,000	92,975	5.60	Low
ING 7/5/18	A-	7/05/2018	1,500,000	1,500,000	1,500,000	58,218	4.66	Low
ING 2/3/18	A-	2/03/2018	2,000,000	2,000,000	2,000,000	75,542	4.55	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,000	1,000,000	59,134	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,000,000	1,000,000	58,940	7.10	Low
Wide Bay 12/12/16	BBB	12/12/2016	2,000,000	2,000,000	2,000,000	28,973	3.75	Low
ME Bank 18/2/19	BBB+	18/02/2019	3,000,000	3,000,000	3,000,000	126,181	5.05	Low
ME Bank 7/5/19	BBB+	7/05/2019	2,000,000	2,000,000	2,000,000	80,123	4.81	Low
ME Bank 3/6/19	BBB+	3/06/2019	2,000,000	2,000,000	2,000,000	77,458	4.65	Low
ME Bank 11/6/19	BBB+	11/06/2019	1,500,000	1,500,000	1,500,000	58,093	4.65	Low
ME Bank 2/6/17	BBB+	2/06/2017	1,500,000	1,500,000	1,500,000	51,847	4.15	Low
ME Bank 2/9/19	BBB+	2/09/2019	2,000,000	2,000,000	2,000,000	56,153	4.27	Low
Police Credit Union 17/5/16	NR	17/05/2016	500,000	500,000	500,000	18,781	4.51	Low
Police Credit Union 1/3/19	NR	1/03/2019	1,000,000	1,000,000	1,000,000	42,060	5.05	Low
Police Credit Union (SA) 30/10/18	NR	30/10/2018	500,000	500,000	500,000	10,278	4.10	Low
Qld Police Credit Union 16/5/16	NR	16/05/2016	2,000,000	2,000,000	2,000,000	69,129	4.15	Low
WAW Credit Union 27/5/16	NR	27/05/2016	1,000,000	1,000,000	1,000,000	34,564	4.15	Low
BCU 2/6/17	NR	2/06/2017	1,000,000	1,000,000	1,000,000	35,397	4.25	Low
CBA 16/5/16	AA-	16/05/2016	1,000,000	1,000,000	1,000,000	37,479	4.50	Low
CBA 17/5/16	AA-	17/05/2016	1,000,000	1,000,000	1,000,000	37,479	4.50	Low
CBA 23/5/16	AA-	23/05/2016	1,000,000	1,000,000	1,000,000	37,896	4.55	Low
CBA 30/5/16	AA-	30/05/2016	1,000,000	1,000,000	1,000,000	37,896	4.55	Low
CBA 6/6/16	AA-	6/06/2016	1,000,000	1,000,000	1,000,000	37,896	4.55	Low
CBA 29/10/17	AA-	29/10/2017	1,650,365	1,947,411	1,650,365	44,121	2.67	Low
Total			95,160,365	94,237,411	95,160,365	3,440,374		

BANK BALANCES AND INVESTMENTS AS AT 30 APRIL 2015

	Credit Rating at 30/4/15	Legal Maturity	Acquisition Price \$	Market Value as at 1/4/15 \$	Market Value as at 30/4/15 \$	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	2,328,782	2,317,231	109,714	3.79	Low
Macquarie Bank	A	9/03/2017	5,000,000	5,242,350	5,242,150	166,019	5.62	Low
Bendigo Bank	A-	14/11/2018	1,000,000	1,018,370	1,021,890	37,520	3.60	Low
Bendigo Bank	A-	17/09/2019	3,007,000	3,011,300	3,025,162	42,158	3.56	Low
Credit Union Australia	BBB+	20/03/2017	1,500,000	1,505,235	1,509,390	48,880	3.58	Low
Credit Union Australia	BBB+	22/12/2017	1,000,000	1,001,110	1,003,890	17,326	3.47	Low
Police Bank Limited	BBB+	21/08/2017	1,000,000	1,003,490	1,006,220	25,485	3.42	Low
Suncorp Metway Limited	A+	20/08/2019	3,000,000	3,015,780	3,025,860	80,606	3.27	Low
Bank of Queensland	A-	6/11/2019	4,000,000	4,034,440	4,049,960	77,304	3.47	Low
Credit Suisse	A	16/07/2019	3,500,000	3,535,735	3,516,800	59,161	3.29	Low
UBS	A-	27/08/2019	2,000,000	2,006,860	2,016,060	52,734	3.28	Low
NAB	AA-	27/11/2019	1,000,000	1,005,940	1,010,920	22,482	3.15	Low
ME Bank	BBB+	17/11/2017	3,000,000	3,013,320	3,022,680	70,875	3.32	Low
Total			31,282,362	31,722,712	31,768,213	810,264		
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	51,283	3.83	Low
NAB Flexi	AA-	23/01/2020	2,000,000	2,000,000	2,000,000	19,400	3.65	Low
Total			3,500,000	3,500,000	3,500,000	70,683		
Covered Bonds								
Suncorp Metway Limited	AAA	5/11/2019	2,001,890	2,009,697	2,016,224	27,732	3.10	Low
			2,001,890	2,009,697	2,016,224	27,732		
Floating Rate Transferrable Certificate of Deposit								
Greater Building Society	BBB	15/04/2016	2,000,000	2,048,300	2,018,420	69,186	3.76	Low
ANZ	AA-	11/11/2019	3,250,000	3,279,770	3,295,825	75,479	3.24	Low
Total			5,250,000	5,328,070	5,314,245	144,666		
Other:								
Southern Phone Company Shares	N/A	N/A	2	2	2	-	N/A	Low
Securities No Longer Held			-	3,220,000	-	828,158		
Total			2	3,220,002	2	828,158		
GRAND TOTAL (before fees)				151,242,436	140,923,834	5,594,328		
Less Portfolio Fees (Advice & Salary)						(108,132)		
GRAND TOTAL				151,242,436	140,923,834	5,486,196		

Capital Guaranteed at maturity, ^ Ex Infrastructure IMP, * Fitch Rated
 The dates quoted alongside the name of the product for FRN's and Fixed Bonds are first call dates.
 First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.
 Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.

Income to Profit & Loss	\$ 5,486,196
TOTAL CASH & INVESTMENTS AS AT 30 APRIL 2015	\$ 140,923,834
LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS	
Water Fund	\$ 29,619,803
Sewer Fund	\$ 47,524,842
GENERAL FUND CASH & INVESTMENTS	\$ 63,779,189
LESS TRUST FUND BALANCES AS AT 30 APRIL 2015	\$ 1,472,332
LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (S94 contributions, grants, reserves).	\$ 62,123,084
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 APRIL 2015	
Unrestricted Cash & Investments as at 30 June 2014	\$ 188,000
Deduct 2014/15 Budget Deficit as at 28/2/15 (adopted 23/4/15)	\$ (4,228)
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT AS AT 30 APRIL 2015	\$ 183,772

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

QUARTERLY BUDGET REVIEW STATEMENT FOR MARCH 2015

REPORTING OFFICER: Program Support Coordinator
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS: ATT1 QBRS General Budget Review Income and Expenses Statement by Program
 ATT2 QBRS Sewer Budget Review Income and Expenses Statement by Program
 ATT3 QBRS Water Budget Review Income and Expenses Statement by Program
 ATT4 QBRS Budget Review Capital Budget
 ATT5 QBRS Budget Review Cash and Investment position
 ATT6 QBRS Budget Review Key Performance Indicators
 ATT7 QBRS Part A Budget Review – Contracts
 ATT8 QBRS Part B Budget Review – Consultancy and Legal Expenses

Recommendation:

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

Estimated budget position as at 31 March 2015:

	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 December 2014	(78,418) (S)	(219,967) (S)	628,362 (D)
Approved Variations for January 2015	37,500 (D)	Nil	Nil
Approved Variations for February 2015	46,703 (D)	Nil	Nil
Recommended variations for month ending 31 March 2015	Nil	Nil	Nil
Estimated result 2014/15 as at 31 March 2015	<u>4,228 (D)</u>	<u>3,017,568 (D)</u>	<u>3,164,587 (D)</u>

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



REPORT TO ORDINARY COUNCIL MEETING

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 Council's financial position.

REPORT

Description of Item:

As part of the Integrated Planning and Reporting (IP & R) framework for local government, the Office of Local Government has developed a minimum set of budget reports to assist Council in meeting their legislative requirements. These documents are collectively known as the Quarterly Budget Review Statement (QBRs) and form part of the framework of Clause 203 of the Regulation. This regulation requires a council's RAO to submit quarterly budget review statements to the governing body of Council. These minimum statements are contained within the attachments to this report.

The table below summarises this quarter's budget variations.

Estimated budget position as at 31 March 2015:

	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 December 2014	(78,418) (S)	(219,967) (S)	628,362 (D)
Approved Variations for January 2015	37,500 (D)	Nil	Nil
Approved Variations for February 2015	46,703 (D)	Nil	Nil
Recommended variations for month ending 31 March 2015	Nil	Nil	Nil
Estimated result 2014/15 as at 31 March 2015	<u>4,228 (D)</u>	<u>3,017,568 (D)</u>	<u>3,164,587 (D)</u>

General Account

Deficit/(Surplus)

Recommended variations for March 2015

Construction of Jetty Foreshores fish cleaning table	20,000 (D)
Department of Primary Industries grant funding from the Recreational Fishing Trust	(20,000) (S)
Design works for stage 2 of the Red Rock to Corindi Cycleway	20,000 (D)
RMS grant funding	(20,000) (S)
Diggers Beach reserve amenity block upgrade, lifeguard storage, pathways, access and parking improvements.	430,000 (D)
Funded by:	
- Community Building Partnership grant	(50,000) (S)
- Contribution from Coffs Coast Regional Park Trust	(150,000) (S)
- Allocation of Council's public amenities upgrade funds	(180,000) (S)
- Section 94 developer contributions funds	(50,000) (S)
Drainage works at Graham Drive, Sandy Beach to address road surface and verge runoff flooding issues	189,000 (D)
Allocation of flood mitigation works funding	(189,000) (S)
Coffs Harbour Museum restoration of honour boards and cabinet construction to display World War One medals	1,484 (D)
Anzac Centenary Local Grants Program grant funding	(1,484) (S)

Subtotal

Nil

Water Account

Recommended Variations for March 2015

Nil

Sewer Account

Recommended variations for March 2015

Nil

Issues:

This report is tabled to meet Council's statutory requirements.

Options:

Council's options in relation to this report are to:

1. Adopt the recommendation provided to Council
2. Amend the recommendation provided to Council and then adopt. This may impact upon the projected bottom line budgeted position.
3. Reject the recommendation provided to Council. This would revert the budget back to its original position prior to the recommendation being sought.

Sustainability Assessment:

This report is one of procedure only.

• **Environment**

There are no perceived short or long-term environmental impacts.

• **Social**

There are no perceived short or long term social impacts.

• **Civic Leadership**

Council strives to reach a balanced budget cash position by June 30 each year in conjunction with meeting its short term priorities.

• **Economic**

Broader Economic Implications

This report assesses the current years projected budget position only. Any variations approved by Council are subsequently reflected in Council's Delivery Plan and may affect future economic sustainability.

Delivery Program/Operational Plan Implications

The original budget for the General Account adopted on the 22 May 2014 provided for a deficit of \$1,557.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2014/15.

Risk Analysis:

Not applicable.

Consultation:

Group Leaders and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

Related Policy, Precedents and / or Statutory Requirements:

As discussed above, under local government regulations the RAO is required to submit a quarterly budget review to Council. There is no obligation to provide monthly reviews but as part of prudent financial management we have opted to do so, commencing October each year.

Implementation Date / Priority:

The approved variations will be updated in the affected budgets prior to release for review in the following month.

Conclusion:

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 RAO's statement regarding Council's financial position.

Agenda - Ordinary Meeting 28 May 2015 - BUSINESS SERVICES DIRECTORATE REPORTS

COFFS HARBOUR CITY COUNCIL

Att1 - QBRS GENERAL BUDGET REVIEW INCOME & EXPENSES STATEMENT BY PROGRAM

Attachment 1

FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	APPROVED CHANGES			REVISED	RECOMMENDED	PROJECTED	ACTUAL
	Budget	Approved Changes			Budget	Changes	Budget	YTD
	2014/15	Other than by QBRS	Sept Rev	Dec Rev		for March	2014/15	
INCOME								
Community Facilities	2,275,597	1,001,057	20,000	40,986	3,337,640	(37,515)	3,300,125	2,788,355
Office of the General Manager	1,615	17,120	5,000	(47)	23,688	-	23,688	17,766
Financial Sustainability	2,019,924	-	-	-	2,019,924	-	2,019,924	2,019,924
Transfer to Sustainability	1,500,000	-	(9,100)	-	1,490,900	(846,462)	644,438	-
CBD Masterplan Works	1,797,950	3,551,860	-	(257,762)	5,092,048	(3,320,313)	1,771,735	1,468,188
Jetty4Shores Project	1,742,701	330,425	-	322,238	2,395,364	-	2,395,364	2,209,550
Coffs Coast Tourism & Marketing	563,600	238,552	125,500	(6,956)	920,696	259,149	1,179,845	873,748
Sustainable & Precinct Planning	59,092	659,048	-	53,746	771,886	583,827	1,355,713	718,815
Development Assessment & Building Services	1,838,387	10,727	-	8,795	1,857,909	(78,700)	1,779,209	1,384,908
Environmental Services	304,702	572,958	-	689	878,349	50,000	928,349	668,558
Public Health & Safety	273,028	37,865	-	13,148	324,041	(77,553)	246,488	227,317
Ranger Services	479,294	-	-	(521)	478,773	-	478,773	314,113
Domestic Waste Management	17,543,349	5,000	(234,253)	71,692	17,385,788	-	17,385,788	17,310,780
Non-Domestic Waste Management	6,265,581	658,227	(327,703)	49,295	6,645,400	-	6,645,400	5,678,345
Property Assets	1,761,494	130,832	-	(244,292)	1,648,034	93,370	1,741,404	1,349,099
Swimming Pools	91,614	12,500	-	(2,641)	101,473	-	101,473	76,435
Airport	10,442,401	592,717	295,000	134,291	11,464,409	(326,000)	11,138,409	7,967,315
Sports Unit	691,497	528,517	-	(45,873)	1,174,141	-	1,174,141	961,791
Admin & Corp Governance	6,126,822	-	-	(20,337)	6,106,485	(6,106,485)	-	-
Governance & Legal Services	100,500	392,369	-	79,201	572,070	-	572,070	473,979
Rural Fire Service	2,208,771	308,084	-	302,007	2,818,862	16,588	2,835,450	1,056,397
Corporate Information	774,048	611,913	-	(219,773)	1,166,188	-	1,166,188	854,748
Telecommunications & New Technology	1,724,930	-	-	143,294	1,868,224	-	1,868,224	1,464,864
Finance	969,017	40,522	-	(3,728)	1,005,811	6,007,315	7,013,126	5,211,278
Plant	14,538,141	2,310,524	-	(3,231)	16,845,434	-	16,845,434	12,632,562
Program Support	114,700	26,846	-	-	141,546	-	141,546	46,983
HR & Organisational Development	57,900	-	-	86,885	144,785	-	144,785	126,885
Customer Services	-	-	-	39,500	39,500	9,800	49,300	44,128
City Services Support	30,291	-	-	(3,816)	26,475	-	26,475	19,856
Sustainability	-	-	-	-	-	-	-	104
Assets Systems	-	-	-	-	-	-	-	-
Lifeguard Services	-	-	-	-	-	100,320	100,320	87,620
Library Services	203,841	309,334	-	62,631	575,806	-	575,806	481,331
Cultural Services	-	-	-	-	-	261,479	261,479	229,808
Community Services	498,746	144,118	-	(3,877)	638,987	(244,095)	394,892	248,559
Enterprise Coffs	201,085	129,807	-	80,506	411,398	-	411,398	344,915
Environmental Lab	797,724	-	-	118	797,842	-	797,842	561,968
Operational Administration	140,000	68,285	-	-	208,285	-	208,285	36,725
Recreational Services	5,694,711	1,399,616	(209,156)	(759,039)	6,126,132	71,151	6,197,283	3,950,987
Regional Roads	2,994,337	299,648	978,800	(165,252)	4,107,533	(788)	4,106,745	2,597,282
Local Roads	11,848,631	3,819,879	520,014	1,089,627	17,278,151	(29,000)	17,249,151	12,432,562
Bridges	1,623,248	241,384	-	(30,426)	1,834,206	788	1,834,994	1,544,904
Footpaths, Cycleways & Bus Shelters	700,763	390,117	913,000	885,301	2,889,181	1,027,240	3,916,421	1,105,645
Parking	762,577	1,468,905	154,675	129,391	2,515,548	-	2,515,548	1,886,661
Quarries	300,900	-	-	-	300,900	-	300,900	103,200
Street & Toilet Cleaning	-	-	-	-	-	-	-	-
Drainage	5,642,018	10,809,562	-	(334,947)	16,116,633	-	16,116,633	11,974,570
Harbour & Jetty	21,229	21,596	-	(2,656)	40,169	-	40,169	30,127
CityWorks - Private Works	589,900	-	-	-	589,900	-	589,900	8,256,979
Survey & Design	404,514	1,695,526	17,719	1,286,957	3,404,716	262,079	3,666,795	565,122
Street Lighting	154,000	10,839	-	-	164,839	-	164,839	-
Contracts and Subdivisions	73,600	6,500	-	-	80,100	-	80,100	157,193
Untied Funding	47,173,422	74,338	-	58,555	47,306,315	-	47,306,315	37,476,913
TOTAL INCOME	156,122,192	32,927,117	2,249,496	2,833,679	194,132,484	(2,323,805)	191,808,679	152,039,857

Agenda - Ordinary Meeting 28 May 2015 - BUSINESS SERVICES DIRECTORATE REPORTS

COFFS HARBOUR CITY COUNCIL

Att1 - QBRS GENERAL BUDGET REVIEW INCOME & EXPENSES STATEMENT BY PROGRAM

Attachment 1

FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	APPROVED CHANGES			REVISED	Recommended	PROJECTED	ACTUAL
	Budget				Budget	Changes	Budget	YTD
	2014/15	Other than by QBRS	Sept Rev	Dec Rev		for March	2014/15	
EXPENSES								
Community Facilities	2,275,597	1,001,057	20,000	72,986	3,369,640	(37,515)	3,332,125	1,606,584
Office of the General Manager	1,356,715	17,120	14,987	33,371	1,422,193	(157,800)	1,264,393	1,040,365
Financial Sustainability	2,019,924	-	-	-	2,019,924	-	2,019,924	930,912
Transfer to Sustainability	1,000,000	-	-	-	1,000,000	-	1,000,000	977,695
CBD Masterplan Works	1,797,950	3,551,860	-	(257,762)	5,092,048	(3,320,313)	1,771,735	219,001
Jetty4Shores Project	1,742,701	330,425	-	322,238	2,395,364	-	2,395,364	844,177
Coffs Coast Tourism & Marketing	1,851,392	238,552	125,500	(2,338)	2,213,106	322,549	2,535,655	1,550,696
Sustainable & Precinct Planning	2,068,462	659,048	-	47,446	2,774,956	507,054	3,282,010	1,538,708
Development Assessment & Building Services	2,803,727	10,727	-	(7,405)	2,807,049	(153,281)	2,653,768	1,904,802
Environmental Services	1,276,193	572,958	-	(48,251)	1,800,900	(293,986)	1,506,914	769,569
Public Health & Safety	1,388,754	37,865	13	(6,053)	1,420,579	(753,779)	666,800	501,871
Ranger Services	975,897	-	-	(4,574)	971,323	-	971,323	660,521
Domestic Waste Management	17,543,349	5,000	(234,253)	71,692	17,385,788	-	17,385,788	13,229,507
Non-Domestic Waste Management	6,265,581	658,227	(327,703)	49,295	6,645,400	-	6,645,400	1,690,506
Property Assets	3,120,582	130,832	-	(174,192)	3,077,222	463,020	3,540,242	2,554,088
Swimming Pools	702,001	12,500	-	(2,641)	711,860	-	711,860	538,737
Airport	10,442,401	592,717	295,000	134,291	11,464,409	(326,000)	11,138,409	7,880,430
Sports Unit	2,308,951	528,517	-	(48,773)	2,788,695	13,420	2,802,115	2,281,862
Admin & Corp Governance	1,423,997	-	(10,000)	(22,887)	1,391,110	(1,391,110)	-	-
Governance & Legal Services	1,980,100	392,369	-	75,202	2,447,671	453,199	2,900,870	2,504,212
Rural Fire Service	2,609,750	308,084	-	308,541	3,226,375	16,588	3,242,963	1,515,221
Corporate Information	4,276,688	611,913	(9,100)	(231,473)	4,648,028	(345,900)	4,302,128	3,011,242
Telecommunications & New Technology	1,724,930	-	-	143,294	1,868,224	-	1,868,224	1,242,485
Finance	4,505,271	40,522	-	(20,728)	4,525,065	(118,250)	4,406,815	3,314,260
Plant	14,538,141	2,310,524	-	(3,231)	16,845,434	-	16,845,434	8,445,529
Program Support	399,477	26,846	-	(1,300)	425,023	-	425,023	289,749
HR & Organisational Development	1,479,900	-	-	78,285	1,558,185	(133,714)	1,424,471	1,002,246
Customer Services	-	-	-	39,500	39,500	895,600	935,100	433,401
City Services Support	679,491	-	-	(6,616)	672,875	20,346	693,221	588,927
Sustainability	-	-	-	-	-	305,721	305,721	124,278
Assets Systems	330,450	-	-	(1,900)	328,550	(121,175)	207,375	129,308
Lifeguard Services	-	-	-	-	-	776,546	776,546	568,078
Library Services	1,976,416	309,334	-	54,131	2,339,881	(60,000)	2,289,881	1,421,730
Cultural Services	-	-	-	-	-	1,177,768	1,177,768	811,181
Community Services	2,667,301	144,118	-	(32,829)	2,778,590	(1,207,451)	1,571,139	1,220,579
Enterprise Coffs	972,183	129,807	-	77,006	1,178,996	(122,543)	1,056,453	758,225
Environmental Lab	797,724	-	-	118	797,842	-	797,842	590,879
Operational Administration	1,078,300	68,285	-	(4,200)	1,142,385	(3,768)	1,138,617	883,099
Recreational Services	9,637,915	1,399,616	(209,156)	(697,539)	10,130,836	82,853	10,213,689	6,512,597
Regional Roads	3,099,191	299,648	978,800	(165,252)	4,212,387	(788)	4,211,599	2,705,572
Local Roads	17,558,546	3,819,879	520,014	639,627	22,538,066	(22,000)	22,516,066	13,601,576
Bridges	1,730,948	241,384	-	(30,426)	1,941,906	788	1,942,694	1,268,498
Footpaths, Cycleways & Bus Shelters	1,076,613	390,117	913,000	885,301	3,265,031	1,049,240	4,314,271	1,463,151
Parking	1,374,751	1,468,905	154,675	129,391	3,127,722	-	3,127,722	2,253,660
Quarries	300,900	-	-	-	300,900	-	300,900	234,586
Street & Toilet Cleaning	892,800	-	-	-	892,800	-	892,800	681,590
Drainage	5,939,318	10,809,562	-	(334,947)	16,413,933	-	16,413,933	5,850,051
Harbour & Jetty	195,529	21,596	-	(2,656)	214,469	-	214,469	147,811
CityWorks - Private Works	589,900	-	-	-	589,900	-	589,900	6,245,148
Survey & Design	2,383,656	1,695,526	17,719	1,778,757	5,875,658	235,079	6,110,737	2,287,045
Street Lighting	979,200	10,839	-	-	990,039	-	990,039	557,410
Subdivisions & Contracts	506,000	6,500	-	(2,900)	509,600	-	509,600	321,563
Untied Funding	7,475,072	74,338	-	(74,338)	7,475,072	-	7,475,072	2,231,304
TOTAL EXPENSES	156,120,635	32,927,117	2,249,496	2,755,261	194,052,509	(2,239,602)	191,812,907	115,936,217
NET OPERATING RESULT SURPLUS/(DEFICIT)	1,557	-	-	78,418	79,975	(84,203)	(4,228)	36,103,640

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/03/15 and should be read in conjunction with other documents in the QBRS

Agenda - Ordinary Meeting 28 May 2015 - BUSINESS SERVICES DIRECTORATE REPORTS

COFFS HARBOUR CITY COUNCIL

Att1 - QBRS GENERAL BUDGET REVIEW INCOME & EXPENSES STATEMENT BY PROGRAM

FOR THE QUARTER ENDED 31 MARCH 2015

Attachment 1

	ORIGINAL Budget 2014/15	Approved Changes			REVISED Budget	Recommended Changes for March	PROJECTED Budget 2014/15	ACTUAL YTD
		Other than by QBRS	Sept Rev	Dec Rev				
Add Back:								
Capital Expenses	27,952,300	25,924,131	2,178,038	3,677,821	59,732,290		59,732,290	21,366,366
Less:								
Transfers to & from Reserves	29,739,580	27,308,084	126,242	(2,728,693)	54,445,213	(2,108,108)	52,337,105	39,252,829
Loan Drawdowns	-			2,200,000	2,200,000		2,200,000	2,200,000
Advance Repayments	54,375			(3,728)	50,647		50,647	43,734
Asset Sales	2,301,000				2,301,000		2,301,000	984,565
NET OPERATING RESULT FROM CONTINUING OPERATIONS	(4,141,098)	(1,383,953)	2,051,796	4,288,660	815,405	2,023,905	2,839,310	14,988,878
Less:								
Capital Grants	2,066,769		1,857,327	1,292,844	5,216,940	- 110,000	5,106,940	1,334,088
Capital Contributions	6,392,540		2,517	1,170,248	7,565,305	186,167	7,751,472	5,120,527
NET OPERATING RESULT BEFORE CAPITAL ITEMS	(12,600,407)	(1,383,953)	191,952	1,825,568	(11,966,840)	1,947,738	(10,019,102)	8,534,263

Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

Attachment 2

Att2 - QBRs SEWER BUDGET REVIEW INCOME & EXPENSES STATEMENT BY PROGRAM

FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget 2014/15	Other than by QBRs	Sept Rev	Dec Rev	Budget		Budget 2014/15	YTD
INCOME								
Management Expenses	1,126	86,201	-	-	87,327		87,327	66,142
Maintenance & Operating	13,148,879	-	-	(1,302,296)	11,846,583		11,846,583	8,781,527
Miscellaneous	-	-	-	-	-		-	-
Capital Expenses	12,463,087	14,420,191	(400,000)	-	26,483,278	75,000	26,558,278	14,939,174
Untied Funding	27,320,435	-	-	(228,362)	27,092,073		27,092,073	25,209,887
TOTAL INCOME	52,933,527	14,506,392	(400,000)	(1,530,658)	65,509,261	75,000	65,584,261	48,996,730
EXPENSES								
Management Expenses	4,277,194	86,201	-	-	4,363,395		4,363,395	3,337,547
Maintenance & Operating	22,195,329	-	400,000	(1,302,296)	21,293,033		21,293,033	15,124,160
Miscellaneous	15,732,142	-	-	-	15,732,142		15,732,142	10,978,713
Capital Expenses	12,463,087	14,420,191	(400,000)	-	26,483,278	75,000	26,558,278	5,782,969
Untied Funding	802,000	-	-	-	802,000		802,000	601,500
TOTAL EXPENSES	55,469,752	14,506,392	-	(1,302,296)	68,673,848	75,000	68,748,848	35,824,890
NET OPERATING RESULT SURPLUS/(DEFICIT)	(2,536,225)	-	(400,000)	(228,362)	(3,164,587)	-	(3,164,587)	13,171,841
Add Back:								
Capital Expenses	18,299,252	14,420,191	(400,000)	-	32,319,443		32,319,443	10,105,612
Less:								
Transfers to & from Reserves	16,067,592	13,036,084	(400,000)	(1,302,296)	27,401,380	75,000	27,476,380	20,607,285
Loan Drawdowns	-	-	-	-	-		-	-
Advance Repayments	-	-	-	-	-		-	-
Asset Sales	-	-	-	-	-		-	10,136
NET OPERATING RESULT FROM CONTINUING OPERATIONS	(304,565)	1,384,107	(400,000)	1,073,934	1,753,476	(75,000)	1,678,476	2,660,032
Less:								
Capital Grants	-	1,470,308	-	-	1,470,308	-	1,470,308	(121,349)
Capital Contributions	4,945,787	-	-	-	4,945,787	-	4,945,787	3,709,340
NET OPERATING RESULT BEFORE CAPITAL ITEMS	(5,250,352)	(86,201)	(400,000)	1,073,934	(4,662,619)	(75,000)	(4,737,619)	(927,960)

Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report.

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/03/15 and should be read in conjunction with other documents in the QBRs

COFFS HARBOUR CITY COUNCIL

Attachment 3

Att3 - QBRS WATER BUDGET REVIEW INCOME & EXPENSES STATEMENT BY PROGRAM

FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget				Budget		Budget	YTD
	2014/15	Other than by QBRS	Sept Rev	Dec Rev			2014/15	
INCOME								
Management Expenses	3,000	128,542	-	-	131,542	-	131,542	97,208
Maintenance & Operating	7,220,554	254,007	-	(57,291)	7,417,270	-	7,417,270	5,684,524
Miscellaneous	-	-	-	-	-	-	-	-
Capital Expenses	13,426,750	3,333,806	-	-	16,760,556	-	16,760,556	10,037,270
Untied Funding	18,866,818	-	-	219,967	19,086,785	-	19,086,785	11,597,467
TOTAL INCOME	39,517,122	3,716,355	-	162,676	43,396,153	-	43,396,153	27,416,468

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget				Budget		Budget	YTD
	2014/15	Other than by QBRS	Sept Rev	Dec Rev			2014/15	
EXPENSES								
Management Expenses	3,591,794	128,542	-	-	3,720,336	-	3,720,336	2,648,328
Maintenance & Operating	13,491,378	254,007	-	(57,291)	13,688,094	-	13,688,094	9,433,605
Miscellaneous	11,566,235	-	-	-	11,566,235	-	11,566,235	7,939,705
Capital Expenses	13,426,750	3,333,806	-	-	16,760,556	-	16,760,556	6,060,199
Untied Funding	678,500	-	-	-	678,500	-	678,500	508,875
TOTAL EXPENSES	42,754,657	3,716,355	-	57,291	46,413,721	-	46,413,721	26,590,712

NET OPERATING RESULT SURPLUS/(DEFICIT)	(3,237,535)	-	-	219,967	(3,017,568)	-	(3,017,568)	825,756
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Add Back:								
Capital Expenses	16,333,239	3,333,806	-	-	19,667,045	-	19,667,045	8,192,650
Less:								
Transfers to & from Reserves	13,131,904	3,716,355	-	(57,291)	16,790,968	-	16,790,968	12,593,226
Loan Drawdowns	-	-	-	-	-	-	-	-
Advance Repayments	-	-	-	-	-	-	-	-
Asset Sales	-	-	-	-	-	-	-	36,173

NET OPERATING RESULT FROM CONTINUING OPERATIONS	(36,200)	(382,549)	-	277,258	(141,491)	-	(141,491)	(3,610,993)
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Less:								
Capital Grants	-	-	-	-	-	-	-	-
Capital Contributions	3,479,700	-	-	-	3,479,700	-	3,479,700	2,609,775

NET OPERATING RESULT BEFORE CAPITAL ITEMS	(3,515,900)	(382,549)	-	277,258	(3,621,191)	-	(3,621,191)	(6,220,768)
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Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

Att 4 - QBRs BUDGET REVIEW CAPITAL - GENERAL

Attachment 4

FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget 2014/15	Other than by QBRs	Sept Rev	Dec Rev	Budget		Budget 2014/15	YTD
CAPITAL FUNDING								
Rates and other Untied Funding	10,463,224	1,813,738	(159,375)	916,879	13,034,466	(499,604)	12,534,862	5,439,149
Internal Restrictions								
- Airport	2,044,789	592,717	(225,620)	161,620	2,573,506	-	2,573,506	1,665,510
- Bldg Maint Resv	-	-	-	-	-	-	-	-
- Non-Domestic Waste Management	100,000	60,000	(40,000)	-	120,000	-	120,000	-
- Community Facilities Reserve	-	590,860	-	-	590,860	-	590,860	131,396
- Car Parking Upgrade	-	916,812	154,675	50,000	1,121,487	-	1,121,487	1,148,086
- Environmental Levy	-	101,552	-	100,000	201,552	-	201,552	71,585
- Future Fund	-	-	-	-	-	-	-	-
- Jetty Maint Reserve	-	-	-	-	-	-	-	-
- Pine Creek Reserve	-	-	-	-	-	-	-	-
- Environmental Laboratory	50,000	-	-	-	50,000	-	50,000	17,842
- Grant in Advance	-	1,617,763	-	-	1,617,763	-	1,617,763	1,122,686
- Plant	3,426,200	1,606,600	-	-	5,032,800	-	5,032,800	1,793,606
- Private Works	-	-	-	-	-	-	-	-
- Land Sale Reserve	-	-	-	-	-	-	-	-
- Open Space Resv	-	-	-	-	-	-	-	-
- RFS Reserve	-	-	-	-	-	-	-	-
- ELE Reserve	-	-	-	-	-	-	-	-
- CBD Masterplan Reserve	389,098	3,010,438	-	-	3,399,536	(2,360,709)	1,038,827	146,516
- EDP Reserve	-	-	-	-	-	-	-	-
External Restrictions								
- Domestic Waste Management	100,000	5,000	40,000	-	145,000	-	145,000	5,000
- S94	1,108,620	2,096,405	548,514	(280,743)	3,472,796	472,672	3,945,468	1,007,342
- S94 - Inkind	4,500,000	-	-	-	4,500,000	-	4,500,000	4,500,000
- Contribution	78,000	595,681	2,517	1,170,248	1,846,446	172,870	2,019,316	877,059
- Grant	2,066,769	2,387,711	1,857,327	1,293,673	7,605,480	(110,000)	7,495,480	1,944,405
- Sales Income	2,245,600	622,900	-	-	2,868,500	-	2,868,500	-
- Loan	1,380,000	9,905,954	-	31,300	11,317,254	-	11,317,254	1,496,184
New Loans	-	-	-	-	-	-	-	-
Income from Sale of Assets	-	-	-	-	-	-	-	-
TOTAL CAPITAL FUNDING	27,952,300	25,924,131	2,178,038	3,442,977	59,497,446	(2,324,771)	57,172,675	21,366,366

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/03/15 and should be read in conjunction with other documents in the QBRs

COFFS HARBOUR CITY COUNCIL
Att 4 - QBRS BUDGET REVIEW CAPITAL - GENERAL
FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL	
	Budget 2014/15	Other than by QBRS	Sept Rev	Dec Rev	Budget		Budget 2014/15	YTD	
<u>CAPITAL EXPENDITURE</u>									
Loan Repayments (Principal)	4,497,517	-	-	(236,035)	4,261,482	-	4,261,482	3,000,205	
New Assets									
Buildings	150,000	191,647	-	308,084	649,731	-	649,731	236,728	
Furniture & Fittings	13,000	-	-	-	13,000	-	13,000	25	
Land Improvements	-	108,675	-	-	108,675	(100,000)	8,675	2,728	
Land - Operational	-	918,817	-	-	918,817	-	918,817	-	
Community Land	-	-	-	-	-	-	-	-	
Bulk Earthworks (non-depreciable)	-	-	199,778	-	199,778	-	199,778	172,248	
Library Books	-	-	-	-	-	-	-	-	
Office Equipment	-	390,597	-	-	390,597	-	390,597	207,618	
Other Assets	150,000	670,134	10,544	831,243	1,661,921	40,167	1,702,088	416,595	
Other Structures	267,000	923,698	(192,850)	15,893	1,013,741	32,875	1,046,616	929,873	
Plant & Equipment	152,570	19,282	-	7,881,300	8,053,152	3,500	8,056,652	1,953,063	
Water Supply Network	-	-	-	-	-	-	-	-	
Roads, Bridges & Footpaths	6,466,652	2,880,777	1,836,175	3,636,337	14,819,941	(838,202)	13,981,739	7,358,774	
Stormwater Drainage	-	-	-	6,328,561	6,328,561	189,000	6,517,561	2,114,925	
Renewals (Replacement)									
Buildings	858,000	890,981	-	(192,516)	1,556,465	250,000	1,806,465	415,086	
Furniture & Fittings	2,000	-	-	-	2,000	-	2,000	-	
Land Improvements	100,000	119,721	(40,000)	600	180,321	-	180,321	38,161	
Land - Operational	100,000	-	-	(22,747)	77,253	-	77,253	77,254	
Community Land	-	-	-	-	-	-	-	-	
Bulk Earthworks (non-depreciable)	-	-	-	-	-	-	-	-	
Library Books	-	-	-	-	-	-	-	-	
Office Equipment	604,550	171,316	-	-	775,866	-	775,866	174,571	
Other Assets	518,525	1,933,813	(102,275)	(710,401)	1,639,662	(456,325)	1,183,337	239,826	
Other Structures	600,000	1,398,073	192,850	(2,070)	2,188,853	(1,020,286)	1,168,567	118,277	
Plant & Equipment	6,680,904	2,265,777	-	(7,779,018)	1,167,663	3,500	1,171,163	6,206	
Water Supply Network	-	-	-	-	-	-	-	-	
Roads, Bridges & Footpaths	5,975,035	1,918,210	273,816	(54,097)	8,112,964	(240,000)	7,872,964	3,615,160	
Stormwater Drainage	816,547	11,122,613	-	(6,327,313)	5,611,847	(189,000)	5,422,847	289,043	
TOTAL CAPITAL EXPENDITURE	27,952,300	25,924,131	2,178,038	3,677,821	59,732,290	-	2,324,771	57,407,519	21,366,366

Note
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/03/15 and should be read in conjunction with other documents in the QBRS

COFFS HARBOUR CITY COUNCIL
Att 4 - QBRB BUDGET REVIEW CAPITAL - WATER
FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2014/15	ACTUAL YTD
	Budget 2014/15	Other than by QBRB	Sept Rev	Dec Rev	Budget			
CAPITAL FUNDING								
Water Fund	6,181,489	-	-	-	6,181,489	-	6,181,489	4,601,934
External Restrictions								
Unexpended Loan	6,394,800	3,043,311	-	-	9,438,111	-	9,438,111	2,826,897
S64	3,756,950	290,495	-	-	4,047,445	-	4,047,445	763,729
TOTAL CAPITAL FUNDING	16,333,239	3,333,806	-	-	19,667,045	-	19,667,045	8,192,560

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2014/15	ACTUAL YTD
	Budget 2014/15	Other than by QBRB	Sept Rev	Dec Rev	Budget			
CAPITAL EXPENDITURE								
Loan Repayments (Principal)	5,873,389	-	-	-	5,873,389	-	5,873,389	4,363,066
New Assets								
Office Equipment	-	-	-	-	-	-	-	-
Water Supply Network	4,981,650	347,112	-	-	5,328,762	50,000	5,378,762	3,019,688
Plant & Equipment	-	-	-	-	-	-	-	55,805
Other Assets	-	-	-	-	-	-	-	-
Renewals (Replacement)								
Office Equipment	8,100	-	-	-	8,100	-	8,100	544
Water Supply Network	5,398,000	2,986,694	-	-	8,384,694	(50,000)	8,334,694	743,949
Plant & Equipment	72,100	-	-	-	72,100	-	72,100	9,508
Other Assets	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	16,333,239	3,333,806	-	-	19,667,045	-	19,667,045	8,192,560

Note
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March
The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL
Att 4 - QBRs BUDGET REVIEW CAPITAL - SEWER
FOR THE QUARTER ENDED 31 MARCH 2015

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2014/15	ACTUAL YTD	
	Budget				Budget				
	2014/15	Other than by QBRs	Sept Rev	Dec Rev					
CAPITAL FUNDING									
Sewer Fund	8,681,952	-	-	-	8,681,952	-	8,681,952	6,456,981	
External Restrictions									
Unexpended Loan	2,734,300	12,531,383	(100,000)	-	15,165,683	75,000	15,240,683	2,868,784	
S64	6,883,000	418,500	(300,000)	-	7,001,500	-	7,001,500	204,830	
Grant	-	1,470,308	-	-	1,470,308	-	1,470,308	575,017	
TOTAL CAPITAL FUNDING	18,299,252	14,420,191	-	400,000	-	32,319,443	75,000	32,394,443	10,105,612

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2014/15	ACTUAL YTD	
	Budget				Budget				
	2014/15	Other than by QBRs	Sept Rev	Dec Rev					
CAPITAL EXPENDITURE									
Loan Repayments (Principal)	8,671,952	-	-	-	8,671,952	-	8,671,952	6,456,626	
New Assets									
Office Equipment	-	-	-	-	-	-	-	-	
Sewer Network	4,950,000	763,800	(400,000)	(496,000)	4,817,800	-	4,817,800	1,433,318	
Plant & Equipment	-	-	-	-	-	-	-	1,224	
Renewals (Replacement)									
Office Equipment	30,000	38,500	-	-	68,500	-	68,500	977	
Sewer Network	4,398,000	13,617,891	-	496,000	18,511,891	75,000	18,586,891	2,174,645	
Plant & Equipment	249,300	-	-	-	249,300	-	249,300	38,822	
TOTAL CAPITAL EXPENDITURE	18,299,252	14,420,191	-	400,000	-	32,319,443	75,000	32,394,443	10,105,612

Note
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

Att5 - BUDGET REVIEW CASH AND INVESTMENTS POSITION

FOR THE QUARTER ENDED 31 MARCH 2015

Reserve Type	Opening Balance 1/07/2014	Add / (Subtract) ORIGINAL Budget Transfers 2014/15	Approved Changes			Add Interest Apportioned	REVISED Balance	Recommended Budget Transfers for March	PROJECTED Closing Balance 30/06/2015	YTD Actual
			Other than by QBRs	Sept Rev	Dec Rev					
Total Cash and Investments	148,789,000	-	-	-	-	-	148,789,000	-	171,816,000	151,242,436
attributable to:										
External Restrictions (see below)	99,808,000	(10,799,298)	(18,157,922)	102,604	(12,677)	1,078,616	72,019,323	(461,172)	71,558,151	86,487,645
Internal Restrictions (see below)	48,793,000	(4,933,636)	(22,305,197)	(216,128)	2,670,267	1,718,630	25,726,936	2,363,956	28,074,405	47,436,075
Unrestricted	188,000	15,732,934	40,463,119	113,524	(2,657,590)	(2,797,246)	51,042,741	(1,902,784)	72,183,444	17,318,716
	148,789,000	-	-	-	-	-	148,789,000	-	171,816,000	151,242,436
External Restrictions										
General:										
Developer Contributions	12,252,000	(1,063,865)	(2,075,978)	(244,649)	(7,877)	-	8,859,631	(461,172)	8,398,459	1,740,082
Domestic Waste	1,518,000	(606,333)	-	247,253	(4,800)	42,050	1,196,170	-	1,196,170	1,326,693
Stormwater Management Levy	-	-	-	-	-	-	-	-	-	-
Other	64,000	-	-	-	-	-	64,000	-	64,000	-
Water:										
Unexpended Loans	23,990,000	(6,394,800)	(3,043,311)	-	-	-	14,551,889	-	14,551,889	22,510,620
Unexpended Grants	-	-	-	-	-	-	-	-	-	-
Developer Contributions	250,000	-	-	-	-	-	250,000	-	250,000	2,044,639
Water Supplies (Revenue)	9,265,000	-	(382,549)	-	-	260,021	9,142,472	-	9,142,472	7,210,847
Sewer:										
Unexpended Loans	29,881,000	(2,734,300)	(12,569,883)	100,000	-	-	14,676,817	-	14,676,817	28,279,757
Unexpended Grants	-	-	-	-	-	-	-	-	-	-
Developer Contributions	52,000	-	-	-	-	-	52,000	-	52,000	1,820,249
Sewer Services (Revenue)	22,536,000	-	(86,201)	-	-	776,545	23,226,344	-	23,226,344	21,554,758
Total External Restrictions	99,808,000	(10,799,298)	(18,157,922)	102,604	(12,677)	1,078,616	72,019,323	(461,172)	71,558,151	86,487,645
Internal Restrictions										
Airport	9,000	(24,555)	(592,717)	(36,000)	1,000	(7,149)	(650,421)	(326,000)	(976,421)	1,041
Asset Replacement & Maintenance	525,000	5,472	-	-	-	19,659	550,131	-	550,131	547,445
CBD Masterplan	1,174,000	(1,050,402)	(3,551,860)	-	4,435,826	49,916	1,057,480	(944,187)	113,293	1,554,131
Community Facilities	1,414,000	(229,854)	(590,860)	(20,000)	117,369	50,630	741,285	-	741,285	1,459,805
EDP Equipment	759,000	-	-	-	-	28,399	787,399	-	787,399	787,549
Technology Group	351,000	375,236	-	-	-	11,955	738,191	(247,500)	490,691	467,130
Unexpended Contributions	2,050,000	-	(2,051,033)	-	-	-	(1,033)	-	(1,033)	381,185
Historical Jetty R & M	231,000	-	-	-	-	8,645	239,645	-	239,645	239,738
Future Fund	1,404,000	350,062	-	-	-	56,979	1,811,041	10,106	1,821,147	1,731,016
Business Development	1,259,000	36,000	-	(5,000)	-	47,800	1,337,800	30,316	1,368,116	1,351,265
Project Contingency	1,137,000	-	-	-	-	42,556	1,179,556	-	1,179,556	1,180,149
Private Works - General Fund Reserve	1,484,000	72,000	-	-	-	57,148	1,613,148	60,633	1,673,781	1,640,371
Non Domestic Waste	1,101,000	(252,223)	(76,712)	(453)	4,800	62,442	838,854	-	838,854	4,079,031
Employees Leave Entitlement	5,271,000	1,106,106	-	-	(4,003,728)	196,165	2,569,543	3,760,000	6,329,543	2,882,492
Revenue Revotes	2,377,000	-	(2,676,764)	-	-	-	(299,764)	-	(299,764)	-
Unexpended Grants	2,880,000	(2,844,422)	-	-	-	-	35,578	-	35,578	1,837,388
Open Space Land	49,000	-	-	-	-	1,840	50,840	4,000	54,840	51,021
Lab Equipment Replacement	826,000	149,829	-	-	-	31,854	1,007,683	-	1,007,683	934,123
Rural Fire Service	16,000	-	-	-	-	621	16,621	16,588	16,722	17,209
Plant Replacement	6,832,000	(1,025,428)	(1,687,624)	-	-	278,550	4,397,498	-	4,397,498	9,163,191
Environmental Levy	235,000	(103,737)	(236,597)	-	-	4,953	(100,381)	-	(100,381)	203,441
RTA Pine Creek Handover (Capital)	743,000	-	-	-	-	100,724	843,724	-	843,724	843,960
RTA - SH10 Garden Works	110,000	(53,220)	-	-	-	3,680	60,460	-	60,460	83,590
Unexpended Loan Funds	9,394,000	(1,444,500)	(9,924,218)	-	2,165,000	-	190,282	-	190,282	9,084,462
Car Parking Upgrade	2,124,000	-	(916,812)	(154,675)	(50,000)	66,064	1,068,577	-	1,068,577	1,068,657
Future Road Network	1,949,000	-	-	-	-	76,258	2,025,258	-	2,025,258	2,228,402
Flood Mitigation Works	3,089,000	-	-	-	-	528,941	3,617,941	-	3,617,941	3,618,283
	48,793,000	(4,933,636)	(22,305,197)	(216,128)	2,670,267	1,718,630	25,726,936	2,363,956	28,074,405	47,436,075

Investments

Per Council's monthly Bank Balances and Investments report the RAO provides a statement that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's investment policy

Reconciliation

Per Council's monthly Bank Balances and Investments report the total Cash and investments have been reconciled with funds invested and cash at bank

Cash

The last bank reconciliation was to the period ended 31/03/15 and was completed 7/04/15

Note

Opening Balances for Unexpended grants, Unexpended loans and unexpended contributions were extracted from Closing Balance at 30/6/14 per Note 6(c) of financial statements

COFFS HARBOUR CITY COUNCIL

Att 6 - BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2015

Attachment 6

KEY PERFORMANCE INDICATORS STATEMENT

RATIO	CALCULATION	WHAT IS BEING MEASURED	FIGURE	SUSTAINABLE TARGET
Sources of Revenue Ratio (Consolidated)	Own source revenue (all income excluding grants and contributions) divided by total income from continuing operations	Council's reliance on funding from sources other than grants and contributions. The greater the reliance on own source revenue the more control council has over its income stream	72.69%	> 65%
Rates and Annual Charges Coverage Ratio (Consolidated)	Rates and annual charges outstanding divided by income from continuing operations	The degree of dependence upon revenues from rates and annual charges and to assess the security of Council's income	47.26%	55% to 75%
Asset Sustainability Ratio (Consolidated)	Capital amounts spent on rehabilitation and replacement of existing assets divided by the level proposed in the infrastructure and asset management plan	The extent to which assets are being replaced at the rate they are wearing out	25.76%	90% to 110%
Debt Service Ratio (Consolidated)	Debt service cost divided by income from continuing operations excluding capital items and specific purpose grants and contributions	The impact of loan principal and interest repayments on the discretionary revenue of council	24.88%	< 10% Sustainable 10% to 15% Satisfactory > 15% Unsustainable
Rates and Annual Charges Outstanding (Consolidated)	Rates and annual charges outstanding divided by rates and annual charges collectable	The impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts	6.99%	7%



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COFFS HARBOUR CITY COUNCIL
Att 7 - QBR PART A BUDGET REVIEW - CONTRACTS
FOR THE QUARTER ENDED 31 MARCH 2015

Attachment 7

CONTRACTOR	CONTRACT DETAIL & PURPOSE	CONTRACT VALUE (Ex GST)	COMMENCEMENT DATE	COMPLETION DATE	BUDGETED (Y/N)
GMJ Equipment Pty Ltd	Truck with Elevating Work Platform	303,404	5/01/2015	4/04/2015	Y
Drake Trailers P/L	Trailer with Tri Axle Low Loader	181,548	5/01/2015	4/04/2015	Y

Notes

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser
2. Contracts to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's preferred supplier list
3. Contracts for employment are not required to be included

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COFFS HARBOUR CITY COUNCIL

Attachment 8

**Att 8 - QBRs PART B BUDGET REVIEW - CONSULTANCY & LEGAL EXPENSES
FOR THE QUARTER ENDED 31 MARCH 2015**

EXPENSE	EXPENDITURE YTD	BUDGETED (Y/N)
Consultancies	1,003,407	Y
Legal Fees	674,158	Y



Definition of Consultant

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/03/15 and should be read in conjunction with the other documents in the QBRs



REPORT TO ORDINARY COUNCIL MEETING

MONTHLY BUDGET REVIEW FOR APRIL 2015

REPORTING OFFICER: Program Support Coordinator
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: LC3.1 – Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS: Nil

Recommendation:

That the budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 30 April 2015:

	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 31 March 2015	5,785 (D)	(219,967) (S)	628,362 (D)
Recommended variations for April 2015	(90,000) (S)	Nil	Nil
Estimated result as at 30 April 2015	(85,772) (S)	3,017,568 (D)	3,164,587 (D)

EXECUTIVE SUMMARY

This report summarises the proposed budget adjustments for the month and to report on the estimated budget position as at 30 April 2015.

REPORT

Description of Item:

To report on the estimated budget position as at 30 April 2015.

