



Coffs Harbour City Council

17 February 2016

ORDINARY MEETING

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

THURSDAY, 25 FEBRUARY 2016

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

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. Confirmation of Minutes of Ordinary Meeting – 11 February 2016
9. Rescission Motion
10. Notices of Motion - General
11. General Manager's Reports
12. Notices of Motion – Business Services
13. Directorate Reports – Business Services
14. Notices of Motion – Sustainable Communities
15. Directorate Reports – Sustainable Communities
16. Notices of Motion – Sustainable Infrastructure
17. Directorate Reports – Sustainable Infrastructure
18. Trust Reports
19. Requests for Leave of Absence
20. Questions On Notice
21. Matters of an Urgent Nature
22. Consideration of Confidential Items (if any)
23. 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
25 FEBRUARY 2016

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COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

11 FEBRUARY 2016

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

Staff: General Manager, Director Business Services, Director Sustainable Infrastructure, Director Sustainable Communities and Executive Assistant.

Leave of Absence: Councillor R Degens

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

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

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

DISCLOSURES OF INTEREST

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

Councillor	Item	Type of Interest
Cr Palmer	SI16/6 Duke St Extension Project	Non-Pecuniary - Less than Significant Conflict
Cr Palmer	SI16/8 Appointment of Section 355 City Centre Masterplan Committee	Non-Pecuniary - Less than Significant Conflict
Cr Palmer	SI16/1 Disposal of surplus land	Pecuniary

APOLOGY

- 1 **RESOLVED** (Knight) that leave of absence as requested from Councillor Degens be approved.

PUBLIC ADDRESS

Time	Speaker	Item
5.00pm	Ashley Love	SC16/6 Duke Street Extension Project - Review, Status and Update

CONFIRMATION OF MINUTES

- 2 **RESOLVED** (Innes/Sultana) that the minutes of the Ordinary meeting held on 10 December 2015 be confirmed as a true and correct record of proceedings.

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORT

SI16/6 DUKE STREET EXTENSION PROJECT - REVIEW, STATUS AND UPDATE

Executive Summary

The purpose of this report is to advise Council of the status of the Duke Street Extension project. The project documentation and preparation has been finalised and construction activity is planned to begin on the site during the last half of February 2016.

MOTION (Innes/Rhoades) that Council receives and notes this Report.

Cr Townley gave notice of a Foreshadowed Motion

SI16/6 - Duke Street Extension Project - Review, Status and Update (Cont'd)

FORESHADOWED MOTION

MOVED (Townley/) that Council

1. Defer further planning of Duke St extension until such time as a holistic CBD traffic plan, including development of a ring road, has been developed and endorsed;
2. That Gowings be invited to remove the temporary Duke St road construction and subsequent removal from their DA;
3. Monies allocated for the construction and removal of the temporary road be used to include night works on the Harbour Drive roundabout, in order to expedite the project and minimise length of traffic interruption; and
4. Council's media unit inform the public of this plan and emphasise its connection to Koala preservation.

3 RESOLVED (Rhoades/Innes) that the motion be put.

Voted For

Cr Rhoades
Cr Arkan
Cr Innes
Cr Knight

Voted Against

Cr Townley
Cr Sultana
Cr Palmer
Cr Cowling

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

4 RESOLVED, On putting the MOTION (Innes/Rhoades) that Council receives and notes this report to the meeting, the following tied vote occurred.

Voted For

Cr Rhoades
Cr Arkan
Cr Innes
Cr Knight

Voted Against

Cr Townley
Cr Sultana
Cr Palmer
Cr Cowling

The Mayor used her casting vote and the **MOTION** was declared **CARRIED**.

GENERAL MANAGER'S REPORTS

GM16/1 LOCAL GOVERNMENT REFORM - FIT FOR THE FUTURE ASSESSMENT AND PROPOSED NORTH COAST JOINT ORGANISATION

Executive Summary

Two elements of the NSW State Government Local Government Reform Agenda are Council improvement or merger proposals and the intention to create joint organisations. This report firstly updates Council on the outcome of its Fit for the Future Improvement Proposal and secondly seeks Council's endorsement of an updated expression of interest (EOI) for the proposed North Coast Joint Organisation (JO).

At its ordinary meeting held on 25 June 2015, Council endorsed its Fit for the Future Improvement Proposal, which was duly submitted to IPART on 30 June 2015. It is pleasing to report that Coffs Harbour City Council's improvement proposal was one of the 52 proposals assessed as being fit for the future.

Also, in relation to the State Government's Local Government Reform Agenda, Coffs Council, in conjunction with the other member Councils of the proposed North Coast JO Organisation, Bellingen Shire, Nambucca Shire and Clarence Valley Councils, since late 2013 have been pursuing participation in the Pilot JO Program. To date the Councils have been unsuccessful; however, Council is advised that another opportunity to apply may be possible in the near future.

To strengthen the Councils' EOI for the proposed North Coast JO, Coffs Harbour City Council in November 2015 engaged, on behalf of the other Councils, the AEC Group to peer review the EOI and provide improvement suggestions. Councillors may recall that the AEC Group also peer reviewed Council's Fit for the Future Improvement Proposal. The EOI focusses on the key State Government strategic objectives for JOs as well as the Councils' agreed strategic priorities.

The previous EOI has now been updated with a number of small changes and has been provided to each of the proposed North Coast JO's member Councils for consideration and endorsement.

- 5 RESOLVED** (Palmer/Sultana) that Council:
1. Notes IPART's Fit for the Future Assessment for Coffs Harbour City Council as Council being determined 'fit'; and
 2. Endorses the intent of the attached updated North Coast Joint Organisation expression of interest for submission to the Minister for Local Government when the next opportunity arises.

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

GM16/2 PHASE 1 REFORMS - LOCAL GOVERNMENT ACT 1993

Executive Summary

As a result of Destination 2036 conducted in August 2011 at Dubbo NSW, the NSW Government established two distinct processes. First, the Independent Local Government Review Panel (ILGRP) was established to consider the potential reform of local government. Most recently on 18 December 2015, the NSW Government announced the final results of its reform program after 4 years of deliberations, noting that there is no immediate impact on Coffs Harbour City Council in regards to mergers etc.

The second issue that was addressed as a result of Destination 2036 was the fact that the NSW Government established the Local Government Act Review Taskforce. This Taskforce ran somewhat in parallel to the ILGRP, conducting various engagements/consultation mechanisms with a view to reviewing the Local Government Act 1993 and bringing forward various issues for consideration and change. Once the Local Government Act Taskforce completed its work, the NSW Government awaited the finalisation of the ILGRP findings prior to releasing any final findings in respect of the review of the Local Government Act 1993.

On Friday 8 January 2016, the NSW Government released an explanatory paper in regard to the proposed Phase1 amendments 'Towards New Local Government Legislation'.

- 6 RESOLVED** (Rhoades/Arkan) that Council receive and note the report and the proposed Phase 1 amendments to the Local Government Act 1993.

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

BUSINESS SERVICES DEPARTMENT REPORTS

BS16/1 BANK AND INVESTMENT BALANCES FOR NOVEMBER AND DECEMBER 2015

Executive Summary

The purpose is to report on Council's Bank Balances and Investments as at 30 November and 31 December 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.

7 RESOLVED (Rhoades/Innes:

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) \$162,264,547 as at 30 November 2015 be noted.
2. 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) \$165,908,208 as at 31 December 2015 be noted.
3. That the general fund unrestricted cash and investments totaling \$1,315,291 as at 31 December 2015 be noted.

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

BS16/2 ORARA VINTAGE MACHINERY MUSEUM INCORPORATED

Executive Summary

Agreement in principle has been reached, subject to Council endorsement, to grant a licence for 20 years for part Lot 32 in DP 801315 to Orara Vintage Machinery Museum Incorporated for the purposes of constructing and operating a Vintage Machinery Museum.

The agreement provides for the Orara Vintage Machinery Museum Incorporated to proactively operate and promote a men's shed as part of the operation of the Vintage Machinery Museum.

Agreement in principle has been provided for the construction of a shed on the licence area and development consent was issued.

This report seeks Council's endorsement of the proposal in order to proceed with a licence agreement to formalise the tenure.

BS16/2 - Orara Vintage Machinery Museum Incorporated (Cont'd)

8 RESOLVED (Palmer/Arkan) that Council:

1. Consent to a licence agreement for a term of 20 years to the Orara Vintage Machinery Museum Incorporated over part Lot 32 in DP 801315 being an area of approx. 2110 m2 adjacent to the Rural Fire Station and part of the Karangi Lawn Cemetery, for the purpose of a Machinery Museum and operation as a Men's Shed;
2. Notes the licence agreement requires Orara Vintage Machinery Museum Incorporated to register and maintain a membership with the Australian Men's Shed Association; and
3. Notes the licence agreement requires all signage, marketing, advertising and stationery to prominently display Men's Shed association membership and activity.

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

NOTICE OF MOTION SUSTAINABLE COMMUNITIES

NOM16/1 VIABILITY OF PURCHASING LAND IN WOOLGOOLGA CBD

9 RESOLVED (Arkan/Sultana) that Council:

1. Be provided with a report showing the viability of purchasing one (or more) blocks of land in Woolgoolga CBD precinct and that the report also look at Council owned land.

There are currently 3 blocks available (Dr Kramers old surgery, two blocks on the corner of Ganderton and Beach Streets (dentist and adjacent building) a further possibility is the vacant block on the corner of Queen and Market Street, which is not commercially zoned.

2. Give an update of amount of money currently held under section 94 tribute contributions or any other pool fund which may contribute towards parking.

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

SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS

SC16/1 PROJECT UPDATE - COFFS HARBOUR RESIDENTIAL STRATEGY PHASE 1 - DRAFT ISSUES AND OPTIONS DISCUSSION PAPER FOR COMMUNITY ENGAGEMENT

Executive Summary

The objective of this report is to seek Council's endorsement of a draft Issues and Options Discussion Paper for Community Engagement (the Discussion Paper) (Attachment 1) for public exhibition which will form the basis of Phase 1 of the Coffs Harbour Residential Strategy. Phase 1 involves intensive engagement with the wider community, as well as developers, architects, planners and other building professionals who utilise Council's policies and administrative documents.

- 10 **RESOLVED** (Arkan/Palmer) that Council endorse the Coffs Harbour Residential Strategy Phase 1 - Draft Issues and Options Discussion Paper for Community Engagement (Attachment 1) for public exhibition for a period of 21 days.

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

SC16/2 MULTICULTURAL POLICY

Executive Summary

This report seeks Council's support and adoption of a Multicultural Policy to replace a Multicultural Program and Action Plan which concluded in 2014. This Policy will guide Council's service provision, planning, advocacy and community development for its culturally diverse community, and assist Council in meeting its legislative requirements regarding adhering to the *Principles of Multiculturalism*.

- 11 **RESOLVED** (Sultana/Arkan) that:
1. Council adopts the Multicultural Policy (attached) to guide Council's service provision, planning, advocacy and community development for its culturally diverse community.
 2. The Multicultural Policy go out on public exhibition for 21 days and subject to no submissions being received, the policy be adopted.

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

NOTICE OF MOTION SUSTAINABLE INFRASTRUCTURE

NOM16/2 NO SMOKING IN PUBLIC SPACES POLICY

MOTION (Cowling/Townley) that Council install marked lines on the ground at the transport interchange in Park Avenue, Coffs Harbour to delineate the extent of the No Smoking areas which are currently only identified by No Smoking signs.

12 RESOLVED (Sultana/Rhoades) that the motion be put.

The Motion that the Motion be put, on being put to the meeting was carried unanimously.

On putting the MOTION (Cowling/Townley) that Council install marked lines on the ground at the transport interchange in Park Avenue, Coffs Harbour to delineate the extent of the No Smoking areas which are currently only identified by No Smoking signs, to the meeting the following tied vote occurred.

Voted For

Cr Arkan
Cr Townley
Cr Sultana
Cr Cowling

Voted Against

Cr Rhoades
Cr Innes
Cr Knight
Cr Palmer

The Mayor used her casting vote and the **MOTION** was declared **LOST**.

The Mayor requested a five minute break, time being 7.12pm, the meeting resumed at 7.20pm.

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

Councillor Palmer declared an interest in the following item, vacated the chamber and took no part in the discussion or voting.

SI16/1 DISPOSAL OF SURPLUS COUNCIL LAND - PART LOT 92 DP246561 KOTUKU STREET, COFFS HARBOUR

Executive Summary

The purpose of this report is to obtain formal approval to accept an offer from an adjoining owner for the sale of a surplus parcel of Council land.

13 RESOLVED (Innes/Arkan) that Council:

1. Accept from the owner of 34 Kotuku Street, Coffs Harbour the amount of \$90,000 inclusive of GST for the sale of Part Lot 92 DP 246561.
2. Agree to each party paying their own legal costs in relation to the conveyance and their own costs of mortgagee's consent and production fees for the plan of subdivision and consolidation.
3. Execute under the common seal all necessary documents associated with the matter.
4. Agree to arrange and pay the costs associated with excising the land to be sold from the current reserve in regard to application fees, plan preparation and registration.
5. Allocate the net funds from the disposal of the easement to Council's Asset Renewal Reserve.

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

Cr Palmer returned to the meeting.

SI16/2 EASEMENT CREATION AND TRANSFER FOR RIGHT OF CARRIAGEWAY - LOT 206 DP 1206854, STADIUM DRIVE, COFFS HARBOUR

Executive Summary

The purpose of the report is to obtain formal approval to accept an offer from the proponent of a service station to be developed on the corner of Stadium Drive and Pacific Highway South, Coffs Harbour.

MOVED (Palmer/Rhoades) that Council:

1. Accept from the proponent of a proposed service station development on Part Lot 3 DP 1037158 the amount of \$30,000 inclusive of GST for the transfer of an easement for right of carriageway, landscaping and signage as defined in this report over Council land known as Lot 206 DP 1206854.
2. Agree to a four month settlement from exchange of contracts.
3. Agree to each party paying their own legal costs in regard to the conveyance.
4. Execute under the common seal all necessary documents associated with the matter.
5. Allocate the net funds from the disposal of the easement to Council's Asset Renewal Reserve.

Voted For

Cr Rhoades
Cr Arkan
Cr Sultana
Cr Palmer

Voted Against

Cr Townley
Cr Innes
Cr Knight
Cr Cowling

The **MOTION** on being put to the meeting resulted in a tied vote. The Mayor used her casting vote and the **MOTION** was declared **LOST**.

SI16/3 RESERVE NAMING: PARK BETWEEN PARK BEACH PLACE & NORTHSIDE SHOPPING CENTRE & CORNER GALLIPOLI ROAD & BERYL STREET

Executive Summary

Council adopted the Reserve Naming and Memorial Policy on 23 July 2015.

This Policy provides for the naming of reserves after significant individuals or families in accord with the criteria detailed in the Policy.

Council resolved at its meeting of 12 November 2015:

"that the Park between Park Beach Plaza and Northside Shopping Centre be named "Brian Navin Park", pending approval from family members and verification of historical information."

A family member has provided confirmation and historical research has confirmed that the late Mr Navin made significant contributions over his lifetime to the Coffs Harbour community, donating generously of both his time and money. The proposal was advertised and one submission in support of the proposal was received.

Council has also received an application for naming of the former Hillview tennis courts, corner of Gallipoli Road and Beryl Street after Mr Keith Austin, a long serving member of the Hillview Tennis Club and a tireless worker on the club's behalf, volunteering many thousands of hours of his personal time maintaining the grounds.

Staff have assessed the application and consider that Mr Austin fulfills the requirements of the Policy. In accordance with Policy the proposed name has been advertised and submissions invited from the community

Four submissions and one petition with 34 signatures in support of the proposal was received.

This report recommends that Council:

- note the verification of the historical information in relation to Brian Navin and that the Reserve be named in accord with Council's resolution of 12 November 2015..
- adopt the proposal to name the former Hillview tennis courts, corner of Gallipoli Road and Beryl Street "Austin Park".
- note that installation of the signage will be dependent on funding becoming available. Alternatively the applicants can choose to fund the sign if they wish it to be installed more immediately.

SI16/3 - Reserve Naming: Park between Park Beach Place & Northside Shopping Centre & Corner Gallipoli Road & Beryl Street (Cont'd)

14 RESOLVED (Palmer/Sultana) that Council:

1. Note the verification of the historical information and family approval in relation to Mr Brian Navin.
2. Adopt the proposal to name the former Hillview tennis courts reserve, corner of Gallipoli Road and Beryl Street "Austin Park".
3. Submit an application to the Geographical Names Board to have "Brian Navin Park" and "Austin Park" approved as place names.

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

SI16/4 COFFS HARBOUR PESTICIDE USE NOTIFICATION PLAN

Executive Summary

In accordance with the NSW Pesticide Regulation 2009, Council is required to have a Pest Use Notification Plan. A new draft Plan has been prepared and was placed on public exhibition for the statutory 28 day period, commencing 24 November 2015.

No submissions were received.

This report recommends that Council adopt the Coffs Harbour Pesticide Use Notification Plan.

15 RESOLVED (Townley/Sultana) that Council:

1. Note the outcome of the exhibition of the Coffs Harbour Pesticide Use Notification Plan.
2. Adopt the Coffs Harbour Pesticide Use Notification Plan.

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

SI16/5 DREDGING OF SPOONBILL LAKE, BOAMBEE EAST

Executive Summary

In response to ongoing community concerns in relation to Spoonbill Lake, Boambee East, Council at its meeting of 26 March 2015 resolved that Council:

1. *Take no further action in relation to lowering of water levels in Spoonbill Lake. (i.e. removal of the weir)*
2. *Consider the allocation of \$5,000 in the 15/16 Operational Budget to facilitate the development of a Spoonbill Lake Management Plan including detailed consultation with residents.*

As per the Council resolution, a draft plan has been prepared and a community meeting was held on site on the 28 November 2015.

Concerns regarding flooding, sedimentation and poor drainage and aquatic weeds were the major issues raised by residents at the meeting. (The maximum 1:100 year flood level for Spoonbill Lake up to the upstream side of the Linden Avenue culvert is caused by flood waters backing up from Cordwells Creek: this was the case in 2009 and also 1996 - see 26th March 2015 report to Council). There was extensive discussion at the community meeting about the mechanisms causing flooding in the area and the role of the lake in possibly reducing flood risk.

The residents at the meeting were overwhelming in support of dredging the lake to generally improve local drainage and restore its environmental value. It was acknowledged that this will not substantially reduce the flood risk in a 1:100 flood event, the impact of which is primarily from backwater from Cordwells/Boambee Creek not stormwater from higher in the catchment.

The draft EMP incorporated the recommendations of the community consultation and has included a clause to remove sediment and weeds from the Lake.

Dredging the lake will require specialist amphibious equipment normally based at Newcastle. The cost of floating the equipment to Coffs Harbour from Newcastle is considered cost prohibitive however an item of plant suitable to undertake the work is currently operating in the Urunga area until late February early March. Engaging this plant directly from Urunga at the expiration of its contract would result in substantial savings in float costs.

Given that the community consultation indicated overwhelming support for dredging the Lake and that there is an opportunity to achieve savings by taking advantage of the specialist plant currently temporarily based at Urunga it is considered appropriate to proceed with dredging of the Lake prior to the finalisation of the EMP

Funding

Council currently has a number of projects allocated for funding within the 10 year Flood Mitigation and Drainage program.

SI16/5 - Dredging of Spoonbill Lake, Boambee East (Cont'd)

Drainage / Flood Works Program (2015/16 - 2018/19)			
Program Year	Project Description	Comment / Description	Estimated Cost
2015/16	Central Business District	CBD Drainage Works	\$500,000
2015/16	Flood Detention Basin	Construction of flood detention basin (Upper Shepards Lane)	\$3,000,000
2015/16	Marcia Street Drainage	Flood Mitigation Works	\$200,000
2015/16	Polaris Close / Antaries Avenue Drainage Works	Flood Way Improvements	\$300,000
2015/16	Park Beach Drainage	Drainage Investigation & Amplification Works	\$130,000
2015/16	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2015/16	Creek Clearing & Drainage Works	Maintenance Works	\$50,000
2015/16	Coffs Creek, Coffs Harbour	Infilling & Hydraulic Capacity	\$130,000
2015/16	Drainage Works Urban & Non-Urban	Drainage Works Urban & Non-Urban	\$200,000
Total for 2015/16			\$4,480,000
2016/17	Central Business District	CBD Drainage Works - Stage 2	\$500,000
2016/17	Coffs Creek, Coffs Harbour	Infilling & Hydraulic Capacity	\$200,000
2016/17	Park Beach Trunk Drainage	Additional Trunk Drainage - Stage 1	\$500,000
2016/17	Loaders Lane	Loaders Lane Levee	\$300,000
2016/17	Creek Clearing & Drainage Works	Maintenance Works	\$50,000
2016/17	Drainage Works Urban & Non-Urban	Drainage Works Urban & Non-Urban	\$300,000
Total for 2016/17			\$1,850,000
Drainage / Flood Works Program (2015/16 - 2018/19)			
Program Year	Project Description	Comment / Description	Estimated Cost
2017/18	Newports Creek Flood Mitigation	Detention Basin & Drainage works	\$4,500,000
2017/18	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2017/18	Creek Clearing & Drainage Works	Maintenance Works	\$50,000
2017/18	Drainage Works Urban & Non-Urban	Drainage Works Urban & Non-Urban	\$300,000
Total for 2017/18			\$4,880,000
2018/19	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2018/19	Creek Clearing & Drainage Works	Maintenance Works	\$50,000
2018/19	Drainage Works Urban & Non-Urban	Drainage Works Urban & Non-Urban	\$300,000
Total for 2018/19			\$380,000
Grand Total			\$11,590,000

A number of projects earmarked for construction in the 2015/16 Delivery Plan - Flood Mitigation and Drainage Program, including the Marcia St drainage project, will not be commenced due to the extensive investigative and design works required.

It is proposed that Council:

- Reallocate \$150,000 of the funds allocated within the 2015/16 delivery Plan FM and D program for the Marcia Street drainage project to the dredging of Spoonbill Lake.
- Review future projects to reinstate Marcia Street in the 2016/17 Delivery program.

16 RESOLVED (Innes/Palmer) that Council:

1. Reallocate the \$150,000 allocated within the 2015/16 Delivery Plan Flood Mitigation and Drainage Program for the Marcia Street drainage project for the dredging of Spoonbill Lake.
2. Review future projects to reinstate Marcia Street in the 2016/17 Delivery Program

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

SI16/7 PUBLIC AMENITIES UPGRADE PROGRAM

Executive Summary

The purpose of this report is to advise Council of the status of the Public Amenities Upgrade Program and to recommend that Council consider continuing the program for a further five years.

In 2011 Council identified a need to upgrade those public amenities assessed as being in critically poor condition or inappropriate for the profile of the area.

To facilitate this Council resolved to undertake a Public Amenities Upgrade Program (PAUP) and to allocate \$300,000 per annum from the Community Facilities Program fund for the renewal and replacement of critical public amenity buildings.

Under the PAUP public amenities at Park Avenue carpark, Castle Street carpark, Arrawarra Headland and Macauleys Beach Reserve have been renewed. Work on the replacement of the Diggers Beach Reserve amenities and the Fitzroy Oval amenities will commence later this year.

The new facilities meet the minimum service standards identified as part of the review of public amenities. From both an operational and maintenance perspective the new facilities are more cost effective due to the design and materials used.

The continuation of the program, in conjunction with a greater emphasis on cleaning, will satisfy the community service expectation for this asset class.

It is submitted that the PAUP should be continued for a further 5 years to allow the continuation of improvements to high patronage and/or high profile amenity blocks.

17 RESOLVED (Arkan/Innes) that Council:

1. Continues the Public Amenities Upgrade Program for a further five years beyond Financial Year 2015/16.
2. Allocates \$300,000 per annum from the Community Facilities Program for the continuation of the Public Amenities Upgrade Program.
3. That Council reviews the allocation to the Public Amenities Upgrade Program in 2020/21.

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

SI16/8 APPOINTMENT OF SECTION 355 CITY CENTRE MASTERPLAN COMMITTEE

Executive Summary

At the meeting of 25 June 2015 resolved to:

1. *Council adopt the City Centre Masterplan revised Terms of Reference.*
2. *In accordance with the request from the City Centre MasterPlan Committee, Council appoint the Mayor to the City Centre Masterplan Committee and also amend Clause 4 of the Terms of Reference to reflect two city centre retailers / business operators (not property owners) in lieu of the current provision for one city centre retailer.*
3. *Council note the process set out at point 3 of the Issues section of this report for the reappointment of CBD Masterplan Committee members.*

This report provides Council with the five existing members of the City Centre Masterplan Committee to be reappointed for a further 12 months service, outlines the process for the recruitment of new Committee members and recommends the appointment of the three new Committee members.

18 RESOLVED (Townley/Sultana) that Council:

1. Reappointments to the Committee for a twelve month term are the Mayor, Councillor Denise Knight (or delegate), Rod McKelvey, Garth Grundy, David Doyle and Kim Towner who are the five continuing members of the City Centre Masterplan Committee, for a further twelve month period of service
2. Appoint to the Committee for a two-year term Craig McMahon, Jason Burnett and Kym Watson who are the new members of the City Centre Masterplan Committee

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

TRUST REPORTS

T16/1	BUNKER MANAGEMENT STRATEGY	HEADLAND	STRUCTURE	CONSERVATION
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Executive Summary

Council in its capacity as the Corporate Trust Manager of the Crown Reserve area known as Bunker Headland has prepared a Conservation Management Strategy (the Strategy) for the WWII observation post located on the headland.

The WWII structure is of local heritage significance and is an important local landmark. The structure is highly valued by the Coffs Harbour RSL sub-branch and Jetty Dunecare, who in 2012 were instrumental in forming a working group to progress its conservation and interpretation.

Preparation of the Strategy is the first stage of a longer term strategy to preserve the structure and interpret its role within the maritime history of Coffs Harbour.

Council is seeking community input and comment on the draft Strategy

The purpose of this report is to present the draft Strategy for Council's consideration. The Strategy is included as an attachment to this report.

The report recommends that Council publicly exhibit (non-statutory public exhibition) the Bunker Headland Observation Post Conservation Management Strategy for a period of 28 days (four weeks).

19 RESOLVED (Arkan/Palmer) that Council, in its capacity as Corporate Trust Manager of the Crown Reserve:

1. Endorse the draft Bunker Headland Observation Post Conservation Management Strategy as contained in the attachment to this report.
2. Place the Bunker Headland Observation Post Conservation Management Strategy on public exhibition for a 28 day period.
3. Consider a further report which will provide a summary of any submissions received following the non-statutory public exhibition period.

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

REQUESTS FOR LEAVE OF ABSENCE

No requests for leave of absence.

QUESTIONS ON NOTICE

QON16/1 BRELSFORD PARK GRANDSTAND

Noted.

MATTERS OF AN URGENT NATURE

No matters of an urgent nature.

This concluded the business and the meeting closed at 7.52 pm.

Confirmed: 10 March 2016.

.....
Denise Knight
Mayor



REPORT TO ORDINARY COUNCIL MEETING

DUKE STREET EXTENSION PROJECT - REVIEW, STATUS & UPDATE - RESCISSION MOTION

Motion:

That the following Resolution number 4 of the Ordinary Meeting of 11 February 2016 be rescinded.

That Council receives and notes this report.

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

- "1. That Gowings be invited to remove the temporary Duke St road construction and its subsequent reinstatement from their DA. If agreed, then (2)
2. That Council defer further planning on Duke St extension until such time as a holistic CBD traffic plan, including development of a ring road, has been developed and endorsed.
3. Monies allocated for the construction and removal of the temporary road be used to include night works on the Harbour Drive roundabout, in order to expedite the project the project and minimise the length of disruption and
4. Council's media unit inform the public of this plan and emphasise its connection to koala preservation."



REPORT TO ORDINARY COUNCIL MEETING

DUKE STREET EXTENSION PROJECT - REVIEW, STATUS AND UPDATE

REPORTING OFFICER: Director Sustainable Infrastructure
DIRECTOR: Sustainable Infrastructure
COFFS HARBOUR 2030: MA 1.1 Plan for new transport infrastructure, PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
ATTACHMENTS: ATT1 Part V Assessment
ATT2 Assessment of Significance - Section 5A under Part V of EP&A Act, 1979

Recommendation:

That Council receives and notes this report.

EXECUTIVE SUMMARY

The purpose of this report is to advise Council of the status of the Duke Street Extension project. The project documentation and preparation has been finalised and construction activity is planned to begin on the site during the last half of February 2016.

REPORT

Description of Item:

Original Project Scope

In 2012, whilst considering a Development Application by the proponent of the Coffs Harbour Palm Centre's CBD development, Council identified that a component of the proposed development (ie. the raising of footpath levels along Harbour Drive) would potentially increase flooding issues along Harbour Drive. Council further identified that those issues could be effectively resolved with the removal of the Harbour Drive/Gordon Street roundabout.

Prior to that time it had been previously noted by Council that the removal of the roundabout was a preferred element of any future flood mitigation and traffic upgrade works in the CBD but, on the basis of an assessed low cost/benefit ratio attributed to such a project, Council had neither prioritised nor funded it at that time.

The coalescence of those two issues led Council, at its Meeting of 26th April 2012, to resolve, inter alia:

*(CS12/15 HARBOUR DRIVE – GORDON STREET REDEVELOPMENT)
"That Council commence negotiation with the Coffs Harbour Palm Centre Owners (Gowings) on cost share arrangement for the Harbour Drive – Gordon Street intersection construction proposal."*

That resolution ultimately led to a Voluntary Planning Agreement (VPA), including cost share arrangements, being entered into by Gowings and the Council for the removal of the roundabout, the remodelling of the intersection and installation of traffic lights. The VPA now forms a part of the Palm Centre Development Consent which has been issued to the Developer.

The issued VPA further requires that the Developer is to place a **temporary road**, to transit the unformed road reserve linking the truncated Duke Street with Harbour Drive. This work is to be completed prior to the commencement of construction of the Harbour Drive/Gordon Street intersection project. The singular intent of this requirement on the Developer was to ensure that traffic flows through the CBD were not overly impacted during the period of the intersection works which will necessarily require the complete closure of the intersection for a period of several months.

Changed Project Scope

A separate Infrastructure Directorate strategic review of known planned and proposed infrastructure works across the CBD area during 2015 identified that there was a significant potential cost saving to be garnered if the temporary road required by the issued DA could be constructed as a permanent road.

This view was informed by the previously adopted CBD Masterplan which envisaged a future permanent Duke Street Extension (on the same site as the conditioned temporary road) to create a thoroughfare to Harbour Drive. This view is also reinforced by Council's own predictive CBD traffic modelling which forecasts that severe traffic flow issues will arise in the CBD area within a 10 year timeframe. A major component of Council's existing CBD traffic management vision to deal with the predicted increase in traffic flows is contingent upon opening permanent vehicular access by extending Duke Street through to Harbour Drive.

At Council's Meeting of 25th September 2015 a concept plan for a permanent roadway and park enhancement on the site of the Duke Street temporary extension was considered by Council, which resolved as follows:

“that Council correspond with Gowings and the CBD Masterplan Committee with an invitation to bring forward the total completion of the road construction and park facility as suggested in the concept plan.”

Following that Resolution both the CBD Masterplan Committee and the development proponent accepted Council's issued invitation to bring forward the total completion of the concept plan. The Resolution of 25th September 2015, and the concurrence by both invited parties, is now properly read as a formal Council instruction to proceed with the execution of the permanent road/enhanced park project.

The same resolution also serves to effectively disconnect the Duke Street Extension project from the temporary works which were originally envisaged by the original development consent condition and the VPA. The Duke Street Extension project (the permanent road) is now a standalone CBD Masterplan project. As a consequence the temporary roadway conditioned in the Consent issued to Gowings is no longer required.

Highlighted Project Issues

1. Status of the Original Consent Issued to Gowings

The Development Consent issued to the developer still includes the original requirement to “remove and reinstate” the temporary Duke Street extension following the completion of the Harbour Drive/Gordon Street intersection upgrade. For administrative completeness this Condition should be reconsidered (ie. a lifting of the requirement to remove and reinstate) to suit the now agreed circumstances of a separate project for a permanent extension to Duke Street.

2. Environmental Impacts of the Project

The Development Consent issued to the developer, which includes a Condition to create a temporary extension to Duke Street whilst the intersection is closed, was informed and supported by an ecological review of the site conducted by the proponent's consultant.

Given that review was premised on a road of a temporary nature with no park embellishment it was appropriate that additional work in this regard be conducted to reassess the impact relative to a permanent road and additional enhancement works.

In regard of that, a further review has now been conducted in the form of a Part V Assessment which is premised on both the permanent road and the park enhancements now being proposed for the site. The Part V Assessment is attached to this Report for Councillors' information. In summary however, it provides no barrier to the proposed, more permanent, works.

3. Threatened Species Assessment for the Project

As a consequence of the proximity to the Project site to existing koala habitat a further standard assessment procedure (Assessment of Significance) for threatened species has been conducted.

The seven part test is attached to this report for Councillors' information. In summary however the Assessment of Significance does not provide a barrier to the Project.

4. Crown Land Adjacent to the Road Reserve

Part of the land on the Duke Street Extension site (a 9.2 metre wide strip along the eastern side, measured from, and parallel to, the exiting Community Village building line) is Crown Reserve land.

It is a limiting fact that any proposed works on this Reserve (or any other) must be consistent with the reserve's gazetted purpose. The current project envisages a footpath/cycleway, gardens, and embellishments being placed upon this strip.

The gazetted purpose of the reserve is for "community purposes". There is no adopted Plan of Management, but Council has previously adopted a management plan which includes in its mission and strategic direction statements the following:

"Provide and manage infrastructure and other assets for the benefit of present and future generations"

The infrastructure planned for the site is consistent with both the gazetted purpose and the more detailed mission of the related management plan.

Conclusion:

Council may receive and note this report which confirms the intention to begin site works for the Duke Street Extension in the second half of February 2016.

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

Coffs Harbour City Council Environmental Impact Assessment



ENVIRONMENTAL IMPACT ASSESSMENT under PART 5, ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979 and REGULATION 2000 (Section 228)

The subject site is located just east of the Coffs Harbour City Centre area, between Duke Street and Harbour Drive. Although currently utilised as a Park, hence the name 'Pioneer Park' the land is in fact a road reserve, dedicated as such in 1897 - 'for the purpose of being made a future road to support the expansion of the city when needed'. The site is approximately 60m x 30m and is zoned SP2 Infrastructure, community facilities under the Coffs Harbour Council Local Environmental Plan, 2013. The adjacent community village land is also zoned SP2.

The objectives of the SP2 zone are to:

- 'provide for infrastructure and related uses' and
- 'to prevent development that is not compatible with or that may detract from the provision of infrastructure'.

Roads are a development within SP2 that are permitted with consent.

The Park offers a small area of green open space with a mix of planted native and exotic species. The Coffs Harbour Class 5 Vegetation mapping (V.1.1, 2012) identifies the vegetation within the Park as 'Environmental Plantings' with no detail on the species present. However, species identified on the site include *Callistemon viminalis* (Weeping bottlebrush), *Casuarina glauca* (Swamp Oak), *Corymbia citriodora* (Lemon scented gum), *Lagerstroemia indica* (Crepe myrtle), *Eucalyptus grandis* (Flooded gum) and *Tipuana tipu*. The ground cover comprises a mix of grass species and the whole Park is maintained by mowing.

The Park was historically one of a number of natural drainage lines that crossed the central business district (CBD) being filled in 1956. Evidence of this fill material is shown in the Geotech investigation – with four bore holes conducted across the site each showing varying depths of fill material to 1.5m deep. Services within the Park boundary include twin 1800mm diameter stormwater pipes, gravity sewer mains and a water pipeline. Aerial photography shows the site as being vegetated in 1954 with the western section being cleared in 1964. The existing stormwater outlet is just north east of the subject site and flows into an open V-shaped swale drain that connects with the western arm of Carralls Creek approximately 160m further to the north east. Carralls Creek is the major recipient of stormwater flows from the CBD area, and the Creek flows 450m northward, before joining with Coffs Creek. Vegetation around Carralls Creek is mapped as Forested Wetlands - Coastal Paperbark Swamp Oak Floodplain Forest. This community forms the riparian corridor along the Creek, and comprises species including: *Melaleuca quinquenervia*, *Callistemon salignus*, *Casuarina glauca*, *Alexfloydia repens* and *Viola banksii*. The species composition is commensurate with the Endangered Ecological Community Swamp Sclerophyll Forest. Over the past few years the Friends of Coffs Creek landcare group have conducted works to reduce the weed infestation that was throughout the riparian corridor. Mangroves are mapped further downstream where Carralls Creek meets Coffs Creek and large areas of primary koala habitat are mapped over sections of the riparian corridor as well as the vegetation within the Park.

Immediately north east of the Park is an informal car park (off Duke Street) which accommodates parking for approximately eleven vehicles – this land is also within the Community Village boundary. The southern boundary with Harbour Drive currently accommodates angle parking for seventeen vehicles. To the east of the Park is the old museum building (part of the Community Village complex) and to the west is privately owned land, utilised for two small businesses. The Coffs Harbour CBD Masterplan identifies that by 2030, 460 additional parking spaces will be required in the CBD area. The Masterplan focusses on the revitalisation of the city centre, with vegetation being introduced to green the CBD – this is likely to involve landscaped native species and exotics more for amenity values in the already highly disturbed and built area, than for refuge and resource values for native fauna.

The Park is situated on the 4m to 2m AHD contour, and this is commensurate with the previously identified drainage lines and the low lying nature of the site where Forested Wetlands would have likely extended back to the area now occupied by Brelsford Park and the CBD.

Eco Logical Australia Pty Ltd were engaged in 2013 to conduct a basic ecological assessment of Pioneer Park - at the time the assessment addressed the removal of all the planted vegetation from the site. It was assumed that the site was bounded east/west by the two buildings. However, this is not the case – as the boundary of the Community Village extends 10m west from the side of the old museum into the Park – with 20m being the road reserve. As highlighted above, both areas are zoned SP2.

LOCATION: Pioneer Park, Coffs Harbour

		Yes	No
1. IS THE PROPOSED WORK PERMISSIBLE UNDER THE LEP or SEPP Infrastructure (2007)?	<i>If No reject proposal</i>	✓	<input type="checkbox"/>
2. IS DEVELOPMENT CONSENT REQUIRED?	<i>If Yes lodge D/A</i>	<input type="checkbox"/>	✓
3. DOES THE DEVELOPMENT COMPLY WITH EXEMPT REQUIREMENTS UNDER SEPP Infrastructure (2007)?	<i>If Yes and a Part 5 is not required for any other reason, complete FILENOTE to confirm it is exempt development</i>	<input type="checkbox"/>	✓
4. ARE ANY APPROVALS, PERMITS, LICENCES REQUIRED UNDER OTHER LEGISLATION?	<i>If yes obtain before commencing works</i>	<input type="checkbox"/>	✓
5. DO THE WORKS CONSTITUTE AN "ACTIVITY" UNDER PART 5?	<i>If Yes complete Part 5</i>	✓	<input type="checkbox"/>
6. ARE THREATENED SPECIES or Endangered Ecological Communities (EEC's) PRESENT?	<i>Seek advice from Councils NRM Officer / NPWS If YES complete 7 Part Test (TSC Act 1995).</i>	✓	<input type="checkbox"/>
7. DESCRIBE THE LIKELY IMPACTS OF THE ACTIVITY AS FOLLOWS:			

For ALL answers give reasons why

		Yes	No
7.1	Any environmental impact on a community (eg. public health, traffic and pedestrian safety, criminal activities, flooding)	✓	<input type="checkbox"/>
<p>The proposal to turn the subject site from a 'park' to a road will facilitate vehicular movement around the CBD area thereby reducing the number of vehicles utilising the Gordon Street/Harbour Drive intersection. Consideration has been made as to whether the proposal will be for a temporary or permanent road – and it is noted that either of these options will result in the same level of environmental impact – that is removal of all vegetation from the Park.</p> <p>The proposed road width is to be two lanes of 13m in total with provision for bike lanes and with raised and painted medians. Either side of the road pavement comprises of 10m and 7m edges (east and west respectively) that will accommodate a 'park style' area including footpaths and landscaped gardens. This will result in a win/win situation for both the need to ease traffic congestion and to incorporate green space into the CBD.</p>			

7.2	Any transformation of a locality (eg. viability of current AND future land uses)	✓	
<p>In 1956 the subject site – originally being a creek line, was back filled and stormwater pipes were installed. The eucalypt trees were planted by Peggy McDonald in the early 1960's and maintained by her for approximately 20 years. The location has been utilised as a park setting since this time, and in response to the proposed project the community opinions in relation to the purpose and degree of the Park use is proving to be highly subjective.</p> <p>The Park will be transformed by the proposed works, however the design allows for the creation of some green space and pedestrian access as well as the road. Currently following high rainfall the Park gets waterlogged and is unusable – partly the reason for the seats and benches being at the southern end adjacent to Harbour Drive.</p> <p>The proposed design will reduce the waterlogging of the site through improved drainage and elevation of the road pavement height.</p>			
7.3	Any environmental impact on the ecosystems of the locality (eg. Marine or terrestrial habitats, trees, shrubs, wildlife, birds, insects, flora and fauna communities and corridors)	✓	☐
<p>Eco Logical Australia Pty Ltd conducted a basic ecological assessment of the Park in 2013. The assessment allowed for all vegetation within the Park to be removed. An hour was spent traversing the site assessing flora species, identifying potential threatened fauna and fauna habitat – this data was compared with the Coffs Harbour Class 5 Vegetation Mapping (v.1.1, 2012) and the CHCC's CKPoM (Lunney et al. 1999). The assessment of the native vegetation found that the site contained potential for two threatened fauna species – Grey-headed Flying Fox (<i>Pteropus poliocephalus</i>) and Koala (<i>Phascolarctos cinereus</i>). A thorough search for faecal pellets and/or tree scratches was made for evidence of koala use of the site however no evidence of koala was recorded. It was concluded that despite the CHCC CKPoM mapping the site as primary koala habitat, this was considered to be erroneous; however the Lemon-scented Gums and the Flooded Gums provided a potential seasonal nectar source for both flying foxes and nectivorous birds – but that use of the resource was based on opportunistic visitation as opposed to a permanent food source. The report concluded that the small area of planted vegetation did not constitute significant habitat resources for any threatened fauna species. Ameliorative measures recommended included the planting of native species, with a focus on koala food trees. It is noted that the level of assessment conducted by Eco Logical was agreed to in a conversation with Nigel Cotsell (CHCC's Senior Biodiversity Officer on 13.09.15).</p> <p>Since the assessment and media release of the proposed road construction project, a number of koala have been reported as being present in the park. Koala sightings are often reported along much of the Coffs Creek riparian corridor, in particular at the back of the Community Village – and throughout the Botanical Gardens. It is not uncommon for young male koalas to be reported outside of their typical habitat areas in late winter/early spring – when looking for a mate and it is suggested that the koala presence in the Park is associated with this random seasonal activity.</p> <p>A search of the NSW BioNet Atlas was conducted by CHCC on 12.10.15. Three species were listed as being present in the Park area – however only two results were accessible those being for koala and sugar glider. Areas of the Creek from 200m north and further north east of the site recorded significant amounts of other species – in particular more sightings of koala – and this supports the suggestion made above – that the Park is not within a significant habitat and food resource area for this species.</p> <p>It is acknowledged that loss of koala food resources is a key threatening process for koala populations, and in this instance there will be a loss of 5 x flooded gum – one of the eucalypts associated with Primary koala habitat. The loss of this vegetation will also impact on the birdlife that utilise the trees for refuge, habitat and resources. It is proposed to conduct compensatory planting of a suitable species combination to provide for ongoing habitat and resource values for native fauna including koala. Consideration of the appropriate location for these plantings has been made and includes the following options:</p>			

Attachment 1

1. The interface of Fitzroy Oval and Coffs Creek riparian corridor (approximately 350m north east of the site).
2. Along the drainage line at the back of Cavanbah Hall to the north.
3. Around the side and back of the community village buildings at the interface of the vegetation and the riparian corridor.

Option 1 is considered to be too far away from the Park.

Option 2 could result in prevention of stormwater flows that naturally overtop the drainage line and flood the terrace area and therefore exacerbate flooding issues.

Option 3 is considered to be the best option by linking the weed control works already conducted by the Friends of Coffs Creek with some embellishment planting. Sightings of koala in this area are often made, where there is greater diversity of species composition and age that offers food and habitat resources.

In considering whether it was possible to retain the flooded gums in the Park, it is suggested that the trees in isolation and disconnected from the riparian corridor to the north east would be more likely to result in danger for koalas in moving across the open site in between vegetated areas. The embellishment planting will offer over time, an area more conducive to provide food and habitat resources in a safer environment.

7.4	Any reduction of the aesthetic, recreational, scientific or other environmental quality or value of a locality (eg. Streetscape, scenic views, vistas, lifestyle, convenience, aesthetic quality of natural and built environment)	✓	
<p>The Park is a small green space within the broader CBD area. Since the time of the project proposal, community groups and individuals have voiced concerns over the loss of vegetation – in particular koala habitat and the loss of green space. Values associated with green space in the busy CBD area are varied, with claims of the site being a high use area as opposed to claims of little use of the Park other than a pedestrian short cut. It is noted there is limited seating – being restricted to one wooden bench/seat at the southern end at the greatest distance from the pump station.</p> <p>Environmental values of the site are associated in the main with bird species, random use by koala and potentially nocturnal species. The eucalypts also have both aesthetic and ambient qualities, their canopies providing a welcome variation and gentle aspect to the surrounding built environment.</p> <p>The proposed design takes into account the environmental values of green space in an urban setting, and has provided not only for the construction of the road, but also areas that allow for seating and pedestrian movement through the site. Compensatory and embellishment planting is to be conducted to ensure no net loss of eucalypt species in the CBD results from the project.</p> <p>It is considered unlikely the site will reduce in quality or value as a result of the works which aim to improve usability for the community – both vehicles and pedestrians.</p>			
7.5	Any effect on a locality, place or building having aesthetic, anthropological, archaeological, architectural, cultural, historical, scientific or social significance or other special value for present or future generations (eg. Heritage buildings, sacred sites, etc. See LEP & REP for listings)	☐	✓

Attachment 1

A search of the AHIMS register was conducted on 14 October, 2015 (Client Service ID: 194929) for the Park area, however no Aboriginal sites were registered within the search area. This is consistent with the previous history of the site, being a drainage line, and within a low lying area, typically associated with a back swamp. These environmental conditions are not considered as 'areas of potential' for Aboriginal occupation or resource procurement.

The Geotech results confirm that the material within the centreline of the Park (and therefore that most impacted by the works) contains fill material of varying depths up to 1.5m. It is also noted considerable excavation has also occurred during construction of the stormwater pipes and other services through the site.

Given the levels of disturbance at the site including original clearing of the old creek channel and the importation of material it is considered unlikely any Aboriginal cultural material or non-Aboriginal cultural material would have survived. It is considered therefore the footprint of the proposed works is within previously disturbed and modified land.

The subject site environmental conditions are in accord with the NPW Regulations 2009 definition of 'disturbed' land: 'Land is disturbed if it has been the subject of a human activity that has changed the land's surface, being changes that remain clear and observable'. Some examples include: ploughing, construction of rural infrastructure (such as dams and fences), construction of roads, trails and tracks, clearing vegetation, construction of buildings and the erection of other structures.

As a precautionary principle, in the event an unexpected find of either Aboriginal or non-Aboriginal material is identified the appropriate procedure is to – STOP WORK, notify all on site crew, protect the find area and inform CHCC Archaeologist Nat Redman (0409 820 143).

7.6	Any impact on the habitat of any protected fauna (within the meaning of the National Parks and Wildlife Act 1974)	✓	
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The works will require the removal and modification of native and exotic vegetation including:

Callistemon viminalis (Weeping bottlebrush), *Casuarina glauca* (Swamp Oak), *Eucalyptus grandis* (Flooded gum), *Corymbia citriodora* (Lemon scented gum), *Lagerstroemia indica* (Crepe myrtle) and *Tipuana tipu*.

Despite being mapped as primary koala habitat the Flooded gums in the Park are a group of isolated trees, with an approximate open space distance of about 100m to the safety of the vegetated area at the Community Village. One could argue that the trees therefore are of a high significance being one of few areas of eucalypts offering refuge in the CBD. However, their lack of connectivity with similar vegetation also poses potential threats and dangers to koala and possums that may be moving through the area requiring a considerable distance of open space to be traversed with few refuges in between. It is considered embellishment planting of the area around the community village will offer greater diversity of resources and habitat for native fauna, including koala.

7.7	Any endangering of any species of animal, plant or other form of life, whether living on land, in water or in the air (refer to 7 part test under TSC Act and EPBC Act.)	<input type="checkbox"/>	✓
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It is considered unlikely the works will result in the endangering of any species of animal, plant or other form of life within the immediate site. A 7 Part Test has been conducted for koala and is attached.

7.8	Any long-term effects on the environment (<i>eg. Soil, estuaries, creeks, air, aesthetics, noise, climate</i>)	✓	
<p>Over the years there has been a loss of eucalypts in the CBD area – and replacement with landscape natives and exotics and few isolated eucalypts remain. Loss of eucalypts in developed areas is typically a result of construction impacts and the competing and limited space available for both root development and canopy spread. Limb drop and leaf litter also are considered safety and management issues over time. In the long term the proposed road will provide an alternative traffic route, pedestrian and cycleway access and an area of green space. Compensatory plantings will provide a long term benefit to the Coffs Creek riparian corridor (an area of continuous native vegetation over approximately 150 hectares) offering food and resource values to native fauna into the future. It is not expected that the proposed works would result in long term effects on the environment.</p>			
7.9	Any degradation of the quality of the environment (<i>eg. Soil, estuaries, creeks, air, aesthetics, noise, climate</i>)	<input type="checkbox"/>	✓
<p>It is possible the proposed works could result in minor degradation in the quality of the environment, for example some loss of local air quality and sediment transport associated with earthworks. Geotech results show beyond the 1.5m depth for excavation of a stormwater pit, there is an element of ‘unknown’ in relation to the subgrade material.</p> <p>There is a variation in the depth of fill material across the site, but it is no deeper than 1.5m. Depending on the approach to construction of the stormwater pit, will determine the depth of excavation required. Appropriate measures will need to be taken in the event the ‘unknown’ material requires testing for contamination and consideration will need to be given to where the material will be taken in such an instance.</p>			
7.10	Any risk to the safety of the environment (<i>eg. Risk of fire or explosion, public health, traffic and pedestrian safety, chemical incidents, criminal activities, flooding</i>)	<input type="checkbox"/>	✓
<p>It is not expected that the proposed works would result in any risks to the safety of the environment. ATF fencing is to define the extent of the construction works site and for demarcation of public/works footprint. Appropriate measures are to be in place to protect water quality during construction – this will be addressed through a sediment and erosion control plan to be developed once the design is finalised.</p>			
7.11	Any reduction of the range of beneficial uses of the environment (<i>eg. scenic views, vistas, water or field sports, bushwalks, lifestyle, convenience, viability of current and future land uses, aesthetic quality of natural and built environment</i>)	✓	
<p>There will be a loss of the informal green space currently offered in the Park however there will be improvements to the area for vehicles, pedestrians and cyclists. It is not expected that the proposed works would result in any reduction in the range of beneficial uses of the environment.</p>			
7.12	Any pollution of the environment (<i>eg. Air, water or noise pollution</i>)	<input type="checkbox"/>	✓
<p>Works will involve temporary increase in noise, vehicle emissions, oils and fuels. Safeguards (i.e. erosion and sediment control measures) are required on site in the form of either silt fencing and/or sand bags – in particular protecting the downstream environment from the construction impacts. These measures will meet Council’s guidelines and be in accordance with Australian Standards. All excess material is to be removed from the site and any concrete slurry is to be contained within the works footprint. Consequently, it is not expected that the works would result in any pollution of the environment.</p>			

7.13	Any environmental problems associated with the disposal of waste (<i>eg. Solid or liquid wastes, effluent, ASS / PASS</i>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>The site is within an area mapped as Low Probability for Acid Sulphate Soils - and it is considered unlikely acidic soils will be problematic. All excess material is to be removed from the site and taken to the Sawtell Treatment Plant for re-use. In the event contaminated spoil is encountered appropriate levels of testing will be needed to identify relevant treatment etc. The material will need to be taken to an approved location.</p> <p>It is not anticipated that there will be any environmental problems associated with the disposal of waste as a result of the work. Any extracted material or other general wastes (generated from staff) shall be removed from site and reused or recycled where possible, using disposal to landfill as the last option. No concrete washout into the adjacent areas or stormwater lines is permitted. Daily housekeeping is to keep the site free of general rubbish during the construction phase.</p>			
7.14	Any increased demands on resources (natural or otherwise) that are, or are likely to become, in short supply (<i>eg. Water, energy, hard rock, etc</i>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Any work involving use of plant and equipment will involve consumption of fuel, oil, water, vehicle and plant depreciation, etc. However, as an individual project, it is not anticipated that the works will lead to any increased demands on natural resources that are likely to become in short supply.</p>			
7.15	Any cumulative environmental effect with other existing or likely future activities (<i>eg. Soil, estuaries, creeks, air, aesthetics, noise climate</i>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>It is not anticipated that works will result in any cumulative environmental effect.</p>			
7.16	Any impact on coastal processes and coastal hazards, including those under climate change conditions. (<i>Are the works within the Coastal Zone (SEPP 71 mapping) and therefore subject to - * sea level rise * severe storm erosion and slope instability * long term coastline recession resulting from sand losses to the beach * climate change * ocean flooding of low lying areas * public access issues</i>)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>A risk-based framework was adopted during the development of the Coffs Harbour Coastal Zone Management Plan, 2013 (CHCZMP) as a suitable and robust methodology for dealing with the unpredictability of the impacts and timeframes associated with climate change.</p> <p>The site is outside of the zone of coastal influence and hazards, and is just outside of the mapped area of the coastal inundation hazard for 2100 this being a narrow possible intrusion from Coffs Creek. It is considered unlikely that inundation of the site will result in the future. The finished ground level will be higher than current levels.</p>			
8.	DETERMINATION	Yes	No
	THAT THE PROPOSED ACTIVITY PROCEED WITHOUT MODIFICATIONS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	THAT AN ENVIRONMENTAL IMPACT STATEMENT BE REQUIRED	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	THAT THE ACTIVITY PROCEED WITH THE FOLLOWING CONDITIONS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9.	CONDITIONS OF THIS DETERMINATION – Permit / Approval / Licence attached	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>This Part 5 Assessment is valid for six (6) months from the approval date below – if works have not commenced by this date this assessment is invalid. Contact the Environmental Engineer for re-assessment.</p> <p>This assessment has been undertaken on the basis that construction is as per the Revised Preliminary Design (by GHD on 15.01.16). If the design is changed significantly a re-assessment of environmental conditions will be required.</p>			

Vegetation:

- Vegetation removal is to be conducted by the CHCC tree crew, who will be responsible for conducting the pre-clearing checks for fauna.
- Procedures are to be in place to address the event of an animal being captured or hurt during the works. Animals captured (if unhurt) are to be kept in either calico bags or boxes and kept in a quiet, dark place until the works are completed – then released back on site or at the nearest area of vegetation on dark. If any animals are injured as a result of the works, WIRES are to be contacted (66527119).
- In the event a koala is identified on the site at the time of tree removal, all works must cease, until such time as the animal has moved on of its own accord.
- Following pre-clearing checks the eucalypts are to be sectionally lopped, with cut material being mulched and removed from the site for re-use.
- Compensatory planting for the loss of 5 x *E. grandis* will require a 1:5 replacement ratio (as per CHKPoM) as well as compensation for the loss of 12 x trees (including Lemon scented gums, *Casuarina glauca* and *Callistemon*). Aaron Hartley is to be provided details of the project so that he can conduct embellishment planting of eucalypts in the most suitable places along Coffs Creek.