	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 31 March 2015	5,785 (D)	(219,967) (S)	628,362 (D)
Recommended variations for April 2015	(90,000) (S)	Nil	Nil
Estimated result as at 30 April 2015	(85,772) (S)	3,017,568 (D)	3,164,587 (D)

General Account

Deficit/(Surplus)

Construction of BMX track at Sandy Beach as identified in the Hearn's Lake / Sandy Beach Developer Contributions Plan	20,000 (D)
Section 94 developer contributions funding	(20,000) (S)
Shortfall in anticipated rental income received for Rigby House building due to vacant office space	100,800 (D)
Increased rental income anticipated from Council owned rental properties	(60,000) (S)
Increased Jetty footpath restaurant licences income above that originally budgeted	(3,800) (S)
Increased Harbour Drive table rental income above that originally budgeted	(15,000) (S)
Increased licencing income from Council managed crown reserves above that originally budgeted	(22,000) (S)
Building renewal projects under the Special Rate Variation for 2014/15 budgets now revised as follows:	
- Lowanna Hall, repair roof to hall and skillion shed, repair cladding to western and southern external walls and repaint, replace septic system reduced from \$129,506 to \$66,491	(63,015) (S)
- Jetty foreshores (opposite Yacht Club) amenities block roof replacement reduced from \$13,466 to \$10,598	(2,868) (S)
- Ocean Parade amenities block roof replacement reduced from \$6,379 to nil	(6,379) (S)
- Beryl St amenities block roof replacement, floor refurbishment, render and repaint structure reduced from \$25,649 to \$18,789	(6,860) (S)
- Rigby House lift replacement reduced from \$150,000 to nil (to be funded from 2015/16 SRV allocation)	(150,000) (S)
- Rigby House Level 2 install new office partitions to accommodate multiple tenancies increased from \$42,000 to \$48,376	6,376 (D)
- Rigby House Level 2 install and upgrade power supply to accommodate multiple tenancies reduced from \$25,000 to \$8,035	(16,965) (S)
- Upgrade and reposition Sawtell beach surf tower reduced from \$62,500 to \$5,000	(57,500) (S)
- Mud huts at Duke Street upgrade roof, renew guttering and storm water runoff system reduced from \$25,500 to \$4,006	(21,494) (S)
- Woolgoolga Neighbourhood Centre replace roof irons and guttering at March House, training centre and visitor information centre – additional project	65,812 (D)
- Woolgoolga Neighbourhood Centre replace verandah framework – additional project	4,510 (D)

- Woolgoolga Neighbourhood Centre replace roof of the main building – additional project	28,721 (D)
- Ayrshire Park football ground on site waste management system – additional project	10,000 (D)
- Jetty foreshores (opposite Yacht Club) amenities internal fitout – additional project	45,000 (D)
- Lowanna reserve amenities replacement – additional project	95,000 (D)
- Bayldon community centre renew retaining wall – additional project	55,000 (D)
- Render to external walls of various amenity blocks – additional project	14,662 (D)

Building Maintenance projects under the Special Rate Variation for 2014/15 now revised as follows:

	(160,000) (S)
- Sawtell beach surf tower structural repairs and maintenance	5,041 (D)
- Park Beach surf tower structural repairs and maintenance	852 (D)
- Red Rock main beach surf tower structural repairs and maintenance	7,930 (D)
- Coffs Harbour memorial pool refurbishment of main heat pump	9,240 (D)
- Cavanbah Hall strip, reseal and polish timber floors	6,049 (D)
- Jetty Memorial Theatre repair main air conditioning plant and upgrade controller	95,000 (D)
- Harry Bailey Memorial Library repair and repaint internal walls	5,000 (D)
- Toormina library repair and repaint internal walls	10,000 (D)
- Woolgoolga library repair and repaint internal walls	10,000 (D)
- 41 Gordon Street roof repairs	1,500 (D)
- Sportz Central replacement of roof flashings	5,000 (D)
- Saltwater Park lighting repair	4,388 (D)

Key Destinations Campaign Project 120,000 (D)
Funded by:

- Destination NSW grant	(60,000) (S)
- Council allocation from Coffs Coast marketing, advertising and promotion funds	(60,000) (S)

Reduction in Environmental Laboratory fees income from internal sources. This is primarily due to the upgrade of sewerage treatment plants with new technology and the decommissioning of the Sawtell sewerage treatment plant which has reduced demand for monitoring and sampling. 103,100 (D)
Reduction to funds anticipated to be transferred to the Environmental Laboratory reserve (103,100) (S)

Concept design works for Castle Street car park extensions 28,535 (D)
Section 94 developer contributions funding (28,535) (S)

Increased subdivision construction certificate fees income above that originally budgeted (80,000) (S)

Council's additional contribution towards Woolgoolga Netball Court upgrade reduced from \$32,000 to \$22,000 (refer Council Report 18 December 2014, Item CD14/23) as Southern Phones community grant application by Woolgoolga Netball Association was successful (10,000) (S)

Total 90,000 (S)

Water Account

Total Nil

Sewer Account

Total Nil

Issues:

There is no obligation to provide monthly reviews but as part of prudent financial management we have opted to do so.

Options:

Council's options in relation to this report are to:

1. Adopt the recommendation provided to Council.
2. Amend the recommendation provided to Council and then adopt. This may impact upon the projected bottom line budgeted position.
3. Reject the recommendation provided to Council. This would revert the budget back to its original position prior to the recommendation being sought.

Sustainability Assessment:

This report is one of procedure only.

- **Environment**

There are no perceived short or long-term environmental impacts.

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget cash position by June 30 each year in conjunction with meeting its short term priorities.

- **Economic**

Broader Economic Implications

This report assesses the current years projected budget position only. Any variations approved by Council are subsequently reflected in Council's Delivery Plan and may affect future economic sustainability.

Delivery Program/Operational Plan Implications

The original budget for the General Account adopted on the 22 May 2014 provided for a deficit of \$1,557.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2014/15.

Risk Analysis:

Not applicable.

Consultation:

Group Leaders and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

Related Policy, Precedents and / or Statutory Requirements:

As discussed above, under local government regulations the Responsible Accounting Officer is required to submit a quarterly budget review to Council. There is no obligation to provide monthly reviews but as part of prudent financial management we have opted to do so, commencing October each year.

Implementation Date / Priority:

The approved variations will be updated in the affected budgets prior to release for review in the following month.

Conclusion:

This report summarises the proposed budget adjustments for the month and the impact upon the projected budget position for the current financial year.



REPORT TO ORDINARY COUNCIL MEETING

BUNKER CARTOON GALLERY MANAGEMENT

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:	Nil

Recommendation:

1. That Council grant a Licence to the Bunker Cartoon Gallery Inc to manage the Bunker Cartoon Gallery, commencing 1 July 2015, for a period of 2 years with an option of 1 year (exercisable by both parties).
2. That Council pay the Licencee an operating subsidy in the amount \$86,000 (+GST) in Year 1, \$80,000 (+GST) in Year 2 and \$75,000 (+GST) in Year 3 subject to terms and conditions prescribed in the licence agreement.
3. That Council transfers ownership of the cartoon collection to the Rotary Club of Coffs Harbour City.
4. That Council continue to discuss with other interested parties the possibility of art and culture concepts and infrastructure enhancements to community art spaces across the local government area (including the City Hill area). These discussions are to form part of the wider Cultural Facilities planning needs analysis and align with the Cultural Plan 2013 - 2016.

EXECUTIVE SUMMARY

A proposal 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 was received in late 2014 and has been considered by Council.

In February 2015, Council endorsed in principle to handover the management of the Bunker Cartoon Gallery to the BCGI, and the transfer of ownership collection back to the Rotary Club of Coffs Harbour City pending the outcome of further negotiation and analysis.

The BCGI proposal was conditional on Council providing ongoing financial and building maintenance support for 5 years. Further discussions and negotiations have taken place with representatives from the BCGI on the level of resourcing required to manage the Gallery and the various operational issues including the significant maintenance requirements.

It is recommended to enter a 2 year licence agreement with an option of 1 year (exercisable by both parties) to the BCGI to manage the Bunker Cartoon Gallery from 1 July 2015 and that any major spend for maintenance and repair be deferred for the initial term. Savings to Council are estimated to be \$31,000 over the 3 years combined (2 years + 1 year option) with increased visitation envisaged to be around 7000. This report outlines the financial, copyright, branding, access and asset management issues considered.

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 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 December 2014 proposal was the continuation of Council support for the facility and the collection. The cost of continuing Council support was estimated at that time 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 outlined that this would potentially save Council a significant amount of money.

In February 2015, Council resolved to endorse in principle to handover the management of the Bunker Cartoon Gallery to the BCGI and the collection back to the Rotary Club of Coffs Harbour City subject to further discussions and negotiations.

During March - May 2015 further analysis of the proposal, existing operational arrangements, structural building and asset maintenance reports, the proposed business plan and associated budget has been undertaken by Council officers and representatives of the BCGI.

This analysis has formed the basis of the Council recommendation to issue a licence for a period of 2 years (with an option of 1 year exercisable by both parties) and defer any major investment in maintenance and repairs until after the initial licence period review.

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. The Bunker is approximately 72 years old and is approaching the end of its design life.

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. In this regard, 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 selective tendering 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 held between Council staff and the BCGI to find a way forward in relation to the management of the facility and the collection resulted in a report to Council at its meeting of 26 February 2015 where Council resolved:

1. *That 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. *That 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.*
3. *That Council discuss with other interested parties with regards to art and culture concepts to be included in the area of the City Hill.*

Issues:

Accessibility by other groups

The primary use for the proposed licence is for the operation, management and promotion of a dedicated cartoon gallery. Accordingly, during core business hours exhibitions or other community and cultural use must be aligned with and complementary to the branding of the cartoon gallery and subject to a venue hire/exhibition agreement. Outside core business hours the facility is available for hire and use for broad and impartial cultural and community activities and subject to a venue hire/exhibition agreement.

Council has received feedback outlining strong concerns regarding the loss of access to exhibit and display works within core business hours and the move away from a general community art gallery to a specialist cartoon gallery.

There are other spaces in the local government area for local and visiting artists to sell, display artworks and undertake workshops. An audit was undertaken in April 2015 of 11 identified actual and potential spaces (including the Bunker), within the Coffs Harbour City Council local government area for display of a range of artworks and delivery of workshops. A summary of the findings are outlined below.

- 10 offer some exhibition capacity including 3 offering dedicated workshop spaces.
- 9 are primarily concerned with the support, exhibition or creation of art as their main function.
- 3 (including the Bunker Cartoon Gallery) offer capacity to display community not-for-sale exhibitions.
- 4 (not including the Bunker Cartoon Gallery) are curated (the pieces must meet a minimum standard or they will not be exhibited).
- The quality of the display lighting, space and fabric of the buildings vary very widely and some spaces could benefit from infrastructure upgrades.
- There is a wide range of quality of work being displayed across all spaces and not all spaces can accommodate larger sculptures or pieces.
- All members of community galleries can exhibit and sell in their respective galleries.
- All spaces are staffed by volunteers, often the exhibiting artists themselves, with the exception of one commercial space that is operated by the proprietors.

Structural integrity of the Bunker Cartoon Gallery

A structural engineers report for the Bunker Cartoon Gallery building was commissioned and delivered in April 2015. Whilst the report highlights that the structure is approaching the end of its design life, it is still considered adequate for the purposes intended (Gallery space).

Of concern is that concrete spalling has been found in the building and needs to be addressed. Spalling is often referred to as “concrete cancer” and although the problem is not obvious initially, as the problem advances, the treatment becomes increasingly difficult and costly.

There are some additional repairs that are required to extend the Bunker’s lifespan to continue being fit for purpose. There are recommendations to remove the flora from around the perimeter of the structure.

Maintenance and repairs required to the Bunker Cartoon Gallery

A builders’ assessment of building repair and maintenance and associated costs for the Bunker was undertaken in April 2015. This report was compiled against the structural engineers report as well as a building condition assessment based on a visual inspection of the facility.

The total maintenance and repairs required are estimated at \$273,000. In addition to this figure an estimate of approximately \$25,000 is required to replace the specialised track lighting system. The recommended program of works was to be scheduled over two years, however, given funding constraints a more realistic time frame would be over four years. This would still be subject to sourcing the required funds through the Council capital works programming processes and other project bids.

Consultations with the Property Services team indicate that the high cost works could be delayed for 2 years without major impact to the facility. This would enable an evaluation by Council at the initial 2 year licence term whether or not the level of investment for asset maintenance is prudent or if alternative options for the asset need to be progressed.

Financial subsidy to the Bunker Cartoon Gallery Inc

It is proposed that a financial subsidy accompany the licence reducing annually as follows:

Year 1 - \$86,000 (+GST) per annum
Year 2 - \$80,000 (+GST) per annum
Year 3 - \$75,000 (+GST) per annum

This represents a proposed operational saving (based on projected operational costs and revenues within the Delivery Program 2015-2018) of \$31,100 to Council over 3 years. The BCGI proposed budget and plan states an increase in visitation to the facility, improved signage and enhanced marketing activities.

Under the proposed licence agreement, it is intended that the BCGI will be responsible for all day to day operational business costs. Council will remain responsible for major repairs, insurance and structural maintenance. Council will continue the marketing support already provided to the enterprise in line with other support given to tourism products in the region.

The licence will be monitored through quarterly performance measures that reflect financial and service levels.

Council will need to assess the cost-benefit for these outcomes delivered in the initial term against the financial subsidy and the investment required to complete the required asset maintenance and repairs given the Bunker Cartoon Gallery is reaching the end of its design life.

An asset register has been initiated and will be completed.

Projected budget and visitation

The BCGI have revised the proposed budget to support the business plan in line with existing and projected operational costs of the facility. The BCGI are proposing to increase revenue and visitation through an increase in the entry fee, increased sales, venue hire, memberships and workshop fees.

Volunteer support

The BCGI have indicated that they have the support of volunteers at the Bunker Cartoon Gallery, the extensive Rotary Club network and other sources for new volunteers to assist in the Gallery operations. There have been some existing volunteers that have expressed concerns to Council regarding the facility moving to a dedicated cartoon gallery and have indicated they will seek volunteering opportunities elsewhere in Council or outside of Council.

Copyright

It is proposed that Council transfers ownership of the cartoon collection to the Rotary Club of Coffs Harbour City. Council has, at present, due to copyright restrictions, limited opportunities to maximise potential income from the extensive cartoon collection.

If at a point in the future, the management of the collection in the Bunker Cartoon Gallery is not viable or sustainable, then having ownership of the collection will allow the Rotary Club of Coffs Harbour City to seek a new home to display the valuable collection if required.

Options:

The detailed analysis and negotiations indicate that there are a number of options open to Council.

There are three options examined below with Option 2 forming the basis of the recommendation to Council

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 – Issue 2 year licence (with a 1 year option exercisable by both parties) to the Bunker Cartoon Gallery Inc, defer the maintenance and repair issues until after the initial term and hand back the management of the cartoon collection to the Rotary Club of Coffs Harbour City

The return of the collection to the Rotary Club of Coffs Harbour City solves the copyright and collection management issues.

The initial 2 year licence period allows for the measurement of the performance and costs of the facility to be measured as a dedicated Cartoon Gallery rather than a shared community gallery.

Council will need to assess the cost-benefit for these outcomes delivered in the initial term against the financial subsidy and the significant investment required to complete the asset maintenance and repairs required given the Bunker is reaching the end of its design life.

Option 3 – Cease Operation of the Bunker Cartoon Gallery and hand back the management of the cartoon collection to the Rotary Club of Coffs Harbour City

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

The budget for 2014/15 year has \$100,000 operating costs and a projected income of \$15,900 for the Bunker Cartoon Gallery operations. In addition to the operating costs contained within the \$100,000, are those contained within other program budgets. These include supervisory salary costs, maintenance costs and internal corporate support services such as governance advice, media, marketing and finance staff support. With the proposed subsidy levels reducing over a 3 year period, there are estimated savings of at least \$31,000 to Council under this new arrangement. Visitation is projected to increase to around 7,000 within the term of the licence as a result of additional marketing and product development planned by the BCGI Board.

Risk Analysis:

The 2 year initial term for the licence reduces the risk for both parties. The licence will allow for ongoing performance monitoring of service levels and financial performance on a quarterly basis.

The BCGI have been made aware of the financial risks involved (the licensee is liable for any cost overruns) and will be required to have full governance and related policy and procedure frameworks to manage the facility in place by July 1, 2015.

Ongoing property inspections will need to continue to occur to monitor the areas identified in the structural and building assessment reports undertaken in April 2015.

Consultation:

Representatives from BCGI and Council staff have been consulted leading to the current report. Further analysis and information has been collated from Council staff, tourism and cultural sectors and Council volunteers.

Related Policy, Precedents and / or Statutory Requirements:

Coffs Harbour Cultural Plan 2013 - 2016.

Implementation Date / Priority:

The proposed implementation date is 1 July 2015 subject to the relevant legal and leasing instruments being in place.

Conclusion:

The negotiation and analysis phase has been fruitful to gain further mutual understanding between Council and the BCGI regarding the proposal and management of the facility.

Both parties have the aim 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.

Council has received feedback outlining concerns regarding the loss of the community art space and lack of support for the Cultural Plan 2013 - 2016. An audit undertaken and advice received from Council's Cultural Development Officer indicates that there are other spaces available for local and visiting artists in the local government area to sell, display artworks and undertake cultural and art based workshops other than the Bunker Cartoon Gallery. There are opportunities to enhance existing spaces and facilities e.g. Jetty Memorial Theatre and community art based spaces to cater for exhibitions and workshops if required. Some of these spaces could be enhanced through support to improve infrastructure and hanging space.

The licence conditions allow for display of exhibitions that are complementary to the branding of the gallery and use of the facility for a broad spectrum of community and cultural activities or workshops through a venue hire agreement outside of core business hours. The length of tenure minimizes the risk for both parties and will allow for the monitoring of performance and service levels through this period.

If at a point in the future, the management of the collection in the Bunker Cartoon Gallery is not viable or sustainable then having ownership of the collection will allow the Rotary Club of Coffs City to seek a new home to display the valuable collection if required.



REPORT TO ORDINARY COUNCIL MEETING

COMMITTEE MEMBERSHIP - YANDAARRA ABORIGINAL CONSULTATIVE COMMITTEE, MULTICULTURAL REFERENCE GROUP, BAYLDON COMMUNITY CENTRE MANAGEMENT COMMITTEE AND SPORTZ CENTRAL ADVISORY COMMITTEE

REPORTING OFFICER:	Community Services Manager
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	LC1.1. Build pride and identity in Coffs Harbour as a community and a place. LC1.4 Promote a caring, inclusive and cohesive community. PL2.2 Provide public spaces and facilities that are accessible and safe for all.
ATTACHMENTS:	Nil

Recommendation:

That Council appoint the following committee member nominees to the relevant committees:

- 1. Yandaarra Aboriginal Consultative Committee – Fiona Hyland**
 - 2. Multicultural Reference Group – Syed Hafeez Akbari and Yvonne Beasley**
 - 3. Bayldon Community Centre Management Committee – Jessica Day**
 - 4. Sportz Central Advisory Committee – Mark Hutchinson**
-

EXECUTIVE SUMMARY

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

REPORT

Description of Item:

This report seeks approval from Council for appointments to the following committees:

- Yandaarra Aboriginal Consultative Committee
- Multicultural Reference Group
- Bayldon Community Centre Management Committee
- Sportz Central Advisory Committee

Issues:

The following community members have expressed interest in participating on these committees. These nominations have been approved for recommendation to Council at the relevant committee meetings:

- Yandaarra Aboriginal Consultative Committee – Fiona Hyland
- Multicultural Reference Group – Syed Hafeez Akbari and Yvonne Beasley
- Bayldon Community Centre Management Committee – Jessica Day
- Sportz Central Advisory Committee – Mark Hutchinson

The use of community committees reflects Council's level of encouragement to actively engage and utilise the expertise within its community. We value the voluntary contribution of our committee members and encourage Council to accept these nominations.

Options:

1. Adopt the recommendation provided to Council – which would enable the continued effective operations of the management committees at these facilities and allow Council to engage the expertise of these volunteers.
2. Amend the recommendations or seek clarification – Council may wish to be provided with further information on a particular facility or applicant in which the committee member application would be put on hold until more detailed information could be brought back to Council to allow for adoption.
3. Reject the recommendation provided to Council – this may result in Council missing the opportunity to effectively engage the volunteer assistance of these community members. Council would also need to provide sound justification for rejecting a particular application as these have been considered by the existing management committees who have given their support to these nominations.

Sustainability Assessment:

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The valuable contribution made by community members in the various roles of management and advisory committees adds to Coffs Harbour's significant social capital and sense of connectedness.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

- LC1.1. Build pride and identity in Coffs Harbour as a community and a place.
- LC1.4 Promote a caring, inclusive and cohesive community.
- PL2.2 Provide public spaces and facilities that are accessible and safe for all.

- **Economic**

Broader Economic Implications

There are no economic implications of the recommendations in this report.

Delivery Program/Operational Plan Implications

There is no delivery program or operational plan implications of the recommendations in this report. However, the time and assistance given to Council by volunteers represents significant cost savings to the organisation.

Risk Analysis:

There are no specific risks associated with the appointment of committee members to these committees.

Consultation:

Consultation has been undertaken with the existing members of the relevant committees.

Related Policy, Precedents and / or Statutory Requirements:

This process is in line with precedents set in the past and addresses the requirements under the Local Government Act, Section 355.

Implementation Date / Priority:

The relevant committees and prospective members will be notified immediately following Council's decision.

Conclusion:

Council appreciates the work that these committees and their volunteers contribute to our community and this report seeks approval from Council for the appointment of new members.



REPORT TO ORDINARY COUNCIL MEETING

DRAFT POLICY - VIDEO SURVEILLANCE ON PUBLIC AND OTHER LANDS

REPORTING OFFICER:	Team Leader - Rangers
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.
ATTACHMENTS:	ATT draft Video Surveillance on Public and Other Lands Policy

Recommendation:

1. That Council endorses the release of the draft Video Surveillance on Public and Other Lands Policy for public exhibition and invite submissions for a period of 42 days.
2. That a report be brought back to Council on the draft Video Surveillance on Public and Other Lands Policy following completion of the exhibition and submission period.

EXECUTIVE SUMMARY

The proposed draft Video Surveillance on Public and Other Lands Policy aims to provide a consistent and transparent approach to the use of covert and overt video surveillance equipment which may be used from time to time within public places and other lands for the protection of Council's assets, prevention of crime and other law enforcement purposes within the Coffs Harbour local government area.

The draft Policy aims to provide a clear understanding for the appropriate and lawful use of video surveillance equipment within public and other lands.

REPORT

Description of Item:

The purpose of this report is to seek Council's endorsement for the draft Video Surveillance on Public and Other Lands Policy to be placed on public exhibition and to invite submissions on it. A further report will be prepared following the completion of the public exhibition period and brought back to Council for determination.

Issues:

Coffs Harbour City Council uses CCTV video surveillance cameras as a tool to assist in the protection of its assets, for the provision of security in public spaces and as a tool for investigation of offences for which it is the appropriate regulatory authority.

The Surveillance Devices Act 2007 gives Council the lawful authority to use such devices in accordance with the Act and for those purposes as outlined within the attached draft policy.

Security cameras are common place within today's society, however there is an expectation that whilst surveillance cameras serve a purpose, they should only be used for appropriate purposes, situations and in accordance with the law. The need to protect people's right to privacy is considered paramount when considering and determining the use of this type of equipment.

Further to the above, the benefits to Council and to the community in utilising such equipment are many, in that overt camera's provide excellent security as a deterrent against vandalism to Council's assets, provide extra security to our staff when dealing with aggressive customers and extra security within Council car parks. As an investigative tool, the use of covert camera technology will greatly enhance the ability of Council's Compliance and Regulatory Enforcement Section to investigate and track down the many illegal waste dumping offences which occur throughout the local government area.

Options:

It is considered that the following options are available to Council:

1. Adopt the recommendation provided to Council;
2. Amend the recommendation to incorporate relevant changes or direction as determined by Council;
3. Reject the recommendation.

Sustainability Assessment:

• Environment

There are no adverse environmental issues expected to result from the adoption of this draft Policy. Implementation of this policy will assist Council to address illegal dumping which will result in better environmental outcomes.

• Social

The introduction of the policy should be seen as a deterrent to potential offenders hence providing an effective tool to reduce criminal offences.

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

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

Risk Analysis:

The draft Policy seeks to provide clear information with respect to Council's use of overt and covert surveillance equipment and in doing so will assist in the management of the following risks:

- Reputational risk – the provision of clear information and proper use of surveillance equipment as proposed in the draft Policy will assist the public understanding and provide a degree of assurance that Council is discharging its responsibilities in an appropriate manner thereby minimising Council's exposure to adverse perceptions or claims of improper practices.
- Business activities/operational risk – the adoption of a Policy framework enables the use of surveillance equipment for the purpose of managing public assets and enhancing community safety within a clear and transparent framework.
- Legal/compliance/governance - The use of overt and covert surveillance equipment within a structured Policy framework assists with ensuring appropriate regard is given to Council's legal, compliance and governance responsibilities. It provides staff and the community with a clear understanding with respect to the proper use of such equipment and thereby minimises any opportunity for misuse.

Consultation:

The development of the draft Policy has been undertaken with input from key internal stakeholders and Group Leaders from all directorates. It is proposed that the draft Video Surveillance on Public and Other Lands Policy be placed on public exhibition to ensure a high level of community engagement prior to the matter being brought back to Council for further consideration.

Related Policy, Precedents and / or Statutory Requirements:

- Surveillance Devices Act 2007 No 64 (NSW)
- Workplace Surveillance Act 2005 (NSW)
- Privacy and Personal Information Protection Act 1998 No 133

- Direction on processing of personal information by public sector agencies in relation to their investigative Functions – Elizabeth Coombs, Privacy Commissioner . Dated 23 December 2013
- State Records Act 1998 No 17
- NSW Government Policy Statement and Guidelines for Closed Circuit Television in Public Places

Implementation Date / Priority:

It is proposed that the draft Video Surveillance on Public and Other Lands Policy be placed on public exhibition upon receiving Council's endorsement.

Conclusion:

Coffs Harbour City Council uses CCTV video surveillance cameras as a tool to assist in the protection of its assets, for the provision of security in public spaces and as a tool for investigation of offences for which it is the appropriate regulatory authority. The draft Policy aims to provide a consistent and transparent approach to the use of the surveillance equipment.

This report seeks Council's endorsement to place the draft Policy on public exhibition and invite submissions that will assist in the understanding of community sentiment and enable the preparation of a further report for Council's future determination with respect to the matter.

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	COFFS HARBOUR CITY COUNCIL		
Video Surveillance On Public and Other Lands Policy			
Policy Statement:			
This policy aims to provide a consistent and transparent approach to the use of covert and overt video surveillance equipment which may be used from time to time within public places and other lands for the protection of Council's assets, prevention of crime and other law enforcement purposes within the Coffs Harbour Local Government area.			
To provide a clear understanding for the appropriate and lawful use of video surveillance equipment within public and other lands.			
Director or Manager Responsible for Communication, Implementation and Review:			
Director Sustainable Communities			
Related Legislation, Division of Local Government Circulars or Guideline:			
Surveillance Devices Act 2007 No 64 (NSW)			
Workplace Surveillance Act 2005 (NSW)			
Privacy and Personal Information Protection Act 1998 No 133			
Direction on processing of personal information by public sector agencies in relation to their investigative Functions – Elizabeth Coombs, Privacy Commissioner . Dated 23 December 2013			
State Records Act 1998 No 17			
NSW Government Policy Statement and Guidelines for Closed Circuit Television in Public Places			
Does this document replace an existing policy?	No		
Other Related Council Policy or Procedure:			
Workplace Surveillance Policy			
Enforcement Policy			
Application:			
It is mandatory for all staff, councillors and delegates of council to comply with this policy.			
Distribution:			
This policy will be provided to all staff, councillors and delegates of council by:			
✓ Internet ✓ Intranet ✓ ECM			
Approved by:	Signature:		
Executive Team [Meeting date]			
Council [Meeting date & Resolution No.]	<i>General Manager</i>		
Council Branch Responsible:	Date of next Review:		

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead Councillors in their understanding of, and compliance with, this policy and associated procedures.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of and compliance with this policy and associated procedures.
Directors	All Directorates	To ensure that surveillance which is undertaken as a result of the Directorate's Land Management responsibilities, Asset Management responsibilities or Compliance Investigations are undertaken in accordance with this policy and associated procedures.
Group Leaders	Council	To interpret and advise the intent of this policy.
Authorised Employees	Council	To ensure that their role is conducted in accordance with this policy, associated procedures and the relevant Privacy Legislation governing the gathering and use of private data.

1. Introduction

Coffs Harbour City Council uses CCTV video surveillance cameras as a tool to assist in the protection of its assets, for the provision of security in public spaces and as a tool for investigation of offences for which it is the appropriate regulatory authority.

This policy will ensure public confidence that cameras will be used for law enforcement purposes only, which promote public safety, protect assets and assist Council's Authorised Officers in conducting lawful investigations.

2. Purpose

The purpose of this policy is to authorise and govern the use of CCTV video surveillance technology both overt and covert by Council.

3. Definitions

Authorised Officer: An employee of the Coffs Harbour City Council who has delegated authority to operate or be allowed access to the CCTV network.

Closed circuit television (CCTV) : means a television system that transmits images on a closed loop basis, where images are only available to those directly connected to the transmission system. The transmission of closed circuit television images may involve the use of coaxial cable, fibre-optic cable, telephone lines, infra-red and radio transmission systems.

Also includes any standalone video or hand held device which records data to a memory storage card or hard drive contained within the device.

Overt Camera: An optical recording device (video camera) which is used in an area where the camera is in plain sight and warning signs are displayed advising of the camera's operation.

Covert Camera: An optical recording device (video camera) which is used in an area where the camera is hidden from public view, and no warning signs are present.

Lawful Investigation: means an investigation carried out by Council under a specific legislative authority or where the power to conduct the investigation is necessarily implied or reasonably contemplated under an Act or other law. It covers only those investigations which may lead to Council taking or instituting formal action in relation to the behaviour under investigation. Such formal action may include, but is not limited to, prosecution, warning, cautioning, the administration of a penalty or the removal of a benefit or approval.

Public Land: Has the same meaning as Public Place as defined in the Local Government Act 1993 and refers to land which is under Council's care, control and management.

Other Lands: Land which does not come under the direct care, control and management of Council but is owned, occupied or managed by other government agencies, companies or private persons who have given written consent to Coffs Harbour City Council allowing the use of CCTV within their lands in compliance with this policy.

4. Principles

This Policy is based on the following principles:

- The CCTV network is to be operated fairly, within applicable law and only for the purpose for which it is established.
- The system is to be operated with due regard to the privacy and civil liberties of individual members of the public. Information will be obtained fairly and in accordance with privacy and confidential provisions of relevant legislation.
- The public interest in the operation of the network is to be recognised by ensuring the security and integrity of any supporting operational procedures.
- The public is to be provided with clear and easily accessible information in relation to Council's CCTV network.
- Information recorded should not exceed that which is strictly necessary to fulfil the aims of objectives outlined in this policy.
- The retention of, and access to, recorded material is only for the purposes provided by this policy or as otherwise permitted by law. Recorded material is to be retained for a minimum period of 21 calendar days then it is to be recorded over unless it is required in relation to the investigation of crime or for court proceedings.
- Only Authorised Officers will operate or be allowed access to the CCTV network.
- Contact related to the CCTV network and the data associated with the system is to be conducted strictly in accordance with any Codes Of Practice or Standard Operational Procedures which may be developed as a result of this policy

5. Use and disclosure of surveillance records

Data gathered from the use of CCTV devices is to be collected for law enforcement purposes only and shall only be disclosed in accordance with any relevant legislation at the time and in consideration of the following criteria:

- To a member or officer of a law enforcement agency (e.g. Police) for use in connection with the detection, investigation or prosecution of an offence.
- For a purpose that is directly or indirectly related to the taking of civil or criminal proceedings on Council's behalf.
- Reasonably believed to be necessary to avert an imminent threat of serious violence or of substantial damage to property.
- The seriousness of the alleged offence.
- The degree of evidence available that suggests the surveillance record contains information that will assist with law enforcement.
- Whether significant personal information relating to third parties will be disclosed.
- How well sign posted the camera surveillance is i.e. will users of the area have a reasonable expectation that they will be captured in surveillance records.
- Any industrial arrangements as the surveillance records may also include footage of staff.

It is noted that at the time of making this policy the NSW Privacy Commissioner under Part 4, Division 1 of the *Privacy and Personal Information Protection Act 1998 (NSW)* had issued a directive exempting a relevant agency from having to comply with sections 9,10,13,14,15,17,18 and 19(1) of the PPI Act if non-compliance is reasonably necessary for the proper exercise of any of the agency's investigative functions or its conduct of any lawful investigation.

[www.ipc.nsw.gov.au/Direction on Processing of Personal Information by Public Sector Agencies in relation to their Investigative Functions](http://www.ipc.nsw.gov.au/Direction%20on%20Processing%20of%20Personal%20Information%20by%20Public%20Sector%20Agencies%20in%20relation%20to%20their%20Investigative%20Functions)

6. Placement and use of CCTV Cameras

Attachment 1

The placement and use of CCTV cameras on public and other lands will be in accordance with the principles as outlined in this policy. Overt Cameras within public places shall only be erected after proper public consultation has taken place.

However in considering the location for the placement of cameras the specific objectives of the placement should be identified in consultation with Local Police where necessary and other stakeholders, but as a guide it is envisaged that cameras could be used in areas covering:

- Identified crime hot spots
- Protection of Council’s infrastructure, such as pumping stations, buildings, plant etc.
- Monitoring of illegal dumping sites
- Security for users of Council’s Free Car Parks and other facilities. e.g. Castle Street Car Park, Art Gallery, Stadium and Caravan Parks.
- Active in car video to assist Council officers to record occurring offences in real time. e.g., Rangers patrolling hot spots for various offences.
- Personal body cameras, worn by investigating officers in the course of their duties as a deterrent against intimidation and physical assault whilst carrying out investigations.

In any case the installation and use of CCTV video surveillance devices shall be signed off by the General Manager or Director Sustainable Communities

7. References

NSW Government Policy Statement and Guidelines for the Establishment and Implementation of CCTV in public places.

Information and Privacy Commission (NSW) Fact Sheet February 2013 Closed Circuit TV.

Directive of the 23 December 2013 of the NSW Privacy Commissioner

Surveillance Devices Act 2007

Work Place Surveillance Act 2005

Privacy and Personal Information Protection Act 1998 (NSW)

Government Information (Public Access) Act 2009

8. Table of Amendments

Amendment	Authorised by	Approval reference	Date



REPORT TO ORDINARY COUNCIL MEETING

COFFS JALIIGIRR PROJECT UPDATE

REPORTING OFFICER:	Coffs Jaliigirr Project Officer
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LE 1.1 Identify and promote the region's unique environmental values. LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values. LE 3.4 Create environmental management and restoration programs through partnerships with the community. LE 4.3 Ensure the sustainable use of our natural resources. LP 3.2.2 Facilitate shared learning and skill sharing opportunities across generational and cultural groups. LC 3.3.2 Create opportunities for enhancement of the community's sense of well-being.
ATTACHMENTS:	ATT Map: Coffs Jaliigirr Project: Priority Infilling Corridors

Recommendation:

That Council note the report regarding the delivery of the Coffs Jaliigirr Project.

EXECUTIVE SUMMARY

The Coffs Jaliigirr Project is now in its fourth year of operation and to date has delivered \$723,000 of bush regeneration and revegetation works within priority landscape connections in the Coffs Harbour Local Government Area (LGA).

Contracts have been signed to deliver an additional \$493,000 over the next two years. It is anticipated that a final contract of \$171,000 will be finalised in late 2016. Site plans and approved landholder agreements have been developed for 27 properties, one Forestry Corporation site and 96 interlinking Council reserves.

REPORT

Description of Item:

The current report provides Council with an update on the delivery of the Coffs Jaliigirr Project.

Issues:

- **Project Background:**

Since November 2012, Coffs Harbour City Council has received \$723,000 in funding from the Northern Rivers Catchment Management Authority (NRCMA) to undertake a number of on-ground and capacity building activities as part of Stage 1 of the Coffs Jaliigirr Project - Connecting Communities and Cultures through Corridors. Stage 1 works were delivered through five separate contracts:

- **NR-BFD-12-14-03E** Jaliigirr Project - Connecting Communities and Cultures through Corridors – Part E Coffs Harbour City Council and Coffs Local Aboriginal Land Council Project (\$100,000).
- **NR-BFD-12-14-03D** Coffs Jaliigirr Project - Connecting Communities and Cultures and Corridors through Regeneration and Research – Part D Coffs Harbour City Council (\$235,000).
- **NR-BFD-12-14-03H** Coffs Jaliigirr Project – Connecting Communities and Cultures through Corridors – Part H Coffs Harbour City Council and CHRL Revegetating Project (\$130,000).
- **NR-BFD-12-17-03D** Jaliigirr Project - Connecting Communities and Cultures through Corridors (\$201,000)
- **NR-BFD-12-17-03E** Jaliigirr Project - Connecting Communities and Cultures through Corridors (\$57,000)

Substantial progress has been made on the delivery of this project and final project reports and acquittals for Stage 1 of the project were submitted by 30 May 2014.

Stage 2 funding of \$493,000 was secured for the project through two additional contracts in December 2014. These contracts consist of:

- **NR-BFD-14-16-D** Jaliigirr Project (DW:5507920): \$350,000 over two years.
- **NR-BFD-14-17-E** Jaliigirr Project (DW:5507922): \$143,000 over three years.

It is anticipated that a final contract of \$171,000 will be finalised in late 2016. This contract will conclude this specific project with North Coast Local Land Services, although several other funding applications have been submitted or are in preparation.

- **Project Implementation:**

On-ground works - The first stage of the Coffs Jaliigirr Project has focused on the planning and implementation of extensive bush regeneration and revegetation works within priority landscape connections. Site plans and North Coast Local Land Services (LLS) approved landholder agreements have been developed for 27 properties, one Forestry Corporation site and 96 interlinking Coffs Harbour City Council reserves.

These plans include 20 hectares of revegetation (13,000 plants planted) and more than 500 hectares of bush regeneration and weed control. Works have targeted six important landscape connections at Moonee, Coramba, Lowanna, Brooklana, Coffs Creek and Sawtell/Boambee (see attached map).

These sites were chosen on the basis of their location within regional corridors identified within the Mid North Coast Regional Strategy 2009, their biodiversity values and landscape connections (BAS 2012). The level of community and landholder interest was also a guiding factor (as per the project guidelines).

Project funding has also contributed to the development and publication of the document *A Guide to Species Selection for Revegetation Projects in the Coffs Harbour Local Government Area*. This publication will help guide future revegetation works in the Coffs Harbour LGA and will be a valuable resource for Landcare volunteers and landholders across the region.

Options:

This report is for Council's information and noting.

Sustainability Assessment:

• **Environment**

Landscape connections in the Moonee, Coramba, Lowanna, Brooklana, Coffs Creek and Sawtell/Boambee areas have been targeted in the first stage of the project. Works, including weed control, bush regeneration and revegetation, are currently being completed on more than 124 properties and reserves over an area covering several hundred hectares. Project activities have also rehabilitated sites containing the endangered Moonee Quassia (*Quassia* sp. Moonee Creek) and the Endangered Ecological Community, Littoral Rainforest and will help build connectivity across the region and within the Great Eastern Ranges Corridor.

• **Social**

The Coffs Jaliigirr Project helps build community capacity in biodiversity management through:

- increased local and regional knowledge of, and participation in, habitat restoration;
- improved community understanding of how Aboriginal interests in biodiversity can be integrated over the landscape.

Large Natural Resource Management (NRM) projects, such as the Coffs Jaliigirr Project, also have significant employment and social benefits for the community. The Coffs Jaliigirr Project has provided substantial bush regeneration and tube-stock supply contracts to eight local contractors. Targeted contracts have also been delivered through the Coffs Harbour and Districts Local Aboriginal Land Council's Durrunda Wajaarr Aboriginal Green Team. This team currently employs seven Aboriginal men and women.

• **Civic Leadership**

The Coffs Jaliigirr Project closely aligns with the following Coffs Harbour 2030 Plan objectives:

- LP1.1 Our businesses and industries are future – driven, smart, innovative and green.
- LP1.2 Our economy is strong and diverse providing a wide range of rewarding employment opportunities which are available to all.
- PL3.2 Our hinterland villages support a strong tourism base around local produce, arts, culture and nature experiences.
- LE1.1 We are active ambassadors for our environment and we share our skills and knowledge.
- LE2.2 We have active programs to restore and improve our environment.

The delivery of the project is underpinned by the Guidelines for the Coffs Jaliigirr Project: Project Background, Site Selection and Monitoring (previously endorsed by Council).

- **Economic**

Broader Economic Implications

A total of \$1,216,000 in funding has already been secured for the Coffs Jaliigirr Project. This funding will provide economic benefits to the community including:

- Private landholder provision of ecosystems services with significant community and production benefits;
- Ongoing employment of local bush regeneration contractors and nurseries, enhancing the local economy; and
- Continued improvement of the aesthetic amenity within the Coffs Harbour LGA, enhancing the local tourism economy.

Delivery Program/Operational Plan Implications

There will be no financial impacts on Council's budget associated with this report.

Risk Analysis:

This Coffs Jaliigirr Project is a previously endorsed and fully externally funded project, and consequently this update presents no new risks to Coffs Harbour City Council.

Consultation:

Not applicable.

Related Policy, Precedents and / or Statutory Requirements:

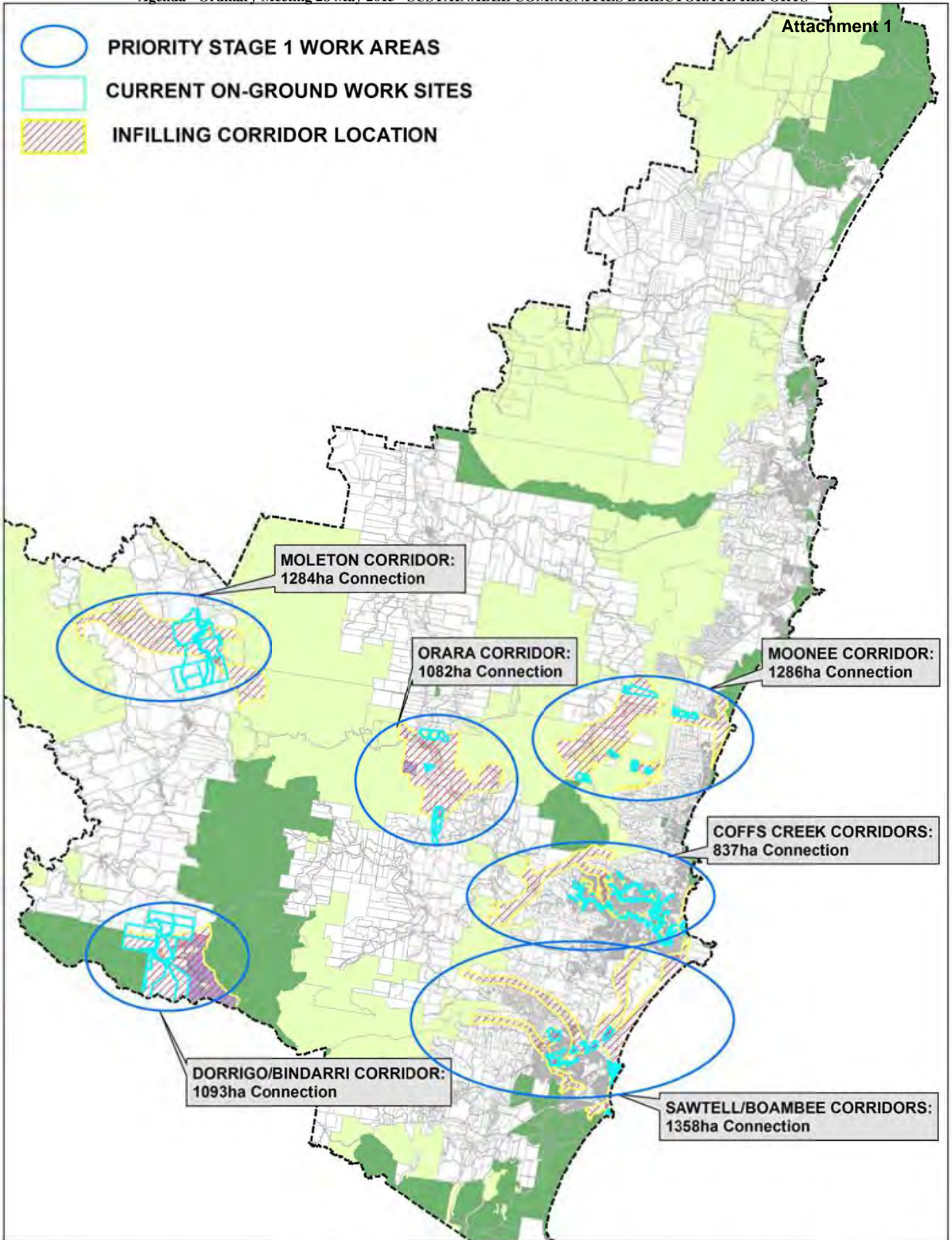
The Coffs Jaliigirr project is one example of how on-ground activities will be delivered in the future through voluntary partnerships.

Implementation Date / Priority:

This report aims to provide Council with an update on the project, and as such, no implementation date is necessary.

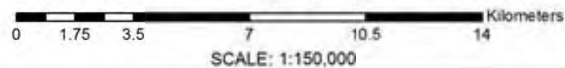
Conclusion:

That Council note the report regarding the delivery of the Coffs Jaliigirr Project.



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Coffs Jaliigirr Project: PRIORITY INFILLING CORRIDORS
Infilling Corridor Area - 6940ha



This map produced by GIS Section
 Coffs Harbour City Council
 User: exstrig
 Date Last Modified: 19/11/2014





REPORT TO ORDINARY COUNCIL MEETING

LANDSCAPE CORRIDORS OF THE COFFS HARBOUR LOCAL GOVERNMENT AREA - FINAL REPORT

REPORTING OFFICER:	Team Leader – Biodiversity
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LE 1.1 Identify and promote the region’s unique environmental values. LE 3.1 Manage land use to conserve the region’s unique environmental and biodiversity values. LE 3.4 Create environmental management and restoration programs through partnerships with the community. LE 4.3 Ensure the sustainable use of our natural resources.
ATTACHMENTS:	ATT1 Landscape Corridors of the Coffs Harbour Local Government Area Final Report ATT2 Coffs Harbour Landscape Corridors Digital Layer ATT3 Landscape Corridors Summary of Changes to Mapping ATT4 Landscape Corridors Summary of Submissions ATT5A CONFIDENTIAL Landscape Corridors submissions (1-45) ATT5B CONFIDENTIAL Landscape Corridors submissions (46-90) ATT5C CONFIDENTIAL Landscape Corridors submissions (91-161) ATT5D CONFIDENTIAL Landscape Corridors submissions (162-170)

Recommendation:

1. That Council adopt the Landscape Corridors of the Coffs Harbour Local Government Area Final Report (Attachment 1) and the Coffs Harbour Landscape Corridors Digital Layer (Attachment 2).
 2. That Council proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer as the next step in implementing Council’s adopted Biodiversity Action Strategy 2012 - 2030.
 3. That Landscape Corridors of the Coffs Harbour Local Government Area Final Report (Attachment 1) and the Coffs Harbour Landscape Corridors Digital Layer (Attachment 2) not be utilised for the purpose of development assessment under Part 4 of the Environmental Planning and Assessment Act, 1979.
-

EXECUTIVE SUMMARY

Council has been developing, and seeking adoption of, a suite of ecological layers to better understand the terrestrial biodiversity assets of the Coffs Harbour local government area (LGA). This body of work has been developed under Council’s adopted *Coffs Harbour 2030* and *Biodiversity Action Strategy (BAS) 2012 – 2030*.



REPORT TO ORDINARY COUNCIL MEETING

The Landscape Corridors of the Coffs Harbour LGA Final Report (Attachment 1) and the Coffs Harbour Landscape Corridors Map Digital Layer (Attachment 2) represent the last of a series of science based layers to better inform and guide future planning in the Coffs Harbour LGA. The Landscape Corridors mapping layer will provide an important conduit between all the other adopted ecological layers. Connectivity conservation is a holistic approach that uses science to identify high value habitats that are important in maintaining links between habitat patches.

The draft Landscape Corridors report, maps and supporting documentation were on public exhibition between October 2014 and January 2015. A total of 170 public submissions were received in response to the exhibition documents. Following due consideration of issues raised in submissions, some rationalisation and streamlining of the final document and mapping has been undertaken. The extent of these changes has been documented in Attachment 3 and is addressed in this report. The submissions are summarised in Attachment 4 and provided in full within Attachment 5 (as a confidential matter).

On-ground rehabilitation and restoration works are already occurring in the Coffs Harbour LGA consistent with state government coarse scale regional corridor mapping as part of the Jaliigirr and Orara River restoration projects. The Landscape Corridors mapping layer provides the opportunity to clearly identify, at a fine-scale, the best connections in the landscape to ensure future on-ground investment occurs over the next 50 to 100 years in the most appropriate areas.

This body of work is an important consideration for voluntary projects and programs that aim to strengthen landscape corridors. This current body of work will not be utilised in the development assessment process under Part 4 of the Environmental Planning and Assessment Act, 1979.

The adoption of this final body of scientific work will now allow Council to proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer as the next step in implementing Council's adopted BAS 2012 – 2030. This will inform the state government coarse scale regional corridor mapping as well as the environmental considerations associated with development of a future draft Rural Lands Strategy (subject to a separate report to Council); and ultimately used to develop the Priority Habitats and Corridors Strategy (PHACS).

REPORT

Description of Item:

Council at its Ordinary Meeting of 25 September 2014 resolved:

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

Wildlife corridors are areas of land that link similar plant and animal habitats. Corridors are vital for the continuation of viable populations as they enable migration, colonisation and breeding. The fragmentation and loss of habitat links are two of the main contributors to the decline of biodiversity in our landscape.

The mapping, protecting and restoring of such corridors is an integral component of a broader program to map Terrestrial Biodiversity Assets across the Coffs Harbour LGA. The mapping reflects the integration of the best available conservation planning information to provide a 'blueprint' for habitat protection and restoration over the next 50-100 years and a framework for future land-use planning and environmental protection.

The Landscape Corridors Final Report (Attachment 1) and Digital Layer (Attachment 2) is part of a suite of information layers that have been prepared and adopted during the implementation of Council's adopted BAS 2012 – 2030. State government coarse scale regional corridor mapping was used as a basis and was refined through the application of state-of-the-art analysis and mapping tools. The known and predicted occurrence of key fauna and flora species and faunal groups, plus the use of the latest fine-scale vegetation mapping, were fundamental considerations in designing the corridors. Consistent with best scientific practice, a hierarchy of corridors has been identified: Regional Corridors, Sub-Regional Corridors, the Orara River Corridor, Local Corridors and Urban Links. Landscape Corridors of the Coffs Harbour LGA are the last of the science based information datasets before proceeding to a composite Terrestrial Biodiversity Assets and Ecological Significance layer (see Figure 1).

The Landscape Corridors Consultation Draft Report and Digital Layer, along with supporting documentation, were the subject of an extended community consultation period of 115 days between 8 October 2014 – 30 January 2015. Council ran three tailored community information sessions and undertook numerous landholder site visits during and after the exhibition period. Council's biodiversity officers were available throughout that period for phone and face to face discussions with interested people. During and after the exhibition period, Council officers undertook numerous property visits to discuss directly with landholders their concerns.

A total of 170 public submissions were received in response to the exhibition documents. Following due consideration of issues raised in submissions, some rationalisation and streamlining of the mapping has been undertaken. The extent of these changes has been documented in Attachment 3 and is addressed in this report. The submissions are summarised in Attachment 4 and issues raised within the submissions are addressed in the issues section of this report. The submissions are provided in full within Attachment 5 (as a confidential matter).

A full copy of all of the submissions is a confidential attachment to this report (Attachment 5) as the submissions may contain personal or private information or other considerations against disclosure as prescribed under the *Government Information (Public Access) Act 2009*.

After listening to landholders and reviewing individual submissions, the Final Report and Digital Layer was amended to reduce the overall extent of the corridors 'footprint'. A standard method was developed to adjust some of the layers where it was considered appropriate based on submissions received and assessed during the exhibition phase. Changes have been restricted to the following rule set:

- downgrade a corridor (i.e. from regional to sub-regional to reduce the coverage over prime agricultural land);
- delete a corridor (where appropriate justification was provided); or
- realign a corridor (to avoid infrastructure or better match the vegetation footprint).

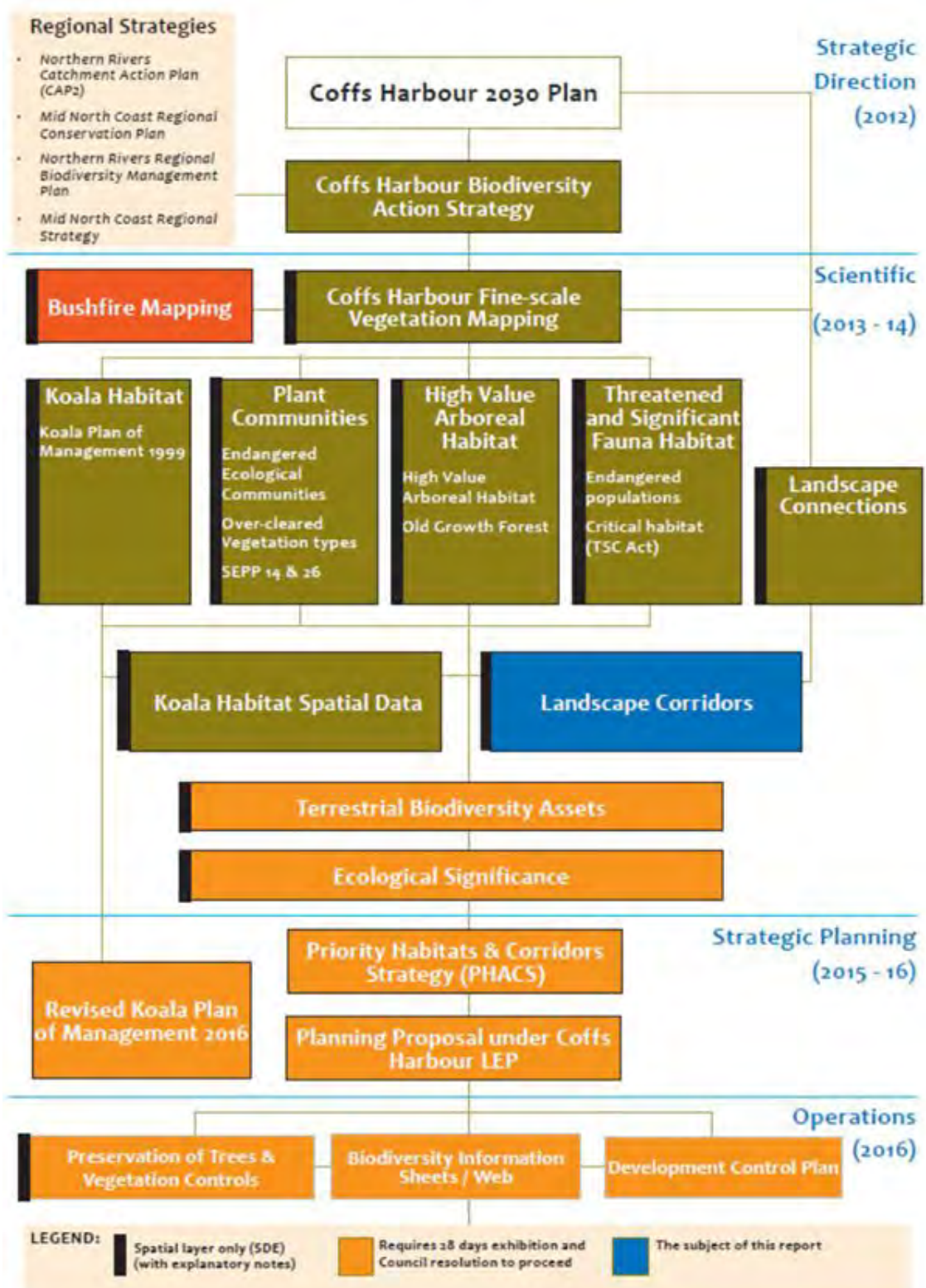
This assessment resulted in a reduction of the overall area of Landscape Corridors overlaying agricultural land. It has also ensured corridors are overlain across high priority areas and are better aligned to the ecological footprint on the ground. Attachment 3 provides an overview of all the corridors removed, down-graded or re-aligned during this post-exhibition assessment process. Attachment 4 identifies how each of the individual submissions have been addressed in the revised Final Report and Digital Layer for adoption by Council.

If adopted by Council, the Landscape Corridors mapping layer will provide the opportunity to clearly identify, at a fine-scale, the best connections in the landscape to ensure future on-ground investment occurs over the next 50 to 100 years in the most appropriate areas. This will work in conjunction with the state government coarse scale regional corridor mapping where on-ground rehabilitation and restoration works are already occurring in the Coffs Harbour LGA as part of the Coffs Jaliigirr and Orara River restoration projects.

The adoption of this final body of scientific work will also allow Council to proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer as the next step in implementing Council's adopted BAS 2012 – 2030.

No landuse or land management decisions have been made as part of this corridor mapping project. In accordance with quadruple-bottom-line principles, Council also needs to take account of economic, social and cultural considerations. To ensure that a holistic approach is applied, it is proposed to develop a Rural Lands Strategy as part of the Local Growth Management Strategy (LGMS) review for the LGA. A Project Plan to allow the Rural Lands Strategy to commence is the subject of a separate report to Council. This project will involve extensive community engagement to ensure that the quadruple-bottom-line is addressed during policy preparation.

Further, this current body of work will not be used in the development assessment process under Part 4 of the Environmental Planning and Assessment Act, 1979.



Issues:

A number of issues were raised during the community engagement process and listed in the 170 submissions received. The major issues raised include the following:

- ***Farmers put a significant amount of work into improving biodiversity on their farms and there is an assumption that landowners do not manage their land correctly. Conservation and farming can go hand in hand.***

Comment: Council acknowledges the great work that is being done by many rural landholders, whether this is being undertaken via one of the many Landcare groups in the Coffs Harbour area or individuals working at protecting and restoring corridor areas including riparian corridors. However, without a committed and coordinated approach to land management we are unlikely to achieve diverse, connected and healthy landscapes that support and sustain biodiversity, communities and their wellbeing.

- ***Prime agricultural land needs to be retained to ensure food security, therefore changes need to be made to the mapping to limit the impact on prime agricultural land.***

Comment: Council acknowledges that prime agricultural land is essential to sustain our economic base and provide food security for current and future generations. The accessibility, affordability and sustainability of healthy food choices in the local region are a priority and a community-shared agricultural model is required to move forward. These and many other strategic areas for priority action are being addressed through various forums including the Coffs Coast Local Food Alliance, Coffs Coast Local Food Framework. This will also form a significant matter to be addressed during the development of the Rural Lands Strategy, subject to a separate report to Council.

Some landholders were less than pleased that the report used the phrase 'currently degraded or cleared lands' within the following context: "*Corridors need not necessarily be continuous — they may be broken by currently degraded or cleared areas — but they must contribute to overall landscape connectivity, or have the potential to do so if restored. Accordingly, stepping-stone patches provide connectivity and can function as corridors for mobile species, particularly those willing to cross expanses of cleared land.*" While some areas, because of the level of weed infestation, would be considered 'degraded' other areas are likely to constitute prime agricultural land being located on the alluvial flood plain which are important for primary production and future food security.

Information provided in individual submissions and feedback obtained during the community information sessions at Coramba, Woolgoolga and Coffs Harbour made it clear that the draft Landscape Corridors Plan had 'captured' significant areas of prime agricultural land. While it is important to provide connections throughout the landscape that are resilient enough to be self-sustaining this may not always be compatible with intensive farming activities.

As an outcome of feedback received during the consultation process, the Final Report and Digital Layer has been amended as outlined in Attachment 3. This has resulted in a reduction of the overall area of Landscape Corridors overlaying agricultural land and removed some of the corridor mapping across prime agricultural land where it has been possible to downgrade the corridor or remove it completely without impacting significantly on connectivity.

- ***The spread of feral pests and weeds will be exacerbated in the identified corridor areas.***

Comment: The Landscape Corridors primary aim is to increase connectivity between larger areas of vegetation in relatively good condition. By increasing the area of vegetation, its connectedness and its quality will invariably lead to larger populations of native wildlife. These changes in habitat quality will advantage some species more than others.

The dynamics of predator and prey interactions means that there will always be cycles or pulses of both native wildlife and introduced predators. Over time it will be important to ensure integrated predator control programs to counter these cycles of high predator numbers. While it is not feasible to remove all introduced predators, the aim should be to keep their numbers at low enough numbers in order to protect domestic livestock and allow native wildlife populations to be self-sustaining.

Within corridors a whole range of variables will determine the level of weed infestation and the approaches used depending on the condition of the land. Weeds will always be a component of any landscape being restored. Council acknowledges that there is little point expanding into new areas until the adjoining or immediate vegetated areas have reached a condition that is self-sustaining and requires minimal intervention. Site condition will depend on many factors including the original condition of the vegetation and the commitment by landholders and/or local Landcare groups to restore the area. Good bush regeneration practices advocate working out from the better quality areas.

Slow incremental expansion of a corridor over the long-term is the most cost effective method of achieving a resilient self-sustaining landscape corridor. Once a corridor has reached an optimal successional stage, even then, some ongoing maintenance will be required to remove invasive weeds brought by various vectors. The corridor widths presented in the Landscape Corridors plan are aspirational only and the distances proposed may or may not be achieved in the future. However, the most important consideration is that connectivity is established whether it is diverse native forest along a riparian corridor or isolated trees to provide 'stepping stone' opportunities for wildlife.

- ***Landowners will be required to fence the proposed corridor areas on their property.***

Comment: There has never been a requirement under the draft Landscape Corridors plan or Coffs Harbour Local Environmental Plan 2013 (LEP) or Development Control Plan (DCP) to fence corridors. Landholders who voluntarily obtain public money to undertake restoration works on their own private land will generally be required to erect some form of fence to keep livestock out of identified areas until the trees are suitably established. These types of arrangements are managed under a Landholder Manager Agreement (LMA) and are entirely voluntary.

- ***The scientific methodology undertaken during the preparation of the Landscape Corridors is questionable.***

Comment: Development of the Landscape Corridors report and maps was drawn from 61 scientific published references which were used to establish a nested spatial hierarchy of connectivity mapping. Information was also drawn from a range of published reports and maps at a continental, state, regional and local scale. Conservation connectivity is now a well-established conservation tool being used widely throughout Australia underpinned by National and Regional Wildlife Corridor Plans. It is considered that the scientific methodology undertaken during the life of the project is sound.

In response to some of the submissions and discussions with landowners, detailed site inspections and interrogation of mapping has been undertaken, which has resulted in a number of amendments being made to the Digital Layer (as documented in Attachment 3). This has assisted to resolve many of the perceived inconsistencies identified to date.

- ***The Landscape Corridors report and digital layer will provide a strategic plan for rehabilitation of landscapes and will assist the work of Landcare groups.***

Comment: One of the primary aims of the Landscape Corridors project is to attract and drive future investment into targeted areas where it will make the most difference. Coffs Harbour Regional Landcare has agreed to be a sponsor of the Landscape Corridors project. Council hopes to foster and build a stronger network of Landcare groups throughout the Coffs Harbour region using the corridors layer as a base for future investment.

Council continues to invest hundreds of thousands of dollars in to Landcare programs in the Coffs Harbour LGA through the Environmental Levy program. For example, Council has been investing in the Orara River Restoration program for the last 15 years and provides significant ongoing funding to Coffs Harbour Regional Landcare to support up to 40 individual Landcare and Rivercare groups in the local area.

Council recently partnered with a number of groups and organisations to form the Jaliigirr Biodiversity Alliance. As a successful bidder to the Australian Government 'Clean Energy Future' Biofund, the Alliance is receiving \$3 million over the next 6 years to "Connect Communities and Cultures through Corridors".

- ***Acceptance of the Landscape Corridors report and mapping will result in imposition of environmental zones and overlays throughout the LGA.***

Comment: Environmental zonings and overlays are not a consideration of the Landscape Corridors report and mapping which is currently recommended for adoption by Council within this report. No landuse or land management decisions have been made as part of this corridor mapping project.

In accordance with quadruple-bottom-line principles, Council needs to take account of economic, social and cultural considerations as well as environmental considerations when undertaking landuse and land management decisions. To ensure that a holistic approach is applied, it is proposed to develop a Rural Lands Strategy as part of the LGMS Review for the LGA. A Project Plan to allow this Rural Lands Strategy to commence is subject to a separate report to Council. This project will involve extensive community engagement to ensure that the quadruple-bottom-line is addressed during policy preparation.

- ***There were errors in transition from 7A to E2 zones in the creation of Coffs Harbour Local Environmental Plan 2013, and landowners were not consulted.***

Comment: In 2007, Council commenced the process of creating a new comprehensive LGA-wide LEP in accordance with the requirements of the Standard Instrument (LEPs) Order 2006. Council followed the then Department of Planning and Infrastructure's (DoPI) Practice Notes in formalising the zones in the new comprehensive LEP. Draft LEP 2012 and the associated draft DCP were publicly exhibited during September and October 2012. A significant community engagement exercise was undertaken which included making copies of the draft LEP, DCP and associated documentation available for viewing on Council's website and in local libraries, as well as community information sessions throughout the LGA. Council received 99 submissions to the public exhibition. Following extensive consultation, Coffs Harbour LEP 2013 was made (i.e. gazetted) on 27 September 2013.

Lands which were previously zoned 7A Environmental Protection under LEP 2000 were transitioned into the E2 Environmental Conservation zone in Coffs Harbour LEP 2013, with some amendments to permissible uses in accordance with the Practice Notes. It was recognised at the time that there was a need to refine the E2 zone boundaries, however it was determined to wait for fine-grain vegetation mapping to be completed in accordance with the implementation of Council's adopted Biodiversity Action Strategy 2012 – 2030, prior to refining the E2 boundaries. Now the last of the science based information datasets (Landscape Corridors) is completed, Council can proceed to the preparation of a composite Terrestrial Biodiversity Assets and Ecological Significance layer. This will assist Council better understand the accuracy of the existing E2 zones in Coffs Harbour LEP 2013 and determine whether there is the need to amend the E2 zones throughout the LGA.

- ***The adoption of the Landscape Corridors mapping will result in decreased land values for affected properties, and there should be some mechanism for compensation to affected landowners.***

Comment: The Landscape Corridors report and maps aim to identify important environmental values in the landscape, similar to a range of other mapping products that have been adopted by Council including Endangered Ecological Communities, Over-cleared Vegetation types, High Value Arboreal Habitat and Koala habitat.

As stated earlier, there is nothing in the Landscape Corridors Final Report or Digital Layer that entails landuse or land management decision changes as a result of adoption of the report and mapping. These will be addressed within the scope of the Rural Lands Strategy utilising a quadruple bottom line approach.

Some landholders will continue to speculate as to what will happen in the medium to long-term regarding future land zoning on rural lands. At this point in time, Council can only give a commitment to progress its strategic planning program in a logical coordinated manner that fully engages with the broader community and allows individuals and stakeholders the opportunity to participate in each stage of the process.

Options:

1. **Adopt the recommendations** as provided to Council.

Comment: Council has been developing, and seeking adoption of, a suite of important ecological layers to better understand the terrestrial biodiversity assets of the Coffs Harbour LGA. This body of work has been developed from Council's adopted *2030 Plan* and *BAS 2012 – 2030*. The Landscape Corridors mapping represents the last science based layer. With the adoption of this final body of work, Council can proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer to inform the environmental considerations associated with development of the proposed draft Rural Lands Strategy and ultimately the Priority Habitats and Corridors Strategy.

2. **Reject the recommendations** provided to Council.

Comment: Failure to adopt any of the recommendations may result in the scientific work undertaken to date failing to be utilised to underpin any of Council's future decision making processes relating to land use? The corridor work will simply lapse.

Sustainability Assessment:

- **Environment**

The adoption and integration of the Landscape Corridors of the Coffs Harbour LGA spatial layer will assist in the sustainable management of biodiversity across the LGA. Corridor mapping and protection fits within LGA, regional, statewide and national frameworks and strategies for biodiversity conservation (e.g. Coffs Harbour Biodiversity Action Strategy 2012, Mid North Coast Regional Conservation Plan, Northern Rivers Regional Biodiversity Management Plan, NSW Biodiversity Strategy, and Australia's Biodiversity Conservation Strategy). The benefits of integrating Landscape Corridors of the Coffs Harbour LGA into the strategic planning process are multi-faceted and include:

- Improved ability to undertake sustainable management of threatened species habitats listed under the *Threatened Species Conservation Act* (1995).
- Contribution to landscape level conservation, building resilience and the development of PHACS as the basis for a sustainable planning proposal under the Coffs Harbour LEP 2013.
- Provision of greater certainty for landowners regarding land use and biodiversity conservation programs across the LGA.
- Providing a cohesive link that better protects ecosystems and fragmented areas of high conservation value vegetation.

- **Social**

The Council-endorsed process of science-based Biodiversity Assets delineation and mapping, of which Landscape Corridors is a component, reflects the Coffs Harbour community's desire to see their natural environment protected and conserved for future generations. This broad vision has been championed, along with other more specific goals and strategies in the Coffs Harbour 2030 Plan which was adopted by Council in 2009 and reviewed in 2013.

- **Civic Leadership**

Council has a statutory and leadership role to encourage the preservation and sustainable management of its native vegetation. Its statutory role relates directly to habitats for threatened species and ecological communities. The mapped Landscape Corridors layer and accompanying report represents habitat and potential habitat for a range of threatened species. Their inclusion within landscape conservation programs promotes their sustainable management.

There is a responsibility on Council to integrate the best available science into future strategic planning documents and decision making processes.

- **Economic**

Broader Economic Implications

A strategic program to identify Landscape Corridors will provide broad economic benefits to the community, primarily in relation to the ongoing sustainable management of Coffs Harbour's unique wildlife, vegetation and natural resources. This will ensure that future generations will be able to experience and enjoy our region's unique natural heritage.

The mapping and long-term protection of landscape corridors will aid in the preservation and restoration of ecosystem processes and are likely to promote tangible and invaluable ecosystem services. These will include the provision of clean air, drinking water, native fauna habitat, pollination services and natural pest control facilitated by native predatory insects, birds, bats and other species. These processes and services need to be managed and promoted to ensure the principles of ecological, economic and social sustainability are addressed in an ongoing manner.

In addition, the appeal of the region from an eco-tourism perspective will also be maintained and promoted by the integrated mapping and consideration of important habitats, including landscape corridors, across the LGA.

Delivery Program/Operational Plan Implications

The Landscape Corridors of the Coffs Harbour LGA map will be integrated into Council's land management GIS database following final adoption. This process will be part of Council's standard procedures requiring no additional resources. Upon adoption, the landscape corridors mapping will be integrated with other Terrestrial Biodiversity Assets mapping for the development of PHACS. Components will also inform a *Rural Lands Strategy*, the subject of a separate report tabled at this Council meeting.

The Landscape Corridors of the Coffs Harbour LGA project has been funded through Council's Environmental Levy program. Costs associated with exhibition and consultations were funded through Council's Waste and Sustainability Improvement Program.

Risk Analysis:

Overall, the risk of consequences at both a strategic and operational level is acknowledged as the landscape corridors are mapped across private landholdings. In recognition of this an extended consultation process was instigated to ensure meaningful community engagement. Reactionary planning, rather than development of a broad strategic policy results in:

- scarcer supply of some land forms;
- higher land costs and increased issues/uncertainty with DAs;
- poor environmental outcomes;
- increased amenity issues; and
- lack of clarity to landowners/developers/community.

Consultation:

The draft project report and maps have been the subject of an extended community consultation period (8 October 2014 – 30 January 2015) including three tailored community information sessions. Council's biodiversity officers were available throughout that period for phone and face to face discussions with interested people. During and after the exhibition period Council officers undertook numerous property visits to discuss directly with landholders their concerns. The final report was modified following feedback from the community consultation process. Submissions are summarised in Attachment 4 and provided in full in Attachment 5 (confidential).

After listening to landholders and reviewing individual submissions the document and mapping layer was modified to reduce the overall extent of the corridors layer amongst other changes as outlined elsewhere in this report and as documented in Attachment 3.

Minor changes were made to the Landscape Corridors final report which included the insertion of a 'Forward' and revision of Tables 2 and 3 to reflect the new summary statistics as a result of changes to the corridor mapping. A Frequently Asked Questions Information Sheet, made available during the exhibition period, was also included within the final report.

Related Policy, Precedents and / or Statutory Requirements:

If the report and mapping is adopted as recommended, connectivity conservation will be able to be strengthened at all scales of consideration across the Coffs Harbour LGA. These corridors will form a locally derived connectivity network that will be within broader connectivity projects and strategies as outlined below. As an integrated project, the connectivity benefits of corridor mapping and management flow from local to regional to state and even continental levels.

Continental

- National Wildlife Corridors Plan;
- Great Eastern Ranges Initiative; and
- State Climate Change Corridors.

Regional

- Mid North Coast Regional Strategy;
- Northern Rivers Regional Biodiversity Management Plan;
- Key Habitats & Corridors for Forest Fauna: A Landscape Framework for Conservation in North-east NSW; and
- Jaliigirr Biodiversity Alliance.

Regional and Local

- *Coffs Harbour Landscape Corridors* (The subject of this report).

Local

- Coffs Harbour Landscape Connections;
- Coffs Jaliigirr Project;
- Orara River Rehabilitation Project; and
- Landcare, Rivercare, Dunecare.

The *Mid North Coast Regional Strategy 2009* is a key strategy for the preparation of Local Environmental Plans (LEPs). This document gives elevated importance to landscape corridors as effective conservation measures and consider connectivity an integral component of LEPs.

Implementation Date / Priority:

If the Landscape Corridors of the Coffs Harbour LGA Final Report (Attachment 1) and the Coffs Harbour Landscape Corridors Map Digital Layer (Attachment 2) are adopted, Council will then proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer as the next step in implementing Council's adopted BAS 2012 – 2030. This will inform the state government coarse scale regional corridor mapping as well as the environmental considerations associated with development of a future draft Rural Lands Strategy (subject to a separate report to Council); and ultimately used to develop the PHACS.

Conclusion:

Landscape connectivity, via a network of corridors, is an integral component of a comprehensive environmental planning strategy. On-ground rehabilitation and restoration works are already occurring in the Coffs Harbour LGA consistent with state government coarse scale regional corridor mapping as part of the Jaliigirr and Orara River restoration projects. The Landscape Corridors mapping layer provides the opportunity to clearly identify, at a fine-scale, the best connections in the landscape to ensure future on-ground investment occurs over the next 50 to 100 years in the most appropriate areas.

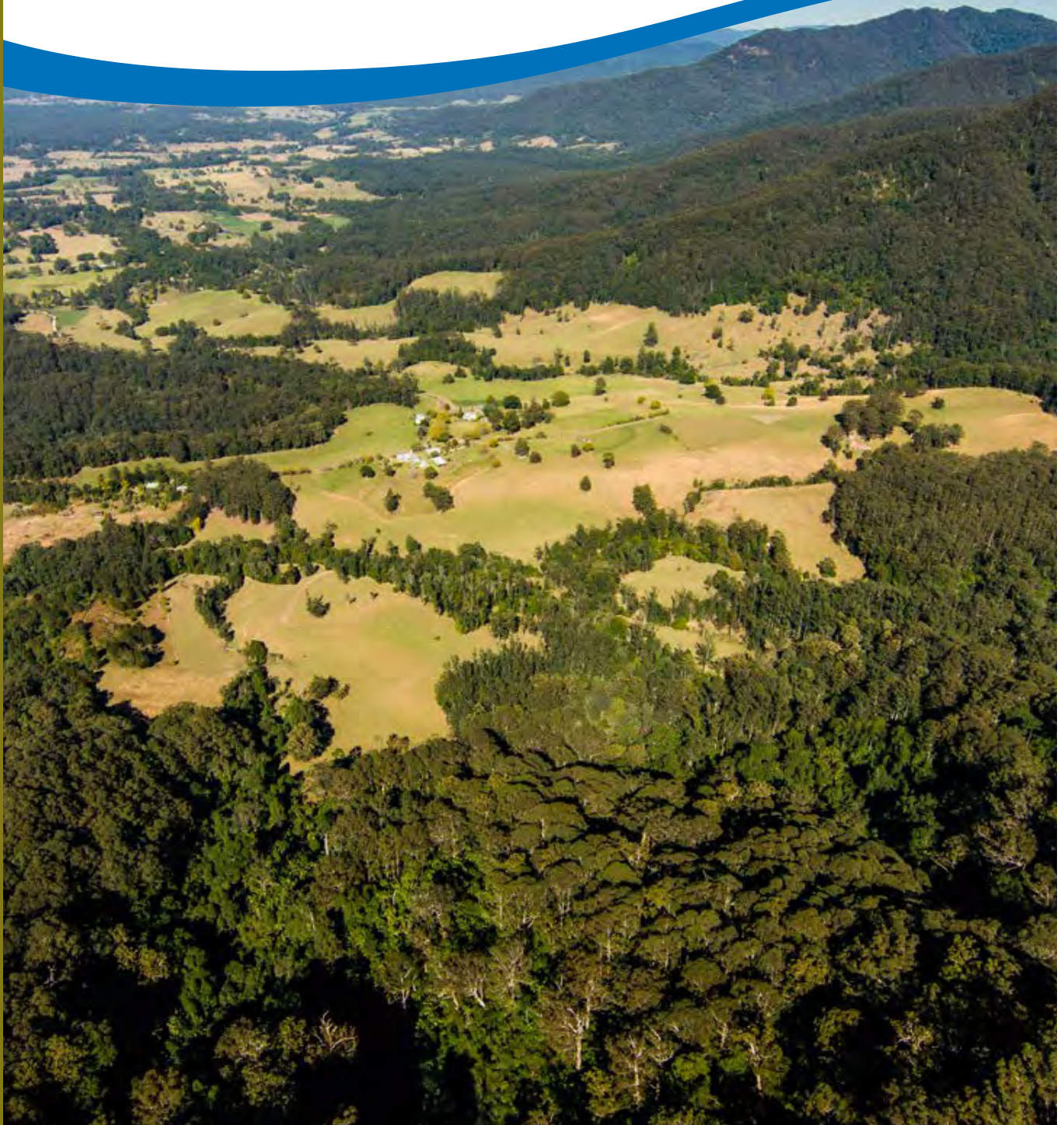
This body of work is an important consideration for voluntary projects and programs that aim to strengthen landscape corridors. This current body of work will not be utilised in the development assessment process under Part 4 of the Environmental Planning and Assessment Act, 1979.

The adoption of this final body of scientific work would allow Council to proceed to preparing a composite Terrestrial Biodiversity Assets and Ecological Significance layer as the next step in implementing Council's adopted BAS 2012 – 2030. This will inform the state government coarse scale regional corridor mapping as well as the environmental considerations associated with development of a future draft Rural Lands Strategy (subject to a separate report to Council); and ultimately used to develop the PHACS.



COFFS HARBOUR CITY COUNCIL
**Landscape Corridors of the
Coffs Harbour Local Government Area**

Final Report - May 2015



THIS IS A LOOKING AFTER OUR ENVIRONMENT PROJECT
Helping to achieve the 2030 Community Vision

Citation and acknowledgements

This report should be cited as follows:

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Forward

“If we look at the big picture, imagine what our local landscape looked like in the past. Then imagine, what it might look like in the future. One hundred years ago, there was a population of approximately three to four thousand people in this area. The probability is that this will increase to three to four hundred thousand in the next one hundred years. Consequently, common sense dictates how important it is for us to make informed planning decisions now or the opportunity will be lost forever. I hope you look hard at the positive values vegetation corridors provide for present and future generations and balance this with any negative impacts. In the end I expect you’ll do as your conscience dictates”

Lloyd Foster

Farmer, long-term Coffs Harbour resident and Bush Regenerator



Summary

Wildlife corridors are areas of land that link similar plant and animal habitats. Corridors are vital for the continuation of viable populations as they enable migration, colonisation and breeding. The fragmentation and loss of habitat links are two of the main contributors to the decline of biodiversity in our landscape. Corridors also assist ecological function and help protect water quality and soil health.

The mapping of landscape corridors is part of an integrated package of Terrestrial Biodiversity Assets mapping in the Coffs Harbour Local Government Area (LGA).

The mapping reflects the integration of the best available conservation planning information to provide a priority investment 'blueprint' for habitat protection and restoration over the next 50 – 100 years and a framework for future land-use planning and environmental protection.

No land-use or land management decisions have been made or are intended as part of this corridor mapping project. The layer is part of a suite of information layers to identify biodiversity assets. At a later time, Council will assess the full suite of adopted biodiversity asset mapping in concert with the key pillars of economic, cultural and social considerations. This information may be utilised as one off several information layers under a new Priority Habitats and Corridors Strategy and Rural Land Strategy. However, this will not be undertaken without further extensive community consultation and the development of tailored approaches and incentives for landholder participation.

The draft project report and maps have been subject of an extended community consultation period (8 October 2014 – 30 January 2015) including three tailored community information sessions. Council's Biodiversity officers have been available throughout that period for phone and face to face discussions with interested people.

This final report was modified following feedback from the community consultation process and provides an outline of the methods used to map landscape corridors in the Coffs Harbour LGA.

The landscape corridor mapping

Existing corridor mapping was used as a basis and was refined through the application of state-of-the-art analysis and mapping tools. The known, and predicted, occurrence of key fauna and flora species and faunal groups plus the use of the latest fine-scale vegetation mapping were fundamental considerations in designing the corridors contained in this document. Consistent with best scientific practice, a hierarchy of corridors was identified: Regional Corridors, Sub-regional Corridors, the Orara River Corridor, Local Corridors and Urban Links.

1. Introduction

The Coffs Harbour Local Government Area (LGA) supports a unique and rich biodiversity. It includes some of the most diverse tall eucalypt forests in the world (see Cerese 2012), including remnant old-growth stands with direct links to pre-European times. The area supports a raft of threatened vegetation communities and species, including critical habitats for locally iconic flora like the Moonee Quassia, Milky Silkpod and Orara Boronia. Coffs Harbour LGA also supports nationally important habitats for fauna like the Giant Barred Frog, Stephens' Banded Snake, Black Bittern, Grey-headed Flying-fox, Koala, Eastern Freshwater Cod and Black Grass-dart Butterfly (see CHCC 2012 for greater detail). The Coffs Harbour community has expressed a clear desire to see the area's biodiversity and natural assets protected and nurtured (CHCC 2009). But many species, communities and ecosystems continue to decline in the face of ongoing habitat loss, degradation and fragmentation over the wider landscape.

Although public lands, particularly national parks and nature reserves, are the cornerstone for nature conservation it is widely recognized that public lands alone are not representative of biodiversity and that an integrated approach, extending across public and private lands, is needed (e.g. Bennett 1998; Lindenmayer & Franklin 2002; Lindenmayer & Fischer 2006; DSEWPC 2012). The protection of 'high value environments' — including significant coastal lakes, estuaries, threatened species, vegetation communities and habitat corridors — is required under the *Mid North Coast Regional Strategy* (Department of Planning 2009). In accordance with this requirement, the 'Coffs Harbour Biodiversity Action Strategy' (CHCC 2012) identifies mapping of High Value Habitats as a key action (see **Appendix 1**). These two strategies set the agenda for rational and sustainable conservation planning, assessment and management in the area. Fine-scale vegetation mapping was recently completed across the Coffs Harbour LGA (OEH 2012a, b). This state-of-the-art information enables Coffs Harbour City Council to make well-informed decisions for sustainably managing native vegetation within the LGA. The fine-scale vegetation maps and accompanying reports have been formally adopted by Council as a fundamental conservation planning and assessment resource. The use of the fine-scale vegetation mapping as



Nursery plants

a fundamental input to delineating and mapping High Value Habitats and Terrestrial Biodiversity Assets across the LGA has also been endorsed by Council.

This report relates to the mapping of landscape corridors across the Coffs Harbour LGA — ‘Coffs Harbour Landscape Corridors’ — and constitutes an important stage in the mapping of High Value Habitats and Biodiversity Assets (see **Appendix 1**). Mapping of corridors reflects Council’s commitment to its community and future generations and part of a ‘habitat connectivity approach’ to conservation. This approach to biodiversity conservation planning has been endorsed at all levels of Australian government. The corridors mapping provides a planning framework for other mapped High Value Habitats and provides Council with a long term (50 – 100 year) investment ‘blueprint’ for habitat protection and restoration.



Orara Valley

2. Objectives of the project and this report

The objective of the Coffs Harbour LGA Landscape Corridors project is to:

- delineate and map a specific, justified and spatially complete network of ecologically focused corridors within the Coffs Harbour LGA (i.e. 'Coffs Harbour Landscape Corridors').

The objectives of this report are as follows:

- To provide readers with background information on habitat connectivity conservation and the role corridors play in providing a framework which links Biodiversity Assets in the LGA in a strategic and clear manner.
- To place Coffs Harbour Landscape Corridors within the context of broader-scale connectivity conservation programs, namely the Jaliigirr Biodiversity Alliance and the Great Eastern Ranges Initiative.
- To outline the process used to map Coffs Harbour Landscape Corridors, including modifications made following feedback from the community consultation process, and introduce the associated information outputs available to landholders, the community and other stakeholders.

3. Frequently asked questions relating to the Coffs Harbour Landscape Corridors

The *Landscape Corridors of the Coffs Harbour Local Government Area – Consultation Draft* and associated maps, were placed on public exhibition for an extended period from 8 October 2014 – 30 January 2015. This exhibition yielded a high level of community interest, a wide range of enquiries and questions and a large number of written submissions. Council has collated issues regarding the corridor mapping and reviewed the corridor mapping in light of these issues (this report). A 'Frequently Asked Questions' (FAQ) information sheet was prepared in response to issues raised during the exhibition period and disseminated to a number of stakeholders, for further distribution to their constituent networks, in December 2014. The FAQ sheet was also included as part of responses to written submissions. This information sheet is provided here as Appendix 2. Answers to three key questions are provided here:

Do I have to fence my corridor?

There has never been nor will there ever be a requirement under the Landscape Corridors plan, or Council's Local Environmental Plan (LEP), to fence corridors. Landholders who voluntarily obtain public money to undertake restoration works on their own private land will generally be required to erect some form of fence to keep livestock out of identified areas until the trees are suitably established. These types of arrangements are usually managed under some form of Landholder Manager Agreement (LMA) which is entirely voluntary.

What do the corridor widths mean?

The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape. There is a hierarchy of corridor widths which reflect ecological findings reported in the scientific literature but which are aspirational only; they may or may not be achieved in future. As public funding becomes available through various funding bodies to restore the landscape, we would be consulting with 'clusters' of landholders within corridors to see if they are willing to help with restoration works. Some landholders will have no interest in these types of works and can opt out, while others will want to be involved at various levels.

Do I have to restore a corridor mapped on my land?

No, this is an entirely voluntary scheme. Areas mapped as part of the Landscape Corridors initiative become part of a Priority Investment Area where restoration occurs at the discretion of the landowner. Funding may be available to help landowners who are interested in restoration works (see section 4 below).

4. Financial assistance for corridor habitat restoration

Many farmers undertake voluntary actions to nurture their land, such as protecting and managing native vegetation. These actions benefit not only their own agricultural production aims but also biodiversity conservation aims (also see Box 1). The conservation benefits that flow from a farmer's land care efforts can be considered a 'community service' when the results contribute to the wider community's demonstrable desire for nature conservation (e.g. Coffs Harbour City Council 2008, 2009). Council acknowledges this important conservation role already played by many landholders.

The mapping of habitat corridors provides a long term investment 'blueprint' whereby landholders may gain voluntary access to funds to assist and facilitate their strategic land care actions. In future, landholders whose properties are situated within an identified corridor will be more likely to receive funding through a range of national, state and local government grant programs. These include:

1. National Landcare Programme: Funding will be made available to landholders via NSW Local Land Services.
2. NSW Environmental Trust: Grants (\$5,000 - \$100,000) are available annually through the Restoration and Rehabilitation Grants Program.
3. Coffs Harbour City Council Environment Levy: Future rounds of the CHCC Environment Levy will most likely be targeted within identified Landscape Corridors.
4. Existing restoration projects such as Orara River Rehabilitation Project and the Coffs Jaliigirr Project.
5. Coffs Harbour Environmental Trust: The Trust was set up to promote protection and enhancement of the natural environment. The Trust is a registered environmental organisation with donations to the Trust, tax deductible.



Revegetation works in the Orara Valley

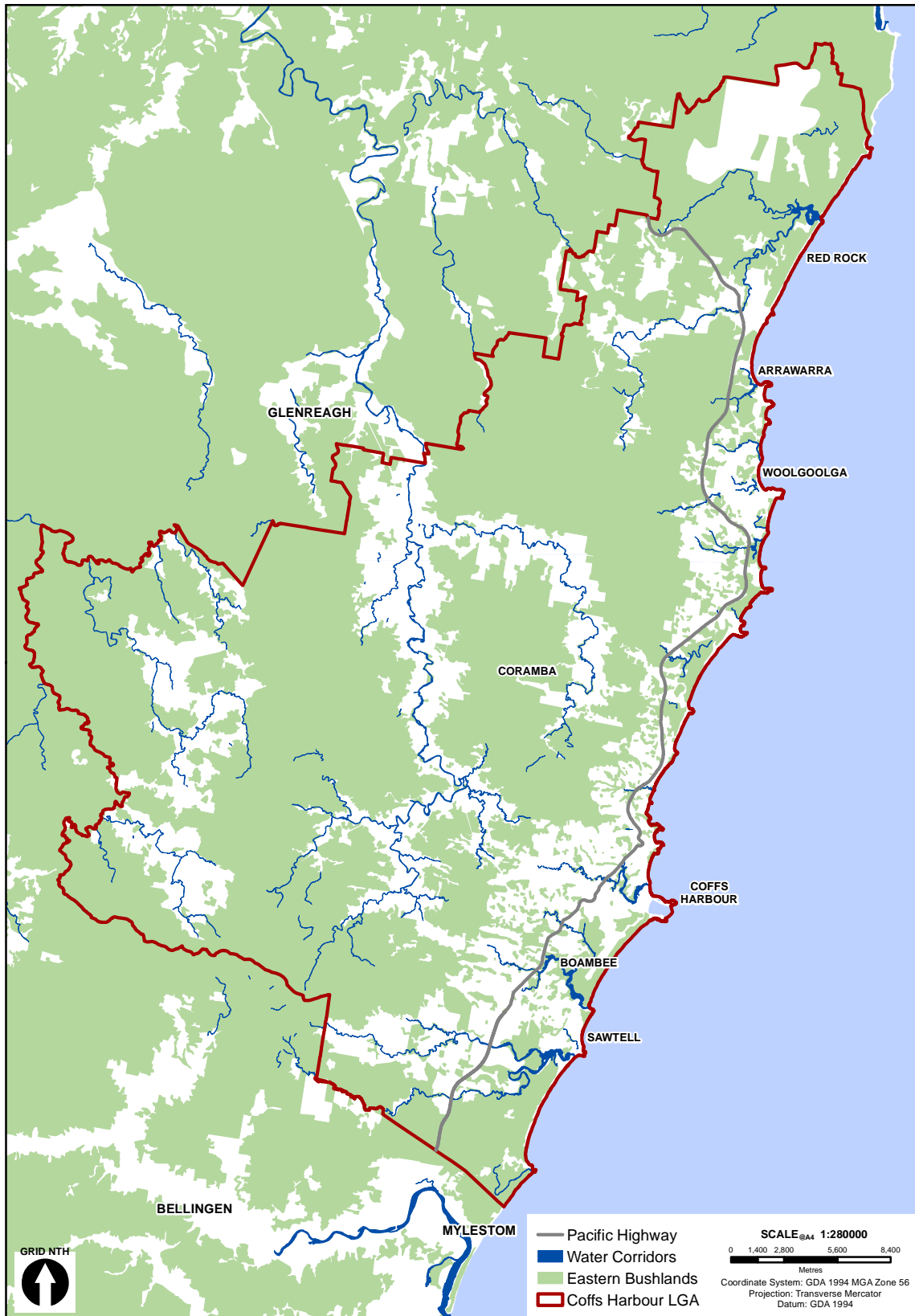


Figure 1: The Coffs Harbour LGA showing an approximation of forested or wooded cover

Landscape Corridors of the Coffs Harbour Local Government Area
May 2015

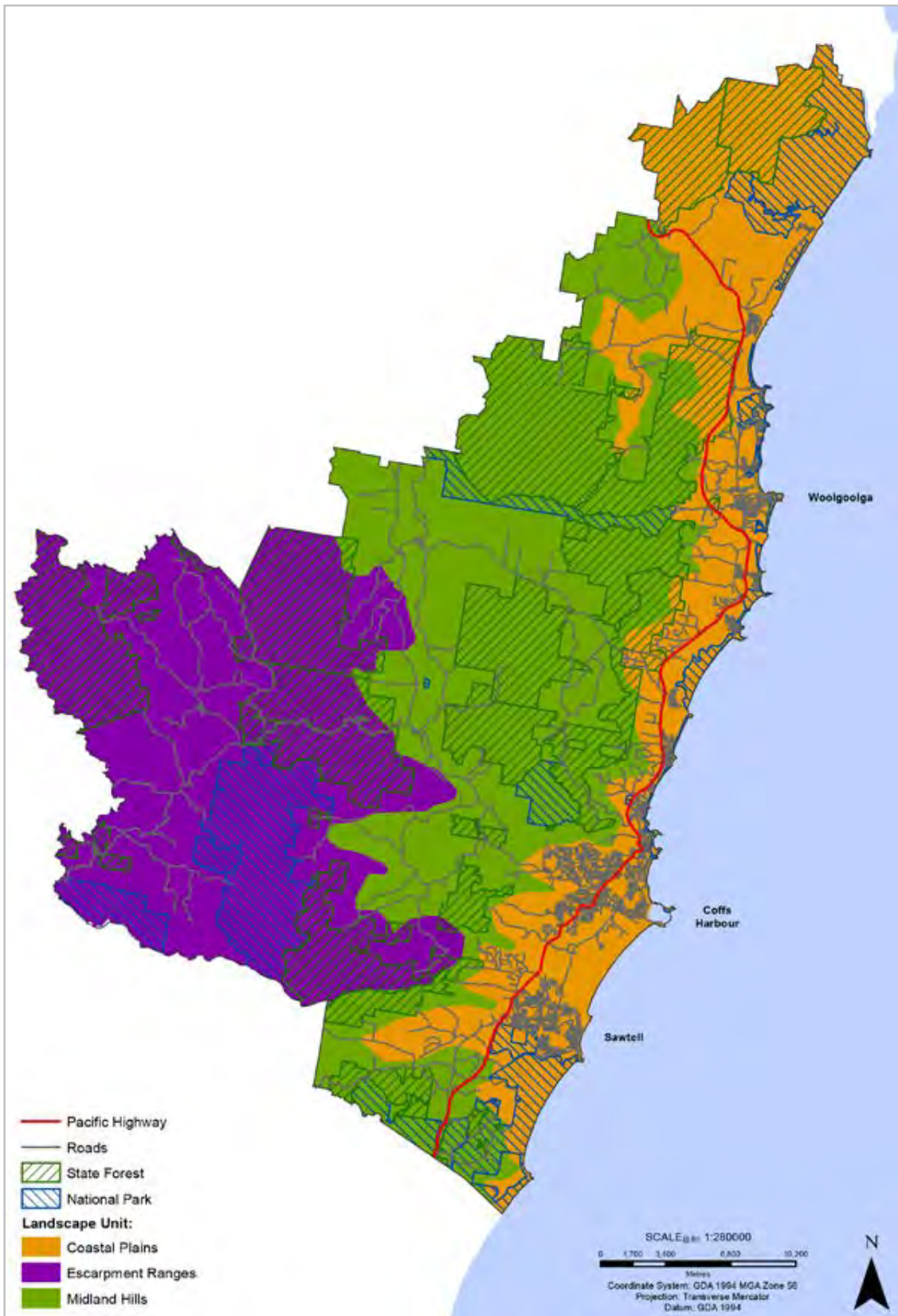


Figure 2: Landscape and tenure in the Coffs Harbour LGA

5. The study area

The Coffs Harbour LGA (Figure 1) covers 117,370 hectares and is a focal area for important elements of biodiversity in north-east New South Wales and Australia (CHCC 2012). It is one of the few places in eastern Australia where the Great Dividing Range and associated Great Escarpment connect to the coastal plain. The area's unique topography and geography provide for a wonderful diversity of habitats supporting a mixture of tropical, subtropical and temperate biodiversity.

The overall study area can be divided into three distinct landscape units based primarily on topography and elevation (CHCC 2012) (Figure 2): Coastal Plains, Midland Hills and Escarpment Ranges. Approximately 34% of the LGA is part of Forestry Corporation of NSW estate and 13% is National Parks and Wildlife Service estate (see Figure 2).

These landscapes were historically well-vegetated with continuous habitat connections in all directions. In more recent times, vegetation clearing and habitat modification has fragmented the landscapes to varying degrees. This fragmentation and degradation has favoured some species at the expense of others. Sensitive species, species groups and communities — e.g. those with specific habitat requirements — have declined in the face of these changes. It can be assumed that their ecological inputs have similarly declined, with as yet unknown consequences for ecosystem and landscape resilience. Impacts on these species and overall ecological functioning will most likely be exacerbated by climate change. Coffs Harbour Landscape Corridors have been delineated and mapped for these species and species groups.

6. Biodiversity conservation: sustainability for all

Biodiversity, the diversity of life forms and ecological processes that make up our world, underpins and sustains the natural systems on which humans ultimately depend. The Coffs Harbour Vision 2030 process highlighted that the community understands and relates to the concept of biodiversity and wants to conserve and enhance it, recognising that any loss of biodiversity affects us all.

As habitat loss, degradation and fragmentation continue, biodiversity declines continue at local, regional and national scales. To address biodiversity declines we need to integrate ecological sustainability with economic, social and cultural sustainability at all levels of decision-making and planning (see Yencken & Wilkinson 2000). Councils' also have a charter under the *Local Government Act of 1993* to 'properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.

There has been a social and political shift in the care and management of Australia's landscapes in the 21st century. Historic imperatives to clear and convert the Australian bush to farmland have been replaced with a new urgency to conserve our remaining bush and wildlife (Worboys & Mackey 2013). As part of this gradual shift towards more ecologically sustainable land management, the concepts of 'landscape resilience', 'restoration ecology' and 'connectivity conservation' have become part of mainstream thinking. These concepts have great appeal to many landholders, land managers, conservationists and the general community because they provide win-win land management opportunities. When planned, promoted and applied in an integrated manner these approaches can lead to tangible benefits for biodiversity conservation, agricultural productivity and community engagement (e.g. Recher 2003; Lambeck 2003; Ricketts 2004; Walker 2013).

Habitat preservation and restoration — including enhancing habitat connectivity — are conservation priorities that are widely recognised and promoted as ways we can address biodiversity declines, habitat loss, degradation and fragmentation (e.g. Bennett 1998; Lindenmayer & Franklin 2002; Lindenmayer & Fischer 2006; DSEWPC 2012).

It is seen as good sense to direct our habitat preservation and restoration efforts in a strategic way to maximise the benefits to biodiversity while minimising the costs to society in general, and landholders in particular. Strategies that focus on maintaining or building habitat connectivity are the most pragmatic approach to achieve these dual outcomes.



7. Connectivity conservation: building landscape resilience and productivity

‘Connectivity conservation’ is a well established approach to maintaining and improving the linking of landscapes and habitats, but one that is recognised and accepted as a strategic and sustainable component of land management. Connectivity conservation is a holistic approach that uses science to identify parts of the landscape that are important in maintaining links between habitat patches.

A broadly-accepted conceptual model of connectivity conservation is shown in Figure 3. The model highlights protected areas and other vegetated public lands as ‘core areas’, but purposefully includes the broader landscape in which these core areas exist. Under this model, remnant native vegetation outside of the core areas provides vital habitat for species and functions as stepping stones and corridors to aid the movement and long-term viability of species. Connectivity conservation also supports the use of sustainable land management practices in areas adjacent to large remnants and corridors to create a landscape ‘matrix’ that also contributes to landscape and environmental sustainability. In areas where the natural vegetation has been cleared or fragmented, it may be restored to improve the structure and function of landscape connections and connecting habitats.

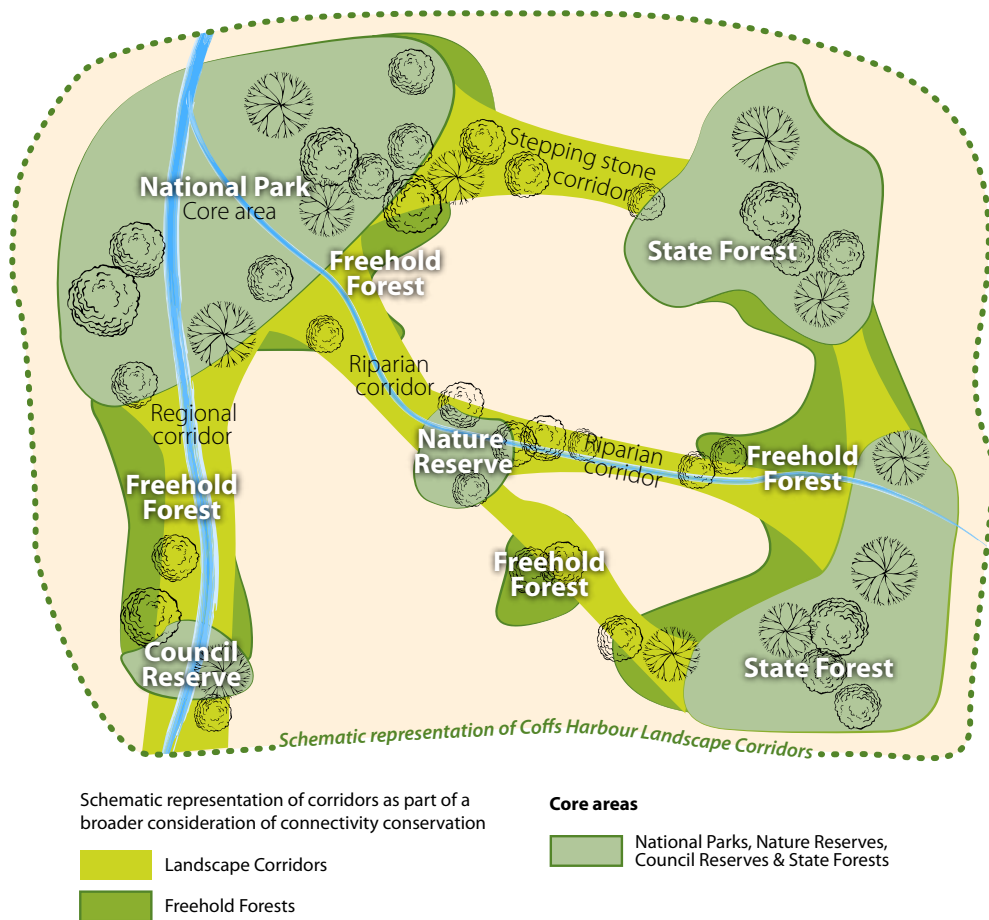


Figure 3: Schematic representation of landscape corridors as part of a broader consideration of connectivity conservation

Connectivity can be described as the connections of habitat in the landscape, facilitating the movement of species across the landscape and between habitats. Habitat connectivity is an important outcome of landscape conservation. Habitat fragmentation (which basically results in disconnected habitats) results in the decline

and loss of species all over the world, and is a contributing factor in Australia's high species extinction rate (Chester & Hilty 2010; Mackey et al. 2010; DSEWPC 2012).

Connectivity conservation helps reduce the effects of habitat loss, habitat fragmentation and climate change on plants and animals (Mackey et al. 2010; Meade et al. 2011; Pulsford et al. 2013). Connectivity conservation recognises the fundamental importance of maintaining and enhancing ecological networks, associated natural processes and landscape resilience.

As part of the gradual shift towards more ecologically sustainable land management across Australia, there has been a surge in connectivity conservation initiatives which promote landscape connectivity (Fitzsimons et al. 2013). Local connectivity conservation initiatives are now often nested within broader programs, thus providing benefits at the property and landscape level as well as contributing to broader connectivity conservation goals (e.g. Soule et al. 2004; Mackey et al. 2010; Beyer & Baker 2013; Spooner et al. 2013). See Box 1 for a local Coffs Harbour example of connectivity conservation activities in the Orara Valley. At the local and landscape scale, the Landcare movement supports collaborative actions by neighbouring farmers to address many land degradation problems impacting farm productivity. This collaborative approach is more effective than individual farms and farmers working in isolation (e.g. Recher 2003; Lambeck 2003; Walker 2013).

Landscape Corridors: a focus for connectivity conservation

All habitats add to connectivity conservation overall, however, prioritising habitat protection and restoration in strategic locations results in improved 'structural connectivity' — i.e. the physical linking of habitats. Improvements in structural connectivity ultimately result in greater benefits to 'functional connectivity' — i.e. the way the corridor functions in terms of providing habitat for plant and animal populations living within or moving through the corridors, and improvements in landscape resilience (Chester & Hilty 2010; Doerr et al. 2011). As such, most efforts to conserve and enhance connectivity rely on protecting or restoring structural connectivity through habitat links, or corridors that promote the potential for animal and plant habitation and movement.

Landscape corridors are lands facilitating short-or long-term movement or dispersal of plants or animals between habitat patches (Hilty et al. 2006; Sawyer et al. 2011). Corridors are a particularly important subset of overall connectivity where conservation efforts can be focused to maintain or enhance regional conservation potential (Beier & Noss 1998; Hilty et al. 2006; Doerr et al. 2010).

For conservation benefits to accrue, a corridor must provide functional connectivity for the species concerned, reflected by their ability to actually inhabit it or move through it (Uezu et al. 2005; Doerr et al. 2010). Mobile organisms can utilise corridors to disperse across the landscape through single intentional movements, or through a series of semi-random steps that may involve more than a single generation.

Landscape corridors have a number of benefits (see Bennett 1998; Beier & Noss 1998; Lindenmayer & Franklin 2002; Hilty et al. 2006; Chester & Hilty 2010; Doerr et al. 2010):

- providing residential habitat for some species
- providing movement habitat for wide-ranging species, nomadic and migratory species, and dispersing individuals
- maintaining or enhancing genetic interchange between otherwise isolated animal or plant populations
- facilitating the continuity of ecological processes through healthy and resilient animal and plant populations.

Box 1: Orara River Rehabilitation project

The Orara River Rehabilitation Project is a local project being facilitated by Coffs Harbour City Council which is promoting a win-win approach to connectivity conservation (CHCC 2012b). This successful community-based project promotes the two-fold benefits of connectivity conservation, using riparian vegetation restoration and the protection and enhancement of habitat corridors.

Two-fold benefits of protecting and enhancing connectivity conservation (modified from Orara River Rehabilitation Project Landholder Booklet):**1. Improved farm productivity, aesthetic and land values:**

- repair of riparian areas provides erosion control and improved water quality
- vegetation provides shade for stock and reduces impacts of high winds on stock and crops
- vegetation provides habitat for pollinating birds, bats, flying-foxes, gliders and insects
- vegetation provides habitat for insect-eating birds, micro-bats, reptiles and frogs as well as predatory invertebrates (beneficial insects and arachnids)
- vegetation facilitates the creation of detritus-based food chains with flow-on benefits to soil health
- the improved aesthetic quality of landscapes that incorporate diverse native vegetation has the potential to increase land values

2. Improved biodiversity values:

- **structural habitat connectivity** is restored, bolstered and buffered using native plants propagated from local seed sources
- improved wildlife habitat and **functional connectivity** allows habitation within, and movement via, habitat corridors and stepping-stone habitats
- restored aquatic habitats in streams and rivers which are buffered by healthy riparian vegetation improves water quality, structural habitat features, flow characteristics, light and temperature regimes
- focused and targeted weed and pest animal control enhances biodiversity values within connected habitats
- overall enhanced ecosystem processes (e.g. predator-prey interactions, pollination services, detritus-based food chains, hydrological regimes) courtesy of improved habitat connectivity, extent and quality.