General:

- The works should not occur if rainfall is predicted or tides area estimated to be higher than 1.7m. Daily checks of the BOM site should be made.
- The site is to be defined with appropriate ATF fencing, ensuring the works footprint is contained and the public excluded from the construction site area.
- Daily housekeeping is to keep the site clear of general rubbish.
- A traffic management plan will be required for works on Vernon/Duke Street and Harbour Drive intersections.
- Confirmation of the approved location for excavated material to be taken to.
- Appropriate measures will need to be taken in the event the ‘unknown’ material requires testing for contamination and consideration will need to be given to where the material will be taken in such an instance. This will be addressed as and when the need arises.

Sediment and erosion controls:

- A sediment and erosion control plan will need to be devised for the project. Depending on the approach to construction of the stormwater pit, will determine the depth of excavation required and volume of dewatering required.
- Appropriate levels of sediment and erosion controls are to be in place. Measures may be required to be modified and/or upgraded in response to weather conditions during construction. The use of silt fencing
- and/or sand bags are to ensure that no sediment run off leaves the site. NO hay bales are to be used at the site.
- In the event sediment laden water is within the works trench, a vacuum truck may be required to remove the water from the site – as there is limited opportunity for treating ‘dirty’ water within the works area.
- No concrete washout is permitted into the surrounding area or stormwater drainage lines or kerb inlet pits.
- If impacts to the downstream environment occur (ie. Sediments dropping out at the outlet pipes), de-silting of this area will be conducted at the completion of all earthworks on the site.

Heritage:

- The site is within a highly modified and previously disturbed location and therefore, it is considered there is a low to unlikely potential that any Aboriginal and/or non-Aboriginal cultural material would have survived previous earthworks and modifications at the site. However, in the

Attachment 1

event an unexpected find of either Aboriginal or non-Aboriginal material is identified the appropriate procedure is to – STOP WORK, notify all on site crew, protect the find area and inform CHCC Archaeologist Nat Redman (0409 820 143) immediately.

NB. These conditions will be subject to auditing by Council’s Environmental Engineering Officers. You must notify the Officer who prepared this Part V Assessment of any changes in the proposed activity, during works or planned as this may alter the assessment, rendering it invalid and leaving Council exposed to risks under environmental and associated legislation.

Prepared by: N Redman Name NR Signature Date: 22.01.16
(prepared this assessment under Part 5 of the EP&A Act 1979)

^{Acro} Manager/Director: Matthew Naylor Name [Signature] Signature Date: 27/01/16
(Delegated Authority to determine this assessment under Part 5 of the EP&A Act 1979)

Third Party Reviewer(s): _____ Name _____ Signature _____ Date: _____

Reviewed the following sections of this Part 5 EIA:

Attachment 2

Assessment of Significance (7-part test)

Section 5A under Part V of the Environment Planning and Assessment Act, 1979

Project: Duke Street Extension, road construction - Impact on koala and primary koala habitat.

In NSW koalas are a threatened species listed as Vulnerable in Schedule 2 of the *Threatened Species Conservation (TSC) Act, 1995*. CHCC developed the Coffs Harbour Koala Plan of Management, (CHKPoM), (Lunney et al, 1999) to provide detailed information and management recommendations on the koala population across the local government area.

- a. in the case of a threatened species, whether the action proposed is likely to have an adverse effect on the life cycle of the species such that a viable local population of the species is likely to be placed at risk of extinction.

Eco Logical Australia Pty Ltd conducted a basic ecological assessment of the Park in 2013. The assessment allowed for all vegetation within the Park to be removed. An hour was spent traversing the site assessing flora species, identifying potential threatened fauna and fauna habitat – this data was compared with the Coffs Harbour Class 5 Vegetation Mapping (v.1.1, 2012) and the CHCC's CKPoM. The assessment of the native vegetation found that the site contained potential for Koala (*Phascolarctos cinereus*). A thorough search for faecal pellets and/or tree scratches was made for evidence of koala use of the site however no evidence of koala was recorded. It was concluded that despite the CHCC CKPoM mapping the site as primary koala habitat, this was considered to be erroneous. The report concluded that the small area of planted vegetation did not constitute significant habitat resources for any threatened fauna species.

- b. in the case of an endangered population, whether the action proposed is likely to have an adverse effect on the life cycle of the species that constitutes the endangered population such that a viable local population of the species is likely to be placed at risk of extinction.

N/A

- c. in the case of an endangered ecological community or critically endangered ecological community, whether the action proposed:
 - i) is likely to have an adverse effect on the extent to the ecological community such that its local occurrence is likely to be placed at risk of extinction, or
 - ii) is likely to substantially and adversely modify the composition of the ecological community such that its local occurrence is likely to be placed at risk of extinction,

N/A

Attachment 2

- d. in relation to the habitat of a threatened species, population or ecological community:
- i) the extent to which habitat is likely to be removed or modified as a result of the action proposed, and
 - ii) whether an area of habitat is likely to become fragmented or isolated from other areas of habitat as a result of the proposed action, and
 - iii) the importance of the habitat to be removed, modified, fragmented or isolated to the long-term survival of the species, population or ecological community in the locality,

All of the *E. grandis* at the site (5 in total) will be removed to accommodate the road and park construction. Following Eco Logical Australia's ecological assessment and their conclusion that the vegetation did not constitute significant habitat resources, the following consideration was also made. Since the initial assessment and media release of the proposed road construction project, a number of koala have been reported as being present in the park. Koala sightings are often reported along much of the Coffs Creek riparian corridor, in particular at the back of the Community Village – and throughout the Botanical Gardens. It is not uncommon for young male koalas to be reported outside of their typical habitat areas in late winter/early spring – when looking for a mate and it is suggested that the koala presence in the Park is associated with this random seasonal activity.

It is acknowledged that loss of koala food resources is a key threatening process for koala populations, and in this instance there will be a loss of 5 x flooded gum – one of the eucalypts associated with Primary koala habitat. The loss of this vegetation will also impact on the birdlife that utilise the trees for refuge, habitat and resources. It is proposed to conduct compensatory planting of a suitable species combination to provide for ongoing habitat and resource values for native fauna including koala. Consideration of the appropriate location for these plantings has been made and includes the following options:

1. The interface of Fitzroy Oval and Coffs Creek riparian corridor (approximately 350m north east of the site).
2. Along the drainage line at the back of Cavanbah Hall to the north.
3. Around the side and back of the community village buildings at the interface of the vegetation and the riparian corridor.

Option 1 is considered to be too far away from the Park.

Option 2 could result in prevention of stormwater flows that naturally overtop the drainage line and flood the terrace area and therefore exacerbate flooding issues.

Option 3 is considered to be the best option by linking the weed control works already conducted by the Friends of Coffs Creek with some embellishment planting. Sightings of koala in this area are often made, where there is greater diversity of species composition and age that offers food and habitat resources.

Attachment 2

In considering whether it was possible to retain the flooded gums in the Park, it is suggested that the trees in isolation and disconnected from the riparian corridor to the north east would be more likely to result in danger for koalas in moving across the open site in between vegetated areas. The embellishment planting will offer over time, an area more conducive to provide food and habitat resources in a safer environment.

- e. whether the action proposed is likely to have an adverse effect on critical habitat (either directly or indirectly),

N/A

- f. whether the action proposed is consistent with the objectives or actions of a recovery plan or threat abatement plan,

N/A

- g. whether the action proposed constitutes or is part of a key threatening process or is likely to result in the operation, or increase the impact of, a key threatening process.

It is acknowledged that loss of koala food resources is a key threatening process for koala populations, and in this instance there will be a loss of 5 x flooded gum – one of the eucalypts associated with Primary koala habitat. However, the flooded gum trees were assessed as being 'not significant habitat' for koala.

Conclusion:

There is to be a net loss of 5 x flooded gums, which are within mapped Primary Koala habitat. However, the ecological assessment has determined these trees as not significant habitat value.

The sightings of koala in the park are associated with seasonal incidents of young males – and while this does not negate the value of the trees completely, it does align with the ecological assessment conclusion.

To ensure there is no net loss of primary koala habitat compensatory planting is to be conducted at a 1:5 ratio. The most suitable location and species selection will be made the by CHCC bush regeneration team, provided the planting is conducted along Coffs Creek between the subject site and the Botanical Gardens – this area is noted for its regular sightings of koalas.



REPORT TO ORDINARY COUNCIL MEETING

CLOSURE OF PUBLIC SWIMMING POOLS WHEN SCHOOL CARNIVALS ARE TAKING PLACE

Motion:

Councillor Sultana has given notice of his intention to move the following:

“That a report be brought back to Council regarding the enforcement of a new policy whereby Coffs Harbour War Memorial Olympic Swimming Pool and other public pools in the LGA will advertise closure during periods when school swimming carnivals have been scheduled to take place. The new policy if implemented will also need to be structured to ensure there isn't a significant increase in fees for schools which will ultimately be passed onto families who are the users of the facility”.

Rationale:

“It has become a growing concern for Principals, teachers and parents regarding the safety and protection of children in their care at public places. It is not unreasonable to request the hire of an entire venue if the number of attendees is substantial. One particular Coffs Harbour school of 1200 students and over 100 staff members frequents the venue in question as a whole school community at least once a year and has done so since the venue opened. It is not unreasonable to ask the venue operators to close its doors to the public for 6 hours one day a year. Other public pools in the area have already enforced a closure policy during school carnivals and similar events. They have structured the timing of their regular swim classes etc around these big events making them earlier or later but just for those days when there is an event. Schools currently have to force students to swim in a pool which is shared with members of the public who are given two lanes to conduct their swimming. As a parent and a teacher I find this totally unacceptable hence why I have put forward this motion.

There have also been reports of members of the public taking photos etc of children in their bikinis and speedos etc and then being asked to remove the photos from their electronic device. My question is what is Council's policy on this type of activity and what risk assessment protocols have been applied in reference to these issues”.

Staff Comment:

A report can be prepared for consideration at a meeting in April.



REPORT TO ORDINARY COUNCIL MEETING

BANK AND INVESTMENT BALANCES FOR JANUARY 2016

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 Investment Report Pack as at January 2016

Recommendation:

That Council:

1. **Note the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) \$152,156,428 as at 31 January 2016, and**
2. **Note the general fund unrestricted cash and investments totaling \$1,315,291 as at 31 January 2016.**

EXECUTIVE SUMMARY

The purpose is to report on Council's Bank Balances and Investments as at 31 January 2016. Council receives independent advice and invests surplus funds in accordance with Council's Investment Policy to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

REPORT

Description of Item:

A copy of the state of Bank Balances and Investments as at 31 January 2016 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 January 2016 are available in the Councilors' Resource Centre.

Issues:

There are no issues associated with the report.

Options:

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

Sustainability Assessment:

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

For January 2016 it is noted that after deducting, from the total bank and investment balances of \$152,156,428 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$150,841,137) the Unrestricted Cash is \$1,315,291.

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.



Coffs Harbour City Council

Investment Report Pack

1 January 2016 to 31 January 2016



Attachment
Coffs Harbour City Council

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1. Interest Income For 1 January 2016 to 31 January 2016
2. Portfolio Valuation As At 31 January 2016
3. Portfolio Valuation By Categories As At 31 January 2016
4. Performance Statistics For Period Ending 31 January 2016



1. Coupon Interest Income For 1 January 2016 to 31 January 2016

Security	Income Expense Code	Settlement Date	Consideration Notional	Income Type	Trading Book
RABO 4.05 14 Jan 2020 1826DAY TD	IEI27990	14 Jan 2016	40,500.00	Security Coupon Interest	Coffs Harbour
ARA 3.1 15 Jan 2016 212DAY TD	IEI24428	15 Jan 2016	36,010.96	Security Coupon Interest	Coffs Harbour
GBS 1.5 15 Apr 2016 FloatTCD	IEI27997	15 Jan 2016	18,450.41	Security Coupon Interest	Coffs Harbour
CredSuis 1.03 16 Jul 2019 FRN	IEI28024	18 Jan 2016	44,901.10	Security Coupon Interest	Coffs Harbour
SunMet 1.25 20 Oct 2020 FRN	IEI28071	20 Jan 2016	8,544.66	Security Coupon Interest	Coffs Harbour
NAB 3.65 23 Jan 2020 1826DAY FlexiDep	IEI28145	25 Jan 2016	18,800.00	Security Coupon Interest	Coffs Harbour
Westpac 0.9 28 Jul 2020 FRN	IEI28200	28 Jan 2016	15,324.93	Security Coupon Interest	Coffs Harbour
Auswide 7.1 29 Jul 2016 1828DAY TD	IEI28278	29 Jan 2016	35,791.78	Security Coupon Interest	Coffs Harbour
NAB 11am Cash	IEI28522	31 Jan 2016	5,383.84	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI28521	31 Jan 2016	16,568.02	Bank Interest	Coffs Harbour
			240,275.70		



2. Portfolio Valuation As At 31 January 2016

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
11am Cash											
ANZ 11am Cash	S&P A1+		139,045.68	1.00000000	139,045.68	100.000	0.000	139,045.68	0.09%		
NAB 11am Cash	S&P A1+		4,114,671.16	1.00000000	4,114,671.16	100.000	0.000	4,114,671.16	2.70%		
NAB 11am Cash	S&P A1+		2,419,835.55	1.00000000	2,419,835.55	100.000	0.000	2,419,835.55	1.59%		
			6,673,552.39		6,673,552.39			6,673,552.39	4.39%		
ASX Listed Fixed Rate Security											
HBSHB 7.25 20 Jun 2017 ASX Fixed	AR AR BBB+	AU0000HBSHB9	3,000,000.00	1.00000000	3,000,000.00	103.786	0.814	3,138,000.00	2.06%		
			3,000,000.00		3,000,000.00			3,138,000.00	2.06%		
Covered Floating Bond											
SunMet 0.7 05 Nov 2019 COVEREDFLO	S&P A+	AU3FN0025136	2,000,000.00	1.00000000	2,000,000.00	99.400	0.690	2,001,800.00	1.32%		
			2,000,000.00		2,000,000.00			2,001,800.00	1.32%		
Flexi Deposit											
NAB 3.65 23 Jan 2020 1826DAY FlexiDep	S&P AA-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%		
			2,000,000.00		2,000,000.00			2,000,000.00	1.31%		
Floating Rate Deposit											
BOQ 1.5 26 Feb 2016 1095DAY FRD	S&P A-		1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%		
			1,500,000.00		1,500,000.00			1,500,000.00	0.99%		
Floating Rate Note											
BOQ 1.07 06 Nov 2019 FRN	S&P AA-	AU3FN0025235	4,000,000.00	1.00000000	4,000,000.00	99.545	0.768	4,012,520.00	2.64%		
BENAU 1.27 14 Nov 2018 FRN	S&P A-	AU3FN0021226	1,000,000.00	1.00000000	1,000,000.00	100.726	0.727	1,014,530.00	0.67%		
BENAU 0.93 17 Sep 2019 FRN	S&P A-	AU3FN0024824	3,000,000.00	1.00000000	3,000,000.00	99.240	0.404	2,989,320.00	1.96%		
BENAU 1.1 18 Aug 2020 FRN	S&P A-	AU3FN0028361	2,000,000.00	1.00000000	2,000,000.00	99.381	0.676	2,001,140.00	1.32%		
CredSuis 1.03 16 Jul 2019 FRN	S&P A	AU3FN0023990	5,500,000.00	1.00000000	5,500,000.00	99.385	0.118	5,472,665.00	3.60%		
CUA 1.3 20 Mar 2017 FRN	S&P BBB+	AU3FN0022372	1,500,000.00	1.00000000	1,500,000.00	100.143	0.411	1,508,310.00	0.99%		
CUA 1.2 22 Dec 2017 FRN	S&P BBB+	AU3FN0024865	1,000,000.00	1.00000000	1,000,000.00	99.929	0.390	1,003,190.00	0.66%		
HBS 1.15 07 May 2018 FRN	Fitch BBB+	AU3FN0027330	2,000,000.00	1.00000000	2,000,000.00	99.741	0.761	2,010,040.00	1.32%		
LEH 15 Jun 2040 FRN	Unrated UR	XS0305158031	800,000.00	1.00000000	800,000.00	0.000	0.000	0.00	0.00%		



Attachment
Coffs Harbour City Council

MACQ 2.9 09 Mar 2017 FRN	S&P A	AU3FN0015004	5,000,000.00	1.00000000	5,000,000.00	102.490	0.755	5,162,250.00	3.39%
MACQ 1.1 03 Mar 2020 FRN	S&P A	AU3FN0026605	1,000,000.00	1.00000000	1,000,000.00	99.487	0.550	1,000,370.00	0.66%
ME Bank 1 17 Nov 2017 FRN	S&P BBB+	AU3FN0025532	3,000,000.00	1.00000000	3,000,000.00	99.799	0.664	3,013,890.00	1.98%
NPBS 1.1 27 Feb 2018 FRN	S&P BBB+	AU3FN0026498	900,000.00	1.00000000	900,000.00	99.634	0.600	902,106.00	0.59%
PCU 1.1 21 Aug 2017 FRN	S&P BBB+	AU3FN0024329	1,000,000.00	1.00000000	1,000,000.00	99.724	0.633	1,003,570.00	0.66%
SunMet 0.94 20 Aug 2019 FRN	S&P A+	AU3FN0024345	3,000,000.00	1.00000000	3,000,000.00	99.642	0.628	3,008,100.00	1.98%
SunMet 1.25 20 Oct 2020 FRN	S&P A+	AU3FN0029195	1,000,000.00	1.00000000	1,000,000.00	99.871	0.106	999,770.00	0.66%
UBS Aust 0.95 27 Aug 2019 FRN	S&P A-	AU3FN0024402	2,000,000.00	1.00000000	2,000,000.00	99.577	0.573	2,003,000.00	1.32%
Westpac 0.9 28 Jul 2020 FRN	S&P AA-	AU000WBCHBI0	2,000,000.00	1.00000000	2,000,000.00	99.252	0.026	1,985,560.00	1.30%
			39,700,000.00		39,700,000.00			39,090,331.00	25.69%
Floating Rate TCD									
ANZ 0.85 11 Nov 2019 FloatTCD	S&P AA-	AU3FN0025433	2,250,000.00	1.00000000	2,250,000.00	99.579	0.679	2,255,805.00	1.48%
GBS 1.5 15 Apr 2016 FloatTCD	S&P BBB	AU3FN0018636	2,000,000.00	1.00000000	2,000,000.00	100.180	0.167	2,006,940.00	1.32%
			4,250,000.00		4,250,000.00			4,262,745.00	2.80%
Term Deposit									
AMP 7.35 24 May 2016 1827DAY TD	S&P A+		5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	5,000,000.00	3.29%
ARA 3.1 05 Apr 2016 270DAY TD	S&P B		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
ARA 3.05 10 Jul 2017 731DAY TD	S&P B		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ARA 4.7 07 May 2018 1826DAY TD	S&P BB+		1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
Auswide 7.1 29 Jul 2016 1828DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
Auswide 7.1 08 Aug 2016 1827DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
Auswide 3.75 12 Dec 2016 733DAY TD	S&P BBB		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
BCCU 4.25 02 Jun 2017 1095DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BOQ 7.47 29 Jun 2016 1827DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BOQ 3.1 27 Jul 2016 182DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BOQ 6.69 08 Aug 2016 1827DAY TD	S&P A-		2,500,000.00	1.00000000	2,500,000.00	100.000	0.000	2,500,000.00	1.64%
BOQ 4.65 17 May 2017 1461DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BOQ 5.44 06 Jun 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
BOQ 5.65 04 Sep 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
BOQ 5.15 05 Feb 2018 1827DAY TD	S&P A-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	3,000,000.00	1.97%
BOQ 4.7 20 Feb 2018 1460DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BOQ 5.1 05 Mar 2018 1826DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%



Attachment
Coffs Harbour City Council

SYD 3.15 19 Sep 2016 272DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BENAU 2.95 12 Aug 2016 365DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
BBA 3.4 02 Mar 2016 366DAY TD	S&P A2	750,000.00	1.00000000	750,000.00	100.000	0.000	750,000.00	0.49%
BBA 3.45 02 Mar 2017 731DAY TD	S&P A2	750,000.00	1.00000000	750,000.00	100.000	0.000	750,000.00	0.49%
BBA 3.7 02 Mar 2018 1096DAY TD	S&P A2	990,000.00	1.00000000	990,000.00	100.000	0.000	990,000.00	0.65%
CBA 4.5 16 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
CBA 4.5 17 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
CBA 4.55 23 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
CBA 4.55 30 May 2016 1105DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
CBA 4.55 06 Jun 2016 1112DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
DFB 3.05 01 Mar 2016 91DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
DFB 3.05 01 Dec 2016 366DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ING 6.01 17 Aug 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ING 5.6 06 Sep 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ING 4.55 02 Mar 2018 1460DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ING 4.66 07 May 2018 1826DAY TD	S&P A-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
ME Bank 3.05 05 Jul 2016 216DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
ME Bank 4.15 02 Jun 2017 1096DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
ME Bank 5.05 18 Feb 2019 1826DAY TD	S&P BBB+	3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	3,000,000.00	1.97%
ME Bank 4.81 07 May 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ME Bank 4.65 03 Jun 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
ME Bank 4.65 11 Jun 2019 1827DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
ME Bank 4.27 02 Sep 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
NAB 2.87 01 Feb 2016 152DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
NAB 3.17 26 Feb 2016 365DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
NAB 4.08 04 Mar 2016 731DAY TD	S&P AA-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
NAB 3.98 13 May 2016 731DAY TD	S&P AA-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
NAB 3.17 20 Feb 2017 733DAY TD	S&P AA-	4,000,000.00	1.00000000	4,000,000.00	100.000	0.000	4,000,000.00	2.63%
NAB 4 12 Dec 2019 1826DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
PCUSA 4.51 17 May 2016 1096DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	500,000.00	0.33%
PCUSA 4.1 30 Oct 2018 1460DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	500,000.00	0.33%
PCUSA 5.05 01 Mar 2019 1824DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%



Attachment
Coffs Harbour City Council

Old Police 4.15 16 May 2016 732DAY TD	S&P BBB	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.31%
Old Police 3.05 21 Feb 2017 550DAY TD	S&P BBB	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
RABO 7.15 24 Mar 2016 1826DAY TD	S&P A+	5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	5,000,000.00	3.29%
RABO 4.1 18 Aug 2018 1461DAY TD	Moodys Aa2	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.99%
RABO 4.05 14 Jan 2020 1826DAY TD	Moodys Aa2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
SuncorpGp 3.1 20 Jun 2016 181DAY TD	S&P A1	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
SunMet 2.95 11 Mar 2016 182DAY TD	S&P A1	5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	5,000,000.00	3.29%
Warwick CU 3 12 Feb 2016 183DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	500,000.00	0.33%
WAWCU 4.7 27 May 2016 730DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.66%
		93,490,000.00		93,490,000.00			93,490,000.00	61.44%
Total		152,613,552.39		152,613,552.39			152,156,428.39	100.00%
								NaN



3. Portfolio Valuation By Categories As At 31 January 2016

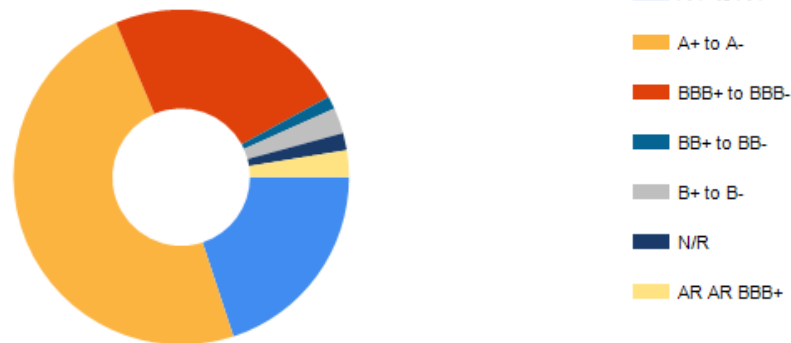
Short Term Security Rating Group	Market Value	% Total Value
A1+	10,673,552.39	7.01%
A1	6,000,000.00	3.94%
A2	8,490,000.00	5.58%
N/R	5,500,000.00	3.61%
Portfolio Total	30,663,552.39	20.15%

Market Value by Security Rating Group (Short Term)



Long Term Security Rating Group	Market Value	% Total Value
AA+ to AA-	24,253,885.00	15.94%
A+ to A-	59,152,945.00	38.88%
BBB+ to BBB-	28,438,006.00	18.69%
BB+ to BB-	1,500,000.00	0.99%
B+ to B-	3,000,000.00	1.97%
N/R	2,010,040.00	1.32%
AR AR BBB+	3,138,000.00	2.06%
Portfolio Total	121,492,876.00	79.85%

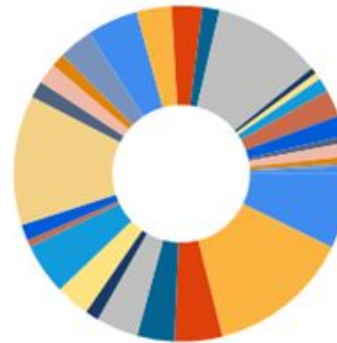
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	5,000,000.00	3.29%
ANZ Banking Group Ltd	2,394,850.68	1.57%
Arab Bank Australia Ltd	4,500,000.00	2.96%
Auswide Bank Ltd	4,000,000.00	2.63%
Bananacoast Community Credit Union Ltd	1,000,000.00	0.66%
Bank of Queensland Ltd	21,012,520.00	13.81%
Bank of Sydney Ltd	1,000,000.00	0.66%
Bendigo & Adelaide Bank Ltd	7,004,990.00	4.60%
Beyond Bank Australia Ltd	2,490,000.00	1.64%
Commonwealth Bank of Australia Ltd	5,000,000.00	3.29%
Credit Suisse Sydney	5,472,665.00	3.60%
Credit Union Australia Ltd	2,511,500.00	1.65%
Defence Bank Ltd	3,000,000.00	1.97%
Greater Building Society Ltd	2,006,940.00	1.32%
Heritage Bank Ltd	5,148,040.00	3.38%
ING Bank Australia Limited	7,500,000.00	4.93%
Lehman Brothers Treasury Co. B.V.	0.00	0.00%
Macquarie Bank	6,162,620.00	4.05%
Members Equity Bank Ltd	16,013,890.00	10.52%
National Australia Bank Ltd	19,034,506.71	12.51%
Newcastle Permanent Building Society Ltd	902,106.00	0.59%
Police Bank Ltd	1,003,570.00	0.66%
Police Credit Union SA	2,000,000.00	1.31%
QPCU Limited	3,000,000.00	1.97%
Rabobank Australia Ltd	7,500,000.00	4.93%
Suncorp Group Ltd	1,000,000.00	0.66%
Suncorp-Metway Ltd	11,009,670.00	7.24%
UBS Australia Ltd	2,003,000.00	1.32%
Warwick Credit Union	500,000.00	0.33%
WAW Credit Union	1,000,000.00	0.66%
Westpac Banking Corporation Ltd	1,985,560.00	1.30%
Portfolio Total	152,156,428.39	100.00%

Market Value by Issuer



- Suncorp-Metway Ltd
- Bank of Queensland Ltd
- Bendigo & Adelaide Bank Ltd
- Credit Suisse Sydney
- Macquarie Bank
- UBS Australia Ltd
- AMP Bank Ltd
- ING Bank Australia Limited
- Suncorp Group Ltd
- ANZ Banking Group Ltd
- National Australia Bank Ltd
- Beyond Bank Australia Ltd
- Defence Bank Ltd
- Westpac Banking Corporation Ltd
- Commonwealth Bank of Australia Ltd
- Rabobank Australia Ltd
- ...



Security Type	Market Value	% Total Value
11am Cash	6,673,552.39	4.39%
ASX Listed Fixed Rate Security	3,138,000.00	2.06%
Covered Floating Bond	2,001,800.00	1.32%
Flexi Deposit	2,000,000.00	1.31%
Floating Rate Deposit	1,500,000.00	0.99%
Floating Rate Note	39,090,331.00	25.69%
Floating Rate TCD	4,262,745.00	2.80%
Term Deposit	93,490,000.00	61.44%
Portfolio Total	152,156,428.39	100.00%

Market Value by Security Type



- 11am Cash
- ASX Listed Fixed Rate Security
- Covered Floating Bond
- Flexi Deposit
- Floating Rate Deposit
- Floating Rate Note
- Floating Rate TCD
- Term Deposit

Term Remaining	Market Value	% Total Value
0 to < 1 Year	56,930,492.39	37.42%
1 to < 3 Years	51,995,886.00	34.17%
3 to < 5 Years	43,230,050.00	28.41%
5+ Years	0.00	0.00%
Portfolio Total	152,156,428.39	100.00%

Market Value by Term Remaining



- 0 to < 1 Year
- 1 to < 3 Years
- 3 to < 5 Years
- 5+ Years

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.



4. Performance Statistics For Period Ending 31 January 2016

Trading Book	1 Month	3 Month	12 Month	Since Inception
Coffs Harbour City Council				
Portfolio Return (1)	0.29%	0.91%	0.00%	4.01%
Performance Index (2)	0.19%	0.55%	0.00%	2.05%
Excess Performance (3)	0.10%	0.36%	0.00%	1.96%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Running yields not available for selected criteria.



Attachment
Coffs Harbour City Council

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REPORT TO ORDINARY COUNCIL MEETING

QUARTERLY BUDGET REVIEW STATEMENT FOR DECEMBER 2015

REPORTING OFFICER: Senior Finance Business Partner
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:

That Council:

- Note the Quarterly Budget Review Statements and the estimated budget position as at 31 December 2015,**

Estimated budget position as at 31 December 2015:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 11 June 2015	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
Approved Variations to September 2015	5,593 (D)	Nil	Nil
Approved Variations for October 2015	Nil	Nil	Nil
Approved Variations for November 2015	Nil	Nil	Nil
Recommended variations for month ending 31 December 2015	422,391 (D)	Nil	Nil
Estimated result 2015/16 as at 31 December 2015	<u>426,100 (D)</u>	<u>1,810,139 (D)</u>	<u>1,913,132 (D)</u>

and,

- Approve the budget adjustments.**



REPORT TO ORDINARY COUNCIL MEETING

EXECUTIVE SUMMARY

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

This report summarises the proposed budget adjustments for the quarter and the impact upon the projected budget position for the current financial year. Reference is made to the above Responsible Accounting Officer's (RAO) statement regarding 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 responsible accounting officer to submit quarterly budget review statements to the governing body of Council. These minimum statements are contained within the attachments to this report.

The table below summarises this quarter's budget variations.

Estimated Budget Position as at 31 December 2015:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 11 June 2015	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
Approved Variations to September 2015	5,593 (D)	Nil	Nil
Approved Variations for October 2015	Nil	Nil	Nil
Approved Variations for November 2015	Nil	Nil	Nil
Recommended variations for month ending 31 December 2015	422,391 (D)	Nil	Nil
Estimated result 2015/16 as at 31 December 2015	<u>426,100 (D)</u>	<u>1,810,139 (D)</u>	<u>1,913,132 (D)</u>
General Account			Deficit/(Surplus)

Recommended variations for month ending 31 December 2015

Increase legal expenses allocation from original budget of \$182,000 to \$582,000. Legal expenses require revision due to the costs incurred with litigation expenses with the Land and Environment Court. The majority of this is the appeal by Pridel Investments Pty Ltd. The court hearing for this was initially seven days, which is a long hearing within this jurisdiction. It was not concluded in that time and there were a further three days of hearing in January 2016. Preparation for this case has required reports by independent experts and their appearance as expert witnesses during the hearing	400,000 (D)
Woolgoolga Creek floodplain risk management study and plan. Initially funded \$50,000 grant and \$25,000 Council in 2012. Further \$6,000 Council funding sought to complete project, requested to be released from stormwater and flood mitigation unallocated pool	6,000 (D)
Funding from stormwater and flood mitigation unallocated pool	(6,000) (S)
Funding to complete a detailed facility research and concept plan for an expanded Harry Bailey Memorial Library and Regional Gallery facility (per Ordinary meeting 26/11/15 – SC15/48), funded from future fund reserve	120,000 (D)
Future fund reserve allocation	(120,000) (S)
Funding to develop a Cultural Strategic Plan and Performing Arts Centre Feasibility and Cost Benefit Assessment (per Ordinary meeting 26/11/15)	90,000 (D)

– SC15/49), funded from future fund reserve	
Future fund reserve allocation	(90,000) (S)
Changes to Operational Plan for Buildings maintenance projects funded by the Special Rate:	
Rigby house re-cladding and repainting, \$90,000 to nil, to be included in 2016/17 allocations	(90,000) (S)
Jetty Memorial Theatre cladding and repainting, \$69,727 to \$100,000 in line with quotes received	30,273 (D)
Coffs Harbour Memorial Pool pump and sump heater repairs, nil to \$9,742	9,742 (D)
Cavanbah Hall maintenance, \$55,500 to \$79,000 in line with quotes received	23,500 (D)
Rose Ave refurbishment, \$60,000 to \$80,000, revised estimate	20,000 (D)
Contingency allocation, pending final actual costs for above projects	6,485 (D)
Reflect Rural Fire Service approved 2015/16 allocations per Commissioner’s letter against those applied and originally budgeted for	22,391 (D)
Reimbursement for the costs of construction of Ted Ovens Drive and upgrade of Stadium Drive intersection. Works included in Developer Contributions Plan and therefore funded by Section 94 reserve	126,280 (D)
Section 94 reserve funding	(126,280) (S)
Speed management works at Solitary Islands Way, Sapphire, 100% funded by RMS grant	4,186 (D)
Grants funds for speed management works	(4,186) (S)
Total	422,391 (D)

Water Account

Karangie Water Main duplication project, revision of forecast to meet remaining works and commitments including underbores. Budget increased from \$1,169,278 (per approved 2014/15 revote) to \$3,669,278 funded by unexpended loans	(2,500,000) (D)
Allocation of funds from unexpended water loans reserve	2,500,000 (S)
Automatic Water fill stations (near Woolgoolga Dam and Coffs Harbour Marcia St depot) to replace existing overhead fill stations. Part of program to upgrade existing four stations and install four additional. Funded by unexpended loans	40,000 (D)
Allocation of unexpended loan reserve funds	(40,000) (S)

Recommended variations for month ending 31 December 2015 Nil

Sewer Account

Recommended variations for month ending 31 December 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:

- **Environment**

This report is one of procedure only.

- **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 Councils Delivery Plan and may affect future economic sustainability.

Delivery Program/Operational Plan Implications

The Original budget for the General Account adopted on the 11 June 2015 provided for a surplus of \$1,884.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2015/16.

Risk Analysis:

Not applicable.

Consultation:

Managers 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.

The current reporting regime for the Council is currently being reviewed and the new reporting format will be ready for presentation in the near future. This will provide Council with a report presented in a fashion that will enable direct comparison with end of year financial statements.

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 quarter and the impact upon the projected budget position for the current financial year. Reference is made to the above RAO's statement regarding Councils financial position.

COFFS HARBOUR CITY COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

Attachment 1

INCOME & EXPENSES BY PROGRAM - GENERAL

	ORIGINAL	Approved Changes		REVISED	Recommended	PROJECTED	ACTUAL
	Budget			Budget	Changes	Budget	YTD
	2015/16	Other than by QBRs	Sept Rev		for December	2015/16	
INCOME							
Community Facilities	2,166,782	1,039,889	-	3,206,671	-	3,206,671	2,462,094
Office of the General Manager	1,615	-	-	1,615	-	1,615	808
Financial Sustainability	4,312,347	145,810	-	4,458,157	-	4,458,157	4,385,252
Business Transformation	1,774,814	499,354	-	1,275,460	-	1,275,460	-
CBD Masterplan Works	4,934,529	1,226,667	-	6,161,196	-	6,161,196	3,464,772
Jetty4Shores Project	724,449	1,187,046	9,091	1,920,586	-	1,920,586	827,952
Local Planning	68,409	1,147,809	224,500	1,440,718	-	1,440,718	700,923
Development Assessment	1,890,605	37,535	43,764	1,971,904	15,000	1,986,904	989,632
Environmental Services	287,256	320,367	-	607,623	-	607,623	388,436
Public Health & Safety	214,577	-	-	214,577	-	214,577	207,881
Ranger Services	499,547	-	-	499,547	-	499,547	248,495
Domestic Waste Management	19,151,311	-	-	19,151,311	-	19,151,311	18,319,143
Non-Domestic Waste Management	6,574,069	305,044	-	6,879,113	-	6,879,113	4,527,887
Property & Facilities Management	1,682,724	4,000	42,576	1,729,300	2,000	1,731,300	996,380
Swimming Pools	91,662	44,000	37,167	172,829	-	172,829	115,084
Airport	11,222,732	261,620	-	11,484,352	-	11,484,352	5,620,733
Stadium & Major Events	1,135,921	-	-	1,135,921	-	1,135,921	724,558
Governance & Risk	100,500	33,245	-	133,745	-	133,745	16,623
Rural Fire Service	2,444,218	-	-	2,444,218	(359,036)	2,085,182	773,205
Business Systems	1,407,119	466,717	-	1,873,836	-	1,873,836	935,687
Telecommunications & New Technology	1,741,213	-	-	1,741,213	-	1,741,213	937,403
Financial Support	600,320	19,578	-	619,898	-	619,898	338,983
Plant	13,785,544	11,511	2,930	13,799,985	-	13,799,985	7,174,403
Financial Planning	6,480,865	-	50,000	6,530,865	-	6,530,865	3,241,159
HR & Organisational Development	78,400	-	-	78,400	-	78,400	-
Customer Services	66,750	70,759	-	137,509	-	137,509	75,713
City Infrastructure Support	27,270	-	-	27,270	-	27,270	13,635
Sustainability	-	33,187	117,800	150,987	-	150,987	71,075
Asset Planning	-	-	-	-	-	-	-
Lifeguard Services	51,854	58,723	-	110,577	-	110,577	64,595
Library Services	219,679	161,395	-	381,074	-	381,074	127,083
Cultural Services	259,500	44,313	(16,400)	287,413	213,000	500,413	155,097
Community Services	246,426	14,287	4,000	264,713	-	264,713	135,132
Industry & Destination Development	342,118	308,477	-	650,595	-	650,595	375,702
Environmental Lab	733,351	-	-	733,351	-	733,351	407,295
Operational Administration	141,900	34,532	-	176,432	-	176,432	40,823
Open Space	5,679,996	1,189,586	40,690	6,910,272	12,233	6,922,505	3,090,798
Regional Roads	3,040,302	116,589	698,500	3,855,391	-	3,855,391	1,494,095
Local Roads	14,208,418	706,577	1,062,300	15,977,295	126,280	16,103,575	12,071,984
Bridges	1,640,211	50,090	-	1,690,301	-	1,690,301	1,276,166
Footpaths, Cycleways & Bus Shelters	947,662	1,185,873	1,587,414	3,720,949	-	3,720,949	1,298,226
Parking	867,227	252,091	-	1,119,318	-	1,119,318	559,659
Quarries	309,900	-	-	309,900	-	309,900	33,736
Street & Toilet Cleaning	-	-	-	-	-	-	-
Drainage	5,392,534	1,433,984	-	6,826,518	-	6,826,518	9,533,666
Harbour & Jetty	19,131	-	-	19,131	-	19,131	9,566
CityWorks - Private Works	5,924,400	-	-	5,924,400	-	5,924,400	2,512,690
Survey & Design	468,350	3,136,449	215,957	3,820,756	4,186	3,824,942	1,154,353
Street Lighting	157,000	-	-	157,000	-	157,000	-
Contracts and Subdivisions	75,800	67,178	-	142,978	-	142,978	178,778
Untied Funding	48,393,250	-	(72,836)	48,320,414	-	48,320,414	41,478,674
TOTAL INCOME	172,584,557	14,615,574	4,047,453	191,247,584	13,663	191,261,247	133,556,024

COFFS HARBOUR CITY COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

Attachment 1

INCOME & EXPENSES BY PROGRAM - GENERAL

	ORIGINAL	Approved Changes		REVISED	Recommended	PROJECTED	ACTUAL
	Budget			Budget	Changes	Budget	YTD
	2015/16	Other than by QBRs	Sept Rev		for December	2015/16	
EXPENSES							
Community Facilities	2,166,782	1,039,889	-	3,206,671	-	3,206,671	1,289,074
Office of the General Manager	1,113,250	-	-	1,113,250	-	1,113,250	585,957
Financial Sustainability	4,312,347	145,810	-	4,458,157	-	4,458,157	1,155,185
Business Transformation	1,405,674	499,354	117,960	1,024,280	-	1,024,280	1,272,020
CBD Masterplan Works	4,934,529	1,226,667	-	6,161,196	-	6,161,196	1,705,804
Jetty4Shores Project	806,325	1,187,046	9,091	2,002,462	-	2,002,462	976,009
Local Planning	1,632,977	1,147,809	224,500	3,005,286	-	3,005,286	1,096,022
Development Assessment	2,787,566	37,535	-	2,825,101	15,000	2,840,101	1,294,545
Environmental Services	937,439	264,667	-	1,202,106	-	1,202,106	381,245
Public Health & Safety	716,750	85,700	-	802,450	-	802,450	378,155
Ranger Services	982,972	-	-	982,972	-	982,972	422,899
Domestic Waste Management	19,151,311	-	-	19,151,311	-	19,151,311	9,338,896
Non-Domestic Waste Management	6,574,069	305,044	-	6,879,113	-	6,879,113	929,491
Property & Facilities Management	3,297,706	4,000	12,500	3,314,206	2,000	3,316,206	1,560,428
Swimming Pools	755,148	44,000	-	799,148	-	799,148	2,671,852
Airport	11,222,732	261,620	-	11,484,352	-	11,484,352	5,328,664
Stadium & Major Events	3,348,629	261,288	37,178	3,647,095	-	3,647,095	2,003,413
Governance & Risk	2,432,320	33,245	-	2,465,565	400,000	2,865,565	2,279,519
Rural Fire Service	2,800,573	-	-	2,800,573	(336,645)	2,463,928	1,060,838
Business Systems	4,527,629	466,717	-	4,994,346	28,466	5,022,812	2,994,531
Telecommunications & New Technology	1,741,213	-	-	1,741,213	-	1,741,213	975,556
Financial Support	3,254,418	-	50,000	3,304,418	-	3,304,418	1,592,078
Plant	13,785,544	11,511	2,930	13,799,985	-	13,799,985	6,215,220
Financial Planning	1,452,877	-	-	1,452,877	(28,466)	1,424,411	803,042
HR & Organisational Development	1,267,200	-	-	1,267,200	-	1,267,200	449,899
Customer Services	1,736,275	70,759	-	1,807,034	-	1,807,034	852,838
City Infrastructure Support	809,370	-	-	809,370	-	809,370	505,832
Sustainability	349,700	33,187	117,800	500,687	-	500,687	171,842
Asset Planning	331,300	-	(117,960)	213,340	-	213,340	95,044
Lifeguard Services	766,194	58,723	-	824,917	-	824,917	357,720
Library Services	2,027,929	161,395	-	2,189,324	-	2,189,324	1,071,407
Cultural Services	1,162,265	44,313	(16,400)	1,190,178	213,000	1,403,178	566,572
Community Services	1,489,149	51,465	10,586	1,551,200	-	1,551,200	808,923
Industry & Destination Development	1,888,593	66,767	-	1,955,360	-	1,955,360	760,847
Environmental Lab	733,351	-	-	733,351	-	733,351	327,644
Operational Administration	1,121,725	34,532	-	1,156,257	-	1,156,257	453,073
Open Space	9,613,771	1,189,586	40,690	10,844,047	12,233	10,856,280	4,647,393
Regional Roads	3,144,705	116,589	698,500	3,959,794	-	3,959,794	1,587,634
Local Roads	20,133,933	706,577	1,062,300	21,902,810	126,280	22,029,090	11,515,202
Bridges	1,751,111	50,090	-	1,801,201	-	1,801,201	754,668
Footpaths, Cycleways & Bus Shelters	1,334,972	1,185,873	1,587,414	4,108,259	-	4,108,259	1,469,166
Parking	1,495,465	252,091	-	1,747,556	-	1,747,556	836,108
Quarries	309,900	-	-	309,900	-	309,900	23,734
Street & Toilet Cleaning	917,150	-	-	917,150	-	917,150	461,382
Drainage	5,697,534	1,433,984	-	7,131,518	-	7,131,518	8,123,780
Harbour & Jetty	198,331	-	-	198,331	-	198,331	87,054
CityWorks - Private Works	5,924,400	-	-	5,924,400	-	5,924,400	2,584,865
Survey & Design	2,759,490	3,136,449	215,957	6,111,896	4,186	6,116,082	1,636,962
Street Lighting	962,000	-	-	962,000	-	962,000	351,435
Subdivisions & Contracts	502,620	-	-	502,620	-	502,620	121,910
Untied Funding	8,013,460	-	-	8,013,460	-	8,013,460	4,006,730
TOTAL EXPENSES	172,582,673	14,615,574	4,053,046	191,251,293	436,054	191,687,347	92,940,105
NET OPERATING RESULT SURPLUS/(DEFICIT)	1,884	-	(5,593)	(3,709)	(422,391)	(426,100)	40,615,919

COFFS HARBOUR CITY COUNCIL

Attachment 1

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

INCOME & EXPENSES BY PROGRAM - GENERAL

	ORIGINAL	Approved Changes		REVISED	Recommended	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget	Changes for December	Budget 2015/16	YTD
Add Back:							
Capital Expenses	32,490,732	17,049,620	4,365,889	53,906,241	4,365,889	58,272,130	15,221,746
Less:							
Transfers to & from Reserves	31,530,050	10,750,748	3,576,751	45,857,549	-	45,857,549	11,464,387
Loan Drawdowns	-			-		-	-
Advance Repayments	-			-		-	-
Asset Sales	1,533,729			1,533,729		1,533,729	268,985
NET OPERATING RESULT FROM CONTINUING OPERATIONS	(571,163)	6,298,872	783,545	6,511,254	3,943,498	10,454,752	44,104,293
Less:							
Capital Grants	2,507,051		1,501,909	4,008,960	81,950	4,090,910	2,476,649
Capital Contributions	4,718,740		294,000	5,012,740	1,666,859	6,679,599	3,889,287
NET OPERATING RESULT BEFORE CAPITAL ITEMS	(7,796,954)	6,298,872	(1,012,364)	(2,510,446)	2,194,689	(315,757)	37,738,357

Note

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

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

Recommended Changes for December

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

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

INCOME & EXPENSES BY PROGRAM - SEWER

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget			
INCOME							
Management Expenses	1,160	10,511	-	11,671	-	11,671	5,408
Maintenance & Operating	12,200,897	-	-	12,200,897	-	12,200,897	6,101,436
Miscellaneous	-	-	-	-	-	-	-
Capital Expenses	9,085,961	4,790,907	-	13,876,868	-	13,876,868	4,396,977
Untied Funding	27,065,350	-	-	27,065,350	-	27,065,350	24,033,835
TOTAL INCOME	48,353,368	4,801,418	-	53,154,786	-	53,154,786	34,537,655
EXPENSES							
Management Expenses	4,788,979	10,511	-	4,799,490	-	4,799,490	2,193,862
Maintenance & Operating	20,569,942	-	-	20,569,942	-	20,569,942	10,810,832
Miscellaneous	15,169,618	-	-	15,169,618	-	15,169,618	6,969,916
Capital Expenses	9,085,961	4,790,907	-	13,876,868	-	13,876,868	3,258,711
Untied Funding	652,000	-	-	652,000	-	652,000	326,000
TOTAL EXPENSES	50,266,500	4,801,418	-	55,067,918	-	55,067,918	23,559,321
NET OPERATING RESULT SURPLUS/(DEFICIT)	(1,913,132)	-	-	(1,913,132)	-	(1,913,132)	10,978,335
Add Back:							
Capital Expenses	14,850,780	4,790,907	-	19,641,687	-	19,641,687	3,643,998
Less:							
Transfers to & from Reserves	11,561,785	4,680,418	-	16,242,203	-	16,242,203	4,060,551
Loan Drawdowns	-	-	-	-	-	-	-
Advance Repayments	-	-	-	-	-	-	-
Asset Sales	-	-	-	-	-	-	74,182
NET OPERATING RESULT FROM CONTINUING OPERATIONS	1,375,863	110,489	-	1,486,352	-	1,486,352	10,487,600
Less:							
Capital Grants	-	121,000	-	121,000	-	121,000	-
Capital Contributions	5,094,161	-	-	5,094,161	-	5,094,161	1,273,540
NET OPERATING RESULT BEFORE CAPITAL ITEMS	(3,718,298)	(10,511)	-	(3,728,809)	-	(3,728,809)	9,214,060

Note

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

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

Recommended Changes for December

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

COFFS HARBOUR CITY COUNCIL

Attachment 3

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

INCOME & EXPENSES BY PROGRAM - WATER

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget			Budget			
	2015/16	Other than by QBRS	Sept Rev				
INCOME							
Management Expenses	3,000	13,910	-	16,910	-	16,910	10,865
Maintenance & Operating	7,376,195	6,593	-	7,382,788	-	7,382,788	3,875,010
Miscellaneous	-	-	-	-	-	-	-
Capital Expenses	5,836,650	4,124,758	(360,000)	9,601,408	2,900,000	12,501,408	3,243,757
Untied Funding	19,072,139	-	-	19,072,139	-	19,072,139	9,516,522
TOTAL INCOME	32,287,984	4,145,261	(360,000)	36,073,245	2,900,000	38,973,245	16,646,154

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget			Budget			
	2015/16	Other than by QBRS	Sept Rev				
EXPENSES							
Management Expenses	4,133,808	13,910	-	4,147,718	-	4,147,718	1,918,835
Maintenance & Operating	13,648,554	6,593	-	13,655,147	-	13,655,147	6,756,278
Miscellaneous	9,926,111	-	-	9,926,111	-	9,926,111	4,253,458
Capital Expenses	5,836,650	4,124,758	(360,000)	9,601,408	2,900,000	12,501,408	5,181,511
Untied Funding	553,000	-	-	553,000	-	553,000	276,500
TOTAL EXPENSES	34,098,123	4,145,261	(360,000)	37,883,384	2,900,000	40,783,384	18,386,582

NET OPERATING RESULT SURPLUS/(DEFICIT)	(1,810,139)	-	-	(1,810,139)	-	(1,810,139)	(1,740,428)
Add Back:							
Capital Expenses	7,371,650	4,124,758		11,496,408	-	11,496,408	2,999,207
Less:							
Transfers to & from Reserves	5,547,135	4,145,261	-	9,692,396	-	9,692,396	2,423,099
Loan Drawdowns	-	-	-	-	-	-	-
Advance Repayments	-	-	-	-	-	-	-
Asset Sales	-	-	-	-	-	-	60,909
NET OPERATING RESULT FROM CONTINUING OPERATIONS	14,376	(20,503)	-	(6,127)	-	(6,127)	(1,225,229)
Less:							
Capital Grants	-	-	-	-	-	-	-
Capital Contributions	3,584,250	-	-	3,584,250	-	3,584,250	896,063
NET OPERATING RESULT BEFORE CAPITAL ITEMS	(3,569,874)	(20,503)	-	(3,590,377)	-	(3,590,377)	(2,121,292)

Note

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

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

Recommended Changes for December

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

COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015
CAPITAL BUDGET - GENERAL FUND

Attachment 4

	ORIGINAL	Approved Changes		REVISED	Recommended	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget	Changes for December	Budget 2015/16	YTD
CAPITAL FUNDING							
Rates and other Untied Funding	11,590,940	6,835,063	2,411,268	20,865,737	28,466	20,894,203	11,696,455
Internal Restrictions							
- Airport	2,194,551	261,620	-	2,456,171	-	2,456,171	871,290
- Bldg Maint Resv	-	-	-	-	-	-	-
- Non-Domestic Waste Management	200,000	-	-	200,000	-	200,000	-
- Community Facilities Reserve	300,000	884,867	-	1,184,867	-	1,184,867	426,162
- Car Parking Upgrade	-	-	-	-	-	-	-
- Environmental Levy	-	16,674	-	16,674	-	16,674	10,629
- Future Fund	-	-	-	210,000	210,000	420,000	-
- Jetty Maint Reserve	-	-	-	-	-	-	-
- Pine Creek Reserve	-	-	-	-	-	-	-
- Environmental Laboratory	50,000	-	-	50,000	-	50,000	3,459
- Grant in Advance	-	650,284	-	650,284	-	650,284	651,847
- Plant	3,148,210	-	-	3,148,210	-	3,148,210	1,536,375
- Private Works	-	-	-	-	-	-	-
- Land Sale Reserve	-	-	-	-	-	-	-
- Open Space Resv	-	-	-	-	-	-	-
- RFS Reserve	-	-	-	-	-	-	-
- ELE Reserve	-	-	-	-	-	-	-
- CBD Masterplan Reserve	1,115,286	1,143,073	-	2,258,359	-	2,258,359	50,314
- EDP Reserve	836,319	-	-	836,319	-	836,319	708,768
External Restrictions							
- Domestic Waste Management	200,000	-	-	200,000	-	200,000	4,250
- S94	2,481,000	1,670,955	60,690	4,454,960	242,315	4,697,275	359,120
- S94 - Inkind	4,635,000	-	-	4,635,000	-	4,635,000	2,317,500
- Contribution	78,000	1,761,428	36,000	3,013,631	1,138,203	4,151,834	367,717
- Grant	3,589,471	1,490,412	1,766,690	6,889,559	42,986	6,932,545	2,488,868
- Sales Income	1,533,729	-	-	1,533,729	-	1,533,729	55,658
- Loan	177,736	2,335,244	91,241	2,604,221	-	2,604,221	760,888
New Loans	-	-	-	-	-	-	-
Income from Sale of Assets	-	-	-	-	-	-	-
TOTAL CAPITAL FUNDING	32,130,242	17,049,620	4,365,889	55,207,721	1,661,970	56,869,691	22,309,298

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/12/15 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015**

CAPITAL BUDGET - GENERAL FUND

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget		Budget 2015/16	YTD
CAPITAL EXPENDITURE							
Loan Repayments (Principal)	4,603,201	5,275,220	2,148,811	12,027,232	-	12,027,232	9,627,652
New Assets							
Buildings	-	19,054	-	19,054	-	19,054	1,661
Furniture & Fittings	14,000	-	-	14,000	-	14,000	7,095
Land Improvements	394,000	1,699,297	-	2,093,297	-	2,093,297	30,572
Land - Operational	-	918,817	-	918,817	-	918,817	-
Community Land	-	-	-	-	-	-	-
Bulk Earthworks (non-depreciable)	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-
Office Equipment	836,319	217,764	-	1,082,549	28,466	1,111,015	866,037
Other Assets	20,000	175,131	-	405,131	210,000	615,131	34,638
Other Structures	552,557	44,000	36,000	632,557	-	632,557	402,171
Plant & Equipment	205,960	2,964	-	208,924	-	208,924	29,025
Water Supply Network	-	-	-	-	-	-	-
Roads, Bridges & Footpaths	7,122,614	2,433,998	435,284	11,270,306	1,278,410	12,548,716	4,379,552
Stormwater Drainage	-	588,884	-	588,884	-	588,884	107,599
Renewals (Replacement)							
Buildings	1,695,182	775,486	-	2,470,668	-	2,470,668	356,047
Furniture & Fittings	2,000	-	-	2,000	-	2,000	-
Land Improvements	770,000	345,812	60,690	1,176,502	-	1,176,502	47,691
Land - Operational	250,000	-	-	250,000	-	250,000	132,255
Community Land	-	-	-	-	-	-	-
Bulk Earthworks (non-depreciable)	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-
Office Equipment	536,850	248,953	-	785,803	-	785,803	69,825
Other Assets	572,550	1,149,376	89,014	1,862,626	51,686	1,914,312	744,417
Other Structures	660,286	920,794	-	1,581,080	-	1,581,080	21,745
Plant & Equipment	5,615,622	56,277	-	5,671,899	-	5,671,899	1,596,162
Water Supply Network	-	-	-	-	-	-	-
Roads, Bridges & Footpaths	7,430,790	1,127,429	1,492,392	10,144,019	93,408	10,237,427	3,670,885
Stormwater Drainage	848,311	1,050,364	103,698	2,002,373	-	2,002,373	184,270
TOTAL CAPITAL EXPENDITURE	32,130,242	17,049,620	4,365,889	55,207,721	1,661,970	56,869,691	22,309,298

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

Recommended Changes for December

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 31/12/15 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015**

CAPITAL BUDGET - WATER FUND

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED	ACTUAL
	Budget			Budget		Budget	YTD
	2015/16	Other than by QBRS	Sept Rev			2015/16	
CAPITAL FUNDING							
Water Fund	4,911,250	-	-	4,911,250	-	4,911,250	2,444,066
External Restrictions							
Unexpended Loan	550,900	3,614,483	-	6,710,383	2,545,000	9,255,383	3,113,951
S64	1,909,500	510,275	-	2,414,775	(5,000)	2,409,775	345,460
TOTAL CAPITAL FUNDING	7,371,650	4,124,758	-	14,036,408	2,540,000	16,576,408	5,903,477

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED	ACTUAL
	Budget			Budget		Budget	YTD
	2015/16	Other than by QBRS	Sept Rev			2015/16	
CAPITAL EXPENDITURE							
Loan Repayments (Principal)	4,591,050	-	-	4,591,050	-	4,591,050	2,255,201
New Assets							
Office Equipment	-	-	-	-	-	-	-
Water Supply Network	1,124,000	3,439,553	-	7,188,553	2,625,000	9,813,553	3,014,853
Plant & Equipment	-	-	-	-	-	-	33,803
Other Assets	-	-	-	-	-	-	-
Renewals (Replacement)							
Office Equipment	8,200	-	-	(76,800)	-	(76,800)	202
Water Supply Network	1,572,400	685,205	-	2,257,605	(85,000)	2,172,605	596,990
Plant & Equipment	76,000	-	-	76,000	-	76,000	2,427
Other Assets	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	7,371,650	4,124,758	-	14,036,408	2,540,000	16,576,408	5,903,477

Note

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

Recommended Changes for December

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

**COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015**

CAPITAL BUDGET - SEWER FUND

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget			
CAPITAL FUNDING							
Sewer Fund	8,695,980	-	-	8,695,980	-	8,695,980	4,412,674
External Restrictions							
Unexpended Loan	779,800	3,114,144	-	3,893,944	-	3,893,944	513,374
S64	5,375,000	1,676,763	-	7,051,763	-	7,051,763	2,391,787
Grant	-	-	-	-	-	-	-
TOTAL CAPITAL FUNDING	14,850,780	4,790,907	-	19,641,687	-	19,641,687	7,317,835

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for December	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Other than by QBRS	Sept Rev	Budget			
CAPITAL EXPENDITURE							
Loan Repayments (Principal)	8,685,980	-	-	8,685,980	-	8,685,980	4,412,592
New Assets							
Office Equipment	-	-	-	-	-	-	-
Sewer Network	600,000	2,789,532	500,000	3,639,532	(250,000)	3,389,532	446,098
Plant & Equipment	-	-	-	-	-	-	225,411
Renewals (Replacement)							
Office Equipment	30,000	20,000	-	50,000	-	50,000	82
Sewer Network	5,448,800	1,801,375	(500,000)	7,000,175	250,000	7,250,175	2,225,599
Plant & Equipment	86,000	180,000	-	266,000	-	266,000	8,053
TOTAL CAPITAL EXPENDITURE	14,850,780	4,790,907	-	19,641,687	-	19,641,687	7,317,835

Note

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

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

Recommended Changes for December

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

COFFS HARBOUR CITY COUNCIL

Attachment 5

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

CASH AND INVESTMENTS

Reserve Type	Opening Balance 1/07/2015	Add / (Subtract) ORIGINAL Budget Transfers 2015/16	Approved Changes		Add Interest AppORTioned	REVISED Balance	Recommended Budget Transfers for Dec	PROJECTED Closing Balance 30/06/2016	YTD Actual
			Other than by OBRS	Sept Rev					
Total Cash and Investments	152,342,000	-	-			152,342,000		152,342,000	165,908,208
attributable to:									
External Restrictions (see below)	94,016,000	(2,496,810)	(8,771,015)	(72,317)	789,398	83,465,256	-	83,465,256	101,247,394
Internal Restrictions (see below)	57,009,000	(2,371,007)	(8,484,972)	50,000	1,278,357	47,481,378	-	47,481,378	59,735,278
Unrestricted	1,317,000	4,867,817	17,255,987	22,317	(2,067,755)	21,395,366	-	21,395,366	4,925,536
	152,342,000	-	-	-	-	152,342,000	-	152,342,000	165,908,208
External Restrictions									
General:									
Developer Contributions	12,834,000	(2,491,000)	(1,663,113)	(72,317)		8,607,570	-	8,607,570	13,367,753
Domestic Waste	4,006,000	(974,660)	-		96,794	3,128,134	-	3,128,134	4,150,639
Stormwater Management Levy	-	-	-			-	-	-	-
Other	61,000	-	-			61,000	-	61,000	-
Water:									
Unexpended Loans	21,779,000	(200,900)	(3,914,758)			17,663,342	-	17,663,342	20,243,422
Unexpended Grants	-	-	-			-	-	-	-
Developer Contributions	105,000	1,327,750	(200,000)			1,232,750	-	1,232,750	1,991,768
Water Supplies (Revenue)	7,505,000	-	-		173,621	7,678,621	-	7,678,621	7,464,653
Sewer:									
Unexpended Loans	27,939,000	(158,000)	(2,993,144)			24,787,856	-	24,787,856	29,881,019
Unexpended Grants	-	-	-			-	-	-	-
Developer Contributions	24,000	-	-			24,000	-	24,000	1,836,650
Sewer Services (Revenue)	19,763,000	-	-		518,983	20,281,983	-	20,281,983	22,311,490
Total External Restrictions	94,016,000	(2,496,810)	(8,771,015)	(72,317)	789,398	83,465,256	-	83,465,256	101,247,394
Internal Restrictions									
Airport	52,000	504,042	(261,620)	-	1,481	295,903	-	295,903	515,721
Asset Replacement & Maintenance	556,000	-	-	-	15,487	571,487	-	571,487	573,253
Asset Renewal	1,999,000	5,600	-	-	47,589	2,052,189	-	2,052,189	2,046,054
CBD Masterplan	1,490,000	2,268,800	(1,226,667)	-	39,122	2,571,255	-	2,571,255	1,864,369
Community Facilities	1,580,000	(252,469)	(726,867)	-	37,748	638,412	-	638,412	1,459,506
EDP Equipment	909,000	(801,319)	-	-	13,726	121,407	-	121,407	231,781
Technology Group	402,000	-	-	-	5,008	407,008	-	407,008	355,277
Unexpended Contributions	2,021,000	-	(1,287,867)	-	-	733,133	-	733,133	13,624
Historical Jetty R & M	242,000	-	-	-	5,772	247,772	-	247,772	248,176
Future Fund	2,125,000	362,816	-	-	52,380	2,540,196	-	2,540,196	2,358,201
Business Development	2,276,000	36,000	-	-	54,335	2,366,335	-	2,366,335	2,346,610
Project Contingency	1,193,000	-	-	-	28,415	1,221,415	-	1,221,415	1,221,688
Private Works - General Fund Reserve	3,393,000	747,900	-	-	81,167	4,222,067	-	4,222,067	3,510,785
Non Domestic Waste	1,986,000	(721,299)	(304,694)	-	71,043	1,031,050	-	1,031,050	4,268,955
Employees Leave Entitlement	6,683,000	(3,317,521)	-	-	159,346	3,524,825	-	3,524,825	6,578,970
Revenue Revotes	2,147,000	-	(2,147,000)	-	-	-	-	-	-
Renewable Energy	-	-	-	50,000	-	50,000	-	50,000	-
Unexpended Grants	1,281,000	(962,876)	-	-	-	318,124	-	318,124	887,983
Open Space Land	51,000	-	(4,000)	-	1,228	48,228	-	48,228	46,817
Lab Equipment Replacement	963,000	31,016	-	-	23,727	1,017,743	-	1,017,743	1,079,197
Rural Fire Service	-	-	-	-	-	-	-	-	-
Plant Replacement	8,943,000	(701,661)	(11,511)	-	220,840	8,450,668	-	8,450,668	9,924,228
T2S Savings	-	866,000	-	-	10,231	876,231	-	876,231	1,046,086
Environmental Levy	102,000	-	(89,093)	-	960	13,867	-	13,867	4,739
RMS Pine Creek Handover (Capital)	2,182,000	-	-	-	51,018	2,233,018	-	2,233,018	2,113,615
RMS - SH10 Garden Works	70,000	(54,800)	-	-	1,513	16,713	-	16,713	56,650
RMS - Sapphire to Woolgoolga	-	-	-	-	19,585	19,585	-	19,585	1,660,372
Unexpended Loan Funds	8,696,000	(381,236)	(2,425,653)	-	-	5,889,111	-	5,889,111	9,210,825
Car Parking Upgrade	1,080,000	-	-	-	25,714	1,105,714	-	1,105,714	1,105,566
Future Road Network	2,266,000	-	-	-	55,015	2,321,015	-	2,321,015	2,428,689
Flood Mitigation Works	2,321,000	-	-	-	255,907	2,576,907	-	2,576,907	2,577,541
	57,009,000	(2,371,007)	(8,484,972)	50,000	1,278,357	47,481,378	-	47,481,378	59,735,278

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 31/12/15 and was completed 19/1/16

Note This document forms part of Coffs harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/12/15 and should be read in

conjunction with other reports in the OBRS. Opening Balances for Unexpended Grants, Unexpended Loans and unexpended contributions were extracted from Closing Balance at 30/6/15 per Note 6(c) of financial statements

COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015
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	82.64%	> 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	66.17%	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	27.35%	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	27.34%	< 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	6.87%	7%

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/12/15 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015
PART A - CONTRACTS LISTING**

CONTRACTOR	CONTRACT DETAIL & PURPOSE	CONTRACT VALUE (Ex GST)	COMMENCEMENT DATE	COMPLETION DATE	BUDGETED (Y/N)
NSW Boral Asphalt	Supply and delivery of Bitumen Sealing works	860,206	23/10/2015	30/09/2016	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

COFFS HARBOUR CITY COUNCIL

Attachment 8

BUDGET REVIEW FOR THE QUARTER ENDED 31 DECEMBER 2015

PART B - CONSULTANCY AND LEGAL EXPENSES

EXPENSE	EXPENDITURE YTD	BUDGETED (Y/N)
Consultancies	710,054	Y
Legal Fees	707,626	N

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.



REPORT TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 DECEMBER 2015

REPORTING OFFICER: Environmental Levy / Grants Officer
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: Looking after Our Environment Theme
ATTACHMENTS: ATT Environmental Levy Projects Quarterly Report with Project Status Report to 31 December 2015

Recommendation:

That Council notes the status of the Environmental Levy projects as at 31 December 2015.

EXECUTIVE SUMMARY

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

REPORT

Description of Item:

Council has been receiving quarterly status report updates since the EL Program commenced in 1997/1998. This report is a description of the status of the EL Program projects as at 31 December 2015 and a project status report is included as an attachment.

Issues:

There are no issues associated with the report.

Options:

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

Sustainability Assessment:

- **Environment**

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

- **Social**

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

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

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding. There was \$1,246,563 available for the Environmental Levy projects in 2015/2016. This included income from the 2015/2016 Environmental Levy and a contribution from the Water Fund of \$50,000 towards the Orara River works. Thirty-four submissions were received requesting a total of \$2,041,281; therefore even if criteria were met, there was insufficient funding available to fund all submissions.

Delivery Program/Operational Plan Implications

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

Risk Analysis:

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

Consultation:

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

Related Policy, Precedents and / or Statutory Requirements:

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

Implementation Date / Priority:

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

Conclusion:

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



























PROJECT STATUS REPORT Period Ending 31 December 2015















Program Title	Environmental Levy Program
Sponsor	Andrew Beswick
Period Ending	31 December 2015

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

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Culturally Significant Landscapes of the CH LGA - Revote 14/15	10%			This complex project has components that cross a broad range of Council's business functions. Development of a cultural significance layer will require the input of multiple stakeholders, both internal and external, which is likely to have a range of restrictions attached to the outputs because of the sensitivities around cultural heritage issues. Delays have occurred in reaching stakeholder agreement regarding the content of the project.	OEH will be further contacted to create a MoU to form a partnership to use their spatial and mapping information to incorporate these resources into council's planning system and undertake consultation with the local aboriginal community. Funds should be fully expended within the MoU prior to 30 June.
Koala Plan of Management – Revote 2012/13 Southern & Western Precincts	100%			The MOU with Office of Environment & Heritage is now operational and a revision of the existing Koala Plan of Management Project Plan is underway in regards to the changes to the delivery of SEPP 44 in accordance with legal advice supplied by Department of Planning and Environment. The Environmental Levy funding for the delivery of the Southern and Western Precincts MOU is now complete.	
A Kangaroo Management Strategy for CH Northern Beaches	50%			Community engagement plan has been collated and initiated through a community on-line survey in collaboration with UNE Honours project and contact with local schools, council staff and some community representatives. Baseline seasonal kangaroo counts have been undertaken at Heritage Park, Avocado Heights, Emerald beach, South-East Woolgoolga, Western Woolgoolga, Safety Beach (including golf course) and Darlington Beach Holiday Park. Review of peri-urban kangaroo studies undertaken elsewhere continues and broad framework for the plan of management has been formulated.	

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Orara River Restoration Project	60%			Thirty-three individual properties have been worked on this quarter, with the focus on weed control after the spring rain. In addition to these properties, control of Tropical Soda Apple (TSA) has occurred on all properties upstream of Coramba Bridge with funding from North Coast Local Land Services (NCLLS). Control of Cats Claw Creeper is done simultaneously using Environment Levy (EL) funding. The contractors have noticed a substantial decrease in TSA and Cats Claw across this area since 2014. The remaining EL funds are now being used to maintain properties after rehabilitation work is complete, and to match fund the current Land Management Agreements (LMA) through NCLLS. 116 trees were planted on two properties this quarter and the Committee have met monthly to oversee project works.	
Conservation & Sustainable Management of Biodiversity	50%			All of the individual science layers have now been delivered, excluding Landscape Corridors of the Coffs Harbour LGA which Council decided to not progress. Further advancement of a composite Biodiversity Assets layer will progress next quarter.	
Environmental Levy Coordination	50%			Monthly checks were completed, including the review of budgets to actual expenditure. The September 2015 quarterly Council report was completed in October. The working group generally meets this quarter to discuss and review the application process. However as part of T2S process the Grants administration is currently undergoing review. The EL program is considered a grant for this purpose. As such there is currently an internal group of staff reviewing the grant processes to bring about an efficient and consistent grant management process across the organisation. At this stage it is intended Council will call for applications in February / March with the recommended EL projects to be tabled at the same Council Meeting as the budget, therefore allowing successful projects to still be able to commence from 1 July 2016.	
Matching Grant Funding Pool	50%			There have been no requests from this allocation this quarter. Council's Environmental Trust (ET) grant application result is still pending. Balance held for future matching grant applications is currently \$20,836 less potential \$12,320 towards the ET grant leaving \$8,516 available.	
Green School Sustainability Fund – Revote 14/15	100%			All thirteen schools and early childcare centres successfully completed their projects. The Term 4 Sustainable Schools Network meeting at Sandy Beach Public School wrapped up a successful year for the network. In its first year, the network attracted 71 parents and teachers representing 18 primary and secondary schools (45% of CH's schools), to the quarterly meetings. Dates and host schools have been locked in for the 2016 school year, with network membership growing to include representatives from 20 early childcare centres.	

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Our Living Coast Sustainable Educational Program	60%			The Green Schools program attracted 13 applications of which 12 schools have been awarded grants to implement projects that will improve the sustainability of the school or local environment. The Living Coast Festival took place during November attracting over 8,000 attendees and featured over fifty events promoting spending more time in nature and educating and advocating environmental sustainability on the Coffs Coast. The Festival launched at the 8th Coffs Harbour Sustainable Living Day attracting 3,500 people and featured an array of stalls. This quarter 49 residents and tourists attended one of the four Coffs Ambassadors Tours of the Coffs Harbour LGA. Volunteers educated attendees about our high biodiversity values and encouraged them to undertake everyday actions to help protect our biodiversity and live more sustainably. The summer tour program was developed and promoted to the community.	
Boambee Beach Bush Revegetation & Bush Regeneration at Jetty Foreshore & Boambee Beach	35%			Spraying of weed grasses and annuals has been followed up with hand weeding around natives. Priority weeds have been targeted early so as to limit any seeding later in the season. Vine weeds have continued to be removed and have now been eradicated in some areas. The area planted out on the south facing bank behind the Fishing Club has been maintained in preparation for more mulch to be applied.	
Koala / Wildlife Corridor Bakker Dry Res Bonville Stage 1	54%			Mulch from chipped Camphor laurels and native tub grindings were brought in and spread for new plantings. 313 native trees were purchased, planted and staked by volunteers in partnership with Council's bush regeneration team.	
Supporting Community Action in the Coffs Harbour LGA	30%			CHRL ran a busy training program in spring with 5 well attended training events for volunteers and members of the public, 24 people attended bush regeneration techniques training workshops. A plant identification workshop was also run in conjunction with the Living Coast Festival with 33 people attending. Excellent on-ground and training support was given by Council's Bush Regeneration Officer, who also assisted CHRL staff at the Dolman's Point Landcare site which had been vandalised. A new Landcare site has been approved at Coffs Harbour Flora Reserve.	
Ocean View Headland Access & Rehabilitation	30%			Green Army team of 9 participants have continued track paving with training and mentoring provided by CHCC staff and their EnviTE Supervisor. The team have completed 230 l/m. The team have also been undertaking natural area weed control on the headland as part of their training as part of this project.	
Regeneration & Restoration on Garby Country	42%			Bush regeneration works focused on Glory Lily control at Arrawarra, Arrawarra Headland and Safety Beach. Various weeds were treated in Themeda Grasslands at Woolgoolga and Oceanview Headland. Career development continued for employees who along with EnviTE staff and members of the Darrunda Wajaarr team attended a free half day course in Vertebrate Pest Management induction training. Work was obtained on other EnviTE projects with Bellingen Council controlling and GPS recording noxious weed infestations at Pine Creek and Thora.	
Bushland Regeneration	53%			Weed control and bush regeneration works were undertaken across 17 reserves in Coffs Harbour, Sawtell and Toormina. A community educational event was undertaken at the Sustainability Festival in the Botanic Gardens. 600 native plants were planted in the second quarter.	

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Darrunda Wajaarr Repair to Country High Priority Sites	49%			Woody weeds, Vine weeds and Groundsel Bush control works were completed across five areas of Woolgoolga, Sandy Beach, Coffs Creek and Boambee Creek	
Environmental Weed Control	45%			Vine Weeds, Privet, Pinus, Camphor Laurel, and Woody Weed control works were undertaken across 9 reserves in Coffs Harbour and Sawtell.	
Botanic Gardens Education Officer	60%			In the past three months a range of programs have been completed throughout the gardens. This included Co-ordination of the "Aussie Backyard Bird Count" where an open day for bird watching and two talks were delivered in the conference room at the gardens. The fifth children's festival was held where we train year 10 indigenous students to deliver bush tucker talks to primary school children; this year's theme had a focus on birds with 200 attendees. The garden also ran a workshop for year 12 students on 'Plant Diseases and Pathogens, and Plant adaptations to drying conditions". The early settlers walk has progressed, research and development has been completed and the graphics for the signs has been contracted.	
Darkum Headland Access Rehabilitation	64%			Track bitumen seal works were completed and a management access gate installed. A stable and safe final beach access step to combat fluctuating beach sand level changes remains to be completed.	
Woolgoolga Beach Rehabilitation Project	5%			There was no work undertaken during this period for the Woolgoolga Beach Rehabilitation Project.	The expenditure of funding will occur during the early part of 2016 once all approvals have been obtained.
Restoration of Grey-headed Flying Fox Maternity Camps	45%			Due to the heatwave conditions corresponding to the census date the count of the camps was not undertaken in this quarter. Works this quarter concentrated on follow up weed control and maintenance of the planted areas in and around the core areas of both camps, in accord with the Part 5 environmental assessment. Frill treatment of camphor's at the margins of the Coffs Creek camp was undertaken. Sixty canopy species were planted at Woolgoolga.	
Arrawarra Creek Coastal Zone Management Plan	15%			Council engaged BMT WBM consultants to prepare and develop a Coastal Zone Management Plan for Arrawarra Creek. Council and consultants undertook the first stage of community consultations with over 40 community members attending. The development of the scoping study started during this period.	The Arrawarra Creek CZMP will be completed at the end of the year as per OEH grant and contract with BMT WBM.

Prepared by Program Officer:

Name: Katrina O'Connell

Date: 8 February 2016



REPORT TO ORDINARY COUNCIL MEETING

2015-2019 DELIVERY PROGRAM - SIX MONTHLY PROGRESS REPORT

REPORTING OFFICER:	Corporate Planner
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program

Recommendation:

That the *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* be adopted for public release.

EXECUTIVE SUMMARY

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

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* is tabled at this time. The Six-Monthly Progress Report identifies achievements and challenges recorded during the reporting period and provides updates on Council services, projects and key operational activities, including the delivery status of Council's capital works program.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights including:

- The opening of the Jetty4Shores walkway;
- The opening of a new playground at Ulong;
- Global recognition for Coffs Harbour as winner of the World Festival and Event City Award;
- The Eutick Memorial Still Life Award and Festival at the Coffs Harbour Regional Gallery;
- The finalisation of the Coffs Coast Region Resource Recovery and Waste Management Strategy 2015-2027;
- Extensive road, bridge and cycleway works;
- Delivery of environmental and sustainability initiatives;
- Delivery of a range of community, economic and sporting programs.

The Six-Monthly Progress Report for the period 1 July to 31 December 2015 incorporates a number of delegation adjustments arising from changes to Council's organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a review of actions and measures in the Delivery Program.

REPORT

Description of Item:

Coffs Harbour City Council began implementing its 2015-2019 Delivery Program on 1 July 2015 under the Integrated Planning and Reporting provisions (IPR) of the Local Government Act, 1993.

The Delivery Program must include a method of assessment to determine the effectiveness of Council’s principal activities in achieving the objectives of the *Coffs Harbour 2030 Community Strategic Plan*. Progress reports must be provided to Council at least every six months. While it is a legislative requirement, the Six-Monthly Progress Report also represents a valuable opportunity for the organisation to evaluate its performance and account to the local community. Details of the delivery of Council’s capital works program are reported at the end of each financial year in Council’s Annual Report. Council is increasing transparency of operations by incorporating into the Six-Monthly Progress Report the delivery status of Council’s capital works program as at 31 December 2015.

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* is tabled at this time. The document has been distributed to Councillors and is posted on Council’s website. Once adopted, printed copies will also be available at Council’s display locations.

Issues:

The Six-Monthly Progress Report is an overview of the effectiveness of Council’s principal activities in *implementing the strategies* and *achieving the objectives* of the *Coffs Harbour 2030 Community Strategic Plan*. It refers to the period 1 July to 31 December 2015.

In the 2015-2019 Delivery Program, Council’s ‘principal activities’ are identified as 41 Services. Each Service encompasses a range of related projects and ongoing tasks. The Services are aligned with one or more of the Strategies that are set out in the *Coffs Harbour 2030 Plan*. The implementation of the 2030 Strategies contributes to the achievement of the 2030 Objectives.

The alignment within the IPR framework can be viewed as:

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

Council tracks the progress of Services as well as a nominated set of reportable actions. These serve as broad indicators of the impact that Council’s Delivery Program is having in responding to the Coffs Harbour 2030 Plan.

The updates include ‘traffic lights’ which indicate whether a reportable is *On Track* (green light), *Needs Attention* (orange light), or *Critical* (red light). A grey traffic light indicates that an action is *On Hold*. In these cases, the action may be yet to start, not active this reporting cycle, or awaiting funding or the outcome of other processes.

The Six-Monthly Progress Report for the period 1 July to 31 December 2015 indicates that all but one (Procurement) of Council's Services are *On Track*.

During the period, progress reports were submitted for a total of 282 actions implemented by Council. The updates indicate the majority of actions are *On Track*. A total of 26 actions are recorded as *Needing Attention*; these reflect resourcing/workload issues, delays associated with the introduction of new systems or processes, changes to work schedules or external factors.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights including:

- The completion of the Jetty4Shores walkway as the centerpiece of the Harbour revitalisation project;
- The opening of a new playground at Ulong;
- Coffs Harbour named winner of the globally-acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award;
- The staging of the nationally recognised Eutick Memorial Still Life Award and Festival at the Coffs Harbour Regional Gallery;
- The finalisation of the Coffs Coast Region Resource Recovery and Waste Management Strategy 2015-2027;
- Extensive road, bridge and cycleway works;
- Delivery of environmental and sustainability initiatives;
- Delivery of a range of community, economic and sporting programs.

The Six-Monthly Progress Report for the period 1 July to 31 December 2015 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a review of actions and measures in the Delivery Program.

Options:

As this report is to enable compliance with a legislative requirement and the public release of an information resource for Council and the community, an option analysis is not required.

Sustainability Assessment:

- **Environment**

Apart from printing and energy costs associated with compiling the report, there are no environmental impacts flowing from the preparation of the *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program*. However, the report considers Council's progress and performance in regard to the delivery of environmental strategies for the city.

- **Social**

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

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

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

Risk Analysis:

The preparation of a Six-Monthly Progress Report is a legislative requirement. A risk analysis is not applicable in this instance.

Consultation:

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

Related Policy, Precedents and / or Statutory Requirements:

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

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

Implementation Date / Priority:

If adopted by Council, the *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* will be published as soon as it is practical to do so.

Conclusion:

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* identifies specific achievements or challenges recorded during the reporting period and provides updates on Council Services, projects and key operational activities.

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

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



COFFS HARBOUR CITY COUNCIL

2015-2019 DELIVERY PROGRAM

SIX MONTHLY PROGRESS REPORT

(for the period 1 July – 31 December 2015)



Helping to achieve the 2030 Community Vision

**SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM
FOR THE PERIOD 1 JULY TO 31 DECEMBER 2015
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Front Cover photograph: Coffs Harbour Mayor Denise Knight joins local school children at the opening of the new playground at Ulong. October 2015.



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM FOR THE PERIOD 1 JULY TO 31 DECEMBER 2015 HOW TO READ THE PROGRESS REPORT





The *Six-Monthly Progress Report (for the period 1 July to 31 December 2015) on the Coffs Harbour City Council 2015-2019 Delivery Program* is produced by staff providing updates on the implementation of the 41 Services that encompass all of the projects and ongoing tasks set out in Council's Operational Plan. This report provides an overview of the progress made in each Service during the period.

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

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

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

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

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

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

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

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



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM

FOR THE PERIOD 1 JULY TO 31 DECEMBER 2015

EXECUTIVE SUMMARY

This Progress Report indicates that all but one of Council's Services are *On Track* for the July to December period. The Service S39 Procurement is listed as *Needing Attention* – it is an area that is currently implementing a number of improvements to generate savings for the organisation. The Service S31 Digital e-Leadership has not been reported on as there are no actions associated with this Service at this time; it is to be reviewed in the development of the 2016/17 Operational Plan.

During the period, progress reports were submitted for a total of 282 actions implemented by Council. The updates indicate the majority of actions are *On Track*.

A total of 26 actions are recorded as *Needing Attention*; these reflect:

- resourcing/workload issues;
- delays associated with the introduction of new systems or processes;
- changes to work schedules; and/or
- the impacts of market forces or external agencies.

A further 22 actions are recorded as being *On Hold*. In these cases, they may be:

- yet to start;
- not active this reporting cycle;
- awaiting funding; or
- awaiting the outcome of other processes.

The Six-Monthly Progress Report for the period 1 July to 31 December 2015 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a renewed review of actions and measures in the Delivery Program.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community.

The reporting period saw many highlights, including the opening of the Jetty4Shores walkway, the opening of a new playground at Ulong, Global recognition for Coffs Harbour as winner of the World Festival and Event City Award, the Eutick Memorial Still Life Award and Festival at the Coffs Harbour Regional Gallery, the finalisation of the Coffs Coast Region Resource Recovery and Waste Management Strategy 2015-2027, extensive road, bridge and cycleway works, environmental and sustainability initiatives, and a range of community, economic and sporting programs.



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM

FOR THE PERIOD 1 JULY TO 31 DECEMBER 2015

OVERVIEW - SERVICES



S01: Arts and Culture

The Jetty Memorial Theatre (JMT) had more than 12,500 people attend touring and community shows over the period which is a 34% increase on the same period the previous year. Cinema/film presentations have been very popular with excellent revenue returns, highlights include two short film festivals - Access All Areas and Connectable Shorts, both promoting inclusiveness and disability awareness. The 'I am Jack' touring show presented by JMT, that addressed issues around bullying in schools, was well received/attended by local schools. Music show by Damien Leith was a sell-out success and musically inspiring.

The Coffs Harbour Regional Museum continues to experience steady visitation (approximately 1,700 people during the period) and has held several public programs and events during the period, including a book and museum publications launch in December 2015, and outreach activities to local aged care facilities.

The Coffs Harbour Regional Gallery had more than 7,000 people attend during the period to view its exhibitions or to attend workshops and other events. The major highlight of the period was the annual Eutick Memorial Still Life Award (EMSLA) exhibition and festival, now in its ninth year.

The Bunker Cartoon Gallery had approximately 3,250 attend the gallery during the period. The gallery has been operated under licence by the Bunker Cartoon Gallery Inc. (BCGI) since 1 July 2015. BCGI has redeveloped the branding and signage and has introduced a number of new programs and events.



S02: City Image - Cleaning

In the period 1 July 2015 to 30 December, Council continued the daily cleaning and minor maintenance of the City Centre. During the period one complaint was received regarding the cleaning of seats and this was resolved immediately. Our staff continue to undertake routine inspections to ensure compliance to contract conditions.



S03: Community Services

Key public programs delivered during the period included NAIDOC Week in July, the Grace Roberts Aboriginal Community Development Awards in November and the International Day of People with a Disability Day event at Sportz Central in December. A draft Graffiti Management Strategy and Policy was developed with the assistance of a community committee, and facilitation and administrative support was provided to the Club Grants scheme, which this year provided more than \$53,200 to 10 community projects. Council again facilitated a Arts and Cultural small grants program, which this year provided \$33,750 to 19 community projects. Council also continued its regular participation and engagement with a number of inter-agency meetings and network activities in the social and community development sector.



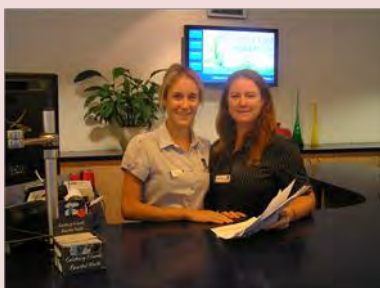
OVERVIEW – SERVICES (Continued)



S04: Compliance

The compliance service met required expectations for the period. Notable matters for the period included the commencement of inspection of private swimming pool fencing in accordance with Council's adopted program. Initial results have found a high percentage of non compliant fencing issues that require further follow-up to achieve compliance.

Also, there was an overall increase of 11% in the number of animal registrations for the period.



S05: Customer Service

Council continues to meet the needs of our customers. Over the next 6 months further work will be completed in support of fully implementing a new Customer Enquiry (Resolution) Operating Model.

This Operating Model incorporates:

- Greater first contact resolution of customer issues and a positive experience from the interaction.
- Increased flexibility /options for customers to use self-serve for information and services.
- A more timely response for the customer.
- A reduction in transactional costs by reducing rework, duplication and secondary client requests.
- Differentiation of tasks by complexity and risk.
- A resourcing structure that can be adaptive to both organisational and technology change.

Council's proposed Customer Service Excellence Framework will be presented to Council to be placed on public exhibition.



S06: Development Assessment

Over 80% of Development Applications were determined within 40 business days and 95% of 149 Certificates were processed within 5 business days.

Council's ePlanning is undergoing continual modifications of services such as online lodgement and electronic assessment of applications as well as refinements to the way in which planning information is displayed on Council's website.

It is anticipated that this work will continue to result in efficiency gains for the organisation, whilst also providing a higher level of customer service for customers wishing to use online options.



OVERVIEW – SERVICES (Continued)



S07: Economic Development

Significant progress has been made with the digital industry initiatives and the Food industry Forum was a successful and regionally significant event.



S08: Emergency Management

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



S09: Environmental Management

A project to develop a Coffs Harbour Emissions Reduction Plan (CHERP) is nearly complete with a final draft delivered and the report expected to be finalised by March 2016. The Our Living Coast sustainability alliance between Coffs, Bellingen and Nambucca Councils saw the inaugural Living Coast Festival during the month of November 2015 with over 50 events participating and an estimated total participation of 8,000. The festival kicked off with the Coffs Harbour Sustainable Living Day at the Botanic Gardens that saw approx 3,500 people attend. Council continues to deliver its popular Sustainable Living programs - Coffs Ambassadors Tours, Living Lightly workshops, and Green Schools program. The Our Living Coast website was also redeveloped with a new improved mobile responsive design delivered during the reporting period.



OVERVIEW – SERVICES *(Continued)*



S10: Event Management

It has been a productive six months in the events area with a number of major events delivered, and planning underway for others to be held in early 2016.



S11: Flooding and Coastal Management

Council has successfully implemented a number of flooding and coastal management projects which help to protect our sensitive marine environment and reduce the impact of flooding and erosion.

Council has completed works to the boat ramp expanding the basin area to reduce the surge in the ramp improving safety for users. Rain gauges and water level recorders have been installed in the Corindi River catchment to assist with flood warning and monitoring. The data is being transferred to the Bureau of Meteorology and State Emergency Services, with very positive feedback regarding the assistance this provides emergency services.



S12: Footpaths and cycleways

Construction of footpaths and cycleways is on track and Council will commence the major works from Pound yard Creek to Arrawarra in February.



OVERVIEW – SERVICES *(Continued)*



S13: Health

The health program is on track in terms of meeting its inspection targets.

Council's officers have been focussed on completing various inspection programs during the period, and finalising work associated with preparing for the implementation of the 'Scores on Doors' food rating program. Staff have commenced undertaking inspections and educating food business operators in terms of the 'Scores on Doors' inspection and assessment criteria which will be completed in the next reporting period with rating certificates to be issued at the commencement of the 2016/17 registration year.

Whilst the on-site sewage management inspection program met target, the number of inspections undertaken in the latter part of the reporting period slowed as the inspection program encompassed a review of systems within the remote areas of the LGA. There were 29 Notices issued during the period requiring attention to address various levels of system failures that were primarily identified through the inspection monitoring program.



S14: Local Planning

- Issues and options analysis for Rural Lands Strategy and Residential Design Controls in progress
- Industrial Lands Strategy review to commence early 2016
- Woolgoolga Town Centre Masterplan project peer review currently being finalised
- Deferred Areas Planning Proposal in post exhibition submission evaluation phase
- LEP housekeeping review N01 in finalisation stage with Dept of Planning and Housekeeping review N02 under preparation
- Stage 1 of Jetty Foreshores completed and detailed design for Stages 2 - 4 in progress
- Development of Culturally Significant Layer in progress, (Note - the stakeholder agreement phase of this project has resulted in the project timeline being extended due to the sensitivities around cultural heritage issues)
- Heritage Study Draft Report finalised and presented to Council with further work in progress
- All of the component elements constituting the Terrestrial Biodiversity Assets (TBA) layer have now been finalised.
- A report on the Significant trees of the Coffs Harbour LGA has also been finalised and will be reported to Council
- Coastal Hazards Draft Planning Controls were developed and placed on Public Exhibition and a further report on these and the new Coastal Management reforms will be presented to Council in February 2016

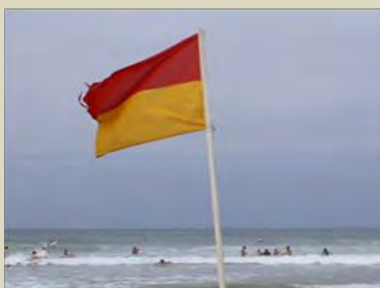


OVERVIEW – SERVICES (Continued)



S15: Library

The library service continues to receive high usage of its facilities and on-site and online services during the period. A major achievement was the implementation of Radio Frequency Identification technology across all three locations, launched on 24 August 2015, which includes customer self-service kiosks and improved automation and stock management and security. An eMagazine lending service called Zinio was also added to the library's existing suite of digital resources that includes ebooks and e-audiobooks. The library's public learning programs and events continue to be popular and well attended.



S16: Lifeguard Services

The lifeguard service has had another successful period with zero preventable drownings within Council's area of operations during the reporting period and also performed five rescues, all outside of the designated patrol areas. Lifeguard activities have been very proactive to maximise beach safety, including initiating beach closures where necessary and maintaining close liaison with emergency services and related state agencies. Participation by schools (both local and outside the region) in the Ocean Safety Programs conducted by the lifeguard service was outstanding, with more than 3,760 students taking part during the period, which meant that 188% of the annual target was met within the first 6-months.



S17: Parks and Facilities

Care and maintenance of Council open space areas (playgrounds, reserves etc.) are continuing as scheduled with no outstanding safety issues.



OVERVIEW – SERVICES (Continued)



S18: Property

The property program historically encompassed the maintenance, repair, renewal and replacement of council building assets. Property, now known as Logistics, remains responsible for the strategic management of Councils general building assets including the compilation of renewal and replacement programs.

The Property program also oversees the leasing and licensing of Council owned and controlled properties. As at December 2015, the program managed more than 600 agreements ranging from commercial leases to temporary licences for the use of community land.

There are currently 107 tenures held by either community or sporting groups being managed by the Property service. Rentals paid by these groups are at Council subsidised, concessional levels. As at December 2015, these rentals accounted for 18% of the overall number of managed agreements but only 12% of rental income. An overarching policy to guide the leasing and licensing of community buildings is being drafted.

The property program also oversees the operation of Council's four public swimming pools. All swimming pools are operating satisfactorily and lessees are largely complying with lease conditions. Work will commence in 2016 in preparation for a tender for swimming pool management services at the expiry of the current lease terms in 2017. Council will need to consider long term replacement and/or improvement of the Sawtell and Woolgoolga facilities as population growth and aging infrastructure compromise the current level of service provided by the facilities.



S19: Roads and Bridges

To date we have completed two bridges, at North Bonville and Keogh's, and work has commenced on Kirtons Culvert.

A tender has been awarded for the supply of precast concrete for Rhodes bridge and the fabrication of this will be started early in 2016.

Roads maintenance is within resource allocation and budget and the predominantly dry weather has meant that roads maintenance demands are steady.



S20: Sewer

The operation of the sewerage treatment plants has met State Government licence requirements and community levels of service, and Council has purchased an integrated maintenance management system which is due to come online in July 2016.



OVERVIEW – SERVICES (Continued)



S21: Sport

Council was successful with a National Stronger Regions Fund grant funding bid for the Coffs Coast Sport and Leisure Park precinct project and this will vastly improve the transport and access amenities for the Stadium and surrounds.

Also, the five year Sports Facility Plan review was reported to Council and is currently on public exhibition.



S22: Stormwater

The Spagnolos Road detention basin construction work has been completed and the basin is operational. Land acquisition issues are being finalised and creek clearing works have been undertaken in various areas.

Other works have been undertaken including pipe relining (capital renewal) and works in Mclver Ln, Woolgoolga



S23: Tourism

Significant aspects of the Destination Marketing and Management have been on hold pending completion of the Tourism Strategy which is due in February 2016.

A number of marketing campaigns (WOTIF, TigerAir, Coffs Coast App) have also been executed.



OVERVIEW – SERVICES *(Continued)*



S24: Waste Services

The new Waste Strategy has been adopted by Council. This provides future directions for Coffs Harbour Waste Services to maintain industry leadership.

Domestic and Business Waste Services have been successfully delivered for the community with excellent resource recovery rates, recycling and minimal waste to landfill.

The three bin system used in Coffs Harbour is recognised as the NSW best practice waste management system for the type, size and collection frequency of household bins. Use of this system since 2005 has contributed to making our city become the number one recycler in NSW.



S25: Water

The delivery of potable water to the City continues to be provided in accordance with NSW Health guidelines and licences.

The Water Strategy continues to be implemented with the Karangi to Redhill mains duplication 70% complete, and planning is underway for the supply of treated water to Coramba from the Karangi Water Treatment Plant with works on the ground due to commence early 2016/17.



S26: Airport

The airport is on track from an operational and financial perspective.

Passenger numbers are increasing and costs are being contained to offset the decrease in revenue resulting from slow passenger growth in the first quarter.

Also, the new Melbourne services are performing well and passenger numbers are also increasing on the Sydney route.



OVERVIEW – SERVICES *(Continued)*



S27: Civil Contracting

In the June to December period, a marketing plan for the commercial opportunities of Coffs CityWorks was completed and a subsequent branding plan developed. In February 2016, Coffs CityWorks will be rebranded to Coastal Works to realise potential business in the Local Government market.

The financial opportunities to date in 2015/16 have been limited and are reflected in a drop in business turnover. This is expected to improve in the second half of 2015/16 as resources and the renaming come on line.



S28: Business Systems

The replacement or upgrade of most of Council's IT systems (the ERP Project) are on track. This forms the majority of projects being undertaken by the Business Systems Group.



S29: Corporate Planning

All legislative requirements for Integrated Planning and Reporting (IPR) have been met, including the adoption of the 2014/15 Annual Report on 26 November.

The Transformation to Sustainability (T2S) project includes a focus on improving the integration of Council's IPR framework. The establishment of the Community Planning and Performance Section, and the commencement of the Section Leader in the role in the second half of 2015 have been important steps in developing and implementing improvement in this area.

All IPR processes and outputs are under review with change already evident in the 6-monthly Progress Reporting and Annual Report functions. The development of the 2016-2020 Delivery Program and 2016/17 Operational Plan has also begun with incremental improvements planned for consideration.

Work has commenced on a new Business Planning process, with clearer structural connections to the Coffs Harbour 2030 Community Strategic Plan and Council's Resourcing Strategy, and synergy with the development of the Operational Plan.

A review of organisational performance measures continues, and scoping has started with regard to the review of the Community Strategic Plan during 2016/17.



OVERVIEW – SERVICES *(Continued)*



S30: Design

Design of projects within Council have been progressing at an acceptable level of service. Project designs completed to date include:

- Lyons Road sewer rising main
- Lyons Road cycleway
- Numerous RMS funded projects
- Coramba Road (Black Spot funding)
- Stadium Drive (Black Spot funding)
- Numerous water main and Sewer Rising Main projects



S31: Digital e-leadership

There are no reportables under this service for the period.



S32: Environmental Laboratory

The Environmental Laboratory profit margin has increased over the past few months with both internal and external work contributing to this growth. Updates of major pieces of equipment are currently taking place so that when a new position is filled the successful candidate will commission and validate the analysers.



OVERVIEW – SERVICES *(Continued)*



S33: Finance

The new structure for Financial Services and Logistics has been implemented and further improvements in reporting and service delivery are being undertaken to ensure timely and accurate information is provided for the decision makers within Council.



S34: Governance

Throughout this period the structure of Governance services was reviewed and new positions were advertised. This review also identified opportunities for savings, resulting in a decrease in insurance premiums being paid by the Organisation.

Also, a number of new policies were created and adopted by Council.



S35: Holiday Parks

Performance of Holiday Parks service is on track with revenue up by 9.2% despite a decline of 4.2% in room nights sold. Trading profit to November (ex depreciation) is 36.5% against a budget of 29%. This figure will be tempered somewhat in future reporting as several major invoices due had not been received prior to closing the month.

Capital projects have progressed with major electrical infrastructure works commenced and continuing into 2016 with a scheduled completion date of March 2016.

The new structure was adopted and implementation was commenced and will continue into the new year.



OVERVIEW – SERVICES *(Continued)*



S36: Organisational Development

The primary focus and priority of the Organisational Development Group has been the implementation of the T2S project across Council. This included the management of the transition process from the old structure to the implementation of the new structure (consultation, recruitment, redeployment etc) and the management of all the related Industrial Relations activities.

The remodelling of the Organisational Development Group itself is underway and on track, and functional and process re-engineering has commenced.



S37: Media

Council's Media Service continues to serve the needs of our community through direct messages.

Performance data indicates a positive growth in online communications including increased e-newsletters and twitter followers.

Future activities include the development of a corporate Facebook account and a review of Council's corporate website to investigate possible improvements to both functionality and usability for the customer.



S38: Plant and Fleet Management

The service continues to operate efficiently, and further reviews are to be undertaken to ensure the service continues to meet customer expectations.



OVERVIEW – SERVICES (Continued)



S39: Procurement

Procurement is a major area for improvement as identified in the Transformation to Sustainability project. A project is currently underway to implement a number of improvements in this area to generate significant savings for the organisation.



S40: Strategic Asset Planning

- Water, Sewer and Stormwater Management Plans have been completed
- Capital Works Orders and asset registration working successfully
- Current EAM has drawn resources for Asset Planning, reducing some outputs. However risks are being managed
- Transport Revaluation and Special Schedule 7 successfully audited.

Opportunities for Improvement:

- Asset Management System to move to new platform, allowing more integrated and accurate management of asset planning and delivery
- Strategic modelling in new system will ensure more accurate asset planning
- T2S restructure, together with the completion of the EAM project will allow correct resourcing for Strategic Asset Planning



S41: Telemetry and Optic Fibre

Switchboard sales revenue is on target with enquiries still high but new fibre network sales has slowed due to NBN now online however, still receiving fibre enquiries from other Councils.



2030 THEME: LP LEARNING AND PROSPERING Significant Achievements

The Coffs Harbour City Library continued to inform and engage the local community. Highlights during the reporting period included:

- The installation of new, Radio Frequency Identification (RFID) counters to speed up borrowing for customers;
- Recognition for the library's Children's and Youth Services Coordinator, Judy Atkinson, being named the Australian Library and Information Association's (ALIA) Library Technician of the Year.
- Hosting a 555 Road Trip presentation from the Byron Bay Writers Festival;
- The local launch of "Shackleton's Heroes" – about the fateful 1914-1917 expedition to Antarctica by Sir Ernest Shackleton – written by Coffs Harbour author Wilson McOrist;
- An author's talk by Judy Nunn - globally-acclaimed actor, scriptwriter and fiction writers - on her latest novel 'Spirits of the Ghan';
- The staging of displays and presentations of photographs and artefacts from the collection of the State Library of NSW to commemorate World War One.

In September, Coffs Harbour was named winner of the globally-acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award. The prestigious honour recognized Coffs success in attracting and running a diverse range of major events and community festivals.

Coffs Harbour Regional Airport expanded its reach in December when Tigerair began its new Melbourne to Coffs Harbour flights. The three weekly return services add another 56,000 seats a year to the direct Melbourne-Coffs link, with the potential to hugely increase the local tourist and wider economy. To celebrate the first flight, a vintage Tiger Moth plane took pride of place in a static display on the airport apron to welcome Tigerair's A320 Airbus to Coffs Harbour.

For the third year, the Coffs Coast Growers Market joined the Mid North Coast Local Health District and local business in the successful Fresh Tastes @ School Strategy, promoting healthy food choices at school canteens on the Coffs Coast.

In conjunction with North Coast TAFE, Council hosted a free workshop in August as part of the *Growing Innovation* program with the aim of assisting local agrifood producers who are interested in expanding their businesses.

During the period, the Coffs Coast Tourism Committee was established to help create a new strategic direction for the region. Made up of tourism industry operators from Coffs Harbour and Bellingen, as well as Councillors and staff from both local councils, the committee aims to grow the Coffs Coast as a tourism destination into the future.

Council's Six Degrees Coworking space in the Coffs CBD continued to promote innovative ways for new businesses to flourish. Six Degrees 'graduate', Alison Heagney from Mullaway, turned her Magic Meatballs concept into a success story through the Woolworths supermarket chain. The Coworking hub also hosted a series of Start-up Salons where successful business pioneers shared their experiences and tips with up-and-coming entrepreneurs.

Council hosted the second annual Mid North Coast Food Forum in November, the day-long program featuring a strong line-up of Keynote Speakers and Business Development Workshops, followed by a Local Food Showcase. The Focus for the 2015 event was "Business talking to Business" – food industry leaders sharing their successes and challenges to help inspire and encourage local growers, producers and food retailers to achieve their own goals.



LP LEARNING AND PROSPERING

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

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



Headline presenter at the 2015 Mid North Coast Food Forum was Pauline Nguyen, the owner of Red Lantern - the world's most awarded Vietnamese restaurant







KPI Performance **Achieved Status**

M23.02: Tourism: The most recent National Visitor Survey and International Visitor Survey figures - Overnight Visitation.	1.9m	●
M23.05: Tourism: Number of tourism-related jobs (reported annually). <i>On hold, pending completion of the Tourism Strategy due in February 2016.</i>		●

Progress Comments **Status**

B07.04: Economic Development: Report on the outcomes of the Food Futures Network	●
The 2015 Mid-North Coast Food Forum attracted 90 attendees including Growers, Restaurateurs, and Value-Adders from Kempsey through to Woolgoolga, and west to Dorrigo. Featuring internationally awarded speakers, the Forum provided both learning and networking opportunities. Some 90% of attendees indicated that the forum was 'Very Good – Excellent'. The Growing Innovation series of seminars included Workshops on 'Establishing New Markets' and 'Training Opportunities for the Agricultural Sector.' The program also supported Workshops at Syncronicity Farm including 'Healthy Soils Grow Great Food' and 'Profiting From Small Acreage Farming.' The Coffs Coast Growers Markets averaged 25 stallholders each week throughout the period and undertook a major shop local promotion through the Markets, Cooking Demonstrations in conjunction with the Sustainable Living Festival, and live music activations through Spring and Summer.	
B07.06: Economic Development: Report on the outcomes of the Creative Industry Network (B5)	●
The Creative Industry Network is currently on hold pending the resolution of resourcing allocation and organisational alignment through the T2S program.	
B07.09: Economic Development: Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)	●
<p>Co-working</p> <ul style="list-style-type: none"> •Membership and Engagement - 500+ followers on Facebook, 120 subscribers and 30 members •Operated one day per week in CBD with an average of 8 attendees per day •CBD offering has driven the establishment of 5-day per week co-working space at the Innovation Centre. <p>Enterprise Facilitation</p> <ul style="list-style-type: none"> •'Pitch Your Passion' sessions held on the first Wednesday of the month with 18 pitchers obtaining valuable business development advice and exposure. Audiences of 30+ people each session gained valuable insights to apply to their own businesses. •Two 'Six Degrees' co-working space salons hosted to inspire new business development with 80 people attending. •'Six Degrees' recognised by the Small Business Friendly Council as an innovative project for local government to assist small business. <p>Development of expanded program for the 2016 Digital Innovation Challenge</p> <ul style="list-style-type: none"> •Outcomes achieved include Magic Meatballs launching product into 300 Woolworths stores, and Seaside Sicilian exploring export options into China. <p><i>Continued next page</i></p>	



Progress Comments	Status
<p>B07.10: Economic Development: Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc) (B2)</p> <ul style="list-style-type: none"> • Council is supplying secretarial support for Manufacture Coffs Coast. • One new member this period. • In common with trend in overall national economy, employment in manufacturing sector is expected to reduce in 2016. • Upgraded website for Manufacture Coffs Coast being worked on. 	
<p>B07.12: Economic Development: Report on roll-out of Health Industry Network projects. Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)</p> <p>Coffs Coast Health website attracted over 2,400 visitors to the website between June-December 2015 with 78% of these being new users. The majority of these are from Australia's capital cities and 5% from other English-speaking countries. Main search is for job related information, postings or where to find them.</p>	
<p>B07.15: Economic Development: Report on the implementation and review of the Switched on Coffs Digital Strategy (E1)</p> <p>Several initiatives progressing:</p> <ul style="list-style-type: none"> - Six Degrees Co-working space is active and complemented by more formal co-working availability at the Innovation Centre - The Six Degrees initiative has been broadened to include 'Pitch Your Passion' events and salons featuring inspirational speakers - Free public wi-fi operating in the City's town square area - Coffs Coast website has been upgraded and expanded to include investment attraction pages - The NBN fibre and fixed wireless rollout is substantially complete in Coffs Harbour and Sawtell for 28,000 premises but less than 500 premises are able to connect in Woolgoolga, which has been included in the 3 year NBN plan 	
<p>B23.01: Tourism: Complete annual Business Marketing and Campaign Plan</p> <p>This initiative is on hold, pending the completion of the Tourism Strategy, due February 2016</p>	
<p>P23.01: Tourism: Development and production of a regional consumer guidebook</p> <p>On hold, pending completion of the Tourism Strategy due February 2016</p>	
<p>P23.02: Tourism: Development of a Coffs Coast tourism strategy and annual Destination Management Plan (DMP) review.</p> <ul style="list-style-type: none"> • The s355 committee has been established and is functioning effectively. • The committee commissioned Wray & Associates to develop the Tourism Strategy. • The consultants presented the Situational Analysis and Stakeholder Engagement Report in November 2015. • The consultants are due to present the recommended strategy to the committee on 19 January 2016. • The strategy is scheduled to be presented to Council on 11 February, 2016 for adoption. 	



LP LEARNING AND PROSPERING

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

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

LP1.3 Support innovation and leadership in sustainable business practices



A-League football trial at the C.ex International Stadium

KPI Performance Achieved Status

M23.01: Tourism: Industry contribution (dollar value) to Coffs Coast Marketing activity ●
On hold, pending completion of Tourism Strategy in February 2016

Progress Comments Status

B07.14: Economic Development: Report on the number of e-newsletters, social media subscribers ●

- Social media subscribers:
- Coffs Coast Life: 1,582 (*Last period - 1,575*)
 - Coffs Coast Growers Market: 2,067 (*1,851*)
 - LiveLoveCoffs: 419 (*389*)
 - Coffs Youth Space: 503 (*483*)
 - Switched on Coffs: 760 (*754*)
 - Six Degrees: 510 (*468*)

- e-Newsletter subscribers:
- Business: 616 (*Last period - 630*)
 - Harvest: 165 (*173*)
 - Six Degrees: 133 (*110*)

B10.01: Event Management: Reporting updated six-monthly to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact ●
 Statistics for C.ex Coffs International Stadium for the July – December 2015 period:

Total number of event days – 46 (*Last period – 44*)
 Total number of events - 26 (12 Local, 6 Regional, 3 State, 5 National) (*26/15/3/4*)
 Total number of participants through the venue - 13,188 (*14,315*)
 Total number of spectators through the venue - 14,116 (*11,215*)
 Total number of visitor nights due to events held at the stadium - 58,287 (*56,765*)

Estimated Economic Impact due to stadium events = \$9,092,772 (*\$8,855,340*)

B10.02: Event Management: Report on development and staging of Buskers Festival ●

The Coffs Harbour International Buskers and Comedy Festival ran over 6-days in the Spring School Holidays.