8. Connectivity conservation and landscape corridors in the Coffs Harbour LGA

Coffs Harbour LGA supports relatively high levels of vegetation cover with around 76% of the LGA supporting some type of forested or wooded vegetation (see Figure 1). But vegetation cover can be a misleading indicator of habitat — habitat *quality* is an important consideration. Across the LGA, the availability of habitat and the quality of vegetation varies considerably. Large habitat patches tend to be isolated from other patches by clearing and habitat fragmentation associated with land uses in the more fertile valleys and plateaus. The vast majority of remaining vegetation has been subject to some level of disturbance such as logging, previous clearing, frequent burning and grazing. These disturbances lead to the loss of habitat features required by certain fauna (e.g. large trees with hollows, large unburnt logs, diverse floristics and vegetation structure). These same disturbances tend to favour weeds at the expense of native species and many areas are inhabited, and often dominated, by weeds like Camphor Laurel, privet species and Lantana. Weed-infested areas typically provide only marginal or degraded habitats for the native species of most conservation concern. Most urban, mixed urban and rural areas are also inhabited by pest animals (e.g. Foxes, Cats, Dogs) and faunal communities in these areas are often dominated by the more robust and aggressive native animals which are favoured by habitat disturbance and human presence (e.g. Noisy Miners, Rainbow Lorikeets, Pied Currawongs, Kookaburras and magpies). The result is that the more sensitive native species are drastically diminished over large areas and landscapes of the LGA.

In this context it is important to improve the quality of remaining vegetation, rebuild landscape resilience and improve the conservation potential of native biodiversity by protecting and enhancing habitat where possible (e.g. High Value Habitats, parks and reserves). It is also important to maximise species' potential to move between remaining habitat areas by promoting / improving structural and functional connectivity based upon broadly accepted principles of corridor design — i.e. connecting subpopulations to create larger overall populations or meta-populations.

The connectivity conservation model is now established at all scales of consideration and has been adopted in mapping landscape corridors across the Coffs Harbour LGA. These corridors form a locally derived connectivity network that is nested within broader connectivity projects and strategies (Table 1 and Figure 4). As a nested and integrated project, the connectivity benefits of corridor mapping and management flow from local to regional to state and even continental levels.

Table 1. Coffs Harbour Local Government Area corridor mapping sits within a nested spatial hierarchy of connectivity mapping and connectivity conservation planning

See also **Figure 4**. Program in bold red font is addressed in this project report.

Scale	Programme
Continental	National Wildlife Corridors Plan
	Great Eastern Ranges Initiative
State	Climate Change Corridors
Regional	Mid North Coast Regional Strategy
	Northern Rivers Regional Biodiversity Management Plan
	Key Habitats & Corridors for Forest Fauna: A Landscape Framework for Conservation in North-east NSW
	Jaliigirr Biodiversity Alliance
Regional & Local	Coffs Harbour Landscape Corridors
Local	Coffs Harbour Landscape Connections
	Coffs Jaliigirr Project
	Orara River Rehabilitation Project
	Landcare, Rivercare, Dunecare

Landscape Corridors of the Coffs Harbour Local Government Area
May 2015

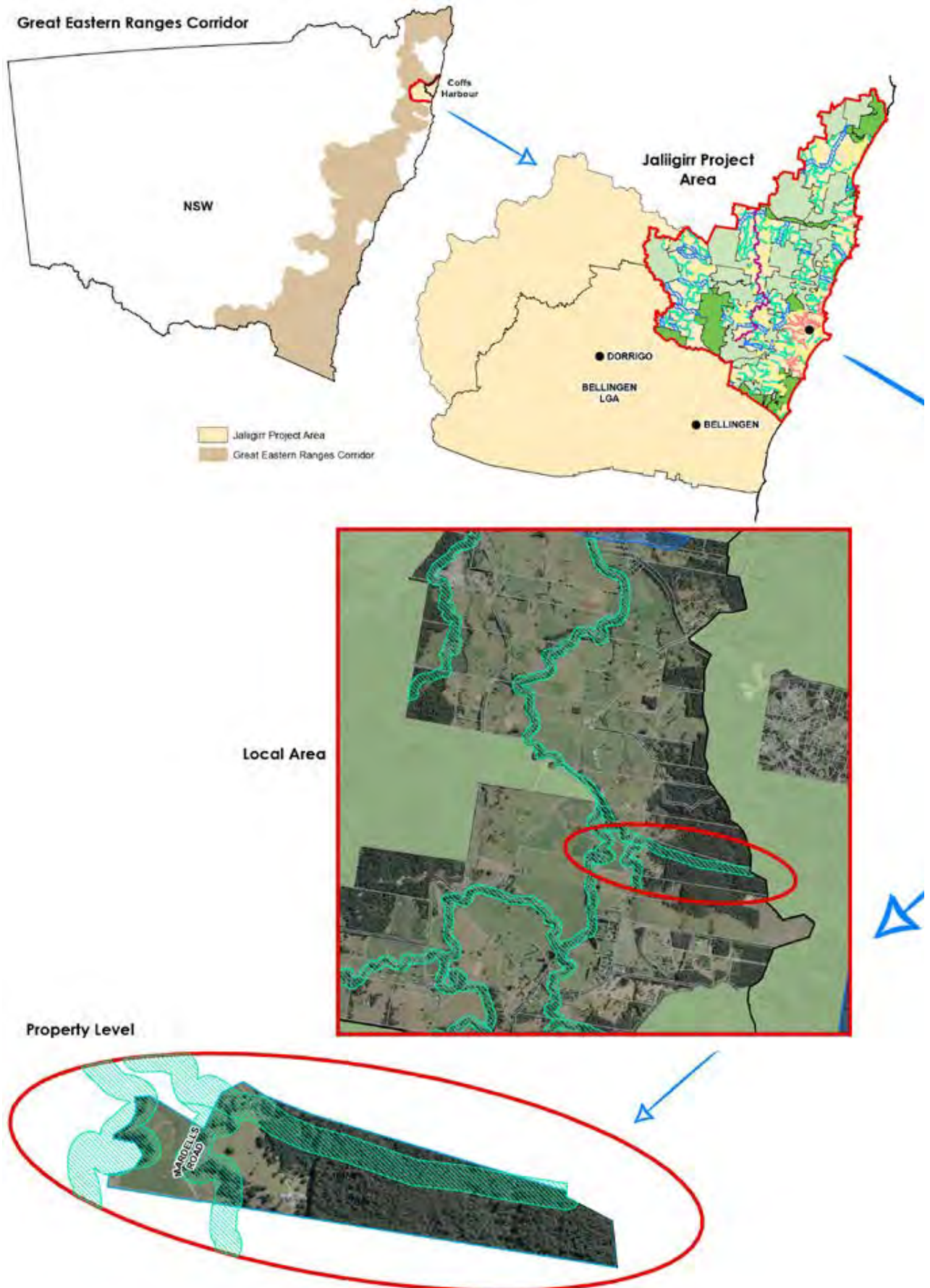
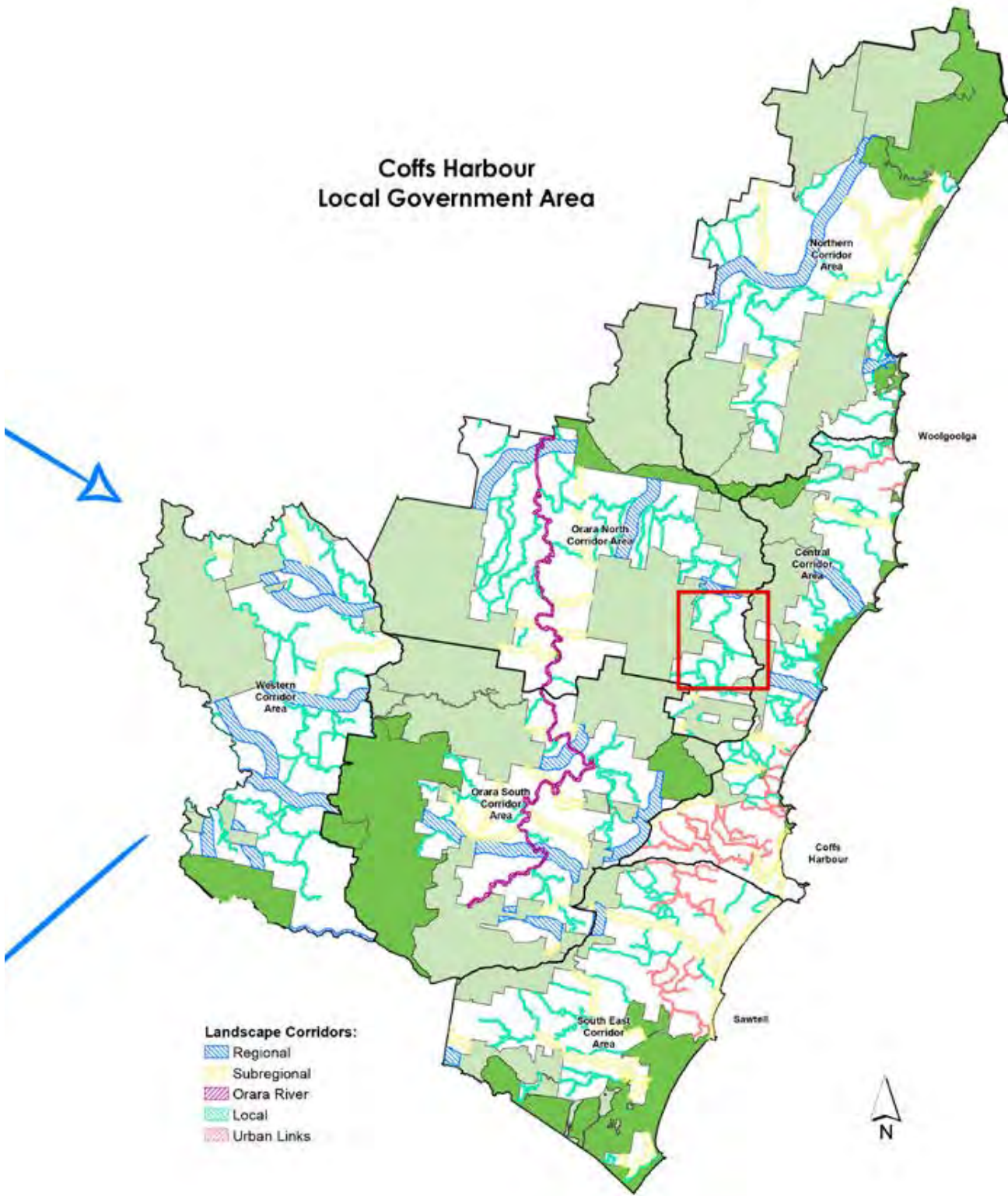


Figure 4: Coffs Harbour Landscape Corridors sit within a broader framework of corridors projects

Coffs Harbour Local Government Area



Although connectivity is mapped for the range of scales indicated in **Table 1** and **Figure 4**, implementation occurs mainly at the local scale through local government land-use planning mechanisms and through projects specifically addressing community and landholder engagement and support (e.g. see **Boxes 1 & 2**). It's at the local scale that corridors actually connect habitat patches and provide connectivity benefits by facilitating movement. It's at the local scale that landholders are funded to undertake on-ground repair of corridors at small scales — with many small-scale projects contributing to a broader landscape approach. Coffs Harbour Landscape Corridors can provide the building blocks for larger-scaled corridor initiatives like the Coffs Jaliigirr Project (**Box 2**) and the Great Eastern Ranges Initiative. Whatever the scale of analysis and land management, the functions of corridors remain broadly similar.

The *Mid North Coast Regional Strategy* (Department of Planning 2009) reiterates the importance of connectivity conservation and habitat corridor mapping for environmental protection. Accordingly, the 'Coffs Harbour Biodiversity Action Strategy' (CHCC 2012) identifies the refinement of habitat corridor mapping as a fundamental principle, and seeks to facilitate the finalisation of corridor mapping and provide a framework for its implementation. Corridors mapped at the broader scale — Great Eastern Ranges Initiative, Climate Change Corridors and Key Habitats and Corridors (see **Table 1**) — form the starting point and basis for this refinement.

The refinement of corridor mapping within the Coffs Harbour LGA will allow for the prioritisation of habitats and areas considered important for connectivity conservation. This will include the refinement of Landscape Connections that have already been mapped within the LGA (CHCC 2012) (**Figure 5, Table 1**). Landscape Connections are areas that have previously been identified as supporting high biodiversity values and are initial focus areas for connectivity conservation protection or restoration. Some are potentially important climate change pathways that may facilitate range movements for species and communities (CHCC 2012a). These connections may qualify as focus areas within the Coffs Harbour LGA, and also within the larger Jaliigirr Biodiversity Alliance project area, where limited connectivity conservation resources may be channelled. A similar approach of targeting locally identified areas within larger conservation connectivity planning areas has been adopted elsewhere (e.g. Beyer & Baker 2013; Spooner et al. 2013).



Coffs Ambassador Tours - A Sense of Moonee

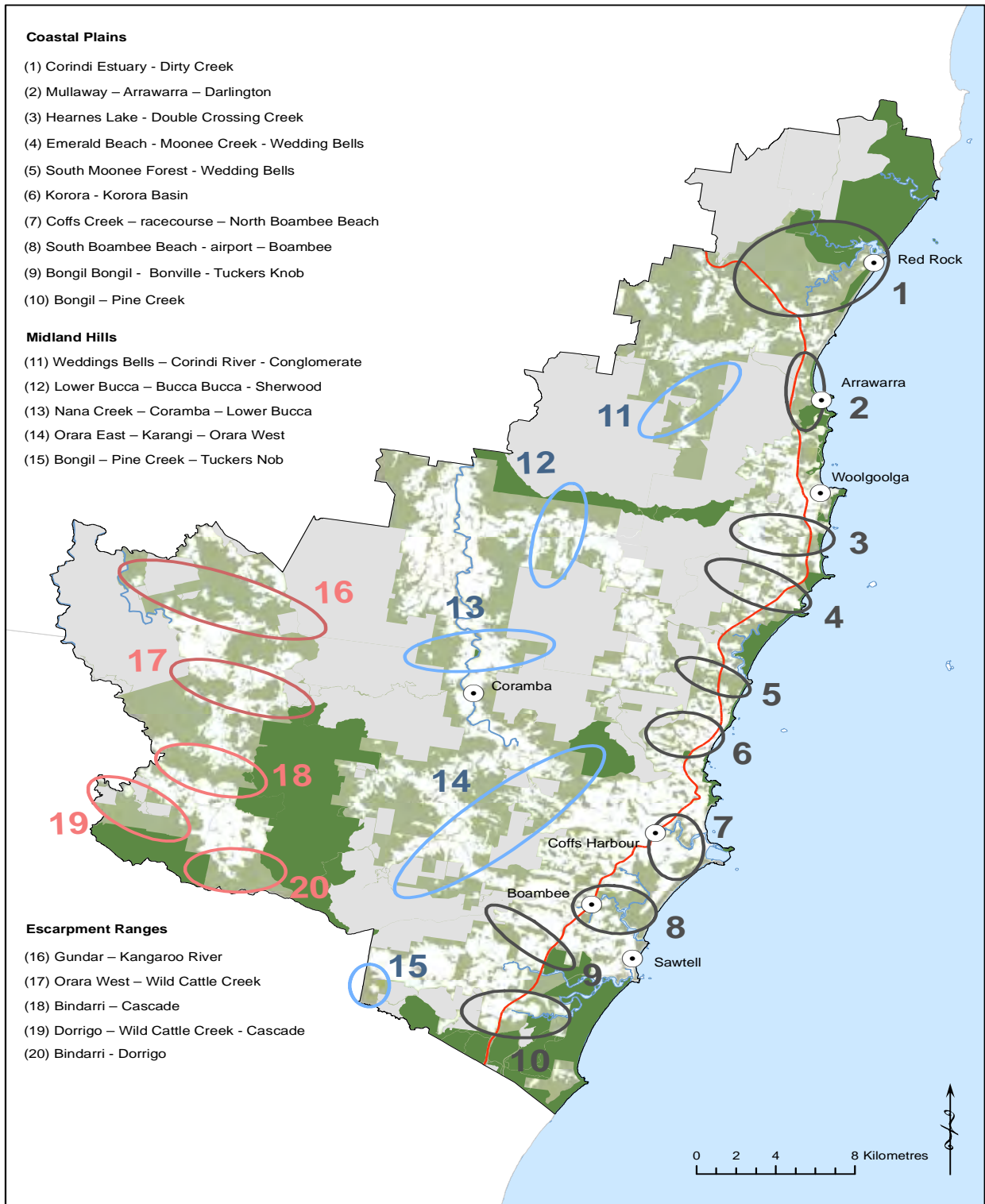


Figure 5: Landscape Connections in the Coffs Harbour LGA

(Source: Coffs Harbour Biodiversity Action Strategy 2012–2030)

Box 2: Jaliigirr Biodiversity Alliance: Connecting Communities, Cultures and Corridors

The Jaliigirr Biodiversity Alliance is one of six regional partnerships formed as part of the Great Eastern Ranges Initiative. The Great Eastern Ranges corridor (see **Figure 4**) is one of several major corridor initiatives in Australia. It is a broad continental-scale corridor along the Great Dividing Range and Great Escarpment of eastern Australia stretching from Victoria to north Queensland. The project aims to facilitate and empower landholders and the wider community to improve the biodiversity values and environmental resilience of local landscapes by embracing and applying the principles of connectivity conservation at the property level. The project has the capability to garner, focus and apply targeted, local, on-ground landscape restoration and rehabilitation projects to improve corridors, restore habitats and boost overall environmental resilience and productivity.

The Jaliigirr Biodiversity Alliance has been established with Australian Government funding to support the voluntary contributions of organisations, landholders, community members and traditional custodians, to reconnect, improve and protect the biodiversity of the diverse landscapes between the Dorrigo Plateau, the hinterland and coastal plains of the mid north coast of New South Wales.

The Alliance exists predominantly within the Gumbaynggirr Aboriginal Nation and recognises and appreciates the involvement of Gumbaynggirr communities in on-ground natural resource management practices consistent with their cultural beliefs.

Partners of the Alliance include many local community groups, individuals, government and non-government agencies, public authorities, business and education institutions that have an active interest in the health and resilience of the environment.

The Coffs Jaliigirr Project refers to the component of the broader Jaliigirr Project that falls within the Coffs Harbour Local Government Area (see **Figure 4**). The aims of the Coffs Jaliigirr Project reflect those of the broader project: to restore, manage and improve the environment for aquatic systems, bird, animal and plant life and our communities. It is envisaged that through direct partnerships with landholders and community groups (e.g. Landcare) the project will bolster landscape resilience with flow-on benefits relating to ecosystem services, overall landscape productivity and landscape amenity.

Initially, the Coffs Project will select sites for on-ground habitat restoration works from landholders who have already submitted an expression of interest. However, there will be opportunities for others to be involved in subsequent years. These selections will focus on clusters of landholdings.

The Coffs Project plans to build the community's ability and knowledge in land stewardship to help restore landscapes and connect communities and cultures through corridors.

The Coffs Jaliigirr Project Officer will be working with landholders to assist them understand the objectives of the broader Jaliigirr Project to improve their land, as part of an integrated approach at local, landscape, regional, and ultimately continental scales.

8.1 Corridor mapping in the Coffs Harbour LGA

A number of ecological principles were used to drive the identification and mapping of landscape corridors across Coffs Harbour LGA (see Bennett 1998; Lindenmayer & Franklin 2002; Hilty et al. 2006; Lindenmayer & Fischer 2006; DECCW 2009; Chester & Hilty 2010; Doerr et al. 2010). These principles include:

- Retain and promote habitat connectivity at local and landscape scales by utilising existing native vegetation links wherever possible.
- Characterise and map connectivity conservation landscape corridors at multiple scales (local to regional) and in recognition of programs acting at broader scales (state and continental). In doing so, the Coffs Harbour Landscape Corridors contribute to a consolidated and integrated conservation planning framework.
- Wherever possible, link public lands and core areas across natural gradients (typically east–west altitudinal gradients in Coffs Harbour LGA) allowing ecological processes to flow accordingly.

- Provide multiple corridors as alternative links to cater for potential disturbance events (e.g. fire, storms, disease, Bell Miner Associated Dieback) and variable community uptake and implementation.
- Corridors need not necessarily be continuous — they may be broken by currently degraded or cleared areas — but they must contribute to overall landscape connectivity, or have the potential to do so if restored. Accordingly, stepping-stone patches, and habitat trees, provide connectivity and can function as corridors for mobile species, particularly those willing to cross expanses of cleared land.
- Plan for the requirements of species most threatened by habitat fragmentation and also species acting as vectors for ecological processes (e.g. seed dispersers, pollinators, predators). These species require special consideration.

This section of the report outlines how the Coffs Harbour Landscape Corridors were mapped. It includes information on:

- existing information and mapping used to inform the mapping
- the process for mapping the corridors
- the hierarchy of corridors that were mapped
- the key fauna and flora species that will benefit from the corridors.

8.1.1 Existing information and mapping used to inform the mapping

a) Key Habitats and Corridors mapping (Scotts 2003)

In north-east NSW, regional and sub-regional corridors were mapped by the Department of Environment and Climate Change (now the NSW Office of Environment and Heritage) as part of the Key Habitats and Corridors Project (see Scotts and Drielsma 2003). These corridors provide a widely accepted conservation planning framework for north-east NSW and have been adopted as part of numerous regional planning programs throughout north-east NSW (e.g. Byron Shire Council 2004; Department of Planning 2009; Clarence Valley Council 2010; DECCW 2010a, 2010b).

Regional and sub-regional corridors delineated by the Key Habitats and Corridors Project in the Coffs Harbour LGA (**Figure 6**) formed the basis and starting point for mapping Coffs Harbour Landscape Corridors. The project recognised that the mapped regional and sub-regional corridors needed to be refined and that additional corridors relevant at more local scales were needed to provide a multi-scale corridor network.



Structurally complex eucalypt forest



Riparian forest

Landscape Corridors of the Coffs Harbour Local Government Area
May 2015

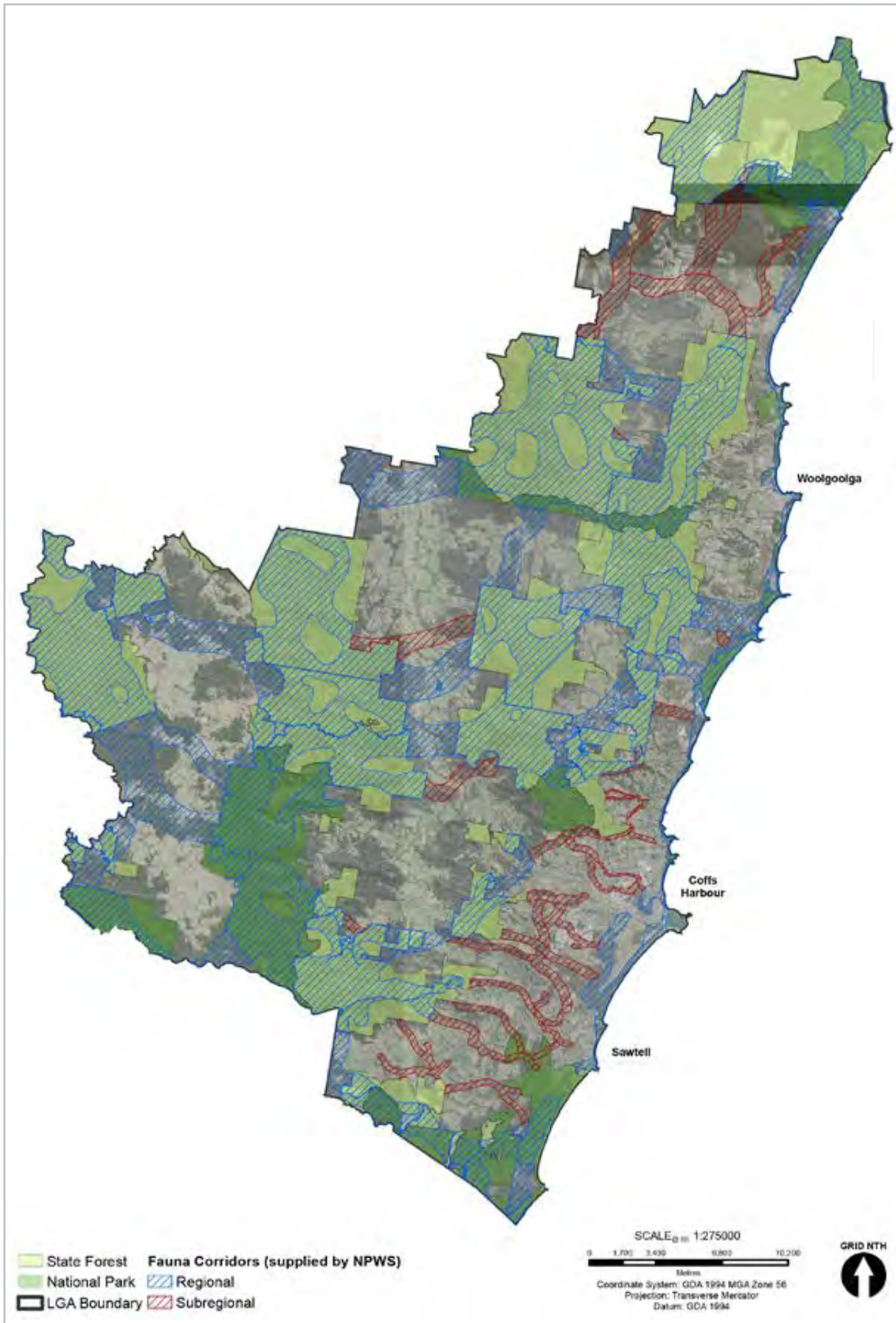


Figure 6: Regional and sub-regional corridors in Coffs Harbour LGA mapped as part of the Key Habitats and Corridors project (Scotts 2003)

b) Least-cost paths analysis

Ideally, information based on observations of how wildlife moves through the landscape would be used to inform the best location for corridors. But such data are sparse or non-existent for most species and most locations (Doerr et al. 2010). As a result, models of connectivity created using the best available information are used to identify priority links or corridors.

The most popular modelling method used to inform habitat corridor design is the 'least-cost path' analysis (e.g. Drielsma et al. 2006). A least-cost path analysis is based on the hypothetical 'costs' that landscape components impose on species movement (e.g. different types of vegetation, cleared areas, urban areas). The analysis identifies paths that minimise the cumulative costs of moving between locations (Sawyer et al. 2011). These paths represent 'candidate corridors'. Categories of vegetation type are used to apply relative movement costs for different suites of species. For example, species dispersal and movement cost least through native vegetation, and particularly through preferred habitats, and cost most through croplands, cleared lands and urban environments.

For this corridor project, the least-cost path method was applied within a tailored geographic information system (GIS) software package to map candidate corridors across the Coffs Harbour LGA. For a more detailed outline of the method as it was applied to the best vegetation mapping (Fisher 1996; EcoLogical Australia 2005) and vegetation cover mapping (AAM Hatch 2009) available at the time of the analysis, see Scotts and Drielsma (2003) and Eco Logical Australia (2009a).

The final output from the analysis was a mapped grid representing candidate corridor paths across the Coffs Harbour LGA (**Figure 7**). The loss of these paths (or parts of these paths) will have greater negative impacts on landscape connectivity compared to the loss of areas not identified as candidate corridors (Drielsma et al. 2006). Conversely, the enhancement of these paths will have greater positive impacts on landscape connectivity compared to habitat restoration works being undertaken elsewhere.



Forested wetland

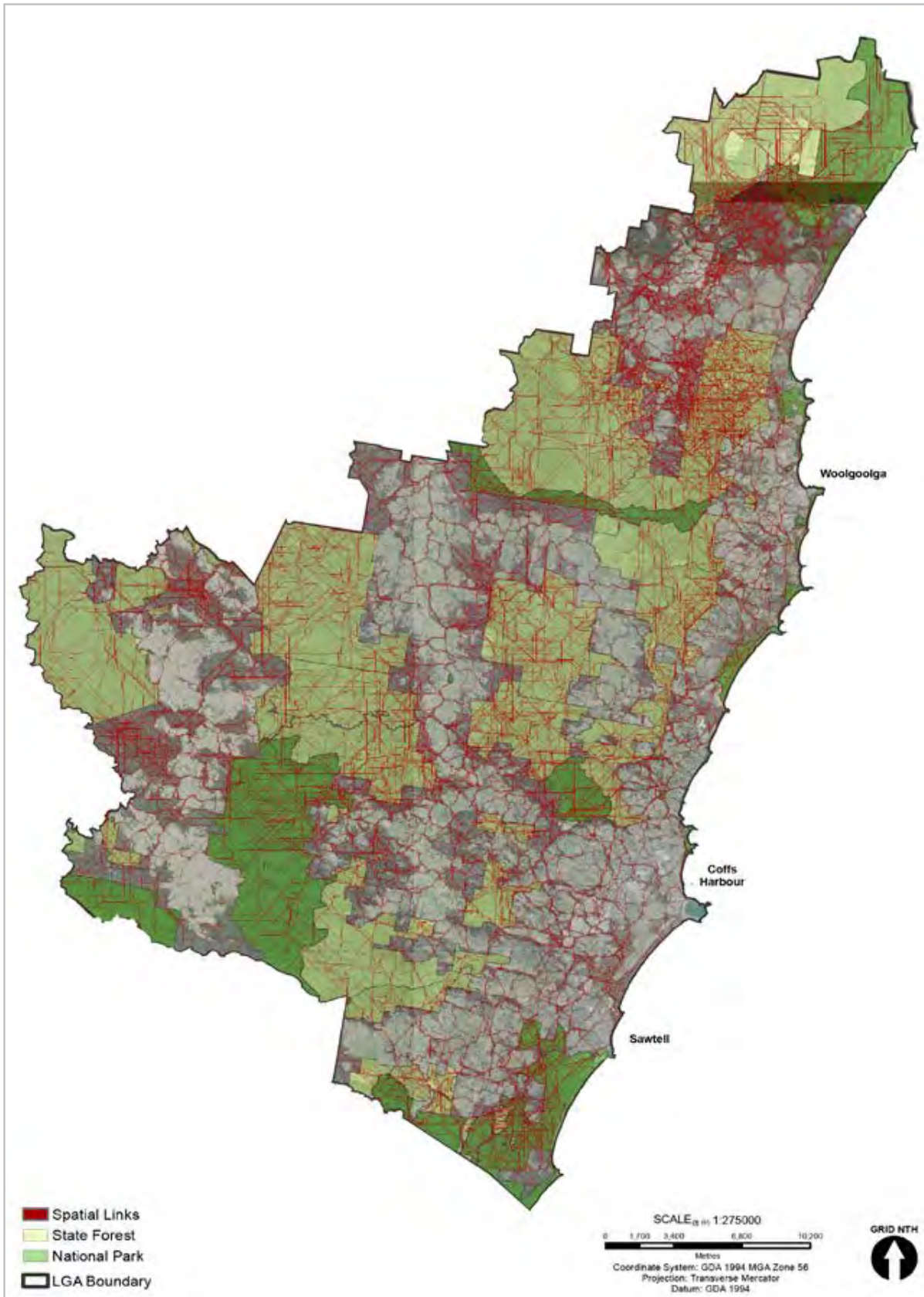


Figure 7: Least Cost pathways result: Candidate corridor paths in the Coffs Harbour LGA

c) Information specific to the Coffs Harbour LGA that was used to inform the mapping

Aboriginal cultural landscapes of the Coffs Harbour LGA (Eco Logical Australia 2010)

This mapping provides a depiction of Aboriginal cultural landscapes and sites in the Coffs Harbour LGA. There is broad overlap between the mapped cultural values and the corridors mapped in this project. There is notable congruence in relation to:

- The Orara River and secondary streams which were used by Aboriginal people as travelling routes, resource gathering areas, camp sites, seasonally cool sites, traditional meeting places and as clan group / Country boundaries. These riparian and valley habitats are also natural corridors for fauna habitation and movement.
- A number of ridgelines which were used by Aboriginal people as seasonal or permanent travel routes, high topographic vantage points, ceremonial sites, camp sites or for seasonal warmth and cool breezes and remain vegetated to this day. Ridgelines are also natural corridors for fauna habitation and movement.
- Rainforests which were used by Aboriginal people as key areas for resource gathering. Remaining rainforests are generally protected, many as endangered ecological communities, and provide important habitat for fauna and flora species. They often form landscape focus areas and a basis for corridor networks.

Regionally significant and frost-free agricultural lands of Coffs Harbour LGA

In the Coffs Harbour LGA, there are 7290 hectares of mapped 'significant agricultural land' under the Mid North Coast Farmland Mapping Project. These are mainly cleared lands associated with the more productive alluvial soils in areas including the Orara, Corindi, Bucca Bucca, Crossmaglen, Bonville and Boambee valleys as well as parts of the Eastern Dorrigo Plateau. The predominant land uses on these lands are grazing, cropping and horticulture. Of the total mapped significant agricultural lands in the LGA, 2201 hectares (30%) are included within mapped corridors (see Table 2). In addition to mapped significant agricultural lands, 3133 hectares in the LGA are mapped as frost-free agricultural lands. These are mainly cleared lands of the coastal foothills, encompassing important banana and blueberry growing areas. Of the mapped frost-free agricultural lands, 183 hectares (6%) are included within mapped corridors (see Table 2).

Wherever possible, corridors are mapped over vegetated lands as these are generally refuges and preferred movement pathways for native fauna and flora. However, in striving to link remnant habitats into a strategic network, it is often necessary for corridors to include cleared or substantially modified lands. Obvious examples are when corridors cross cleared valleys (e.g. some regional and sub-regional corridors) or run along riparian areas. It is important to note that riparian corridors are already subject to land management controls under the *Water Management Act 2000*. These controls reflect the importance of riparian areas for water quality, soil stability and biodiversity. The mapping of riparian corridors in this project simply reflects the NSW Office of Water's guidelines for riparian corridors on waterfront land (Department of Primary Industries 2012). In relation to frost-free agricultural lands, relatively small areas of overlap with mapped corridors occur in the Red Range, Sandy Beach (west), South Moonee, Korora Basin, West Coffs and Boambee Valley areas.

It is important to note that corridor mapping does not impact pre-existing agricultural uses and landholders will never be compelled to fence these lands nor to restore vegetation in these areas. The mapping of the corridors is aimed at showing that cleared and substantially modified lands have **the potential** to contribute to connectivity conservation. Protection of any remnant vegetation in these areas and any habitat restoration undertaken by the landholder (e.g. weeding, replanting, riparian area protection and restoration), will have connectivity conservation benefits for biodiversity and ecosystem services.

Private native forestry approvals within Coffs Harbour LGA

There are 142 private native forestry (PNF) approvals covering 135 properties within the Coffs Harbour LGA (as of September 2013). Corridor mapping overlaps with approximately 38 (or 28%) of these properties (**Table 2**).

The existing PNF codes of practice require logging to be undertaken in an ecologically sustainable manner. The community has expressed concern regarding perceived inadequacies in the PNF codes and their on-ground application, and the codes are currently under review as part of the Forestry Reform Program being conducted by the Environment Protection Authority. Irrespective of the outcomes of the review process, it is assumed

that logging of native forests on private lands is undertaken in an ecologically sustainable manner and that corridor mapping on these lands should not be at odds with any PNF approvals.

Timber plantations with harvest guarantees within Coffs Harbour LGA

The Coffs Harbour fine-scale vegetation mapping shows 6295 hectares of hardwood and softwood plantations across the LGA. Many of these plantations have registered harvest guarantees under the *Plantations and Reafforestation Act 1999*. In mapping landscape corridors, known timber plantations were avoided wherever possible, however, a small number of plantations (104 hectares or 2% of known plantations) are traversed by mapped corridors as there were limited or no alternatives available to provide habitat connections in those landscapes. Again, the mapping of landscape corridors on these lands does not impact their existing land-use entitlement but illustrates that vegetation cover in these locations, particularly native species, can provide connectivity conservation benefits.

Coffs Harbour City Rural Residential Strategy

The 'Coffs Harbour City Rural Residential Strategy' (CHCC 2009) highlights five candidate localities for future rural residential development: Corindi, Korora–Sapphire–Moonee, Bonville, Nana Glen and Coramba–Karangi.

The landscape corridors mapped in these localities will form part of overall ecological significance assessments of future rural residential developments. Wherever possible corridors are mapped over vegetated lands in these localities — typically lands recognised as being of ecological significance in the Rural Residential Strategy — as these are generally habitat refuges and preferred movement pathways for native fauna and flora. However, in striving to link remnant habitats into a strategic network, it is often necessary for corridors to include cleared lands and this is where future assessments will need to be undertaken with regard to the landscape corridors mapping footprint.

Detention basins within Coffs Harbour LGA

There is a recognised high level of flooding risk along Coffs Harbour coastal plains and many urban areas can be impacted. Detention basins have been built at a number of locations to regulate and control flooding impacts and more are planned. Future construction of detention basins will take account of mapped corridors and it is expected that impacts, in the form of vegetation removal and degradation, will be minimal and dealt with on a case-by-case basis.

Other mapping and data used to inform the mapping:

- fine-scale vegetation mapping (OEH 2012a, 2012b)
- fine-scale aerial photography (2007 and 2009)
- Koala habitat mapping for Coffs Harbour LGA (CHCC 1999)
- *Local Environment Plan 2013* for Coffs Harbour LGA
- up-to-date (as of early 2013) records of threatened flora and fauna sourced from the Atlas of Living Australia cadastre boundaries.

8.1.2 Coffs Harbour Landscape Corridors

a) Corridor location

The best available mapped information, as described above, was used to reassess corridors mapped by the Key Habitats and Corridors Project (Scotts 2003) to derive the Coffs Harbour Landscape Corridors. The mapping was undertaken within an ArcMap GIS (version 10.1) map overlay environment. Corridors were not mapped on Forestry Corporation of NSW or National Parks and Wildlife estate.

b) Corridor widths and corridor hierarchy

The theory

The wider a corridor, the more able it is to provide for the movement or dispersal of plants or animals between habitat patches (e.g. Lindenmayer & Franklin 2002; Hilty et al. 2006; Doerr et al. 2010; Gilbert-Norton et al. 2010; Mackey et al. 2010). As a general rule, wide corridors provide greater structural connectivity and are more effective than narrow corridors because:

- they better approximate interior forest conditions, minimise edge effects and correlate with increased functional connectivity
- they are likely to maintain vegetation integrity and flora species composition over longer periods, thereby increasing their long-term conservation value as compared to narrow corridors
- they typically capture a wider array of habitat types, since they are most often associated with different topographic positions in the landscape — consequently they are more likely to provide for the habitat requirements of specialist species
- they have a higher probability of supporting populations of resident animals than narrow corridors.

Lindenmayer and Franklin (2002) stress that although wide corridors carry particularly high conservation values, narrow corridors may also be important in providing supplementary habitat and movement pathways. For example, narrow corridors still promote the movement of some species and can provide residential habitat for others. Narrow corridors may also be useful as nuclei in programs to restore and expand corridor systems.

The Key Habitats and Corridors Project used the spatial requirements of priority fauna species to determine minimum benchmark widths for regional corridors (500 metres minimum width) and sub-regional corridors (300 metres minimum width). These widths were generally expanded in the project's mapping to tailor individual corridors to the documented or estimated home ranges of specific species for which a corridor was mapped. The result was that regional corridors ranged from 500 metres to 1600 metres in width and sub-regional corridors ranged from 300 metres to 800 metres in width (Scotts & Drielsma 2003; Scotts 2003).

More recently, Doerr et al. (2010) undertook a review of the general principles for connectivity restoration in Australian landscapes. They proposed that corridors planned as 'residential or occupied corridors' (i.e. those providing habitat for species and progressive genetic interchange) need to be wide (e.g. 350–650 metres) and they present evidence that such corridors facilitate functional connectivity. Doerr et al. (2013) refer to a study conducted to consider edge effects on corridors (Clarke & Oldland 2007). Edge effects in this context are the impacts on a corridor that are imparted, or influenced, by adjoining land uses. They include impacts like weeds, chemical drift, feral predators and also native species that benefit from fragmented and cleared landscapes. Clarke and Oldland (2007) studied Noisy Miners as an edge effect impacting native birds in habitat fragments. They found Noisy Miner impacts (e.g. harassment) reached 150–300 metres in from the edge, suggesting corridors need to be a minimum of 350 metres, and preferably at least 650 metres wide, to provide just 50 metres of core high quality, non-edge habitat.

Doerr et al. (2010) also proposed that 'movement or unoccupied corridors' (typically narrower) and stepping-stone habitats (e.g. small remnants, paddock trees) contribute to functional connectivity as well through pure movement of individuals. So corridors with a minimum width of 80 metres (e.g. riparian corridors as recommended by the Department of Primary Industries (2012)) and currently fragmented corridors can also contribute to overall connectivity in a positive manner.

What we did in Coffs Harbour

In accordance with the Key Habitats and Corridors Project (Scotts 2003), a hierarchy of corridors was mapped within the Coffs Harbour LGA (see **Figure 8**):

- **Regional Corridors** are primary landscape corridors designed to provide potential residential and movement habitat for some fauna, and supplementary habitat for wide-ranging species. Regional corridors typically link formal reserves to other public lands, high value habitats, or other corridors. They often traverse altitudinal

gradients and may span predominantly cleared river valleys. As landscape-scale corridors, their management and restoration may play a beneficial role for fauna species responding to predicted impacts of climate change (e.g. DECC 2007).

- **Sub-regional Corridors** are corridors that serve as routes for dispersal and movement for priority fauna species and wide-ranging species. They may also act as residential habitat for less-mobile species.
- **The Orara River Corridor** runs the length of the Orara River within the Coffs Harbour LGA. It is a highly important, major riparian corridor and is the focus for an ongoing community-based program of restoration and rehabilitation (e.g. CHCC 2012b).
- **Local Corridors** provide habitat and movement potential for fauna at more localised scales. Many are associated with riparian vegetation along creeks and streams as these are often focal habitats for fauna occurrence and movement. In this project riparian corridors on 4th order streams and above were automatically assigned as Local Corridors in recognition of their range of environmental functions (e.g. bed and bank stability, protecting water quality, habitat and connectivity for wildlife, providing flood control, buffering waterways from developments, and providing passive recreation opportunities) (Catterall et al. 2006, DECCW 2010a, Department of Primary Industries 2012).
- **Urban Links** are mapped within urban and industrial areas. These are generally local corridors that have had their width truncated to reflect the reality of permanently cleared areas and cadastral boundaries within urban and industrial precincts.

In mapping Coffs Harbour Landscape Corridors, standard widths were adopted for each corridor type as follows:

- **Regional Corridors:** 650 metres wide
- **Sub-regional Corridors:** 350 metres wide
- **The Orara River Corridor:** 100 metres wide (50 metres from the river midpoint)
- **Local Corridors:** 80 metres wide (40 metres from stream midpoint for riparian corridors)
- **Urban Links:** variable width but typically less than 80 metres.

It is emphasized that the Coffs Harbour Landscape Corridor plan is a 50-100 year 'blueprint' for the future to protect and restore important links in the landscape. The hierarchy of corridor widths reflects ecological findings reported in the scientific literature but are aspirational only; they may or may not be achieved in future.

In line with the recommendations of Hilty et al. (2006) and Lindenmayer and Fischer (2006), mapped landscape corridors were designated a name to engender local community recognition, acceptance and ownership. The name generally reflects the corridor's local geographic location.

It is important to note that corridor mapping does not impact existing agricultural uses and landholders are not compelled to protect or restore vegetation in these areas.

It is also important to recognise that many of the corridors mapped within the Coffs Harbour LGA are currently cleared or fragmented to varying degrees. Some of these incorporate stepping-stone habitats in the form of critical remnant paddock trees or vegetation patches (e.g. where landscape corridors cross predominantly cleared valleys and plateaus). These have often been incorporated within the mapped corridors to reflect their strategic landscape importance and to encourage and focus habitat restoration in these areas. In some cases, their retention as stepping-stone habitats may be less costly and easier to integrate with pasture or agricultural production (and thus more acceptable to landowners). In this context it is worth noting that certain native species may be pre-adapted to the use of stepping-stone habitats (Doerr et al. 2010, 2011b) as movement pathways. For example, rainforest pigeons inhabiting north-east NSW appear to use stepping-stone habitats and may be pre-adapted to this by the natural mosaic pattern that characterises the distribution of their preferred rainforest habitats amidst eucalypt-dominated landscapes (Date et al. 1991).

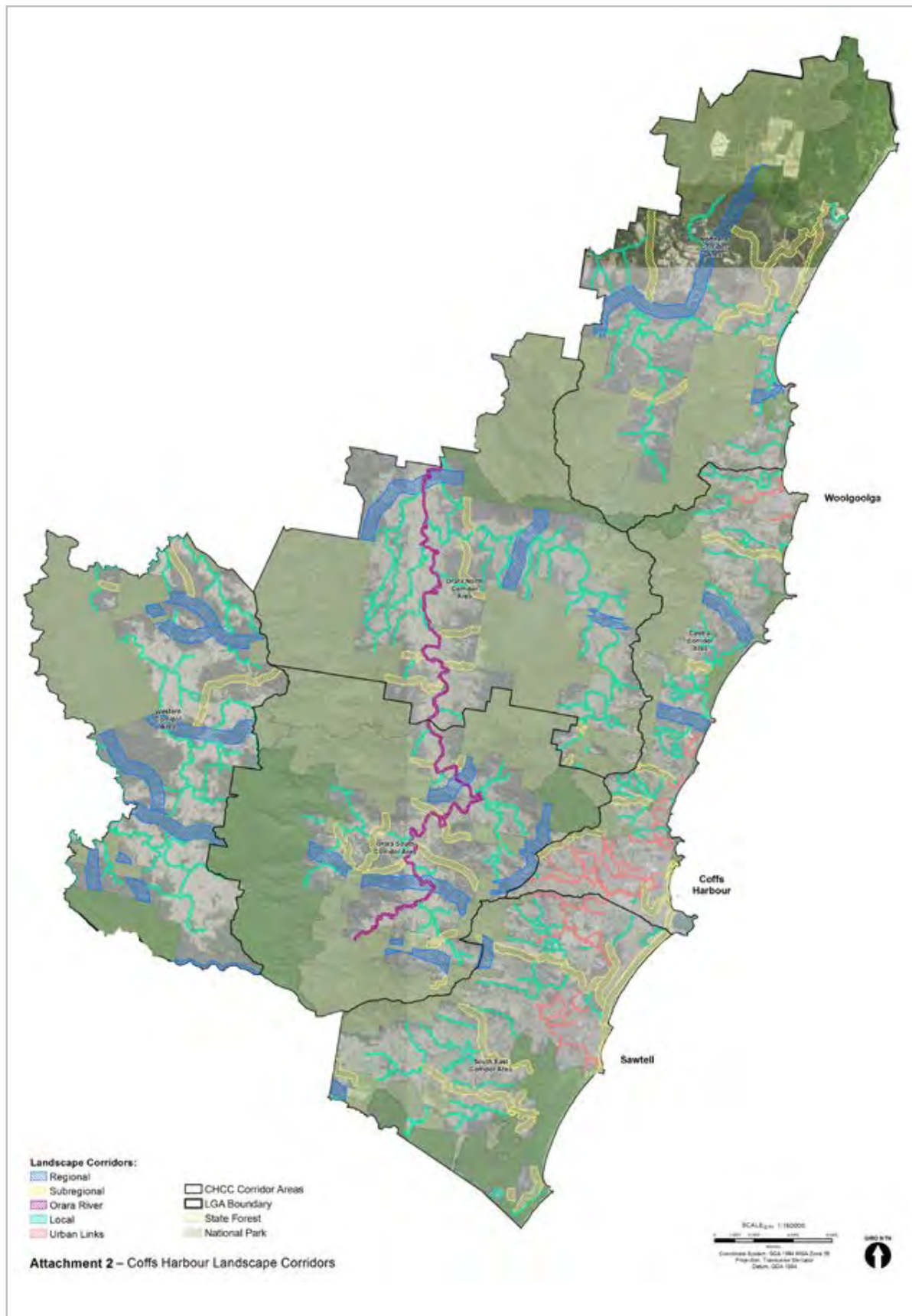


Figure 8: Coffs Harbour Landscape Corridors

c) Key fauna

Habitat corridors identified in this project are intended to maintain connectivity for fauna species and groups of species known or considered likely to occur within the vicinity of the corridor. Key fauna and faunal groups were identified for each mapped corridor to provide landholders and the wider community with information relevant to the predicted biodiversity value of the proposed corridor and to provide a benchmark for future surveys to monitor the effectiveness of the corridor. The likely occurrence of key species (see **Boxes 3 & 4**) — based on their habitat preferences, their known occurrence (Atlas of Living Australia) or their predicted occurrence — is captured for each corridor in the collated information underlying the Coffs Harbour Landscape Corridors mapping layer. Appendices 3 & 4 provide additional relevant information for these key species. Identifiable groups of fauna species (see **Boxes 5 & 6**) that are considered likely to occur within a mapped corridor are also highlighted. Generally, fauna records were used to indicate the likelihood of a particular species, or group of species, occurring within the vicinity of a planned corridor. Knowledge of habitat type and habitat use was then used to determine the potential value of a planned corridor to different species and species groups. Appendices 5 & 6 provide additional relevant information for these key species groups.

The key fauna species and groups of species highlighted in **Boxes 3–6** include many species that have declined in both range and abundance; locally, statewide and nationally. These declines are generally due, directly or indirectly, to habitat fragmentation, habitat degradation and habitat loss (Lindenmayer & Fischer 2006). It is considered that these species and species groups will benefit from programs of connectivity conservation across the Coffs Harbour LGA targeting corridor protection and restoration and leading to the facilitation of long-term gene flow and movement.

The way in which fauna may perceive and utilise corridors is an emerging field of research (see Doerr et al. 2010 for a review of Australian studies). Available information suggests that different species perceive habitat conditions and corridors in different ways. What constitutes a suitable corridor for one species may not be suitable for another species. Accordingly, standard corridor dimensions adopted for this project also determined predicted value to key species and species groups. In general, wider regional corridors are more likely to be used as residential habitat than narrower local corridors. Species with smaller home ranges — like the Giant Barred Frog, Koala and suites of small forest insects, frogs, non-migratory birds, small mammals and even some small bats — may reside within and move through corridors. Conversely, larger home range species like the Yellow-bellied Glider and Stephens' Banded Snake are less likely to reside within corridors, but they may still use them as supplementary habitats and to move from place to place (see **Boxes 3 – 6 and Appendices 3 - 6** for more detail).

d) Key flora

Corridors are also important linking habitats for flora species. During this project the presence of threatened flora species was noted in relation to mapping and describing a landscape corridor. This information is preliminary only, as it reflects where flora species have been recorded based on the Atlas of Living Australia records.

Key flora species are those species listed as threatened under the *Threatened Species Conservation Act 1995* which have a significant distribution in the Coffs Harbour LGA. See **Box 7 and Appendix 7** for a list and brief discussion of these key flora species.



Outstanding tall eucalypt forest

Box 3: Key Coffs Harbour fauna likely to use landscape corridors as both residential and movement habitat

Key species in this category typically have relatively small habitat area requirements and small home ranges. They are sometimes referred to as area-limited or dispersal-limited species (e.g. Lambeck 2003). As such, these species benefit most from on-ground connectivity conservation measures which protect and restore corridors. Note that these species are also part of fauna species groups listed in **Box 5**, but are highlighted as key species because the Coffs Harbour area is particularly important to them or because their perceived presence indicates habitat quality.

- Giant Barred Frog *Mixophyes iteratus* (Ee)
- Black Bittern *Ixobrychus flavicollis* (V)
- Platypus *Ornithorhynchus anatinus* (P)
- Common Planigale *Planigale maculata* (V)
- Koala *Phascolarctos cinereus* (V)
- Squirrel Glider *Petaurus norfolkensis* (V)
- Red-legged Pademelon *Thylogale thetis* (V)

(V = vulnerable at state level; P = protected species in NSW)

(E = endangered at state level; e = endangered at national level; V = vulnerable at state level; P = protected species in NSW)

More information on these species groups is provided in **Appendix 3**.

Box 4: Key Coffs Harbour fauna likely to use landscape corridors as movement habitat or supplementary habitat

Key species in this category typically have large home ranges or are seasonally nomadic or migratory. Corridors can still provide important supplementary or movement habitats for these species groups.

Note that these species are also part of fauna species groups listed in **Box 6**, but are highlighted as key species because the Coffs Harbour area is particularly important to them or because their perceived presence indicates habitat quality.

- Stephens' Banded Snake *Hoplocephalus stephensii* (V)
- Glossy Black-cockatoo *Calyptorhynchus lathami* (V)
- Wompoo Fruit-dove *Ptilinopus magnificus* (V)
- Spotted-tailed Quoll *Dasyurus maculatus* (V, e)
- Brush-tailed Phascogale *Phascogale tapoatafa* (V)
- Yellow-bellied Glider *Petaurus australis* (V)
- Grey-headed Flying-fox *Pteropus poliocephalus* (V, v)

(V = vulnerable at state level; v = vulnerable at national level; e = endangered at national level)

More information on these species groups is provided in **Appendix 4**.

Box 5: Key fauna groups considered likely to use landscape corridors as both residential and movement habitat

These groups of fauna include species that have relatively small habitat area requirements and small home ranges. They are sometimes referred to as area-limited or dispersal-limited species (e.g. Lambeck 2003). As such, species within these groups are likely to benefit most from on-ground connectivity conservation measures which protect and restore corridors.

- forest invertebrates, including a vast suite of species (e.g. forest-dependent insects, spiders, scorpions, molluscs, worms and crustaceans)
- streamside frogs (e.g. many tree frogs, barred frogs, Tusked Frog)
- coastal lowland frogs (e.g. frogs of the wallum heaths and swamp forests)
- small to medium forest reptiles (e.g. turtles, skinks, dragons, geckos, legless lizards, small monitors and small snakes)
- small non-migratory forest birds (e.g. scrubwrens, fairywrens, whistlers, some honeyeaters, robins and fantails)
- small gliders and other arboreal marsupials (e.g. sugar, feathertail and squirrel gliders, Eastern Pygmy-possum, ringtail and short-eared possums)
- small to medium ground mammals (e.g. *Antechinus* and *Sminthopsis* species, native rodents, bandicoots, pademelons, small wallabies)
- some forest bats.

Note that these groups also include the species listed as key species in **Box 3**.

More information on these groups of species is provided in **Appendix 5**.

Box 6: Fauna groups considered likely to use landscape corridors mainly as supplementary habitat and possibly as movement habitat

Species falling within this group typically have large home ranges or are seasonally nomadic or migratory. Corridors can still provide important supplementary or movement habitats for these species groups.

- larger forest reptiles (e.g. Lace Monitor, larger pythons and elapid snakes)
- forest owls (e.g. Sooty Owl, Masked Owl, Powerful Owl)
- forest diurnal raptors (e.g. Pacific Baza, kites, sparrowhawks and goshawks)
- nomadic and migratory birds (e.g. some fruit-doves, honeyeaters, monarchs, bee-eaters, robins and cuckoos)
- mobile forest bats and flying-foxes (e.g. bentwing-bats, sheath-tail-bats, blossom bats, flying-foxes)
- wetland birds (e.g. Black-necked Stork, herons, bitterns)
- feral predators (e.g. European Red Fox, feral cat, dogs)

Note that these groups also include the species listed as key species in **Box 4**.

More information on these groups of species is provided in **Appendix 6**.

Box 7: Key flora species likely to benefit from the protection and enhancement of Coffs Harbour Landscape Corridors

- Square-stemmed Spike-rush *Eleocharis tetraquetra* (E)
- Stinky Lily *Typhonium clemeshae* (E)
- Moonee Quassia *Quassia* sp. Moonee Creek (E, e)
- Orara Boronia *Boronia umbellata* (V, v)
- Rainforest Senna *Senna acclinis* (E)
- Scant Pomaderris *Pomaderris queenslandica* (E)
- Rusty Plum *Niemeyera whitei* (V)
- Cryptic Forest Twiner *Tylophora woollsii* (V)
- Milky Silkpod *Parsonsia dorrigoensis* (V,e)
- Slender Marsdenia *Marsdenia longiloba* (V, e)

(E = endangered at state level; e = endangered at national level; V = vulnerable at state level; v = vulnerable at national level)

See **Appendix 7** for more detailed information on these species.



8.3 Summary statistics for landscape corridors mapped in Coffs Harbour LGA

Tables 2 and 3 provide summary information on the mapped Coffs Harbour Landscape Corridors. The figures within the tables have been derived by reference to the fine-scale vegetation mapping GIS layer. Key points to note from these summary statistics include the following.

Table 2:

- mapped landscape corridors comprise 13% of the entire LGA
- mapped landscape corridors overlap with 30% of the broadly mapped significant agricultural lands and 6% of mapped frost-free agricultural lands (see Section 8.1.1 for discussion of this occurrence)
- mapped landscape corridors overlap with 2% of mapped plantations (see Section 8.1.1 for discussion of this occurrence)
- mapped landscape corridors coincide with 28% of properties with private native forestry approvals (see Section 8.1.1 for discussion of this occurrence).

Table 3:

- 77% of all mapped landscape corridors are currently vegetated, the rest is currently cleared
- Regional and Sub-regional Corridors are currently the most vegetated corridor categories with 84% and 79% vegetated respectively
- The Orara River Corridor and Local Corridors are currently the least-vegetated corridor categories, with 60% and 65% vegetated respectively. The Orara River Rehabilitation project (see Box 1) is addressing this issue, but these figures illustrate an ongoing need for targeted restoration of riparian habitats across the Coffs Harbour LGA.

Table 2. Summary statistics for corridor mapping and land-use in the Coffs Harbour LGA

(Note: corridors were not mapped on Forestry Corporation of NSW or National Parks and Wildlife estate)

	Area in LGA (ha)	Area within corridors (ha)	% within corridors
Coffs Harbour LGA	117,371	14,720	13
Significant agricultural lands	7,290	2,201	30
Frost-free agricultural lands	3,133	183	6
Hardwood and softwood plantations	6,295	104	2
		Number within corridors	
Properties with private native forestry approvals		135*	38

* there are 142 approvals covering these 135 properties

Table 3. Summary statistics for corridor hierarchy within Coffs Harbour LGA

	Number	Area (ha)	Area (%)
All Coffs Harbour Landscape corridors	215	14,720	100
Vegetated		11,272	77
Cleared		3,448	23
Regional Corridors	24	5,595	100
Vegetated		4,705	84
Cleared		890	16
Sub-regional Corridors	46	4,403	100
Vegetated		3,493	79
Cleared		910	21
Orara River Corridor	1	478	100
Vegetated		287	60
Cleared		191	40
Local Corridors	102	3,671	100
Vegetated		2,373	65
Cleared		1,298	35
Urban Links	42	573	100
Vegetated		414	72
Cleared		159	28

8.4 Information available to landowners or community groups relating to each mapped corridor

A key consideration in mapping Coffs Harbour Landscape corridors was to provide information to the community to inform them of the values associated with mapped corridors generally and, more particularly, of individual corridors of direct interest to them. To that end, information reflecting the conservation values associated with each corridor has been stored within the Coffs Harbour Landscape corridors Mapping layer and is available to landowners, community groups or anyone else interested in a particular corridor.

Information stored and available to the public includes:

- corridor name — which generally reflects the corridor's location
- priority local landscapes — where mapped corridors fall within an identified Landscape Connection
- key fauna species or species groups for which the mapped corridor is known or predicted to provide habitat
- key (threatened) flora species known to occur within the vicinity of the corridor and within habitats of the type occurring within the corridor
- High Value Habitats within the corridor, including mapped
 - Koala habitat (CHCC 1999)
 - endangered ecological communities (CHCC 2013)
 - over-cleared vegetation types (CHCC 2013)
 - high value arboreal habitats, including old-growth forest (Fisher 2013)
- a summary describing the corridor's linking values.

9. Conclusions

The landscape corridors is an ecological planning layer intended to be used in conjunction with a suite of layers to determine Coffs Harbour's biodiversity assets.

No land-use or land management decisions have been made or are intended as part of this corridor mapping project. At a later time, Council will assess the full suite of adopted biodiversity asset mapping in concert with the key pillars of economic, cultural and social considerations. This information will be developed under a new Priority Habitats and Corridors Strategy and Rural Lands Strategy. However, these documents will not be advanced without further extensive community consultation and the development of tailored approaches and incentives for landholder participation.

The draft project report and maps has been subject of an extended community consultation period (8 October 2014 – 30 January 2015) including three tailored community information sessions. Council's Biodiversity officers have been available throughout that period for phone and face to face discussions with interested people.

This final report has been modified following feedback from the community consultation process. It provides an outline of the methods used to map landscape corridors in the Coffs Harbour LGA.

Six key points

1. Corridors linking remnant habitats and larger core habitats are critical areas for overall biodiversity conservation at a landscape level.
2. Areas mapped as part of the Landscape Corridors initiative become part of a Priority Investment Area where restoration occurs at the discretion of the landowner. Funding may be available to help landowners who are interested in restoration works.
3. The Landscape Corridors plan is a 50-100 year 'blueprint' for the future to rehabilitate and restore important links in the landscape. There is a hierarchy of corridor widths which reflect ecological findings reported in the scientific literature but which are aspirational only; they may or may not be achieved in future.
4. There has never been a requirement under the Landscape Corridors plan, or Council's Local Environmental Plan (LEP), for landholders to fence corridors.
5. Protection and restoration of corridors is highly likely to provide connectivity conservation benefits to native fauna and flora along with beneficial ecosystem services to landholders and the general community. The latter include plant (including crop) pollination, control of invertebrate pests, erosion mitigation, enhanced water quality and overall landscape aesthetics.
6. Council recognises the importance of agricultural land use and will consider this in any future planning strategies to protect food and fibre production.

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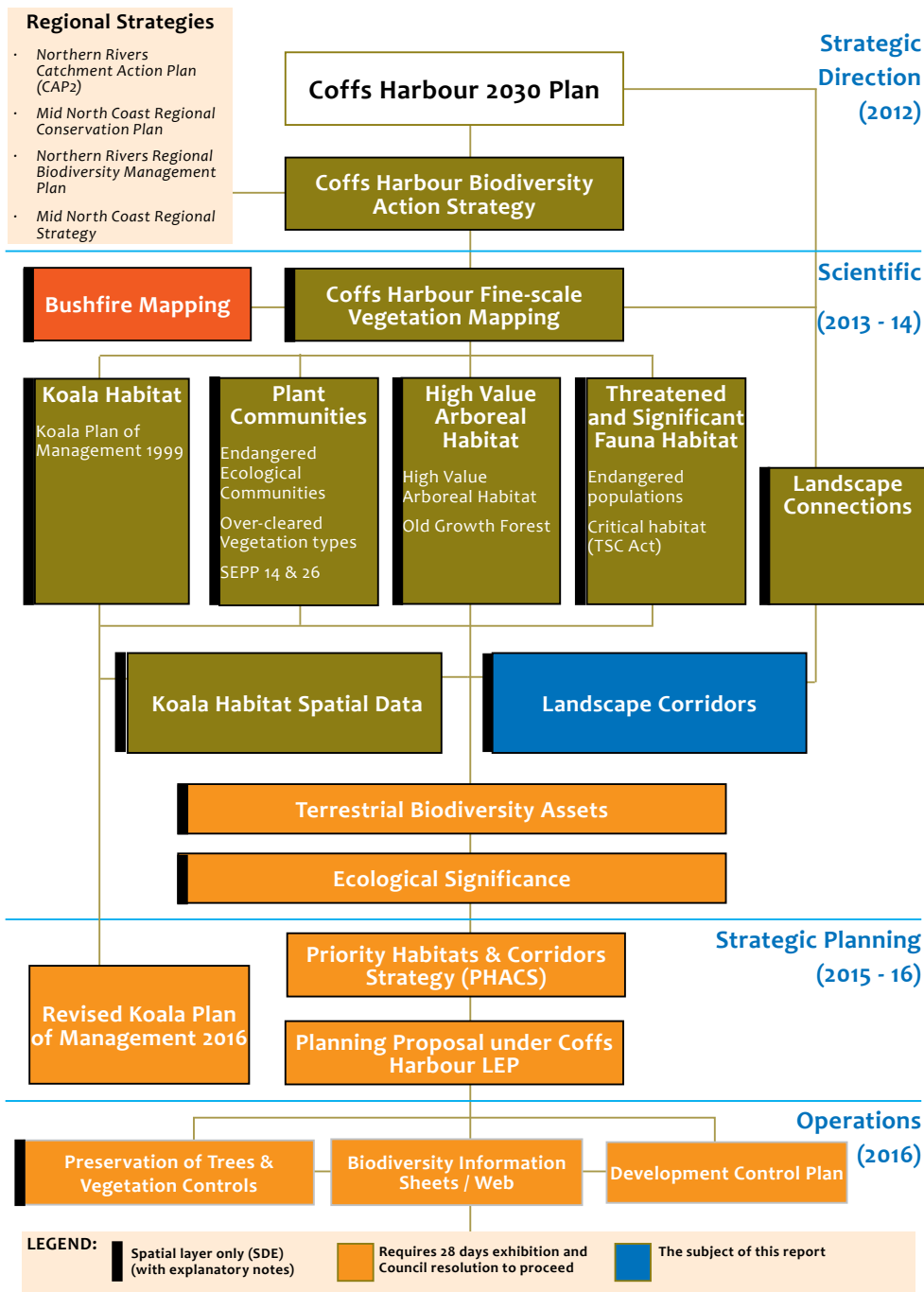
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Orara River

Appendix 1. Coffs Harbour City Council strategic planning framework

(modified from the Coffs Harbour Biodiversity Action Strategy 2012–2030)





Appendix 2.

COFFS HARBOUR CITY COUNCIL Landscape Corridors of the Coffs Harbour Local Government Area

FREQUENTLY ASKED QUESTIONS

Extension of time to have a say on the Landscape Corridors – Consultation draft

The time to lodge a submission regarding the Landscape Corridors of the Coffs Harbour Local Government Area – Consultation draft has been extended until **Friday, 30 January 2015** to give everyone the opportunity to have their say on this important document. While the focus has been on the science to date, Council has broadened the scope of considerations to any issue deemed relevant by the writer.



What is the primary aim of the Landscape Corridors plan?

Landscape corridors are areas of land that link similar plant and animal habitats. Corridors are vital for the continuation of viable populations as they facilitate and help with migration, colonisation and breeding. The break-up and loss of habitat links are among the main contributors to the decline of biodiversity in our landscape.

Feedback is now being sought on any issue deemed relevant to the writer regarding the Landscape Corridors of the Coffs Harbour Local Government Area. At a later time, Council will assess the full suite of adopted environmental science layers in concert with the key pillars of economic, cultural and social considerations.

This information will be developed under a new Priority Habitats and Corridors Strategy which will form the basis for a Planning Amendment to Council's Local Environment Plan.

No land-use or land management decisions have been made or are intended as part of this process. This is simply about mapping the habitat corridor values across the Coffs Harbour local government area. This means that existing land use rights stay in place.

Once a final version of the Landscape Corridors plan is adopted, elements will eventually be incorporated into a new Priority Habitats and Corridors Strategy. However, this will be undertaken through further extensive community consultation and reporting to Council.

Do I have to fence my corridor?

There has never been nor will there ever be a requirement under the Landscape Corridors plan, or Council’s Local Environmental Plan (LEP), to fence corridors. Landholders who voluntarily obtain public money to undertake restoration works on their own private land will generally be required to erect some form of fence to keep livestock out of identified areas until the trees are suitably established. These types of arrangements are usually managed under some form of Landholder Manager Agreement (LMA) which is entirely voluntary.

What do the corridor widths mean?

The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape. There is a hierarchy of corridor widths which are aspirational only, they may or may not be achieved in future. As public funding becomes available through various funding bodies to restore the landscape, we would be consulting with ‘clusters’ of landholders within corridors to see if they are willing to help with restoration works. Some landholders will have no interest in these types of works and can opt out, while others will want to be involved at various levels.

Do I have to restore a corridor mapped on my land?

No, this is an entirely voluntary scheme. Areas mapped as part of the Landscape Corridors initiative become part of a Priority Investment Area where restoration occurs at the discretion of the landowner. Funding may be available to help landowners who are interested in restoration works.

Why did we transition from 7A to E2 under LEP 2013?

In 2007, CHCC commenced the process of creation of a new comprehensive LGA-wide LEP in accordance with the requirements of the Standard Instrument (LEPs) Order 2006. Practice notes published by the Department of Planning and Infrastructure (DoPI) advised how all zones should transition from old LEPs to the new Standard Instrument version. The transfer of 7A to E2 environmental zones was essentially a ‘best-fit’ approach from the old LEP to the new standard LEP. CHCC followed the Practice Notes in formalizing the zones in the new comprehensive LEP.

Draft LEP 2012 and the associated Draft Development Control Plan (DCP) was publicly exhibited from 13 September 2012 to 26 October 2012 and copies of the LEP, DCP and associated documentation were available to be viewed at Coffs Harbour City Council Administration Building, Coffs Harbour Library, Toormina Library and Woolgoolga Library during normal office hours. A free copy of the documents was available on CD and the documents were provided on Council’s website.

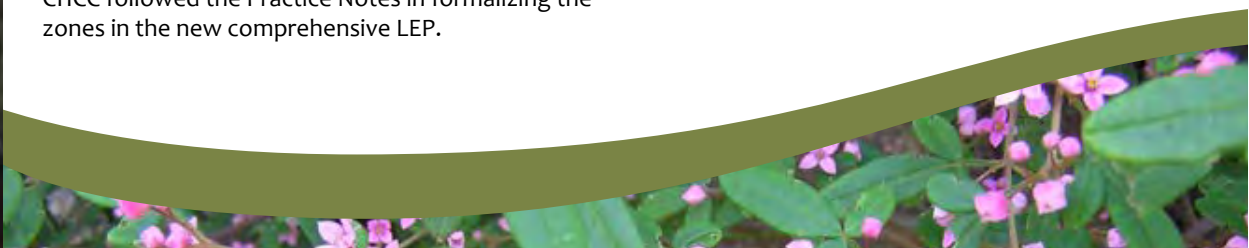
To assist with providing simple clear information to the community, a summary brochure entitled Exhibition Explanatory Information was prepared and freely made available to the community, to accompany the draft LEP and draft DCP. A specific website was established to carry the information relating to LEP, DCP and additional boundary adjustment clause for the purposes of the public exhibition. This website was extremely beneficial with visits from 4,585 interested parties. The website also provided a mechanism for the public to lodge submissions to the exhibition.

Community information shop fronts were held to assist with providing information on the plan to the community. The three community information shop fronts took place on:

- Tuesday, 18 September 2012 at Coffs Harbour City Council Chamber
- Wednesday, 19 September 2012 at Red Rock Multi-Use Centre and Woolgoolga Library
- Thursday, 20 September 2012 at Coramba Community Hall and Toormina Library.

Council staff were available to discuss matters of interest and to answer any questions raised by members of the community at the shop fronts. Council received 99 submissions to the public exhibition.

Following extensive consultation, LEP 2013 was made (i.e. gazetted) on 27 September 2013.



Appendix 3. Key fauna species considered likely to use landscape corridors mapped in the Coffs Harbour LGA as both residential and movement habitat.

LCs = Landscape Connections (refer to **Figure 5**)

Key species in this category typically have relatively small habitat area requirements and small home ranges. They are sometimes referred to as 'area-limited' or 'dispersal-limited' species (e.g. Lambeck 2003). Relatively small area requirements make this group amenable to connectivity conservation measures protecting and restoring corridors.

Note that these species are also part of faunal groups listed in Box 5 but are highlighted as key species due to the known importance of the Coffs Harbour area to them or their perceived status as indicators of habitat quality.

Giant Barred Frog *Mixophyes iteratus*

Endangered at national and state levels; Coffs Harbour LGA supports national core habitats.

Best habitats are within Coffs Harbour's Coastal Plains and Midland Hills landscapes but it is also known to occur in the higher elevation Escarpment Ranges landscape. Known important LCs: 3, 10, 13 & 14.

Adults have a very small home range (well less than 0.5 hectares) and are sedentary so this species is considered likely to inhabit and live within local, Orara River, sub-regional and regional corridors where they correspond with riparian corridors and where vegetation is developed to the extent that a substantial litter layer is present to provide adequate cover and water quality is good.

Little is known about tadpole dispersal and movement but it is clearly facilitated by the natural movement of water down streams and rivers. Flood events may carry tadpoles large distances. Successful dispersal requires that emerging frogs find habitat of a suitable quality. The health of riparian corridor habitats is critical to this and other frog species.

Black Bittern *Ixobrychus flavicollis*

Vulnerable at state level; Coffs Harbour LGA supports important habitats.

A cryptic species, preferring dense riparian habitats and other tree-lined wetlands. Most frequently recorded in the Coffs Harbour Coastal Plains landscape but also known to use hinterland riparian habitats for refuge in times of habitat disturbance or stress (e.g. fire, drought). All coastal LCs may be important but known populations occur with LCs 5, 6, 7, 9 & 10.

Typically sedentary unless forced to move by habitat stress and, if stressed, thought to prefer movement along riparian corridors. Considered likely to inhabit and live within local, Orara River, sub-regional and regional corridors where they correspond with riparian corridors and where vegetation is developed to the extent that it provides adequate cover adjoining wetland hunting areas.

Platypus *Ornithorhynchus anatinus*

Protected species; not listed as threatened in New South Wales.

Inhabits streams and rivers throughout the Coffs Harbour LGA with records indicating greatest prevalence in the Midland Hills and Escarpment Ranges landscapes. This species can be impacted by water pollution. All stream and river habitats are potentially important habitats.

Adults are territorial and sedentary so this species is considered likely to inhabit and live within local, Orara River, sub-regional and regional corridors where they correspond with riparian corridors and where riparian vegetation is developed to the extent that it provides required habitat resources.

Young platypus may disperse along streams and also occasionally between catchments. Overall, the health of riparian corridor habitats appears critical in the context of connectivity conservation for this species.

Common Planigale *Planigale maculata*

Vulnerable at state level; Coffs Harbour supports important habitats.

Inhabits heaths, scrubs, swamp forests and open forests across Coffs Harbour's Coastal Plains landscape. It may also occur along the Orara River Valley and even within hinterland forest and rainforest habitats. All coastal LCs may be important but known populations occur with LCs 4, 5 & 8.

Adults appear to be territorial and occupy small home ranges (less than 0.5 hectares) so this species is likely to inhabit and live within local, sub-regional and regional corridors where they support suitable habitat.

This species' habitat-use patterns remain poorly known but its vulnerability to predators means that it is likely to require dense vegetation cover to facilitate movement and dispersal. Well-vegetated corridors appear to be important in that context and protection and restoration of fragmented coastal corridors is likely to be of direct benefit in linking sub-populations.

Koala *Phascolarctus cinereus*

Vulnerable at state and national levels; Coffs Harbour LGA supports part of a nationally important population centred on Bongil Bongil National Park and Pine Creek State Forest and extending south into Bellingen LGA. Population declines have been reported nationally and locally.

Important populations occur in Coffs Harbour's Coastal Plains landscape, particularly south of the city and extend into the Midland Hills and Escarpment Ranges landscapes. Important LCs: 7 to 20.

With a home range designated at about 2 hectares in the Coffs Harbour area koalas may be able to reside in (and move through) corridors that are at least 350 metres wide – regional and sub-regional corridors. They may use narrow corridors (local, Orara River, urban links) for movement and as supplementary habitat but are considered unlikely to live within them.

Corridor protection and restoration is considered a priority connectivity conservation direction for this high profile species.

Squirrel Glider *Petaurus norfolkensis*

Vulnerable at state level; Coffs Harbour LGA supports important habitats.

This species' best habitats occur in Coffs Harbour's Coastal Plains landscape. Most records come from north of Coffs Harbour (e.g. Emerald Beach, Arrawarra, Mullaway, Darlington Park areas). The drier open forests growing on light sandy soils in the northern Midland Hills landscape may also support important sub-populations. Important LCs: 1, 2, 4 & 6.

Adults are territorial and occupy home ranges up to 2 hectares but they may also travel relatively long distances (e.g. greater than a kilometre) to access seasonally available food sources. Populations are known to persist within fragmented landscapes provided that well-treed corridors provide adequate connectivity. This species is likely to inhabit and live within local, sub-regional and regional corridors where they support suitable habitat, including a diverse array of foraging tree species and hollow-bearing trees for refuge and breeding.

Well-treed corridors appear to be important and protection and restoration of fragmented coastal corridors is likely to be of direct benefit in linking sub-populations.

Red-legged Pademelon *Thylogale thetis*

Vulnerable at state level; Coffs Harbour supports important habitats.

This species is restricted to Coffs Harbour's Escarpment Ranges landscape. The Eastern Dorrigo Plateau is a local stronghold. Important LCs: 17 to 20.

With a home range of between 1 and 4 hectares in the Coffs Harbour area these pademelons may be able to reside in (and move through) corridors that are at least 350 metres wide – regional and sub-regional corridors.

Corridor protection and restoration in the Escarpment Ranges landscape is considered a priority conservation goal for this species.



Squirrel glider



Smooth-barked apple hollow-bearing tree

Appendix 4. Key fauna species considered likely to use landscape corridors mapped in the Coffs Harbour LGA as movement habitat or supplementary habitat.

LCs = Landscape Connections (refer to **Figure 5** for locations)

Key species in this category typically have large home ranges or are seasonally nomadic or migratory. Corridors can still provide important supplementary or movement habitats for these species groups.

Note that these species are also part of faunal groups listed in Box 6 but are highlighted as key species due to the known importance of the area to them or their perceived status as indicators of habitat quality.

Stephens' Banded Snake *Hoplocephalus stephensii*

Vulnerable at state level; Coffs Harbour supports regional core habitats.

Best habitats are within Coffs Harbour's Midland Hills and Escarpment Ranges landscapes; less likely to occur in the Coastal Plains landscape. Bruxner Park Flora Reserve and the Red Hill area are known key areas. Important LCs: 14.

Adults typically occur within broad tracts of moist forest habitat meaning that even the widest corridors may not be used as residential habitat. Nonetheless, corridors supporting suitable habitat are likely to provide important movement and linking functions.

This forest snake is unlikely to cross cleared areas meaning that forest habitat protection and restoration are critical for its conservation. It makes extensive use of large, hollow trees for refuge, so protection of these within corridors is also important.

Glossy Black-cockatoo *Calyptorhynchus lathami*

Vulnerable at state level; Coffs Harbour supports regional core habitats.

This mobile bird ranges across all three Coffs Harbour landscapes from the coast to the hinterland. Record concentrations are known from LCs 1, 2, 14.

Individuals and family groups range over large areas and so will not reside exclusively within a corridor. However, there are indications that these cockatoos may preferentially move over forested lands and along stream and river valleys, so forested corridors may be an important habitat feature for them.

Corridors supporting well-developed stands of *Allocasuarina torulosa* or *A. littoralis* are likely to provide important supplementary feeding and movement habitats. Corridors supporting large hollow trees may offer nesting habitat.

Wompoo Fruit-dove *Ptilinopus magnificus*

Vulnerable at state level; Coffs Harbour supports regional core habitats.

Found across all three of Coffs Harbour's landscapes wherever suitable rainforest and tall, wet forest supports its required fleshy fruit foraging resources. Most commonly recorded in the Midland Hills landscape. Important LCs: 13 and 14.

This is a highly mobile and apparently nomadic species capable of long distance movements. Research indicates that it (and other fruit-doves) may be pre-adapted, by the characteristically mosaic pattern of their preferred rainforest habitats, to make use of stepping-stone habitats as part of their movements. Corridors

may therefore offer supplementary feeding and movement habitat for this species where they support rainforest remnants. Intact corridors and corridors supporting stepping-stone rainforest remnants may be equally important in facilitating movement for fruit-doves generally.

Spotted-tailed Quoll *Dasyurus maculatus*

Endangered at national level and vulnerable at state level; Coffs Harbour sits within a national core area but local declines are apparent.

This iconic species appears to have declined in the Coffs Harbour area but occasional records still emanate from the Escarpment Ranges landscape. It is now rare or absent in the Coastal Plains and Midland Hills landscapes, but historic records, and very sporadic contemporary records, highlight the potential for it still to occur. Important LCs: 16 to 20.

Individuals range over very large areas and the best habitats are likely to be focused on large tracts of forest. They may move preferentially along riparian and ridge line habitats at times of dispersal and breeding meaning that corridors may offer important supplementary and movement habitats. The availability of shelter resources within corridors (e.g. large hollow logs or trees) is likely to be important in determining usage as movement and supplementary habitat.

Brush-tailed Phascogale *Phascogale tapoatafa*

Vulnerable at the state level; sporadically recorded in the Coffs Harbour area.

The drier, open forests in the north and north-west of the Coffs Harbour LGA offer potentially important habitats. Important LCs: 1, 11, 16.

Adults occupy relatively large home ranges, up to 40 or 50 hectares, but studies elsewhere indicate that corridors can be important as part of individual territories and as movement habitats.

This species is capable of moving across cleared areas so corridors crossing largely cleared valleys and plateaus may still be used. In these cases the protection of large hollow trees, required for shelter and nesting, as part of stepping-stone habitats within corridors will help their movement.

Yellow-bellied Glider *Petaurus australis*

Vulnerable in NSW; Coffs Harbour supports important populations.

The Yellow-bellied Glider is most frequently recorded within larger tracts of forest and the majority of Coffs Harbour LGA records come from state forests and other public lands. However, private forests in some locations, especially those adjoining public lands, support important supplementary habitats. Important LCs: 14, 16, 18 to 20.

The Yellow-bellied Glider is a highly social species with family groups foraging together throughout home ranges of 30 to 50 or more hectares. As such it is unlikely to reside within any particular corridor. However, the species' high mobility means that corridors may play an important role as supplementary and movement habitats enhancing genetic interchange between sub-populations. Populations may suffer declines in the face of disturbances such as timber harvesting, clearing for agriculture, coastal development and too frequent fire.

This species does not often venture to the ground but is capable of crossing cleared lands within gliding capability (e.g. up to 100 metres). The protection of large hollow trees, required for shelter and nesting, as part of stepping-stone habitats and within intact corridors will facilitate movement.



Yellow-bellied glider

Grey-headed Flying-fox *Pteropus poliocephalus*

Vulnerable at state and national levels; Coffs Harbour supports national core habitats.

Coffs Harbour's coastal tall, open forests, swamp forests and coast banksia habitats provide important habitats for this species, particularly over the autumn and winter periods when nectar food sources may be limited elsewhere. LCs 1 to 10 are all important in that context.

This well-known species provides important ecosystem services by dispersing the seeds of native fleshy fruits and as a pollinator of many forest tree species. It is capable of moving long distances over forested and cleared lands so corridors are not residential habitat. But corridors offer important supplementary habitats and stop-off points during foraging forays. Flying-fox camps often coincide with urban floodplain or coastal plain habitat remnants. Two significant camps, on Coffs Creek and Woolgoolga Creek, occur in habitat remnants that are part of significant mapped corridors.

Appendix 5. Key fauna groups considered likely to use landscape corridors as both residential and movement habitat

These groups include species that have relatively small habitat area requirements and small home ranges; they are sometimes referred to as 'area-limited' or 'dispersal-limited' species (e.g. Lambeck 2003). Relatively small area requirements make this group amenable to connectivity conservation measures that protect and restore corridors.

Note that these groups also include the species listed as key species in Box 3.

Forest invertebrates (e.g. forest-dependant insects, spiders, scorpions, molluscs, worms and crustaceans) include a vast suite of species, many with intricate and largely unknown ecological requirements. Invertebrates play a pivotal role in the regulation and facilitation of ecosystem processes. Corridor protection and restoration will provide these species with important connectivity conservation benefits.

Streamside frogs (e.g. many tree frogs, barred frogs, Tusked Frog, etc) inhabit and typically disperse along riparian corridors.

Coastal lowland frogs (e.g. frogs of the wallum heaths and swamp forests) may disperse during and after significant rain events and corridors of suitable habitat in the Coastal Plains landscape may be important at these times.

Small – medium forest reptiles (e.g. tortoises, skinks, dragons, geckos, legless lizards, small monitors and small snakes) have relatively small area requirements and may reside within, and move through, corridors of adequate habitat type and quality.

Small non-migratory forest birds (e.g. scrubwrens, fairywrens, whistlers, some honeyeaters, robins, fantails, etc) have relatively small area requirements and may reside and move through even narrow corridors provided that habitat is suitable. Some species will cross small gaps in corridors while others seem less likely to do so and will be favoured by habitat restoration efforts within corridors.

Small gliders and other arboreal marsupials (e.g. sugar, feathertail and squirrel gliders, Eastern Pygmy-possum, ringtail and short-eared possums) all have relatively small home ranges and are known or likely to utilise corridors as residential and movement habitat. The Greater Glider also has a relatively small home range and may inhabit corridors within the Midland Hills and Escarpment Ranges landscapes.

Small – medium ground mammals (e.g. Antechinus and Sminthopsis species, native rodents, bandicoots, pademelons, small wallabies) are all amenable to the use of corridors as residential and movement habitat due to their relatively small home ranges and area requirements.

Forest bats (e.g. small insectivorous bat species preferring to forage within, between or over tree canopies) are capable of movement across cleared lands and are known to do so. None the less corridors, even narrow examples, may be used as important residential and movement habitat by some species that prefer to forage within and move through forested or otherwise vegetated habitats.

Appendix 6. Faunal groups considered likely to use landscape corridors mainly as supplementary habitat and possibly as movement habitat

Species falling within this group typically have large home ranges or are seasonally nomadic or migratory. Corridors can still provide important supplementary or movement habitats for these species groups.

Note that these groups also include the species listed as key species in Box 4.

Larger forest reptiles (e.g. Lace Monitor, larger pythons and elapid snakes) tend to move over relatively large areas and are unlikely to find sufficient habitat within corridors to enable them to reside within them exclusively. Individuals are likely to use corridors as supplementary habitat and as movement conduits if habitat quality is adequate and prey populations are supported.

Forest owls (e.g. Sooty Owl, Masked Owl, Powerful Owl) may use corridors as supplementary habitat within a broader home range area, particularly if prey populations are supported. They may also roost within suitably sheltered riparian corridors.

Forest diurnal raptors (e.g. Pacific Baza, kites, sparrowhawks and goshawks) may use corridors as supplementary habitat within a broader home range area. Some species are known to perch and forage along riparian corridors if they support populations of small arboreal prey such as forest birds, reptiles and insects.

Nomadic and migratory birds (e.g. some fruit-doves, honeyeaters, monarchs, bee-eaters, robins and cuckoos) are capable of crossing expanses of cleared land, but may preferentially move over and through forested areas and use natural gradients such as broad ridges and valleys as migratory and movement pathways and cues.

Mobile forest bats and flying-foxes (e.g. bent-wing bats, sheath-tail bats, blossom bats, flying-foxes) may preferentially move and forage over and within forested or naturally vegetated lands. In responding to seasonally available food sources, species within this group are closely associated with patterns of fruiting, flowering and insect aggregations meaning that vegetated corridors may be important components of larger landscape mosaics.

Wetland birds (e.g. Black-necked Stork, herons, bitterns) are dependant on wet and low-lying habitats for their roosting and foraging requirements and may move preferentially through landscapes providing linked networks of wetland habitats.

Feral predators (e.g. Red Fox, Feral Cat, dogs) may make use of corridors as movement pathways and as supplementary habitat. Targeted management of these pests within corridor habitats will be of direct benefit to overall connectivity conservation efforts.

Appendix 7. Key flora species likely to benefit from the protection and enhancement of habitat within landscape corridors mapped in the Coffs Harbour LGA

LC = Landscape Connection (refer to **Figure 5**)

Square-stemmed Spike-rush *Eleocharis tetraquetra*

Endangered at state level.

Known from only scattered locations including near Boambee in the Coffs Harbour LGA. The mapped South Boambee (east) and Boambee Creek (west) Local Corridors (e.g. LC 8) may support suitable habitat for this restricted species.

Stinky Lily *Typhonium clemeshae*

Endangered at state level.

This species occurs mainly in moist eucalypt forest and is known from only a few locations in the ranges west of Woolgoolga and Coffs Harbour. The Gundar SF – Kangaroo River SF Regional Corridor (LC 16) supports known habitat and other hinterland corridors in those areas may also include its habitat.

Moonee Quassia *Quassia* sp. Moonee Creek

Endangered at national and state levels.

This species is almost completely restricted to the Coffs Harbour area, north from Sapphire to the hinterland around Woolgoolga. The South Moonee Forest Regional Corridor (LC 5) incorporates a known core area for this species on private lands south-west of Moonee Beach.



Moonee Quassia

Orara Boronia *Boronia umbellata*

Vulnerable at national and state levels.

Known from a restricted area with its entire distribution focused between Glenreagh and Lower Bucca to the west of Woolgoolga. Several mapped corridors in the Bucca Bucca Valley and northern Orara Valley (e.g. LCs 12 & 13) support habitat for this species.

Rainforest Senna *Senna acclinis*

Endangered at state level.

This is a highly restricted species with only a handful of records from the area. Houpp Gully Local Corridor, west of Sandy Beach (LC 3) includes known habitat.

Scant Pomaderris *Pomaderris queenslandica*

Endangered at state level.

This species is known from the Bagawa State Forest west of Nana Glen. It may occur on private lands and in mapped corridors in that area.

Rusty Plum *Niemeyera whitei*

Vulnerable at state level.

This species has a restricted distribution in moist and wet coastal and hinterland forests between the Macleay River and southern Queensland. The Coffs Harbour area is a stronghold and a number of mapped corridors support known populations and habitats (e.g. LCs 4, 6, 7, 9, 12 to 15, 20).

Cryptic Forest Twiner *Tylophora woolsii*

Vulnerable at state level.

A widespread, but rare moist forest vine. The Bongil Bongil – Pine Creek SF Sub-regional and Local Corridors support known habitat (e.g. LC 10).

Milky Silkpod *Parsonsia dorrigoensis*

Endangered at national level and vulnerable at state level.

Known from scattered locations in low to mid elevation moist forests and rainforests between Kendall and Woolgoolga. Most records are from public lands (e.g. Bindarri National Park, Conglomerate State Forest) in the Coffs Harbour area, but it may occur in mapped corridors on private lands where suitable forest habitats are found (e.g. LCs 12, 17 to 20).

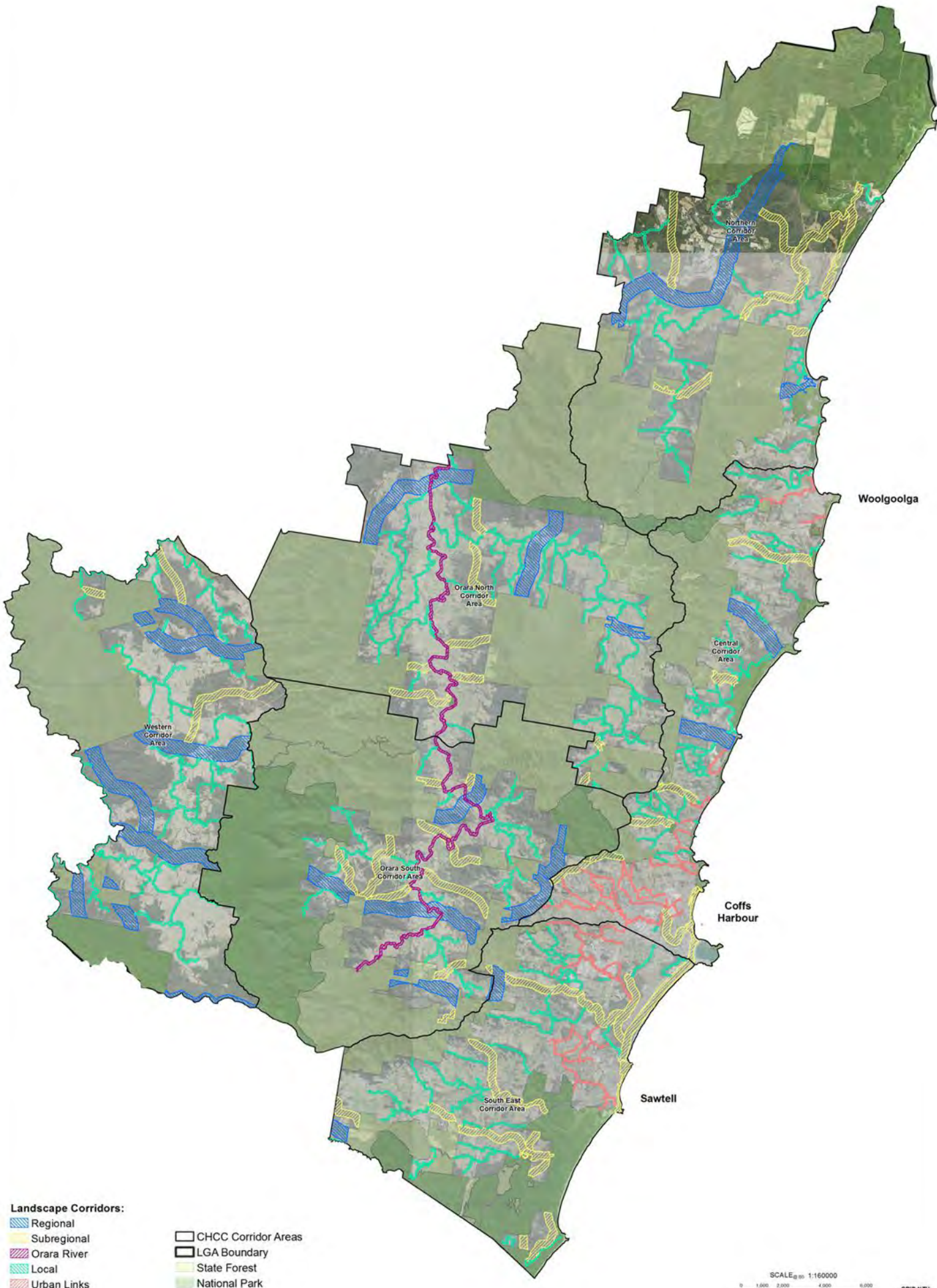
Slender Marsdenia *Marsdenia longiloba*

Vulnerable at national level and endangered at state level.

Recorded from scattered sites in Coffs Harbour's moist coastal and hinterland forests and rainforests. Known to occur within several mapped corridors: Bongil Bongil NP – Boambee SF Local Corridor, South Moonee Forest – North Sapphire Local Corridor, Double Crossing Creek Sub-regional Corridor, Houpp Gully Local Corridor, and Bagawa SF – Orara River – Lower Bucca SF Regional Corridor.



Attachment 2



Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links
- CHCC Corridor Areas
- LGA Boundary
- State Forest
- National Park

Attachment 2 – Coffs Harbour Landscape Corridors

SCALE 1:160000
 0 1,600 3,200 4,800 6,400
 Metres
 Coordinate System: GDA 1984 MGA Zone 56
 Projection: Transverse Mercator
 Datum: GDA 1984



Coffs Harbour Landscape Corridors Summary of Changes to Mapping

Record of changes made to the Landscape Corridors mapping after feedback from community consultation process

A number of changes have been made to the draft Landscape Corridors mapping as a result of the public consultation process 8 October 2014 – 30 January 2015.

Significant mapping changes are as follows:

Table 1 - Changes to land areas summary statistics for corridors between draft and final Landscape Corridors mapping (figures displayed in brackets are from the draft Landscape Corridors report)

Landscape Corridors	Number	Area (ha)	Area (%)
All Coffs Harbour Landscape corridors	215 (236)	14,720 (15,603)	100
<i>Vegetated</i>		11,272 (12,074)	77
<i>Cleared</i>		3,448 (3,448)	23
Regional Corridors	24 (27)	5,595 (6,389)	100
<i>Vegetated</i>		4,705 (5,386)	84
<i>Cleared</i>		890 (1,003)	16
Sub-regional Corridors	46 (40)	4,403 (4,459)	100
<i>Vegetated</i>		3,493 (3,460)	79
<i>Cleared</i>		910 (999)	21
Orara River Corridor	1 (1)	478 (326)	100
<i>Vegetated</i>		287 (205)	60
<i>Cleared</i>		191 (121)	40
Local Corridors	102 (114)	3,671 (1,867)	100
<i>Vegetated</i>		2,373 (1,504)	65
<i>Cleared</i>		1,298 (363)	35
Urban Links	42 (43)	573 (570)	100
<i>Vegetated</i>		414 (415)	72
<i>Cleared</i>		159 (155)	28

Table 2 - Changes to land area statistics for lands of economic importance

	Area (ha)	Area (%)
Significant agricultural lands within mapped corridors	2,201 (2319)	60
Frost free agricultural lands within mapped corridors	183 (184)	6
Hardwood and softwood plantations within mapped corridors	104 (112)	2

Riparian Corridors and Local Corridors combined

In order to simplify the corridor hierarchy Local corridors and Riparian corridors, both specified at an 80 metre width, were combined into a single Local Corridor category. Attributes previously applied to Local corridors were transferred directly.

Some Local Corridors deleted

A number of Local Corridors located within relatively broad expanses of habitat have been deleted. It was considered, upon closer scrutiny and in response to concerns expressed by several landowners that the connectivity delineated by these corridors was better represented by the broader tract of forest in which they occur and that protection and management of that connectivity should be left to existing regulations and controls, generally under the Native Vegetation Act.

Corridors deleted include:

- **Map A - Western Sector**
 - Skinners Gully Local Corridor
 - Mole Creek Local Corridor
 - Timmsvale Road Local Corridor
 - Upper Bobo Local Corridor
- **Map B - Orara North Sector**
 - Nana Glen Forest – Orara River Local Corridor
 - Lower Bucca Local Corridor (northern section deleted)
 - Lower Bucca Bucca Creek Local Corridor (subsumed by Riparian Corridor)
 - Bagawa Regional Corridor
 - Two riparian corridors deleted following connectivity lost with Bagawa Corridor
- **Map C - Orara South Sector**
 - Coramba Local Corridor
 - Orara West SF – Orara River Local Corridor
- **Map D - Northern Sector**
 - Red Ridge – Range Rd Local Corridor
 - Dundoo Link Local Corridor
 - Corindi Local Corridor
 - Corindi (2) Local Corridor
 - Conglomerate SF – Upper Corindi Valley Local Corridor
 - Upper Corindi Valley Local Corridor
 - Corindi River Local Corridor (subsumed by Riparian Corridor on the river)
 - Wedding Bells SF – Corindi Valley Local Corridor
- **Map E - Central Sector**
 - Moonee Creek – Johnsons Road Local Corridor
 - Moonee Estuary Local Corridor

- **MAP F - Orara River Corridor Emphasised**

In the draft mapping the Orara River Corridor was subsumed within Regional, Sub-regional or Local Corridors when they overlapped. This resulted in the river corridor being illustrated in a piecemeal way. The decision was made to highlight the Orara River Corridor in the mapping for its entire length to emphasise its overall importance.

- **MAP G - Some Degraded Riparian Corridors Deleted**

In some locations riparian corridors that are severely degraded, or include sections that are degraded to the extent that habitat connectivity is compromised in a major way, have been removed as they add little to the strategy.

Some Regional and Sub-regional Corridors crossing cleared river valleys truncated

The original Key Habitats and Corridors mapping (Scotts 2003) and the results of the tailored Least Cost Pathways analysis for the Coffs Harbour LGA were revisited in light of comments and submissions received from the public during the consultation phase. A re-assessment of corridors crossing cleared river valleys of the Orara North Sector and the Orara South Sector was made in light of particular concern relating to the amount of significant agricultural lands and frost free agricultural lands within draft mapped corridors. In these cases the Orara River Corridor remains in place, so maintaining overall landscape connectivity, but the adjoining Regional or Sub-regional Corridor has been truncated. Corridors modified in this way were:

- **Map H - Orara North Sector**

Bucca Road Regional Corridor

This regional corridor has been truncated slightly to exclude some cleared land at its western end and its southern side. These lands did not contribute greatly to overall connectivity value of the mapped corridor.

Bagawa SF – Orara River – Lower Bucca SF Regional Corridor

This regional corridor has been divided into two separate sub-regional corridors leading from Bagawa and Lower Bucca state forests to the Orara River Corridor. The downgrade to sub-regional status provides a more applicable transition to the Orara River Corridor. An area of significant agricultural lands has been excluded in dividing the corridor into two but overall potential connectivity has been maintained by linking to the eastern and western sides of the river corridor.

Bagawa SF – Orara River – Lower Bucca SF Sub-regional Corridor

This sub-regional corridor has been divided into two separate sub-regional corridors leading from Bagawa and Lower Bucca state forests to the Orara River Corridor. An area of significant agricultural lands has been excluded in dividing the corridor into two but overall potential connectivity has been maintained by linking to the eastern and western sides of the river corridor. The western link (now named Bagawa SF – Coramba Nature Reserve Sub-regional Corridor) importantly links Coramba Nature Reserve to the state forest. This corridor also now avoids the playing fields west of the reserve.

Nana Glen Forest Sub-regional Corridor

The northern end of this corridor has been truncated to exclude some cleared agricultural lands adjacent to the riparian corridor on Bucca Bucca Creek. Removal of these lands does not compromise the connectivity values of the corridor unduly.

- **Map I - Orara South Sector**

Orara West SF - Orara River – Orara East SF Sub-regional Corridor

This sub-regional corridor has been divided into two separate sub-regional corridors leading from Orara West and Orara east state forests to the Orara River Corridor. An area of significant agricultural lands has been excluded in dividing the corridor into two but overall potential connectivity has been maintained by linking to the eastern and western sides of the river corridor.

Boambee SF – Orara East SF Regional Corridor

This regional corridor has been slightly truncated at its northern end to avoid some cleared lands. This modification does not impact the corridor’s overall connectivity values as at this end it joins with another regional corridor. Fragmented and cleared parts of this corridor remain available for restoration should the landowners choose that option in the future.

Other corridor mapping changes

Other changes included the re-routing of corridors to reflect connectivity extending into areas adjacent to the Coffs Harbour LGA including other local government areas, national parks and state forests.

- **Map J - Western Sector**

Gundar SF – Kangaroo River SF Regional Corridor

Corridor edited to remove sawmill and adjacent cleared land.

Bindarri – Dorrigo Regional Corridor

Corridor shifted south and truncated to LGA boundary in recognition of connectivity function extending into the national park to the south in Bellingen LGA.

ORARA NORTH SECTOR

Bagawa Regional Corridor

Corridor shifted west and truncated to LGA boundary in recognition of connectivity function extending into the adjacent LGA.

- **Map K - Northern Sector**

Corindi – Red Rock Sub-regional Corridor

Corindi Beach playing field removed from the far southern end of this corridor.

Upper Corindi Valley Sub-regional Corridor

Corridor route modified to incorporate high value arboreal habitat and to avoid an approved house site. Connectivity to state forest maintained by the change.

- **Map L - South-East Sector**

Crossmaglen Valley Sub-regional Corridor

This corridor has been truncated and modified to better reflect the level of habitat remaining locally. The southern section has been retained and re-named the Bonville Creek Sub-regional Corridor. The northern section has been modified to a narrower Crossmaglen Valley Local Corridor which connects fragmented riparian habitat remnants, other remnants and also runs through a forest plantation. This retains overall connectivity values but excludes more extensive areas of cleared agricultural land.