LP LEARNING AND PROSPERING

LP2 We have a strong and diverse economy

LP2.1 Maximise opportunities for workforce participation

LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people

LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures



Progress Comments

Status

B07.19: Economic Development: Report 6-monthly on Workforce Participation Statistics for LGA

Coffs Harbour Labour Force at September 2015 stood at 38,436 up from 36,228 as at September 2014, an increase of 6%.
Unemployment Rate of 5.4% compared to 6.2% a year earlier.



LP LEARNING AND PROSPERING

LP3 Our city centre is a place where people can live, work and play

LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities

LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour



Coffs Coast Carols at Brelsford Park

Progress Comments

Status

B07.02: Economic Development: Report on the delivery of projects and activities associated with the delivery of the Economic Strategy



Projects and activities were successfully held to drive innovation and industry development in the sectors of:

- Manufacturing
- Health
- Education and Skills
- Food and Agriculture

B30.01: Design: Report on the development and implementation of Coffs Harbour City Centre Masterplan works



Direct stakeholder engagement continued with property owners, businesses, agencies, service providers and other stakeholders to commence detailed design work and preliminary costings for Duke Street extension, Harbour Drive/Gordon Street intersection and for City Square revitalisation.

Project planning for City Square included service locations, consultations with traders and property owners, with Police regarding safety by design and CCTV, and with event managers to define performance space needs in the Square. Service locations were completed for shade sail construction and relocation and tender documents were prepared for design and construction of the shade sails. The bus interchange and taxi stop at Park Avenue were completed.

Marketing and promotions of the City Centre continued with a regular e-newsletter and with social media promotions.

Major events organised in the City Centre as part of the Masterplan activations strategy included the World Rally Championships activities and welcome to competitors, the expanded annual Christmas Spectacular in City Square and the revival of the Coffs Coast Carols and return of the Carols event at Brelsford Park. This event attracted between 6,000 and 7,000 people and was acclaimed as one of the most successful Carols events in Coffs, supported by a wide cross section of local business.

Other Masterplan activities included the invitation for Expressions of Interest for new and vacant positions on the Masterplan Committee.



- LP LEARNING AND PROSPERING
- LP4 We are recognised as a model of sustainable living
- LP4.1 Promote Sustainability programs and policies



Coffs Coast Growers Market

Progress Comments **Status**

- B09.05: Environmental Management: Report on actions within the corporate sustainability program in the Sustainability Plan** ●

Good progress has been made on corporate sustainability initiatives during this period. State of the Environment Report data collection and collation has begun and 'sustainability' has been included in new staff position descriptions and in staff induction material.

Also, Stage 3 of the Coffs Harbour Emissions Reduction Plan (CHERP) is currently on schedule with a draft CHERP expected to be presented to Council in early 2016. During the period, a second staff workshop was facilitated, there were site visits to 50 energy consumption sites, presentations were provided to staff and Councillors, and a 'Business Case Development' report was completed.
- B09.07: Environmental Management: Report on local and regional sustainability information dissemination** ●

Our Living Coast (OLC) Sustainability Alliance continues to develop and deliver a monthly sustainability e-newsletter across the region with 1,727 subscribers as of December 2015. Community input is increasing consistently over time. Facebook sites continue to grow with 808 'likes' and 2,135 people engaged through the Facebook page as of December 2015. OLC website is visited by an average of 706 unique users per month; the site has undergone redevelopment and was completed in December 2015.



LP LEARNING AND PROSPERING

LP5 We share the aspirations, knowledge, skills and history of all in our community

LP5.1 Promote and support a culture of lifelong learning

LP5.2 Facilitate and promote shared learning across generational and cultural groups












Coffs Harbour Mayor Denise Knight launching the Library's new Radio Frequency Identification system with Information and Outreach Team Leader, Carolyn Elmes.

KPI Performance	Achieved	Status
M15.20: Library: % of members against population. (NSW Baseline is 44%) <i>The library's total registered members (25,910) represent 35% of the population of the LGA. The NSW Baseline standard is 44%. In the last six months, 1,047 new members have joined the library service.</i>	35%	
M15.21: Library: Visitation per capita - all branches (Local figures and comparison with NSW benchmark) <i>Visitation of 152,741 was recorded across the three library branches during this six month period. This result is 7% below the NSW baseline benchmark. The library's physical space is a popular public Council facility, not only to browse, borrow and return library material, but to use the library's public access computers and wi-fi, to study or work, and attend library programs and events, however the current allocation of space and resources limit overall service provision.</i>	4.10	
M15.22: Library: Turnover of stock (NSW baseline is 3.46)	3.91	
M15.23: Library: Percentage of collection purchased in last ten years (NSW benchmark is 78%)	79%	
M15.24: Library: Items per capita (NSW Baseline is 2.2) <i>The library's collections are not large enough to support the population it serves. The items per capita result of 1.2 is well below the NSW Baseline Standard of 2.2.</i>	1.2	
M15.25: Library: Circulation per capita (NSW baseline is 5.94) <i>The library provided 176,488 loans during the period, which calculates to a circulation per capita of 4.75, a result well below the NSW Baseline Standard of 5.94. This is a slight decrease on the previous period and also aligns with the slight decrease in visitation experienced during the current period. Despite reasonable stock turnover results, a larger and more diverse collection is needed - with ongoing promotion and improved access for the community. Additional resources for collection development are needed to achieve this, grant funding is currently a primary source for this. A lack of shelf space due to current size of facilities restricts growth of the physical collection. The library is allocating greater spending on e-lending collections to combat this, although these digital resources are limited in scope and can be expensive to procure.</i>	4.75	
M15.26: Library: # of items acquired during the period	4,601	
M15.27: Library: # of items discarded during the period	3,832	

Continued next page



KPI Performance	Achieved	Status
M15.31: Library: Total # of programs and events in period (incl. storytime)	140	
M15.32: Library: Total attendance at programs and events in period (incl. storytime)	3,654	
M15.33: Library: Online visits to Library Website and Catalogue	72,899	

Progress Comments	Status
<p>B15.03: Library: Implement library strategic plan</p> <p>The Library Management Team continues to meet and work on implementing the plan.</p>	
<p>B15.05: Library: Develop library collections to meet community needs</p> <p>The library service is on track in expending its Library Resources budget on developing its collections. State Library of NSW Local Priority Grant funds have been allocated to further develop the library's e-lending collections in 2015/16.</p>	
<p>B15.06: Library: Develop and conduct community learning programs and activities to support the digital/information literacy needs of the community and the user education needs of library customers</p> <p>The library continued its digital literacy program to educate customers in accessing the library's e-lending services and e-resources, conducting three sessions during the period attended by 20 people. The library also continued its partnership with ABC OPEN, hosting several workshops on creating digital media and blogging.</p>	
<p>P15.01: Library: Implement RFID system to provide for greater automation, improved stock management and self-service facilities for library customers.</p> <p>This project commenced in December 2014 with the bulk of retrospective tagging of collection occurring during the previous reporting period. The system was delivered, installed, commissioned, tested, staff trained, and then launched on 24 August 2015. August-December 2015 was used to monitor system performance, conduct user education activities, adjust operational processes, and evaluate the project.</p>	
<p>B03.02: Community Services: Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups</p> <p>Council is a key partner, sponsor and member of the steering committee for the annual Living Well Expo, held on 19 August 2015. The event provided access to over 70 stall holders and service providers in the ageing and disability sector and over 1,000 people attended on the day. It is a very popular event and a key mechanism for information dissemination and connecting people to services.</p> <p>Also continued this quarter is the updating and promotion of Council's community services directories and Coffs Connect website; support of NAIDOC week which incorporates opportunities for information sharing including the "Who Ya Gunna Call" agency information forum; continued facilitation of Council's Arts and Cultural "What's On" e-newsletter; provision of the Coffs Coast Cross Cultural Connections Facebook page to promote multicultural activities of Council and the broader sector; and continued provision of advice and resources in relation to grant opportunities including the 'How To Get That Grant' manual and free community information session workshop held at the opening of Council's arts and cultural small grants round.</p>	
<p>B03.03: Community Services: Report on participation trends for shared learning activities</p> <p>Participation rates at activities and programs across the Community Services team have remained stable with attendance rates captured in specific updates.</p>	



LP LEARNING AND PROSPERING

LP6 Our education systems link strongly to the community and business

LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government

LP6.2 Support the provision of vocational education related to future need

LP6.3 Increase access to educational opportunities for all



Coffs Harbour Library's Children's and Youth Services Coordinator, Judy Atkinson, was named the Australian Library and Information Association's (ALIA) Library Technician of the Year.

Progress Comments

Status

B07.13: Economic Development: Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners)



21st Century Skills

- Ongoing development of the Digital Innovation Challenge program for 2016 to inspire youth and build 21st Century skills.
- As a result of a Six Degrees pitch one local entrepreneur expanded his business's line into delivering an Introduction to Gaming course through the Community College.

Coffs as Education Centre

- Research and development stages of the Mythbusting Careers Project to identify barriers for youth in taking up higher education locally.



2030 THEME: LC LOOKING AFTER OUR COMMUNITY

Significant Achievements

In July, Council established a funding structure for philanthropic donations aimed at helping improve the city. A not-for-profit body called Prosper Coffs Harbour Limited now administers three trusts - the Coffs Harbour Protection of the Environment Trust Fund, the Coffs Harbour Cultural Trust Fund and the Coffs Harbour Futures Trust Fund. Prosper Coffs Harbour Limited is managed by a Board of Directors made up of community and Council representatives.

Coffs Harbour Regional Museum hosted a number of new programs during the period including a Royal Australian Navy WWI display (on loan from the Australian National Maritime Museum), the Collectormanic exhibition featuring items from the Coffs Harbour Collectors Club and a look at Coffs Harbour's days as a 'Banana Republic' in the 1980s as the centrepiece of an exhibition celebrating the city's history as a tourist destination.

The Coffs Harbour Regional Gallery again attracted national attention with its signature event, the Eutick Memorial Still Life Award (EMSLA). The competition attracted entries from nearly 300 painters from across Australia. The accompanying EMSLA Festival included major performance events featuring concert pianist Simon Tedeschi, soprano Michelle Der Kinderin, the 11th Hour A Cappella Choir and the Mendoza Tango Quartet.

Other major exhibitions and events at the gallery included an ARTBAR interactive happening for local art practitioners; the touring 'Illuminate' installation created with paper, light and sound by the Goomeroi people from northwest NSW; the 'Rust' exhibition of surfaces and forms by renowned Coffs Harbour artist sculptor Jeramie Scahill; and a first-ever silent art auction to raise funds towards a major artist's camp to be held in the region in 2016.

In November, Council resolved to fund detailed research and concept planning for the proposed expansion and co-location of the Harry Bailey Memorial Library and Coffs Harbour Regional Gallery. The project has been put forward to help cater for changing trends in the delivery of library and gallery services and to meet the needs of a growing city. Council also resolved to fund a new Cultural Strategic Plan 2017-2022 which will outline strategies to reinforce the central role of arts and culture in the liveability of our region.

In August, there was recognition for Council water meter reader, Dallas Gittins, who was announced as the 2015 winner of the Local Government Aboriginal Network Conference's Council Outdoor Employee Merit Award. A proud Gumbaynggirr woman, Dallas said she was honoured. "I was very surprised to win the award, but I'm passionate about encouraging our people into work and careers. The way I see it is if I can do it then there's nothing stopping anyone else."

Council again showed its support for the local community and service sector, with increased financial assistance for community groups and events in 2015/16. A total of \$138,627 in donations and rates subsidies was allocated to a wide variety of recipients including the Life Education program, schools presentations, the Coffs Harbour Agricultural Show, Christmas Carols, Advocate Park and local surf clubs.

In October, Council announced its annual round of funding under the Community Capital Infrastructure Grants Program. A total of \$82,400 was shared between nine community groups for a variety of projects ranging from building improvements in community halls and sports clubs to a contribution towards a new studio at the Coffs Harbour Regional Conservatorium. The allocations are designed to match funding raised by applicants to improve community facilities.

During the period, Council continued to implement the Transformation to Sustainability (T2S) project which aims to make the organisation financially sustainable so it can meet community expectations into the future. Further progress was made in the roll-out of a new organisational structure with the finalisation of staff levels and appointments to continue into the New Year. The re-engineering and re-designing of Council processes is also underway to improve the delivery of services to the community. The T2S project has recovered \$1.04m in savings after just one year, and once fully implemented it is expected to deliver annual savings of \$3.2m.

To help celebrate the city's history, a Saturday night Halloween event was staged on 31 October to bring the stories of some of our dearly departed to life. Council's Coffs Harbour Heritage Committee invited locals on a guided, candle-lit walk through Woolgoolga's Historic Cemetery visiting the last resting-places of some of the town's earliest residents.

Council again assisted the local Aboriginal community with the staging of the 2015 Grace Roberts Memorial Community Development Awards. Rachel Morris was named Aboriginal Community Person of the Year for her contribution to the education of Aboriginal children in the region. The Aboriginal Community Organisation award was presented to the Burlarri Muurlay Nyanggan Project in for its efforts in delivering Aboriginal after school education programs in Wongala Estate.

Council partnered with the Coffs City Centre Masterplan Committee, Lifehouse Church and C.ex Group to present Coffs Coast Carols by Candlelight in Brelsford Park on 19 December. With additional sponsorship and in-kind support provided by local businesses and a headline appearance by singing star Jon English, the event proved to be a great family night out.



LC LOOKING AFTER OUR COMMUNITY

LC1 Coffs Harbour is a strong, safe and adaptable community

LC1.1 Build pride and identity in Coffs Harbour as a community and a place



2015 World Rally Championship

KPI Performance Achieved Status

M17.01: Parks and Facilities: Percentage change in the number of visitors to the Botanic Gardens from the same period last year <i>Estimated 50,200 visitors this period (January to June 2015 – 91,000, July to December 2014 – 50,400)</i>	(0%)	●
M17.37: Parks and Facilities: Street tree planting schedule implemented as per annual program	100%	●

Progress Comments Status

Two-yearly Survey Measures: City Image, Community Services and Parks and Facilities: Customer satisfaction with cleanliness of streets, cleanliness of public toilets, roundabouts/reserves, and the extent to which people feel part of the community.
The results of Council's most recent biennial Customer Satisfaction and Community Wellbeing surveys were reported to Council in October 2014. The next survey is expected to take place in the second half of 2016.

- B03.15: Community Services: Co-ordinate activities through the offices of the Mayor and General Manager to enhance civic relations (including citizenship ceremonies, Australia Day celebrations, civic receptions and Sister City functions).**
- 3 August - Citizenship Ceremony, 40 people from 14 Countries
 - 19 August - Hosted Japanese Exchange Students
 - 9 September - World Rally Championship Mayoral Reception
 - 15 September - Attended Holroyd City Council Meeting
 - 20 October - Citizenship Ceremony, 44 people from 16 Countries



LC LOOKING AFTER OUR COMMUNITY

LC1 Coffs Harbour is a strong, safe and adaptable community

LC1.2 Develop community resilience, disaster preparedness and response mechanisms



LC1.3 Promote a safe community




KPI Performance	Achieved	Status
<p>M03.01: Community Services: Rate of offences per population (Crimes against the person and Crimes against property)</p> <p>Figures for period from the BOSCAR (Bureau of Crime Statistics) website are:</p> <ul style="list-style-type: none"> Assault for period July 2014- June 2015 - trend is stable, rate per 100,000 of population is 1,685.5 compared to NSW rate of 854.2. Malicious Damage for period July 2014- June 2015 - trend is stable, rate per 100,000 of population is 1,400.4 compared to NSW rate of 894.9. 	Stable	N/A
<p>M04.05: Compliance: Pool inspection program – number of inspections carried out within statutory timeframes (10 business days for requests for certificates and 72 hours for complaints)</p> <p>78 inspections carried out, all within statutory timeframes. (Last period - 83)</p> <p>Council's mandatory inspection program commenced as a trial in Sept 2015. 66 pools have been inspected with an average of 2 inspections required to bring the pool up to compliance. 43 pools out of this 66 are now compliant. 59 swimming compliance applications have also been received from July 2015 - Dec 2015 from property owners. The overall swimming pool compliance certificates issued between July - Dec is 108.</p>	100%	
<p>M04.09: Compliance: # of new dog and cat registrations (Last period - 954)</p>	976	N/A
<p>M04.10: Compliance: Companion Animal complaints (not impounding). (Target 85%)</p> <p>635 complaints - 88% responded to within 2 days. (Last period - 879 / 85%)</p>	88%	
<p>M04.12: Compliance: # of dog and cat impoundings (Last period - 321)</p>	228	N/A
<p>M04.20: Compliance: # of parking infringement notices issued (Last period - 1,712)</p>	1,201	N/A
<p>M13.24: Health: % of NSW Food Authorities Partnerships program inspected in period (Target: 100%)</p> <p>The total number of inspections undertaken during the period was 131 with a target of 201 inspections to be completed resulting in a completion rate of 65%. (The lower inspection outcome was expected for this period due to officers not undertaking food inspections for the first two months to allow food proprietors time to self-assess for the newly implemented Scores on Doors Rating system. Subsequently officers focussed on completing other scheduled inspection programs with dedicated resources to now be directed to completing the food inspection program.)</p>	65%	
<p>M13.35: Health: Number of Improvement Notices issued (Last period - 3)</p>	3	N/A

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KPI Performance	Achieved	Status
M16.01: Lifeguard Services: Participation of Yr4-10 students in the school beach safety programs , Target - 2,000 annually. (Last period: 1,278)	3,768	
M16.02: Lifeguard Services: Number of drownings compared to number of preventable drownings.	NIL	N/A
M16.05: Lifeguard Services: # of Preventable Rescues (between flags) <i>5 rescues performed in the first 6-month period, all outside the preventable rescue zone of 50m either side of the patrol area.</i>	NIL	

Progress Comments **Status**

B03.12: Community Services: Community perception of safety (Two-yearly survey) 

Council's previous biennial Community Wellbeing survey was undertaken and reported to Council in October 2014. The next survey is due in the second half of 2016.

In addition, Council is involved in various activities which aim to promote or facilitate community safety including: participation in local domestic or family violence projects, community education initiatives around reporting of crime, participation in the local Community Drug Action team and facilitation of a Draft Graffiti Management Strategy and Policy.

P04.04: Compliance: Develop a reporting system to enable the measurement of the percentage of development-related complaints responded to within 7 working days 

Customer Request Management program implemented December 2015.
When fully operational this system will allow Council to track response times of compliance matters



LC LOOKING AFTER OUR COMMUNITY
LC1 Coffs Harbour is a strong, safe and adaptable community
LC1.4 Promote a caring, inclusive and cohesive community



2015 NAIDOC Week Award winners

KPI Performance	Achieved	Status
M31.03: Community Services: Coffs Connect - % change in number of active Community Organisations (baseline of 274 established in Jan-Jun 2014) - <i>This period 306 (Last period - 294)</i>	4%	
M31.04: Community Services: Coffs Connect - Increase in the number of community event listings for period. <i>This period 123 (Last period - 125. Same period previous year - 261)</i>	2%	
M31.05: Community Services: Coffs Connect - Number of unique visitors to site <i>Moved to Google Analytics in the last period but the system has not been in place for the full six-month period. To date there have been 5,578 unique visitors (from September 20, 2015)</i>	5,578	
M31.06: Community Services: Coffs Connect - Number of Coffs Connect users (Last period - 539)	650	

Progress Comments	Status
B03.04: Community Services: Report on participation trends for community events	
Council events occurring during the period included: NAIDOC Week - approximately 3,000 people attended this year with continued strong community support for this initiative; Grace Roberts Awards – approximately 100 people attended this year's event; Refugee Week - a successful event held at the Cavanbah Centre with 200+ attendees; and International Day of People with Disabilities event at Sportz Central with 150+ people in attendance.	
B03.08: Community Services: Details of programs which target Aboriginal communities.	
Council continues to support Aboriginal projects such as the NAIDOC Week Community Awards and the Grace Roberts Memorial Community Development Awards under the guidance of Council's Yandaarra Aboriginal Consultative Committee. Each event continues to grow each year with wider acceptance and participation.	
NAIDOC Week 2015: Council held its annual NAIDOC Community Awards presentation at the Council Chambers, with more than 150 people in attendance to witness the raising of the Aboriginal Flag by the Mayor Denise Knight and Yandaarra Aboriginal Consultative Committee Chairperson Trevor Wilson.	

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TEMPLATE Progress Comments *Continued from previous page*

Status

B03.08: Community Services: Details of programs which target Aboriginal communities. *Continued*

Council, in partnership with the Coffs Harbour Aboriginal Social Committee, contributed to organising a number of successful events throughout the week, with an estimated total attendance of 3,000 at local NAIDOC Week events such as:

- Coffs Harbour City Council Awards Ceremony on Fitzroy Oval (150–200 attendees)
- Goori Talent Quest at the Coffs Harbour Club Coffs, (250–300)
- WhoYa Gunna Call Forum Coffs Harbour Show Ground (1,000-1,500)
- Tree Planting Ceremony Diggers Beach (50–100); and
- NAIDOC Social Ball in honour of NAIDOC Week (100-150).

Under the auspices of Council, the Community Drug Action Team (CDAT) Program is funded by the Australia Drug Foundation (ADF) and is delivered through Gumbayngirr Youth CDAT Committee. The committee held an Aboriginal Community Ice forum in October in partnership with a number of key community stakeholders such as Primary Health Network, Galambila AHS, NSW Police Service and Mission Australia through Juuna Buwa Drug and Alcohol Youth program. Over 150 attendees participated in the forum.

Delivery of the Grace Roberts Awards on 27 November 2015 with a well-attended awards dinner, featuring more than 130 guests, was received positively by the Aboriginal community.

B03.09: Community Services: Details of programs which target Culturally & Linguistically Diverse (CALD) communities.



Planning for Council's annual Multicultural Harmony Festival, to be held on Sunday 20 March 2016 at the Botanic Gardens, is well under way. This year's festival will be joined by a health expo in partnership with Mid Coast Area Health to be held on 22 March at the Coffs Ex Services Club. Monthly meetings with members of Council's voluntary Multicultural Reference Group to plan these and other CALD initiatives continues.

B03.13: Community Services: Outline of details of programs for Community Capacity Building



Council has funding agreements with the NSW Department of Family and Community Services and also the Department of Ageing, Disability and Homecare. This funding is provided as salary subsidy to the community services area with identified KPIs in relation to working with disadvantaged target groups and undertaking core community development tasks aimed at building capacity in these areas. During this period, these funding agreements were acquitted and our targets met in relation to service delivery for these programs.



- LC LOOKING AFTER OUR COMMUNITY
- LC1 Coffs Harbour is a strong, safe and adaptable community
- LC1.5 Support the vulnerable and disadvantaged
- LC1.6 Promote opportunities for all to fulfil their potential



2015 Grace Roberts Memorial Award winner. Rachel Morris, was named Aboriginal Community Person of the Year for her contribution to the education of Aboriginal children in the region.

Progress Comments

Status

B03.07: Community Services: Details of activities, projects or partnership initiatives undertaken to support the needs of the vulnerable and disadvantaged



- Council is an agency partner in the Coffs Harbour Housing Forum network and supports initiatives undertaken by this group annually as part of National Homelessness Awareness Week held in August.
- As part of International Day of People with Disabilities, held annually in December, the "come and try" sports day was held at Sportz Central which attracted approximately 150 students, carers and teachers. Council was the main sponsor of the event which provides an opportunity for young people with a disability to come together, celebrate this day and access recreational opportunities. Council's Access Committee also presented an award at the event to Coffs Harbour handcycling in recognition of their service to people with a disability in the community.
- Council has representation on the steering committee coordinating Mental Health Month. A variety of events were held in October to raise awareness of mental health including morning teas, activities for carers, art exhibitions and an information stall in the City Square on the same day as the Growers Market.
- Council partnered with the local Domestic Violence Committee to facilitate White Ribbon Day celebrations in the City Square during November. The event involved the local emergency services personnel and the Mayor attending to sign the pledge to say no to violence against women. The event coincided with the market day in the City Square and involved engagement and education to community members on the issue and encouraging them to sign the pledge against domestic violence.

B03.10: Community Services: Details of grant activity undertaken. Outcomes with grant funding secured.



Grants submitted:

- Application to FACS for \$5,000 for Seniors Week 2016
- Application to FACS for \$1,800 for Youth Week 2016.

Grant Support provided:

- Coramba Community Hall Management Committee FACS volunteer small equipment grant for \$4,800 to purchase a new ride-on mower and whipper snipper
- Coramba Hall Management Committee to make application to Council's capital infrastructure grants program for a kitchen upgrade for the amount of \$5,800
- Assistance provided to Nana Glen Equestrian Centre to apply for Council's capital infrastructure Grant for storage facility in the amount of \$9,570
- Participation and input to internal working group making application for Jetty4Shores stage 2 development. Advice provided in relation to criteria around how the project will address social disadvantage.

Grants Administration:

- Administration and annual acquittal of FACS and ADHC salary subsidy funding
- Facilitation and administrative support to the Club Grants scheme (\$53,205 to 10 community projects in 2015)
- Facilitation of Council's Arts and Cultural small grants program (\$33,750 to 19 community projects in 2015).

Council has continued to provide ongoing specialist advice and information to sector agencies and the broader community on available grant funding options, project planning and information on community services and potential partnership opportunities.



- LC LOOKING AFTER OUR COMMUNITY
- LC2 We lead healthy lives
- LC2.1 Promote healthy living
- LC2.2 Seek to provide a full range of quality health care services for all



Council operates the Coffs Harbour Environmental Laboratory

KPI Performance	Achieved	Status
M20.04: Sewer: % of tests complying with EPA licences <i>This represents a beyond compliance figure which includes all routine monitoring as well as licence compliance.</i>	97.7%	
M25.06: Water: Percentage of tests complying with Drinking Water Quality guidelines <i>Achieves standard - 471 samples tested. 100% compliance</i>	100%	



LC LOOKING AFTER OUR COMMUNITY

LC3 We have strong civic leadership and governance

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour



Coffs Harbour Mayor Denise Knight with Council water meter reader, Dallas Gittins, the 2015 winner of the Local Government Aboriginal Network Conference's Council Outdoor Employee Merit Award



















KPI Performance		Achieved	Status
M05.01: Customer Service: Average response times to Customer Requests in Electronic Content Management system			●
<i>Over the next six months Council will fully implement its new Request Management application across the organisation. This application is currently being prototyped within the customer services area. The new application will improve functionality and reporting capabilities.</i>			
M05.02: Customer Service: % of payment transactions through an online channel (to total payment transactions)	80.00		●
<i>This percentage has reduced from 85% compared to the previous 6-month reporting cycle. Process improvement and further system development will increase the opportunity for customers to pay a broader range of applications and invoices via online payment channels.</i>			
M05.03: Customer Service: Cost per Customer Centre transaction (total staff salaries divided by customer activity volumes) (Last period: \$4.80)	\$4.85		●
<i>This has increased slightly from the baseline cost established over the past six months. This is due to an increase in salary costs associated with additional work in regards to the new Request Management system.</i>			
M05.09: Customer Service: % of service requests and forms lodged through an online channel (to total)			●
<i>The provision of online form lodgement and service requests is a feature of a multiple IT systems upgrade that is underway. New systems are expected to go live in April 2016. Progress on this project over the next 6 months will begin to yield data for this measure.</i>			
M05.10: Customer Service: Average time in queue before call answered is less than 45 seconds			●
<i>Council has commenced the implementation of a new Customer Enquiry (Resolution) Operating Model which has a focus on resolving customer requests and enquiries at the initial point of customer contact. Part of this implementation has seen additional staff resources allocated to answering phone. Customers no longer wait in a queue for an operator but instead choose an appropriate menu option for their enquiry type and either talk directly to an appropriate Council officer or leave a message for an appropriate officer to return their call in a timely manner. Progress on this project over the next 6 months will begin to yield data for this measure.</i>			
M06.04: Development Assessment: % DAs processed within 40 days	81%		●
<i>512 DA's processed for the period - Of these 416 (or 81%) were processed within 40 days (Last period - 469/375/80%)</i>			

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KPI Performance <i>Continued from previous page</i>			KPI Performance <i>Continued from previous column</i>		
	Achieved	Status		Achieved	Status
M06.06: Development Assessment: % of 149 Certificate applications processed and issued within 5 days of receipt by Council (Target 95%) <i>1,310 149 certificates processed for the period, of these 1,245 (or 95%) were processed within 5 days. (Last period - 1,227/1,166/92%)</i>	95%		M35.03: Holiday Parks: Percentage increase on room nights sold across all products (Target: 1.5%) <i>Room nights sold fell by 4.2% across all parks with Park Beach reducing by 4.8%, Sawtell by 6.2%, and Woolgoolga Beach by 4.9%. Lakeside grew by 4.0%. Revenue for each park continued to grow as per revenue metric. Generally due to shorter stay periods for visitors combined with a greater use of higher end products and facilities. The situation will continue to be monitored and marketing strategies have been implemented to entice longer stays.</i>	-4.2%	
M06.07: Development Assessment: % building certificates (formerly s172) processed within 21 days <i>71 Building certificates processed for the period, of these 64 (or 90%) were processed within 21 days (Last period - 80/71/89%)</i>	90.00		M35.06: Holiday Parks: Trading Profit percentage achieved across holiday park operations (Target: 29%)	36.5%	
M23.10: Tourism: Visitor Information Centre visitor numbers. <i>On hold, pending the Tourism Strategy due Feb 2016.</i>			M37.01: Media: % Change in online newsletter subscribers	4.6%	
M26.01: Airport: % increase in passenger traffic	4.6%		M37.02: Media: % Change in social media subscribers	11.9%	
M26.04: Airport: Profitability achieved in accordance with Forward Financial Plan	100%		M37.05: Media: % Change in Website visitation	60%	
M30.02: Design: % compliance in delivery of engineering plans to service works program	100%		M39.09: Procurement: % of suppliers in Preferred Supplier Arrangements to total suppliers (Target: 75%) <i>This is an area of improvement which has been identified and will be rectified with the improvement project which has commenced for Council's procurement area.</i>	50%	
M32.01: Environmental Laboratory: % profit relative to turnover <i>Increase in profit margin over the six month period with external revenue now approximately 70% of total income.</i>	22.6%		M39.10: Procurement: % of suppliers responsible for 80% of spend (Target: 20%) <i>This is an area of improvement which has been identified and will be rectified with the improvement project which has commenced for Council's procurement area.</i>		
M33.01: Finance: Compliance with legislative requirements in relation to key dates (Target: 100%)	100%		M40.02: Strategic Asset Planning: Handover a complete and accurate 2014/15 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31 July 2015.	100%	
M33.09: Finance: Creditor accounts paid within business terms (Target: 90%)	90%		M41.01: Telemetry and Optic Fibre: Revenue generated <i>Sales have been on target for period.</i>	100%	
M34.01: Governance: Number of code of conduct complaints received in period	4	N/A	M41.02: Telemetry and Optic Fibre: Value of productivity savings generated (annually) <i>Fibre network 100% up time with no cost to organisation. World Rally Championships 2015 communications network delivered on time and without incident.</i>	>\$2M	
M34.02: Governance: Number of code of conduct complaints finalised in period	4	N/A			
M34.03: Governance: Number of policies adopted	3	N/A			
M34.09: Governance: Number of Public Liability Claims accepted in period	1	N/A			
M34.10: Governance: Number of professional indemnity claims accepted in period	NIL	N/A			
M34.11: Governance: Number of motor vehicle claims accepted in period	14	N/A			
M34.12: Governance: Number of property claims accepted in period	5	N/A			
M35.02: Holiday Parks: Percentage Increase in Holiday Parks Revenue relative to previous financial year (Target: 6%)	9.2%				
<i>Continued next column</i>			Progress Comments Status		
			B05.01: Customer Service: Customer satisfaction (data from exit survey - counter and online transactions)		
			Further work is required in this area. No adequate measures are currently in place to gauge customer satisfaction. This action will be addressed through the development and implementation of Council's Customer Service Excellence Framework over the next 6 months.		
			B18.02: Property: Subject to adoption of Commercial Asset Management Strategy, commence implementation		
			Draft Commercial Property Strategy in progress. Council briefing scheduled for March 2016.		
			<i>Continued next page</i>		



Progress Comments	Status	Progress Comments	Status
<p>B26.01: Airport: Report on development of opportunities for non-RPT revenue-generation at the airport. Development Application for the General Aviation Precinct Business Park is in progress. Additional data requested is being sourced by our Consulting Engineers.</p>		<p>B34.05: Governance: Audit Reports – Completed according to Corporate Audit schedule. The audit plan was amended at a Governance and Audit committee meeting during this period to reflect the current requirements of the organisation. Council’s internal auditor conducted an audit for a neighbouring council which was a revenue source for Council.</p>	
<p>B29.02: Corporate Planning: Ensure compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents</p> <ul style="list-style-type: none"> 6-monthly Progress Report on the implementation of Council’s 2014-2018 Delivery Program (for the period 1 January to 30 June 2015) adopted 27 August 2015. Annual Report 2014/15 adopted on 26 November 2015 (Office of Local Government notified of website posting on 27 November 2015). 		<p>B35.01: Holiday Parks: Implement strategies as per the Sustainable Improvement Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Lakeside Caravan Park Capital projects completed or commenced include Electrical Infrastructure upgrade, Camp Kitchen extension and villa refurbishment project at Park Beach and Amenities upgrade (Tender awarded), 'D' section redevelopment and villa refurbishment project at Sawtell. No major capital projects were scheduled for Woolgoolga Beach or Lakeside.</p>	
<p>B29.04: Corporate Planning: Manage the Community Indicators for the 2030 Community Strategic Plan. The Community Indicators were established to support the preparation of the 2030 Community Strategic Plan End of Term Report, as required by legislation, at the conclusion of each term of the elected Council. The next End of Term Report is due to be tabled in August 2016. Process for the staging of Customer Satisfaction and Community Well-being surveys for mid-2016 has been started.</p>		<p>B35.03: Holiday Parks: Implement strategies as per the adopted Plans of Management for Park Beach Reserve, Sawtell Reserve, Woolgoolga Reserve (North) and Woolgoolga Reserve (South) Implementation of strategies contained within the various Plans of Management (PoM) have been ongoing and are on track. Preparation has commenced for the review/re-drafting of the Park Beach and Sawtell Reserve PoMs. The Woolgoolga Beach South PoM is still in draft form but development of the Plan is progressing with a recent report to Council resulting in further public consultation with regards to Wharf St and the public domain (in conjunction with the Woolgoolga Town Centre Strategy).</p>	
<p>B29.05: Corporate Planning: Co-ordinate the continuous improvement of Council's IPR framework in response to the organisation's needs. All IPR processes and outputs are under review with change already evident in the 6-monthly Progress Reporting and Annual Report functions. The development of the 2016-2020 Delivery Program and 2016/17 Operational Plan has also begun with incremental improvements planned for consideration. Work has commenced on a new Business Planning process, with clearer structural connections to the Coffs Harbour 2030 Community Strategic Plan and Council's Resourcing Strategy, and synergy with the development of the Operational Plan.</p>		<p>B38.01: Plant and Fleet Management: Annual comparison of internal vs external plant hire costs. Projected savings for the coming year. Actual savings for the year completed. A comparison of external plant hire rates, where available, versus internal plant hire rates for all construction and maintenance operations was completed. This was calculated by using the current internal plant hire rates, the current external plant hire rates and actual hours worked from the 2014/15 financial year. The comparison indicates that projected savings of \$2.15M would be achieved.</p>	
<p>B32.01: Environmental Laboratory: Report on productivity increases achieved due to client numbers and equipment updates Increase in external income over the 6 months with November and December being the busiest months.</p>		<p>B40.04: Strategic Asset Planning: Asset condition assessments carried out in accordance with programs Assessments of all classes of assets condition and risk continue in accordance with requirements. Feedback from asset operators and the public utilised to prioritise works.</p>	
<p>B32.04: Environmental Laboratory: Report on outcome of annual customer survey Approximately 30% external clients responded with positive comments.</p>		<p>P06.01: Development Assessment: Implement an electronic system to optimise available information for Development Applications; progress a system to enable the lodgement and processing of applications under the E housing project.</p>	
<p>B32.05: Environmental Laboratory: Report on progress of preparation and finalisation of NATA audits Two successful audits in October with only a couple of minor recommendations to be addressed.</p>		<p>Sustainable Places intends to continue refining and implementing existing e-Planning services such as online lodgement of applications, electronic assessment of applications and refinements to the way in which planning information is displayed on Council's website.</p>	
<p>B33.09: Finance: Manage processes related to the annual Developer Contributions Program All processes are currently up to date. Two contribution plans currently under review being West Woolgoolga and South Coffs</p>		<p>It is anticipated that this work will continue to result in efficiency gains for the organisation, whilst providing a higher level of customer service for customers wishing to use online options.</p>	
<p>B33.10: Finance: Manage the grants system processing Monthly accrual journals completed and income updated on grants spreadsheet and balanced to the General Ledger; expenditure figures also updated.</p>		<p><i>Continued next page</i></p>	

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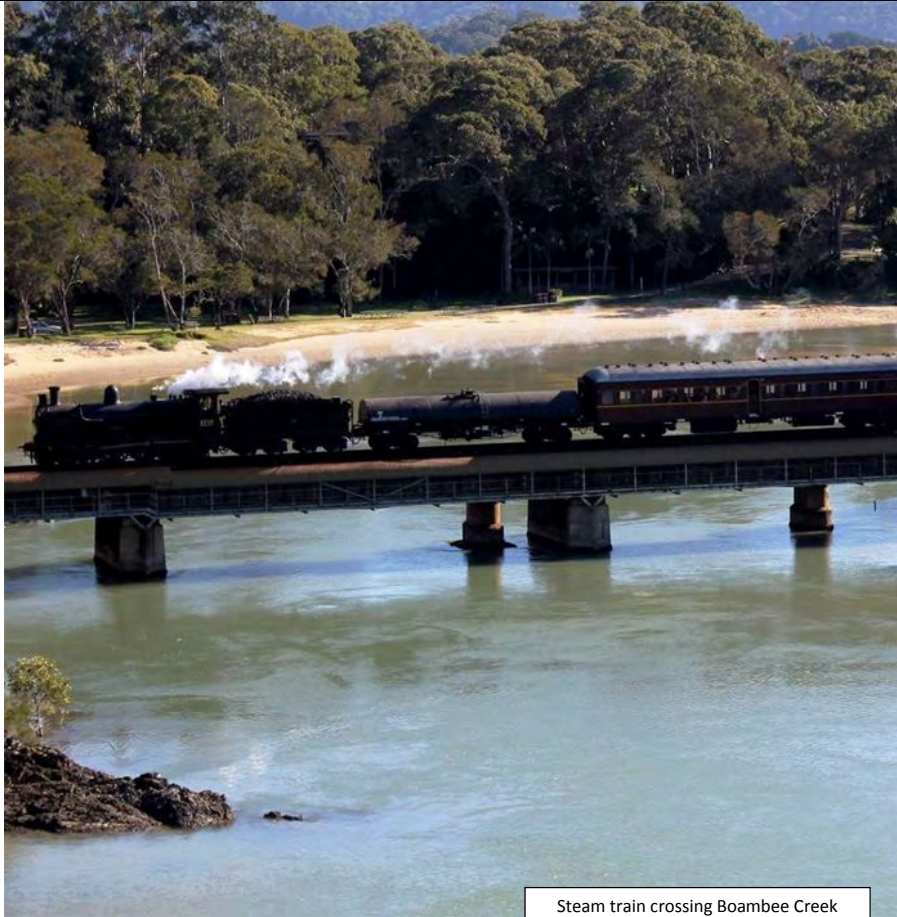
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LC LOOKING AFTER OUR COMMUNITY

LC3 We have strong civic leadership and governance

LC3.2 Engage the community and other levels of government in securing outcomes



Steam train crossing Boambee Creek during the Heritage Transport Festival

KPI Performance **Achieved** **Status**

M10.01: Event Management: # of applications approved by the Event Seed Funding Group during period	5	●
<ul style="list-style-type: none"> • Offshore Powerboats – August - \$15,000 • Heritage Transport Festival – August \$8,000 • Screenwave International Film Festival – December - \$2,500 • Adventurathon – October - \$4,500 • Oz Grom – April 2016 - \$2,500 		
M10.02: Event Management: Total amount of seed funding awarded during the period	\$32,500	N/A

Progress Comments **Status**

B03.05: Community Services: Nature of networks attended or facilitated by the Community Development Team ●

Attendance at, or facilitation of, community networks is an important activity for Council to share information, develop partnership projects, facilitate co-ordinated service delivery, identify and respond to community needs and engage with the sector and broader community.

Networks facilitated by Council include Council's community advisory and facility management committees and Coffs Harbour Interagency.

Other networks attended include local sector-based inter-agencies such as: the Aboriginal, youth, disability and multicultural networks; Council's Transport Working Group; Northern Beaches Inter-agency; Coffs Harbour Housing Partnership Group; Youth Mental Health Network; and Coffs Harbour Domestic Violence Committee.

Periodically, staff are also be invited to attend various consultations facilitated by other government agencies undertaking local or regional planning, for example recent attendance at the FACS Place Based Planning forums held between July - December 2015.








B03.06: Community Services: Details of participation in any relevant partnership or sector initiatives. ●

Council has worked in partnership wherever possible to deliver programs, secure outcomes, advocate for needs and improve service sector coordination and efficiency. Some activities of note for this period include:

- The coordination and delivery of a diverse range of activities to celebrate NAIDOC Week 2015, undertaken in partnership with CHASE (Coffs Harbour Aboriginal Social Events Committee).
- A successful Refugee Week event undertaken in partnership with the newly established African Social Group.
- Worked in partnership with Mission Australia and Partners in Recovery on developing information and maps on housing services and resources for people with mental illness and at risk of homelessness.
- Council was a sponsor and member of the working party coordinating and delivering the 2015 Living Well Expo which was held in August.

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Progress Comments	Status	Progress Comments	Status
<p>B03.06: Community Services: Details of participation in any relevant partnership or sector initiatives. (Continued)</p> <ul style="list-style-type: none"> White Ribbon Day - Council is a member of the Coffs Coast Committee Against Family and Domestic Violence. In partnership with a working group made up of sector and community representatives, a Draft Graffiti Management Policy and Strategy was initiated and presented to Council in December 2015 for endorsement to go on public exhibition. 		<p>P24.02: Waste Services: Develop new Waste Strategy</p> <p>Council endorsement was received for the Final 'Coffs Coast Region Resource Recovery and Waste Management Strategy 2015-2027' from the three Councils, Bellingen Shire, Nambucca Shire and Coffs Harbour City, in November 2015. This followed extensive public consultation of the Draft Strategy. The three Councils will now implement the Strategy.</p>	
<p>B21.02: Sport: Report on Number of grants applied for, value and success rate</p> <p>Grants applied for include:</p> <ul style="list-style-type: none"> National Stronger Regions Fund Round 2 for the Coffs Coast Sport and Leisure Park Major Events and Public Transport Infrastructure. Bid successful for approximately \$485,000. Community Building Partnerships 2015 for Coffs Coast Sport and Leisure Park Cricket Turf Wicket and Storage Shed. Amount requested \$25,000, bid unsuccessful. 2015/16 Club Grants Category 3 Sport and Recreation Expressions of Interest for Fitzroy Oval amenity block. Amount requested \$550,000, bid unsuccessful. 		<p>P34.01: Governance: Co-ordinate the Local Government Election for CHCC. (2015/16 TO 2016/17)</p> <p>NSW Electoral Commission has been engaged to conduct the election on our behalf. We are awaiting confirmation of the election date.</p>	
<p>B23.02: Tourism: Report on development and implementation of promotional campaigns (including industry contributions and potential reach/audience)</p> <ul style="list-style-type: none"> Completion of the WOTIF promotional campaign with DNSW contribution. Tigerair launched a route from Melbourne to Coffs. Launched a summer campaign targeting VFR (Visiting Friends and Relatives) using billboards and the Coffs Coast App. 			
<p>B24.05: Waste Services: Report on Waste Management as a sustainable business operation</p> <p>The Coffs Coast Waste Strategy has been adopted by Council and recommendations are being planned for implementation. The Strategy will drive future business sustainability.</p> <p>Waste diversion rates away from Landfill continue to show Council as an industry leader.</p>			
<p>B29.06: Corporate Planning: Coordinate customer surveys as determined by Council to assess their views on council performance of its objectives and relative priority for council works</p> <p>Preliminary work has begun on the process of staging and commissioning Council's two-yearly Customer Satisfaction and Community Wellbeing Surveys in mid-2016.</p> <p>Council's Online Survey Panel was utilised for community engagement for the Draft Waste Strategy.</p>			
<p>P14.04: Local Planning: Progress Deferred areas from SiLEP. Secure funds and confirm brief via report to Council. Engage consultant to prepare environmental investigations and prepare planning proposal. Report details of studies commenced to Council. Progress to Planning and I</p> <p>Planning Proposal and associated documents reported to Council on 25 March 2015 to seek a gateway determination from DPE to allow Deferred Areas of Moonee Beach, Hearnes Lake/Sandy Beach, Emerald Beach and Sapphire Beach to be publicly exhibited. Documents exhibited from 21 October - 18 November 2015. Over 200 submissions received from the public and State Government agencies. Currently assessing submissions and trying to resolve objections lodged by some agencies. Likely to be reported back to Council early in 2016.</p>			
<p><i>Continued next column</i></p>			



LC LOOKING AFTER OUR COMMUNITY
 LC4 We have many opportunities to enjoy life together
 LC4.1 Support local artistic and cultural expression



Robert Fenton's Portraits of Coffs Harbour was a highlight of the program at the Regional Art Gallery during the period.

KPI Performance	Achieved	Status
<p>M01.01: Arts and Culture: % increase in attendance at Bunker Cartoon Gallery compared to same period last year</p> <p><i>The Bunker Cartoon Gallery Inc. (BCGI) took over operation of this facility, under licence from Council on 1 July 2015. BCGI have updated the branding and signage, and have been busy marketing the facility and developing a program of events, workshops and other activities.</i></p> <p><i>Bunker attendance for Jul-Dec 2015 is 3,243 (Last reporting period - 2,692. Same period in 2014 - 3,165)</i></p>	2.5%	
<p>M01.03: Arts and Culture: % increase in attendance at Regional Museum compared to same period last year (Target: 1%)</p> <p><i>Attendance (1,691) doubled on that of the same period the previous year (848), however the previous period was shorter, as the new museum re-opened to the public in August 2014 - still a substantial increase when this is taken into account. During the reporting period the Regional Museum has hosted monthly meetings of the Collector's Club, held 2 workshops, class visits from 3 schools, held a book launch for several new Museum publications, Cub Scouts visit, and seniors groups and nursing homes. A morning tea/talk was held with a former lighthouse keeper of South Solitary Island Lighthouse which was followed up on 13 November with the unveiling of a plaque celebrating the centenary of Government ownership of lighthouses around Australia. The plaque was unveiled by Acting Prime Minister Warren Truss, also attending were local Federal Member Luke Hartsuyker and former Federal Member Gary Nehl. Several visits to various local aged care facilities to conduct the "Museum in a box" program and Remembrance kits for use by the Occupational Therapists in these facilities - these have been very popular. The museum continues to be supported by approximately 35 volunteers who assist with front of house duties, research, digitisation, care of objects, cataloguing and other tasks.</i></p>	99.4%	
<p>M03.02: Community Services: % change in number of Arts & Cultural Small Grants program submissions from previous year</p> <p><i>2014/15 - 23 submissions received requesting a total of \$52,000</i></p> <p><i>2015/16 - 25 submissions received requesting a total of \$52,673</i></p>	8.7%	
<p>M03.03: Community Services: % change in value of Arts & Cultural Small Grants program allocations from previous year</p> <p><i>2014/15 - \$34,600 distributed across 22 projects</i></p> <p><i>2015/16 - \$34,800 distributed across 25 projects.</i></p>	5.8%	
<p>M01.05: Arts and Culture: Jetty Memorial Theatre - Achieving 45% capacity or more in attendance of Not For Profit bookings during period.</p> <p><i>An excellent season of community productions with great support from the community across the board.</i></p>	42%	



- LC LOOKING AFTER OUR COMMUNITY
- LC4 We have many opportunities to enjoy life together
- LC4.2 Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 Support activities and events that help us celebrate our diversity
- LC4.4 Develop inclusive community, sporting and recreational events and activities



Coffs Harbour was a venue for the Byron Bay Writers Festival Road Trip (from left): Lian Hearn, Zohab Zee Khan, Ellen Van Neervan, Chris Flynn, and Mark Dapin

KPI Performance **Achieved Status**

<p>M01.02: Arts and Culture: % increase in attendance at Regional Art Gallery compared to same period last year (Target: 5%)</p> <p><i>Attendance for the period of 6,953 was an 11% increase from the same period last year (Jul-Dec 2014) of 6,264*. A number of exhibitions were held, including the works of artists such as Stelarc, Nicholas Kachel, Pierrette Romandi, Jeramie Carter-Scahill, Andrew Hickinbotham, Robert Fenton, and Elisa Hall. Illuminate (Indigenous installation from NERAM) was also exhibited. Public programs and events included Alice Jamisen Russian music and tales, Mayoral Rally Event, Mendoza Tango concert, Friends of the Gallery jazz night and a Silent Art Auction fundraiser.</i></p> <p><i>The highlight for the period was the annual Eutick Memorial Still Life Award (EMSLA) exhibition and festival. 2015 saw a large number of entries by artists and a well-attended opening night and festival program that included a Talk about Art with John McDonald, Meet Artist Polly Wells, Nancy Sposato Performance Artist, as well as musical performances by Simon Tedeschi and soprano Michelle Der Kinderen.</i></p> <p><i>*A review of attendance monitoring has led to a revised figure for Jul-Dec 2014.</i></p>	<p>11%</p>	
<p>M01.06: Arts and Culture: Achieving 60% capacity or more in attendance for seasonal shows presented by the theatre. (Target: 60%)</p> <p><i>A focus on presenting a variety of entertainment to different demographics is proving successful.</i></p>	<p>67%</p>	
<p>M21.01: Sport: Sport facility - % usage against capacity (Target: 100%)</p> <p><i>Seasonal bookings for both the summer and winter season is consistent with previous years. Casual bookings for local sporting facilities are consistent with previous years during this time of season. Stadium usage is consistent to 2014 with a slight increase in visitors due to the growth in teams for the National Junior Oztag Championships and hosting of the Toyota Future Leagues Cricket Tournament. Major Events which have used the Coffs Coast Sport and Leisure Park Precinct including the stadium are on par with 2014 figures. With this facility being used for the following major events, National Junior Oztag Championships and National Senior Oztag Championships.</i></p>	<p>100%</p>	

Progress Comments **Status**

B03.14: Community Services: Outline of activities funded and/or completed from the Cultural Plan

The Cultural Plan implementation has concentrated on strategies that can be achieved with available budget and have a likelihood of continuation of community benefit after Council involvement has ceased.

One of the most successful approaches has been the realignment of the selection criteria for the annual Arts and Cultural small grants program with the goals of the Cultural Plan.

Continued next page



Progress Comments *Continued from previous page*

Status

B03.14: Community Services: Outline of activities funded and/or completed from the Cultural Plan (Continued)

Substantial progress has been achieved in 14 out of 21 of these strategies and in addition 7 strategies were envisaged as aspects of broader Council planning processes (e.g. asset design and maintenance). Some progress was made in these areas primarily in relation to Strategy 16, i.e. the incorporation of high end design objects into the Jetty4Shores walkway.

The following activities occurred during this reporting period in relation to the implementation of the Cultural Plan:

- Continued fortnightly distribution of the What's On Arts and Cultural Newsletter. Distribution currently 840.
- Continued facilitation of the movie club in partnership with Birch Carroll Coyle with membership now at 504.
- Facilitation of Council's Small Arts and Cultural Grants program with \$33,750 funding distributed to 19 community projects as part of this year's round.
- Continued facilitation and support to the Cultural Reference Group

Cultural Facilities Planning - Strategy 18, 19 and 24

In November 2015, Council resolved to:

- Commence preparation of a new Cultural Strategic Plan 2017-2022 and undertake an assessment of the functions, role and potential costs and impacts of a Performing Arts Centre (Strategy 24)
- Commence detailed facility research and concept planning for an expanded Harry Bailey memorial Library and Coffs Harbour Regional Gallery facilities (Strategy 18 and 19)

B15.01: Library: Participation in artistic and cultural events compared to targets

During the six month period the library delivered 76 story time sessions for children, attended by 2,608 people (of which 1,483 were children). The library also delivered 64 other program or event activities attended by 1,046 people. Activities included: the launch of the newly implemented RFID service; an eggcraft workshop for children; Byron Bay Writers Festival road trip including 5 visiting authors/poets; WWI commemorative tour and preservation talk from the State Library of NSW; Lawson & Gilmore poetry event in conjunction with the Jetty Memorial Theatre; and a number of visiting authors including Judy Nunn, Wilson McOrist, Annette Marfording, Sharon Whitewood, and Karen Viggers. In addition the library held a HSC English marker session, ran several class visits to local schools and launched the Summer Reading Club for children.



2030 THEME: LE LOOKING AFTER OUR ENVIRONMENT

Significant Achievements

The reporting period saw a continuation of the Living Lightly Sustainability Workshops, beginning with a program on the impact of chemicals found in household cleaning products and how green cleaning can save homeowners money. The workshop series is run in partnership between Council and the Coffs Regional Community Gardens.

The Coffs Coast Region Resource Recovery and Waste Management Strategy 2015-2027 was finalised in November. The blueprint aims to cement the region's position as a leader in recycling, diverting waste from landfill and in conserving resources.

"Making Our Birds Count" was the theme of Bird Week 2015, with a number of programs staged at the Coffs Harbour Regional Botanic Garden in October. Workshops were held by bird experts on different local species and how to grow home gardens to attract birds and a community bird count was held in the Botanic Garden itself. Special 'feather-themed' drawing workshops and exhibitions were also mounted at the Regional Gallery during the week.

Council staged a workshop for local schools, pre-schools and childcare centres interested in applying for grants to fund environmental awareness projects. The Green Schools Sustainability program provides financial and in-kind support for activities and projects that aim to improve our local environment either through biodiversity, energy, water and waste initiatives. The grants are announced early in 2016.

The inaugural Living Coast Festival was staged throughout November to celebrate the natural beauty of the Coffs Coast and provide sustainable living inspiration. The signature event was the Coffs Harbour Sustainable Living Day at the North Coast Regional Botanic Garden. Other features included Coffs Ambassador tours, the National Parks and Wildlife Service 'Canoe the Coast Series' at Corindi River, a Marine Discovery program at the National Marine Science Centre, the Tern Up Sawtell Community Arts program, and a clothing swap event at the 2015 Fashion Exchange for Sustainability at North Coast TAFE.



LE LOOKING AFTER OUR ENVIRONMENT

LE1 We share our skills and knowledge to care for the environment

LE1.1 Identify and promote the region’s unique environmental values

LE1.2 Develop programs to actively engage communities on environmental issues and solutions

LE1.3 Promote connection to the environment through learning in the environment



Coffs Ambassador Tours (Photo; Seen Australia)

KPI Performance **Achieved Status**

M17.19: Parks and Facilities: Number of participants actively supporting the "Friends of Parks" groups <i>No new participants for this period, working in other areas. Will be revisiting this program in the next period.</i>		
M17.20: Parks and Facilities: Number of volunteer hours (Botanic Garden) <i>Volunteers are invaluable in assisting the provision of services in the Herbarium, Seedbank, Café, Information provision, outdoor work and guide education. Note: a number of time sheets for the first quarter of this fiscal year are missing so an accurate total of volunteer hours for the period is not available.</i>	4,953	
M25.01: Water: Average water consumption: Kilotres per property (from 2013/14 report) (2012/13 report: 161kL/property)	169kL	
M09.20: Environmental Management: No of participants involved in sustainability education and engagement activities <i>(Last period - 564)</i>	390	
M17.03: Parks and Facilities: Number of school children utilising the Botanic Gardens for educational experiences and participating in school programs (1,000 annually) <i>(Last period - 1,509)</i>	768	

Progress Comments **Status**

B09.06: Environmental Management: Report on actions within the community sustainability education and engagement program in the Sustainability Plan	
Good progress has been made towards identified actions within the Sustainability Branch Business Plan 2015/16 having been completed or in progress. Achievements include: Living Lightly Sustainability workshops program successfully ran 4 workshops, with 74 participants; Coffs Volunteer Ambassadors Tours successfully ran 15 tours, with 161 participants; Sustainable Schools Network has held 2 successful meetings for Primary and Secondary teachers, engaging with 34 teachers and parents representing 11 schools; the Coffs Harbour Sustainable Living Day was held on 1 November with 3,500 people attending the day; the inaugural (regional) Living Coast Festival was held during the month of November with some 50 community and council events running in the Coffs Harbour, Bellingen and Nambucca council areas. Festival events attracted a total of 8,000 participants in nature-based and/or sustainability education events; and the Our Living Coast website underwent redevelopment and was completed in December 2016.	
P14.09: Local Planning: Develop an appropriate system to link to produce 149 Zoning Certificates electronically.	
This matter has been identified as one of the e-business transformations under the Sustainable Places Business Model and supporting structure.	



- LE LOOKING AFTER OUR ENVIRONMENT
- LE2 We reduce our greenhouse gas emissions and adapt for climate change
- LE2.1 Maintain biodiversity in a changing climate
- LE2.2 Reduce our carbon footprint



KPI Performance	Achieved	Status
M25.02: Water: Annual Greenhouse gas emissions - tonnes/1000 properties (from report to the Office of Water) <i>360 Tonnes CO2 / 1,000 Properties 2013/14 (State Median 370)</i>	360	
M09.21: Environmental Management: Council greenhouse gas emissions (tonnes) <i>Council emitted approximately 19,283 tonnes CO2e in 2014/15. This is an increase from 19,064 tonnes CO2e in 2013/14. Emissions from metered electricity have increased by approximately 658 tonnes however, emissions generated by fuel use have decreased by approximately 449 tonnes. Figures for 2015/16 will be reported in July 2016. This data excludes emissions from the England Road landfill, if included Council's emissions for 2014/15 year were approximately 38,782 tonnes CO2e.</i>	19,282.66	N/A
M09.10: Environmental Management: Comparison % change in CO2 emissions generated through Council operations measured against previous year (report annually) (Target: 5%) <i>Council emissions have remained constant from 2014/15 to 2015/16 and hence the target of 5% reduction has not been achieved. However, emissions have reduced by approximately 4% from the 2010 baseline. Council is in the process of finalising a Coffs Harbour Emissions Reduction Plan (CHERP) which will identify long-term reduction targets and outline actions to reduce the organisations CO2 emissions.</i>	Constant	
Progress Comments	Status	
P09.03: Environmental Management: Report on progress in developing updated Emissions Reduction Plan <i>Stage 3 of the Coffs Harbour Emissions Reduction Plan (CHERP) is currently on schedule with a draft CHERP expected to be presented to Council early in 2016. During the period, a second staff workshop was facilitated, there were site visits to 50 energy consumption sites, further presentations were provided to staff and Councillors, and a 'Business Case Development' report was completed.</i>		







LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values



KPI Performance	Achieved	Status
M04.01: Compliance: # of illegal clearing of vegetation matters investigated <i>(Last period - 9)</i>	19	N/A
M04.02: Compliance: Number of Cautions issued <i>(Last period - 3)</i>	4	N/A

Progress Comments	Status
<p>P14.15: Local Planning: Undertake detailed review of Bush Fire Prone Land (BFPL) utilising the adopted Fine Scale Vegetation Mapping</p> <p>A review of the BFPL mapping has been undertaken to allow the updated BFPL mapping layer to be certified by the NSW Rural Fire Service, utilising the adopted Fine-Scale Vegetation Mapping for the Coffs Harbour Local Government Area and the reviewed "Guide for BFPL mapping (October 2014) NSW RFS". Mapping has been completed and an update report was provided to Council in October 2015 advising certification by NSW Rural Fire Services was imminent. There have been some minor changes with a third layer of mapping now required. Council officers continue to provide information to the Rural Fire Services as required. Once certified, the map layer will be implemented within 24 hours into Council's systems.</p>	
<p>P14.18: Local Planning: Terrestrial Biodiversity Assets layer reported to Council</p> <p>All of the component elements constituting the Terrestrial Biodiversity Assets (TBA) layer have now been finalised. A report on the significant trees of the Coffs Harbour LGA has also been finalised and will be incorporated in to the TBA.</p>	
<p>P14.19: Local Planning: Ecological Significance layer reported to Council</p> <p>Components of the Terrestrial Biodiversity Assets layer will need to be separated into categories that reflect their ecological significance within the landscape. It is expected the Terrestrial Biodiversity Assets layer will be publicly exhibited showing areas of very high, high and medium value (or some other similar classification). Both the Terrestrial Biodiversity Assets layer and Ecological Significance layer will be prepared concurrently, with a view of public exhibition of the draft layer before seeking Council adoption of the final layer.</p>	
<p>P14.11: Local Planning: Develop Cultural Significance Controls for LGA and implement into DCP</p> <p>This complex project has components that cross a broad range of Council's business functions. Development of a cultural significance layer will require the input of multiple stakeholders, both internal and external, which is likely to have a range of restrictions attached to the outputs because of the sensitivities around cultural heritage issues. Delays have occurred in reaching stakeholder agreement regarding the content of the project. The project is at some risk of not meeting its target completion date and will need to be carried over after 30 June 2016.</p>	



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.2 Enhance protection of our catchments, waterways and marine areas

LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs



A team of female Aboriginal fire-fighters joined the Rural Fire Service in a 'cultural burn' hazard reduction exercise to improve habitat around Coffs Harbour Airport.

Progress Comments	Status
<p>P11.03: Flooding and Coastal Management: Develop better management tools for planning decisions</p> <p>Council resolved on 10 December 2015 that:</p> <ol style="list-style-type: none"> Council acknowledges the Coastal Management Reforms announced by the Minister for Planning on 13 November 2015 and that a further report be provided to Council in February 2016 that addresses the following: <ol style="list-style-type: none"> 1.1 outlines the details of the Coastal Management Reforms that are currently on exhibition until 29 February 2016; and 1.2 includes a submission on the Coastal Management Reforms. Council defer the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 pending the outcome of the above mentioned report. Council acknowledges the submissions received on the draft planning controls to date and that the landowners and where relevant, their consultant/s be informed of Council's decision. Council write to the Minister for Planning requesting that certification of the Coastal Zone Management Plan under Section 55G of the Coastal Protection Act be held in abeyance until further notice. 	<p>●</p>
<p>P11.04: Flooding and Coastal Management: A health assessment of estuaries within CHCC LGA</p> <p>A total of 248 water samples were collected between August 2014 and December 2015 with 93 samples collected during this period.</p> <p>Spring macro invertebrate sampling and riparian assessment of the fresh water component of all estuaries was undertaken by University of New England through a Memorandum of Understanding (MOU).</p> <p>Department of Primary Industries through a MOU have undertaken all fish sampling for the fresh water component for this program, and the Ecohealth Report and report cards are to be delivered to council in early 2016.</p>	<p>●</p>
<p>P11.05: Flooding and Coastal Management: Development of a management plan and descion tool</p> <p>Council engaged BMT WBM consultants to prepare and develop a Coastal Zone Management Plan for Arrawarra Creek. Council and consultants undertook the first stage of community consultations with over 40 community members attending. The development of the scoping study started during this period.</p>	<p>●</p>
<p>P11.09: Flooding and Coastal Management: Undertake Sand Management Study and continue working with Crown Lands</p> <p>A draft Sand Management Strategy (Stage 1) has been completed and is under review with Crown Lands. Council was unsuccessful through the Coastal Management Program through the Office of Environment and Health to seek funding to proceed with stage 2 of the Sand Management Study.</p>	<p>●</p>
<p>P11.12: Flooding and Coastal Management: Implement actions from coastal zone management plans</p> <p>2 grants from OEH were received for the implementation of coastal and estuary plans for:</p> <ul style="list-style-type: none"> - Coastal Zone Management Plan for Bonville and Pine Creeks - Geotech assessment for Woolgoolga, Sandy, Arrawarra and Emerald 	<p>●</p>



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.4 Create environmental restoration programs through partnerships with the community

LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences



Beach access Ocean View Headland

KPI Performance	Achieved	Status
<p>M17.24: Parks and Facilities: % of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves (Target: 100%). (Last period - 100%) <i>Defects via Reflect: 203 recorded / 129 completed</i> <i>Customer Requests: 16 recorded / 7 completed.</i> <i>Total: 219 recorded / 136 completed (62%)</i></p> <p><i>It should be noted that many of these unattended defects lie within very low use sections of reserves. Also, other higher use footpaths and boardwalks are listed in the 2015/16 Special Rate Variation (SRV) program and others placed onto the next FY 2016/17 draft list for consideration.</i></p>	62%	
<p>M17.26: Parks and Facilities: % of Work orders relating to footpaths and boardwalks completed within the period (Target: 100%). (Last period - 74%) <i>Defects: Reflect: 203 recorded / 129 repaired</i> <i>Customer Requests: 16 recorded / 7 repaired</i> <i>Total: 219 recorded / 136 repaired (62%)</i></p>	62%	
<p>M17.27: Parks and Facilities: % of requests responded to within 7 days relating to works on beach access ways (Target: 100%) (Last period - 100%) <i>17 Customer Requests (CRs) received for beach accesses with 10 actioned however, some of the outstanding are listed for SRV programs within the 2015/16 program and others short-listed for 2016/17 program.</i></p>	59%	
<p>M17.29: Parks and Facilities: % of Work Orders relating to beach access ways completed within the period (Target: 92%) (Last period - 53%) <i>Reflect received assets defects totalled 13 with 13 repaired and CR's received totalled 17 with 10 repaired. Many of the beach accesses have been improved with the natural replenishment of sands. Steps have been completed at Ocean Street in Safety Beach, and Sapphire Nth access is near completion. Diggers Beach has a new CRP product installed by Green Army as well as the same at Boronia Park. Sawtell Beach has a new boardwalk at the northern and southern accesses.</i></p>	77%	

Continued next page



Progress Comments	Status
<p>B17.03: Parks and Facilities: Report on progress of bush regeneration program Bush regeneration activities are progressing as per program schedule.</p>	
<p>B33.01: Finance: Manage the development and review of the annual Environmental Levy Program December quarterly reports requested, report due to go to Council in February. 2016/17 EL Grants application form being reviewed to standardise with other grants provided by Council. The call for 2016/17 submissions is on hold pending the new form and is expected to be out by March 2016.</p>	



LE LOOKING AFTER OUR ENVIRONMENT

LE4 We reduce our impact on the environment

LE4.1 Implement total water cycle management practices

LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

LE4.3 Ensure the sustainable use of our natural resources



Onsite Sewage System Management

KPI Performance	Achieved	Status
<p>M20.01: Sewer: % of reclaimed water consumed against total treated (6-monthly) <i>(Last period - 10.4%)</i> The 14% take-up figure is considered satisfactory considering that the high annual rainfall continues to suppress demand for reclaimed water for irrigation. The take-up in Moonee/Woolgoolga has exceeded expectations. Corindi 16% Moonee and Woolgoolga 40% Coffs Harbour urban 8%</p>	14%	
<p>M02.01: City Image - Cleaning: Number of complaints (Customer Requests) relating to street litter <i>(Last period: 31)</i> Of the 22 reported issues of street litter reported to Council in the period:</p> <ul style="list-style-type: none"> • 5 cases of street litter that were all removed within the scheduled time frame • 2 cases of reported illegal dumping • 2 cases of reported litter relating to the Pacific Highway under the care and control of the RMS • 5 reported cases of litter being blown from vehicles • 4 reported cases relating to overflowing street bins • 4 requests for additional street bins 	22	N/A
<p>M02.02: City Image - Cleaning: Volume of street litter collected (tonnes) <i>(Last period - 21.2 tonnes)</i> A total of 21.9 tonnes of waste was collected by Council mechanical street sweepers (2) and disposed to land fill.</p>	21.9	N/A
<p>M09.07: Health: % Onsite Sewage Systems inspected measured against program (Target: > 80%) 574 Inspection in period. <i>(Last period - 899)</i>.</p>	91%	
<p>M09.08: Health: Onsite Sewage Systems Number of Notices / Orders issued to rectify defective systems Notices were issued in respect to compliance matters predominantly detected through the inspection monitoring program.</p>	29	N/A
<p>M13.04: Health: % pollution incidents responded to within 2 days (target: 100%) <i>(Last period - 94%)</i> A total of 107 pollution incidents were received during the period with 103 of these incidents being of a minor nature that were prioritised and completed in accordance with Council's adopted compliance matrix. The 4 major incidents were actioned within the required time frame. A total of 93 (90%) were completed within the two-day time frame.</p>	90%	
<p>M20.02: Sewer: Number of dry weather overflows 2 minor spills reported. <i>(Last period - 2)</i></p>	2	N/A
<p>M25.07: Water: % compliance with water abstraction licence conditions <i>(Last period: 100%)</i></p>	100%	



- LE LOOKING AFTER OUR ENVIRONMENT
- LE4 We reduce our impact on the environment
- LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community
- LE4.5 Develop renewable energy systems for the region
- LE4.6 Promote and adopt energy efficient practices and technologies across the community



KPI Performance	Achieved	Status
M24.01: Waste Services: # of warning stickers issued (Coffs Harbour) <i>(Last period - 341)</i>	456	N/A
M24.02: Waste Services: Scorecard - testing against targets set by environmental protection licence <i>(Last period - 99%)</i>	99%	
M24.13: Waste Services: Total Waste to Landfill (tonnes) <i>(Last period - 15,005 tonnes)</i>	14,299	N/A
M24.14: Waste Services: Total Materials Recovered (tonnes) <i>(Last period - 22,570 tonnes)</i>	25,134	N/A
M24.24: Waste Services: Tonnage of park and street bin waste collected. <i>(Last period - 288)</i>	279	N/A
M24.25: Waste Services: Tonnage of material collected from park recycling bins. <i>(Last period - 59 tonnes)</i>	55	N/A
M25.05: Water: Total operating cost per kilolitre (cents) – (State Median 126c/KL) <i>(Last period - \$1.49/kL)</i>	\$1.49/kL	



2030 THEME: MA MOVING AROUND Significant Achievements

Council's Roads and Bridges programs made steady progress during the period. The Road Rehabilitation schedule saw the completion of major projects at Beach Road and Lakeside Drive, both at Sapphire, and Sawtell Road at East Boambee. Major bridge upgrades were also completed at Keoghs Road and North Bonville Road at Bonville.

The implementation of the Transport Working Group's Action Plan continued with significant design work on pedestrian facilities, cycleways and intersection works around the city. A speed management project was finalized for Sawtell Road, Toormina Road and Lyons Road with the introduction of new 50kph limits.

Further improvements continued to be made at Coffs Harbour Regional Airport. Design work on a major apron upgrade progressed during the period along with the development of concept plans for the terminal upgrade project.

Council again supported the Coffs Harbour Liquor Accord in helping to ensure revelers returned home safely from major events during the period. The free Nightrider bus service was provided for the Coffs Harbour Cup raceday and on New Year's Eve, the late-night buses offering a safe alternative to driving for people on the Northern Beaches or in the city's southern suburbs.

City Centre works saw the completion of the Park Avenue public transport interchange, the new facilities winning immediate approval from the regular users of the precinct. Improvements to the Vernon Street public transport facilities have been deferred pending the completion of the Coffs Central Shopping Centre upgrade.



MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

MA1.1 Plan for new transport infrastructure

MA1.2 Improve the effectiveness of the existing transport system



The Road Rehabilitation program included the upgrade of Sawtell Road at East Boambee

Progress Comments	Status
<p>B30.07: Design: Report on new transport infrastructure Design projects Project designs are progressing according to program. Capital Works projects are being prioritised, ongoing design program has been developed in association with City Works and other Strategic Asset Management sections.</p>	
<p>B19.01: Roads and Bridges: Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period The reseal program has commenced and is 25% complete.</p>	
<p>B19.02: Roads and Bridges: Report on implementation of Gravel Re-sheet program in period Gravel Resheeting commenced; of the six Roads nominated East Bonville Road and Mole Creek Road have been completed, work is scheduled to complete Thorntons Road, Camp Creek Road, Lower Bobo Road and Randalls Road by February 2016.</p>	
<p>B19.03: Roads and Bridges: Report on implementation of Rehabilitation program in period The road rehabilitation program is underway and the roads completed so far include:</p> <ul style="list-style-type: none"> • Beach Road, Sapphire • Lakeside Drive, Sapphire • Sawtell Road, East Boambee <p>Works have also started on Korora School Road, James Small Drive and Hogbin Drive.</p>	
<p>B19.04: Roads and Bridges: Complete planned bridge works for the year. Keoghs Road and North Bonville Road Bridges are complete. Components contracts for both Condons Road and Lower Bobo Road (Rhodes) have been let with construction scheduled to be complete May 2016.</p>	
<p>B26.02: Airport: Report on progress of airport works Apron upgrade design is in progress. Earthworks planned for July 2016 with asphalt work to be undertaken in September and October. Concept plans for the terminal upgrade project are being finalised for presentation to the airlines and other stakeholders for feedback prior to final design for tender process.</p>	
<p>B30.10: Design: Implement Transport Working Group Action Plan</p> <ul style="list-style-type: none"> • Speed management project for Sawtell Road, Toormina Road and Lyons Road (reduced to 50kph) has been completed • Collingwood Street pedestrian refuge: Design complete - construction scheduled for Feb 2016 • Lyons Road cycleway stage 2: Design complete - construction scheduled for Feb 2016 • Park Beach Road pedestrian facilities: Design complete - construction scheduled for March 2016 • Hi Tech Drive intersection works (blackspot funding: Design complete - construction has been delayed pending relocation of light poles by Essential Energy. Project still expected to be completed before the end of the financial year. 	



MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region


MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage

MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport




New bus shelter, Lyons Road, Sawtell


KPI Performance **Achieved Status**

M19.02: Roads and Bridges: Report % of defect-free pavement against total pavement (Target: 100%) 98.1% 
 (Last period - 98.7%)

Progress Comments **Status**

B30.08: Design: Implement recommendations of Public Transport Working Group (TWG) 

The Park Avenue public transport facility upgrade is now complete; the Vernon Street public transport facilities have been deferred pending the completion of the Coffs Central Shopping Centre upgrade which will impact on Vernon Street. The TWG have held preliminary discussions with stakeholders regarding the feasibility of a free passenger service for the Coffs Harbour area.

B12.01: Footpaths and cycleways: Prepare and implement works program for footpaths, cycleways and bus shelters - Report on status of works program for footpaths, cycleways & bus shelters 

- Cycleway works programmed for Lyons Road Stage 2, and Sapphire to Woolgoolga cycleway connections are on schedule.
- Bonville School Cycleway completed
- Headland Road cycleway connection completed
- West Coffs cycleway bridge and connections completed
- New Bus Shelters continue to be progressively installed.

P12.01: Footpaths and cycleways: From Roselands East (section 94) 

Shepards Lane cycle bridge and approaches completed. Design of next stage is underway

P12.03: Footpaths and cycleways: (RMS funded) 

Bonville School cycleway has been completed.

P12.04: Footpaths and cycleways: In conjunction with Sapphire to Woolgoolga (RMS funded) 

Designs complete for remainder of cycleway connections, and work is scheduled for the first quarter of 2016. Designs for Poundyard Creek to Arrawarra (on road) cycleway nearing completion and scheduled for construction in the first quarter of 2016.

P12.07: Footpaths and cycleways: Corindi School to National Park Boundary(grant funded) 

The project scope has been reduced to connect concrete cycleway to road. Works to be undertaken in first quarter of 2016. Scope reduced in consultation with RMS and there was not adequate funding available to complete the works.

P12.08: Footpaths and cycleways: Paddymelon Close to Toormina Road (grant funded) 

Cycleway designs completed and approved by RMS. Works scheduled to be completed in April 2016.

Continued next page



Progress Comments	Status
<p>P12.09: Footpaths and cycleways: National Park Boundary to Red Rock Village (grant funded) After consultation with RMS, project has been abandoned on a cost benefit evaluation basis. High value section of cycleway (Corindi school to Yarrowarra settlement) has been completed in Stage 1.</p>	
<p>P12.10: Footpaths and cycleways: Diggers Beach Road to Bay Drive (pending grant funding availability) Grant funding has been withdrawn due to inability to construct work within RMS timeframes and budget. Scope of works was initially greatly underestimated and could not be delivered.</p>	



MA MOVING AROUND

MA2 We have a system of well-maintained and safe roads for all users

MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways

MA2.2 Facilitate safe traffic, bicycle and pedestrian movement

MA2.3 Reduce the impact of the highway on our community



KPI Performance **Achieved Status**

<p>M12.01: Footpaths and cycleways: Report % of defect-free pavement against total pavement (Target: 100%). (Last period - 96.65%) <i>In the period 1 July 2015 to 31 December 2015, Council:</i></p> <ul style="list-style-type: none"> • Replaced 203.5m² of concrete footpath • Replaced 75m² of concrete cycleway • Removed 201 trip hazards on footpaths by concrete grinding. <p>An additional concrete grinding program is scheduled for 2016 to removal all outstanding known trip hazards.</p>	<p>96.2%</p>	
<p>M19.01: Roads and Bridges: Report % complete of annual routine maintenance program (Target: 100%) <i>All routine maintenance programs for the period completed.</i> <i>Routine maintenance programs include</i></p> <ul style="list-style-type: none"> • Asset Inspections Roads and Footpaths (941) • Maintenance grading (280Km) • Roadside mowing (651Ha) 	<p>100%</p>	

Progress Comments **Status**

<p>B30.09: Design: Implement Traffic Committee Recommendations</p> <p>Committee meetings were held in August and November. All actions were approved by Council and traffic instruments forwarded to Infrastructure Construction and Maintenance section for installation.</p>	
<p>B30.11: Design: Implement Road Safety Strategic Plan using current Safe Systems methodology</p> <p>Talk to "Stepping on" group in November; Successful completion of RRISK seminars in Coffs Harbour including a revised road safety session; coordination and attendance at traffic committee meetings in August and November; attendance at Liquor Accord meetings - partnership with them to conduct a drink drive campaign over the Festive season including the free Nightrider service on NYE; analysis of crash data for future planning; provision of advice and resources for road safety programs.</p>	



MA MOVING AROUND

MA3 We have developed integrated regional freight hubs

MA3.1 Increase rail freight services

MA3.2 Examine opportunities for the integration of road and rail freight services

MA3.3 Develop maritime freight transport opportunities



No reporting undertaken for this 2030 Objective

Activities reported elsewhere in the Moving Around theme capture Council's role as advocate in helping to achieve this 2030 Objective.



2030 THEME: PL PLACES FOR LIVING Significant Achievements

Council launched a two-year trial of a policy reducing the costs associated with the development of secondary dwellings (otherwise known as 'granny flats'). The trial will apply for consents granted between 1 July 2015 and 30 June 2017.

There were community celebrations to mark the official opening of the new Jetty4 Shores walkway at the Jetty4Shores in October. With its striking turtle motifs and features emphasising the Aboriginal and European heritage of the site, the five-metre-wide walkway is the centrepiece of the entire planned transformation of the Harbour.

The Jetty4Shores initiative advanced further with Council's successful application for Commonwealth funding for Stages 2, 3 and 4 of the harbor upgrade project. Under the Federal Government's National Stronger Regions Fund (NSRF) grants program, Council has secured dollar-for-dollar funding to proceed with works totaling \$9.2m for these stages. The upgrades involve a kiosk area including steps and paving, a proposed market/picnic area and a removable boardwalk, north of the historic Jetty.

Council also secured NSRF funding to provide new event facilities at Coffs Coast Sport and Leisure Park, for the construction of an asphalt surface for parking and temporary event structures on the east side of C.ex Coffs International Stadium along part of Phil Hawthorne Drive.

Coffs Harbour Regional Airport received a major boost during the period with the success of Council's application for a grant of \$5.1m for major improvements. The grant, from the NSW Government's Regional Tourism Infrastructure Fund, will enable extensions to the runway apron area and upgraded terminal facilities.

The Draft Woolgoolga Floodplain Risk Management Study and Plan were released for public comment in September. Based on comprehensive flood modeling data and local information on flood experiences from property-owners, residents and businesses, the draft plan aims to reduce the risk of flooding and flood damage in Woolgoolga and its surrounds.

A first stage community workshop was staged in November to help develop a draft plan of management to enhance and protect Arrawarra Creek. Development of the draft Arrawarra Creek Coastal Zone Management Plan will take approximately 18 months and will involve community consultation, assessing existing data, identifying information gaps, and technical studies to understand the estuary health of the waterway.

A new playground was opened in October for Ulong youngsters and visitors – thanks to the efforts of the Eastern Dorrigo Showground and Community Hall Management Committee and Council. The first stage of the playground, which features springers, two slides, landscape play features and a picnic table was built with grants from Council's Community Infrastructure fund and the Southern Phone Company. The next stage of the playground will include a shade sail and swing set.

Council continued to negotiate with the State Government's Crown Lands division to help secure new sites for the Woolgoolga Marine Rescue operation and Woolgoolga Surf Life Saving Club. The Surf Club building no longer meets safety and operational requirements; it's proposed that the Marine Rescue operation be shifted to Arrawarra Headland, allowing the surf club to take over its existing site.

In a local first, Council joined forces with specially trained Aboriginal fire-fighters in August to conduct a 'cultural burn' to improve habitat around the Regional Airport. Aided by the Rural Fire Service and the Nature Conservation Council, a team of female Aboriginal fire-fighters from Coffs Harbour and the Minyumai Indigenous Protected Area undertook the burn as part of a Hazard Reduction exercise.

A consultation process began in August to help the future for the North Coast Regional Botanic Garden. The Friends of the Garden group and Council are working together on the development of a strategic plan – identifying future activity and investment needs - for the Botanic Garden site.

With support from Council, Rotary Coffs Harbour and Dulux Paints joined forces in October to help clean up Coffs Harbour on 'Graffiti Removal Day.' The event was reinforced by the steady progress made by Council in the development of a draft Graffiti Management Policy and Strategy for the city. The draft documents, proposing a clear and coordinated management framework to target graffiti, were released for public comment in December.

In December Council released a review of the Coffs Harbour Sports Facility Plan 2010 for community comment. The five-year review will ensure that necessary changes in the sporting and community landscape are incorporated so the Plan remains relevant both to residents and visitors. Public exhibition closes in February 2016 with a final draft review expected to be presented to Council for adoption in mid-2016.



PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.1 Promote higher densities in our urban centres

PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events



Rail line underbore for the Karangi to Red Hill Water Main duplication

KPI Performance **Achieved Status**

M20.03: Sewer: Total operating cost (Sewer) per kilolitre treated (yearly report);NSW Median \$2.06/kL	\$2.67/kL	
M25.04: Water: Network efficiency - water loss as % of total water processed	7.7%	

Progress Comments **Status**

- B18.03: Property: Finalisation of all land acquisitions for Flood detention Basins**

All land matters associated with the Detention Basins are complete to date.
The only outstanding matters are:

 - The acceptance of compensation in one instance associated with Bennett's Rd detention basin, and
 - The Spagnolos Rd. Basin - Council has a licence in place over the RMS land upon which the basin is now built.

Construction costs for the basin were cheaper than initially estimated so Council is pursuing purchase of land from RMS.
- B20.01: Sewer: Report on progress of sewer infrastructure works in relation to time, budget, and quality**

Pump Station upgrades and sewer rehabilitation undertaken successfully and designs for future work are on track. A Rising Main at 20 Reid Drive Coffs Harbour was also replaced.
- B20.02: Sewer: Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report.**

Collection of relevant data is ongoing and on track.
- B22.01: Stormwater: Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks.**



















Spagnolos Rd. detention basin construction work has been completed and the basin is operational. Consultants have been engaged to prepare a construction certificate and surveillance certificate reports to satisfy Dam Safety Committee requirements. Land acquisition issues are also being finalised.
- B25.01: Water: Report on progress of Reticulated Water Infrastructure works in relation to time, budget, and quality**

Water Main Renewals completed include:








 - Feran Crescent,
 - 225 Watermain, Solitary Is Drive Woolgoolga for high area service.

Designs for other planned water main renewals are nearing completion, and will be constructed in the first half of 2016.



Progress Comments	Status	Progress Comments	Status
<p>B40.01: Strategic Asset Planning: Review Asset Management Strategy and Asset Management Plans by 30 June Water, Sewer and Stormwater Asset Management Plans updated. Other AMPs to be reviewed and updated when resources become available after the Enterprise Asset Management (EAM) project is complete.</p>		<p>P18.02: Property: Develop Community Building Leasing and Licensing Policy for adoption by Council. Implement cost recovery framework with M18.04 as Measure</p>	
<p>B40.02: Strategic Asset Planning: Implement Actions as set out in Asset Management Strategy</p> <ul style="list-style-type: none"> Data migration to the test environment is progressing well for Enterprise Asset Management (EAM). Asset mapping for upload, work order configuration and GIS configuration is on track. Asset data gap analysis is on track as part of the EAM upgrade. The results of the gap analysis will inform the development of a 5 year data collection program. The development of the 5 year data collection program and the new T2S structure for the Strategic Assets section will provide direction for the asset team in regard to new ways of working. Work Order configuration for the EAM is progressing well and on track. A needs analysis of the Customer Request System (CRS) is progressing well. Further investigation is required to determine the cost/benefit of implementing ADAC to allow WAE and GIS data to be entered with greater efficiency and accuracy. A MIDROC project for Roads and Bridges to seek a common methodology for reporting infrastructure backlog in Special Schedule 7 is continuing. 		<p>This project has remained on hold pending the finalisation of the T2S project. A draft policy has been finalised and will be disseminated to relevant Council officers. The intent of the policy is to provide a framework for the leasing and licensing of Council owned properties and is designed to meet Council's responsibility for the prudent management of community assets and the obligation to manage community facilities through appropriate tenure agreements which are granted in an equitable, consistent and transparent manner for and on behalf of the whole of the community.</p>	
<p>B40.03: Strategic Asset Planning: Report on status of review of Infrastructure Strategies Resources directed to deliver the Technology One Enterprise Asset Management (EAM) as part of B40.02 above. Additional resources are proposed in Planning and Design as part of T2S project to bring this action back on track.</p>		<p>P20.02: Sewer: Demolish and rehabilitate Sawtell Treatment Plant Site Detailed Site Investigation Study, Remedial Action Plan, Review of Environmental Factors, and Environmental Management Plan are all complete. A Remedial Action Plan has been approved by Environmental Protection Agency and work is to be undertaken in the second quarter of 2016.</p>	
<p>P11.07: Flooding and Coastal Management: To implement works to reduce surge issues at the boat ramp All works were completed during this period. Monitoring of the works has shown positive results. Community has also provided positive results of the works. This 4 year project went from investigation to design through to works. An outcome of this project has improved public safety by reducing the impacts of long wave surge.</p>		<p>P22.01: Stormwater: Construction of flood detention basin (Spagnolos road) Construction of the basin is complete and the basin is operational. Consultants have been engaged to prepare documentation required for the Dam Safety Committee. Negotiations are under way for purchase of land off RMS.</p>	
<p>P11.14: Flooding and Coastal Management: Update the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event Consultants BMT WBM have progressed the flood modelling having completed calibration event modelling and are starting design flood event modelling.</p>		<p>P22.02: Stormwater: Drainage works This project is currently on hold. Council has consultants undertaking a detailed flood assessment of the Park Beach area which includes investigating possible drainage / flood mitigation works. The investigation will identify the best course of action for council and what and where to undertake drainage improvements.</p>	
<p>P11.17: Flooding and Coastal Management: Design and cost - benefit assessment of major drainage augmentation for Park Beach Detailed flood assessment of the Park Beach area is being undertaken by consultants, BMT WBM, in conjunction with the Coffs Creek Flood Study review. Calibration of the flood model has been completed and design flood events and mitigation options are being undertaken.</p>		<p>P22.03: Stormwater: Levy bank works Required work to be reviewed on completion of the Coffs Creek Flood Study Review which is scheduled for completion by June 2016.</p>	
<p>P11.18: Flooding and Coastal Management: Undertake a flood study of Fiddamens Ck to determine flood behaviour for a range of flood events and climate change Funding has not been available for this project to proceed.</p>		<p>P22.04: Stormwater: Drainage improvements Further investigation required of feasible options to improve drainage at Marcia St. A detailed assessment of environmental, physical and cost constraints will be required.</p>	
<p>P18.01: Property: Develop Building Asset Conditioning Framework. Implement with M18.01 as ongoing Measure This project remains on hold pending the introduction of the new asset system which will facilitate the framework for the collection and entry of building asset data.</p>		<p>P22.05: Stormwater: Drainage Improvements - Investigation and Design Investigation into problem drainage areas is being carried out with a priority list being developed. Investigations have been started on Jetty area (Harbour Dr, Collingwood St, Edgar St area), Bray St - Katherine St area plus Antaries Ave - Polaris Close.</p>	
<p>Continued next column</p>		<p>P22.06: Stormwater: Creek Widening Works This project is on hold. Council has applied for funding to update flood modelling on Middle Creek and to investigate mitigation options. Need to undertake modelling and assessment to determine best mitigation options and benefit / costs.</p>	
		<p>P22.07: Stormwater: Maintenance Works Various works have been carried out as required.</p>	
		<p>Continued next page</p>	



Progress Comments	Status
<p>P22.08: Stormwater: Various Projects Various works have been undertaken including pipe relining and works in Mclver Lane, Woolgoolga.</p>	
<p>P24.03: Waste Services: Finalise tenders for Weighbridge Operation and Transfer Station Gate Operations. Successful tenderers for these contracts commenced operation on 11 May 2015, the Project is now complete.</p>	
<p>P25.01: Water: Main duplication – Karangi WTP to Red Hill Stage 1b (from the Water Treatment Plant to Coramba Road) of the 600mm main has been completed. This section included a very difficult trenchless (underbore) crossing of the railway line and adjoining Wongiwomble Creek. Stage 2a (from the Coramba Road crossing to Mt Brown Road is nearing completion. This section included 2 trenchless crossings of Coramba Road. Stage 2b has been redesigned, and has gained support from landholders. Stage 2 will be completed in the first half of 2016, and will ensure the safety of the water supply from Karangi Dam to the WTP and on to Red Hill Balance Tank.</p>	
<p>P25.02: Water: Report on progress of Coramba Water Main Alignment has been set, and consultation with affected property owners is under way. Aboriginal Heritage Impact Permit process to begin in first quarter of 2016. Final Design, owners consent and fisheries approvals will be settled concurrently, allowing construction to commence in the third quarter of 2016.</p>	
<p>P25.03: Water: Report on progress of Moonee to Emerald Water Main This project is part of the Coffs Harbour Water Supply Strategy and has been identified as necessary works to secure the water supply to the existing and future development areas of the Northern Beaches. All designs and approvals have been finalised, and approximately 1600m of the 4.5km of 300mm trunk water main has been completed. Council continues to liaise with property owners with regards to access and restoration requirements, but the project is progressing well.</p>	
<p>P40.01: Strategic Asset Planning: Migrate remaining asset data into Asset Management System in accordance with Plan It is planned to have all council infrastructure and fleet Assets migrated to the new Asset System (TechOne EAM) by 1 April 2016. The timing of this task is dictated by the subsequent end of year processing (work order processing and capitalisation) that is reliant on completion of the Asset Register. Additionally, a Data Migration framework and a Quality Assurance Plan has been developed to ensure the integrity, veracity and auditability of the data is maintained.</p>	
<p>P40.02: Strategic Asset Planning: Develop 5 year Asset Data Collection Program This is an outcome that will flow from the asset system implementation. Once data migration into the new system is complete for Go-Live, a prioritised data collection and improvement program is essential to increasing Asset Management maturity of Council. Once the new Asset System is live, any data issues will be prioritised and then a collection and improvement program can be resourced appropriately.</p>	







PL PLACES FOR LIVING

- PL1 Our infrastructure and urban development is designed for sustainable living**
- PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services**
- PL1.4 Create affordable housing options**
- PL1.5 Encourage innovative developments that embrace our climate and local environment**



Park Avenue Transport Interchange

Progress Comments	Status
<p>P14.02: Local Planning: Review current endorsed Local Growth Management Strategy. Report to Council. Exhibit. Report to Council. Seek endorsement from Planning and Infrastructure</p> <p>Stage 1 (i.e. Land Capacity Assessment Audit) of Local Growth Management Strategy completed in March 2015. Stage 2, Options and Issues Paper for Residential Strategy, and Stage 3 Options and Issues Paper for Rural Lands Strategy is currently underway.</p>	
<p>P14.13: Local Planning: Prepare a Rural Lands Strategy as part of the LGMS Review - Issues/Options Paper. Exhibit. Report to Council. Seek endorsement from DoPE.</p> <p>Phase 1, Draft Issues and Options Paper for Rural Lands Strategy, is currently being prepared by Ian Sinclair of Edge Planning. Community workshops are to be held in February/March 2016. Councillor workshop to be held in late March/April. A Report to Council is anticipated in May/June 2016 for adoption of Issues and Options Paper and commencement of Phase 2, the Rural Lands Strategy itself.</p>	
<p>P14.14: Local Planning: Prepare an Industrial Lands Strategy as part of the LGMS Review - Issues/Options Paper. Exhibit. Report to Council. Seek endorsement from DoPE.</p> <p>This project is not scheduled to commence. Council is currently undertaking a review of Residential and Rural matters as part of the Local Growth Management Strategy Review. This Industrial Land Strategy review will be undertaken from 2016.</p>	
<p>P14.17: Local Planning: Progress environmental studies for rezoning of priority 1 residential area - North Boambee Valley. Report details of studies commenced to Council. Exhibit rezoning. Report on progress including submissions, Draft LEP adoption and Draft exhibition.</p> <p>The Planning Proposal (PP) was referred to NSW Planning and Environment (P&E) on 5 February 2015. P&E issued a Gateway Determination on 11 April 2015, permitting the public exhibition of the PP subject to conditions. The PP was placed on public exhibition for the period from 29 April 2015 to 27 May 2015. Council received a total of 12 submissions, consisting of seven from the community and five from Government agencies. This has necessitated additional work being undertaken, including demand traffic modelling, and further assessments on the detention basin options. An update report was provided to Council on 10 December 2015, seeking Council's endorsement of forward funding of the detention basin. Council resolved to defer this matter, pending the provision of additional information.</p>	



PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.6 Reinforce the unique identity of villages and communities



2015 Buskers Festival

Progress Comments	Status
<p>B07.01: Economic Development: Report on the roll-out of 'Love Our City' projects targeting villages and communities</p> <p>The 'Love our City' program is currently on hold pending the resolution of resourcing allocation and organisational alignment through the T2S project.</p>	
<p>B07.03: Economic Development: Report on festivals / events which celebrate what we love about our special place</p> <p>Council supported a number of events that contributed towards a vibrant and connected community including the 1st Annual Screenwave International Film Festival, the Halloween Zombie Walk in support of Mental Health, Sawtell Chill Festival, Woolgoolga Curry Festival, Coffs Harbour International Buskers and Comedy Festival, The Australian Offshore Powerboats, Adventurathon, the Australian Surf Festival, and the 1st Annual Smoke on the Water Heritage Transport Festival to name a few. Support involved both financial and in-kind support with these events collectively bringing significant economic and social benefits to the community.</p>	
<p>B14.02: Local Planning: Report on Local Planning Placemaking projects</p> <ul style="list-style-type: none"> The Woolgoolga Town Centre Masterplan Project has been completed in preliminary draft form. An independent Peer Review and Traffic and Parking Assessment has been undertaken to ensure the Masterplan and the Beach Reserve Plan of Management deliver a co-ordinated outcome for the Town Centre and Beach Reserve. This Peer Review is completed and reported to Council. An engagement process is underway regarding the location of the entrance to the Holiday Park, with submissions due mid February 2016. The Town Centre Masterplan document will be delivered to Council after the results of that engagement process. Stage1 of the Jetty4Shores Project is now completed, with the official opening held in October 2015. Stages 2-4 of the Jetty4Shores Project is at the early design stage. A grant application has been successful from the National Stronger Regions Fund Round 2, which will allow for the construction of works by 2018. A Precinct Planning / Placemaking exercise has been budgeted for the wider Jetty Foreshores / Coffs Harbour Jetty area during 2015/16. Discussions are currently being held with State government agencies. It is expected that this budgeted Precinct Planning exercise will commence in 2016. 	
<p>B30.04: Design: Report on Landscape and Urban Design projects</p> <ul style="list-style-type: none"> Concept development stage for Woolgoolga memorial. Concept including public consultation underway. Sawtell entry sign: Detail design development. Sawtell urban design investigation: Concept design. Grant application and award of \$25,000 for Woolgoolga Whale Trail walkway. Grant awarded. Currently detail design stage. Buluungal Creek Walk - Assistance to CHALC - Content and Design of colourful bush tucker interpretive signs and facilitation for Mullet jumping carved seat for entrance. Completed. Ayrshire Park Masterplan - Draft design prepared and issued. Final draft revisions completed, including budget estimates. Currently under community consultation. Corindi Tennis Court - Report for funding prepared and adopted. Detailed landscape design completed 	

Continued next page



<p>TEMPLATE Progress Comments <i>Continued from previous page</i></p> <p>Status</p>	<p>Progress Comments <i>Continued From previous column</i></p> <p>Status</p>
<p>B30.04: Design: Report on Landscape and Urban Design projects <i>Continued</i></p> <ul style="list-style-type: none"> • Input into Woolgoolga Masterplan • Arrawarra Beach Reserve detail plans shower and pedestrian and surrounds: concept design completed. Detail design stage. • Continued development of Jetty4shore concept design plans and detail planning for Jetty4Shore Stage 2 and 3 works • Memorial seat projects: location and consultation. Ongoing. Various customers. • Sawtell Mick retreat. Completed. • South Coffs Community Gardens: Master plan and POM changes. Community gardens group project. • Corrambirra point recreation area paths; design and install completed. Coffs Rotary project • Jetty Pink Silks ladies exercise pods: concept design /consultation stage. Pink Silks Project • Corrambirra point pink silks ladies seat spot: concept design / consultation stage. Pink Silks Project. 	<p>P14.16: Local Planning: Finalise Community Based Heritage Study <i>Continued</i></p> <p>The (draft) Coffs Harbour Community Based Heritage Study was reported to Council on 26 November 2015. The purpose of the report was to:</p> <ol style="list-style-type: none"> 1. summarise public submissions received during the public exhibition period of the project, 2. recommend the adoption of a final version of the document (thereby "finalising" the study), and 3. point the way forward regarding the further assessment of, and the potential heritage listing of, a limited number of items identified in the study. <p>At the meeting, it was resolved "that the Report be deferred until a briefing is returned" to Councillors on this issue. The Motion on being put to the meeting was carried unanimously. The briefing will be held in early 2016.</p>
<p>P14.03: Local Planning: Review current endorsed Woolgoolga Master Plan. Report to Council. Exhibit. Report to Council for endorsement and implementation.</p> <p>An independent Peer Review and Traffic and Parking Assessment has been undertaken to ensure the Masterplan and the Beach Reserve Plan of Management deliver a co-ordinated outcome for the Town Centre and Beach Reserve. This Peer Review is completed and reported to Council. An engagement process is underway regarding the location of the entrance to the Holiday Park, with submissions due mid February 2016. The Town Centre Masterplan document will be delivered to Council after the results of that engagement process. The Woolgoolga Town Centre Masterplan Project is being completed with consultant input, after a Peer Review of the preliminary draft document.</p>	
<p>P14.10: Local Planning: Jetty Foreshores Management Review</p> <p>Stage 1 of the Jetty4Shores project is completed and the official opening was held in October 2015. Stages 2-4 of the Jetty4Shores project is undergoing detailed design and environmental investigations. A grant has been successful from the National Stronger Regions Fund Round 2, which will allow the construction of this stage. Conversations are currently underway between Council and State government agencies regarding the wider precinct area. Council has set aside budget to assist with community engagement during this process.</p>	
<p>P14.16: Local Planning: Finalise Community Based Heritage Study</p> <p>The recommendations contained in the (draft) Coffs Harbour Community Based Heritage Study seek to implement appropriate and relevant strategies of the Coffs Harbour 2030 Plan and a number of its objectives, including:</p> <ul style="list-style-type: none"> • Objective - LE 1 We share our skills and knowledge to care for our environment; Strategy - LE 1.1 Identify and promote the region's unique environmental values <p>The Coffs Harbour Heritage Study 2015 has produced historical information and detailed information about particular places which have significant attributes. There are many opportunities to use this information to identify and promote the region's unique historical values.</p> <ul style="list-style-type: none"> • Objective - PL 1 Our infrastructure and urban development is designed for sustainable living; Strategy - PL 1.6 Reinforce the unique identity of villages and communities <p>Identification of the region's unique heritage helps to develop and maintain community pride and well-being. Heritage is one of the attributes that enables communities to retain their physical links with the past. This is especially true for localities such as Sawtell and Coramba, where the establishment of heritage conservation areas has assisted to define and enhance the unique identity of these areas.</p>	
<p><i>Continued next column</i></p>	



- PL PLACES FOR LIVING
- PL2 Our public spaces are enjoyed by all our people
- PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area



The Opening of the Jetty4Shores Walkway. From left: Coffs Harbour Mayor Denise Knight, Aboriginal Turtle motif artist Tony Hart, Council Landscape Architect Cherelle Brooke, and Section Leader Local Planning Sharon Smith.

Progress Comments **Status**

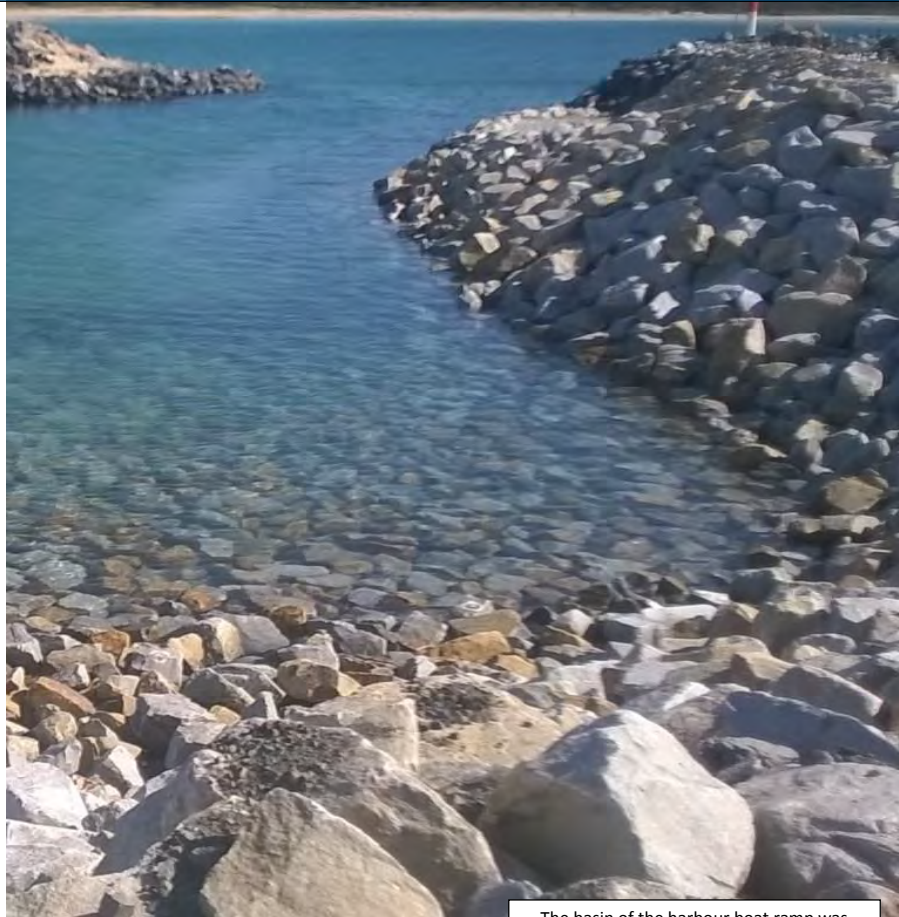
B30.02: Local Planning: Report on implementation of Foreshores Masterplan (subject to funding) 🟢🟢

Council has been successful in receiving funds under the National Stronger Regions Fund Round 2 of \$4.6million (on a dollar-for-dollar basis). This will allow for the construction of the active recreations and market hub (stages 2-4 of the Jetty4Shores project).

Design works are still underway but it is anticipated construction works for the first parts of these stages will commence in the second-half of 2016. Stage 1 works (the Jetty Walkway) were opened in October 2015 to much acclaim.



PL PLACES FOR LIVING
PL2 Our public spaces are enjoyed by all our people
PL2.2 Provide public spaces and facilities that are accessible and safe for all



The basin of the harbour boat ramp was expanded to improve safety for boat users.

KPI Performance	Achieved	Status
M17.06: Parks and Facilities: Maintain cemetery capacity to serve the community in a timely and professional way	100%	
M17.17: Parks and Facilities: Number of Customer Requests regarding mowing (Last period - 149) <i>66 Customer Request (CR) enquiries regarding mowing were received and 38 were actioned within programs with 100% customers advised of program situation. Chemical wick-wiping program undertaken Late Nov/early Dec to control tall weeds in selected reserves and parks with great results which will assist control and reserve presentation during peak growing periods from Dec onwards. This was undertaken outside normal working hours so as not to impact on the mowing program. Overall budgets are slightly under which should allow some additional cutting time towards the back end of the season.</i>	66	N/A
M17.21: Parks and Facilities: Number of outstanding risk defects (>70) (Last period - 30) <i>With the Reflect system for identifying defects in full swing as well as the CR enquiry process this section experiences massive notification of assets requiring some form works ranging from level 1 low risk to 5 needing urgent response. Defects: Via Reflect: 1524 recorded / 1309 completed (86%) Customer Requests: 89 recorded / 83 completed (93%) Of these, High-risk (category 4/5) defects: 68 recorded / 33 completed (35 outstanding 51%) Footpaths and boardwalks carry the largest number of uncompleted defects, especially those within the high-risk 4 and 5 ranking.</i>	35	
M17.38: Parks and Facilities: Number of customer requests regarding reserves and street trees (<6) (Last period - 35)	26	
M17.39: Parks and Facilities: Tree complaints responded to in a timely manner (as per risk category) (Last period - 95%) <i>80% of CRs responded to within timeframe. 339 received (190 street tree enquiries and 149 reserve tree enquiries) with 271 responded to. Of the 339 CR's, 76 street tree and 84 reserve tree enquiries (total 160) have been completed. 95% of the stumps remain in situ (60) and yet to be ground however any stumps that pose a safety risk have been removed. An audit has identified an additional 82 tree defects within the system with 42 completed during this period.</i>	80%	



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KPI Performance	Achieved	Status	Progress Comments	Status
<p>M17.59: Parks and Facilities: Number of visits per total mowing programs (outfront, tractor contractor) 30 (Last period - 28) Mowing Teams: 1. Outfront town run averaged 12 cuts from scheduled 12 (reserves/ parks /roads) 2. Outfront 1 team averaged 4 cuts from scheduled 8 (reserves/parks, water/sewer properties) 3. Outfront 2 team averaged 3 cuts from scheduled 5.5 Reserves / playparks / roads / lanes / coastal) 4. Interstater tractor averaged 3 cuts from scheduled 4 for reserves/other and 5 from 6 Karangi Cemetery 5. Tractors averaged 3 cuts from scheduled 6 (reserves/Cemetery/water properties/other) The first 3 mostly service the high profile areas and Interstater Karangi cemetery/dog exercise park which are both high level service areas.</p>	30		<p>B03.16: Community Services: Details of improvements undertaken to develop or enhance facilities.</p> <ul style="list-style-type: none"> Nana Glen Equestrian Centre - Venue operation with 355 Facility Committee, including bookings, paying expenses and improvements. Achievements in the last 6 months include: successful grant application of \$9,570 towards undercover storage for bulky equestrian equipment; co-ordinated and funded street tree planting along boundary Morrows Rd; completed water tank testing for safe consumption; completed the fertilising and aerating of the ground; completed Flood Emergency Checklist; internal painting & new lights of kiosk; installation of flood warning signs; purchased 6 tables and 50 chairs; State events NSW Masters Polo Crosse and NSW Eventing Cross Country. Hirers include Polocrosse, North Coast Equestrian Club, Pony Club, Eventing NSW. Sportz Central –Venue operation with 355 Advisory Committee and licensee NSW Basketball. Achievements in the last 6 months include: Repaired/replaced interior foyer lighting and exterior lighting, fans, floor resurfacing. National/Regional events National Futsal Challenge, Northern Junior Basketball League, Sikh Games, International Day for Disability, Pacific Coast Challenge. Hirers include Coffs Harbour Basketball, Volleyball, Roller Derby, futsal, schools, multisports, netball and lifeball. Toormina Community Centre – Venue operations with 355 Facility Committee including bookings, paying expenses and improvements. Achievements in the last 6 months include: facility name change; new signage; undertook internal painting \$4,000. Hirers include Enriched Health, Coffs Writers Group, Certa Bella health, Church of Christ, Galambila Aboriginal Health. 	
<p>M17.60: Parks and Facilities: % of requests responded to within 7 days relating to mowing programs (Last period: 100%) 100% of enquiries were responded to regarding the current status of the mowing program, however of the 66 enquiries only 38 were actioned as a result from concentrating on the higher profile areas leading up to the December/January holiday period even though within selected reserve areas the chemical wick-wiping program controlled the presence of tall weeds like Paspalum.</p>	57.6%			
<p>M18.01: Property: % of buildings/property assets at satisfactory or above (pending development of asset condition reporting framework) The introduction of the new asset system will facilitate the framework for the collection and entry of building asset data. Council has allocated resources to undertake defect and condition assessments on a periodic and routine basis. This information will be recorded in the asset system. It is expected that this framework will be established in the 2016 calendar year.</p>			<p>B18.01: Property: Upgrade public amenities according to program of works.</p> <p>Council has an annual allocation for the capital renewal of public amenities. A report detailing the works completed under the program will be submitted for Council's reference in the last quarter of 2015/16. Whilst the program is scheduled to conclude this year a business case to continue the program for a further 5 years will be submitted for Council's consideration. The program has delivered new amenities in critical areas such as Park Avenue Car Park, Castle Street Carpark and Macaulay's Beach Reserve.</p>	
<p>M18.04: Property: % of cost recovered on community buildings (pending development of community building cost recovery policy and framework) Work continues on the compilation of an overarching policy for the leasing and licensing of council properties. The intent of the policy is to provide a framework for the leasing and licensing of council owned properties and is designed to meet councils responsibility for the prudent management of community assets and the obligation to manage community facilities through appropriate tenure agreements which are granted in an equitable, consistent and transparent manner for and on behalf of the whole of the community.</p>			<p>The proposed template plan for future coastal amenities has been applied to the replacement of the amenities at Macauleys Beach. This facility was commissioned in December 2015 with positive feedback being received from beach users and tourists. It is proposed to undertake a post project review of the facility to identify areas for improvements before applying the plan to the Diggers Beach Reserve. The Diggers Beach project is scheduled to commence after the Regional Park Board reconvenes and approves the master plan and funding model for the replacement of the amenities.</p> <p>It is proposed to allocate the residual funds in the program to updating the Brelsford Park amenities. The Brelsford project is conditional upon completion of Fitzroy Oval amenities and the relocation of Cricket to Fitzroy. This project is well underway with construction expected to commence in July 2016.</p>	
<p>It is proposed that the overall subsidy provided to community groups for the use and occupation of community buildings be reported to Council on an annual basis.</p>			<p>B21.01: Sport: Report on status of sports facility plan projects (according to funding in LTFP)</p>	
<p>M18.13: Property: Swimming pools - review benchmark/scorecard - attendance, satisfaction, revenue</p>	100%		<p>The draft Coffs Harbour Sports Facility Five Year Review was prepared in 2015. The draft Review is being exhibited for 10 weeks starting on 16 Dec 2015 and closing on 24 Feb 2016. Following a review of the submissions received, the Review will be finalised and presented to Council for adoption in mid-2016.</p>	
<p>M35.01: Holiday Parks: % of budgeted Holiday Park contributions provided to Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust</p>	100%			

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Progress Comments	Status
<p>B30.05: Design: Report on implementation of Open Space Strategy</p> <p>Implementation of various projects within the Open Space Strategy has been undertaken including:</p> <ul style="list-style-type: none"> • Commencement of the review of the Duttons Estate Plan of Management. • Adoption of the Reserve Naming and Memorial Policy • Commencement of reserve naming in accord with the newly adopted Reserve Naming and Memorial Policy • Commencement of a Management Plan for Spoonbill Lake • Commencement of the Roberts Hill NSW Environmental Trust grant • Various grant applications including NSW Environmental Trust, Social Housing Community Infrastructure Improvement Fund, RFS Bushfire resilience program • Preparation of a draft conservation management strategy for the observation post on Bunker Headland • Commencement of a review of the Vehicles on Beaches Policy including introduction of a permit system. 	
<p>P30.02: Design: Complete Stage 1 of Jetty foreshore redevelopment and commence detail design for Stage 2</p> <p>Stage 1 project completed and opened. Works include new car parking, decorative walkway with open Jetty vista, urban landscaping, urban art, seating, lighting, and grassed areas.</p> <p>Stage two concept design completed, and detailed design commenced. Council has gained funding of works, and will progress designs to allow construction to begin in the second half of 2016.</p>	



- PL PLACES FOR LIVING
- PL2 Our public spaces are enjoyed by all our people
- PL2.3 Provide safe and accessible play spaces for our children within each community



Coffs Harbour Mayor Denise Knight opening the new Ulong playground

KPI Performance	Achieved	Status
M17.13: Parks and Facilities: % of playground equipment with a condition rating above satisfactory <i>There were 7 high risk defects identified with 7 repaired.</i> <i>Overall 18 customer request enquiries were received of which 7 were ranked high risk. Of the 18 CR's received, 14 were completed and the remaining either awaiting parts or of low risk.</i> <i>309 defects that ranged from 1-5 in safety risk were identified and of these 274 have been completed.</i>	100%	
Progress Comments	Status	
B30.03: Design: Report on Playground Design projects <ul style="list-style-type: none"> Detail design Development Stage for Boronia St. Playground - Sawtell Lions Club Project Detail design Development Stage for Lions Safety Park Playspace - Coffs Harbour Lions Club Project Project initiation for Wonga St. Playground Sawtell - Sawtell Rotary Project. Concept completed Emerald Beach developer contribution funded playground concepts underway Ayrshire Park Masterplan Designs completed in accordance with program Brelsford Playground Dragon Sign – Detail design development Sapphire Playground Sign – Detail design development. <p>A new playground was opened in October for Ulong thanks to the efforts of the Eastern Dorrigo Showground and Community Hall Management Committee and Council. The first stage of the playground, which features springers, two slides, landscape play features and a picnic table was built with grants from Council's Community Capital Infrastructure fund and the Southern Phone Company grant. The proposed next stage of the playground will include a shade sail and swing set.</p>		



DELIVERY STATUS OF CAPITAL WORKS PROGRAM



New public amenities building
at Macauleys Headland

As at 31 December 2015, Council has already delivered 18 (33%) of capital works projects identified in the 2015/16 Operational Plan. In addition, a further 25 projects not originally identified in the Operational Plan have also been delivered.