Attachment 3

Map A

WESTERN SECTOR



Corridors deleted:

- A - Skinners Gully Local Corridor
- B - Mole Creek Local Corridor
- C - Timmsvale Road Local Corridor
- D - Upper Bobo Local Corridor

Amended Landscape Corridors:

-  Regional
-  Subregional
-  Orara River
-  Local
-  Urban Links

Exhibited Draft Landscape Corridors:

-  All Corridor Types
-  CHCC Corridor Areas
-  National Parks / State Forests



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MAP A: WESTERN SECTOR

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 Datum: GDA 1994

GRID NTH

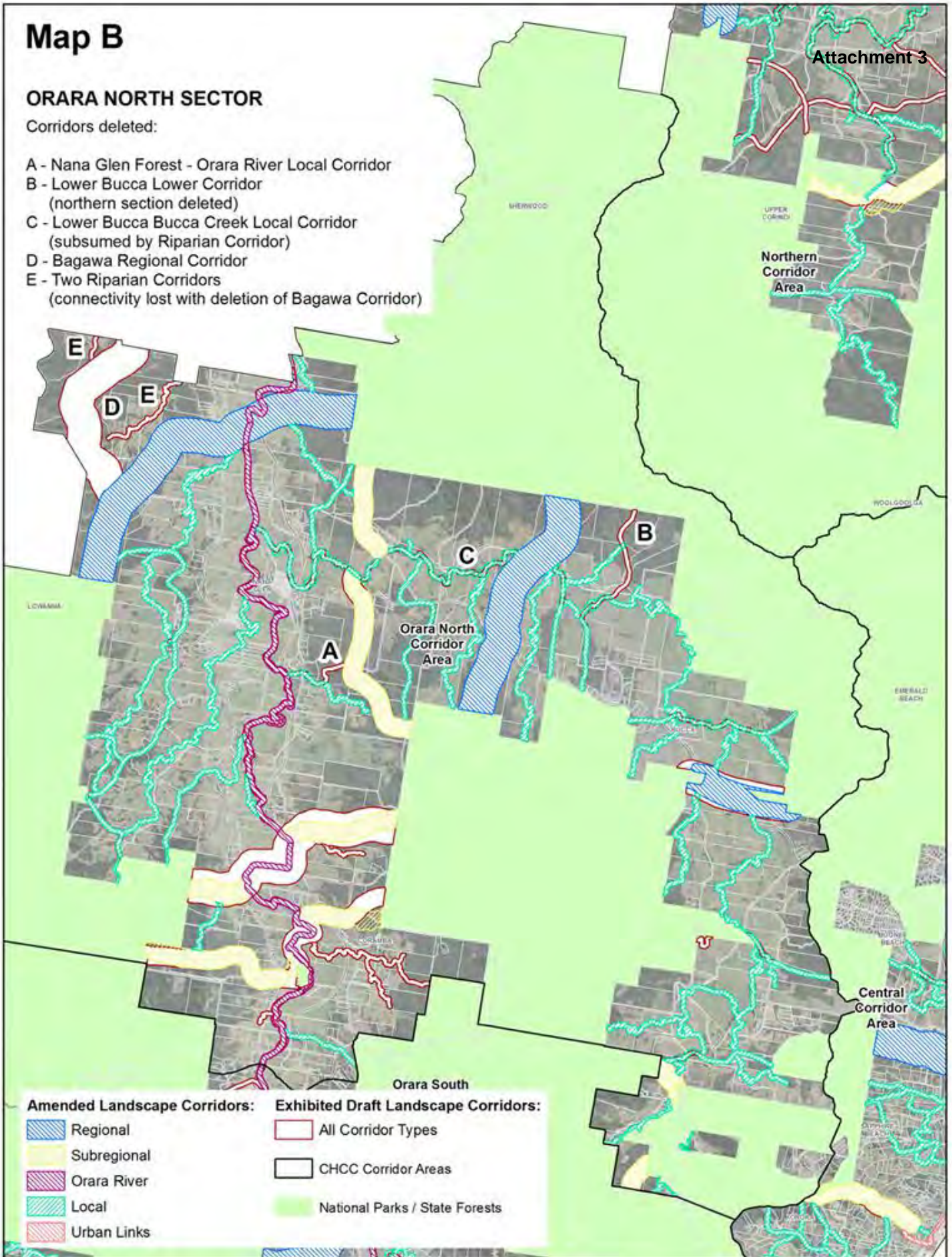


Map B

ORARA NORTH SECTOR

Corridors deleted:

- A - Nana Glen Forest - Orara River Local Corridor
- B - Lower Bucca Lower Corridor
(northern section deleted)
- C - Lower Bucca Bucca Creek Local Corridor
(subsumed by Riparian Corridor)
- D - Bagawa Regional Corridor
- E - Two Riparian Corridors
(connectivity lost with deletion of Bagawa Corridor)



Attachment 3

Amended Landscape Corridors:		Exhibited Draft Landscape Corridors:	
Regional	Subregional	All Corridor Types	CHCC Corridor Areas
Orara River	Local	National Parks / State Forests	
Urban Links			

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MAP B:
ORARA NORTH SECTOR

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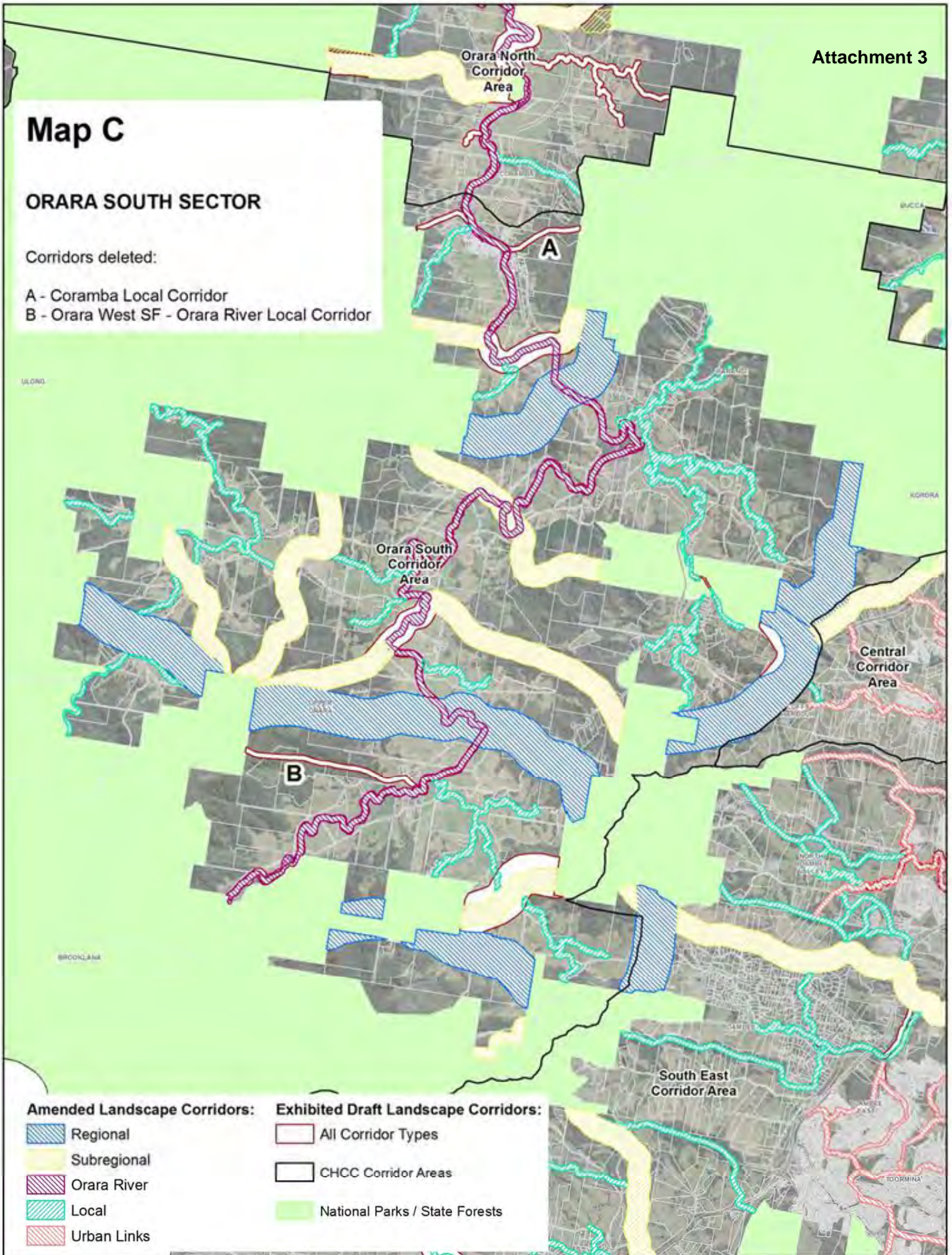


Map C

ORARA SOUTH SECTOR

Corridors deleted:

- A - Coramba Local Corridor
- B - Orara West SF - Orara River Local Corridor



Amended Landscape Corridors:	Exhibited Draft Landscape Corridors:
Regional	All Corridor Types
Subregional	CHCC Corridor Areas
Orara River	National Parks / State Forests
Local	
Urban Links	

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MAP C:
ORARA SOUTH SECTOR

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SCALE @A4 1:75000

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Metres

Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1994



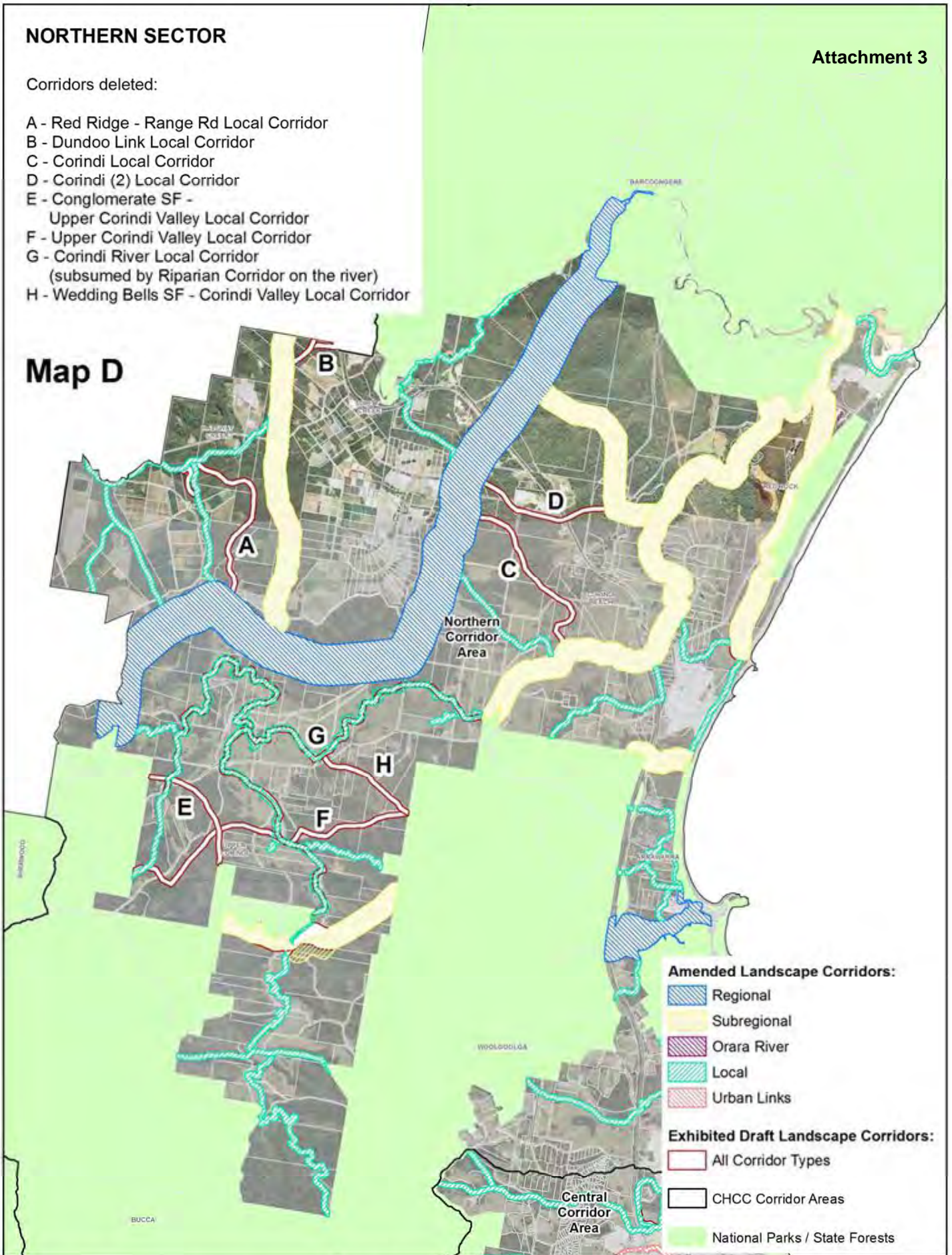
NORTHERN SECTOR

Attachment 3

Corridors deleted:

- A - Red Ridge - Range Rd Local Corridor
- B - Dundoo Link Local Corridor
- C - Corindi Local Corridor
- D - Corindi (2) Local Corridor
- E - Conglomerate SF -
Upper Corindi Valley Local Corridor
- F - Upper Corindi Valley Local Corridor
- G - Corindi River Local Corridor
(subsumed by Riparian Corridor on the river)
- H - Wedding Bells SF - Corindi Valley Local Corridor

Map D



Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests

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**MAP D:
NORTHERN SECTOR**

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Projection: Transverse Mercator
Datum: GDA 1994

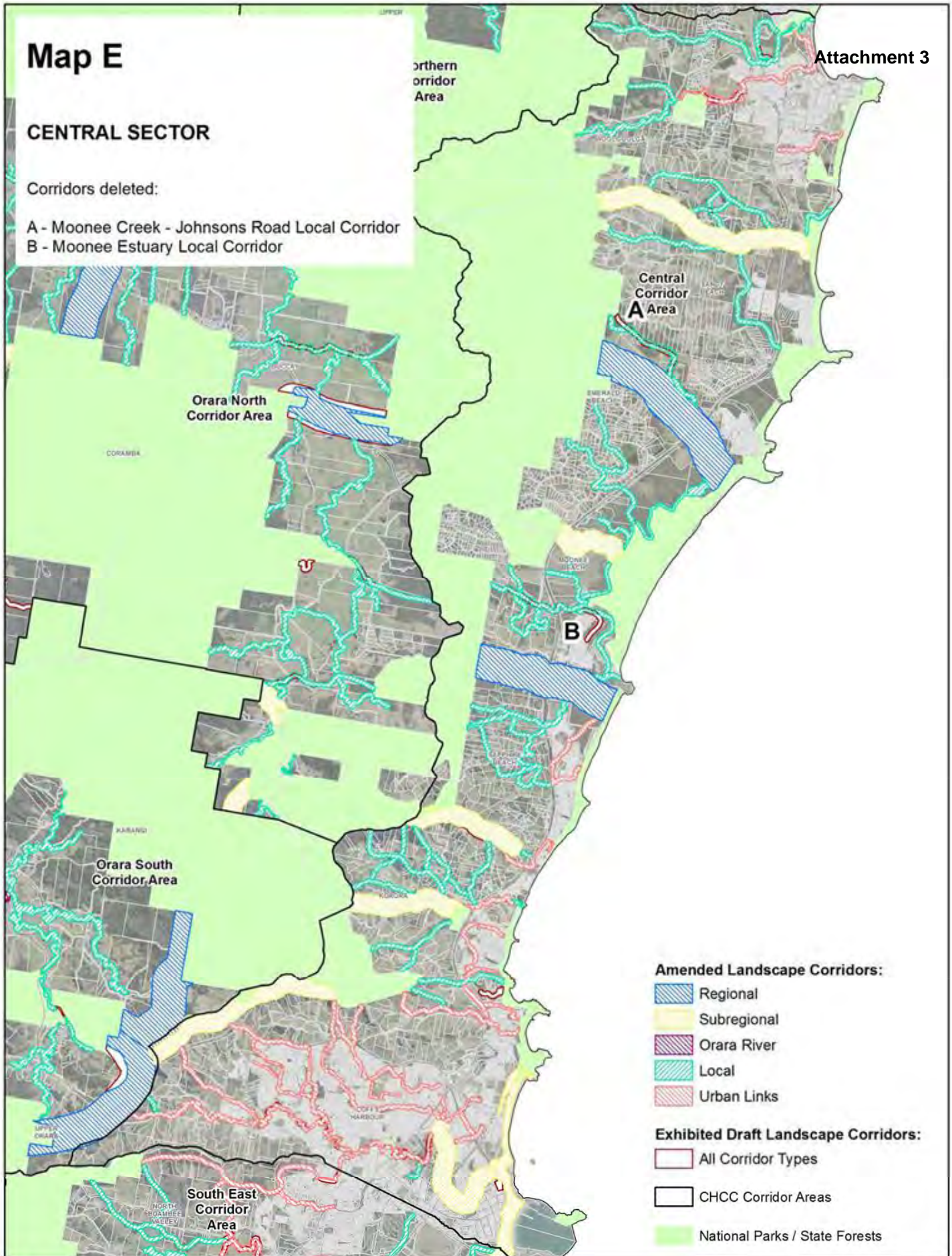


Map E

CENTRAL SECTOR

Corridors deleted:

- A - Moonee Creek - Johnsons Road Local Corridor
- B - Moonee Estuary Local Corridor



Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests

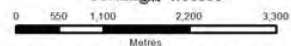


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**MAP E:
CENTRAL SECTOR**

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Coordinate System: GDA 1994 MGA Zone 56
 Projection: Transverse Mercator
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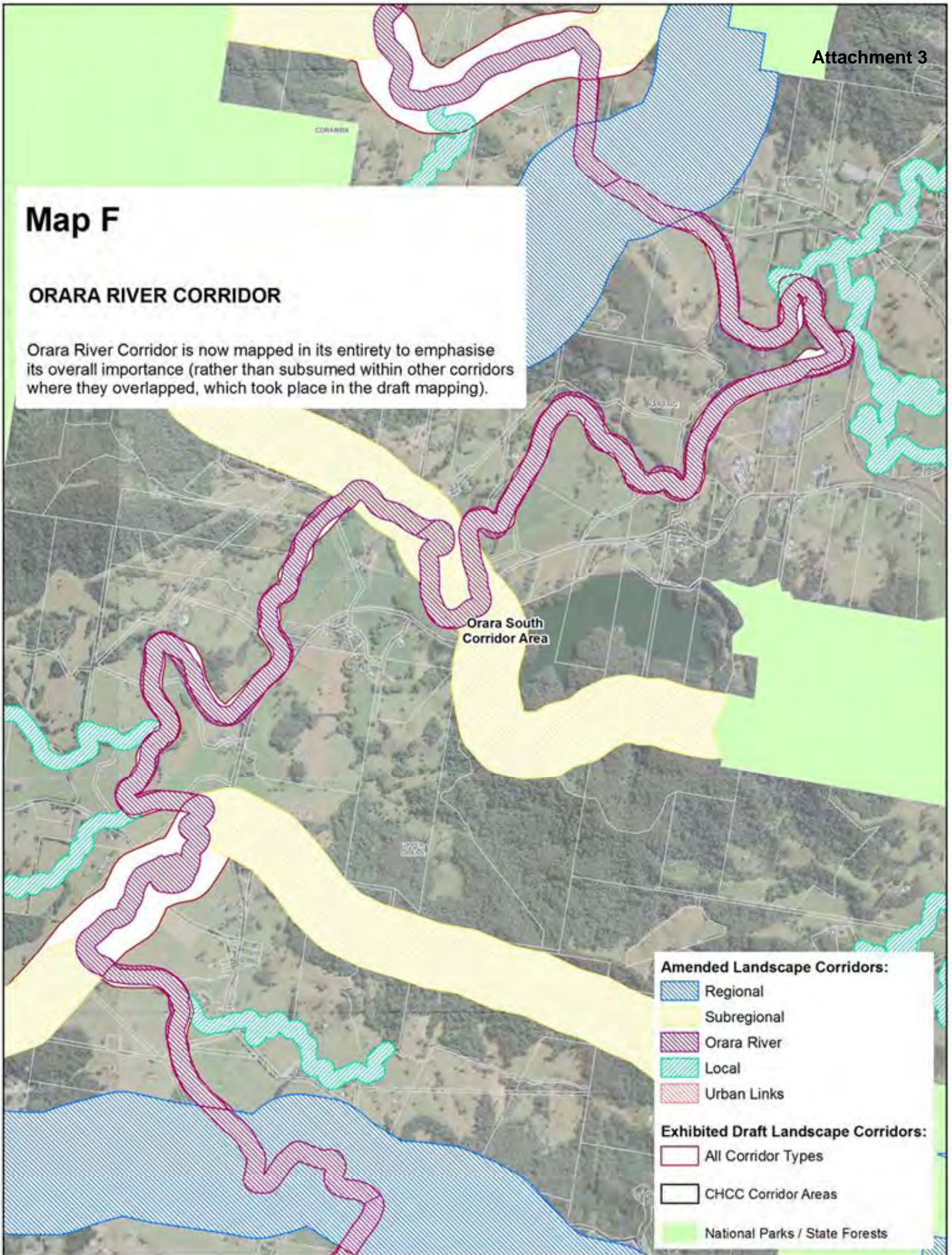
GRID NTH



Map F

ORARA RIVER CORRIDOR

Orara River Corridor is now mapped in its entirety to emphasise its overall importance (rather than subsumed within other corridors where they overlapped, which took place in the draft mapping).



Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests

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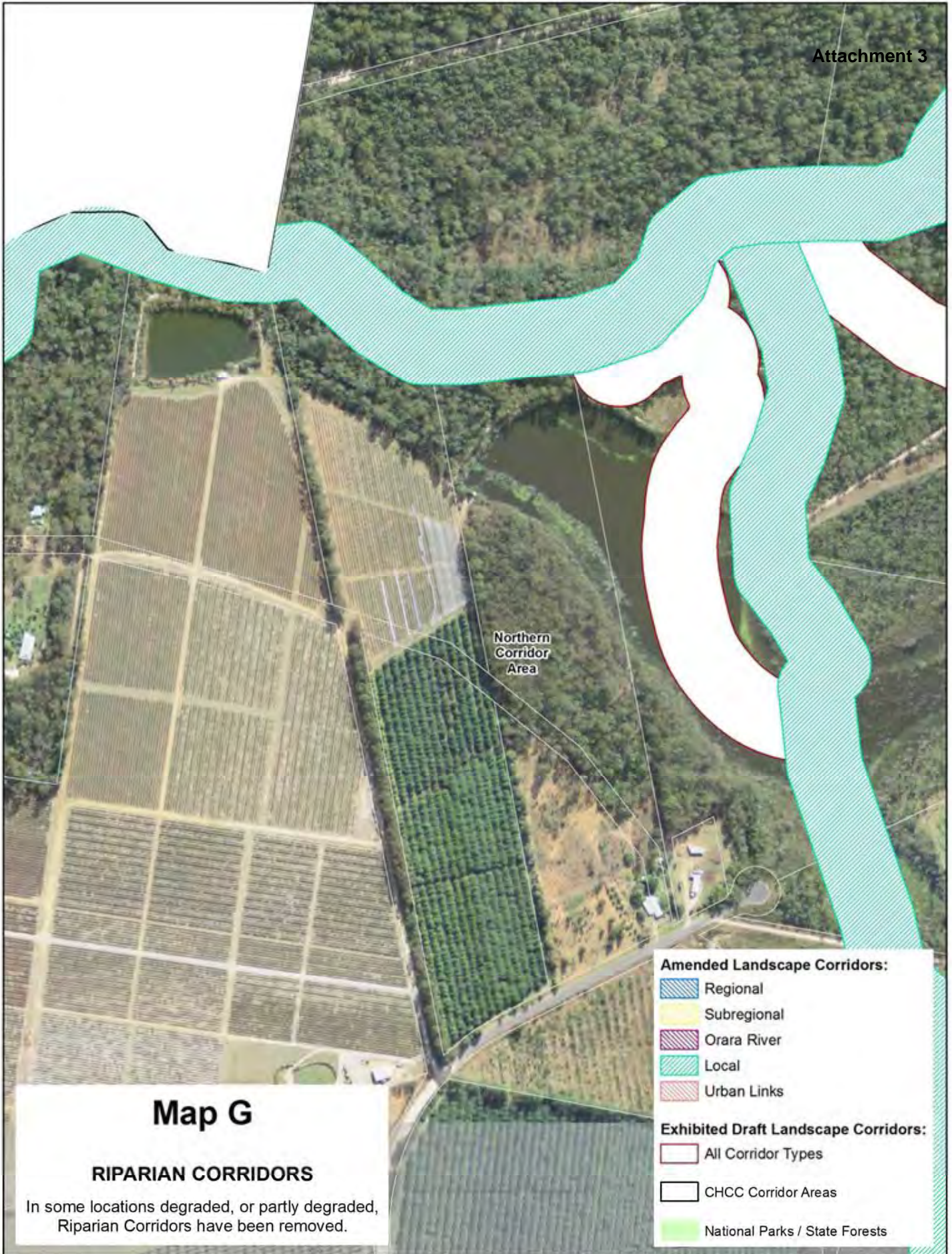
**MAP F:
ORARA RIVER CORRIDOR**

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User: amdamanda
Last Modified: 08/05/2015

SCALE 1:25000

Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1994





Map G

RIPARIAN CORRIDORS

In some locations degraded, or partly degraded, Riparian Corridors have been removed.

Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests

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**MAP G:
RIPARIAN CORRIDORS**

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SCALE_{G44} 1:5000

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Datum: GDA 1994

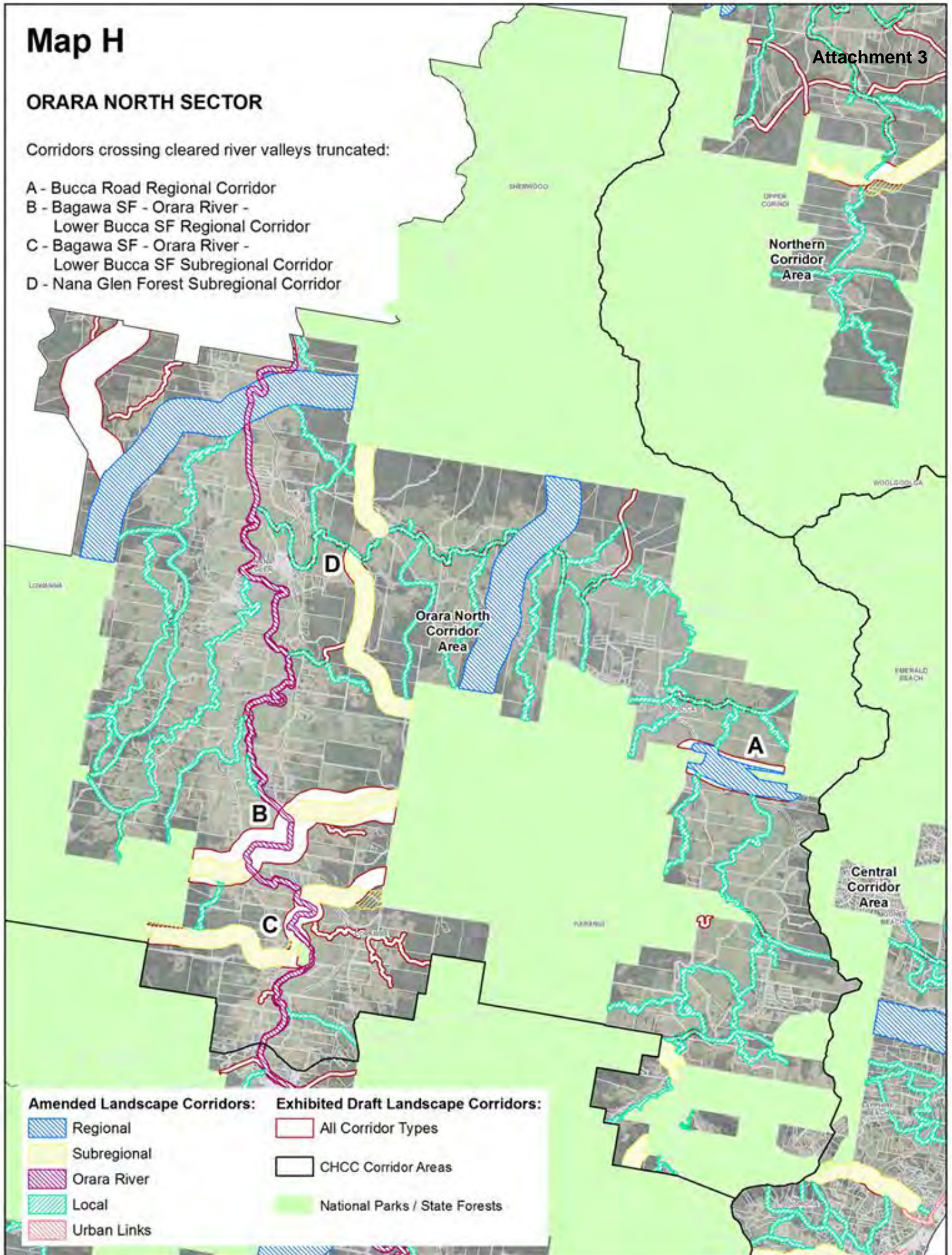


Map H

ORARA NORTH SECTOR

Corridors crossing cleared river valleys truncated:

- A - Bucca Road Regional Corridor
- B - Bagawa SF - Orara River - Lower Bucca SF Regional Corridor
- C - Bagawa SF - Orara River - Lower Bucca SF Subregional Corridor
- D - Nana Glen Forest Subregional Corridor



Amended Landscape Corridors:		Exhibited Draft Landscape Corridors:	
Regional	All Corridor Types	CHCC Corridor Areas	
Subregional	National Parks / State Forests		
Orara River			
Local			
Urban Links			

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**MAP H:
ORARA NORTH SECTOR**

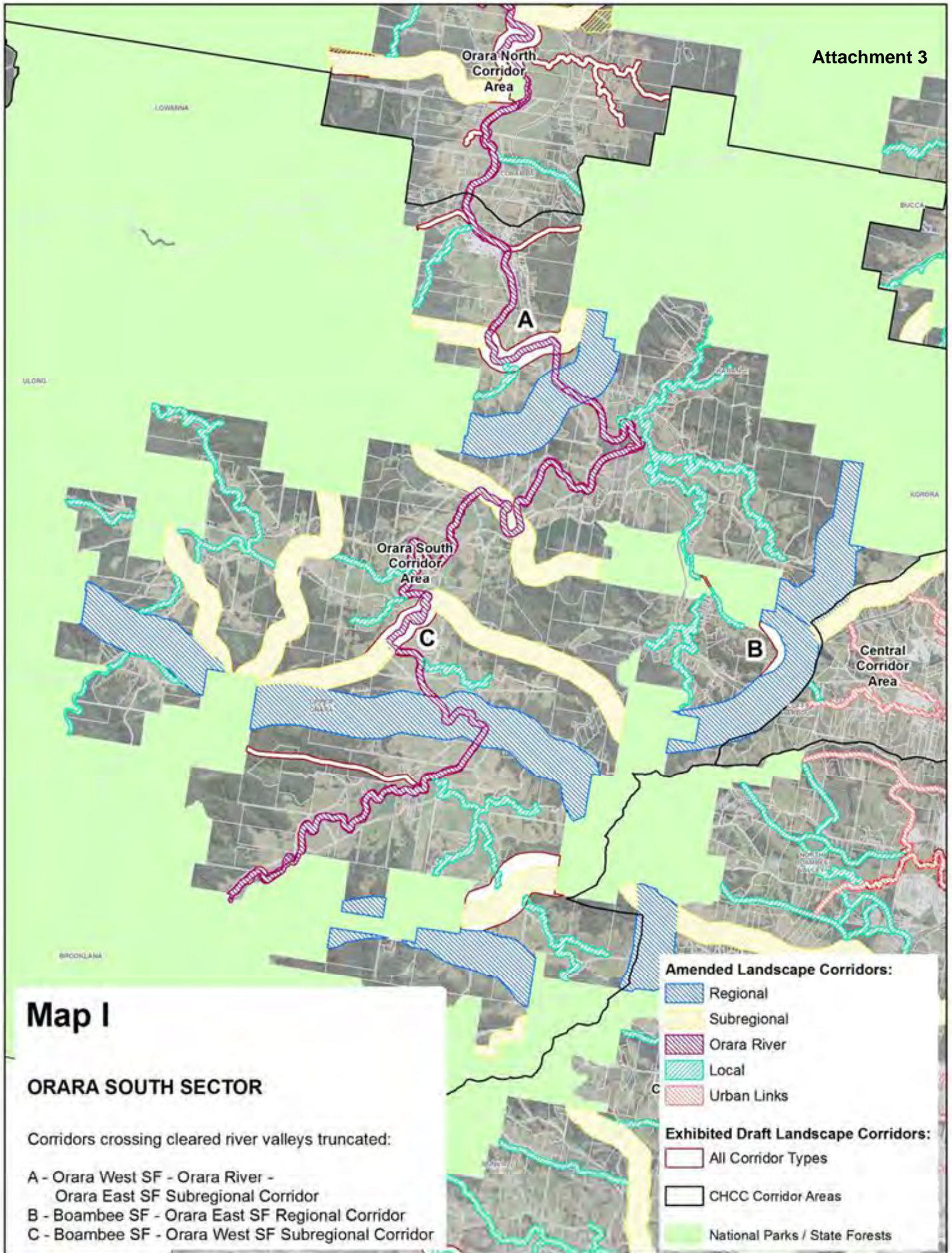
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User: amdmanda
Last Modified: 08/05/2015

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Metres

Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1994





Map I

ORARA SOUTH SECTOR

Corridors crossing cleared river valleys truncated:

- A - Orara West SF - Orara River - Orara East SF Subregional Corridor
- B - Boambee SF - Orara East SF Regional Corridor
- C - Boambee SF - Orara West SF Subregional Corridor

Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests

Orara, Long, Brocklana, Bucca, Korora, North Coast, South Coast, Orara North Corridor Area, Orara South Corridor Area, Central Corridor Area.

Orara, Long, Brocklana, Bucca, Korora, North Coast, South Coast, Orara North Corridor Area, Orara South Corridor Area, Central Corridor Area.

**MAP I:
ORARA SOUTH SECTOR**

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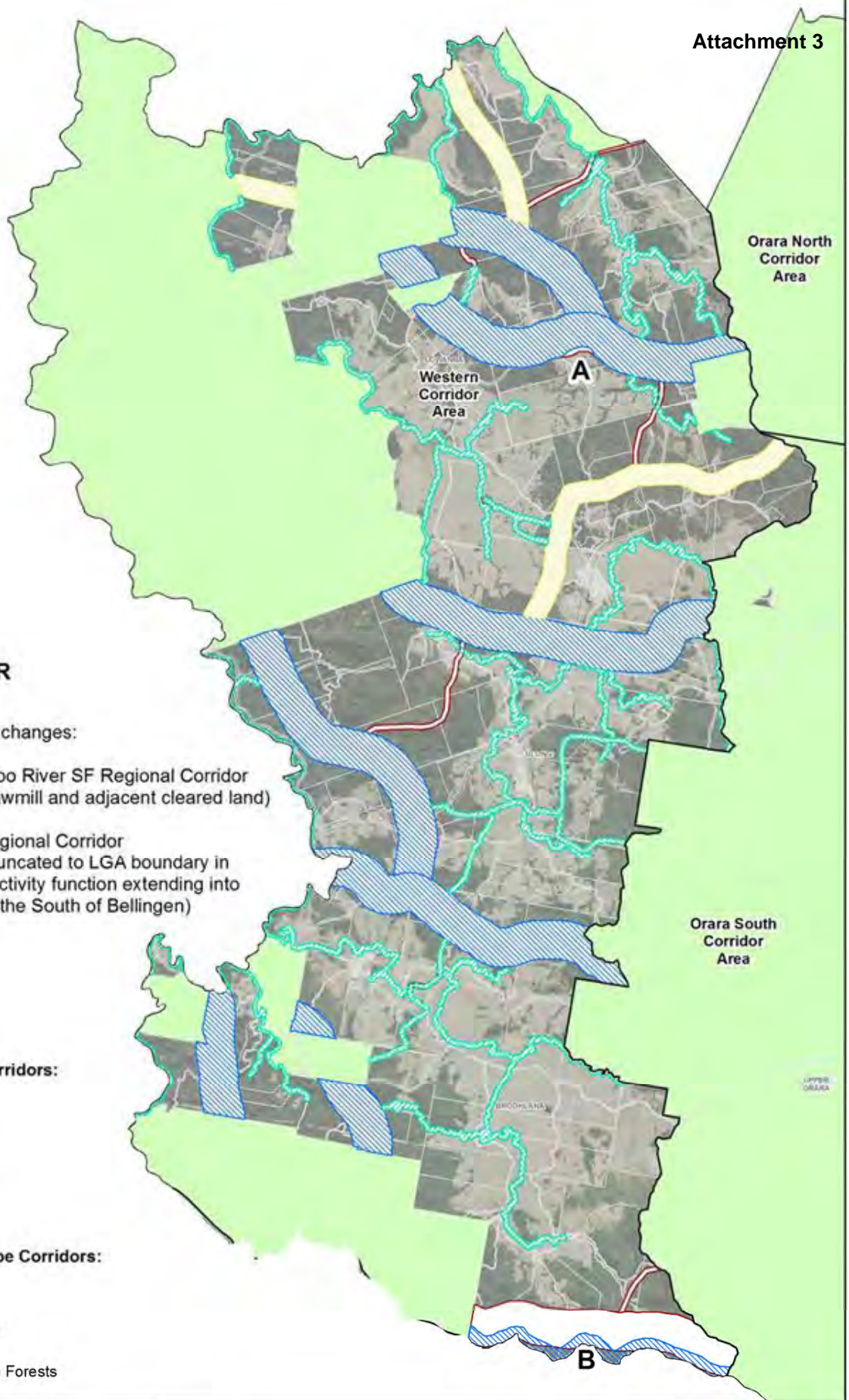
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Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1984



Attachment 3



Map J

WESTERN SECTOR

Other Corridor mapping changes:

- A - Gundar SF - Kangaroo River SF Regional Corridor (edited to remove sawmill and adjacent cleared land)
- B - Bindarri - Dorrigo Regional Corridor (shifted south and truncated to LGA boundary in recognition of connectivity function extending into the National Park to the South of Bellingen)

Amended Landscape Corridors:

- Regional
- Subregional
- Orara River
- Local
- Urban Links

Exhibited Draft Landscape Corridors:

- All Corridor Types
- CHCC Corridor Areas
- National Parks / State Forests



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MAP J: WESTERN SECTOR

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 Datum: GDA 1984

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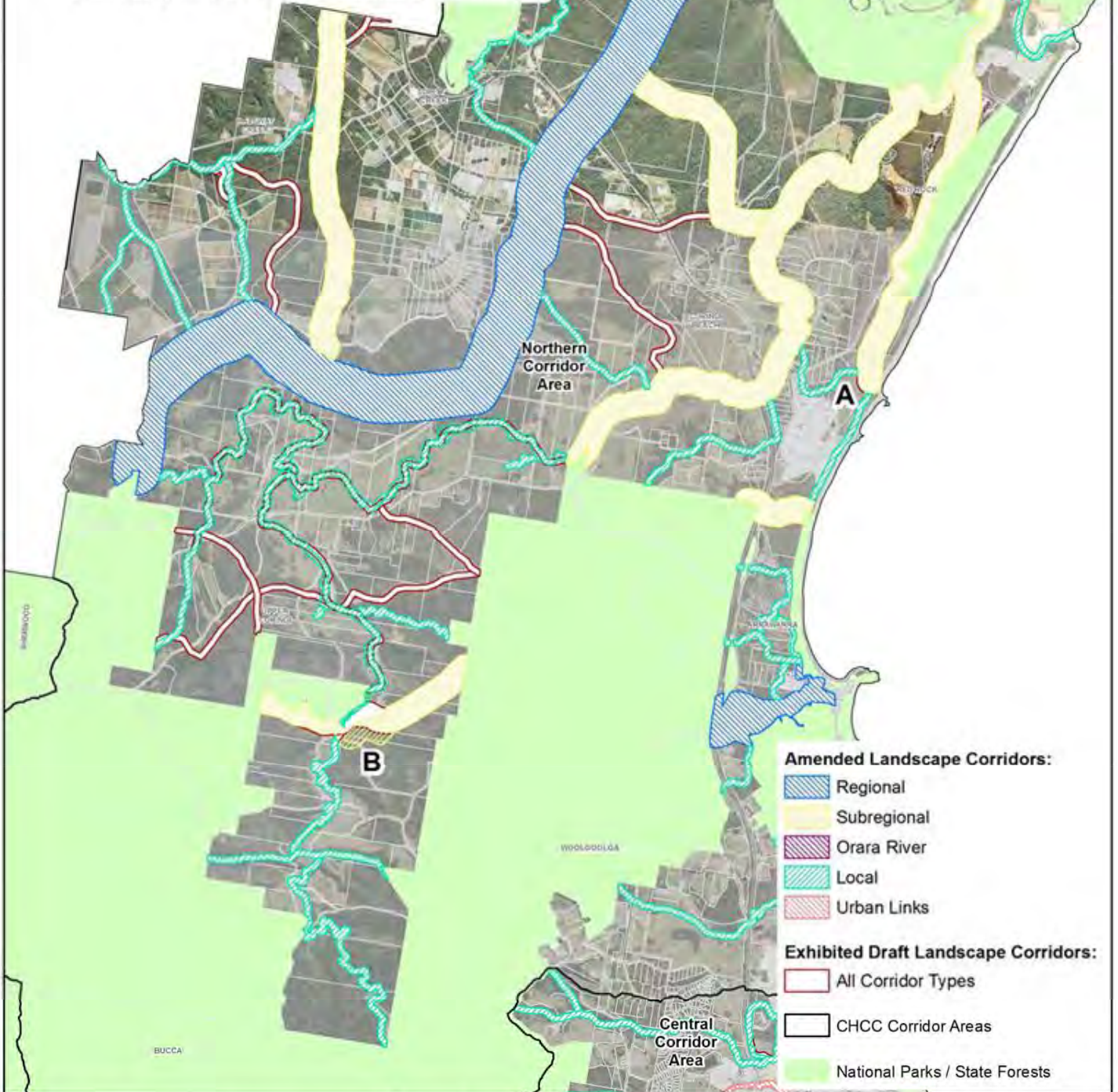
Map K

Attachment 3

NORTHERN SECTOR

Other Corridor mapping changes:

- A - Corindi - Red Rock Subregional Corridor
(Corindi Beach playing field removed from the far southern end of Corridor)
- B - Upper Corindi Valley Subregional Corridor
(route modified to incorporate high value arboreal habitat and to avoid an approved house site. Connectivity to State Forest maintained by the change)



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**MAP K:
NORTHERN SECTOR**

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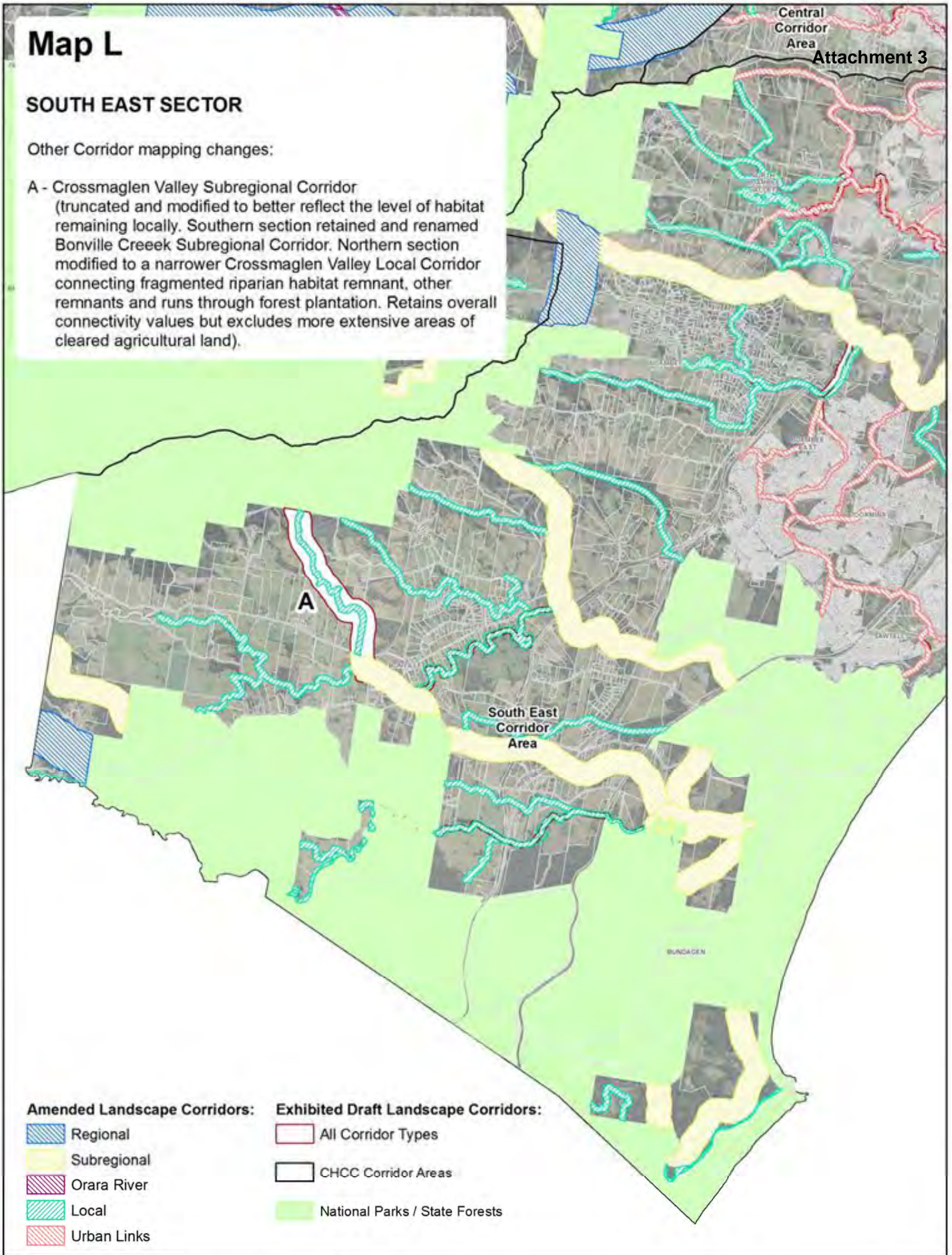
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Metres

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Datum: GDA 1994





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MAP L:
SOUTH EAST SECTOR

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SCALE@A4 1:70000

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Metres

Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1994



No.	Supported/Not supported	Issues Raised	Comments / Recommendations
1.	Supported	Great that Council is working to protect corridors	Noted
2.	Not supported	Template letter	See comments provided for submission 144.
3.	Not supported	Proud custodians of the land; location of corridor; land zoning; access to watering point for cattle	Council acknowledges the custodian roll that many landholders have with the land. There are no land-use or land management decisions being made or are intended as part of this process.
4.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
5.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
6.	Not supported	Template letter	See comments provided for submission 144.
7.	Not supported	Template letter	See comments provided for submission 144.
8.	Comment	Wants off-stream watering points	Issue relevant to Orara River Restoration not wildlife corridors. Landholder was advised to contact the Orara River Project Officer.
9.	Not supported	Lack of consultation with landholders; future zoning; devaluation of land; expansion of exotic weeds in corridors is a problem. Worried about impact on agricultural land.	There are no land-use or land management decisions been made or are intended as part of this process.
10.	Supported	In favour of extending wildlife corridors; Many corridors are overlapped by Exploration Licenses, a map was provided showing the extent of these exploration areas.	Noted
11.	Not supported	Have included 1/3 of their property within a landscape corridor; Would like a reduction in rates as compensation; Recognise that corridors are vital to preserve viable populations but not the sole responsibility of landowners.	There are no land-use or land management decisions been made or are intended as part of this process. Incentives including rate relief could be one of the issues addressed in any future strategy.
12.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
13.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
14.	Not supported	Worried about farm infrastructure being inside the corridor area. Worried that the rules regarding zoning could change over time.	There are no land-use or land management decisions been made or are intended as part of this process.
15.	Not supported	Loss of income, continuation of maintenance, feral animal control and keeping fire trails open; De-value property; lack of communication; no detail regarding incentives.	There are no land-use or land management decisions been made or are intended as part of this process. The report remained on exhibition for 115 days and three information sessions were held across the LGA.
16.	Not supported	The strategy requires the local community to be engaged; Document feedback was too prescriptive when asking for comments on the 'scientific methodology' only; Agricultural land is referred to 'degraded or cleared land'; Corridors will need to be restored to pristine condition leading to an E2 zoning.; There is not base for comparison as to the condition it should be restored; No consideration of the health and welfare of those affected by the strategy; Appears to be one rule for private land and one rule for public land; Humans are not give enough consideration in the document; Expansion of feral pests and weeds; Large areas of the LGA are already well vegetated; Stress caused to landowners. (3 submissions)	The report remained on exhibition for a total of 115 days. An extension of time was granted and submissions opened up to anything the writer deemed relevant. Corridors will not need to be restored to pristine condition. The corridors are aspirational only and rehabilitation will occur in a slow incremental manner over many decades. No E2 zoning has been proposed as part of this process. The larger public land areas are seen as the major biological 'store-houses' of the regions biodiversity. Corridors on private land provide critical linkages across the landscape connecting larger areas of remnant habitat found on public land. Although Coffs Harbour has a large percentage of vegetation, much of it is of poor quality.
17.	Not supported	Template letter	See comments provided for submission 144.
18.	Not supported	Template letter	See comments provided for submission 144.
19.	Supported	Agree, corridors are an integral component for protecting biodiversity; Scientific methodology needs to be only one facet of how best to manage corridors.	Noted
20.	Supported	Enforce property owners to be more responsible; Fine landholders that are clearing native vegetation; Protect Coffs Harbours biodiversity.	Noted
21.	Not supported	Template letter	See comments provided for submission 144.
22.	Not supported	Straying of stock in to corridor areas; Concerned about the need to fence corridors; Concerned about weeds and expansion of noxious weeds; Concerned that re-zoning these lands could tie-up productive land. Concerned about the ability to harvest timber in future. No consultation regarding the transition from 7A to E2.	There has never been nor will there ever be a requirement under the Landscape Corridors plan, or Council's Local Environmental Plan (LEP), to fence corridors. Bush regeneration will proceed in an incremental manner over long periods of time. There are no land-use or land management decisions been made or are intended as part of this process.
23.	Not supported	Wish to opt out of the Landscape Corridors project with a view of discussing the proposal at a later time.	Noted – Corridors consider the 'big picture' across the landscape and require a continuous network of rehabilitated areas to connect the major biodiversity centres of public land (ie. National Parks and State Forests).
24.	Comment	Location of some corridors over community sporting grounds needs to be re-assessed.	Many local, subregional and regional corridors were either removed or re-aligned around existing sports fields. This has been reflected in the final Landscape Corridors mapped layer.
25.	Not supported	Template letter	See comments provided for submission 144.

26.	Supported	Critical to protect Coramba Nature Reserve; Inventive and visionary report.	Noted
27.	Not supported	Template letter	See comments provided for submission 144.
28.	Not supported	Government should purchase land; Legal restrictions on title; No objections to allowing subdivision.	There are no land-use or land management decisions been made or are intended as part of this process.
29.	Not supported	Template letter	See comments provided for submission 144.
30.	Not supported	Template letter	See comments provided for submission 144.
31.	Not supported	Template letter	See comments provided for submission 144.
32.	Not supported	Template letter	See comments provided for submission 144.
33.	Not supported	Template letter	See comments provided for submission 144.
34.	Not supported	Template letter	See comments provided for submission 144.
35.	Not supported	Template letter	See comments provided for submission 144.
36.	Supported	Supports the scientific methodology; Recognises that many vegetation communities have been cleared; Improved catchment management is critical in all coastal catchments; Corridors would improve water quality; Less disturbance to acid sulphate soils.	Noted
37.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
38.	Not supported	Expanded and fenced off riparian zone; Group does not have the resources to manage the current riparian zone; Expansion of the riparian area will further exacerbate the weed problem; Resources should be focused on existing problems	There has never been nor will there ever be a requirement under the Landscape Corridors plan or Council's Local Environmental Plan (LEP) to fence corridors.
39.	Not supported	Template letter	See comments provided for submission 144.
40.	Not supported	Template letter	See comments provided for submission 144.
41.	Not supported	Template letter	See comments provided for submission 144.
42.	Comment	Some concerns about the consultation process; Concerns about blueberry clearing and expansion of urban areas resulting in further vegetation loss.	Report remained on public exhibition for 115 days. Tree clearing issues relevant to blueberries generally fall under the Native Vegetation Act.
43.	Not supported	Template letter	See comments provided for submission 144.
44.	Not supported	Template letter	See comments provided for submission 144.
45.	Not supported	Template letter	See comments provided for submission 144.
46.	Not supported	Template letter	See comments provided for submission 144.
47.	Not supported	Template letter	See comments provided for submission 144.
48.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
49.	Comment	Effect on property as part of the golf course resort future development approvals; Lack of ground-truthing; Koalas do not move through corridors; Issues with corridors crossing the Pacific Highway including Koala road kills;	The subject of this report is not about Koalas but covers a suite of fauna and flora from the Coffs Harbour Local Government Area. Council's fine-scale vegetation mapping is some of the most accurate in the State with 3,754 identified survey plots.
50.	Not supported	Template letter	See comments provided for submission 144.
51.	Not supported	Template letter	See comments provided for submission 144.
52.	Not supported	Template letter	See comments provided for submission 144.
53.	Not supported	Template letter	See comments provided for submission 144.
54.	Not supported	Template letter	See comments provided for submission 144.
55.	Not supported	Template letter	See comments provided for submission 144.
56.	Not supported	Not interested in having corridors on their property	Noted – Corridors consider the 'big picture' across the landscape and require a continuous network of rehabilitated areas to connect the major biodiversity centres of public land (ie. National Parks and State Forests).
57.	Not supported	Template letter	See comments provided for submission 144.
58.	Not supported	Template letter	See comments provided for submission 144.
59.	Not supported	Template letter	See comments provided for submission 144.
60.	Not supported	Template letter	See comments provided for submission 144.
61.	Not supported	Template letter	See comments provided for submission 144.
62.	Supported	Habitat loss and environmental degradation/horticulture can be improved with implementation of Council's Landscape corridors	Noted
63.	Not supported	Template letter	See comments provided for submission 144.
64.	Not supported	Template letter	See comments provided for submission 144.
65.	Supported	Need to ensure 'links' are created and maintained; Joining together is essential; Mapping is a good product.	Noted
66.	Not supported	Loss of agricultural land; No right to draw up maps which have an impact on freehold property.	There are no land-use or land management decisions been made or are intended as part of this process.
67.	Not supported	No prior consultation with landholders; No right to draw lines on maps which will have an impact	Report remained on public exhibition for 115 days and included three Information Sessions. Numerous individual farm

		on freehold land.	visits were undertaken.
68.	Not supported	Template letter	See comments provided for submission 144.
69.	Not supported	Let the farmers work on their properties without restriction.	There are no land-use or land management decisions been made or are intended as part of this process.
70.	Not supported	'Would like compensation if plan is approved; No wildlife on their property due to human occupation; Council not doing anything about blueberry farmers; Unfair to limit consultation to 'scientific methodology'.	There are no land-use or land management decisions been made or are intended as part of this process.
71.	Not supported	Corridors include significant areas of agricultural land; Compensation for loss of agricultural land; The derivation of corridor widths is questionable science; Questions the science behind 80 metre widths on 3rd and 4th order streams; Desktop approach which is not ground truthed; 'Landscape corridors' is misleading term; restriction of submissions to 'scientific methodology' only; future regulations and landuse within corridors.	Council removed, downgraded and re-aligned a significant number of corridors (see Appendix 4) and excluded Agricultural land where possible. Selection of corridors widths was based on the best available science with Council taking a mid-range approach. Many 4 th order streams were deleted and many others were absorbed in to Local corridors. Council exhibited the Plan and maps for 115 days and held three Information Sessions over that period. Biodiversity Officers also visited many properties to discuss landowners concerns. There are no land-use or land management decisions have been made or are intended as part of this process.
72.	Not supported	Template letter	See comments provided for submission 144.
73.	Not supported	Template letter	See comments provided for submission 144.
74.	Not supported	Inaccurate mapping; Bushfire impacts; Conflicts with draft Bonville Rural Residential Developer Contribution Plan.	Council's fine-scale vegetation mapping is arguably some of the best of any Local Government Area. There are no land-use or land management decisions have been made or are intended as part of this process.
75.	Not supported	Template letter	See comments provided for submission 144.
76.	Not supported	Template letter	See comments provided for submission 144.
77.	Not supported	Template letter	See comments provided for submission 144.
78.	Not supported	Worried about encouraging wildlife to quarry face; Land previously disturbed.	Council believes the identified corridor near Titans close provides the best link between Bongil Bongil National Park and remnant vegetation to the west. The corridors location and size is limited by the Pacific Highway underpass.
79.	Not supported	Corridors need to be supported by scientific studies; Erect cameras under the Titans place corridor under the Pacific Highway as supporting evidence.	Council believes the identified corridor near Titans close provides the best link between Bongil Bongil National Park and remnant vegetation to the west. The corridors location and size is limited by the Pacific Highway underpass.
80.	Comment	Wildlife crossing major roadways; Recommends that Bonville and Pine Creeks provide the best corridor opportunities.	Would like more long term camera studies to determine extent of wildlife use. Council believes the identified corridor near Titans close provides the best link between Bongil Bongil National Park and remnant vegetation to the west.
81.	Supported	Congratulates Council on the report; NCEC represents 30 environment groups on the North Coast; Landscape corridors are areas of land that link similar plant and animal habitats that are vital for the continuation of viable populations as they enable migration, colonisation and breeding; In Europe environmental laws accounted for less than 1% of the costs of regulation to business.	Noted
82.	Not supported	Template letter	See comments provided for submission 144.
83.	Not supported	Template letter	See comments provided for submission 144.
84.	Not supported	Template letter	See comments provided for submission 144.
85.	Comment	Template letter	
86.	Not supported	Template letter	See comments provided for submission 144.
87.	Not supported	Template letter	See comments provided for submission 144.
88.	Not supported	Template letter	See comments provided for submission 144.
89.	Not supported	Template letter	See comments provided for submission 144.
90.	Not supported	Template letter	See comments provided for submission 144.
91.	Not supported	Template letter	See comments provided for submission 144.
92.	Not supported	Template letter	See comments provided for submission 144.
93.	Not supported	Template letter (2 submissions)	See comments provided for submission 144.
94.	Not supported	Template letter	See comments provided for submission 144.
95.	Not supported	Riparian zones are already weed infested; Reduced property value; Reduces the size of manageable land without compensation; Inconsistency in the zoning of the riparian zone; Poorly managed notification to landholders; Lack of public and professional group input.	Corridor rehabilitation will be undertaken as an incremental process over many decades enabling the manageable control of weeds. Existing use rights will prevail and no land use or land management decisions are being made as part of the Landscape Corridors project. Report remained on public exhibition for 115 days and Council officers undertook three Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period.
96.	Not supported	Certified organic farm; Worried about future zoning; Worried about future zoning; Never seen a koala in 10 years	There are no land-use or land management decisions been made or are intended as part of this process. The report focuses on a suite of fauna and flora species in the Coffs Harbour LGA, the Koala being one of them.
97.	Not supported	NSW State legislation is already restrictive enough; Money would be better spent fixing local roads.	Under the <i>Local Government Act 1993</i> Council's has a charter 'to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible.'
98.	Not supported	Corridors traversing established farm land. Would prefer the money be spent on fixing gutters and roads.	Under the <i>Local Government Act 1993</i> Council's has a charter 'to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible.'