There are a further 54 capital works project designs on the design work register. These projects have a combined construction cost of \$27.4m. A further 93 project designs, for projects not originally identified in the Operational Plan, are also on the design work register and these projects have a combined construction cost of \$17m. As at 31 December 2015, 52% (based on construction costs) of project designs for the 2015/16 Operational Plan capital works program have been completed.

Significant Capital Works achievements (underway or completed) included:

- Stage 1 Karangi water main (provides water security for the City)
- Rising Main 24 Mullaway
- Rising Main 1a Woolgoolga Sportsfield
- Rising Main 14 Woolgoolga
- Pump Station 14 Woolgoolga
- Pump Station 20 Sewer Rising Main
- Eggins Drive Service Relocations Highway upgrade
- Sawtell swimming pool drainage
- Mullaway stormwater drainage review
- Upgrade Beach Road, Sapphire
- Upgrade Lakeside Drive, Sapphire
- Upgrade part of James Small Drive, Korora
- Korora School Road upgrade
- Sawtell Road, Boambee Creek to Hamilton Drive
- Kellets Bridge reconstruction
- Keoghs Bridge reconstruction
- North Bonville Bridge reconstruction
- Saye Close bus stop
- Hogbin Drive Acceleration Lane, Coffs Harbour Education Campus and Hogbin Drive Acceleration Lane, Harbour Drive
- Hogbin Drive Pavement, Fred Hanson Bridge northwards
- McCauleys Headland, Toilet Block.



	CAPITAL WORKS PROGRAM PROJECT DESCRIPTION	2015/16 Operational Plan	Project spans multiple years	Design Complete Date	Design Delivery Date	Issued for Construction	Construction Start Date	Construction Completion Date	% of Budget spent	Cost (\$)
	Water									
1	McCauley's Reserve Fire Main			15-Nov-14			TBC	TBC		
2	Stage 1 Karangi 600 Water Main (including all stages pipe purchase)		Y	11-Feb-15		Y		Complete	100	5,500,000
3	Access stairs - Cochranes			17-Mar-15		Y		Complete	100	4,000
4	Lukin Close, Boambee East - Water Main Extension	Y		18-May-15		Y		Complete	100	15,000
5	Moonee-Emerald 300mm Truck main			01-Aug-15			01-Sep-15	30-Jun-16		2,270,000
6	Worland Drive to Hi Tech Drive Water Main	Y		01-Feb-16			01-Apr-16	01-May-16		80,000
7	225 dia. Water main replacement, Woolgoolga			24-Jul-15		Y		Complete	100	215,000
8	225 dia. Water Main Renewal - Solitary Is Way to Turpentine - Sandy beach	Y		01-Mar-16			01-May-16	20-Jun-16		245,000
9	Stage 2a Karangi 600 Water Main		Y				01-Apr-16	Complete	100	300,000
10	Stage 2b Karangi 600 Water Main		Y		15-Feb-16		01-May-16	01-Sep-16		1,670,000
11	Establish Water and Sewer Depot at CB Road		Y			Y		Complete	100	500,000
12	Feran Crescent, Coffs Harbour - Water Main replacement	Y		10-Aug-15		Y		Complete	100	140,000
13	40 James Small Drive, Korora - Water Main renewal			21-Dec-15		Y		Complete	100	15,000
14	Macauleys Flow Meters			30-Oct-15		Y		Complete	100	100,000
15	Red Hill flow meters			30-Jun-15			01-Feb-16	14-Mar-16		170,000
16	Reservoir Renewals	Y					01-Apr-16	30-Sep-16		400,000
17	Nana Glen Water Treatment Plant Headworks Upgrade	Y					01-May-16	30-Jun-16		80,000
18	Matsons Road Karangi - Water main upgrade			18-Jun-15		Y		Complete	100	
19	Karangi Cemetery water service			10-Aug-15		Y		Complete	100	
	Sub Total Water Operational Plan Projects									960,000
	Sub Total Water Operational Plan Completed									155,000
	Sub Total All Water Projects									11,704,000
	Sub Total All Water Projects Completed									6,789,000
	Sewer									
20	Sewer Rising Main 30 - Sandy Beach + Pump Station design			17-Mar-15			01-Dec-15	30-Mar-16		500,000
21	Sewer Rising Main 10a - Minorie Drive			16-Apr-15		Y		Complete	100	60,000
22	Sewer Rising Main 24 - The Boulevarde, Mullaway	Y		21-Apr-15		Y		Complete	100	160,000
23	RM 22 Nth Bonville S94 (with cycleway)			21-Dec-15			15-Feb-16	30-May-16		1,496,000
24	Sewer Rising Main 1a - Woolgoolga sportsfield			25-Nov-15		Y		Complete	100	
25	PS 20 Sewer Rising Main			25-Jun-15				Complete	100	160,000
26	Pump Station 14 Woolgoolga	Y		22-Jun-15		Y		Complete	100	20,000
27	Rising Main 14 Woolgoolga	Y		22-Jun-15		Y		Complete	100	105,000
28	Duplicate 375 dia. Reclaimed WM - Including Underbores		Y	06-Jan-16			01-May-16	30-May-16		1,548,000
29	5 Islands Drive Sewer	Y		14-Jan-16			15-Feb-16	29-Feb-16		35,000
31	Fiddaman Road Emerald Beach Gravity sewer		Y		01-May-16		01-Aug-16	01-Sep-16		
32	Cordwells Creek Sewer		Y		2017					
33	Sawtell STP Demolition	Y	Y				01-Mar-16	30-Jun-16		1,000,000
34	Corindi WRP Drying Beds				01-May-16		01-Jul-16	01-Sep-16		50,000
35	Corindi Rising Main 3 Extension				01-Mar-16		01-Apr-16	30-Apr-16		241,000
36	PS 63 Sandy beach Drive Korora - Pumps and Reticulation Main		Y		01-May-16		01-Aug-16	01-Oct-16		

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	CAPITAL WORKS PROGRAM PROJECT DESCRIPTION	2015/16 Operational Plan	Project spans multiple years	Design Complete Date	Design Delivery Date	Issued for Construction	Construction Start Date	Construction Completion Date	% of Budget spent	Cost (\$)
	Sewer (Continued from previous page)									
37	Sewer Rehabilitation	Y					01-Apr-16	01-Sep-16		600,000
38	Other Pump Station Upgrades	Y					ongoing	ongoing		
39	Minor Treatment Plant Renewals	Y					ongoing	ongoing		112,000
40	Minor Sewer Works Renewals	Y					ongoing	ongoing		52,000
41	SPS6 Safety Beach - Flood protection and connection to SRM21						01-Jun-16	01-Sep-16		50,000
	Sub Total Sewer Operational Plan Projects									2,084,000
	Sub Total Sewer Operational Plan Projects Completed									285,000
	Sub Total All Sewer Projects									6,189,000
	Sub Total All Sewer Projects Completed									505,000
	Drainage									
42	Sawtell Swimming Pool drainage			20-May-15		Y		Complete	100	110,000
43	Drainage issues at 23 Graham Drive	Y		29-Jun-15			01-Apr-16	30-Jun-16		73,000
44	Sawtell Carpark drainage			04-Aug-15				TBC		
45	Drainage issues at Mclver Lane, Woolgoolga	Y		02-Jul-15		Y		Complete	100	48,000
46	Bray Street slip			09-Jul-15				TBC		
47	Fishing Club drainage issues			25-Aug-15			01-May-16	01-Jun-16		
48	Mullaway Stormwater drainage review			28-Jan-16		Y		Complete	100	15,000
49	Dairyville Road - Cassons Culvert Replacement				2017			TBC		200,000
50	20 Walsh Close Sawtell - Drainage	Y			20-Feb-06		01-May-16	30-Jun-16		47,000
51	CBD Flood Works	Y					01-Apr-16	30-Jun-16		500,000
52	Spoonbill Lake Dredging						01-Mar-16	01-Apr-16		150,000
53	Flood Detention Basin (Upper Shepherds Lane)	Y	Y				Under Review	01-Apr-16		3,000,000
54	Polaris Close/Antaries Ave Improvements	Y	Y				Under Review	TBC		300,000
55	Park Beach Drainage Investigations	Y	Y							
	Sub Total Drainage Operational Plan Projects									3,968,000
	Sub Total Drainage Operational Plan Projects Completed									48,000
	Sub Total All Drainage Projects									4,443,000
	Sub Total All Drainage Completed									173,000
	Roads and Bridges Construction + City Square									
56	Beach Road , Sapphire	Y		06-Aug-15		Y		Complete	100	683,000
57	Lakeside Drive, Sapphire	Y		07-Aug-15		Y		Complete	100	671,000
58	James Small Drive Korora - Plantain to K&G	Y		09-Dec-16		Y		15-Feb-16	20	375,000
59	Korora School Road	Y		02-Nov-15		Y		27-Jan-16	10	174,000
60	Bonville Water Subsoils	Y				Y		Complete	100	86,000
61	Green Lea Calala Place to Joyce St North	Y					01-Jun-16	15-May-16		136,000
62	Coramba Road, Bakers to change of seal	Y					01-May-16	30-Jun-16		220,000
63	Sawtell Road - Boambee Creek to Hamilton Drive	Y				Y		Complete	100	282,000
64	First Ave Sawtell - 11th to Dillon	Y					01-Apr-16	30-Apr-16		260,000
65	Lyons Road Sawtell Royal Palms to Railway	Y					01-Apr-16	15-Apr-16		530,000

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	CAPITAL WORKS PROGRAM PROJECT DESCRIPTION	2015/16 Operational Plan	Project spans multiple years	Design Complete Date	Design Delivery Date	Issued for Construction	Construction Start Date	Construction Completion Date	% of Budget spent	Cost (\$)
	Roads and Bridges Construction + City Square <i>(Continued from previous page)</i>									
66	Solitary Is Way Reseal - Casuarina to Johnsons	Y				Y		Complete	100	120,000
67	Bucca Road McReas Bridge west to 6624	Y					08-Feb-16	08-Mar-16		196,000
68	Gundagai Street, Coffs Harbour	Y		03-Feb-16			01-Mar-16	10-Apr-16		266,000
69	East Bonville roadworks			20-Aug-15			01-Mar-16	Complete	100	90,000
70	Pine Creek Way Reseal			04-Jun-15		Y		31-May-16		150,000
71	Red Hill guardrail			22-Sep-15		Y		Complete	100	
72	Toormina Road Signage - Speed zone reduction (for RMS)	Y		23-Sep-15			01-Mar-16	Complete	100	
73	Condons bridge Reconstruction		Y	23-Sep-15			01-Mar-16	10-Apr-16		210,000
74	Corfes bridge Reconstruction		Y	23-Sep-15			2017	TBC		
75	Ferrets bridge Reconstruction	Y		23-Sep-15		Y	2017	TBC		
76	Kellets bridge Reconstruction	Y		23-Sep-15		Y		Complete	100	380,000
77	Keoghs bridge Reconstruction	Y		23-Sep-15				Complete	100	100,000
78	Rhodes bridge Reconstruction	Y					01-Apr-16	30-Apr-16		220,000
79	Kirton Bridge Reconstruction	Y				Y	01-Feb-16	03-Mar-16		70,000
80	North Bonville Bridge Reconstruction			26-Sep-15		Y		Complete	100	105,000
81	Lyons Road Signage - Speed zone reduction (for RMS)			29-Sep-15		Y		Complete	100	
82	Sawtell Road Signage - Speed zone reduction (for RMS)			07-Oct-15				Complete	100	
83	Ocean Parade, Coffs Harbour kerb realignment - concept design			09-Oct-15				TBC		
84	Curacao Street, Coffs Harbour – cul de sac design and parking for traffic committee			11-Oct-15				TBC		
85	High Street Traffic Calming			12-Oct-15				TBC		
86	Coramba Road - Guardrail (Black Spot funding)			12-Oct-15		Y	Deferred	10-Jul-05		
87	Saye Close Bus Stop			12-Oct-15				Complete	100	150,000
88	Stadium Drive - access into Stadium (Black Spot funding)		Y	19-Oct-15			01-Apr-16	30-Apr-16		209,000
89	Boronia Street, Sawtell - intersection realignment and carparking			06-Nov-15			09-Jul-05	TBC		
90	Newmans Road, Woolgoolga Traffic study			17-Nov-15		Y		TBC		
91	Karangi Cemetery linemarking redesign			01-Dec-15				Complete	100	
92	Woolgoolga Caravan Park entrance review		Y	10-Dec-15				TBC		
93	Camperdown Road - Jordan Esplanade intersection - concept design			15-Dec-15		Y	09-Jul-05	TBC		
94	Hogbin Drive - Acceleration lane at CHEC			15-Dec-15		Y		11-Feb-16		130,000
95	Hogbin Drive - Acceleration lane at Harbour Drive			NA		Y		11-Feb-16		130,000
96	Hogbin Drive Pavement - Fred Hanson Bridge northward			21-Jan-16				11-Feb-16		182,000
97	Flood signs on Phil Hawthorn Drive			21-Jan-16			01-May-16	TBC		
98	Hi-Tech Drive Hogbin Road Intersection Upgrade (Black Spot funding)			21-Jan-16			01-May-16	30-Apr-16		309,000
99	Phyllis Lane road regrade			01-Feb-16				01-Mar-16		20,000
100	Dairyville Road Signage - Speed zone reduction (for RMS)			02-Feb-16				TBC		
101	North Boambee Road Signage - Speed zone reduction (for RMS)							TBC		
102	Airport apron expansion - survey and services						01-Feb-16	TBC		
103	Airport carpark redesign						01-Feb-16	TBC		
104	Airport VMP							TBC		
105	Beacon Hill Part 5						01-Jan-16	01-Feb-16		
106	Bray Street - Lions Nature Bike Safety Park	Y			01-Apr-16			TBC		

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	CAPITAL WORKS PROGRAM PROJECT DESCRIPTION	2015/16 Operational Plan	Project spans multiple years	Design Complete Date	Design Delivery Date	Issued for Construction	Construction Start Date	Construction Completion Date	% of Budget spent	Cost (\$)
	Roads and Bridges Construction + City Square <i>(Continued from previous page)</i>									
107	City Square civil works	Y					01-May-16	30-Jun-16		423,000
108	Repave City Square	Y					ongoing	30-Jun-16		87,000
109	City Square Signage				05-Feb-16			TBC		75,000
110	Duke Street, Coffs Harbour	Y					01-Mar-16	21-Apr-16		450,000
111	Gordon Street and Harbour Drive Traffic Signals						01-Apr-16	30-Jun-16		2,500,000
112	Gordon Street linemarking review and concept design				30-Mar-16			TBC		
113	North Boambee Valley Development Traffic Impact Review		Y					TBC		
114	Sawtell Mainstreet revitalisation Stage 1						01-Feb-16	29-Feb-16		20,000
115	Sawtell Mainstreet revitalisation Stage 2		Y				2017	TBC		250,000
116	Stadium Drive Retaining Wall and Geotech		Y				2017	TBC		
117	Stadium Drive Transport Interchange facility						2017	TBC		
	Sub Total Roads, Bridges, City Square Operational Plan Projects									5,834,000
	Sub Total Roads, Bridges, City Square Operational Plan Projects Completed									2,871,000
	Sub Total All Roads, Bridges, City Square Projects									10,259,000
	Sub Total All Roads, Bridges, City Square Projects Completed									3,658,000
	Cycleways and Footpaths									
118	Lyons Road footway - tennis courts		Y	21-Aug-15			01-May-16	15-Jun-16		50,000
119	Collingwood Street, The Jetty - PAMPS project			02-Feb-16			01-Mar-16	16-Mar-16		22,000
120	Park Beach Road - PAMPS project			03-Feb-16			02-Mar-16	16-Mar-16		28,000
121	Bucca Road cycleway			18-Dec-15			01-Jan-16	29-Feb-16		150,000
122	Lyons Road Cycleway Stage 2			21-Dec-15			15-Feb-16	01-Apr-16		500,000
123	Hoys and Solitary Islands Way Cycleway - Intersection upgrade			15-Jan-16			25-Feb-16	25-Mar-16		56,000
124	Headland Drive PAMPS			27-Jan-16				Complete	100	30,000
125	Headland Road, Sapphire cycleway			27-Jan-16			20-Feb-16	01-Mar-16		95,000
126	Ocean Parade Park Beach - Footpath	Y		01-Mar-16			01-Jun-16	TBC		
127	Arararra Cycleway Bridge and Connection			01-Mar-16			01-Apr-16	30-Apr-16		250,000
128	Mullaway Drive Cycle Link			02-Mar-16			01-Apr-16	01-Apr-16		86,000
129	Sandy Beach Northern Cycle Link			01-Mar-16			01-Apr-16	01-May-16		93,450
130	Centennial Drive Cycle Link			02-Mar-16			02-Apr-16	02-May-16		41,500
131	Reseal and Linemark - Pounding Creek to Eggins Drive			03-Mar-16			03-Apr-16	03-May-16		525,225
132	Bonville School Cycleway		Y					Complete	100	10,000
133	Moore Street PAMPS							TBC		
134	Woolgoolga roundabout PAMPS - RMS funded				12-Feb-16			TBC		
	Sub Total Cycle Ways and Footpaths Operational Plan Projects									-
	Sub Total Cycle Ways and Footpaths Operational Plan Projects Completed									-
	Sub Total All Cycleway and Footpaths Projects									1,937,175
	Sub Total All Cycle way and Footpaths Projects Completed									40,000

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	CAPITAL WORKS PROGRAM PROJECT DESCRIPTION	2015/16 Operational Plan	Project spans multiple years	Design Complete Date	Design Delivery Date	Issued for Construction	Construction Start Date	Construction Completion Date	% of Budget spent	Cost (\$)
	Buildings, Open Space and Miscellaneous									
135	Lakes Estate Bus Shelter and footing design			29-Jun-15				TBC		
136	McCauleys Headland toilet block	Y		06-Jul-15				Complete		320,000
137	Karangī Cemetery - Columbarium wall design			08-Sep-15				TBC		
138	Fish Cleaning table - Jetty Foreshore			05-Nov-15				Complete		30,000
139	Steps to southern end of Jetty Foreshore	Y		03-Feb-16			01-Mar-16	30-Mar-16		45,000
140	Corindi Tennis Courts				05-Feb-16		01-Mar-16	01-May-16		229,000
141	Diggers Beach Toilet block	Y	Y		01-Apr-16		01-Jun-16	TBC		450,000
142	Fitzroy Park amenities block design	Y	Y		01-Mar-16		01-Jun-16	01-Dec-16		1,200,000
143	Jetty Foreshore Stages 2-4	Y	Y				01-Feb-17	01-Dec-17		9,600,000
144	Jetty Memorial Theatre Facilities	Y					01-Mar-16	01-Apr-16		120,000
145	Nana Glen Pool	Y					02-Mar-16	01-Jun-16		125,000
146	Building Upgrades	Y					03-Mar-16	30-Jun-16		162,182
148	Woolgoolga Beach Rehab Project (Malcolm Robertson)		Y					TBC		
149	Boambee Creek Boat Ramp				01-Mar-16		01-May-16	01-May-16		30,000
150	Murray Drive Netball Courts			03-Dec-15				TBC		
149	Shade Sails Design & tender	Y	Y		01-Mar-16		01-Apr-16	01-Aug-16		750,000
150	Brelsford Park - New Facility to replace existing		Y							
151	Hills Beach Norman Hill Drive Korora - Refurbishment		Y							
	Sub Total Buildings, Open Space and Miscellaneous Operational Plan Projects									12,772,182
	Sub Total Buildings, Open Space and Miscellaneous Operational Plan Completed									320,000
	Sub Total All Buildings, Open Space and Miscellaneous Projects									13,061,182
	Sub Total All Buildings, Open Space and Miscellaneous Projects Completed									350,000
	Total Operational Plan Capital Project Budget									25,618,182
	Total All Projects Capital Budget									47,593,357
	Total for Operational Plan Projects delivered so far this year									3,679,000
	Total for all projects delivered this year									11,515,000



COFFS HARBOUR CITY COUNCIL
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REPORT TO ORDINARY COUNCIL MEETING

DRAFT COFFS COAST TOURISM STRATEGIC PLAN 2020

REPORTING OFFICER:	Group Leader City Prosperity
DIRECTOR:	Director, Sustainable Communities
COFFS HARBOUR 2030:	LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries. LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and Government. LE 1.1 Identify and promote the region's unique environmental values.
ATTACHMENTS:	ATT Draft Coffs Coast Tourism Strategic Plan 2020

Recommendation:

That Council endorse the public exhibition of the *Draft Coffs Coast Tourism Strategic Plan 2020* for a period of 28 days.

EXECUTIVE SUMMARY

A new section 355 strategic tourism committee was formed on 1 July 2015, now known as the 'Destination Coffs Coast Committee'.

Council, in consultation with the committee, engaged consultants Wray Sustainable Research & Planning, Sarah Lebski & Associates and Bill Fox & Associates, to prepare a Coffs Coast Tourism Strategic Plan 2020 to guide the strategic direction of tourism on the Coffs Coast.

Considerable stakeholder consultation has occurred in the formation of this draft plan which is fully endorsed by the Destination Coffs Coast Committee. The draft plan is presented to Council ready for public exhibition.

REPORT

Description of Item:

The need to develop the Coffs Coast Tourism Strategic Plan 2020 was identified as an important priority following the establishment of a new Coffs Harbour City Council s355 tourism committee – Destination Coffs Coast Committee (DCCC) in July 2015.

The draft Coffs Coast Strategic Tourism Plan 2020 has been developed by consultants Wray Sustainable Research & Planning, Sarah Lebski & Associates and Bill Fox & Associates in cooperation with the DCCC and is underpinned by a comprehensive situational analysis and stakeholder engagement process.

The draft strategic plan aims to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure, and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure and nature-based tourism, events and cultural experiences.

A single vision was created through consultation with stakeholders to guide the strategic direction of tourism across the Coffs Coast over the next five years:

To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities and our relaxed way of life.

From this vision, eleven key directions have been identified to guide the management, development and marketing of tourism for the Coffs Coast and its towns and villages over the next five years (page 8 of draft plan).

Issues:

A number of priorities are identified within the draft plan (page 58).

The draft plan clearly identifies the roles of both Coffs Harbour and Bellingen Shire Councils, Destination Coffs Coast Committee and other stakeholders in delivering the strategic outcomes noted.

Options:

The following options are available to Council:

1. Adopt the recommendations provided in this report, allowing the draft Coffs Coast Tourism Strategic Plan 2020 to be placed on public exhibition.
2. Amend or reject the recommendations as Council may wish to propose alternate options.
3. Reject the recommendations provided to Council which may impact on the valuable progress and contributions made to date on this matter.

Sustainability Assessment:

- **Environment**

Nature based tourism is highlighted as a key direction of the plan, and a number of strategies are in place to ensure sustainability.

- **Social**

The social impacts of ensuring that an effective working model exists for marketing the Coffs Coast appropriately are felt by the community through increased opportunities and access to employment programs and activities.

- **Civic Leadership**

Civic Leadership is captured in Coffs Harbour 2030 through:

LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.

LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and Government.

LE 1.1 Identify and promote the region's unique environmental values.

- **Economic**

Broader Economic Implications

Tourism is one of the most important contributors to the growth and character of the Coffs Coast region comprising Coffs Harbour and Bellingen Local Government Areas (LGAs). The annual economic contribution of tourism to the region is valued at approximately \$490 million. It is estimated that the Coffs Coast receives 1.9 million visitors annually.

Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is not only maintained and strengthened as an economic driver, but also planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.

Delivery Program/Operational Plan Implications

A number of funding strategies are identified within the draft plan (p22-23).

Implementation of the strategy will require an ongoing allocation of council funds. These will need to be considered in Council's long term budget forecasts against Council's overall future funding priorities.

Risk Analysis:

A number of risk management strategies are identified within the draft plan (p24-25).

Consultation:

A comprehensive stakeholder engagement process was undertaken by the consultants in September to November 2015 across both LGAs including twenty five (25) individual key stakeholder meetings and seven (7) destination stakeholder workshops attended by 77 organisations.

DCCC met regularly to review progress of the stakeholder engagement and formation of the draft strategic plan, and unanimously endorsed at its meeting of 8 February 2016 that this draft strategic plan be presented to both Coffs Harbour and Bellingen Shire Councils for public exhibition. The draft strategic plan is anticipated to be considered by Bellingen Shire Council at its meeting of 24 February 2016.

Related Policy, Precedents and / or Statutory Requirements:

There is no strategic tourism plan currently in place.

Implementation Date / Priority:

If approved, the *draft Coffs Coast Tourism Strategic Plan 2020* will be placed on exhibition for four (4) weeks. Following a review of submissions received, the plan will be finalised and anticipated to be presented to Council for adoption in May 2016. It is anticipated that the plan will take effect on 1 July 2016.

Conclusion:

The *draft Coffs Coast Tourism Strategic Plan 2020* is an important document for the future of tourism in both the Coffs Harbour and Bellingen Shire LGAs.



Coffs Coast Tourism Strategic Plan 2020

DRAFT

9 February 2016

Prepared for Coffs Harbour City Council



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disclaimer

The information contained in this report is intended only to inform and should not be relied upon for future investment or other decisions. It is expected that any specific recommendations should be analysed, and appropriate due diligence undertaken prior to making any investment decisions.

In the course of our preparation of the Coffs Coast Tourism Strategic Plan 2020, recommendations have been made on the basis of assumptions, methodology and information provided by many sources. The authors accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this report.

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acknowledgements

This Plan has been prepared by:

Dr Meredith Wray, Wray Sustainable Tourism Research & Planning and Sarah Lebski, Sarah Lebski & Associates in collaboration with Bill Fox, Bill Fox and Associates.

The consultants wish to thank the Coffs Harbour City Council and staff, and members of the Destination Coffs Coast Committee for their assistance in the development of the Strategic Tourism Plan.

The consultants would also like to acknowledge all those who participated in the consultation process. Thank you for your interest and your invaluable contributions to this project. (See Appendices for lists of contributors).



Destination Coffs Coast Committee and consultants (September 2015 meeting)

Destination Coffs Coast Tourism Committee members

Coffs Harbour LGA

Dene Zahner – General Manager, Novotel Coffs Harbour Pacific Bay Resort
Paige Sinclair – Chief Executive Officer, Dolphin Marine Magic
Michael Hall – Principal Sunburst Real Estate, Korora
Bob Palmer – Councillor, Coffs Harbour City Council
David Laarhoven – A1 Coffs Coast Tours

Coffs Harbour City Council staff (ex-officio)

Chris Chapman – Director, Sustainable Communities
Nikki Greenwood – Group Leader, City Prosperity
Stephen Saunders – Section Leader, Industry Destination and Development

Bellingen LGA

Yvonne Wynen – Accommodation Manager, Lilypad Luxury Cabins
Brad Shiels – Executive Manager, Operations, NSW Crowns Coast Holiday Parks Trust/Jenny Sewell, North Coast Holiday Parks
Steve Klipin – Councillor, Bellingen Shire Council

Bellingen Shire Council (ex-officio)

Michael Grieve – Manager, Economic and Business Development,

acronyms

ARTN	Australian Regional Tourism Network	IDD	Industry and Destination Development
BRWG	Brand Review Working Group	INSW	Infrastructure NSW
BSC	Bellingen Shire Council	IPART	Independent Pricing and Regulatory Tribunal
CHCC	Coffs Harbour City Council	NCDN	North Coast Destination Network
CHCoC	Coffs Harbour Chamber of Commerce	NPWS	National Parks and Wildlife Service
CHRA	Coffs Harbour Regional Airport	NSC	Nambucca Shire Council
CHIM	Coffs Harbour International Marina	NSRF	National Stronger Regions Fund
CHVIC	Coffs Harbour Visitor Information Centre	RDA	Regional Development Australia
CoC	Chamber of Commerce	RMS	Roads and Marine Services
DCCC	Destination Coffs Coast Committee	ROI	Return on Investment
DLPI	Department of Lands and Primary Industries (NSW Government)	RVEF	Regional Visitor Economy Fund
DNSW	Destination New South Wales	SIMPA	Solitary Islands Marine Park Authority
DPE	Department of Planning and Environment (NSW Government)	SME	Stadium and Major Events
DPC	Department of Premier and Cabinet (NSW Government)	TCC	Tourism Coffs Coast
DT	Department of Transport (NSW Government)	VFR	Visiting Friends and Relatives
FCNSW	Forestry Corporation of NSW	VIC	Visitor Information Centre
GMI	Grampians Marketing Inc		

executive summary

Tourism is one of the most important contributors to the growth and character of the Coffs Coast region comprising Coffs Harbour and Bellingen LGAs. The annual economic contribution of tourism to the region is valued at approximately \$490 million. It is estimated that the Coffs Harbour LGA receives 1.6 million visitors annually and the Bellingen LGA receives 223,000. Most are domestic overnight visitors and daytrip visitors, with international visitors accounting for around 5%.

Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is not only maintained and strengthened as an economic driver, but also planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.

AIM

The aim of this Plan is to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure, and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure and nature-based tourism, events and cultural experiences.

From a destination management perspective, Coffs Harbour City Council (CHCC) provides an important leadership and coordination role for tourism through its City Prosperity Group, including Industry and Development that is responsible for the coordination of destination marketing activities for the Coffs Coast and visitor information services for Coffs Harbour. For 2015, CHCC allocated over \$1M for the delivery of these services. In addition, the Stadium and Major Events Section plays an important role in positioning Coffs Harbour as a major regional event tourism destination. A Memorandum of Understanding was established with Bellingen Shire Council (BSC) and CHCC in 2008, with BSC contributing \$30,000 annually for marketing activities.

The need to develop the Coffs Coast Tourism Strategic Plan 2020 was identified as an important priority by CHCC and BSC following the establishment of a new tourism CHCC s355 committee – Destination Coffs Coast Committee (DCCC) in July 2015. The Committee was formed as a new cooperative and strategic approach to the management of tourism for towns and villages across the Coffs Coast following the folding of the Tourism Coffs Coast industry association. DCCC comprises CHCC, BSC and industry representatives from both LGAs. Its role is to provide strategic advice to CHCC and BSC in the implementation of the strategies and actions of this Plan.

This Coffs Coast Strategic Tourism Plan 2020 has been developed in cooperation with the DCCC and is underpinned by a comprehensive situational analysis and stakeholder engagement process. One vision was created through consultation with stakeholders to guide the strategic direction of tourism across the Coffs Coast over the next five years:

VISION

To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities and our relaxed way of life.

From this vision, eleven key directions have been identified to guide the management, development and marketing of tourism for the Coffs Coast and its towns and villages over the next five years (see page 8).

continued on next page

The Plan then identifies strategies and associated actions for each key direction. Important strategies include:

- The establishment of working groups as part of the DCC to assist with: industry development and engagement, accommodation development and refurbishment strategies, a Coffs Coast brand review process, and development of a new nature-based tourism strategy
- Commencement of a stakeholder engagement process to introduce a tourism and business levy
- Development of strategic plans related to: risk management, the proposed Coffs Harbour Bypass, visitor road signage, a Coffs Harbour Events Strategy, Coffs Coast Visitor Information Services Strategy and annual marketing plans
- Continuing to work with CHCC to determine the feasibility of new infrastructure (e.g. a Performing Arts Centre) and enhancement of existing infrastructure (e.g. the Coffs Harbour Regional Gallery)
- Supporting operators to develop new products that focus on distinctive experiences related to leisure, nature-based, regional food, and arts and culture
- Establishing a Coffs Coast Destination Research Program to regularly monitor visitor markets, profiles and satisfaction.

It is also important that Coffs Coast tourism stakeholders are mindful that although the Coffs Coast has many attractions and significant natural attributes, they are not particular to the region and many other destinations can make similar claims. There is also fierce competition for tourism market share across regional Australia.

In addition, the Coffs Coast also faces a number of substantial challenges including relatively flat visitation performance since 2011, negative perceptions regarding ageing infrastructure, the impact of the Pacific Highway upgrade, and the need to achieve stronger visitor dispersal across the Coffs Coast. There is also an immediate need to engage industry operators, and to review the Coffs Coast brand to articulate and promote the region's real point of difference.

In this environment, it is particularly important that Coffs Coast adopts a highly strategic approach to marketing and promotion, which focuses on its key domestic visitor markets – i.e. Sydney, regional NSW, Brisbane and SE Queensland, and potential visitor markets from Melbourne and surrounding areas. It is also vital that key industry stakeholders encourage and support the development of some exciting, market-led signature experiences that reflect the Coffs Coast's distinctive cultural identity and 'sense of place', and which will differentiate the region from other competing destinations. The CHCC's proposed Cultural Plan 2017 to 2022 should assist this process.

The Coffs Coast Tourism Strategic Plan 2020 is a living document, which provides an integrated framework and clear strategic directions to build a resilient visitor economy for the Coffs Coast over the next five years. The successful implementation of this Plan will require participation and cooperation of tourism and business operators as part of a 'whole of destination' approach.

Although a Coffs Coast Destination Management Plan was developed in 2014 to apply for NSW Government funding, it was not adopted by CHCC. The Coffs Coast Tourism Strategic Plan 2020 will provide a strategic policy document to guide the management, development and marketing of tourism over the next five years and can be used as a resource to apply for relevant funding opportunities.

key directions

destination management	destination development	destination marketing
<p>1.0 Tourism Governance and Leadership Continue to establish an effective and collaborative strategic governance structure to lead and guide the strategic and sustainable management, development and marketing of tourism on the Coffs Coast to 2020</p> <p>2.0 Tourism Funding Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020</p> <p>3.0 Risk Management Identify and plan for potential risks to visitors and the visitor economy to 2020</p>	<p>4.0 Visitor Transport Services Strategically plan for Pacific Highway upgrades, increased air services from key visitor markets, and the improvement of local transport services for visitors to the Coffs Coast to 2020</p> <p>5.0 Tourism Infrastructure Support the development of key infrastructure and facilities to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020</p> <p>6.0 Tourism Product and Experience Development Encourage and support the development of new and refreshed tourism products and experiences to meet the needs of leisure, nature-based, events and cultural visitor markets to the Coffs Coast to 2020</p>	<p>7.0 Events and Festivals Position the Coffs Coast as the leading regional destination for sports tourism and innovative events and festivals that support the Coffs Coast brand to 2020</p> <p>8.0 Brand and Positioning Ensure the effectiveness of the Coffs Coast brand in its promise to consumers, ability to differentiate the region, improve industry uptake and consistent application across all marketing and promotional activities to 2020</p> <p>9.0 Visitor Markets Focus marketing activities on viable, brand-aligned visitor markets to attract returning and new visitors to the Coffs Coast to 2020</p> <p>10.0 Strategic and Tactical Marketing Adopt strategic and innovative destination marketing strategies to promote leisure, nature-based, events and cultural experiences to key visitor markets, and to build a strong visitor economy for the Coffs Coast to 2020</p> <p>11.0 Visitor Information Services Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020</p>

why does the coffs coast need a tourism strategy?

Tourism is recognised as an important driver of the Coffs Coast economy. It is estimated that 1.8 million tourists visit the Coffs Coast annually with an average annual expenditure of \$490 million¹. A report by Tourism Research Australia (TRA) in 2011 ranked the broader Mid North Coast 11th of the top 20 Australian tourism regions, with an 8.7% rating in terms of the economic importance of tourism to the region².

From a management perspective, CHCC provides an important leadership and coordination role for tourism through its City Prosperity Group, including Industry and Destination Development (IDD, including the former Coffs Coast Marketing) that is responsible for the coordination of destination marketing activities for the Coffs Coast and visitor information services for Coffs Harbour. For 2015, CHCC allocated over \$1M for the delivery of these services. In addition, the Stadium and Major Events (SME) Section plays an important role in positioning Coffs Harbour as a major regional event tourism destination by attracting and coordinating events and managing significant event infrastructure.

For Bellingen Shire, tourism is identified as a top priority as part of the BSC Economic Development and Tourism Plan 2015 to 2020. The Manager, Economic and Business Development works with local stakeholder organisations to foster sustainable tourism and economic development. A Memorandum of Understanding (MOU) was established between BSC and CHCC in 2008, with BSC currently contributing \$30,000 annually to CCM for marketing activities.

The establishment of a new Harbour City Council \$355 Committee in July 2015 comprising Coffs Harbour City Council, Bellingen Shire Council and industry representatives has heralded a new cooperative and strategic approach to the management of tourism for towns and villages on the Coffs Coast. The role of the Committee, through its current terms of reference, is to provide strategic advice to CHCC and BSC in the implementation of the strategies and actions of this Plan.

The next two years have been identified as a critical phase to establish best practice strategies and processes to guide the sustainable management, development and marketing of tourism on the Coffs Coast. Importantly, this new strategic approach will require increased collaboration and co-operation between Councils and industry to implement this Plan's directions and strategies and build a resilient visitor economy for the benefit of residents and visitors of the Coffs Coast to 2020.

There are also a number of important challenges for the Coffs Coast to surmount over the next five-years to achieve this goal, including a need to:

- Address relatively flat visitation performance since 2011
- Overcome negative visitor perceptions of Coffs Harbour due to ageing infrastructure
- Plan for the Pacific Highway upgrade construction
- Develop innovative tourism products and experiences to create a 'total destination experience' to generate more overnight stays, increase yield, and differentiate the Coffs Coast from its competitors
- Encourage visitor dispersal across the Coffs Coast
- Foster greater participation and cooperation of tourism and business operators as part of a whole of destination approach
- Engage industry stakeholders in a review of the Coffs Coast brand positioning
- Articulate and promote the Coffs Coast's real point of difference.

There are, however, significant opportunities to position the Coffs Coast as a leading regional destination for sports tourism, events and innovative festivals and to further develop and promote leisure, nature-based, arts and cultural attractions and experiences to East Coast domestic, self-drive international and VFR visitor markets.

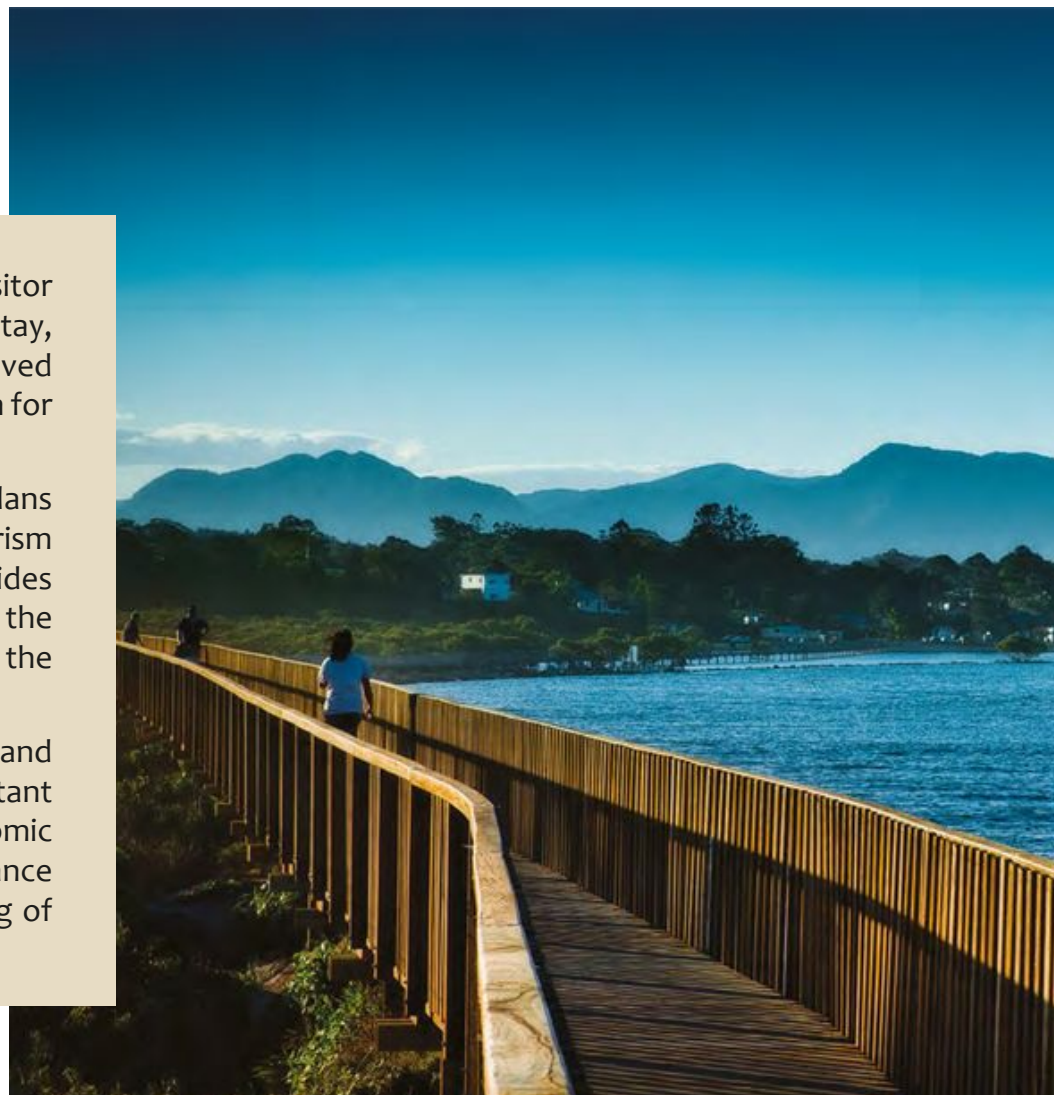
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Although a Coffs Coast Destination Management Plan was developed in 2014 to apply for NSW Government funding, it was not adopted by CHCC. The Coffs Coast Tourism Strategic Plan 2020 will provide a strategic policy document to guide the management, development and marketing of tourism over the next five years and can be used as a resource to apply for relevant funding opportunities.

The aim of this Plan is to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure, nature-based, events and cultural experiences.

Although Coffs Harbour City Council has developed strategic plans and policies in many areas, there is not a comprehensive tourism strategy. This Coffs Coast Strategic Tourism Plan 2020 provides an integrated framework to attract investment and guide the management, development and marketing of tourism for the Coffs Coast over the next five years.

Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is maintained and strengthened as an economic driver, but planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.



Urunga Boardwalk (image by Gethin Coles)

coffs coast destination experiences

Located almost mid-way between Sydney and Brisbane, the Coffs Coast comprises the Coffs Harbour and Bellingen local government areas (LGAs).

Coffs Harbour LGA

The City of Coffs Harbour is well known as a popular coastal holiday destination, particularly for families, with a range of beaches located near its city centre including Diggers Beach, Jetty Beach, and Park Beach and variety of mid-range accommodation options. Its city location, that is close to the Harbour and Jetty foreshore, provides a different coastal setting compared with other destinations along the East Coast of Australia.

The City of Coffs Harbour is surrounded by coastal village communities including Sawtell, Sapphire, Emerald and Woolgoolga, each with its own distinctive character. There are also a number of smaller settlements throughout the Shire, including the hinterland areas. Many towns and villages of Coffs Harbour are located on the shores of the Solitary Island Marine Park, which provides attractive island vistas, recreational water-based activities and a diversity of marine life that is an attraction for divers. The 60-kilometre Solitary Islands Coastal Walk that extends from the coastal village of Red Rock in the north to the Bonville Headland in the south provides a significant nature-based tourism experience that is easily accessible to visitors to Coffs Harbour. In addition, Coffs Harbour is in close proximity to 21 National Parks and extensive State Forests stretch along the Coffs Coast and west to the ranges. The centrepiece is the Forest Sky Pier, a 22 metre viewing platform at Sealy Lookout, which offers expansive views of Coffs Harbour and its surrounding mountains and coastlines.

While Coffs Harbour has become a regional service centre and hub for major retail shopping outlets, it is also known for its tourist attractions, the Big Banana and Dolphin Marine Magic. Originally built in 1964, the Big Banana had a \$30M redevelopment in 1989. In 2015, it introduced an impressive Water Park, which will further enhance its long held reputation as a very popular family day out. Dolphin Marine Magic is also an enduring family favorite, with its genesis beginning more than 45 years ago. While the seal and dolphin routines provide great enjoyment for its guests, Dolphin Marine Magic has a strong focus on education and the conservation of the marine environment. In addition, the Bonville Golf Resort located on the outskirts of Coffs Harbour is home to an internationally renowned golf course, which is considered one of the most beautiful courses in the world. The Resort is also a leading function and events venue, with a range of conference options and thirty accommodation rooms.

Importantly, Coffs Harbour has developed a very strong reputation in recent years as a regional events tourism destination. It has acquired some flagship sporting events including the FIA World Rally Championship, FFA National Youth Championships and three major Oztag events. Several smaller village festivals like the Chilli Festival (Sawtell) and the Woolgoolga Curry Fest also attract visitors and reflect and celebrate their communities.

Tourism is an important driver for the Coffs Harbour economy receiving approximately 1.6 million visitors and generating \$433m average annual expenditure¹.

Bellingen LGA

Bellingen Shire is located approximately 33kms south off Coffs Harbour and comprises three main communities: Bellingen, Dorrigo and Urunga.

Bellingen is the Shire's regional centre. It is also a haven for artists, craftspeople, writers and musicians who have been attracted to the area for alternative lifestyle opportunities. The community's creativity has been channeled into a series of festivals and events that have become well known across Australia including the Bellingen Readers and Writers Festival and the Bello Winter Music Festival. Bellingen is also home to one of Australia's largest regional markets which attract visitors from all around NSW. Its heritage buildings in the main street provide an attractive backdrop to the interesting shops and cafes that help to create a casual, lively ambiance.

Significantly, over half of the Bellingen Shire is designated as State Forests or National Parks, offering substantial opportunities for nature-based tourism. The inland township of Dorrigo is the gateway to the Dorrigo National Park, which is part of the Gondwana Rainforests of Australia World Heritage Area. The Dorrigo Rainforest Centre and Skywalk is a popular attraction that provides nature-based interpretation, guided walks and a range of visitor facilities. Dorrigo is also home to the largest collection of steam engines and railway stock in the southern hemisphere (privately owned), which has inspired the town's very successful Steam Punk Festival. Dorrigo hosts a popular Folk and Bluegrass Festival, which attracts performers from all over the world.

The Waterfall Way is recognised as one of NSW's best road trip experiences, and is the second most popular motorbike route in Australia. It offers visitors a 191 kilometre scenic drive from the Pacific Highway near Urunga through Bellingen, up to Dorrigo and further on to Armidale. The spectacular landscape changes from National Parks to verdant countryside, rainforest and wide, open plains.

Urunga is a peaceful coastal town between Coffs Harbour and Nambucca Heads. It is much loved for watersports, particularly fishing, and its temperate climate encourages an active outdoor lifestyle. The Urunga Boardwalk provides a wonderful wetlands experience through the mangroves of the river estuary. The town also has several licensed clubs offering a range of dining and sporting facilities and until 2015 hosted the Toast Urunga Festival. The town currently suffers from lack of product and awareness and ageing accommodation. There is however, potential for Urunga to transform given the bypass of the Pacific Highway.

In contrast to the relatively large visitation experienced by Coffs Harbour, it is estimated that Bellingen Shire receives around 223,000 visitors annually with an average annual visitor expenditure of \$57 million¹. Daytrip visitation accounts for over half of all visitation to the area with overnight stays in Bellingen restricted due to limited accommodation capacity. It is also important to recognise that some members of the local community hold differing views with regard to the future of tourism in their Shire. For example, business owners who have invested in cafes and specialty retail are keen to expand their revenue from visitors, while others are concerned about 'quality of life' and environmental impacts, particularly with regard to any further increase in 'day-trippers'. As such, a sustainable approach to tourism development in the area is essential. The 'Shire of Bellingen 2030' Community Strategic Plan identified that the community don't want to be 'another Byron Bay'.

Riverfest (image by Gethin Coles)



strategic planning approach

Coffs Harbour City Council (CHCC) and Bellingen Shire Council (BSC) have identified the need for a strategic tourism plan to guide the sustainable development, management and marketing of tourism in the Coffs Coast area over the next five-years to 2020.

The Coffs Coast Strategic Tourism Plan 2020 has been developed by a consultant team comprising Dr Meredith Wray, Sarah Lebski and Bill Fox in consultation with a CHCC Steering Committee that was established to guide the strategic direction of tourism for the Coffs Coast.

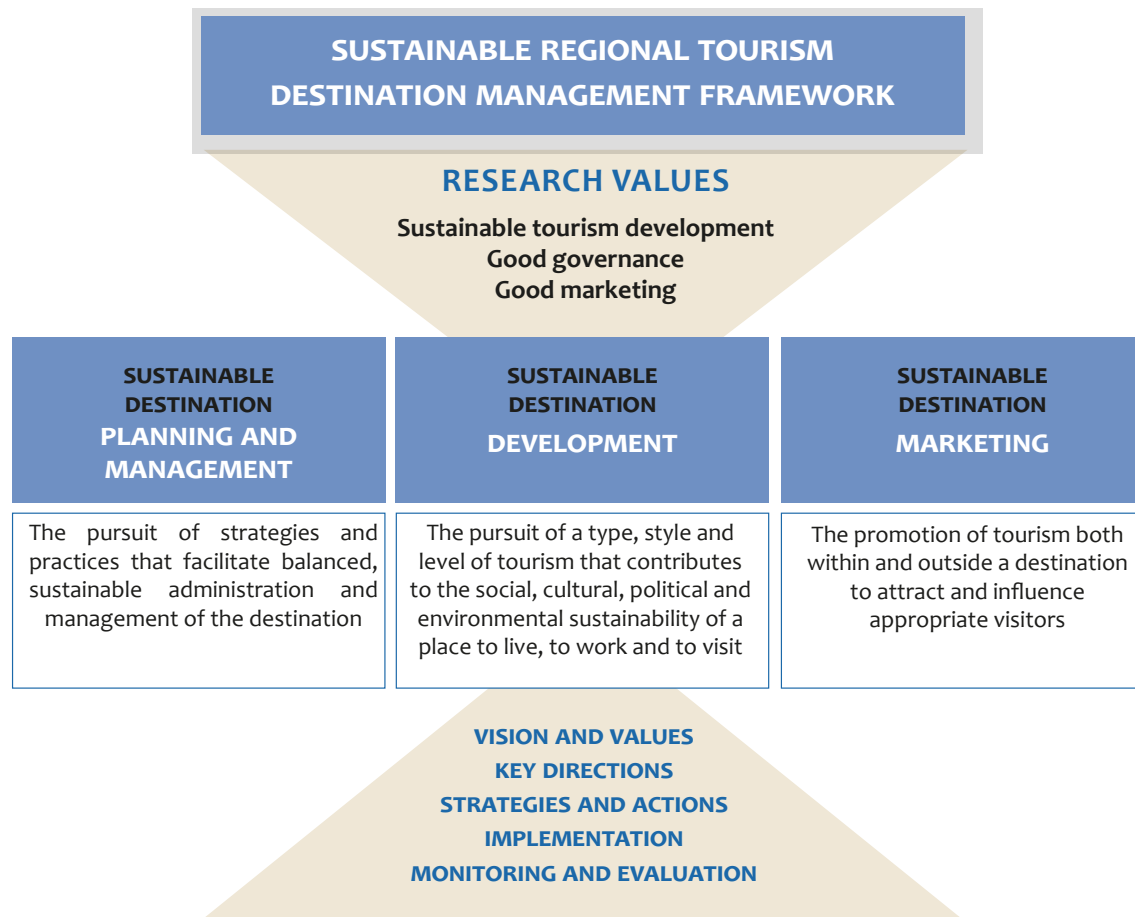
The Plan is a living strategic document that has been developed to:

- Position the Coffs Coast as a leading regional destination for sports tourism, leisure, nature-based tourism, innovative events and festivals, and cultural experiences
- Identify new sources of funding and attract investment
- Recognise that in addition to the main destination of Coffs Harbour, the Coffs Coast comprises distinctive coastal and hinterland towns and villages
- Respond to important issues and opportunities that were identified in the situational analysis and stakeholder engagement processes that were undertaken to inform the development of this Plan
- Recognise the leadership role of CHCC for tourism on the Coffs Coast and as manager of key supporting infrastructure
- Establish a shared vision for the future of tourism on the Coffs Coast with government, business and community stakeholders
- Integrate recognised best practice strategies for the management, development and marketing of regional tourism destinations
- Identify the roles and responsibilities of tourism stakeholders in the implementation of the Plan to 2020

- Determine important implementation priorities over the next year
- Integrate with the 'Coffs Harbour 2030' and 'Shire of Bellingen 2030' Community Strategic Plans and other relevant, strategic Council documents
- Encourage a productive, and integrated working relationship between industry and government stakeholders, guided by appropriate structures and governance
- Provide the tools to produce sustainable tourism that differentiates the Coffs Coast from its competitors and meets community and visitor expectations
- Ensure that tourism is recognised as a major source of economic and regional development by government and the private sector
- Enhance and grow the range and quality of leisure and nature-based tourism products and experiences
- Increase the focus on arts and cultural experience development
- Nurture innovation to create distinctive and quality products and services
- Attract investment to support Coffs Coast positioning and ensure the region is funding ready
- Establish an industry and community engagement process to regularly communicate the importance and future of tourism for the Coffs Coast
- Adapt to changing conditions, issues and opportunities as they arise
- Incorporate an annual monitoring and evaluation process.

A comprehensive situational analysis and stakeholder engagement process was undertaken during September and October 2015 to inform the development of the Coffs Coast Strategic Tourism Plan 2020 (see Appendix 1).

The strategic approach used to develop this Plan is depicted below.



¹Adapted from Dredge, D. 2008. Managing Local Tourism Master Class: Eastern Metropolitan Regional Council Workshop Materials, Southern Cross University, Tweed Heads, Australia.

tourism vision and values

The Community 2030 vision statements that were developed through consultation with local communities were used as a foundation to guide discussion with Destination Workshop participants for the development of important values to underpin a vision for tourism for Coffs Coast to 2020.

Overall, participants supported the visions provided in the 'Coffs Harbour 2030' and 'Shire of Bellingen 2030' community strategic plans. They also agreed that there was a need to establish a specific vision to guide the strategic direction for tourism over the next five years.

To encourage further cooperation between the two Shires, and a 'whole of Coffs Coast' approach, one vision has been created, which recognises their respective differences and underpins the management, development and marketing of tourism in the Coffs Coast region to 2020.

Tourism Values

While there were some differences in the responses from the respective Shires, the vision echoes significant shared values both from the workshop participants and the community visions. The following core values will guide the tourism development, management and marketing across the Coffs Coast region to 2020.

- **Sustainability**
Ensure a sustainable approach to tourism that achieves an appropriate balance between a healthy visitor economy and the protection of natural, social and cultural environments
- **Cooperation**
Foster a cooperative approach to tourism across government, business and community stakeholders at local, regional and state levels
- **Cultural Diversity**
Share and preserve the region's creativity, cultural diversity, authenticity, community values and lifestyles
- **Celebration**
Adopt a consistent and cooperative approach to celebrate and promote the Coffs Coast's significant natural and coastal surroundings through the delivery of quality and innovative tourism experiences.

Coffs Coast Tourism Vision

To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities, our values and relaxed way of life.

destination management

1.0 Tourism Governance and Leadership

Continue to establish an effective and collaborative strategic governance structure to lead and guide the strategic and sustainable management, development and marketing of tourism on the Coffs Coast to 2020

Effective and ongoing strategic planning and decision-making for tourism requires an effective destination management framework and supporting processes to lead and coordinate tourism across government, business and community interests. Ideally, this framework provides a collaborative forum in which the expertise and strategic capacity of individuals and stakeholder organisations can be harnessed to improve tourism outcomes. Important stakeholder organisations involved in tourism should be represented to provide significant leadership to guide and inform planning and decision-making for the destination region (e.g. local governments, local tourism and business groups, regional tourism organisations, state tourism organisations, National Parks agencies)³.

The establishment of the Destination Coffs Coast (DCCC) – a new tourism S355 committee comprising CHCC, BSC and industry representatives from Coffs Harbour and Bellingen LGAs has been an effective transitional governance arrangement following the shelving of TCC and review of the role and functions of CCHC Industry and Destination Development (IDD) and Stadium and Major Events (SME) sections. This has been important to ensure a new strategic direction for Council's involvement in tourism that aligns with the establishment of the new Committee. The appointment of two new Section Leaders, to lead IDD and SME teams, and review of staff roles has been a further positive initiative within Council.

Importantly, this new collaborative destination management arrangement has been well-supported by Coffs Harbour and Bellingen industry stakeholders, who acknowledge the need for a new and strategic approach to drive, unite and coordinate tourism across the Coffs Coast. There is, however, a need to continue to build trust, transparency and communication between Council and industry, given the DCCC has only been recently established. Moreover, proposed new members of the DCCC (as specified in the Terms of Reference from September 2016) must have considerable strategic expertise and vision to support and guide Councils' involvement in tourism to 2020. In addition, BSC currently contributes \$30,000 annually for tourism coordination and marketing services undertaken by CHCC through a Memorandum of Understanding (MOU) that needs to be renegotiated to ensure ongoing cooperation between both LGAs.

Given TCC no longer exists, there is also an immediate need to consider ways to unite and engage tourism and hospitality operators and provide industry development and networking opportunities. It is proposed that a Destination Coffs Coast: Industry Development and Engagement Working Group be established as part of the DCCC to lead and drive these initiatives. It is further recommended that the TCC funds (\$75,000) be used for industry development and engagement activities identified in this Plan.

1.0 Tourism Governance and Leadership cont.**The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:**

- That the current DCCC Chair provides strong leadership and corporate governance expertise that is necessary to lead and guide the functions of the Committee
- A genuine interest of key nature-based tourism stakeholder organisations to be involved at a strategic level in destination planning and management for the Coffs Coast (e.g. National Parks and Wildlife Service, Solitary Islands Marine Park Authority, Forestry Corporation NSW)
- That the role and responsibilities of CHCC, BSC and the DCCC be clearly communicated to tourism, business and community stakeholders
- Chambers of Commerce in towns and villages on the Coffs Coast currently provide broader industry development and business networking functions and may be able to assist in providing industry development and networking functions for the tourism sector
- A need to engage with important tourism stakeholder organisations across local, regional and state levels to ensure this Plan's initiatives align with other strategic planning and decision-making for the Coffs Coast (e.g. NCDN, NPWS-Northern Zone, SIMPA, DNSW, RDA-Mid North Coast, NSW Department of Primary Industry and Lands)
- A need to continue to improve service quality across the Coffs Coast, including addressing business opening hours
- An opportunity to engage young tourism professionals on the Coffs Coast in capacity building activities for tourism leadership succession planning
- A need to communicate the significance of tourism to the Coffs Coast to the broader business and community stakeholders
- A need to embed the Coffs Coast Strategic Tourism Plan 2020 in Council policy to ensure its strategies and actions are implemented over the next five years.

Best Practice Example

Noosa provides a best practice example of an effective and inclusive destination management structure comprising local government and industry. Tourism Noosa was established thirteen years ago as a not-for-profit destination marketing company responsible for the strategic marketing and delivery of visitor information services for the Noosa region. Tourism Noosa reports to a Board of Directors that comprises skills-based members from industry and community and collects funds from over 500 members. Noosa Council has regard for the advice of Tourism Noosa Board and currently collects funding for the promotion of tourism through a special rate on all rateable land that receives a benefit from tourism, either directly or indirectly, which is then administered by the Tourism Noosa Board. The Tourism Board works collaboratively with local government, regional and state government departments and stakeholder organisations with an interest in tourism for Noosa and surrounds, and has the responsibility to deal with tourism-related issues as they arise.

1.0 Tourism Governance and Leadership cont.

strategy 1.1 Review and refine the role and membership of the Destination Coffs Coast Committee to ensure effective and strategic leadership to guide the sustainable management, development and marketing of tourism on the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
<p>s1.1.1 Revise the Terms of Reference of the Coffs Coast Tourism s355 for the two-year period October 2016 to September 2018 as follows:</p> <p>Scope/Role – add an additional role:</p> <ul style="list-style-type: none"> ▪ To lead and coordinate an industry development and engagement program on behalf of the tourism industry by: <ul style="list-style-type: none"> ▪ Providing regular industry development, capacity building, service excellence training and other educational opportunities ▪ Coordinating regular networking opportunities for tourism and hospitality operators <p>Delegations – revise to read: The Committee has delegation to provide advice on the strategic direction of tourism to Council, advocate on behalf of the tourism industry, and provide industry development initiatives for the tourism industry.</p> <p>Composition of the Committee – revise to read:</p> <ul style="list-style-type: none"> ▪ 9 voting members: CHCC Councillor, BSC Councillor, 3 x tourism industry representatives, 1 x Coffs Harbour Chamber of Commerce Board representative (Coffs Harbour LGA), 1 x tourism industry representative and 1 x Bellingen Shire Chamber of Commerce representative (Bellingen LGA), 1 x nature-based stakeholder organisation representative ▪ 5 ex-officio members: CHCC Director Sustainable Communities, CHCC Group Leader City Prosperity, CHCC Section Leader, Industry and Destination Development, BSC Manager Economic and Business Development, and a DNSW representative <p>Members with advanced leadership qualities, strategic planning expertise and knowledge of tourism in the areas of: financial management, tourism investment, industry development and capacity building, tourism marketing, regional tourism product and experience development, tourism visitor markets, nature-based tourism, events and festival organisation, and quality tourism and hospitality operations.</p> <p>Potential members will be required to submit an application that addresses a set of criteria (see s1.1.2).</p> <p style="text-align: right;"><small>continued next page</small></p>	<p>CHCC</p>	<p>DCCC, BSC</p>	<p>2016</p>

1.0 Tourism Governance and Leadership cont.

Strategic Actions	Leadership	Support	Timing
<p>Office Bearers – revise to read:</p> <ul style="list-style-type: none"> ▪ Chair – CHCC Director Sustainable Communities (transition/1 year) ▪ Vice Chair – to be elected at the first meeting of the new Committee <p>Term of Office – revise to read: The Committee will serve a term of two (2) years from October 2016.</p> <p>A structural review of the Committee will take place in June 2018. To maintain continuity in strategic direction 50% (2 Coffs Harbour and 1 Bellingen) tourism industry representatives will be returned to the following term. The other 50% (2 Coffs Harbour and 1 Bellingen) of tourism industry representatives will be open to the wider tourism/community for nominations.</p> <p>Council reserves the right to dissolve the Committee at any time by a resolution of Council.</p> <p>Committee membership</p> <p>Committee members hold membership until they:</p> <ul style="list-style-type: none"> ▪ fail to attend three consecutive meetings without leave of absence; ▪ move their permanent place of residence outside the Council or surrounding local government areas; ▪ deliver their written resignation to Council; or ▪ receive written notification from Council that their membership of the Committee has been terminated. <p>Sub-Committee (s) – revise to read: The establishment of any sub-committees or working groups will be delegated by the Committee to provide advice and/or direction, based on their investigations, on the specific matters they are tasked with, only within the limitations of the terms of reference for the Committee. Formation of sub-committees or working groups may include external experts and their specific delegations are to be minuted</p>	<p>CHCC</p>	<p>DCCC, BSC</p>	<p>2016</p>
<p>S1.1.2 Establish a set of criteria to be addressed by new DCCC member applicants related to their strategic expertise and skills relevant to tourism</p>	<p>CHCC</p>	<p>Consultant</p>	<p>2016</p>
<p>S1.1.3 Review the role and composition of the Destination Coffs Coast Committee to ensure its ongoing strategic and leadership role</p>	<p>CHCC</p>	<p>Consultant</p>	<p>2018</p>

1.0 Tourism Governance and Leadership cont.

strategy 1.2 Re-negotiate the MOU with BSC to determine the financial contribution of BSC tourism coordination and marketing services, and establish a regular communication process to foster collaboration between both Councils to 2020

Strategic Actions		Leadership	Support	Timing
S1.2.1	Re-negotiate the MOU with BSC to determine the financial contribution of BSC for the period 2016 to 2018 for tourism coordination and marketing services	CHCC, BSC		2016
S1.2.2	Establish a program of quarterly meetings involving the Section Leader IDD and BSC Manager, Economic and Business Development to foster collaboration between both Councils for destination marketing and development initiatives to 2020	CHCC, BSC		2016

strategy 1.3 Integrate the Coffs Coast Strategic Tourism Plan 2020 into Council policy to ensure its strategies are implemented to 2020

Strategic Actions		Leadership	Support	Timing
S1.3.1	Integrate the Coffs Coast Strategic Tourism Plan 2020 and accompanying Situational Analysis and Stakeholder Engagement Report (Report 1) into CHCC 2016 to 2019 Delivery Program and CHCC annual Operational Plans	CHCC		2016
S1.3.2	Ensure objectives, strategies and actions of the Coffs Coast Strategic Tourism Plan 2020 are integrated with CHCC and BSC strategic plans and policies relevant to tourism where appropriate (e.g. cultural plans, economic development)	CHCC, BSC		2016

1.0 Tourism Governance and Leadership cont.

strategy 1.4 Develop industry development and engagement programs to effectively involve and support tourism industry stakeholders across local, regional and state levels to 2020

Strategic Actions	Leadership	Support	Timing
s1.4.1 Establish a Destination Coffs Coast: Industry Development and Engagement Working Group as part of the DCCC to lead and drive industry development and engagement initiatives identified in this Plan to be chaired by a DCCC industry representative (see also s2.1.1)	DCCC	CHCC, BSC	2016
s1.4.2 Develop a Destination Coffs Coast: Tourism Industry Engagement Program to regularly communicate initiatives of CHCC City Prosperity, BSC and DCCC to tourism and business stakeholders, and the broader community	CHCC	DCCC, BSC	2016
s1.4.3 Develop and implement a Destination Coffs Coast: Tourism Industry Development and Engagement Program to provide regular industry development, capacity building, training and education opportunities for tourism and hospitality operators (including service excellence) (see also s2.1.1)	DCCC	CHCoC, other CoCs, CHCC, BSC	2016
s1.4.4 Establish strategic partnerships with important tourism stakeholder organisations at regional, state and national levels to support the new and strategic approach to tourism for the Coffs Coast to 2020 (e.g. NCDN, NPWS-Northern Zone, SIMPA, FCNSW, DNSW, RDA, DLPI)	CHCC	BSC	2016
s1.4.5 Establish a Destination Coffs Coast: Tourism database comprising all tourism and hospitality operators on the Coffs Coast that is regularly updated	CHCC	BSC	2016
s1.4.6 Establish a Destination Coffs Coast: Tourism Young Professionals Mentoring Program to develop the capacity of young tourism and hospitality professionals in the area as future leaders (e.g. participation in the ARTN Young Tourism Professional of the Year program)	DCCC	ARTN	2016
s1.4.7 Establish an annual Destination Coffs Coast: Tourism Awards Program that aligns with the NCDN and DNSW awards programs to benchmark, reward, celebrate and promote successful and innovative tourism and hospitality operations on the Coffs Coast and encourage best practice	DCCC	NCDN, DNSW, CHCC, BSC, CoCs	2016
s1.4.8 Adopt a service quality accreditation program for tourism and hospitality operators	DCCC	CHCC, BSC	2017

2.0 Tourism Funding

Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020

Methods used to raise revenue to support tourism initiatives at a local/destination level include: membership fees for a local tourism association, establishment of a commercial booking service as part of the delivery of visitor information services and accessing state and national government grant opportunities. In addition, best practice in other leading regional tourism destinations has shown the effectiveness of developing a tourism and business levy that is collected from all businesses. The funds raised from the levy can be used to directly support tourism management systems, development of infrastructure and facilities, destination marketing initiatives, conservation of natural and heritage environments, and to contribute to relevant community initiatives. The funds can also be used to undertake research and education programs. Development and implementation of levy schemes in other destinations has, however, shown that such schemes require careful consideration and consultation with business and the community to ensure acceptance of their introduction over time³.

To date, funding for tourism marketing for the Coffs Coast has mainly been provided by CHCC. In addition, CHCC provides funding for the delivery of visitor information services in Coffs Harbour and has determined this level of support is not viable into the future (see more about visitor information services on page 52).

Annual revenue raised by TCC through industry membership was estimated at approximately \$125,000. However, given that TCC no longer exists, industry operators do not currently contribute financially to tourism marketing and visitor information services. Funds carried over from the TCC (\$75,000) have also yet to be transferred to CCHC as part of the agreement to establish the DCCC. As a consequence, there is an immediate need to consider viable and ongoing revenue sources to support CCHC and DCCC for the implementation of the strategic objectives of this Plan.

Best Practice Example

Deniliquin Council successfully applied to the NSW Government's Independent Pricing and Regulatory Tribunal's (IPART) for a \$195 levy on local business premises to help raise a promotion fund. It is proposed that a committee comprising primarily business representatives, along with Council representation, will recommend the best ways to invest money from the promotion fund across the three-year trial period. Although, there wasn't unanimous support for the proposal from the business community, Deniliquin Council were able to demonstrate extensive consultation and a high level of acceptance in their IPART submission⁴.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- An historical degree of apathy amongst industry operators to contribute financially to membership of local and regional tourism organisations and VICs
- Decline in revenue derived through VIC booking services in Coffs Harbour
- Previous research and support for a tourism and business levy from the Coffs Harbour Chamber of Commerce
- The need for a strategic approach to effectively bid for state and national grants to assist with infrastructure and tourism product and experience development, events and cooperative marketing initiatives.

2.0 Tourism Funding cont.

strategy 2.1 Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s2.1.1	Determine if funds carried over from the TCC are able to be transferred to CCHC for use by the CCTC for industry development initiatives identified in this Plan (est. \$75,000)	DCCC	CHCC	2016
s2.1.2	Commence stakeholder engagement around the potential introduction of a tourism and business levy for the Coffs Coast based on investigation of other recent successful levy schemes and processes in NSW local government areas	CHCC	DCCC	2016
s2.1.3	Subject to s2.1.2 prepare an IPART application for a tourism and business levy for the Coffs Coast	CHCC	BSC	2017
s2.1.4	Adopt a strategic approach to identify and prepare successful grant submissions for suitable projects that align with the objectives of this Plan for annual DNSW, Regional Visitor Economy Fund and Australian Government grant opportunities (e.g. National Stronger Regions Fund)	CHCC	DCCC	2016 to 2020

3.0 Risk Management

Identify and plan for potential risks to visitors and the visitor economy to 2020

A logical and strategic approach to risk and crisis management can reduce the impacts and losses associated with any adverse event and can provide a framework from which both businesses and destinations can apply risk management strategies for prevention, preparedness, response and recovery. Best practice destinations work with relevant agencies and stakeholders to prepare a risk management strategy for any unexpected crises or risk that may affect business viability, community and visitor wellbeing, and the environment. This includes developing emergency management plans for infrastructure sites in town centres and key visitor sites, incorporating crises and risk management plans for tourism into relevant local government plans, encouraging tourism businesses to develop risk management strategies for their own operations, and developing and implementing tactical marketing campaigns to respond immediately to crisis situations³. The aim is to build community resilience to maintain a normal level of service in the face of periodic or unpredictable external shocks or system failures⁵.

Examples of environmental issues relevant to the Coffs Coast visitor economy include risks of drought, bushfire and flood. Variations in economic conditions may also impact visitation to the region, including fluctuating fuel prices and currency values that can cause changes in domestic and/or international travel. In addition, a recent risk to the NSW North Coast visitor economy has been shark attacks along the North Coast that have caused concern for coastal communities. To address this issue, the NSW Government initiated a Parliamentary Inquiry in August 2015, 'Management of Sharks in New South Wales Waters'. In addition, a shark-tagging program began in late August 2015 that is trialling mapping the movements of great white sharks in the area, and an increase of aerial surveillance is occurring on beaches, to restore the immediate confidence of beachgoers on the North Coast.

Best Practice Example

Grampians Marketing Inc. (GMI) demonstrated exemplary skills in crisis management during the devastating bushfires in the summer of 2006 that swept through the central Grampians National Park. Within four days of the fires starting, key tourism stakeholders formed a cooperative response to address tourist perceptions that the Grampians was burnt out and inaccessible, and deliver a positive message of recovery to attract visitors back to the Grampians as soon as possible. Cooperation between local councils and tourism was critical in successfully identifying the best short, medium and long-term strategies to ensure the recovery and future growth of tourism in regional Victoria.

During the bushfires, GMI drove the crisis plan and response by developing a structure to manage delivery of tourism messages. Perceptions that the whole area was devastated were countered by regular media updates, as well as web and instant email updates. GMI maintained constant contact with land managers, Parks Victoria and Tourism Victoria for the most up-to-date information. As a result, a clear and consistent message was conveyed, that environmental regeneration and the recovery of park facilities was well underway. Despite an immediate decline in domestic overnight visitation, compounded by ongoing drought and increases in fuel prices, the region still managed to attract 2 million domestic visitor nights, an increase of 15.2 percent. Success in the implementation of crisis management strategies immediately following the bushfires required leadership and cooperation that was driven by tourism managers through the Grampians Regional Tourism Recovery Group. Ongoing cooperation between Parks Victoria and tourism area managers was strengthened by the campaign, and Parks Victoria subsequently integrated tourism fully into its planning process³.

3.0 Risk Management cont.

strategy 3.1 Identify and plan for potential risks to the Coffs Coast visitor economy to 2020

Strategic Actions		Leadership	Support	Timing
s3.1.1	Develop a five-year Destination Coffs Coast: Tourism Risk Management Plan that identifies, assesses and plans for potential risks related to the Coffs Coast visitor economy to 2020, including natural disasters, threats to natural environments, shark concerns, currency fluctuations, and terrorist attacks	CHCC	BSC, DCCC, NPWS, SIMPA, FCNSW	2017
s3.1.2	Communicate the Destination Coffs Coast: Tourism Risk Management Plan to tourism stakeholders to ensure strategies are clearly understood	DCCC	CHCC, BSC	2017/2018
s3.1.3	Support tourism operators to develop risk management plans for their own businesses as part of the Destination Coffs Coast: Tourism Industry Development and Engagement Program (see s1.4.3)	DCCC	CHCC, BSC	2016 to 2020
s3.1.4	Consider risk to the Coffs Coast visitor economy from unregulated tourism operations (e.g. freedom campers, airbnb)	DCCC	CHCC, BSC	2016 to 2020

strategy 3.2 Identify and plan for potential risks to the safety and wellbeing of visitors to the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s3.2.1	Endeavour to ensure visitor safety and security is integrated into current and future CHCC and BSC plans and policies (e.g. Local Environment Plans, CHCC Drought Management Plan, CHCC Floodplain Risk Management Study, BSC Risk Management Plan 2015, BSC Floodplain Risk Management Plan 2002)	CHCC, BSC		2016
s3.2.2	Identify strategies to overcome the reliance on the Waterfall Way and its exposure to risk from accidents and floods	BSC	RMS	2016 to 2020

destination development

4.0 Visitor Transport Services

Strategically plan for Pacific Highway upgrades, increased air services from key visitor markets, and the improvement of local transport services for visitors to the Coffs Coast to 2020

Successful regional tourism destinations are easily accessible to visitors and are influenced by a place's proximity to key populations centres, the location and capacity of airports, frequency and capacity of other forms of transport, road infrastructure and transport systems³. In addition to these gateway services, the ability for visitors to move easily within the destination is also important.

Northern NSW is one of the fastest growing areas in country NSW and experiences large increases in traffic volume particularly during summer. Significantly, around 90% of visitors to Coffs Coast arrive by private or hire car. Moreover, the Pacific Highway is the main thoroughfare from Sydney to Brisbane for commercial and private vehicles currently passing through the Coffs Harbour central business district. The current upgrade of the Pacific Highway generates major challenges and opportunities for towns and villages on the Coffs Coast.

The NSW and Australian governments commenced upgrades of the Pacific Highway in 1996 to provide a four lane divided road from Hexham (NSW) to Queensland will substantially reduce the travel time to the Coffs Coast and is due for completion in 2020. Currently 397 kilometres of the Pacific Highway between Hexham and the Queensland border is now a four lane divided road (60%) and about 123 kilometres (19%) are being built or being prepared for major work. Although, the reduction in travel time from Sydney and South East Queensland presents a significant opportunity for improved visitor access to the Coffs Coast, ongoing road construction will continue to create frustration and delays for drivers, in terms of reduced speed limits and bottlenecks during peak travel times. More importantly, the visual appeal of the Coffs Coast as a desirable holiday destination is greatly diminished during this construction phase.

The Coffs Harbour bypass proposal is also a significant infrastructure project that will change visitor travel patterns around Coffs Harbour. The proposal involves the development of a 12-kilometre dual carriageway upgrade of the Pacific Highway from south of Englands Road to Korora Hill, north of Coffs Harbour and includes a western bypass of Coffs Harbour approximately one kilometre from the CBD. Currently, the RMS and CHCC are continuing to manage the existing highway through Coffs Harbour until a new bypass is built. Timing for construction will depend on funding negotiations between the NSW and Australian governments' ongoing environmental assessment. The construction of a bypass is acknowledged as having the potential to create significant and adverse effects on Coffs Harbour's tourism industry, which is already facing considerable challenges⁶. As a consequence, there is a need for an immediate action to strategically plan for the proposed development of the Coffs Harbour bypass, to ensure drive visitors continue to use 'Coffs' as a stopover and holiday destination during the proposed construction phase and following its completion.

From an air services perspective, Coffs Harbour Regional Airport (CHRA), that is owned and managed by CHCC, is one of the largest and busiest regional airports in NSW and has for some years accommodated the greatest number of passengers flying to and from Sydney, compared to other destinations within NSW⁷. It is estimated that 8% of visitors to the Coffs Coast in 2015 arrived by air⁸. Increasing services to and from Melbourne provide an important opportunity to attract new visitor markets from Victoria. It is also important that low cost carrier air services from Brisbane are re-established. Significantly, CHRA management works with key tourism and aviation stakeholders to negotiate air services, analyse investment and market research, and undertake cooperative marketing programs.

4.0 Visitor Transport Services cont.

From a maritime perspective, the Coffs Harbour International Marina (CHIM) has become a significant attraction for nautical travellers serving as a halfway point between Sydney and Brisbane. Visiting small cruise vessels and 'Blue Nomads' (sailing/boating retirees) have emerged as reliable and growing visitor markets that CHIM management are presently researching. However, the current marina facilities are small and struggle to keep up with the needs of modern-day boating. Plans to upgrade the Marina are also in the balance due to the expiry of the lease with Crown Lands in 2021. It should also be recognised that the attraction of large cruise tourism vessels to Coffs Harbour is not a viable opportunity given restrictive harbour access that cannot be overcome, and ocean conditions that are not suitable for tender arrangements.

Best Practice Example

A new hop-on hop-off shuttle service, 'Green Frog Shuttle', was launched by a local commercial tourism transport operator in October 2015 that connects the main towns, villages and attractions within Byron Shire (Byron Bay, Brunswick Heads, Mullumbimby, Crystal Castle, Bangalow and Suffolk Park). The service is positioned as a friendly, efficient and affordable transport option, that runs four times daily through the Shire and takes about two hours each cycle. The cost is \$40 per trip with family discounts and two-day passes.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- Industry concern about negative visitor perceptions of the Coffs Harbour CBD and ongoing Pacific Highway upgrades
- The upgrade of the Pacific Highway presents a opportunity for passing visitors to see the scenic coastline and the Solitary Islands from the Highway
- A need to retain Coffs Harbour's position as a quality stop-over destination
- An immediate need to start working cooperatively with RMS to ensure Highway gateway and directional signage is strategically planned
- Concern from industry stakeholders regarding the impact of bad weather on the road infrastructure to Dorrigo, which creates negative visitor perceptions about the town being 'cut off'
- Urunga Chamber of Commerce has undertaken considerable strategic planning to consider the implications of the Urunga bypass for its local businesses and residents
- A need to improve connectivity between tourism and villages on the Coffs Coast through improved road infrastructure and transport services
- An opportunity to continue to develop infrastructure to position the Coffs Coast as a cycle tourism destination
- A need to consider ways to improve bus/coach and rail infrastructure and services to the Coffs Coast
- Plans to install new state-of-art signage at the Coffs Harbour Regional Airport to make it an attractive gateway.

4.0 Visitor Transport Services cont.

strategy 4.1 Strategically plan to reduce negative visitor perceptions and access issues regarding the upgrade of the Pacific Highway and its impact on the Coffs Coast, and the proposed bypass of Coffs Harbour to 2020

Strategic Actions		Leadership	Support	Timing
S4.1.1	Develop a five-year Destination Coffs Coast: Visitor Road Signage Plan in partnership with RMS to strategically plan for gateway and wayfinding signage, tourism attraction and business signage, and visitor information during construction and completion phases of the Pacific Highway upgrades across the Coffs Coast	CHCC	BSC, DCCC, NSC, RMS, DT, CoCs	2016
S4.1.2	Develop a Coffs Harbour Bypass Plan to strategically plan for the creation of gateway and wayfinding signage, visitor information, and marketing strategies to overcome impacts during the construction phase and completion phases of the bypass for residents and visitors	CHCC	DCCC, RMS, DT, CHCoC	2016/2017

strategy 4.2 Work with Coffs Harbour Regional Airport to attract and promote new and existing air services to the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
S4.2.1	Work collaboratively with CHRA management to create attractive gateway signage at the Airport to welcome visitors and generate awareness of the diversity of experiences on the Coffs Coast	CHCC	BSC, NPWS, SIMPA, FCNSW,	2016
S4.2.2	Work collaboratively with CHRA management to increase air services from key visitor markets to the Coffs Coast	CHCC	DCCC	2016 to 2020
S4.2.3	Work collaboratively with CHRA management to support marketing initiatives for current and emerging air services as part of the Coffs Coast Marketing Plan 2020 (see s10.1.1)	CHCC	DCCC	2016 to 2020

4.0 Visitor Transport Services cont.

strategy 4.3 Support the Coffs Harbour International Marina to position the Marina as an attractive destination for visiting small vessels

Strategic Actions		Leadership	Support	Timing
s4.3.1	Support CHIM to undertake research to better understand the 'Blue Nomads' visitor market and their infrastructure requirements	CHCC		2016/2017
s4.3.2	Support CHIM to develop submissions to Crown Lands for lease renewal	CHCC		2016/2017
s4.3.3	Support CHIM to develop submissions for relevant grants and funding to upgrade marina facilities to encourage small vessel visitation	CHCC		2016 to 2020

strategy 4.4 Investigate ways to improve local road and visitor transport services to encourage visitors around the Coffs Coast

Strategic Actions		Leadership	Support	Timing
s4.4.1	Investigate and promote opportunities to establish viable commercial local transport services to connect coastal and hinterland towns and villages and enhance visitor dispersal around the Coffs Coast	CHCC, BSC	DCCC, CoCs	2016/2017
s4.4.2	Investigate opportunities to improve and promote local bus services for visitors around the Coffs Coast	CHCC, BSC		2016/2017
s4.4.3	Continue to develop infrastructure to support cycle tourism for the Coffs Coast	CHCC, BSC	DCCC	2016 to 2020
s4.4.4	Work with nature and adventure-based stakeholders to promote cycling tourism trails and tracks as part of the Coffs Coast Marketing Plan 2020	CHCC	BSC, NPWS, SIMPA, FCNSW	2016
s4.4.5	Support improvements to road infrastructure and develop alternate routes to Waterfall Way (e.g. Eastern Dorrigo Way – Coramba, Megan, Dorrigo)	BSC	RMS	2016 to 2020

strategy 4.5 Work with Railcorp NSW and commercial coach services to promote rail transport services to the Coffs Coast

Strategic Actions		Leadership	Support	Timing
s4.5.1	Establish a strategic partnership with Railcorp NSW to improve and promote rail transport services to the Coffs Coast including innovative packages and events that use rail services	CHCC	BSC	2016 to 2020
s4.5.2	Establish strategic partnerships with key coach operators to improve and promote coach services to the Coffs Coast	CHCC	BSC	2016 to 2020

5.0 Tourism Infrastructure

Support the development of key infrastructure and facilities to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020

The development of infrastructure and facilities helps a destination develop as a good place to live, to do business and to visit. A lack of adequate infrastructure and supporting facilities can limit the realisation of tourism potential. Careful planning and management is therefore required to ensure a balance between tourism growth and development of supporting infrastructure and facilities.

Infrastructure in the Coffs Harbour area is perceived as being aged due to a large volume of development in the 70s and 80s, and limited new development in the period since. Findings of a Tourism Research Australia Visitor Profile Survey undertaken in 2011 confirmed that although the range of infrastructure and product was well received, the quality of infrastructure in the region falls below consumer expectations. This was also identified as a key concern by industry stakeholders consulted in the development of this Plan.

To address this concern, CHCC has undertaken significant strategic planning work to improve infrastructure and facilities that will help to reinvigorate Coffs Harbour. The City Centre Masterplan 2031 is an important infrastructure project that will assist in rejuvenating the City Centre as the key retail precinct in Coffs Harbour. In addition, the Jetty4shores Project and Surrounds Area Concept Plan will enhance key entrances and high use lands of the jetty foreshore area for recreational use by residents and visitors. The first stage, a new walkway has already been completed. CHCC was recently successful in securing over \$5 million in Commonwealth funding to match its \$5million investment to commence work on the next stages of this project: a kiosk area, market/picnic area and Boardwalk.

CHCC has also recently allocated funds for the development of the Cultural Strategic Plan 2017-2022 and Performing Arts Centre Feasibility and Cost Benefit Assessment to determine the potential strategic impacts and benefits of a new Performing Arts Centre for the region. Detailed research and concept planning are also underway for the proposed expansion of the Harry Bailey Memorial Library and the Coffs Harbour Regional Gallery. Both feasibility projects are due for completion in mid 2016 which will greatly enhance arts and cultural experiences in Coffs Harbour.

The BSC Economic and Tourism Development Plan (2015) identifies a number of infrastructure priorities and strategies that will enhance the visitor experience. These include finalisation of a Main Street plan to improve the visual appearance and pedestrian safety in the main business area of Bellingen and implementation of the Gleniffer Master Plan to enhance the precinct and reduce impacts from excess visitation.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified a need to:

- Consider ways to attract public and private sector investment for new infrastructure
- Ensure adequate provision of facilities for visitors across the Coffs Coast (e.g. beautification of public areas, clean toilets, parking, parking for larger vehicles, RV dump points)
- Encourage public and private sector organisations to redevelop/ refurbish tired and ageing facilities
- Develop new sporting facilities and better maintain key attractions in Bellingen Shire (e.g. Urunga Boardwalk, Dangar Falls)
- Ensure adequate infrastructure to handle growing visitation in Bellingen Shire
- Address concerns from community stakeholders that although they have been consulted in the past about infrastructure needs, there has been limited action.

5.0 Tourism Infrastructure cont.

strategy 5.1 Ensure implementation of Council strategic plans for key infrastructure and facility development projects to enhance the Coffs Coast as an attractive place to visit, to live and to do business to 2020

Strategic Actions		Leadership	Support	Timing
S5.1.1	Work with relevant CHCC departments to determine the feasibility of the development of new infrastructure, and enhancement of existing Council-owned attractions and tourism-related infrastructure (e.g. CH Performing Arts Centre, Harry Bailey Memorial Library and the CH Regional Gallery)	CHCC		2016 to 2020
S5.1.2	Work with relevant CHCC departments to develop Business and Marketing Plans for Council-owned attractions and tourism-related infrastructure to ensure their economic viability and appeal to residents and visitors as part of annual Destination Coffs Coast: Tourism Marketing Plans (See s.10.1.1)	CHCC		2016 to 2020
S5.1.3	Develop strategies to promote the completion of new infrastructure development projects in Coffs Harbour and Bellingen LGAs to visitors and potential tourism business investors as part of annual Coffs Coast: Tourism Marketing Plans (see s.10.1.1)	CHCC, BSC	DCCC	2016 to 2020
S5.1.4	Work with relevant Council departments to ensure there are adequate and well-designed public facilities, amenities and parking to support the sustainable growth of tourism to towns and villages on the Coffs Coast to 2020	CHCC, BSC		2016 to 2020
S5.1.5	Work with relevant Council departments to improve the visual appeal of towns and villages through ongoing beautification works (e.g. streetscapes, gateway entrances)	CHCC, BSC		2016 to 2020

strategy 5.2 Develop strategic partnerships with relevant NSW and Australian government departments to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020

Strategic Actions		Leadership	Support	Timing
S5.2.1	Develop strategic partnerships and lobby relevant NSW and Australian government departments to support the development of appropriate public infrastructure and facilities to enhance the visitor experience, community amenity and economy of the Coffs Coast (e.g. NPWS, Crown Lands, FCNSW, DNSW, DLPI, DPC, INSW, RDA)	CHCC, BSC	DCCC, CoCs	2016 to 2020
S5.2.2	Work cooperatively with relevant NSW and Australian government departments to support private sector stakeholders to develop new and appropriate infrastructure to enhance the visitor experience, community amenity and economy of the Coffs Coast	CHCC, BSC	CoCs, DNSW, RDA	2016 to 2020

6.0 Tourism Product and Experience Development

Encourage and support the development of new and refreshed tourism products and experiences to meet the needs of leisure, nature-based, events and cultural visitor markets to the Coffs Coast to 2020

A destination that offers a diverse range of visitor and brand-aligned experiences is in a better competitive position than one that has a limited mix of visitor activities. Best practice destinations recognise that there is a need to provide a diversity of appropriate tourism products and activities to complement their core visitor attractions including: a range of accommodation types to suit different visitor markets, vibrant events and festivals, nature-based experiences, recreational and leisure activities, quality food and beverage experiences, and cultural and heritage experiences. They also support and encourage entrepreneurs to establish quality and innovative experiences³.

In addition, the availability of quality, value-for-money accommodation is a key component in a visitor's destination choice and a top three consideration in short-break travel. Ongoing investment is, however, required to refresh and refurbish accommodation facilities to meet changing visitor expectations and to ensure visitor satisfaction. Accommodation development should also fit with the overall brand and image of a destination to ensure that it reflects both consumer and host community values⁹.

Although Coffs Harbour offers a range of mid-level accommodation that is suitable for various visitor markets (e.g. transit, leisure, family, sporting groups), it is generally regarded as being tired and in need of an upgrade. While Bellingen Shire is characterised by guesthouse, B&Bs and cabin-style facilities that align well with village qualities, current overnight capacity is limited. There is also a range of privately owned holiday houses and apartments promoted through accommodation and real estate agent websites across the Coffs Coast. This style of accommodation is an important part of the accommodation offering on the Coffs Coast, providing opportunities for typical coastal holidays and some 'high-end' luxury products currently not available through traditional accommodation options. Consideration should, however, be given to potential impacts of this type of accommodation in residential areas if capacity continues to increase, and how VICs can tap into accommodation booking commissions for these properties.

In terms of tourism products and experiences, visitors to the Coffs Coast can currently enjoy a diversity of leisure and nature-based experiences related to its beaches and waterways, coastal and hinterland villages and distinctive natural environments, as well as iconic and well-known attractions.

While Coffs Harbour and Bellingen LGAs can be considered to offer differing community, environmental and lifestyle experiences, they are also highly complementary from the visitor perspective. Tourism product and experience development should therefore adopt a destination-wide approach that integrates Coffs Harbour and Bellingen Shire attractions and experiences to present and promote a total visitor experience across the Coffs Coast. A Visitor Profile Survey undertaken in 2011 by TRA found that visitors to outlying villages of the Coffs Coast (e.g. Bellingen and Sawtell) reported higher levels of satisfaction. This will help to improve visitor experiences and satisfaction, increase length of stay and encourage visitor dispersal. Interestingly, visitation analysis undertaken to inform the development of this Plan estimated that only 13% of domestic overnight visitors in 2015 went on a day-trip to another place.

Clearly there is an opportunity to encourage and support the development of tourism products and experiences that reflect the Coffs Coast brand positioning to generate more overnight stays, including signature experiences that differentiate the Coffs Coast from other key competitor destinations such as Byron Bay, Port Macquarie, the Tweed Coast, South Coast NSW and Gold and Sunshine Coasts (QLD). It should be further noted that engaging and exciting signature experiences are not simply about attracting major new tourism investments; existing industry operators can also be actively mentored to further develop their products based on pre-determined criteria for a 'signature experience'.

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6.0 Tourism Product and Experience Development cont.

There is also a significant opportunity to further develop and promote nature-based and adventure tourism experiences on the Coffs Coast given the abundance of National Parks, State Forests and the Solitary Island Marine Park that are in close proximity to where visitors stay. This will, however, require a cooperative and strategic approach that engages government, business, and community stakeholders. A Nature-Based Tourism Strategy developed by consultants in 2012, provides some foundational work in this area that could be used as a basis to progress further strategic work. Current strategic tourism planning being undertaken by NPWS for the Northern Zone is also timely and will provide a good foundation to initiate a strategic approach for nature-based tourism development across the Coffs Coast. Other important stakeholders such as the Solitary Islands Marine Park Authority and the Forestry Corporation (Coffs Harbour) have considerable strategic experience and are also keen to be engaged in any future nature-based tourism planning initiatives. It will also be important to engage with nature-based and adventure tourism operators to encourage the development of appropriate niche operations and to ensure business viability.

There is also an immediate need to further develop distinctive cultural experiences for visitors, particularly in Coffs Harbour. This includes the need to clearly identify what distinguishes Coffs Harbour and the broader Coffs Coast from other coastal destinations – i.e. what are the soci-cultural features of Coffs Harbour and Bellingen Shires that are appealing to visitors and how can these be enhanced and promoted? A Visitor Profile Survey undertaken in 2011 by TRA showed that Coffs Harbour rated poorly in relation to cultural activities. To address this issue, the CHCC Cultural Plan 2013 to 2016 highlighted the need to build on assets which are in some way distinctive to this region or which provide a particular advantage, including Aboriginal culture and heritage, the Regional Gallery, and the region's natural beauty. Specifically, the Plan proposed that CHCC investigates the local potential for arts and heritage-based cultural tourism initiatives, with a particular emphasis on arts education initiatives, and identifies two strategies related to the development of cultural tourism: to investigate further potential for cultural tourism, and to develop opportunities for increased sales by local artists⁶. As previously explained in Section 5, a new CHCC Cultural Plan 2017 to 2022 is to be developed in 2016 and should identify strategies to improve cultural experiences for visitors.

Importantly, Bellingen Shire is well known for its cultural diversity and provides visitors to the Coffs Coast with opportunities to explore diverse arts

and cultural experiences. The Bellingen Shire Public Art Plan (2014) identifies and recommends a range of public art projects throughout these areas, with a focus on projects which are practical, achievable and affordable over the next five years. The Plan aims to provide the first step towards a high quality public art program for the Bellingen Shire, one which is distinct from other places in Australia and which celebrates the diversity and uniqueness of the locality. In addition, the BSC Arts & Culture Plan (2012) identifies various objectives and strategies to provide support and facilities for a range of artistic and cultural services, programs and activities and to support and develop the artistic and cultural talent in the Shire. In addition, BSC has introduced a place-making program in 2016 that encourages the community to develop creative spaces through an on-going small grants program. There is, however, a need to promote these distinctive cultural experiences to visitors to Coffs Harbour whilst also ensuring that day-trip visitation to Bellingen Shire does not impact resident lifestyles.

Another distinctive opportunity is to better showcase and develop Coffs Coast regional food and produce. The Coffs Coast Local Food Framework 2010 to 2020 (an initiative of the Local Food Futures Project 2009 to 2012) and BSC Local Food Guide aims to support the development of a sustainable local food tourism economy for the region. This type of initiative should be continued to support local producers and to enhance the visitor experience.

Woolgoolga Headland – Solitary Island Coastal Walk



6.0 Tourism Product and Experience Development cont.**The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:**

- Tourism product development in the Coffs Harbour LGA should be contemporary and innovative and based on the visitor markets' evolving needs and expectations, and linked to coastal lifestyle attributes of the area
- Tourism product development in the Bellingen LGA should be aligned with the area's natural and cultural advantages, retain the authenticity of its towns and villages, and reflect community values
- That consideration be given to aligning funding/grant submissions for tourism product and experience development to state government and national government strategic plans and priorities (e.g. key experience sectors identified by DNSW)
- The NPWS Association have proposed the development of a Great Koala National Park which should be considered within the framework of future nature-based tourism plans
- Some nature-based and adventure tourism operators have expressed concern about the costs of permits and access to National Parks and waterways adjacent to North Coast Holiday Parks, which is limiting the development and delivery of nature-based activities and their business viability
- There is a need to ensure that nature-based tourism development conserves natural and marine environments
- There are opportunities to further enhance and promote the Coffs Harbour Regional Museum, Coffs Harbour Regional Gallery, Jetty Memorial Theatre and Botanical Gardens as interesting visitor attractions
- An opportunity to promote the range of produce on the Coffs Coast as 'bananas, blueberries and spice'.

Best Practice Example

Kangaroo Island has a proven track record in developing secondary attractions, many of which are linked to the island's natural and cultural heritage and complement its natural assets. This is particularly evident in the growth of small-scale food and wine tourism businesses, where producers have diversified from general farming in response to the gradual decline in traditional areas of agricultural production. This has enhanced the sophistication of the island's tourism product and encourages visitors to extend their stay.

There are approximately 30 wine producers on the island and a number of boutique wineries have emerged, offering visitors a truly local wine and food experience. In addition, a number of well-established commercial food producers provide opportunities for visitors to learn about the production process and sample and purchase local produce. The most notable examples are honey farms, which produce pure honey from the Ligurian bee; a sheep dairy which produces quality yoghurts and cheeses; and a marron farm where visitors can taste freshwater crayfish. Other specialty food products include olive oil, native jams, local seafood and free range chicken and eggs. Kangaroo Island's growing reputation as a culinary destination was recognised in early 2007 when it was named as Australia's Best Regional Food Destination at the Vogue Entertaining and Travel Produce Awards. Other secondary experiences include lighthouse tours and sheep shearing demonstrations, heritage accommodation and art and craft galleries³.

6.0 Tourism Product and Experience Development cont.

strategy 6.1 Support the development of new accommodation properties, and encourage the refurbishment of existing properties to provide a diverse range of quality and affordable accommodation options for visitors to the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
s6.1.1 The Destination Coffs Coast: Industry Development and Engagement Working Group to advise Council on accommodation opportunities and issues, investigate ways to support existing accommodation operators to invest in refurbishment of their properties, and monitor the scale of holiday letting of private properties in residential areas to ensure potential visitor impacts are minimised	DCCC	CHCC, BSC	2016 to 2020
s6.1.2 Undertake a comprehensive and regular audit of secondary data sources of all visitor accommodation to determine the scale and characteristics of current offerings and to identify gaps/opportunities to help plan for appropriate levels of visitor accommodation	CHCC	DCCC, BSC	2016 to 2020
s6.1.3 Review CHCC and BSC development control and land use policies to ensure there is sufficient detail to guide the location and design of tourism accommodation facilities	CHCC, BSC		2016
s6.1.4 Develop CHCC and BSC dedicated website pages that clearly articulate Council guidelines; these sites should provide potential developers and property owners with information to encourage quality and sustainable development that complies with Council and environmental policies for each Shire. They should also include information about planning processes, development controls, local economic and community profiles and links to relevant Council information	CHCC, BSC		2016
s6.1.5 Support potential developers and property owners to ensure they understand relevant Council and state policies and processes for development applications	CHCC, BSC	DPE	2016 to 2020
s6.1.6 Ensure future plans for rural tourism development are undertaken in consultation with rural communities and assess the infrastructure needs to support such development	CHCC, BSC		2016 to 2020

6.0 Tourism Product and Experience Development cont.

strategy 6.2 Support tourism operations and attractions to develop new products that focus on quality and distinctive experiences on the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
s6.2.1 Undertake a comprehensive tourism product and experience audit to determine the scale and characteristics of current offerings and to identify opportunities that is updated annually	CHCC	BSC, DCC, CoCs	2016
s6.2.2 Actively promote tourism infrastructure and investment opportunities on the Coffs Coast (e.g. accommodation, hospitality, retail, arts and cultural, regional food)	CHCC, BSC	RDA, DNSW, INSW, RDA	2016 to 2020
s6.2.3 Support tourism operators to develop quality submissions in applying for relevant grant funding (e.g. DNSW RVEF)	CHCC, BSC	DCCC, DNSW	2016 to 2020
s6.2.4 Support CHCC to investigate opportunities for cultural tourism initiatives (including indigenous) as part of the development of the CHCC Cultural Plan 2017 to 2020	CHCC	DCCC	2016
s6.2.5 Support BSC to implement strategies relevant to tourism as part of the Bellingen Shire Public Art Plan (2014)	BSC	DCCC	2016 to 2020
s6.2.6 Review the Coffs Coast Local Food Framework 2010 to 2020 to identify opportunities to promote regional food and produce across the Coffs Coast to visitors	CHCC	DCCC	2016
s6.2.7 Initiate a Coffs Coast Signature Experiences Development Program for selected industry operators whose products have the potential to fulfill the key criteria of a 'signature experience' – i.e. an exciting product that can drive conversion, underpin the Coffs Coast brand, build sustainability, enhance yield and importantly, improve the region's competitive advantage	CHCC, BSC	DCCC	2016

strategy 6.3 Work with nature-based tourism organisations to develop a Destination Coffs Coast: Nature Based Tourism Strategy to 2020

Strategic Actions	Leadership	Support	Timing
s6.3.1 Establish a Destination Coffs Coast: Nature-Based Working Group as part of the DCCC to lead the development of a Coffs Coast Nature-Based Tourism Strategy to 2020 in cooperation with key nature-based tourism stakeholder organisations (NPWS, SIMPA, FCNSW) and local nature-based operators (to be chaired by the DCCC nature-based tourism representative)	CCHC	BSC, DCCC, NPWS, SIMPA, FCNSW	2016
s6.3.2 Promote the recommendations of the Coffs Coast Nature-Based Tourism Strategy to 2020 to industry and community	CHCC	BSC, DCCC, NPWS, SIMPA, FCNSW	2016/2017
s6.3.3 Support existing and new nature-based tourism operators to develop viable operations and provide distinctive nature-based experiences in National Parks, Reserves, Crown Land and State Forests on the Coffs Coast	CCHC	BSC, DCCC, NPWS, SIMPA, FCNSW, DLPI, DPE	2016 to 2020
s6.3.4 Encourage and support operators to achieve relevant environmental/eco-tourism accreditation to promote their operations as best practice	DCCC	CHCC, BSC, NPWS, SIMPA, FCNSW	2016 to 2020

destination marketing

7.0 Events and Festivals

Position the Coffs Coast as the leading regional destination for sports tourism, innovative events and festivals that support the Coffs Coast brand to 2020

Events and festivals are recognised as a major catalyst for regional visitation. They provide numerous opportunities and benefits for individual businesses, communities and the destination region, including increased visitation and expenditure, reduced seasonality, repeat visitation and stronger regional awareness. They can also provide the stimulus for additional infrastructure development and build community pride¹⁹. In addition, sports tourism is internationally recognised as a substantial and highly desirable niche market segment for regional areas given that there are a number of opportunities for visitors to participate in tourism activities not connected with sport²¹.

Coffs Harbour is renowned for its events, which play a very significant role in attracting visitors to the Coffs Coast and boosting the local and regional economy particularly in traditionally low visitation periods. In October 2015, the city won a globally acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award, gaining recognition alongside major cities around the world. The FIA World Rally Championship (run in conjunction with the Bellingen and Nambucca Councils) attracts the greatest number of spectators (50,000+) and also provides the Coffs Coast with valuable international media coverage. Coffs Harbour is also host to a range of high profile annual sporting contests including the National Touch League, the FFA National Youth Championships, three major Oztag events (Nationals, Junior Nationals, Junior State Cup) and the Australian Surf Festival (to 2017), Adventurethon and the Coffs Coast Festival of Cycling. Destination NSW (DNSW) supports several Coffs Harbour events, including the Coffs Harbour Running Festival, through its Regional Flagship Events Program. As such, sports tourism is a very attractive market segment for Coffs Harbour, however other regional destinations are keen to take their share.

CHCC's Stadium and Major Events team play a significant leadership role in bidding for sports tourism events and the management of key event infrastructure and facilities. In order for Coffs Harbour to retain its competitive

position and build on its existing sports tourism events portfolio, it will be important that Council adopts a strategic approach to identify opportunities to: attract and bid for key sports tourism events, public and private investment for new regional sporting infrastructure and facilities, and increase visitor dispersal across the Coffs Coast.

In addition to sports tourism events, the Coffs Harbour LGA delivers a diversity of cultural festivals that are attractive to residents and visitors. These include the highly successful Coffs Harbour International Buskers and Comedy Festival (supported by CHCC), Multicultural Harmony Day and the Saltwater Freshwater Festival. Coffs Harbour also attracts quality theatrical performances, art exhibitions, concerts, cinema and dance, which can add value to the visitor experience. Community based events like Woolgoolga's Curryfest, the Chilli Festival (Sawtell) and until recently, the Coast Out Festival and Toast Urunga, play an important role in showcasing local villages and supporting the Coffs Coast brand. To ensure their ongoing viability, local events' organisers need additional support and advice to navigate the increasing complexities of events management, particularly given the reliance on volunteers and limited resources. Issues include negotiating compliance issues; funding applications; effective allocation of human and financial resources; building industry, business and community support for events and festivals; conducting consumer research, maximising the visitor economy and measuring return on investment (ROI).

For business events see page 45.

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7.0 Events and Festivals cont.

The creative communities in and around Bellingen are also reflected through a range of cultural festivals and local events. The Bello Winter Music Festival, the Bellingen Jazz Festival ('resting' in 2015), the Dorrigo Folk and Bluegrass Festival, and the Bellingen Readers and Writers Festival (held in various venues along the Waterfall Way), attract visitors from well beyond the Shire's boundaries and the broader Coffs Coast region. Camp Creative, a summer school featuring courses including music, dance, voice and the visual arts has been running for 30 years, bringing families and individuals to Bellingen for five days in January. The highly innovative Steam Punk Festival in Dorrigo which references the huge collection of historic steam engines nearby, is typical of the kind of event which can become a significant draw card for a small township over time. The Shire also hosts some community sporting events including the Urunga Dragon Boat Regatta and the Coffs Coast/Mylestom Dragon Boat Regatta, and regular produce/community markets. Both Bellingen and Urunga residents would like more sports tourism, and there is a proposal for a basketball/multi-purpose stadium in Urunga. To support local event organisers, Bellingen Shire Council has recently introduced an Events Hub in the Waterfall Way Visitor Information Centre to provide practical support for organisations and volunteers. Apart from offering a centralised, dedicated meeting space, the Hub also provides computer and printing facilities, file storage, publicity and event ticket sales through the Visitor Information Centre.

Best Practice Example: The Port Fairy Folk Festival, Victoria

The Port Fairy Folk Festival is a popular annual four-day music festival based in the historic fishing village of Port Fairy in Victoria. From its humble beginnings in 1977, the Festival will celebrate its 40th anniversary in 2016 with an impressive line-up of national and international performers. The Festival receives no Government funding and is entirely reliant on the enormous support from the small Port Fairy community; schools, service clubs, sporting clubs and other community organisations and volunteers to ensure that every aspect of the Festival runs smoothly – and all benefit from it financially. Funds have built a number of community assets including a swimming pool. Local businesses also embrace the opportunity with bumper results!