99.	Not supported	Mapping is out of date; Compensation if there are land-use changes in future; <i>Native Vegetation Act</i> is already restricting land use.	Council has arguably the best fine-scale vegetation mapping for any Local Government Area. There are no land-use or land management decisions have been made or are intended as part of this process.
100.	Not supported	State government has already stolen most of his land. Report just based on theory; Council should start buying some land back	There are no land-use or land management decisions been made or are intended as part of this process.
101.	Not supported	Loss of income; loss of agricultural land; Farmers put time and effort in to improving their land; Failed to consult properly; Changes to zoning without notice;	There are no land-use or land management decisions been made or are intended as part of this process. Report remained on public exhibition for 115 days and included three Information Sessions. Numerous individual farm visits were undertaken. There are no zoning changes as a result of this report.
102.	Not supported	Loss of income; loss of agricultural land; Farmers put time and effort in to improving their land; Failed to consult properly; Changes to zoning without notice;	There are no land-use or land management decisions been made or are intended as part of this process. Report remained on public exhibition for 115 days and included three Information Sessions. Numerous individual farm visits were undertaken. There are no zoning changes as a result of this report.
103.	Not supported	Loss of income; loss of agricultural land; Farmers put time and effort in to improving their land; Failed to consult properly; Changes to zoning without notice;	There are no land-use or land management decisions been made or are intended as part of this process. Report remained on public exhibition for 115 days and included three Information Sessions. Numerous individual farm visits were undertaken. There are no zoning changes as a result of this report.
104.	Not supported	Corridors will effect landholders ability to use the land; Believes the present zones are adequate; Won't be able to access the river for recreational purposes; Riverbanks are currently managed by Landcare.	There are no land-use or land management decisions been made or are intended as part of this process. Access to the river will remain unchanged, participation in any revegetation scheme is voluntary and there will be no requirements to fence corridors now or in the future.
105.	Not supported	Lack of community consultation; Computer models are not acceptable for drawing lines on maps; Too much emphasis placed on external authors; Lack of understanding regarding exotic species; Natural corridors have always existed and can't be improved upon; Spurious claims regarding claims of 'scientific methodology'.	Report remained on public exhibition for 115 days and included three Information Sessions. Numerous individual farm visits were undertaken. The report is based on the best available science at the time. Clear scientific methods were demonstrated in the construction of the report. (2 submissions)
106.	No supported	Includes agricultural land; Council is 'double-dipping'; Report does not mention compensation; The proposed corridor is a dead end; The stream is a 2nd order stream not a 3rd or 4th order; Issues with the map legend regarding stream orders; Arbitrary selection of corridor widths;	There are no land-use or land management decisions been made or are intended as part of this process.
107.	Not supported	Farmers already look after their land; Environmental zonings imposed on properties do not accurately reflect the on-ground situation;	Agree, most farmers have been good stewards of the land over many generations. There are no Environmental zonings proposed as part of the Landscape Corridors project, future strategies will not be undertaken without fully engaging with the rural community.
108.	Not supported	No consultation with NSW Farmers or land owners; Corridors incorporate a large amount of agricultural land; Corridors has the intention of segregating agricultural activities from the Orara River; No mention of compensation for landholders in the report; Questions Council's legal right to draw lines on private freehold properties which could affect their usage and value. Questions the scientific methodology; Arbitrary selection of corridor widths. Agricultural land is not degraded or cleared land; Concept of the document is that all corridors must be restored to pristine condition; Pacific Highway planners concluded that 3m wide underpasses are sufficient for wildlife; 32% of agricultural land is included within corridors; Feral pests and weeds could become an additional burden; 76% of the LGA is vegetated, better off controlling weeds and pests on publicly owned land.	Existing use rights will prevail and no land use or land management decisions are being made as part of the Landscape Corridors project. The report remained on public exhibition for 115 days and Council officers undertook three Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. The report was supported by the latest in connectivity conservation science drawing from a large pool of scientific literature. The hierarchy of corridor widths was relatively conservative and took a mid-range range approach. Restoration of corridors will be a long slow incremental process over many decades. The Landscape Corridors report establishes the framework for future investment over the next 50-100 years. Where possible, amendments were made to the Corridors mapping to reduce the extent of coverage over agricultural land and many corridors were removed from the analysis. While the LGA retains a high level of vegetated cover a lot of it is in poor condition. Any private land program will work in concert with public land rehabilitation and restoration.
109.	Not supported	Legal right of Council to draw lines on maps; Corridors will need to be fenced and revegetated; Who is going to fence and maintain the corridors; 3 metre corridors under the Pacific Highway were considered wide enough; Unscientific wording used in the report; No consultation with landholders; Dismisses agricultural land as 'currently degraded or cleared land'	The Mid North Coast Regional Strategy 2009 makes strong references to connectivity conservation and corridors. Corridor rehabilitation will be undertaken as an incremental process over many decades enabling the management of weeds and pests. The Landscape Corridors project is the first step in developing a blueprint for future investment in the area. There has never been nor will there ever be a requirement under the Landscape Corridors plan, or Council's Local Environmental Plan (LEP), to fence corridors. The reference to 'degraded' agricultural land was in reference to land which had once be farmed but had reverted back to a vegetated community dominated by weeds.
110.	Not supported	Agrees that we need wildlife corridors; Concerned about having to fence corridors; Governments make decisions that impact unfairly on farmers; Corridors add a further financial burden to the farmer; Increase in area for noxious weeds;	There has never been nor will there ever be a requirement under the Landscape Corridors plan, or Council's Local Environmental Plan (LEP), to fence corridors. Corridor rehabilitation will be undertaken as an incremental process over many decades enabling the manageable control of weeds.
111.	Not supported	Corridor would cause a major disadvantage to the property; Corridors would increase pests and weeds; Work with landholders to develop a sustainable future for the area.	Corridor rehabilitation will be undertaken as an incremental process over many decades enabling the management of weeds and pests. The Landscape Corridors project is the first step in developing a blueprint for future investment in the area.
112.	Supported	Commended on such an extensive and comprehensive project using sound scientific principles; NCLLS agrees with the principles adopted; Recognises the necessity of using reliable data and information in decision making; NCLLS uses corridor mapping for investment priorities; Look forward to using the new data for decision making; NCLLS are supportive and willing to enter into voluntary agreements for incentive funding that involve mutual obligation.	Noted – Council looks forward to working in partnership with Local Land Services regarding a range of restoration and rehabilitation projects.
113.	Not supported	Devaluation of land under environmental controls; Corridors need to consider other factors other than just tree cover; Conflict between human habitation and wildlife will continue.	There are no land-use or land management decisions been made or are intended as part of this process. Council understands that the landscape is a matrix of agricultural lands and conservation areas, finding the right balance will be an integral component of the Rural Lands Strategy which will also consider the social, cultural and economic

			considerations.
114.	Not supported	Do not agree with an enlargement of the riparian corridor; Excessive environmental rate of \$138.48; loss of agricultural land.	There are no land-use or land management decisions been made or are intended as part of this process.
115.	Supported	Expresses agreement with the Landscape Corridors proposal; Main goal of implementing habitat corridors is to increase biodiversity. Would like corridors introduced along laneway adjoining Park Beach Road.	Noted The laneway along Park Beach Road is neither large enough nor suitably connected to have a mapped corridor.
116.	Not supported	Template letter	See comments provided for submission 144.
117.	Not supported	Template letter	See comments provided for submission 144.
118.	Not supported	Template letter	See comments provided for submission 144.
119.	Not supported	Out of date mapping; Bushfire considerations; Proposed corridors will become weed infested; Shifting of responsibility for landscape corridors to private citizens; Integration with State government vegetation laws including cutting red tape to allow landowners to manage their land; How does the plan ensure food security for areas of agricultural land.	Council's fine-scale vegetation mapping is some of the best in the State. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape. The report states there are no land-use or land management decisions have been made or are intended as part of this process. The State government is currently looking at integrating most environmental laws in to a single statutory document.
120.	Supported	Most advanced wildlife conservation plan put forward by any Council on the North Coast; Highlights areas which have connectivity conservation benefits, or the potential to provide such benefits in an area that is widely recognised for its outstanding biodiversity; Landscape corridors provides a framework for local landholders, community groups and state government and Council to work together to conserve our wildlife; Improved catchment management; Corridors will complement the recently proposed Great Koala National Park.	Noted
121.	Supported	The document is both excellent in both concept and expression; Suggests identifying core habitat areas; Further emphasis needs to be given to Floyd's Grass and Black Grass Dart Butterfly.	Noted Council intends to integrate these species in to future biodiversity initiatives in accordance with the Biodiversity Action Strategy.
122.	Supported	Offers complete support and acknowledgement of this important visionary landscape scale corridor development; Biodiversity protection and conservation is important to his family; As a bush regenerator it's important for landholders to have this knowledge so they can obtain the resources to contribute to connectivity conservation.	Noted
123.	Supported	Corridors link remnant habitats and larger core habitats that are critical areas for conserving our valuable wildlife; Corridors will become important in ameliorating the impacts of climate change; Corridors will provide connectivity conservation benefits for our native flora and fauna; Corridors provide a framework for local land holders, community groups and government to work together.	Noted
124.	Not supported	Corridors are more likely to encourage feral animals; Corridors work as a convenient transportation route for wild dogs; Both the economic and social considerations of the plan also need to be looked at; Landholders should be compensated; The Standard instrument should not address corridor issues; Council thinks it should have greater control on vegetation than the state government; Information is flawed in how it treats public and private land.	The dynamics of predator and prey interactions means that there will always be cycles or pulses of both native wildlife and introduced predators. Over time it will be important to ensure integrated predator control programs to counter these cycles of high predator numbers. While it is not feasible to remove all introduced predators, the aim should be to keep their numbers at low enough numbers in order to allow native wildlife populations to be self-sustaining. Economic and social considerations will be considered under a Rural Lands Strategy, the framework of which is being tabled at the same Council meeting. The <i>Mid North Coast Regional Strategy 2009</i> and draft <i>Mid North Coast Conservation Plan</i> integrate connectivity conservation and corridors in to their planning strategies. Public lands including the protected area estate and state forests are seen as the biological storehouses of biodiversity in the LGA. Connecting these remnant areas is one of the primary objectives of the project.
125.	Not supported	Corridors are largely mapped over private land; Worried about the future impact on land use practices; Landholders should be able to provide input on whatever they deem relevant; The spread of weeds and feral animals in corridors is of concern; Need to undertake dialogue with the farming community to ascertain shared values.	The larger public land areas are seen as the major biological 'store-houses' of the regions biodiversity. Corridors on private land provide critical linkages across the landscape connecting larger areas of remnant habitat found on public land. Although Coffs Harbour has a large percentage of vegetation, much of it is of poor quality. The corridors are aspirational only and rehabilitation will occur in a slow incremental manner over many decades. This will limit the spread of feral animals and noxious weeds. Council agrees that a shared understanding of the values of the farming community is an important issue. These matters will be addressed further in a Rural Lands Strategy, the framework of which is being tabled at the same Council meeting as the Landscape Corridors report.
126.	Not supported	Limit rural production; Can't see how corridors will benefit wildlife.	There are no land-use or land management decisions been made or are intended as part of this process. The Landscape Corridors report clearly articulates the benefits of connectivity conservation over the long-term.
127.	Not supported	Can't see how corridors will support migration as there is no break-up or loss of habitat link there now.	Wildlife corridors currently exist in a range of conditions, the vision for the future is to improve the site condition over the long term i.e. The next 50 – 100 years
128.	Not supported	Template letter	See comments provided for submission 144.
129.	Supported	Council has a strong focus and commitment to biodiversity; A finer scale more precise vegetation map of the area will provide a better understanding of our environment; Corridors will provide prioritisation of habitat protection and restoration.	Noted
130.	Not supported	Mapping covers infrastructure on their property; Concerned about lack of notification; The plan hasn't articulated what the Corridors plan is for; The plan doesn't explain what restrictions may be	Following the exhibition period many corridors were removed or downgraded or better aligned to avoid built infrastructure. The report remained on public exhibition for 115 days and Council officers undertook three tailored

		imposed; It appears the mapping has been done in an office using inaccurate aerial maps;	Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. There are no land-use or land management decisions being made or are intended as part of this process. Council's fine-scale vegetation mapping used over 3,700 on-ground survey plots.
131.	Not supported	Mapping of environmental protection on freehold land has the potential to become a constraint on the land in question; Potential access issues with environmental protection; Council should address more serious issues in the LGA; Some lines are drawn across people's homes.	There are no land-use or land management decisions being made or are intended as part of this process. Following the exhibition period many corridors were removed or downgraded or better aligned to avoid built infrastructure. Protection of the natural assets of the LGA was in the top five issues in a 2014 survey to measure satisfaction and priorities with regard to Council-managed facilities and services.
132.	Supported	Landscape corridors is an extremely comprehensive and effective conservation strategy; Hopes other Council's on the North Coast will follow; Several programs including Jalligirr and GERI will support and enhance the program; Corridors will link remnant habitats and larger core habitats important for conserving wildlife; Corridors will complement the recently proposed Great Koala National Park; Corridors will be important for preventing local extinctions and enhancing genetic diversity and will assist in reducing the impacts of climate change; Corridors will provide a framework for local agencies, state government and community groups to work together; Provides a strategic plan for rehabilitation and landscapes which will assist funding being allocated in a way that achieves the best possible outcomes instead of an ad hoc approach to restoration.	Noted
133.	Supported	Linking large and small natural areas of resilience will enhance and improve many aspects of our environment and community; Linking large natural areas with native vegetation would not only increase biodiversity but aid in native seed dispersal helping stabilise river banks, reduce erosion and reduce the need for expensive flood mitigation projects; Rural, industrial and residential land in the LGA will become more valuable; The science is tested and the results over the long term can only be good for the LGA.	Noted
134.	Not supported	Template letter	See comments provided for submission 144.
135.	Not supported	Template letter	See comments provided for submission 144.
136.	Not supported	Landscape corridors takes away entitlements of owning freehold land; Planning maps are inaccurate and ludicrous; Corridors burden agricultural land that rate payers derive income from; Nature corridors are already protected; Council already have adequate restrictions upon our freehold title by way of development constraints; Lack of personal communication.	There are no land-use or land management decisions being made or are intended as part of this process. The report remained on public exhibition for 115 days and Council officers undertook three tailored Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. There are no land-use or land management decisions being made or are intended as part of this process.
137.	Not supported	Does not recognise environmental stewardship farmers already have; There are likely to be weed management issues as a result of the plan; Displeased that the original consultation was restricted to the scientific methodology not the impact on the community at large.	Council would like to acknowledge the environmental stewardship undertaken by many landholders. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape over the long-term.
138.	Not supported	Template letter	See comments provided for submission 144.
139.	Not supported	Dissatisfied with how Council has undertaken the process; Shifting of government responsibilities to individual land holders and lack of understanding and empathy for the consequences; Compensation has not been addressed.	The report remained on public exhibition for 115 days and Council officers undertook three tailored Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. There are no land-use or land management decisions being made or are intended as part of this process. Social and economic considerations will be more thoroughly addressed under the proposed Rural Lands Strategy.
140.	Not supported	Template letter	See comments provided for submission 144.
141.	Not supported	Will make the farm economically unviable; Weeds will have a greater opportunity to multiply in great numbers; Cost to maintain these corridors will be beyond the financial capabilities of landholders.	There are no land-use or land management decisions being made or are intended as part of this process. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape over the long-term. Involvement in the range of incentives being offered is voluntary. Corridors will not need to be restored to pristine condition. The corridors are aspirational only and rehabilitation will occur in a slow incremental manner over many decades.
142.	Not supported		See comments provided for submission 144.
143.	Comment	Agrees in principal with the need to create biodiversity corridors for the movement of wildlife; Concerned about the impact the proposed measures will have on local land holders; Future council policies may preclude them from deriving an income from their farm; The change from 20 metres to 50 metres along the Orara river is unsustainable; Will work with CHCC to establish biodiversity corridors which do not impinge on the farmers ability to be economically sustainable.	There are no land-use or land management decisions being made or are intended as part of this process.
144.	Not supported	Template letter from submission builder - Highlights the importance of variable and adaptable agricultural activity and future implications the mapping may bring. Concerned that 15,603 hectares of corridors has been mapped over predominately private land and concerned about the impact the mapping will have on future land use practices; Concerned that feedback was only being sought on the Scientific methodology and concerned that this neglects concerns such as the triple-bottom-line interests; Landholders should be able to provide input into the subject matter or proposed outcomes that directly affect them; It's important to identify the goals of conservation	Existing use rights will prevail and no land use or land management decisions are being made as part of the Landscape Corridors project. The report remained on public exhibition for 115 days and Council officers undertook three tailored Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. The report was supported by the latest in connectivity conservation science drawing from a large pool of scientific literature. The hierarchy of corridor widths was relatively conservative and took a mid-range approach. Restoration of corridors will be a long slow incremental process over many decades. The Landscape Corridors report establishes the framework for future investment over the next 50-100 years. Where

		whilst incorporating the needs and values and farmers; There is very little scientific methodology presented in the document apart from references to literature; The goals of the report need to be in line with the farming community to be considered legitimate, workable and worthwhile; Biodiversity and farming go hand in hand, and therefore landholder management actions need to be taken in to consideration; The spread of weeds and feral animals in corridors is a threat to farm production values; Farmers are already active members of Landcare groups having rehabilitated more than 100km of streambanks in the last 17 years and attracted more than \$4 million in grants; There are already a number of environmental restrictions placed on farmers which curtailed their ability to manage the land including the Native Vegetation Act. Local planning restricts farming through environmental zones; Concerns about the lapsing of existing use rights under the EPA Act. Farmers are happy to be consulted on ways to incorporate farming and land management in order to achieve conservation goals.	possible, amendments were made to the corridors mapping to reduce the extent of coverage over agricultural land and many corridors were removed or down-graded as a result of the post exhibition analysis. The total number of corridors was reduced from 236 to 215 as a result of the consultation process with many others down-graded or re-aligned. While the LGA retains a high level of vegetated cover a lot of it is in poor condition. Any private land program will work in concert with public land rehabilitation and restoration programs delivered by a range of government agencies. Council would like to acknowledge the environmental stewardship undertaken by many landholders including the excellent work being undertaken via the various Rivercare and Landcare networks. Further consideration of triple-bottom-line interests will be addressed in a Rural Lands Strategy, the framework of which is tabled with the Landscape Corridors report. Council recognises the importance of agricultural land use and will advocate for future planning frameworks that protect food and fibre production.
145.	Not supported	No guarantee that the proposed voluntary scheme will not be transformed into a mandatory one further down the track; If corridors are not adequately funded they will become future pathways for feral animals and noxious weeds.	Noted. Further extensive consultation will be involved with a new PHACS and Rural Lands Strategy. The corridors are aspirational only and rehabilitation will occur in a slow incremental manner over many decades. This will limit the spread of feral animals and noxious weeds to manageable areas over time.
146.	Not supported	Property has been selectively logged three times in the past 50 years; Issues with increases in weeds and feral animals; Others should pay for the cost of the corridors; There is no economic or social analysis of the corridors plan; Policy is 'heavy-handed' and will impact on their personal livelihood.	Noted. The corridors are aspirational only and rehabilitation will occur in a slow incremental manner over many decades. This will limit the spread of feral animals and noxious weeds. Further extensive consultation will be involved with a new PHACS and Rural Lands Strategy which will address social, cultural and economic considerations.
147.	Not supported	Template letter	See comments provided for submission 144.
148.	Not supported	Template letter	See comments provided for submission 144.
149.	Not supported	Template letter	See comments provided for submission 144.
150.	Supported	Agrees with corridors in principle; The accuracy of maps in a number of areas is poor; Property should not be quarantined to make amends for loose and erroneous decisions made on other properties; There are some discrepancies with other corridor mapping products.	Noted. Complete accuracy over 117,000 hectares is difficult to achieve.
151.	Not supported	Template letter	See comments provided for submission 144.
152.	Supported	As bush regenerators their company has been involved with ecological restoration on the North Coast for the last 20 years. The Landscape corridors plan is the most comprehensive and effective conservation strategy put forward by any Council on the North Coast. Corridors link remnant habitats and larger core habitats that are critical areas for conserving our valuable wildlife; Ongoing management of corridors will provide connectivity conservation benefits for our native flora and fauna in to the future; Allows opportunities for groups to work together; Corridors program will enhance existing programs such as the Jaliigirr project and Great Eastern Ranges Initiative; Corridors will provide a mechanism for landholders to be engaged and assisted in rehabilitation of corridor areas. (2 submissions)	Noted
153.	Not supported	Template letter	See comments provided for submission 144.
154.	Not supported	Opposes "koala corridors" and disagrees with the idea of placing lines on a map through private property; Issues with fire, weeds, feral animals, flood damage; loss in production and need to be compensated; Landholders are already protectors of the environment; Shouldn't be burdened with de-valuation of land and increased costs to maintain someone else's dream.	The subject of this report is not about Koalas but covers a suite of fauna and flora from the Coffs Harbour Local Government Area. There are no land-use or land management decisions being made or are intended as part of the Landscape Corridors process. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape.
155.	Not supported	Opposes "koala corridors" and disagrees with the idea of placing lines on a map through private property; Issues with fire, weeds, feral animals, flood damage; loss in production and need to be compensated; Landholders are already protectors of the environment; Shouldn't be burdened with de-valuation of land and increased costs to maintain someone else's dream.	The subject of this report is not about Koalas but covers a suite of fauna and flora from the Coffs Harbour Local Government Area. There are no land-use or land management decisions being made or are intended as part of the Landscape Corridors process. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape.
156.	Not supported	Landscape corridors was rejected by a public meeting at Nana Glen; Lack of prior consultation regarding the draft; Failure to take in to consideration previous comments made regarding PHACS; Low standard of professional obligation and obligation that underpinned the preparation of the plan; Contradictory information provided in the draft; Potential threat to property values and land usage.	The report remained on public exhibition for 115 days and Council officers undertook three Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. The Landscape Corridors report is a specific subset of PHACS which only considers the matter of connectivity conservation. There are no land-use or land management decisions being made or are intended as part of this process.
157.	Not supported	Lack of consultation; Objection to change of zoning.	The report remained on public exhibition for 115 days and Council officers undertook three Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. There are no land-use or land management decisions have been made or are intended as part of this process.
158.	Not supported	Corridors will impact on income which is derived from cattle production.	There are no land-use or land management decisions being made or are intended as part of this process.
159.	Supported	Adds full support for the Landscape Corridors Consultation Draft; Imperative that landscape	Noted

		corridors are preserved and encouraged to link remnant habitats and enable connectivity for wildlife to migrate and breed to ensure viable populations in to the future; Have witnesses wholesale removal and fragmentation of important native vegetation in the Arrawarra area. Loss of value habitat as a result of new NSW government 10/50 requirements.	
160.	Not supported	Lack of prior consultation and notification; Claims of incentives attached to corridors are spurious; Claims one of the authors has ulterior motives; Devaluation of property and future ability to subdivide; Limited ability to use property for agricultural purposes; Inability to run stock and obtain an income; Potential future re-zoning; No compensation is being provided; No clear guidelines regarding future use.	The report remained on public exhibition for 115 days and Council officers undertook three tailored Information Sessions. Numerous individual farm visits were also undertaken during and after the exhibition period following requests from landholders. There are no land-use or land management decisions being made or are intended as part of this process. The Landscape Corridors plan is a 50-100 year blue print for the future to rehabilitate and restore important links in the landscape.
161.	Not supported	Unconvinced that the Plan is of any benefit to land owners; Native vegetation is already managed under the Native Vegetation Act; Property owners do not need another bureaucratic layer enforced on them; Questions whether corridors are a state government planning requirement; Money would be better spent elsewhere across the LGA.	Connectivity conservation is a well-established approach to maintaining and improving the linking of landscapes. There are no land-use or land management decisions being made or are intended as part of this process. The <i>Mid North Coast Regional Strategy 2009</i> and draft <i>Mid North Coast Conservation Plan</i> integrate connectivity conservation and corridors in to their planning strategies.
162.	Comment	Will result in 1/3 of the land being considered constrained land; Questions Council's commitment to openness and transparency in its decision making process; Mapping does not take in to consideration topography or other impediments; Corridors are potentially located in the wrong place for wildlife; Council needs a fair and balanced approach to ensure the final decisions taken do not cause any individual, land holder or other stakeholder any direct financial loss or property devaluation.	Some re-alignment of the corridor occurred to remove the maximum amount of corridor coverage from cleared land. There are no land-use or land management decisions have been made or are intended as part of this process.
163.	Comment	Believes Corridor ONR3 should be removed for the following reasons, it does not align with major bio-diverse areas, does not follow gradients, does not intersect with any endangered species, directs fauna in to areas with feral animals, directs fauna away from permanent water, there is duplication with ONR2, the corridor areas duplicate existing environmental protection layers, two riparian zones have already been removed. Concerned about the possible impacts that corridors will have on future land uses and property; There are only a few references to external sources; The corridors have not been based on any tangible scientific evidence or data; There has been little substantiating evidence to support corridor widths or the differentiation of widths; Expansion of the riparian zone will create weed problems; Plan does not address the impact of feral animals.	Suggestions adopted – Regional corridor ONR3 was removed for reasons of duplication and lack of continuity at its northern end. Selection of corridors widths was based on the best available science with Council taking a mid-range approach. Many 4 th order streams were deleted and many others were absorbed in to Local corridors. There are no land-use or land management decisions have been made or are intended as part of this process. The report was supported by the latest in connectivity conservation science drawing from a large pool of scientific literature. The hierarchy of corridor widths was relatively conservative and took a mid-range range approach. Restoration of corridors will be a long slow incremental process over many decades, The Landscape Corridors report establishes the framework for future investment over the next 50-100 years.
164.	Not supported	Questions right to draw lines on maps over freehold land; Will impact on future ability to earn an income and property value; Corridors need to be paid for by the community.	Noted. There are no land-use or land management decisions being made or are intended as part of this process.
165.	Not supported	Questions Council's right to draw lines on maps; Doesn't believe corridors are necessary or needed in the farming community; Wildlife are free to come and go as they please.	Noted. Under the <i>Local Government Act 1993</i> Council's has a charter 'to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible.'
166.	Not supported	Limit ability to earn income from the farm; Questions right of Council to draw lines over freehold property; Animals in the wild don't have boundaries, why try to make them?	There are no land-use or land management decisions being made or are intended as part of this process. The <i>Mid North Coast Regional Strategy 2009</i> and draft <i>Mid North Coast Conservation Plan</i> integrate connectivity conservation and corridors in to their planning strategies. Under the <i>Local Government Act 1993</i> Council's has a charter 'to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible.'
167.	Not supported	Extension of limits on riparian zone from 20m to 40m; Devaluation of property.	In all instances the widths of corridors is based on the centre-line of the creek not the bank edge. The widths are generally commensurate with the Office of Water requirements for protection of creek banks. There are no land-use or land management decisions being made or are intended as part of this process.
168.	Supported	Corridors are an important initiative which have important biodiversity conservation outcomes; Will provide valuable information for a range of government and non-government organisations. OEH supports the projects objectives; Corridors will become an important reference document for OEH; The methodology is robust and inclusive and recognises corridors as biodiversity assets at a range of spatial scales.	Noted
169.	Not supported	There needs to be a holistic approach so that rural landholders know future implications otherwise the process cannot be considered transparent; Council must acknowledge that the introduction of 7A zone land forced dramatic restrictions on many rural landholders and has devastated their lifestyle and financial situation, including property values as a result of restricted land usability; State forests and National Parks are not included in the mapping; "Least Cost Pathway" methods are based on modelling, not on observation of wildlife movement through the area; Not comfortable with having 'maximum' corridor widths adopted; Council needs to show the vegetation on the other side of the LGA; Urban landholders need to be held more accountable and to be more actively involved in matters of biodiversity; Onus continues to fall heavily on rural landholders.	Further extensive consultation will be involved with a new PHACS and Rural Lands Strategy which will address social, cultural and economic considerations. The Landscape Corridors report and maps address the science only. There are no land-use or land management decisions being made or are intended as part of this process. The larger public land areas are seen as the major biological 'store-houses' of the regions biodiversity. Corridors on private land provide critical linkages across the landscape connecting larger areas of remnant habitat found on public land. Although Coffs Harbour has a large percentage of vegetation, much of it is of poor quality.
170.	Not supported	Do not want corridors over their property.	Noted – Corridors consider the 'big picture' across the landscape and require a continuous network of rehabilitated areas to connect the major biodiversity centres of public land (ie. National Parks and State Forests).



REPORT TO ORDINARY COUNCIL MEETING

LOCAL GROWTH MANAGEMENT STRATEGY REVIEW - STAGES 2 AND 3

REPORTING OFFICER:	Section Leader, Local Planning
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LP2 We have a strong and diverse economy. LP4 We are recognised as a model of sustainable living. LC1 Coffs Harbour is a strong, safe and adaptable community. PL1 Our infrastructure and urban development is designed for sustainable living.
ATTACHMENTS:	ATT1 Project Plan Coffs Harbour Residential Strategy 2015 ATT2 Request for Quotations Coffs Harbour Residential Strategy 2015 – Phase 1 – Issues and Options Paper ATT3 Project Plan Coffs Harbour Rural Lands Strategy 2015 ATT4 Request for Quotations Coffs Harbour Rural Lands Strategy 2015 – Phase 1 – Issues and Options Paper

Recommendation:

1. That Council endorse the **Stage 2 Local Growth Management Strategy Review - Coffs Harbour Residential Strategy 2015 Project Plan (Attachment 1)** and endorse the **Consultant Brief Request for Quotation for the Coffs Harbour Residential Strategy 2015 Phase 1 – Issues and Options Paper (Attachment 2)**.
 2. That Council endorse the **Stage 3 Local Growth Management Strategy Review - Coffs Harbour Rural Lands Strategy 2015 Project Plan (Attachment 3)** and endorse the **Consultant Brief Request for Quotations for the Coffs Harbour Rural Lands Strategy 2015 Phase 1 – Issues and Options Paper (Attachment 4)**.
 3. That Council engage appropriately qualified consultants to prepare both the draft **Coffs Harbour Rural Lands Strategy 2015 Phase 1 – Issues and Options Paper** and the draft **Coffs Harbour Residential Lands Strategy 2015 Phase 1 – Issues and Options Paper**.
 4. That a further report be presented to Council prior to exhibition of the draft **Issues and Options Papers for both the Residential Strategy 2015 and the Rural Lands Strategy 2015**.
-

EXECUTIVE SUMMARY

The objective of this report is to seek Council's endorsement of Project Plans to deliver Stages 2 and 3 of the Local Growth Management Strategy (LGMS) Review. This follows the completion of Stage 1 of the LGMS Review - Land Capacity Assessment Audit and Issues Report, which was adopted by Council on 12 March 2015, and which recommended that a Residential Strategy and Rural Lands Strategy be commenced as a matter of high priority.

Stage 2 of the LGMS Review is the preparation of the draft Coffs Harbour Residential Strategy 2015. Stage 3 of the LGMS Review is the preparation of the draft Coffs Harbour Rural Lands Strategy 2015. This report includes Project Plans which outline the framework for each strategy, along with Consultant Brief Requests for Quotations to prepare a draft Phase 1 – Issues and Options Paper for each strategy.

REPORT

Description of Item:

Coffs Harbour City Council has commenced the work of reviewing and updating its Local Growth Management Strategy (LGMS). Stage 1 of the LGMS review was undertaken during 2014 and included both the preparation of a Land Capacity Assessment Audit (LCAA) and an Issues Report which was reported to Council on 12 March 2015. At that meeting, Council resolved as follows with respect to the LGMS Review:

1. Council note the findings of the Local Growth Management Strategy Review Stage 1 Land Capacity Assessment Audit (Attachment 1) and Local Growth Management Strategy Review Stage 1 Issues Report (Attachment 2).
2. Council confirm Stage 2 of the Local Growth Management Strategy Review as being the Residential Strategy.
3. Council confirm Stage 3 of the Local Growth Management Strategy Review as being the Rural Lands Strategy.
4. Council confirm Stage 4 of the Local Growth Management Strategy Review as being the Industrial Lands Strategy.
5. A further report be presented to Council outlining the framework for the Local Growth Management Strategy Review which will include detailed project plans for both the Local Growth Management Strategy Stage 2 - Residential Strategy and Local Growth Management Strategy Stage 3 - Rural Lands Strategy.

This report addresses Resolutions 2, 3 and 5 above. Resolution 4 above will be dealt with in a separate future report to Council.

Stage 2 of the LGMS Review is the preparation of the draft Coffs Harbour Residential Strategy 2015. This report includes a Project Plan to outline the framework under which the draft Residential Strategy will be prepared (Attachment 1), along with a Request for Quotations to allow consultants to be engaged to commence Phase 1 - Issues and Options Paper (Attachment 2).

Stage 3 of the LGMS Review is the preparation of the draft Coffs Harbour Rural Lands Strategy 2015. This report includes a Project Plan to outline the framework under which the draft Rural Lands Strategy will be prepared (Attachment 3), along with a Request for Quotations to allow consultants to be engaged to commence Phase 1 – Issues and Options Paper (Attachment 4).

Issues:

The Stage 1 LGMS Review undertaken in 2014 identified that there were certain issues which needed resolution during the preparation of the draft Residential Strategy and the draft Rural Lands Strategy for the LGA. Some of these issues are already known by Council and are identified below. Further issues are expected to be identified as each Strategy is developed.

• Residential Strategy

Five key issues have been identified that should be addressed in the preparation of the draft Residential Strategy and review of existing residential controls, being:

1. **We are a growing regional city.** Consideration needs to be given as to how to manage the growth that the city is anticipating to 2031.

2. **We are a growing and changing community.** Council needs to ensure our planning provisions provide for residential choice, quality and design options to allow for ageing in place and residential care needs, universal disability design principles, diversity in lot sizes, household composition, diversity of housing types and housing affordability within the local government area (LGA), as our population changes over time.
3. **We need to better define the character of our residential zones.** It is important to undertake a strategic broad-scale analysis of whether the existing residential zones and planning controls are achieving their original design purpose, including both the location of the zones and land use permissibilities of all the residential zones. This includes resolving tensions between residential and tourist land uses within the LGA, such as the use of residential accommodation for short term holiday letting; the changing demand for resort accommodation, which has seen lands zoned for tourist uses being subdivided and developed for permanent residential landstocks; and identifying which residential landuses should be permissible in each of the residential and business zones.
4. **We need to review our built form controls and how they should be administered.** This should include an investigation on how to better achieve designed outcomes; how to achieve design excellence, sustainable energy efficient designs and smart housing; options to encourage diversity and flexibility in housing product; and establishment of an appropriate North Coast design style with a possible focus on outdoor living and external spaces for our built form controls. The recently completed review of the Coffs Harbour Development Control Plan (DCP) 2013 has also identified a number of matters that require clarification and/or amendment regarding residential planning provisions.
5. **We need to consider our special 'character' precincts.** Council should undertake an assessment of whether it should continue to have special locality 'character' precincts in the LGA, and whether different built form outcomes and 'place character' is warranted in various locations.

The Stage 2 Local Growth Management Strategy Review - Coffs Harbour Residential Strategy 2015 Project Plan (Attachment 1) provides project objectives, desired outcomes and a scope of work for the project.

Phase 1 of the draft Residential Strategy 2015 involves consultation with the community and industry stakeholders during preparation of Options and Issues Paper, so as to better understand the issues identified to date; to identify additional issues that have not yet been noted; and to identify outcomes for resolution in the final Strategy. The Consultant Brief Request for Quotations for the draft Residential Strategy Phase 1 – Issues and Options Paper (Attachment 2) outlines the work proposed to be undertaken by consultants in the first phase of the project.

Phase 2 involves the formulation of the draft Residential Strategy, which will include any recommendations for amendments to Council's residential planning controls. Phase 2 will also address the issues identified in Phase 1. The project scope for Phase 2 will be refined based on the findings of Phase 1 and reported to Council before it commences.

It is estimated that the Stage 2 Residential Strategy will cost \$210,000 to complete. Funds were allocated in Council's 2014/15 Operational Plan to commence a review of Residential Controls in the Coffs Harbour LGA. It is proposed to use these funds (\$50,000) towards the preparation of the Phase 1 – Issues and Options Paper of the Coffs Harbour Residential Strategy 2015 as outlined in this report. The current draft Delivery Program 2015 -2019 contains provision to complete the project (Phase 2).

- **Rural Lands Strategy**

Four key issues have been identified that should be addressed in the preparation of the draft Rural Lands Strategy, being:

1. **We need to recognise and manage the opportunities and challenges presented by the environmental values of the area.** It is important to undertake a strategic broad-scale analysis of whether the existing planning controls for rural lands are achieving their original design purpose and whether updates are necessary, including mechanisms for:
 - protection and conservation of areas of environmental significance;
 - provision for climate change considerations;
 - consideration of ecosystem services i.e. clean water, fresh air;
 - protection and conservation of natural resources and promotion of sustainable resource use;
 - protection of scenic landscapes; and
 - resolution of land use conflicts (e.g. chemical use, water storage, water quality, riparian zones, waterways and wetlands).
2. **We need to facilitate a productive and economically sustainable long-term future for rural lands.** There appears to be a shift in the local economy's reliance on tourism to newer emerging industries such as blueberries. This could include mechanisms for planning controls and economic development strategies, to address:
 - identification and conservation of the productive potential of agricultural land;
 - food security and support for local food production;
 - potential for supporting agricultural/horticultural uses, particularly innovative and diverse farming enterprises;
 - encouragement for rural-based tourism as a value-adding opportunity for primary producers;
 - challenges and opportunities for diversifying the rural economy whilst retaining scenic landscapes; and
 - employment issues and opportunities.
3. **We need to address the changing face of the community and character of our rural lands in terms of social and cultural considerations.** Council needs to ensure our planning provisions can provide for our ageing population and pressure for land use changes. The Strategy will need to address options and possible mechanisms for:
 - providing for a range of rural lifestyle opportunities;
 - protecting and conserving cultural landscape values;
 - changing demographic profiles in rural areas; and
 - addressing land use change (i.e. subdivision and development).
4. **We need to assist rural production by ensuring outcomes are overseen by good governance.** Council needs to ensure our planning policies and provisions are clear and transparent so as to minimise bureaucratic processes in relation to:
 - development and implementation of policies and strategies;
 - a robust and easily understood regulatory framework; and
 - community engagement.

The Stage 2 Local Growth Management Strategy Review - Coffs Harbour Rural Lands Strategy 2015 Project Plan (Attachment 3) provides project objectives, desired outcomes and a scope of work for the project.

Phase 1 of the draft Rural Lands Strategy 2015 involves consultation with the community and industry stakeholders during preparation of an Options and Issues Paper, so as to better understand the issues identified to date; to identify additional issues that have not yet been noted; and to identify outcomes for resolution in the final Strategy. The Consultant Brief Request for Quotations for the draft Rural Lands Strategy Phase 1 – Issues and Options Paper (Attachment 4) outlines the work proposed to be undertaken by consultants in the first phase of the project.

Phase 2 involves the formulation of the draft Rural Lands Strategy, including any recommendations for amendments to Council's residential planning controls to address the issues identified in Phase 1. The project scope for Phase 2 will be refined based on the findings of Phase 1 and reported to Council before it commences.

It is estimated that the Stage 3 Rural Lands Strategy will cost \$220,000 to complete. The preparation of the Phase 1 – Issues and Options Paper is expected to cost \$50,000 with funds being allocated from Council's 2014/15 Operational Plan to commence a review of the LGMS for the Coffs Harbour LGA. The current draft Delivery Program 2015 - 2019 contains provision to complete the project (Phase 2).

Options:

Council has a number of options to progress this matter:

1. **Adopt the recommendation** to complete both the draft Residential Strategy 2015 and the draft Rural Lands Strategy 2015 in accordance with the attached Project Plans.
2. **Reject the recommendation** and opt to complete the Stage 2 LGMS Review only. This consists of the drafting of the Residential Strategy 2015 in accordance with the attached Project Plan and Consultant Brief Request for Quotation using funds from Council's 2014/15 Operational Plan. If this option is chosen, Council will not proceed with the Stage 3 LGMS Review draft Rural Lands Strategy at this time. There will be a number of ongoing issues relating to rural lands that will not be addressed at this time.
3. **Reject the recommendation** and opt to complete the Stage 3 LGMS Review only. This consists of the drafting of the Rural Lands Strategy 2015 in accordance with the attached Project Plan and Consultant Brief Request for Quotation using funds from Council's 2014/15 Operational Plan. If this option is chosen, Council will not proceed with the Stage 2 LGMS Review draft Residential Strategy at this time. There will be a number of ongoing issues relating to residential lands that will not be addressed at this time.

Sustainability Assessment:

• Environment

There are no environmental issues as a result of this report. Both draft strategies will address sustainability and environmental outcomes. This reflects Council's long term strategic vision for the City as endorsed in the Our Living City (OLC) Settlement Strategy and Coffs Harbour 2030 Plan.

• Social

The Residential Strategy will seek to address issues of residential choice, quality and design options to allow for ageing, diversity in lot sizes, housing types and affordability, amenity and visual impacts. The Rural Lands Strategy will seek to address social, cultural, economic and environmental considerations associated with the rural populations. This reflects Council's long term strategic vision for the City as endorsed in the OLC Settlement Strategy and Coffs Harbour 2030 Plan.

- **Civic Leadership**

Over the course of the project, Council and its consultants will work closely with the community, stakeholders, government authorities, landowners and the development industry to understand the issues relating to residential and rural land uses and to ensure that planning controls are consistent with the community vision.

- **Economic**

Broader Economic Implications

The draft Residential Strategy aims to simultaneously provide residential choice, quality and design options for residents and provide ease of use to the development industry, thus improving the continued economic growth and development of the City. The draft Rural Lands Strategy aims to address facilitation of a productive and economically sustainable long-term future for rural lands within the LGA.

Delivery Program/Operational Plan Implications

It is estimated that the Stage 2 Residential Strategy will cost \$210,000 to complete. Funds were allocated in Council's 2014/15 Operational Plan to commence a review of Residential Controls in the Coffs Harbour LGA. It is proposed to use these funds (\$50,000) towards the preparation of the Phase 1 – Issues and Options Paper of the Coffs Harbour Residential Strategy 2015 as outlined in this report. The current draft Delivery Program 2015-2019 contains provision to complete the project (Phase 2).

It is estimated that the Stage 3 Rural Lands Strategy will cost \$220,000 to complete. Funds were allocated in Council's 2014/15 Operational Plan to commence a review of the LGMS for the Coffs Harbour LGA. It is proposed to use these remaining funds towards the commencement of the Coffs Harbour Rural Strategy 2015 as outlined in this report. The current draft Delivery Program 2015-2019 contains provision to complete the project (Phase 2).

Risk Analysis:

Council does not have a current Residential Strategy or Rural Lands Strategy in place. Without these documents, it is difficult to deliver an integrated strategic policy for residential and rural lands development throughout the city. Council has already experienced court action in response to some of its planning controls in residential and rural lands. The completion of the Residential Strategy and the Rural Lands Strategy will form part of the LGMS Review, which will provide recommendations for amendments to planning controls to provide more certainty to the development industry and the community alike. This is considered an important component of Coffs Harbour's growth, employment and income generation. Should Council reject the recommendation and not proceed with either the draft Residential Strategy or the draft Rural Lands Strategy, Council may continue to face legal challenges and planning uncertainty.

The project risk is reduced by breaking each project into two stages, allowing issues to be fully scoped with the community prior to preparation of each of the draft Strategies.

Consultation:

During the preparation of the Project Plans for the draft strategies, consultation has been undertaken within Council and some key stakeholders to identify the issues requiring resolution. If Council adopts the recommendation to proceed, both the draft Residential Strategy 2015 and the draft Rural Lands Strategy will include a comprehensive community engagement framework.

Related Policy, Precedents and / or Statutory Requirements:

Whilst Coffs Harbour City Council does not have an adopted Residential Strategy or Rural Lands Strategy, it does currently have in place a LGMS framework comprising the Urban Lands Component of the OLC Settlement Strategy 2008. This document accords with requirements of the Mid North Coast Regional Strategy 2009.

Implementation Date / Priority:

It is proposed that Phase 1 of the draft Residential Strategy will commence in June 2015. Phase 2 is proposed to be completed by July 2016.

It is proposed that Phase 1 of the draft Rural Lands Strategy will commence in August 2015, and that Phase 2 will be completed by early 2017.

Conclusion:

This report has provided Council with Project Plans to deliver Stages 2 and 3 of the LGMS Review. It identifies the key issues which should be addressed during the preparation of a draft Residential Strategy for the LGA, as well as the key issues which should be addressed during the preparation of a draft Rural Lands Strategy. It proposes a two phase project methodology for each Strategy.

Phase 1 of each strategy consists of the preparation of an Issues and Options Paper, to ensure that the issues are captured and discussed with the community and stakeholders and thoroughly understood by Council prior to proceeding to strategy preparation as part of Stage 2.

Phase 2 involves the preparation of the draft Residential Strategy and the draft Rural Lands Strategy, which will include, recommendations for resolving any key issues identified during each project. Phase 2 for each draft Strategy will be subject to a separate engagement process, with a project scope that is defined by the findings of Stage 1.



PROJECT PLAN	
Project:	Stage 2 - Local Growth Management Strategy Review - Coffs Harbour Residential Strategy 2015
Relevant land:	Coffs Harbour City Local Government Area
Date:	May 2015
Document Ref:	
Version No:	V1



Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan**Project Plan History****Document Location**

The document will be available electronically and a hard copy will be kept in the Land Use Planning library.

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

Approvals

This document requires the following approvals.

Title	Signature	Date of Issue	Version
Group Leader Sustainable Places			
Director Sustainable Communities			
Coffs Harbour City Council			

Distribution

This document is yet to be distributed. Working drafts of the document will be distributed appropriately within Council. Any affected landowners will be consulted throughout the process. The process will be the subject of public exhibition, and will be presented to Council for endorsement.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

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Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan**1 Project Definition****1.1 Background**

The Mid North Coast Regional Strategy 2009 (MNCRS) is the primary regional planning framework for councils within the Mid North Coast Region. Local Councils are required to apply the vision and strategic directions outlined in the Regional Strategy at the local level. The local strategy, taking the form of a Local Growth Management Strategy (LGMS), then guides local policy development and the implementation of amendments to Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to allow the policies to be administered.

The MNCRS requires Councils to prepare and adopt the LGMS for various forms of development (residential, commercial, industrial, rural residential and in some cases tourist uses) and then to seek the endorsement of the NSW Department of Planning and Infrastructure (DoPI). Without this endorsement, Councils cannot proceed to amend or rezone lands for release around their Local Government Areas (LGA).

Coffs Harbour City Council's LGMS comprises a number of components. Council's residential strategies are incorporated into the Our Living City (OLC) Settlement Strategy component. This was developed in partnership with the community, to provide a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment. It was adopted by Council on 5 July 2007 and endorsed by the then Department of Planning (DoP). The adopted vision was *"to provide a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment for us all"*.

The OLC Settlement Strategy detailed a vision for sustainable development that encouraged the consolidation of the Coffs Urban area as a Coastal City as the main focus of development in order to attract higher order services and to maximise efficiency of transport networks. The vision also identified Woolgoolga, Moonee and Toormina as important coastal towns surrounded by a network of well-connected coastal or hinterland villages; as well as identifying land at Bonville for a future coastal town.

Council has also prepared the Coffs Harbour 2030 Plan which was updated in 2013. This Plan has 5 thematic goals, one being *"Our built environment connects us and supports us in living sustainably"* (Theme: Places for Living). This theme proposes 3 key outcomes, agreed by the community, being:

- **We have designed our built environment for sustainable living:** The buildings that we live and work in are beautiful and sustainable. There is a diverse range of housing options with affordability for all. Development is sustainable, accessible and people-friendly with compact urban areas and public transport hubs. We use innovative planning to protect our natural environment. Our coastal development is low-rise, balanced and sensitive. We generate our own renewable energy.
- **We have created, through our urban spaces, a strong sense of community, identity and place:** Through innovative development we have created beautiful, liveable and accessible spaces for all our people. We have safe and interactive play facilities for our children within each community. We have facilities and spaces for our youth, elderly and disadvantaged where they can meet and have fun. Our open spaces and parks are protected, improved and expanded. Our harbour is an inviting, vibrant place that provides a focal point for our city and people.
- **We have vibrant rural communities:** Our rural villages are revitalised while maintaining their unique rural identity. Each has the facilities needed to help maintain the strength of the local community. Our hinterland villages support a strong tourism base that has developed around local produce, arts, culture and nature experiences.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

Coffs Harbour City Council has commenced the work of reviewing and updating its LGMS. Stage 1 of the LGMS review has been undertaken during 2014 and has included both the preparation of a Land Capacity Assessment Audit and an Issues Report. These Stage 1 documents have been completed and reported to Council on 12 March 2015 for adoption.

The Stage 1 LGMS review undertaken in 2014 has found that there is significant capacity, from an LGA perspective, to accommodate future dwellings required to meet the level of population growth projected to 2031 from within existing zoned land stocks and without requiring additional lands to be rezoned. The Issues Review has identified there are issues associated with tourist uses, including the use of residential accommodation for short term holiday letting, the changing demand for resort accommodation (which has seen lands zoned for tourist uses being subdivided and developed for permanent residential landstocks), and housing affordability within the LGA.

At the same time as the Stage 1 LGMS review was underway, Council has also been reviewing provisions contained within Coffs Harbour Development Control Plan (DCP) 2013, that relate to development within the LGA. This DCP review has been completed and a draft DCP is currently on exhibition to 6 June 2015. This review has identified a number of matters that require clarification and/or policy direction regarding residential planning provisions. It is now considered appropriate to commence a Residential Strategy for the Coffs Harbour LGA which includes a review of residential planning controls.

1.2 Key Issues

This Project Plan identifies five key issues that need to be addressed in the preparation of this Residential Strategy and review of existing residential planning controls, being:

- **We are a growing regional city.** Consideration needs to be given as to how to manage the growth that Coffs Harbour is expecting to 2031 (noting the findings of the Land Capacity Assessment Audit 2014 are that there is enough residential zoned land to meet the population needs in this timeframe).
- **We have a growing and changing community.** This means that Council needs to ensure that its planning provisions can provide for residential choice, quality and design options to allow for ageing in place and residential care needs, universal disability design principles, diversity in lot sizes, household composition, diversity of housing types and housing affordability, as our population changes over time. Council already experiences a population split of more couples-only households than family households and this trend is forecasted to continue.
- **We need to better define the character of our residential zones.** The last large scale strategic review of residential zones and their locations within the Coffs Harbour LGA was undertaken in 2000, as part of the preparation of the Local Environmental Study and Strategic Management Plan preparation of Coffs Harbour City LEP 2000. During the preparation of Coffs Harbour LEP 2013, work concentrated on fitting the existing zones as much as possible into the template of the Standard Instrument LEP, rather than undertaking a strategic broad-scale review of whether the existing residential zones are achieving their original design purpose. The proposed Residential Strategy should address both the location of the zones (for example, the location and need for the R4 High Density Residential zone and any Tourist Residential zone; and whether it is necessary to have a tourist residential zone that functions separately from other residential zones); as well as what residential land-uses should be permissible in each of the residential and business zones (for example, should we allow for multi-dwelling and attached housing, which are traditionally forms of medium density residential accommodation, in our low density residential zones).

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

- **We need to review our built form controls and how they should be administered.** This review should include an investigation on the feasibility of moving from zone-based provisions to use-based provisions that better focus on design-led outcomes. For example, the Residential DCP Component could potentially be revised to allow it to be grouped into 3 parts, being provisions relating to
 - a. low intensity development such as dwelling houses, dual occupancies, secondary dwellings, alterations and additions, garages, and ancillary development;
 - b. multi-dwelling housing and attached dwellings (including row housing and town houses); and
 - c. residential flat buildings and shop top housing.

Consideration also needs to be given to interpretation of the design excellence clause in Coffs Harbour LEP 2013, in terms of what is an appropriate design vernacular for Coffs Harbour, and whether there is need to reinforce this in our residential built form controls. Other considerations include how to achieve design excellence, sustainable energy efficient designs and smart housing, and options to encourage diversity and flexibility in housing product.

The recently completed review of the Coffs Harbour DCP 2013 has also identified a number of matters that require clarification and/or amendment regarding residential planning provisions.

- **We need to consider our special ‘character’ precincts** – Consideration also needs to be given to whether it is warranted to continue to have special locality ‘character’ precincts in the local government area; and if so, whether different built form outcomes need to be implemented in each of these areas. For example, the Park Beach precinct may warrant different built form outcomes to the Sawtell precinct or to Coramba. This will also include a review of where these special places are and what the ‘place character’ of each of these areas should be, and will include consultation with the community and residents of these areas.

1.3 Project Objectives and Desired Outcomes

Objectives and desired outcomes of the Coffs Harbour Residential Strategy are as follows:

1. to ensure the intentions and outcomes of the Strategy are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan and the Coffs Harbour LGMS;
2. to ensure compliance and consistency with the MNCRS;
3. to ensure that new housing meets the future housing needs and preferences of our changing community;
4. to facilitate engagement with Councillors, residents, stakeholders and the community to achieve an understanding of key issues of concern and mechanisms to address these issues;
5. to create sustainable and liveable neighbourhoods that have high amenity, social wellbeing and appropriate built form and settlement patterns; and
6. to provide appropriate planning tools to deliver clearly understood policies to the community and the development industry.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan**1.4 Project Scope and Exclusions**

The relevant scope of work for this project includes Phases 1 and 2 as outlined below.

Phase 1 ISSUES AND OPTIONS PAPER

- Undertake an analysis of each of the five key issues outlined in this Project Plan to ascertain the level of significance of the issue and the key challenges that need to be resolved during the preparation of this strategy. This is anticipated to include reviews of:
 - current and forecast demographics;
 - projected and changing housing needs in our various urban settlements;
 - an appropriate design vernacular for the Coffs Harbour locality;
 - constraints to development including flooding, slope and bushfire risk;
 - the efficiency of our existing residential zones; and
 - the limits of the existing urban growth boundary.
- Prepare an Issues and Options Paper to explore the key issues with the community and key stakeholders. It is anticipated this paper will have a graphical presentation and clearly identify the extent of the issues and options for consideration.
- Facilitate proactive consultation activities during the Issues and Options Paper exhibition to ensure all relevant stakeholders are consulted for their input (note this is to include targeted workshops, shopfronts and various methods for issue capture with the building and development industry, State and Federal Government service providers, as well as the wider community).
- Review feedback received to the Issues and Options Paper.
- Make recommendations for inclusion in the Residential Strategy.
- Attend Councillor briefing(s) to present the findings.

Following adoption by Council of recommendations from the Phase 1 Issues and Options Paper, Phase 2 will commence, being for the preparation of the draft Coffs Harbour Residential Strategy. This will incorporate a tendering process to allow for consultant engagement to complete Phase 2.

PHASE 2 RESIDENTIAL STRATEGY

- Prepare the draft Coffs Harbour Residential Strategy, which addresses each of the key issues raised in Phase 1 and mechanisms for resolution of each of the issues. It is expected this will include, if appropriate, recommendations for:
 - achieving residential choice, quality and design options to allow for ageing, diversity in lot sizes, housing types and affordability;
 - the location of low, medium and high density residential zones and tourist residential zones; and appropriate development standards for these zones (including height of buildings, density and minimum lot size);
 - suitable residential development styles in each of the residential, tourist residential and business zones, and amendments to the LEP zone permissibilities;
 - encouraging design excellence and an appropriate North Coast design vernacular;
 - amendments to DCP built form controls (including density and setback provisions), possibly including a revision to the Residential DCP for use-based, rather than zone-based, residential and tourist development; and
 - the need for special precincts and individual ‘place character’ for these areas.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

- Facilitate further consultation activities during the exhibition of the draft Residential Strategy with relevant stakeholders and the wider community to test recommendations.
- Review feedback received to the exhibition of the draft Residential Strategy and finalise the document, in agreement with officers of Coffs Harbour City Council.
- Attend Councillor briefing(s) to present the findings.

The draft Coffs Harbour Residential Strategy project will not include amendments to the written LGMS documents; and/or amendments to LEP or DCP controls or actions recommended within the Residential Strategy. If these are deemed warranted these will be undertaken as separate future processes.

1.5 Study Area

The study area for this project is the entire Coffs Harbour City Local Government Area.

1.6 Resources**1.6.1 Who will do the project?**

The project will be carried out by a consultant, under direction from Council's Local Planning branch.

The consultant will be expected to provide a fee proposal for Phase 1 only, addressing the project scope of work as outlined in Section 1.4.

1.6.2 How long is expected to take?

The Phase 1 project is scheduled to run from June 2015 to December 2015. The Phase 2 project is scheduled to run from January to November 2016.

1.6.3 How much is it going to cost?

Council has allocated project funds of \$50,000.00 for a review of Residential Controls within the Council's adopted Delivery Program and the 2014/15 Operational Plan. Council will seek the services of a consultant to undertake the Phase 1 Issues and Options Paper, utilising these funds.

Phase 2 of the draft Coffs Harbour Residential Strategy will be completed by consultants via a tendering process utilising funds from the 2015/2019 Delivery Program.

1.7 Constraints and Assumptions**1.7.1 Project constraints**

The project is constrained by budget, and it is therefore considered appropriate to undertake an issues capture process as a first stage, prior to completing the Residential Strategy review. A suitably qualified consultant will be engaged. The Phase 1 Issues and Options Paper will provide baseline feedback from both the development industry and the wider community for issues to be covered in the subsequent Residential Strategy.

Project management and day-to-day assistance will be provided by staff from Council's Local Planning branch.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

1.7.2 Project assumptions

It is assumed the Phase 1 project will be able to be completed within the 2014/15 Operational Budget allocation.

Additional funds will need to be allocated to the project to enable the Phase 2 work to be completed. This Project Plan has been written on the assumption that these funds will be allocated by Council, being \$160,000 from the 2015/2019 Delivery Program.

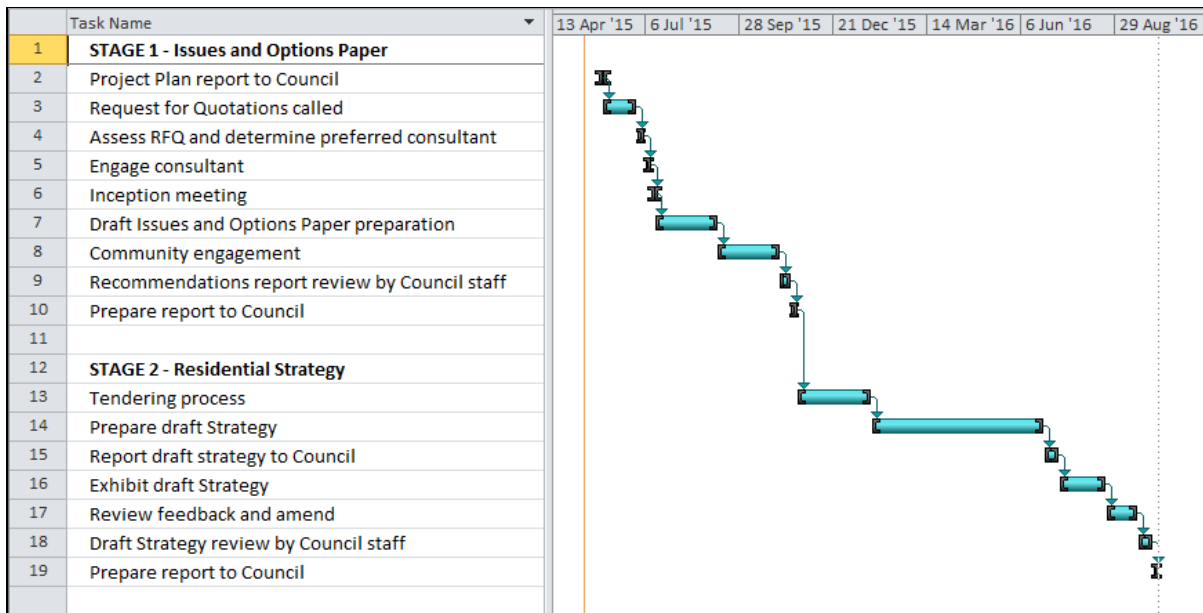
Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

2 Project Methodology and Timetable

It is envisaged that the project will involve two stages.

Phase 1 will be undertaken during 2015.

Phase 2 will be undertaken via a separate engagement during 2016, utilising findings of the Phase 1 work to define the scope of works.



Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

3 Business Case

The justification for this project is based on the need address key issues relating to the provision of residential accommodation in Coffs Harbour LGA, particularly in light of demographic growth predicted to 2031. Council has been reviewing its LGMS and DCP provisions. Key issues identified include housing affordability, built form controls, permissible uses in certain residential zones, use of residential accommodation for short term holiday letting, and changing demand for tourist uses. It is now considered appropriate to commence a Residential Strategy for the Coffs Harbour LGA which includes a review of residential planning controls. This will assist Council to deliver an integrated strategic policy for residential development throughout the city.

The Residential Strategy 2015 will form part of the LGMS review, currently underway for the LGA.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan**4 Project Management Team Structure**

The following personnel will be involved in the project:

Project Team

Title	Role Description
Section Leader - Local Planning	Project Manager (Report to Group Leader, Sustainable Places) Provide expertise in residential strategies.
Consultant – subject to engagement	Prepare Phase 1 – Issues and Options Paper. Prepare Phase 2 – Draft Residential Strategy 2015 (separate contract).

Internal liaison will also involve:

- Executive, in relation to regular updates on progression of review and any impediments to meeting scheduled timeframes.
- Staff in Development Assessment and Local Planning, in relation to existing built form controls and administrative documents.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

5 Quality Management Strategy

Strategies to achieve quality outcomes include:

- the day-to-day oversight of the consultant will be undertaken by the Project Manager;
- Project Manager Reports to Group Leader Sustainable Places monthly; and
- project signed off by Director Sustainable Communities.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

6 Risk Management Strategy

The following table describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure:

Risk Description	Severity / Likelihood	Risk Rating	Risk Response	Post Response Severity / Likelihood	Residual Risk Rating
Changes to State Government planning framework during project	Marginal / Likely	Moderate	May only affect implementation actions. Virtually impossible to pre-emptively address.	Marginal / Likely	Moderate
Poor quality work outputs	Marginal / Unlikely	Low priority	Have internal reviews of draft reports	Nuisance / Unlikely	Low
Bias within working group	Marginal / Unlikely	Low priority	Internal review outside group; consultant advisor; public exhibition	Nuisance / Unlikely	Low
Time delays due to project conflicts	Marginal / Likely	Moderate	Work tasks reallocated by Project Manager	Nuisance / Unlikely	Low
Opposition to change	Marginal / Unlikely	Low Priority	Future public information/- meetings addressing issue	Nuisance / Unlikely	Low
Failure to generate finances for implementation	Marginal / Very Likely	Substantial	Evaluate comparative cost/benefits to justify Council resources or external funding	Nuisance / Unlikely	Low

Risk Rating Key

Use this matrix to assign risk ratings in above Table.

SEVERITY		LIKELIHOOD			
Description	Outcomes	Imminent	Very Likely	Likely	Unlikely
Catastrophic	Death or disabling injury or illness, huge financial loss or irreparable damage to organisation	Very high	Very high	High	Substantial
Critical	Lot-time injuries, major financial loss, major disruption to business activities	Very high	High	Substantial	Moderate
Marginal	Medical treatment or first-aid treatment required, moderate financial loss, disruption to a job	High	Substantial	Moderate	Low priority
Nuisance	No injury, illness or property damage, nuisance interruption, low financial loss, minor breakdown that can be fixed immediately	Substantial	Moderate	Low priority	Low

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

7 Community Impact and Participation

7.1 Social Impact Assessment

Evaluation questions	Response
<p>Could the project have significant social impacts or significantly alter demand for social infrastructure? eg</p> <ul style="list-style-type: none"> • A definite (positive or negative) impact on a particular social group. • An identifiable effect on the social composition and/or character of the locality. • An identifiable effect on the availability and use of existing community services, facilities and land, and/or may require the provision of such services, facilities and land. • Safety of residents within the identified area. • Change in housing choice, shopping, recreational facilities and services. • Change to lives of specific groups eg change to community or group values, traditions, lifestyle and culture. • Employment opportunities. • Production of local products. • Multiplier effects on the wider community and economy. • Change in affordability of goods and services. • Provision of urban infrastructure. 	<ul style="list-style-type: none"> • Yes – potentially positive. • Yes – on locality character. • Yes – on landstocks. • Yes – potentially positive. • Yes – potentially all land uses. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. <p>Where Yes, a Social Impact Assessment is appropriate – see below.</p>
<p>Where the answer is Yes: Does the project relate to more than a single development site? Or do special circumstances warrant more detailed assessment?</p>	<p>No. No – the project will establish the issues and options for residential strategies within the LGA, and then formulate recommendations for proactive solutions.</p>

7.2 Community Participation Plan overview

Community engagement is proposed in both stages of the project.

Phase 1 – Issues and Option Paper – proposes the preparation of a graphical document which clearly outlines the key issues for the LGA. It anticipates an intensive engagement with the wider community, as well as developers, architects, planners and other building professionals who utilise Council’s policy and administrative documents. This engagement is expected to be held over an extended period, and will utilise a comprehensive set of engagement tools which include community information sessions, website information, workshops, listening posts and community visioning. It is anticipated that the consultants will provide a clear outline of their engagement activities.

Phase 2 – Draft Coffs Harbour Residential Strategy – proposes a more traditional consultation process, including community and stakeholder engagement and website information, to seek feedback on the contents of the draft strategy at the exhibition stage.

Note that amendments to administrative documents including Coffs Harbour LEP 2013 and DCP 2014 are not proposed as part of the project engagement. Any subsequent amendments to these documents arising from recommendations from the draft Residential Strategy will be subject to separate community engagement at that time.

Stage 2 – Local Growth Management Strategy - Coffs Harbour Residential Strategy 2015 – Project Plan

8 Closure

Finalisation of the project is anticipated to involve adoption by Council of the Coffs Harbour Residential Strategy.



CONSULTANT BRIEF REQUEST FOR QUOTATIONS

Coffs Harbour Residential Strategy 2015

This engagement comprises the following elements:

- 1. Phase 1 – Issues and Options Paper**

**Deadline for Fee Proposals:
4.30pm – Friday, 25 June 2015**

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1. Overview

Funds were allocated in the Coffs Harbour City Council 2014/2015 Operational Plan to commence a review of Residential Controls in the Coffs Harbour Local Government Area (LGA). These funds will be utilised towards the preparation of Phase 1 of the Coffs Harbour Residential Strategy 2015.

A Project Plan for the project was reported to Council on 28 May 2015, identifying a project methodology for the two stages in the preparation of the document. A key recommendation of that report was for the engagement of a consultant to undertake the required works. The consultant will undertake Phase 1, as outlined in the attached Project Plan. This is an Issues and Options Paper, including a comprehensive community engagement framework.

2. Objectives

The objectives and desired outcomes of the Coffs Harbour Residential Strategy are as follows:

1. to ensure the intentions and outcomes of the Strategy are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan and the Coffs Harbour Local Growth Management Strategy (LGMS);
2. to ensure compliance and consistency with the Mid North Coast Regional Strategy (MNCRS);
3. to ensure that new housing meeting the future housing needs and preferences of our changing community;
4. to facilitate engagement with Councillors, residents, stakeholders and the community to achieve an understanding of key issues of concern and mechanisms to address these issues;
5. to create sustainable and liveable neighbourhoods that have high amenity, social wellbeing and appropriate built form and settlement patterns; and
6. to provide appropriate planning tools to deliver clearly understood policies to the community and the development industry.

3. Background

Council has identified five key issues that need to be addressed in the preparation of this Residential Strategy and review of existing residential planning controls, being:

1. Growth management of the population that Coffs Harbour is anticipated to expect by 2031.
2. Ensuring our planning provisions can provide for residential choice, quality and design options to allow for ageing, diversity in lot sizes, housing types and affordability, as our population changes over time.
3. A strategic broad-scale view of whether the existing residential zones are achieving their original design purpose, including both the location of the zones and land use permissibilities in each of the residential and business zones.
4. A review of Council's built form controls and how they should be administered, including an investigation on how to better achieve design-led outcomes, how to achieve design excellence and to establish an appropriate North Coast design vernacular for our built form controls.
5. An assessment of special locality precincts and 'place character' in various locations within the local government area.

Phase 1 of the project involves a conversation with the community and industry stakeholders to better understand the issues and to identify outcomes for resolution. Phase 2 involves the formulation of the Residential Strategy, including a series of recommendations for amendments to Council's administrative documents and residential planning controls if appropriate to address the issues. The current brief is only to address Phase 1.

4. Study Area

The study area for the purposes of this brief consists of the Coffs Harbour LGA.

5. Scope of Work

The relevant scope of work for this project includes Phase 1 as outlined below. Submissions are to address this scope of work.

STAGE 1 ISSUES AND OPTIONS PAPER

- Undertake an analysis of each of the five key issues outlined in this Project Plan to ascertain the level of significance of the issue and the key challenges that need to be resolved during the preparation of this strategy. This is anticipated to include reviews of:
 - current and forecast demographics;
 - projected and changing housing needs in our various urban settlements;
 - an appropriate design vernacular for the Coffs Harbour locality;
 - constraints to development including flooding, slope and bushfire risk;
 - the efficiency of our existing residential zones; and
 - the limits of the urban growth boundary.
- Prepare an Issues and Options Paper to explore the key issues with the community and key stakeholders. It is anticipated this paper will have a graphical presentation and clearly identify the extent of the issues and options for consideration.
- Facilitate proactive consultation activities during the Issues and Options Paper exhibition to ensure all relevant stakeholders are consulted for their input (note this is to include targeted workshops, shopfronts and various methods for issue capture with the building and development industry, State and Federal Government service providers, as well as the wider community).
- Review feedback received to the Issues and Options Paper.
- Make recommendations for inclusion in the Residential Strategy.
- Attend Councillor briefing(s) to present the findings.

Following adoption by Council of recommendations from the Phase 1 Issues and Options Paper, Phase 2 will commence, being for the preparation of the draft Coffs Harbour Residential Strategy. This will be subject to a separate tendering and engagement process.

The Phase 1 Coffs Harbour Residential Strategy project will not include amendments to the written LGMS documents; and/or amendments to LEP or DCP controls. If these are deemed warranted these will be undertaken as separate future processes.

6. Other References

The following references are also relevant to the project and are available to view:

- Coffs Harbour Our Living City Settlement Strategy 2008:
<https://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/OurLivingCitySettlementStrategy.aspx/>
- Coffs Harbour Business Centres Hierarchy Review:
<http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/BusinessCentresHierarchyReview.aspx>
- Coffs Harbour Local Growth Management Strategy Stage 1 – Land Capacity Assessment and Issues Report.

7. Fee Proposal – Information Requirements

7.1 Project Scope and Consultant Team

The Consultant team will have demonstrable professional qualifications and appropriate expertise in the preparation of residential strategies and community engagement; and will be able to provide recent examples of similar projects, particularly those prepared for Local Government authorities in New South Wales.

The Consultant must also provide the following:

- Examples of previous recent similar projects.
- Details of the proposed project team including a description of skills and qualifications of each team member, along with itemized allocated hours for each team member.
- Three referees for recent similar projects.

The Consultant must submit a proposed scope of work and methodology to achieve the project objectives. While Council has anticipated an indicative scope of works, this is not absolute and the successful consultant may have alternative solutions to reach the desired outcomes.

Council proposes the Phase 1 Issues and Options Paper will be prepared ready for community engagement in September-October 2015. The consultant project schedule should recognise this desired timeframe.

7.2 Budget and Payment Schedule

Please provide a lump sum consulting fee for the Phase 1 project, with accompanying project management methodology to manage and confirm project costs; and a preferred payment schedule. You should note that Council has allocated a maximum of \$50,000 for this project.

The Fee Proposal must include GST, all disbursements, all materials to be prepared, all consumables used and all expenses incurred to complete the consultancy. The costing for each team member must be explicit in terms of anticipated hours of work for each team member. Note Council must agree to any claims for variations before undertaking the additional work.

Council will make payments based on the agreed payment schedule. Payment will be made when work is completed to the satisfaction of Council. Council must agree to any claims for variations before undertaking the additional work.

7.3 Sub-Consultants

The Consultant engaged under this project brief will be the head consultant responsible for engaging and administering all specialist sub-consultants proposed to deliver the project scope of work. The Consultant shall coordinate all sub-consultants' delivery programs to meet the Project Schedule, review their work for fitness of purpose, resolve any conflicts, procure all documentation required and make payment for all sub-consultant work. Council will only pay invoices direct to the Consultant.

7.4 Termination

The consultant's commission may be terminated due to non-performance or inability to meet set target dates. The Consultant will be informed in writing of such termination, which will not be subject to further correspondence.

8. Evaluation Criteria

Proposals will be evaluated against the Evaluation Criteria set out below, which appear in no special order of priority and may not be given equal weighting:

- Understanding of the Request for Quotation project brief;
- Proposed scope of works and methodology;
- Proposed program of work and ability to meet Council's preferred timeframe;
- Capability, experience and allocated hours for project team members; and
- Value for money.

9. Registration/Accreditation with BNG Conserve

It is a condition precedent to work commencing for consultants to be registered and accredited with BNG Contractor Services Pty Ltd (BNG Conserve™) at no cost to Coffs Harbour City Council.

Registration with BNG Conserve™ is an online service and accreditation is based on a set of validation criteria such as business licenses and registrations as well as employee qualifications, licenses and trade certificates, insurances and WH&S documentation.

Further details of BNG Conserve™ can be found at www.bngconserve.com.au or phone 02 88831501.

10. Lodgement of Fee Proposal

Fee proposals are to be received in response to the Request for Quotations by Coffs Harbour City Council by 4.30pm on Friday, 26 June 2015, to the attention of Ms Sharon Smith by email to coffs.council@chcc.nsw.gov.au or by mail or direct lodgement (two hard copies and one electronic copy on disk) enclosed in a sealed envelope or packaging and prominently marked with the following details:

Strictly Private and Confidential
 Fee Proposal in response to
 Request for Quotation – Coffs Harbour Residential Strategy 2015 – Phase 1 Options and Issues Paper
 Coffs Harbour City Council
 Locked Bag 155
 Coffs Harbour NSW 2450

11. Primary Contact with Council

Primary Contact Officer – Coffs Harbour City Council

Ms Sharon Smith
Section Leader Local Planning
Phone: (02) 6648 4605
Email: sharon.smith@chcc.nsw.gov.au

12. Conditions of Request for Fee Proposal

12.1 Contractual Obligation

Coffs Harbour City Council reserves the right to accept or not accept any or all Fee Proposals lodged in response to the Request for Quotation. No contractual relationships will be created by the lodgement of a Fee Proposal.

12.2 Copyright and Confidentiality

Copyright and intellectual property ownership of all work undertaken as part of any contract awarded shall be vested in Coffs Harbour City Council from the date of the contract agreement. Council will require that the successful consultant may publish or use material gained in undertaking the contract only after written approval has been obtained from the General Manager.

12.3 Conflict of Interest

The Consultant warrants that in submitting their Fee Proposal that there is no actual or potential conflict of interest which exists or is likely to arise if they were to be awarded a contract. The Consultant undertakes to advise the Contact Officer as soon as possible of any actual or potential conflict of interest that exists or becomes evident during the period of the contract.

12.4 Insurances and Licenses

Consultants must specify that they have the following insurances and be able to produce certificates of currency upon request:

- Professional Indemnity Insurance - \$10 million;
- Public Liability Insurance - \$10 million;
- Workers Compensation Insurance; and
- Motor Vehicle Insurance – vehicles registered and comprehensively insured, with the owner/driver responsible for all costs in relation to the vehicle's use/insurance/claims/maintenance.



PROJECT PLAN	
Project:	Stage 3 - Local Growth Management Strategy Review - Coffs Harbour Rural Lands Strategy 2015
Relevant land:	Coffs Harbour City Local Government Area
Date:	May 2015
Document Ref:	
Version No:	V1



Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

Project Plan History

Document Location

The document will be available electronically and a hard copy will be kept in the Land Use Planning library.

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

Approvals

This document requires the following approvals.

Title	Signature	Date of Issue	Version
Group Leader Sustainable Places			
Director Sustainable Communities			
Coffs Harbour City Council			

Distribution

This document is yet to be distributed. Working drafts of the document will be distributed appropriately within Council. Any affected landowners will be consulted throughout the process. The process will be the subject of public exhibition, and will be presented to Council for endorsement.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

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Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

1 Project Definition**1.1 Background**

The Mid North Coast Regional Strategy 2009 (MNCRS) is the primary regional planning framework for councils within the Mid North Coast Region. Coffs Harbour City Council's Local Growth Management Strategy (LGMS) is required to apply the vision and strategic directions outlined in the Regional Strategy at the local level. The local strategy, taking the form of a LGMS, then guides local policy development and the implementation of amendments to Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to allow the policies to be administered.

The MNCRS requires Councils to prepare and adopt the LGMS for various forms of development (ie residential, commercial, industrial, rural residential and in some cases tourist uses) and then to seek the endorsement of the NSW Department of Planning and Environment (DPE). Without this endorsement, Councils cannot proceed to amend or rezone lands for release around their Local Government Areas (LGAs).

Council's current LGMS does not have a rural component and hence, no Rural Lands Strategy exists for the LGA. However, recently it has become evident that there is an urgent need for one in order to set a clear vision and policy framework for the LGA's rural areas. This will assist in establishing planning guidelines for the regulation of rural land use and development.

Council has also prepared the Coffs Harbour 2030 Plan which was updated in 2013. This is a plan for the future of the whole of the Coffs Harbour community and objectives are categorised under five (5) main themes. Of relevance from the 2030 Community Plan to the Rural Lands Strategy are the following objectives:

- **Coffs Harbour is a regional centre for future-driven, innovative and green business and industry:** We need to promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries throughout the LGA. Innovation and leadership in sustainable business practices must also be supported.
- **We have a strong and diverse economy:** We must maximise opportunities for workplace participation. One way to achieve this is by encouraging the provision of facilities and services which attract, create and support career opportunities for young people. We need to develop and support sustainable village and rural enterprises and commercial ventures.
- **We share our skills and knowledge to care for our environment:** We must continue to identify and promote the region's unique environmental values by developing programs that actively engage communities on environmental issues and solutions.
- **Our natural environment and wildlife are conserved for future generations:** By managing land use to conserve the region's unique environmental and biodiversity values, we will enhance the protection of our catchments, waterways and marine areas. We must recognise Aboriginal land and sea management practices in the development of environmental programs to ensure this important part of our heritage is protected. By creating environmental management and restoration programs through partnerships with the community, this will ensure a greater understanding and appreciation of the complexity of the issues at play.
- **We reduce our impact on the environment:** We must ensure the sustainable use of our natural resources by implementing total water cycle management practices and programs that make the Coffs Harbour LGA a zero waste tolerant community and pollution free. We must promote and dopt energy

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

efficient practices and technologies across the community as well as develop renewable energy systems for the region.

- A review and update of the LGMS commenced in 2014. Stage 1 involved the preparation of a Land Capacity and Assessment Audit (LCAA) and Issues Paper. These documents have been completed and were adopted by Council on 12 March 2015. It should be noted that the LCAA did not take into consideration rural land use zones, however, the Issues Paper raised a number of matters pertaining to the use of these lands and recognised the need for a robust, meaningful policy framework on how best to manage said lands.

1.2 Key Issues

This Project Plan identifies four key issues that need to be addressed in the preparation of this Rural Lands Strategy, being:

- **We need to recognise and manage the opportunities and challenges presented by the environmental values of the area.** It is important to undertake a strategic broad-scale analysis of whether the existing planning controls for rural lands are achieving their original design purpose and whether updates are necessary, including mechanisms for:
 - protection and conservation of areas of environmental significance;
 - provision for climate change considerations;
 - consideration of ecosystem services i.e. clean water, fresh air;
 - protection and conservation of natural resources and promotion of sustainable resource use;
 - protection of scenic landscapes; and
 - resolution of land use conflicts (e.g. chemical use, water storage, water quality, riparian zones, waterways and wetlands).
- **We need to facilitate a productive and economically sustainable long-term future for rural lands within the area.** There appears to be a shift in the local economy's reliance on tourism to newer emerging industries such as blueberries. This could include mechanisms for planning controls and economic development strategies, addressing:
 - identification and conservation of the productive potential of agricultural land;
 - food security and support for local food production;
 - potential for supporting agricultural/horticultural uses, particularly innovative and diverse farming enterprises;
 - encouragement for rural-based tourism as a value-adding opportunity for primary producers;
 - challenges and opportunities for diversifying the rural economy whilst retaining scenic landscapes; and
 - employment issues and opportunities.
- **We need to address the changing face of the community and character of our rural lands in terms of social and cultural considerations.** Council needs to ensure our planning provisions can provide for our ageing rural population and pressure for land use changes. The Strategy will need to address options and possible mechanisms for:
 - providing for a range of rural lifestyle opportunities;
 - protecting and conserving cultural landscape values;
 - changing demographic profile in rural areas; and
 - pressure for land use change (i.e. subdivision and development).

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

- **We need to assist rural production by ensuring outcomes are overseen by good governance.** Council needs to ensure our planning policies and provisions are transparent to minimize bureaucratic processes in relation to:
 - development and implementation of policies and strategies;
 - a robust and easily understood regulatory framework; and
 - community engagement.

1.3 Project Objectives and Desired Outcomes

Objectives and desired outcomes of the Coffs Harbour Rural Lands Strategy are as follows:

1. to ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
2. to ensure compliance and consistency with the Mid North Coast Regional Strategy;
3. to provide a clear vision and long-term planning policy for the LGA's rural lands based on key trends and current issues, including but not limited to the management of high-value agricultural land, the contribution of rural activities to the economy, and the landscape and environmental values;
4. to facilitate engagement with Councillors, residents, stakeholders and the community to attain an understanding of key issues of concern and formulate mechanisms to address these issues;
5. to determine the need for appropriate planning tools and policies that clearly capture the relevant key stakeholders' expectations and concerns i.e. Council, the community, rural landholders, industry, relevant government agencies, etc.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan**1.4 Project Scope and Exclusions**

The scope of work for this project includes Phases 1 and 2 as outlined below.

Phase 1 ISSUES AND OPTIONS PAPER

- Undertake an analysis of each of the four key issues as outlined in this Project Plan to determine the level of significance of the issues involved and the key challenges that require resolution during the preparation of the Rural Lands Strategy. This will include:
 - recognising and managing the opportunities and challenges presented by the environmental values of the area;
 - facilitating a productive and economically sustainable long-term future for rural lands within the area;
 - addressing the changing face of the community and character of our rural lands in terms of social and cultural considerations; and
 - assisting rural production by ensuring outcomes are overseen by good governance.
- Establish a Project Steering Committee.
- Engage consultant to prepare Issues and Options Paper (Phase 1).
- Undertake background research and review key issues.
- Prepare an Issues and Options Paper to explore the key themes as outlined above with the community and key stakeholders including but not limited to NSW Farmers' Association, tourism business groups, environmental bodies, volunteer groups, rural landowners, State Government agencies/authorities, Councillors, and staff.
- Undertake a key stakeholders' meeting to test the content and themes as outlined above to ensure all significant issues have been captured by the consultant.
- Facilitate a comprehensive community engagement process during the public exhibition of the Issues and Options Paper to ensure all relevant stakeholders have had the opportunity to provide their input in a meaningful manner. Methods for community engagement include community information sessions, targeted workshops, listening posts and Council's website.
- Review feedback received to the Issues and Options Paper.
- Make recommendations for inclusion in the Coffs Harbour Rural Lands Strategy.
- Present findings to Council.

On completion of Phase 1 Issues and Options Paper, the Phase 2 Project will commence, being the preparation of the draft Rural Lands Strategy.

The Phase 1 project will not consider amendments to LEP and DCP 2013 as a result of recommendations to the future draft Rural Lands Strategy. This will incorporate a tendering process to allow for consultant engagement to complete Phase 2.

1.5 Study Area

The study area for this project is the entire Coffs Harbour City Local Government Area.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan**1.6 Resources****1.6.1 Who will do the project?**

The project will be carried out by a consultant, under direction from Council's Local Planning Branch.

The consultant will be expected to provide a fee proposal for Phase 1 only, addressing the project scope of works as outlined in Section 1.4.

1.6.2 How long is expected to take?

The Phase 1 project is scheduled to run from July 2015 to March 2016. The Phase 2 project is scheduled to run from March 2016 to May 2017.

1.6.3 How much is it going to cost?

Council has allocated funding for a review of the LGMS in the current 2014/2015 Operational Plan. The project funds for seeking the services of a Consultant to undertake Phase 1 Issues and Options Paper is \$50,000. Phase 2 of the draft Coffs Harbour Rural Lands Strategy will be completed by consultants via the tendering process utilising funds allocated in the 2015/2019 Delivery Program.

1.7 Constraints and Assumptions**1.7.1 Project constraints**

The project is constrained by budget and it is therefore considered appropriate to undertake an issues captures process as a first stage, prior to completing the Rural Lands Strategy review. A suitably qualified consultant will be engaged. The Phase 1 Issues and Options Paper will provide baseline feedback from the rural sector and the wider community for issues to be covered in the subsequent Rural Lands Strategy.

Project management and day-to-day assistance will be provided by staff from Council's Local Planning branch.

1.7.2 Project assumptions

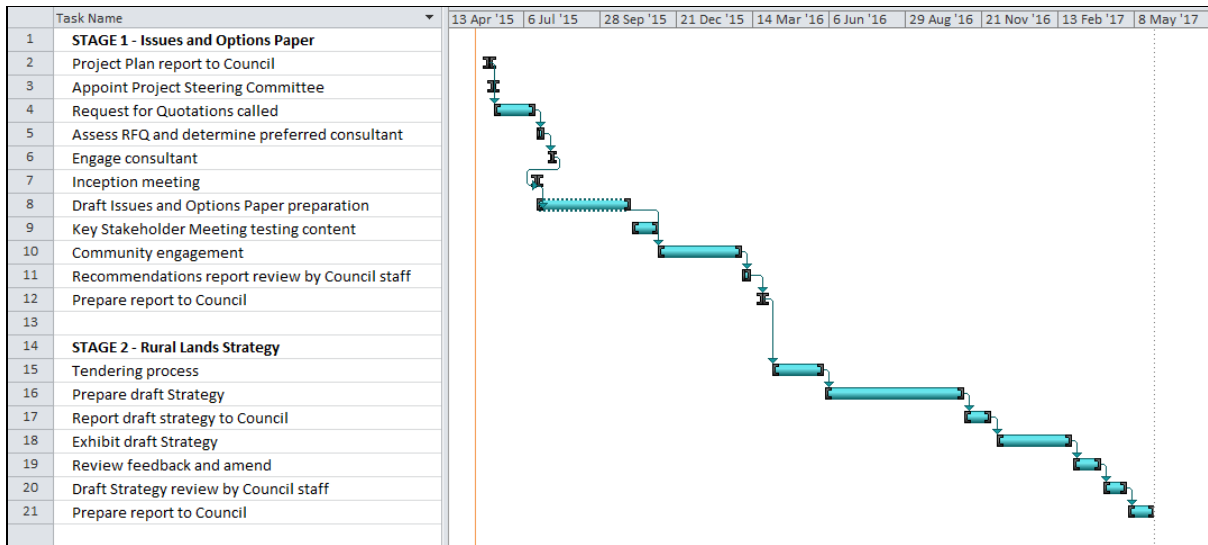
It is assumed the Phase 1 project will be able to be completed within the funds allocated in the 2014/2015 Operational Plan.

Additional funds will be needed to be allocated to the project to enable Phase 2 work to be completed. This Project Plan has been written on the assumption that these funds will be allocated by Council in the budget deliberations for the 2015/2019 Delivery Program.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

2 Project Methodology and Timetable

It is envisaged that the project will involve these steps:



Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

3 Business Case

The justification for this project is based on the need to address key trends and issues relating to the management and utilisation of rural lands in the Coffs Harbour LGA. These include the management of high-value agricultural land, the contribution of rural activities to the economy, the impact of competing land uses, the communities' expectations on the management of these lands, and the landscape and environmental values of rural land. It has become apparent that Council needs commence preparation of a Rural Lands Strategy for the Coffs Harbour LGA since it doesn't currently have one and needs to set a clear vision and policy framework for these lands. This will ultimately result in a strategy that establishes planning guidelines for the regulation of rural land use and development.

The Rural Lands Strategy 2015 will form part of the LGMS review (Stage 3), currently underway for the LGA.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

4 Project Management Team Structure

The following personnel will be involved in the project:

Project Team

Title	Role Description
Team Leader, Sustainable Planning Local Planning Branch	Project Manager (Report to Section Leader, Local Planning) Provide expertise in rural land use strategies.
Consultant – subject to engagement	Prepare Phase 1 – Issues and Options Paper. Prepare Phase 2 – Draft Rural Lands Strategy 2015 (separate contract).

Internal liaison will also involve:

- Executive, in relation to regular updates on progression of review and any impediments to meeting scheduled timeframes.
- Staff in Local Planning, Development Assessment, and Compliance and Regulatory Enforcement, in relation to rural lands related issues (i.e. subdivision standards, secondary dwellings, land use conflict, impact on waterways, etc.) and administrative documents.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

5 Quality Management Strategy

Strategies to achieve quality outcomes include:

- the day-to-day oversight of the consultant will be undertaken by the Project Manager;
- Project Manager Reports to Section Leader Local Planning monthly; and
- project signed off by Director Sustainable Communities.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

6 Risk Management Strategy

The following table describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure:

Risk Description	Severity / Likelihood	Risk Rating	Risk Response	Post Response Severity / Likelihood	Residual Risk Rating
Changes to State Government planning framework during project	Marginal / Likely	Moderate	May only affect implementation actions. Virtually impossible to pre-emptively address.	Marginal / Likely	Moderate
Poor quality work outputs	Marginal / Unlikely	Low priority	Have internal reviews of draft reports	Nuisance / Unlikely	Low
Bias within working group	Marginal / Unlikely	Low priority	Internal review outside group; consultant advisor; public exhibition	Nuisance / Unlikely	Low
Probity issues relating to Council land and finances	Nuisance / Unlikely	Low	Openness about impact on Council assets.	Nuisance / Unlikely	Low
Time delays due to project conflicts	Marginal / Likely	Moderate	Work tasks reallocated by Project Manager	Nuisance / Unlikely	Low
Opposition to change	Marginal / Unlikely	Low Priority	Future public information/- meetings addressing issue	Nuisance / Unlikely	Low
Failure to generate finances for implementation	Marginal / Very Likely	Substantial	Evaluate comparative cost/benefits to justify Council resources or external funding	Nuisance / Unlikely	Low

Risk Rating Key

Use this matrix to assign risk ratings in above Table.

SEVERITY		LIKELIHOOD			
Description	Outcomes	Imminent	Very Likely	Likely	Unlikely
Catastrophic	Death or disabling injury or illness, huge financial loss or irreparable damage to organisation	Very high	Very high	High	Substantial
Critical	Lot-time injuries, major financial loss, major disruption to business activities	Very high	High	Substantial	Moderate
Marginal	Medical treatment or first-aid treatment required, moderate financial loss, disruption to a job	High	Substantial	Moderate	Low priority
Nuisance	No injury, illness or property damage, nuisance interruption, low financial loss, minor breakdown that can be fixed immediately	Substantial	Moderate	Low priority	Low

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

7 Community Impact and Participation

7.1 Social Impact Assessment

Evaluation questions	Response
<p>Could the project have significant social impacts or significantly alter demand for social infrastructure? e.g.</p> <ul style="list-style-type: none"> • A definite (positive or negative) impact on a particular social group. • An identifiable effect on the social composition and/or character of the locality. • An identifiable effect on the availability and use of existing community services, facilities and land, and/or may require the provision of such services, facilities and land. • Safety of residents within the identified area. • Change in housing choice, shopping, recreational facilities and services. • Change to lives of specific groups eg change to community or group values, traditions, lifestyle and culture. • Employment opportunities. • Production of local products. • Multiplier effects on the wider community and economy. • Change in affordability of goods and services. • Provision of urban infrastructure. 	<ul style="list-style-type: none"> • Yes – potentially positive. • Yes – on character. • No. • No. • Yes – potentially all land uses. • No. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. <p>Where Yes, a Social Impact Assessment is appropriate – see below.</p>
<p>Where the answer is Yes: Does the project relate to more than a single development site? Or do special circumstances warrant more detailed assessment?</p>	<p>No. No – the project will establish the issues and options for rural strategies within the LGA, and then formulate recommendations for proactive solutions.</p>

7.2 Community Participation Plan overview

Community engagement is proposed in both stages of the project.

Phase 1 – Issues and Options Paper – proposes the preparation of a graphical document which clearly outlines the key issues for the LGA. It anticipates an intensive engagement with the wider community, as well as key stakeholder groups such as the NSW Farmer’s Association, tourism business groups, environmental bodies, volunteer groups, rural landowners, State Government agencies/authorities, Councillors and staff who utilise Council’s policy and administrative documents. This engagement is expected to be held over an extended period, and will utilise a comprehensive set of engagement tools which include community information sessions, website information, targeted workshops, listening posts and community visioning. It is anticipated that the consultants will provide a clear outline of their engagement activities.

Phase 2 – Draft Coffs Harbour Rural Lands Strategy 2015 – proposes at the very least a more traditional consultation process, including community and stakeholder engagement and website information, to seek feedback on the contents of the draft strategy.

Note: Amendments to administrative policy documents including Coffs Harbour LEP 2013 and DCP 2014 are not proposed as part of the project engagement. Any subsequent amendments to these documents arising from recommendations from the draft Rural Lands Strategy will be subject to separate community engagement at that time.

Stage 3 – Local Growth Management Strategy - Coffs Harbour Rural Lands Strategy 2015 – Project Plan

8 Closure

Finalisation of the project is anticipated to involve adoption by Council of the Coffs Harbour Rural Lands Strategy.



CONSULTANT BRIEF REQUEST FOR QUOTATIONS

Coffs Harbour Rural Lands Strategy 2015

This engagement comprises the following elements:

- 1. Phase 1 – Issues and Options Paper**

**Deadline for Fee Proposals:
4.30pm – Friday, 17 July 2015**

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1. Overview

Funds have been allocated in the Coffs Harbour City Council 2014/2015 Operational Plan to commence a review of the Local Growth Management Strategy (LGMS) in the Coffs Harbour Local Government Area (LGA). These funds will be utilised towards the preparation of Phase 1 of the Coffs Harbour Rural Lands Strategy 2015.

A Project Plan for the project was reported to Council on 28 May 2015, identifying project methodology for the two stages in the preparation of the document. A key recommendation of that report was for the engagement of a consultant to undertake the required works. The consultant will undertake Phase 1, as outlined in the attached Project Plan. This is an Issues and Options Paper, including a comprehensive community engagement framework.

2. Objectives

The objectives and desired outcomes of the Coffs Harbour Rural Lands Strategy are as follows:

1. to ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
2. to ensure compliance and consistency with the Mid North Coast Regional Strategy;
3. to provide a clear vision and long-term planning policy for the LGA's rural lands based on key trends and current issues, including but not limited to the management of high-value agricultural land, the contribution of rural activities to the economy, and the landscape and environmental values;
4. to facilitate engagement with Councillors, residents, stakeholders and the community to attain an understanding of key issues of concern and formulate mechanisms to address these issues;
5. to develop a set of appropriate planning tools and policies that clearly capture the relevant key stakeholders' expectations and concerns i.e. Council, the community, rural landholders, industry, relevant government agencies, etc.

3. Background

Rural land in the Coffs Harbour LGA serves a range of functions and values including farming, environmental protection, tourism, rural industries and housing. In recent decades, continual pressure to change land uses and develop rural land has seen a noticeable transition in how it is being used which has led to conflict and uncertainty about the future of these lands.

As a result of the above, Council has recognised the need for the preparation of a Rural Lands Strategy with the following four key issues being the most important for investigation:

1. **We need to recognise and manage the opportunities and challenges presented by the environmental values of the area.** It is important to undertake a strategic broad-scale analysis of whether the existing planning controls for rural lands are achieving their original design purpose and whether updates are necessary, including mechanisms for:
 - Protection and conservation of areas of environmental significance;
 - Provision for climate change considerations;
 - Consideration of ecosystem services i.e. clean water, fresh air;
 - Protection and conservation of natural resources and promotion of sustainable resource use;
 - Protection of scenic landscapes; and
 - Resolution of land use conflicts (e.g. chemical use, water storage, water quality, riparian zones, waterways and wetlands).

2. **We need to facilitate a productive and economically sustainable long-term future for rural lands within the area.** There appears to be a shift in the local economy's reliance on tourism to newer emerging industries such as blueberries. This could include mechanisms for planning controls and economic development strategies, addressing:
 - identification and conservation of the productive potential of agricultural land;
 - food security and support for local food production;
 - potential for supporting agricultural/horticultural uses, particularly innovative and diverse farming enterprises;
 - encouragement for rural-based tourism as a value-adding opportunity for primary producers;
 - challenges and opportunities for diversifying the rural economy whilst retaining scenic landscapes; and
 - employment issues and opportunities.

3. **We need to address the changing face of the community and character of our rural lands in terms of social and cultural considerations.** Council needs to ensure our planning provisions can provide for our ageing rural population and pressure for land use changes. The Strategy will need to address options and possible mechanisms for:
 - providing for a range of rural lifestyle opportunities;
 - protecting and conserving cultural landscape values;
 - changing demographic profile in rural areas; and
 - pressure for land use change (i.e. subdivision and development).

4. **We need to assist rural production by ensuring outcomes are overseen by good governance.** Council needs to ensure our planning policies and provisions are legible, transparent to minimize bureaucratic processes in relation to:
 - development and implementation of policies and strategies;
 - a robust and easily understood regulatory framework; and
 - community engagement.

Phase 1 of the project involves a conversation with the community and industry stakeholders to better understand the issues and to identify outcomes for resolution. Phase 2 involves the formulation of the Rural Lands Strategy, which may include a series of recommendations for amendments to Council's administrative documents (i.e. LEP and DCP 2013) and other rural planning mechanisms. The current brief is only to address Phase 1.

4. Study Area

The Study area for this project is the entire Coffs Harbour City LGA.

5. Scope of Work

The relevant scope of work for this project includes Phase 1 as outlined below. Submissions are to address this scope of work.

STAGE 1 ISSUES AND OPTIONS PAPER

- Undertake an analysis of each of the four key issues as outlined in this Project Plan to determine the level of significance of the issues involved and the key challenges that require resolution during the preparation of the Rural Lands Strategy. This will include:
 - recognising and managing the opportunities and challenges presented by the environmental values of the area;
 - facilitating a productive and economically sustainable long-term future for rural lands within the area;
 - addressing the changing face of the community and character of our rural lands in terms of social and cultural considerations; and
 - assisting rural production by ensuring outcomes are overseen by good governance.
- Establish a Project Steering Committee.
- Engage consultant to prepare Issues and Options Paper (Phase 1).
- Undertake background research and review key issues.
- Prepare an Issues and Options Paper to explore the key themes as outlined above and in Section 3 with the community and key stakeholders including but not limited to NSW Farmers' Association, tourism business groups, environmental bodies, volunteer groups, rural landowners, State Government agencies/authorities, Councillors, and staff.
- Undertake a key stakeholders' meeting to test the content and themes as outlined above to ensure all significant issues have been captured by the consultant.
- Facilitate a comprehensive community engagement process during the public exhibition of the Issues and Options Paper to ensure all relevant stakeholders have had the opportunity to provide their input in a meaningful manner. Methods for community engagement include community information sessions, targeted workshops, listening posts and Council's website.
- Review feedback received to the Issues and Options Paper.
- Make recommendations for inclusion in the Coffs Harbour Rural Lands Strategy.
- Present findings to Council.

6. Other References

The following references are also relevant to the project and are available to view:

- Coffs Harbour Our Living City Settlement Strategy 2008:
<https://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/OurLivingCitySettlementStrategy.aspx/>
- Mid North Coast Regional Strategy 2009:
http://www.planning.nsw.gov.au/plansforaction/pdf/midnorthcoast_regionalstrategy_final.pdf

7. Fee Proposal – Information Requirements

7.1 Project Scope and Consultant Team

The Consultant team will have demonstrable qualifications and appropriate expertise in the preparation of rural lands strategies and community engagement; and will need to be able to provide recent examples of similar projects, particularly those prepared for Local Government Authorities in New South Wales.

The Consultant must also provide the following:

- examples of previous recent similar projects.
- details of the proposed project team including a description of skills and qualifications of each team member, along with itemized allocated hours for each team member.
- three referees for recent similar projects.

The consultant must submit a proposed scope of work and methodology to achieve the project objectives. While Council has anticipated an indicative scope of works, this is not absolute and the successful consultant may have alternative solutions to reach the desired outcomes.

Council proposes the Phase 1 Issues and Options Paper will be prepared and ready for community engagement in November – December 2015. The consultant project schedule should recognise this desired timeframe.

7.2 Budget and Payment Schedule

Please provide a lump sum consulting fee for the Phase 1 project, with accompanying project management methodology to manage and confirm project costs; and a preferred payment schedule. You should note that Council has allocated a maximum of \$50,000 for this project.

The Fee Schedule must include GST, all disbursements, all materials to be prepared, all consumables used and all expenses incurred to complete the consultancy. The costing for each team member must be explicit in terms of anticipated hours of work for each team member. Note: Council must agree to any claims for variations before undertaking the additional work.

Council will make payments based on the agreed payment schedule. Payment will be made when work is completed to the satisfaction of Council. Note: Council must agree to any claims for variations before undertaking the additional work.

7.3 Sub-Consultants

The Consultant engaged under this project brief will be the head consultant responsible for engaging and administering all specialist sub-consultants proposed to deliver the project scope of work. The Consultant shall coordinate all sub-consultants' delivery programs to meet the Project Schedule, review their work for fitness of purpose, resolve any conflicts, procure all required documentation, and make the necessary payments for all sub-consultant work. Council will only pay invoices direct to the Consultant.

7.4 Termination

The Consultant's commission may be terminated due to non-performance or inability to meet set target dates. The Consultant will be informed in writing of such termination, which will not be subject to further correspondence.

8. Evaluation Criteria

Proposals will be evaluated against the Evaluation Criteria set out below, which appear in no special order of priority and may not be given equal weighting:

- understanding of the Request for Quotation project brief;
- proposed scope of works and methodology;
- proposed program of work and ability to meet Council's preferred timeframe;
- capability, experience and allocated hours for project team members; and
- value for money.

9. Registration/Accreditation with BNG Conserve

It is a condition of Council's Procurement Policy that prior to any work being undertaken; consultants must be registered and accredited with BNG Contractor Services Pty Ltd (BNG Conserve™) at no cost to Coffs Harbour City Council.

Registration with BNG Conserve™ is an online service and accreditation is based on a set of validation criteria such as business licenses and registrations as well as employee qualifications, licences and trade certificates and Work Health & Safety documentation.

Further details of BNG Conserve™ can be found at www.bngconserve.com.au or phone (02) 8883 1501.

10. Lodgement of Fee Proposal

Fee proposals submissions are to be received in response to the Request for Quotations by Coffs Harbour City Council by 4.30pm on Friday, 17 July 2015, to the attention of Ms Harpreet Jenkins by email to coffs.council@chcc.nsw.gov.au or by mail or direct lodgement (two hard copies and one electronic copy on disk) enclosed in a sealed envelope or packaging and prominently marked with the following details:

Strictly Confidential
Fee Proposal Submission in response to
Request for Quotation – Coffs Harbour Rural Lands Strategy 2015 – Phase 1 Issues and Options Paper
The General Manager
Coffs Harbour City Council
Locked Bag 155
COFFS HARBOUR NSW 2450

11. Primary Contact with Council

Primary Contact Officer – Coffs Harbour City Council

Ms Harpreet Jenkins
Team Leader, Sustainable Planning
Phone: (02) 6648 4605
Email: harpreet.jenkins@chcc.nsw.gov.au

12. Conditions of Request for Fee Proposal

12.1 Contractual Obligation

Coffs Harbour City Council reserves the right to accept or not accept any or all Fee Proposals. No contractual relationships will be created by the lodgement of a Fee Proposal.

12.2 Copyright and Confidentiality

Copyright and intellectual property ownership of all work undertaken as part of any contract awarded shall be vested in Coffs Harbour City Council from the date of the contract agreement. Council will require that the successful consultant may publish or use material gained in undertaking the contract only after written approval has been obtained from the General Manager.

12.3 Conflict of Interest

The Consultant warrants that in submitting their Fee Proposal that there is no actual or potential conflict of interest which exists or is likely to arise if they were to be awarded a contract. The Consultant undertakes to advise the Contact Officer as soon as possible of any actual or potential conflict of interest that exists or becomes evident during the period of the contract.

12.4 Insurances and Licenses

Consultants must specify that they have the following insurances and be able to produce certificates of currency upon request:

- Professional Indemnity Insurance - \$10 million;
- Public Liability Insurance - \$10 million;
- Workers Compensation Insurance; and
- Motor Vehicle Insurance – vehicles registered and comprehensively insured, with the owner/driver responsible for all costs in relation to the vehicle's use/insurance/claims/maintenance.