This collaborative approach to event management and knowledge-sharing would be beneficial across both shires. Furthermore, for Coffs Coast to effectively leverage greater benefits from its events and festivals, all tourism stakeholders should work cooperatively to highlight the range of attractions and experiences in and around the host community, and the region. This should be underpinned by an annual events marketing plan.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- There is no single source of information for the region's events and festivals which detracts from marketing efforts and confuses both organisers and consumers
- The need for local businesses to make a stronger effort in providing events' visitors with a total destination experience – (e.g. through visitor-friendly opening hours and facilities)
- The potential for neighbouring towns like Urunga to receive a 'spill-over' benefit from larger, Coffs Harbour based events
- Recurring costs for events' organisers, particularly in relation to supporting infrastructure needed to deliver events and festivals (e.g. power, sound, lighting and electronic billboards)
- Events and festivals require ways to measure their effectiveness, and secure funding and other external support
- While DNSW provides events funding to the region, CHCC is not permitted to use the Coffs Coast brand for these events
- Overpriced accommodation during events is creating negativity amongst visitors
- The potential to refresh and innovate existing events so they continue to deliver memorable experiences.

7.0 Events and Festivals cont.

strategy 7.1 Develop a strategic and coordinated approach to position the Coffs Coast as the leading regional destination for sport tourism to 2020

Strategic Actions		Leadership	Support	Timing
s7.1.1	Develop a Coffs Harbour Events Strategy that identifies opportunities to attract and bid for key sports tourism events, public and private sector investment for new regional sporting infrastructure and facilities, and establishes marketing strategies to promote events to increase visitor dispersal across the Coffs Coast to 2020	CHCC	BSC, DNSW, INSW, RDA	2016/2017
s7.1.2	Investigate opportunities to fund and develop sports tourism infrastructure and facilities in Bellingen Shire	BSC	DNSW, INSW, RDA	2016 to 2020

strategy 7.2 Establish a coordinated approach to deliver innovative and viable events and festivals across the Coffs Coast

Strategic Actions		Leadership	Support	Timing
s7.2.1	Establish a single, authoritative and comprehensive annual events and festivals calendar for the Coffs Coast region, which addresses the needs of both organisers and consumers	CHCC	BSC, CoCs	2016 to 2020
s7.2.2	Develop and promote a 'How to plan and deliver successful community events' guide for the Coffs Coast, which includes measuring economic, social and environmental impacts and other practical solutions and advice, to assist community-based events' organisers	CHCC, BSC	CoCs, DNSW	2016
s7.2.3	Establish a regular mentoring program to provide ongoing support and advice for community-based organisers in the Coffs Harbour LGA	CHCC	CoCs	2016
s7.2.4	Support event organisers to create new, innovative and brand-aligned events and festivals, as well as opportunities to refresh and enhance successful, existing events and festivals	CHCC, BSC	CoCs, DNSW	2016 to 2020
s7.2.5	Introduce a 'one stop shop' to assist organisers with regulatory requirements for events and festivals within the Coffs Harbour LGA	CHCC		2016
s7.2.6	Continue to deliver the events hub to support local event organisers in Bellingen LGA	BSC		2016 to 2020
s7.2.7	Develop a BSC Events Policy to provide support and guidelines for event organisers in Bellingen LGA	BSC		2016

7.0 Events and Festivals cont.

strategy 7.3 Encourage event and festival visitors to stay longer, spend more and enjoy the diversity of experiences across the Coffs Coast region

Strategic Actions		Leadership	Support	Timing
s7.3.1	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	CHCC, BSC	DCCC, CoCs	2016 to 2020
s7.3.2	Encourage ‘whole of community’ support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	CHCC, BSC	DCCC, CoCs	2016 to 2020
s7.3.3	Investigate spreading the benefit from larger Coffs Harbour events to surrounding towns, to encourage dispersal and spend (e.g. use of some sporting facilities at Urunga)	CHCC	BSC, DCCC, CoCs	2016 to 2020

8.0 Brand and Positioning

Ensure the effectiveness of the Coffs Coast brand in its promise to consumers, ability to differentiate the region, improve industry uptake and consistent application across all marketing and promotional activities to 2020

A brand is the set of expectations, memories, stories and relationships that, taken together, account for a consumer’s decision to choose one product or service over another¹². An effective brand is at the heart of a successful visitor destination. It should drive the marketing strategies at every consumer touch point and inform both current and future product and experience development. Tourism brands require periodic monitoring to ensure that they are aligned to core markets and contemporary consumer trends; provide a genuinely competitive edge based on the region’s unique qualities; deliver a strong and consistent message across all platforms, and engage those who must champion the brand promise as part of their regular business and community activities.

Put simply, the best tourism brands are built on a genuine sense of place and a focus on those qualities that make that place special and different. Many visitor destinations fail to reach their desired potential because their brand positioning is too generic, particularly in such a dynamic and competitive environment. The Coffs Coast for example, has superb beaches, parks, forests and reserves and a range of family activities but these attributes are not particular to the region, and many other destinations could make similar claims. The challenge is in clearly articulating the region’s real point of difference.

Coffs Coast Tourism and the Coffs Harbour City Council jointly funded a ‘Brand Refinement’ project in 2011, which was completed in 2012. The project objectives were to develop a unique appearance for the region; convey the diversity of tourism offerings; and create a personality that was both authentic and distinctive. The project arose from several key factors including:

- The existing brand did not resonate with the Coffs Coast tourism industry, particularly those stakeholders beyond Coffs Harbour where smaller towns and villages struggled to assert their distinctive characteristics
- The lack of industry support resulted in fractured and inconsistent marketing messages
- A decline in visitation and strong competition from other destinations, suggested that the region needed to reposition its relationship with potential markets.

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Bushwalking, Orara State Forest



8.0 Brand and Positioning cont.

In response, consultants focused on creating a new Coffs Coast brand that included an intricate logo design to reflect coastal and hinterland experiences. Although this brand exercise was originally driven by some very valid concerns, the issues that prompted it some four years ago are largely still echoed in engagement activities undertaken to inform this Plan.

Best Practice Example: Tasmania – Go Behind the Scenery

Tasmania's tourism industry is achieving unparalleled success, which is being driven by a new, unconventional and quirky brand, Tasmania – Go Behind the Scenery. In an increasingly noisy market place, this small place on the edge of the world is 'standing out from the crowd' with its unique invitation to consumers. While the brand reflects well-known Tasmanian attributes, it also encourages consumers to engage with those experiences that are 'behind the scenery' – 'the nooks and crannies, the offbeat and the original, and Tasmania's natural beauty set against the brutality of our convict past'¹³. The brand story is highly authentic and unflinching in its recognition of the island's heritage and culture. Consumers are responding in droves, however Tourism Tasmania's formal tracking research is consistently used to refine content, messaging and other key facets of the brand.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- The brand needs to reflect the key visitor experiences on the Coffs Coast related to leisure, nature-based, sports tourism, and events and festivals
- Some sub-branding has been developed independently of the agreed brand process for the Bellingen Shire
- An effective sub-brand has been created for sports tourism events in Coffs Harbour – 'where champions play'
- That the current Coffs Coast brand was initially well supported by industry stakeholders across Coffs Harbour and Bellingen LGAs as an effective umbrella brand, but industry stakeholders indicated that they didn't understand its key elements and have not incorporated the Coffs Coast brand into their business practices
- Industry stakeholders do not understand what constitutes a destination brand, with many thinking that a destination brand is simply a logo or an advertising tag line
- Industry stakeholders in the hinterland still feel particularly disconnected from the current brand, which they view as being predominantly coastal
- A need to communicate the Coffs Coast brand positioning to other important tourism stakeholders (e.g. NCDN, DNSW)
- Overall, improved industry engagement with the Coffs Coast brand and positioning is imperative going forward to 2020
- Negative visitor perceptions of Coffs Harbour due to its reputation as a regional services hub and the CBD's lack of appeal as travellers drive through – i.e. visitors don't know about the more attractive areas that lie beyond the Highway and CBD area
- An opportunity to position the Coffs Coast hinterland as a distinctive visitor experience.

8.0 Brand and Positioning cont.

strategy 8.1 Undertake a brand review process to ensure an authentic, consistent and competitive brand and positioning for the Coffs Coast that reflects coastal and hinterland visitor experiences to 2020

Strategic Actions		Leadership	Support	Timing
s8.1.1	Establish a Destination Coffs Coast: Brand Review Working Group as part of the DCCC comprising a CHCC and BSC representative, 2 x DCCC members and an external expert with considerable brand development experience during 2016 (to be chaired by CHCC)	CHCC	BSC, DCCC	2016 to 2017
s8.1.2	Undertake a Coffs Coast Brand Review Process to evaluate stakeholder perceptions, brand identity, key messages and brand communication and management, and identify relevant sub-brands	CHCC	BSC, BRWG, Consultant	2016
s8.1.3	Review and update existing marketing collateral and visitor information, based on the review findings, to ensure brand consistency	CHCC	BSC	2017 to 2020
s8.1.4	Undertake regular consumer research to evaluate Coffs Coast brand effectiveness and visitor perceptions (see also s9.2.2)	CHCC	BSC, BRWG	2017 to 2020

strategy 8.2 Facilitate engagement with tourism stakeholders to effectively promote and apply the Coffs Coast brand to 2020

Strategic Actions		Leadership	Support	Timing
s8.2.1	Develop an 'industry-friendly' Coffs Coast Style and Brand Guide to inform the development of industry marketing collateral	CHCC	BSC, BRWG, Consultant	2016
s8.2.2	Develop a Coffs Coast Brand Engagement Program to communicate how the brand works in the market place, the value of brand loyalty, the importance of all industry stakeholders adopting and promoting the brand; and the application of brand elements to Coffs Coast tourism and local businesses; and ensures its consistent use	CHCC	BSC, BRWG	2016
s8.2.3	Work collaboratively with NCDN and DNSW to ensure consistent delivery of the Coffs Coast brand and alignment to key visitor markets	CHCC	BSC, NCDN, DNSW	2016 to 2020

9.0 Key Visitor Markets

Focus marketing activities on viable, brand-aligned visitor markets to attract returning and new visitors to the Coffs Coast to 2020

Destinations must consider and establish the visitor segments that they are willing and able to target through their marketing efforts. Visitor markets should therefore be considered in terms of their relative ‘fit’ with the attractions and experiences available at the destination and with the local community’s objectives for tourism³. The drive for sustainability also needs to feature in marketing decisions as many visitors now prefer peace and quiet, access to natural and real tourism experiences rather than ones that have been artificially or detrimentally impacted by over promotion¹⁴. As such, a strong synergy between appropriate, well-researched target markets and a destination’s positioning in the marketplace encourages new and repeat visitation, higher levels of customer satisfaction, brand ambassadors, and a more competitive and resilient visitor economy.

A comprehensive analysis of TRA visitation data from 2011 to 2015 (year ending June) was undertaken to inform the development of this Plan³. During 2015, Coffs Coast received approximately 1.6 million visitors comprising approximately 45% domestic overnight visitors, 5% international overnight visitors, and 50% day-trip visitors. For 2015, it is estimated that there were 726,00 overnight domestic visitors representing a decline since peak levels experienced in 2013 and 2014 (830,000 and 823,000), international visitation peaked in 2015 (81,600), and day-trip visitation.

³See full visitation analysis in Coffs Coast Strategic Tourism Plan 2020 Report 1: Situational Analysis and Stakeholder Engagement



Cycling, Bruxner Flora Reserve

Key Visitor Markets

Findings of the visitation analysis confirm that the focus for Coffs Coast Tourism marketing should be concentrated on the following key visitor markets:

1. Primary markets: Sydney and regional NSW, Brisbane and South East Queensland
2. Secondary markets: Melbourne and surrounds
3. VFR and Stopover visitor markets.

9.0 Key Visitor Markets cont.

Further Recommendations

Although, the region is well positioned for the international self-drive market, given its strategic location between Sydney and Brisbane, the international visitor market forms a small proportion of overall visitation to the Coffs Coast and is best pursued through appropriate Legendary Pacific Coast marketing initiatives which positions the Coffs Coast as part of the broader North Coast of NSW.

Coffs Harbour also attracts business events, mostly through its resort-style properties, however it remains a small percentage of the potential visitor market, which is currently best pursued by those industry operators who directly benefit from this sector.

It is, however recommended that CHCC marketing funds are not currently allocated to target the Business Events market, until further rigorous, updated assessment and considerations of the highly competitive business events marketplace is undertaken as part of the feasibility assessment process for a new Performing Arts Centre in Coffs Harbour for the Cultural Strategic Plan 2017 to 2022 project work (See s5.1.1).

Sapphire Beach



The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- A new air service between Melbourne and Coffs Harbour commencing in December 2015 is likely to increase the importance of some Victorian domestic markets for the Coffs Coast
- The NSW North Coast offers other similar destination experiences for visitors (e.g. Ballina, Byron Bay, Port Macquarie, Port Stephens, the Tweed Coast) as does the NSW South Coast
- Broader competitor destinations include the Gold Coast and Sunshine Coasts with important regional airports and self-drive opportunities
- Although day-trip visitation is a significant part of the Coffs Coast visitor economy, impacts on smaller villages should be monitored
- The region is well positioned for the international self-drive market, due to its strategic location between Sydney and Brisbane, however given that the international visitor market forms a small proportion of overall visitation to the Coffs Coast, it is best pursued through leveraging the Legendary Pacific Coast brand, which positions the Coffs Coast as part of the broader North Coast of NSW
- International visitation to the Coffs Coast has, however, continued to grow since 2011
- There was an increase in international arrivals from Melbourne to the Coffs Coast in 2015 (12.4%) in comparison with 2014 (7.6%)
- Recent growth in Chinese visitation to Australia suggests that the Coffs Coast should monitor this visitor market to determine its alignment with the region's brand and experiences (regional dispersal of Chinese travellers is currently predominantly out of Sydney)¹⁶
- Overall, marketing should aim to attract visitor markets that align with community values.

9.0 Key Visitor Markets cont.

Visitation Snapshot

The key characteristics of overnight visitors to the Coffs Coast for year ending June 2015 were as follows:



Domestic Overnight Visitors

- The main purpose of trip was for a holiday (50%), followed by VFR market (30%)
- The majority drive (88%), followed by air services (8%)
- Most stay up to 7 nights (90%) and short stays of one to three nights remain significant (61%)
- The 55+ year age group is the most important demographic segment (44%), followed by those aged 30 to 54 years (38%)
- The main travel party types are adult couples (32%), followed by family groups (23%) and those travelling alone (22%)
- Intrastate visitors remain important (60%) – i.e. Sydney and regional NSW
- Interstate visitors account for 40% of domestic overnight visitation
- There was a decline of 12% in the number of domestic overnight visitors from 2014 to 2015
- Main activities include: eating out (68%), outdoor/nature (63%), visiting friends and relatives (57%), sightseeing/looking around (38%), active outdoor sports (33%), visiting local attractions/tourist activities (34%), and shopping for pleasure (26%) – day-trips to other places remains quite low (13%)
- The main accommodation used is hotels and similar accommodation (38%), camping and caravan parks (17%), rented houses and apartments (6%) and ‘other private accommodation’ (37%) presumably of friends and relatives.

International Overnight Visitors

- The main purpose of travel is for holidays (67%), but also includes some VFR (19%)
- The majority drive (66%), followed by bus or coach (16%) and air (11%)
- The main place of arrival is Sydney (56%), followed by Melbourne (15%) and Brisbane (15%)
- The majority stay between 1 and 7 nights (70%) and 17% stay between 8 and 14 nights
- Most travel alone (52%) or are adult couples (24%)
- Key age groups are those aged between 20 and 24 years (23%) and 25 and 29 years (20%)
- Their main activities include outdoor/nature activities (95%), eating out (94%), visiting local attractions/tourist activities (85%), shopping (83%) – they currently do not participate in day-trip visits to other places⁸.

9.0 Key Visitor Markets cont.

strategy 9.1 Focus marketing efforts on key existing and new visitor markets for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s9.1.1	Target key domestic leisure, nature-based, events and cultural visitor markets to the Coffs Coast: Sydney, regional NSW, Brisbane, and South East Queensland	CHCC	NCDN, DNSW	2016 to 2020
s9.1.2	Build consumer awareness of the Coffs Coast to potential leisure, nature-based, events and cultural visitor markets from Melbourne and surrounds	CHCC	CHRA, NCDN, DNSW	2016 to 2020
s9.1.3	Maintain the strong VFR and Stop-over markets to the Coffs Coast through appropriate marketing initiatives	CHCC	BSC	2016 to 2020
s9.1.4	Target the international self-drive market through appropriate marketing initiatives only (e.g. Legendary Pacific Coast)	CHCC	NCDN, DNSW	2016 to 2020

strategy 9.2 Establish a Coffs Coast Tourism Destination Research Program to regularly monitor and evaluate visitor markets, profiles, and satisfaction for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s9.2.1	Analyse and monitor TRA visitation half-yearly to monitor and evaluate domestic, day-trip and international visitor market, profiles, patterns and key competitor visitation	CHCC	NCDN	2016 to 2020
s9.2.2	Establish regular destination-based consumer research to monitor and evaluate visitor expectations, satisfaction and profiles for Coffs Coast destinations	CHCC	BSC, Consultant	2017 to 2020
s9.2.3	Establish a data collection methodology system 'in-destination' to regularly gather and analyse visitation data collected by VICs, major attractions, CHRA, NPWS, SIMPA and CHIM	CHCC, BSC	DCCC	2017 to 2020

10.0 Strategic and Tactical Marketing

Adopt strategic and innovative destination marketing strategies to promote leisure, nature-based, events and cultural experiences to key visitor markets, and to build a strong visitor economy for the Coffs Coast to 2020

Effective marketing is consumer-focused, agile and content-driven through traditional and social channels. Potential visitors are seeking more tailored and experiential information that relates to their specific interests and lifestyle, rather than a generic marketing approach. Destinations must therefore develop deeper, interactive relationships with consumers to understand their evolving needs and expectations. Moreover, there is a strong trend towards brands that 'earn' customer loyalty, through social media for example, rather than those that 'push' products through paid advertising and promotion. Marketing influence should also extend throughout the travel planning cycle from the 'dreaming' stage to after the visitor has returned home. Best practice principles for the sustainable marketing of regional tourism destinations include a research-driven, collaborative approach and the development and implementation of annual marketing plans, that identify innovative advertising sales and promotion strategies to support the destination brand and image³.

CHCC, through its Industry and Destination Development Section has assumed overall leadership and responsibility for the promotion of tourism on behalf of the Coffs Coast. Marketing activities span traditional and digital marketing, including specific buy-in campaigns with industry partners, media promotions, trade events, product packaging and the development and continued update of the Coffs Coast consumer website. In the year ending June 2015, CHCC spent more than \$200,000 on a full suite of operational marketing activities. In addition, industry development and assistance is provided through a free image library, e-newsletters, 'famils', advertising and brochure templates, an annual prospectus for partnership opportunities and brand style guidelines.

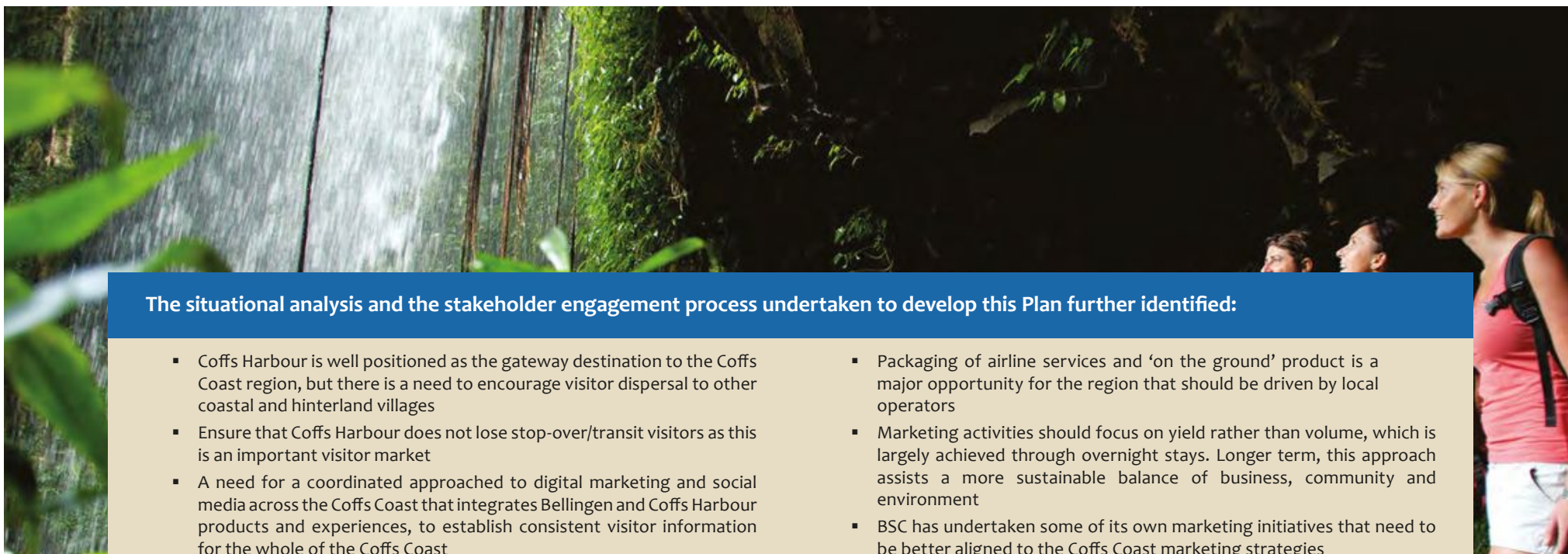
BSC works with CHCC to develop collaborative marketing initiatives, however

it has also introduced some of its own activities including the recent launch of three Discovery Apps for Bellingen, Urunga and Dorrigo, which include information regarding accommodation, attractions, festivals and events, eateries and other tourism-related products as well as local services. In addition, local operators undertake their own marketing activities.

Although both CHCC and BSC have undertaken marketing initiatives there has been to date, no strategic or coordinated planning approach to marketing the Coffs Coast.



10.0 Strategic and Tactical Marketing cont.



The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- Coffs Harbour is well positioned as the gateway destination to the Coffs Coast region, but there is a need to encourage visitor dispersal to other coastal and hinterland villages
- Ensure that Coffs Harbour does not lose stop-over/transit visitors as this is an important visitor market
- A need for a coordinated approach to digital marketing and social media across the Coffs Coast that integrates Bellingen and Coffs Harbour products and experiences, to establish consistent visitor information for the whole of the Coffs Coast
- Industry needs to collaborate ('buy-in') more effectively to cooperative marketing initiatives; this is important in such a competitive coastal destination marketplace – there are, however, widespread reports of industry apathy and lack of confidence in the former Coffs Coast Marketing efforts
- Broad agreement that while stakeholders wanted growth for the Coffs Coast visitor economy, it needed to be sustainable and not to the detriment of either community and social values or the region's natural attributes
- Coffs Coast would benefit from like-minded operators packaging/ bundling a range of experiences to showcase the best of the region
- Packaging of airline services and 'on the ground' product is a major opportunity for the region that should be driven by local operators
- Marketing activities should focus on yield rather than volume, which is largely achieved through overnight stays. Longer term, this approach assists a more sustainable balance of business, community and environment
- BSC has undertaken some of its own marketing initiatives that need to be better aligned to the Coffs Coast marketing strategies
- The Waterfall Way is under-promoted
- Visitor markets need a stronger message that the hinterland areas are more than a day trip
- '101 Things to Do...' should be reviewed as a key approach to marketing the Coffs Coast to focus on key experiences and attractions
- Promote niche sector experiences relevant to the Coffs Coast (e.g. there is an opportunity to tap into visitor markets with a heightened awareness of sustainability/regional produce, diving and marine-based activities).

10.0 Strategic and Tactical Marketing cont.

strategy 10.1 Establish a strategic approach to align and coordinate all marketing activities with key visitor markets, experiences and the Coffs Coast brand to 2020

Strategic Actions		Leadership	Support	Timing
s10.1.1	Develop an annual Destination Coffs Coast: Tourism Marketing Plan, including a digital and social media strategy, that is inclusive of the whole destination region and supported by industry stakeholders across both LGAs	CHCC	DCCC, BSC	2016
s10.1.2	Develop tactical campaigns that promote the Coffs Coast as an appealing and attractive visitor destination by promoting sports tourism, leisure, marine and nature-based experiences, an exciting events calendar and its connection to coastal and hinterland villages (e.g. promote the scenic beauty of the Coffs coastline and Solitary Islands and natural environments – the other side of the Highway)	CHCC	BSC, NPWS, SIMPA, FCNSW	2016 to 2020
s10.1.3	Ensure Coffs Coast marketing initiatives align with DNSW and other stakeholder marketing plans (e.g. CHRA, NPWS, SIMPA, FCNSW, NCDN)	CHCC	DNSW, NPWS	2016 to 2020

strategy 10.2 Develop strategies to promote coastal village and hinterland experiences as part of annual Coffs Coast: Tourism Strategic Marketing Plans to encourage visitor dispersal, enhance the visitor experience and foster a sustainable visitor economy across the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s10.2.1	Work with local operators to develop and promote a series of themed, self-drive coastal, village, water-based, nature-based, cultural and regional food itineraries to encourage visitor dispersal and increased overnight visitation, particularly in the hinterland areas	CHCC	BSC, DCCC	2016/2017
s10.2.2	Capitalise on the Waterfall Way as one of NSW's most attractive, scenic drives to encourage visitors to explore beyond Coffs Harbour	CHCC, BSC	NPWS, RMS	2016 to 2020
s10.2.3	Develop pre/post touring packages and special deals to increase overnight visitation, length of stay and spend of event and festival patrons	CHCC	BSC, DCCC	2016 to 2020
s10.2.4	Promote Coffs Coast-wide activities and experiences for 'down-time' during larger events and for partners/friends/family who are not directly involved in the events (e.g. World Rally Championships)	CHCC	BSC	2016 to 2020
s10.2.5	Promote that the main beaches in Coffs Harbour are patrolled by life-guard continuously throughout the year	CHCC	BSC	2016 to 2020

10.0 Strategic and Tactical Marketing *cont.*

strategy 10.3 Build digital marketing capacity with Coffs Coast industry operators to strengthen their competitive position and meet consumer expectations to 2020

Strategic Actions		Leadership	Support	Timing
s10.3.1	Encourage all tourism and hospitality operators to list their products and regularly update their listing with the Australian Tourism Data Warehouse (ATDW) to ensure that they are represented on visitnsw.com.au	BSC, CHCC	DCCC, NCDN	2016 to 2020
s10.3.2	Support all tourism and hospitality operators to better understand digital media technologies through training opportunities as part of the Destination Coffs Coast: Industry Development and Engagement Program (see s1.1.4)	DCCC	CHCC	2016 to 2020

strategy 10.4 Develop strong stakeholder partnerships to support regional marketing opportunities and expand promotional opportunities for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s10.4.1	Conduct quarterly meetings to coordinate destination marketing strategies and initiatives between representatives from the CHCC and BSC	CHCC	BSC	2016 to 2020
s10.4.2	Actively encourage and support industry 'buy-in' to build consumer-led, cooperative marketing initiatives – i.e. bundling and packaging of experiences which showcase the best of the region	CHCC	BSC, DCCC	2016 to 2020
s10.4.3	Work collaboratively with key local industry stakeholders (e.g. Coffs Harbour Airport, C.ex, CoCs) on cooperative marketing initiatives	CHCC	DCCC	2016 to 2020
s10.4.4	Work cooperatively with neighbouring destination regions on cooperative marketing initiatives (e.g. Nambucca, Clarence and Armidale)	CHCC	BSC	2016 to 2020
s10.4.5	Develop strategic relationships with key tourism stakeholder organisations to create awareness of Coffs Coast marketing initiatives and leverage collaborative promotional opportunities	CHCC	BSC, NCDN, DNSW, NPWS, SIMPA, FCNSW	2016 to 2020

11.0 Visitor Information Services

Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020

Significant research undertaken by the City of Melbourne in 2013 confirmed that visitors' information needs differed according to the stage of their journey¹⁷. Typically, Visitor Information Centres (VIC) have been responsible for providing much-valued local knowledge during the 'in-destination' stage. However, the future of Visitor Information Centres (VICs) has fuelled considerable debate in recent years. In the absence of a strategic approach, VICs in regional Australia have largely developed in a haphazard way and local governments have mainly assumed responsibility for their management and operation. Further research indicates that limited attention has been given to their location within a broader geographical context, their place within the industry structure, their evolutionary role and purpose, or their longer-term funding and viability. Most recently, there has been a review of NSW visitor information centres conducted by Orima Research on behalf of Destination New South Wales and Tourism Research Australia. CHCC staff provided some input. The findings have not yet been released.

The Coast has a number of VICs, which together represent a significant commitment to visitor services for the region. They have a range of different operational arrangements.

Coffs Harbour LGA

- Coffs Harbour Visitor Information Centre, which is funded and operated by CHCC with a combination of paid staff and volunteers
- Woolgoolga Information Centre and Sawtell Visitor Information Desk, funded by their Chambers of Commerce and CHCC, and staffed by volunteers

Bellingen LGA

- Waterfall Way Information Centre, which is funded and operated by BSC and includes one part-time employee and volunteers
- Urunga Visitor Information Centre, which is managed by the BSC S355 Committee and staffed by volunteers
- Dorrigo Information Centre, which is operated independently by the Dorrigo Tourism Association and staffed by volunteers

- The Rainforest Centre located in the Dorrigo National Park and funded and managed by the NPWS, is an important visitor attraction in its own right, the key source of visitor information for all the National Parks in the Coffs Coast region, and provides some more general tourist information including brochures for accommodation and attractions in the area.

The Coffs Harbour VIC (CHVIC) is the main centre for the city of Coffs Harbour and the broader region. Currently the Centre is operating at a considerable cost to CHCC. The CHVIC is managed by the Council's IDD Section that is currently undertaking a review of visitor information service delivery methods to determine the most cost effective options as the Council's current investment is no longer viable. The review aligns with CHCC's Transformation 2 Sustainability program and 'digital first' principle.

The CHVIC moved to the Big Banana site in October 2014 to increase its visibility and exposure to more than 900,000 visitors who visit the attraction annually. CHVIC staff consider that the location change has brought a new type of visitor to the Centre, specifically more internationals and a younger family market. However, whilst foot traffic has significantly increased, consumer bookings are minimal and associated commission revenue has decreased and comprises mainly group bookings for events. As such, there is an immediate need to further investigate viable visitor information services strategies for Coffs Harbour to meet the needs of visitors, industry stakeholders and CHCC's ROI.

Additionally, findings of a review of Coffs Coast marketing services undertaken by consultants in 2014, involving industry, recommended that visitor information services should be reassessed to consider innovative, digitally based solutions for exciting and cost effective service delivery. The consultants further suggested there was an opportunity over the short to medium term to reallocate funding from visitor information centres to visitor information services¹⁹.

11.0 Visitor Information Services cont.

It should also be acknowledged that IDD provides a range of partnership opportunities for industry to market and promote their businesses through the CHVIC including consumer shows, packaging opportunities, brochure displays and mail outs, advertising via an in-house TV monitor, product familiarisations, operator evenings and cooperative, 'special offer' mail outs⁸. While these opportunities are only available through the CHVIC, they are also offered to tourism operators in the Bellingen Shire. There has, however, been concern about industry engagement with the CHVIC. A 2014 survey, undertaken by R & S Muller Enterprise, asked Coffs Coast tourism operators to describe their relationship with industry service providers including, 'Visitor Information Centre'. Survey distribution details are not known, however 75 responses were received. Of those responses, 25.3% described themselves as 'active participant' and 42.6% 'support' the VIC, however, 32% 'have no contact' with the VIC. While 56% believed that the VIC generated income for their business, 94% were not prepared to use their own funds to maintain the VIC⁹.

The Bellingen Shire Council contributes an estimated \$50,000 per annum towards the operation of its three VICs, excluding salaries and marketing spend. Income is derived from merchandise and ticket sales. Services to industry are provided through the Waterfall Way VIC and include professional development via workshops including use of social media, communication to operators regarding industry initiatives at a local, state and national level, collaborative marketing through the CHCC Industry and Destination Development and product 'famils', and the event knowledge hub. A significant and current issue for Bellingen Shire is the impact of the Pacific Highway bypass of the Urunga VIC. BSC is currently investigating alternative sites to relocate the Urunga VIC, once the Highway is bypassed. In addition, the new Nambucca Service Centre (2017) will provide an important platform to promote the Coffs Coast for north bound Pacific Highway traffic.

Further Recommendations

Overall, there has been an ongoing industry discussion related to the purpose and operation of the Coffs Coast VICs. There is no single pathway in the search for visitor information. The decisions regarding the most appropriate visitor information service delivery strategies for the Coffs Coast should be based on a thorough understanding of consumer behaviour throughout the travel planning cycle, and the range of information sources that are used during that process.

A high quality destination website is necessary, but there is strong evidence that visitors still have a preference for printed maps on arrival and visitor information apps can be useful. These are important considerations as the CHCC moves towards a sustainable model that combines the needs of consumers and those of the Council, as the funding organisation.

A future model requires rigorous and substantial research given the range of information delivery options. 'On-ground', these options may include built infrastructure, mobile information services, digital kiosks, 'pop-up' spaces, and strategically placed, 'visitor lounges' that provide comfortable seating, toilets and water, as well as free wi-fi and charging stations, so that visitors can always access their preferred digital information sources en route, and share their experiences with family and friends.

A more holistic and integrated visitor information services system is also needed, to ensure visitors enjoy an enriched destination experience and benefits are shared across the Coffs Coast visitor economy. A broader approach to visitor information services extends beyond the delivery of VICs to include:

- A visitor services network that meets the needs and expectations of consumers, as well as being cost effective for the funding organisation
- Wayfinding signage, which enables visitors to easily and safely access attractive local precincts, activities and experiences, buildings, transport options, public toilets, park and playgrounds, major retail and other places of interest, both on foot and in a motor vehicle (NB: the Coffs Harbour City Centre Masterplan 2031 has noted that a holistic wayfinding strategy is critical to the function of a City Centre)
- Interpretation, which encourages visitors to slow down and spend more time in a particular area
- A cohesive local signage policy which integrates Council's tourism-related signage and encourages industry operators to adopt appropriate signage for their own businesses.

11.0 Visitor Information Services cont.**Key considerations for the future delivery of CHCC visitor information services**

1. The new delivery model requires a fully integrated approach, which includes both digital and physical assets, and extends to interpretation, signage and other wayfinding devices
2. Physical structures and services must be positioned in high profile areas that are easily accessible to visitors
3. The functionality and design of the physical spaces must align with the visitor needs and expectations
4. Visitors place a very high value on quality, local knowledge and human interaction is still considered desirable; in the digital space, 'content is king'
5. The source of visitor information varies according to the stage of travel – there is no 'one size fits all'
6. Although the local industry are aware of the need for change in the visitor information service delivery methods, communication of future plans to improve the visitor information services system is essential to ensure their on-going support
7. Visitor Information services are a key component of destination marketing; they provide an opportunity to influence decision-making – the choice of destination, the length of stay, what to experience during a visit and whether to return or recommend the destination to others.

The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- The need for visitor information in Coffs Harbour's key precincts like the CBD and the Jetty area
- Support for VICs, but a move towards a combination of digital and human interface
- Support for 'pop-up' visitor information during peak seasons and key events
- A need for all tourism businesses to be represented across all visitor information delivery modes
- An opportunity to improve reservation and booking system to generate additional revenue
- The importance of ongoing cooperation across Coffs Coast to share visitor information
- Lack of communication between some VICs
- A significant lack of industry participation in marketing and promotional opportunities through the CHVIC
- The role of Chambers of Commerce in providing VIC services for towns and villages other than the main centres in Coffs Harbour and Bellingen centres
- Service excellence and training support for volunteers in smaller VIC operations
- A dependence on ageing volunteers and their ongoing ability to 'staff' VICs
- Opportunities to involve community organisations to act as ambassadors for the Coffs Coast (e.g. life-guards are important ambassadors for the Coffs Coast, and are often a first point of contact for visitors)
- Multiple issues related to tourism signage, including old and outdated signs, an overall lack of signage, lack of action from Councils regarding community requests for signage and the need for attractive, well designed and welcoming town entry signage that doesn't detract from the surrounding landscape
- Potential for combined directional signage and QR codes for attractions.

11.0 Visitor Information Services cont.

Best Practice Example: City of Hobart Wayfinding Strategy

The City of Hobart has introduced new wayfinding markers in high volume pedestrian precincts. The aim of the trial is to help evaluate the design and messaging used on the wayfinding elements.

The design of the markers includes a distinctive coloured band containing the name of the location, directional information, a map including distance markers and graphics of primary and secondary destinations for identification purposes plus a directory listing of such things as places of interest, transport options, public toilets, major retail, emergency services, parks and playgrounds.

There is also an opportunity to display a QR code to link to digital information and this can be tailored for people with impaired vision and to accommodate multiple languages.

During a trial period, the Council called on interested members of the public and visitors to provide feedback on several prototype markers with community comments to be used to inform any necessary amendments to the design and messages. Ultimately, the Council plans to install a total of 61 markers in researched locations across three distinct ones – the waterfront, inner city and outer city areas.

11.0 Visitor Information Services cont.

strategy 11.1 Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020

Strategic Actions	Leadership	Support	Timing
S11.1.1 Continue the CHCC review of visitor information services within the Coffs Harbour LGA to determine an alternative, market-led delivery model and to improve the yield from CHCC VIC reservation booking systems	CHCC	DCCC, DNSW	2016
S11.1.2 Develop an integrated Coffs Coast Visitor Information Services Plan that is based on the review findings (S11.1.1), the DNSW VIC strategy, best practice research, engagement with industry stakeholders, and considers the feasibility of integrating VICs with other Council Services	CHCC	BSC, DNSW	2016/2017
S11.1.3 Communicate key recommendations of the Coffs Coast Visitor Information Services Strategy to tourism stakeholders	CHCC	BSC, DCCC, CoCs	2016
S11.1.4 Encourage all tourism and hospitality operators to provide their latest product information via both digital and traditional collateral, to IDD, the CHVIC and all visitor information services outlets across the region	CHCC, BSC	DCCC, CoCs, other regional VICs	2016 to 2020
S11.1.5 Establish a regular training and development program for Coffs Coast visitor servicing staff	CHCC, BSC	DCCC, CoCs	2016 to 2020
S11.1.6 Develop a Destination Coffs Coast: Tourism Volunteer Program to increase the pool of available VIC volunteers, assist with succession planning and build a culture of mutual benefit for both volunteers and their areas of operation (this may also be applicable to event volunteer staff)	DCCC	CHCC, BTC, CoCs	2016 to 2020
S11.1.7 Regularly monitor and evaluate visitor information services across the Coffs Coast including ROI, visitor demand and patterns of use, industry participation, staff training programs, information sharing between VICs and uptake of volunteers	CHCC, BSC	CoCs	2016 to 2020

11.0 Visitor Information Services cont.

strategy 11.3 Strategy 11.2 Establish appropriate and fully integrated signage, interpretation, gateway and general wayfinding policies and practices across the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
S11.2.1	Conduct audits across all levels of local signage in the Coffs Harbour and Bellingen LGAs	CHCC, BSC	DCCC, CoCs	2016 /2017
S11.2.2	Develop a cohesive local wayfinding signage plan that aligns with the Coffs Coast brand, respects community values, landscapes and the broader environment	CHCC, BSC	DCCC, CoCs	2017/2018
S11.2.3	Develop an Interpretation Plan for Coffs Harbour and key villages in the region to tell their stories and acknowledge their cultural heritage	CHCC	BSC, DCCC, CoCs	2016 to 2020
S11.2.4	Develop a comprehensive wayfinding system for Coffs Harbour which showcases the best of the city and its amenities, and enables visitors to navigate unfamiliar areas safely and with ease	CHCC	DCCC, CoCs	2016 to 2020
S11.2.5	Ensure that the signage policy, Interpretation Plan and wayfinding elements are incorporated into the Coffs Coast Visitor Services Plan to provide a systematic approach to visitor information services	CHCC	BSC	2016 to 2020

strategy 11.3 Continue to deliver quality visitor information services within the Bellingen LGA, including future VIC services in Urunga

Strategic Actions		Leadership	Support	Timing
S11.3.1	Consider optimum, new location for the Urunga VIC that enables retention of driver-reviver station	BSC	RMS, Urunga CoC	2016
S11.3.2	Continue discussions with the Nambucca Shire Council regarding the development of visitor information services at the new Nambucca Service Centre and potential collaboration with the Bellingen Shire	BSC	CHCC Urunga CoC	2016

strategic priorities

The Coffs Coast Tourism Strategic Plan 2020 identifies eleven key directions and associated strategies and actions. Implementation will require ongoing cooperation amongst Coffs Harbour City Council, Bellingen Shire Council and the Destination Coffs Coast Committee to lead and drive the delivery of key strategic priorities to position the Coffs Coast as a leading regional destination for sports tourism, leisure, nature-based tourism and innovative events and festivals, and ensure the viability of its visitor economy to 2020.

Important priorities that should be initiated by Coffs Harbour City Council, Bellingen Shire Council and the Destination Coffs Coast Committee within the next 6 to 12 months include:

1. Revise the Terms of Reference of the Coffs Coast Tourism s355 for the two-year period October 2016 to September 2018 (s1.1.1)
2. Establish a set of criteria to be addressed by new DCCC member applicants related to their strategic expertise and skills relevant to tourism (s1.1.2)
3. Integrate the Coffs Coast Tourism Strategic Plan 2020 and accompanying Situational Analysis and Stakeholder Engagement Report (Report 1) into CHCC 2016 to 2019 Delivery Program and CHCC annual Operational Plans (s1.3.1)
4. Re-negotiate the MOU with BSC to determine the financial contribution of BSC for the period 2016 to 2018 for tourism coordination and marketing services (s1.2.1) or
5. Determine if funds carried over from the TCC are able to be transferred to CCHC for use by the DCC for industry development and engagement initiatives identified in this Plan (est. \$75,000) (s2.1.1)
6. Establish a Destination Coffs Coast: Industry Development and Engagement Working Group as part of the DCC to lead and drive industry development and engagement initiatives identified in the Plan (s1.1.4)
7. Establish a Destination Coffs Coast: Nature-Based Working Group as part of the DCCC to lead the development of a Coffs Coast Nature-Based Tourism Strategy to 2020 in cooperation with key nature-based tourism stakeholder organisations (NPWS, SIMPA, FCNSW) and local nature-based operators (to be chaired by the DCCC nature-based tourism representative) (s1.1.4)
8. Establish a Destination Coffs Coast: Brand Review Working Group (BRWG) comprising a CHCC and BSC representative, 2 x DCCC members and an external expert with considerable brand development experience during 2016 (s8.1.1)
9. Undertake a Coffs Coast Brand Review Process to evaluate stakeholder perceptions, brand identity, key messages and brand communication and management, and identify relevant sub-brands (s8.1.2)
10. Develop an annual Destination Coffs Coast: Tourism Marketing Plan, including a digital and social media strategy, that is inclusive of the whole destination region and supported by industry stakeholders across both LGAs (s10.1.1)
11. Continue the CHCC review of visitor information services within the Coffs Harbour LGA to determine an alternative, market-led delivery model and to improve the yield from CHCC VIC reservation booking systems (s11.1.1)

implementation and evaluation processes

Monitoring of the implementation of the Plan's strategies is important to ensure the aim and vision is achieved and to provide valuable information that can be used to inform decision-making over the next five years.

An annual reporting framework is proposed which will help to regularly communicate to stakeholders the outcomes of the Plan, and may also assist with funding submissions.

The following implementation and evaluation process is recommended to ensure the strategies and actions contained in this Plan are implemented.

Stakeholder Roles and Responsibilities

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of CHCC, BSC, DCC and other key stakeholder organisations are clearly understood and communicated to all tourism stakeholders. It is recommended that:

- **CHCC** be positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan over the next five years
- **BSC** provides a key supporting role to CHCC in the implementation of strategies and actions associated with this Plan over the next five years
- **DCCC** provides regular strategic advice to assist CHCC and BSC to implement the strategies and actions in this Plan over the next five years
- **DCCC** assumes a lead role in the implementation of strategic actions contained in this Plan related to industry development and engagement
- **Other key stakeholder organisations and agencies** identified as having a primary or supporting role are encouraged to provide on-going support over the next five years to implement strategies and actions associated with this Plan.

Evaluation and Reporting

The following evaluation and reporting process is recommended to monitor the implementation of the Plan:

- **CHCC** monitor the implementation of strategies and actions contained in this Plan on an annual basis

- **CHCC prepare an annual report in cooperation with the DCCC** to communicate the progress undertaken in achieving strategies and actions contained in this Plan and key outcomes achieved to government, industry and community stakeholders (see more below)
- **Consultants** undertake a review of implementation of the Plan annually for the next five years (a commitment of one working day per year) in collaboration with CHCC and the DCCC and makes recommendations for any adjustments to the Plan.

Annual Review Process

An annual review process should evaluate:

- **Policy** – has Council adopted the Plan? Are there new Council policies that need to be considered as part of the Plan?
- **Governance** – are the governance arrangements still appropriate? Have there been any changes in the Council organisational structure that may impact the implementation of the Plan? Are CHCC, BSC and the DCCC working cooperatively to implement the Plan?
- **Stakeholder Engagement** – are government, industry and community stakeholders supportive of the Plan? Are they engaged in its implementation? Have key directions and strategies been communicated?
- **Issues and Opportunities** – have new issues or opportunities emerged that need to be considered and addressed in the Plan?
- **Implementation** – have strategic priorities and actions been implemented effectively? Are there any issues or concerns with the implementation process and its timing? How can they be overcome? Are resources adequate to ensure the on-going implementation of the Plan?
- **Monitoring** – a table showing the key directions, strategies and strategic actions contained in this Plan should be included in the annual report to show the actions that have been implemented and the actions to be undertaken in the next 12-month period.

continued on next page

The following areas should also be investigated and evaluated specifically using quantitative and qualitative methods as part of the annual reporting process. (It is acknowledged that these indicators will evolve over time depending upon access to datasets):

- **Grant funding** – identification of successful grant applications for Council and private sector submissions (see s2.1.3)
- **Visitor economy risks** – review of any issues related to risk management (see s3.1)
- **Visitor signage** – results of signage audit processes, and new signage development (see s4.1 and s4.2)
- **Transport services** – identification of any new or improved transport services to or within the Coffs Coast (see s4.2, 4.3, 4.4 and 4.5)
- **Infrastructure and facilities development** – review of new and proposed infrastructure and facilities development (see s5.1 and s5.2)
- **Accommodation refurbishment and development** – findings of annual audit processes; review of any new or proposed development; and identification of any accommodation refurbishment activities (see s6.1)
- **Tourism product and experience development** – findings of annual tourism and product experience audit processes to identify new product development related to leisure, nature-based, regional food, and arts and cultural experiences (see s6.2 and s6.3)
- **Awards and achievements** – review of any awards and tourism industry achievements for Councils and Coffs Coast operators (see s1.4.6 and s6.3.4)
- **Events and festivals** – review of any new events and festivals; new event infrastructure; findings of research undertaken at events and festivals to evaluate visitation, satisfaction, and economic, social and environmental impacts; and an evaluation of the main reasons why events and festivals are no longer offered (see s7.1 and s7.2)
- **Brand positioning** – review of industry uptake of the Coffs Coast brand (see s8.1 and s8.2)
- **Key visitor markets** – findings of a comprehensive review of annual TRA visitation data to evaluate domestic, daytrip and international visitations including: overall visitor numbers, key visitor markets, number of overnight stays, length of stays, expenditure, visitor demographic profiles, purpose of trip, and visitor activities (see s9.2.1)
- **Competitive situation** – findings of research that tracks key competitor destinations in NSW, QLD and VIC (see s9.2.1)
- **Consumer research** – findings of research that evaluates visitor expectations and satisfaction (see s9.2.2)
- **Strategic and tactical marketing** – findings of visitation research to evaluate marketing campaign effectiveness (if possible); review of industry buy-in on Coffs Coast marketing initiatives; and measure of the number of operators listed on ATDW (see s10.3.1)
- **Visitor information services** – review of the number of operators engaged in visitor information service delivery methods (see s11.1.4); evaluation of volunteer participation and satisfaction as part of the Coffs Coast Tourism Volunteer Program (see s11.1.6).

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appendices

Appendix 1: ANALYSIS AND ENGAGEMENT PROCESSES

Situational Analysis

Information for this stage involved undertaking a review of strategies, plans and policies relevant to the Coffs Coast across state, regional and local levels and an analysis of visitation statistics relating to current tourism market dynamics.

From this, a Situational Analysis was undertaken that encompassed:

- The geographic, economic and social profile of main towns and villages that comprise the Coffs Coast that are particularly attractive to visitors
- Tourism product and experiences across the Coffs Coast related to leisure-based, nature-based and events offerings
- The role of Coffs Harbour City Council and Bellingen Shire Council, and other important state and regional stakeholder organisations involved in the management, development and marketing of tourism for the Coffs Coast
- Tourism visitation to the Coffs Coast and its key competitor destinations
- Infrastructure development plans relevant to the Coffs Coast over the next five to ten years
- Visitor information services currently provided on the Coffs Coast
- The current brand positioning processes for the Coffs Coast.

Stakeholder Engagement Process

A stakeholder engagement process was undertaken during October 2015 to determine stakeholder values and visions, and important issues, challenges and opportunities for tourism on the Coffs Coast to 2020. The following methods were used to engage various government, business, and community stakeholder individuals, groups and organisations and to ensure a transparent process:

Committee Meetings were undertaken in September, October and November 2015 with the Tourism S355 Committee to understand their views of important issues, opportunities and solutions for tourism over the short, medium and long-term.

Council Consultation Meeting that was facilitated with CHCC Councillors in October 2015 to understand their views as to important issues, opportunities and solutions for tourism over the short, medium and long-term. This meeting was considered as an important initial phase to engage with Council, to communicate the strategic planning process from the outset of the project and to continue to foster a collaborative approach. It should be noted Bellingen Shire Councillors decided to have the option to attend destination workshops rather than have a separate meeting.

Stakeholder Interviews that were undertaken during September and October 2015 with 25 representatives of stakeholder organisations across state, regional and local levels with considerable knowledge and expertise related to tourism for Coffs Coast.

Destination Workshops (7) that were facilitated during October 2015 with representatives of local stakeholder organisations and groups with an interest in tourism for Coffs Coast and its towns and villages (Bellingen, Coffs Harbour, Dorrigo, Northern Beaches, Sawtell and Urunga).

Appendix 1: ANALYSIS AND ENGAGEMENT PROCESSES continued

A list of relevant individuals, groups and organisations was prepared in consultation with CHCC and BSC staff. Over 500 representatives of business organisations and community associations were invited to attend the workshops that were facilitated in Bellingen, Coffs Harbour (2), Dorrigo, Northern Beaches, Sawtell, and Urunga.

Workshop participants were given an overview of the background and the approach to the development of the Coffs Coast Strategic Tourism Plan 2020 and were asked to:

- Consider the important values to assist with the development of a vision statement to guide the development, management and marketing of Coffs Coast to 2020
- Undertake a 'destination health diagnostic' to rate their current view of destination management success factors for the Coffs Coast region
- Identify important issues and opportunities related to tourism for Coffs Coast that should be considered in the development of the Strategic Plan.

The workshop sessions were audio-recorded and the main themes of the recording and participant feedback sheets collated, to produce an overview of the findings of each workshop. This information was distributed back to participants in attendance to ensure the main themes had been captured.

A Have Your Say Online Survey was developed as a means for interested individuals and stakeholder groups to source information about the strategic planning process and to provide input into the consultation process. The public was informed about this opportunity through media articles that appeared in local press in October and reminder emails sent to CHCC and BSC databases. The survey aligned with stakeholder workshop activities, with respondents asked to identify values to inform the development of a vision for tourism, and document three main issues and three opportunities related to tourism for Coffs Coast to 2020. Nineteen contributions were made to the website.

Analysis of Findings

Analysis involved collating the values, and the issues, challenges and opportunities identified through the stakeholder engagement activities, to determine common themes. Findings have been integrated into this Plan.

Coffs Harbour Destination Workshop, October 2015



Appendix 2: LIST OF CHCC COUNCILLORS AND STAFF THAT ATTENDED THE COFFS HARBOUR CITY COUNCIL CONSULTATION MEETING

Cr. Denise Knight (Mayor)

Cr. Garry Innes (Deputy Mayor)

Cr. Rod Degens

Cr. Sally Townley

Cr. Bob Palmer

Steve McGrath (GM)

Chris Chapman (Director Sustainable Communities & Chair Tourism S355 Committee)

Stephen Saunders (Section Leader Industry Destination and Development)

Appendix 3: LIST OF INTERVIEWS WITH STAKEHOLDER ORGANISATIONS

Bellingen Shire Council

- Michael Grieve, Manager, Economic and Business Development
- Catherine Tait, Volunteer & VIC Coordinator

Big Banana

- Michael Lockman, General Manager

C.ex Group

- John Rafferty, CEO

Coffs Harbour Regional Airport

- Dennis Martin, Manager

Coffs Harbour City Council

- Chris Chapman, Director Sustainable Communities
- Nikki Greenwood, Group Leader City Prosperity
- Sian Nivison, Group Leader Community & Cultural Services
- Christabel Wright, Cultural Research
- Nicole Moore, Coffs Coast Marketing Manager
- Stephen Saunders, Section Leader Industry & Destination Development

Coffs Harbour Visitor Information Centre

- Sheryl Attwood, Mandy Nicol, Bernie Witjes

Destination New South Wales

- Matt Stoeckel, Group Zone Manager
- Tom Urban, Zone Manager, North Coast
- Phil Ventham, Manager, Regional Event Development
- Paula Sanchez, Event Delivery Manager, Sport & Strategic Events

Dolphin Marine Magic

- Paige Sinclair, CEO

North Coast Destination Network

- Belinda Novicky, Executive Officer
- Paige Sinclair, Board member

National Parks & Wildlife Service

- Kathryn Wood, Manager, Dorrigo Rainforest Centre
- Linda Hall, Team Leader – Northern Zone, Visitor and Tourism Services Unit, Customer Experience Division
- Glen Storee, Area Manager – Coffs Coast Area

NSW Government

- Andrew Fraser, MP – Member for Coffs Harbour

NSW State Forestry

- Justin Black, Partnerships Coordinator Forestry Corporation of NSW, Forest Stewardship

Solitary Islands Marine Park

- Nicola Johnstone, Manager

Appendix 4: LIST OF STAKEHOLDER ORGANISATIONS REPRESENTED AT DESTINATION WORKSHOPS

A1 Coffs Coast Tours	Forestry Corporation	Skee Kayak & SUP Centre
BDM Bunker Cartoon Gallery	Forestry Corporation of NSW	Solitary Islands Lodge Bed & Breakfast
Beachpark Apartments	Halcyon Retreat	Surf Club Restaurant & Bar
Beautiful Bellingen Farmstay	Harbourside Markets + The Happy Frog	Swimplex Facilities
Bellingen Chamber of Commerce	Hillbilly Hijinks	Tabatinga Family Fun Centre
Bellingen River Tourist Park	HWH Stables	That Shop at Woopi
Bellingen Shire Council	IGA	The Bunker Cartoon Gallery
Bellingen Shire Events Hub	Jetty Dive Centre	The Clog Barn Caravan Park
Bellinger River Tourist Park	Lily Pily Country House	Urunga Chamber of Commerce
Big Banana	Lilypad Luxury Cabin	Village Sports/Coastal Media
Bim Morton Furniture	Maggie Porter – interests in art and culture, tourism and events	Waterfall Way VIC
Bonville Golf Resort	Mountain Metal Art	Woodseys Wheels
C-Change Adventures	National Parks and Wildlife Service – Dorrigo Rainforest Centre	Woolgoolga Art Gallery
Carabona	National Parks and Wildlife Service Northern Zone, Grafton Office	Woolgoolga Chamber of Commerce
Centenary of Rail – Smoke on the Water Festival	North Coast Hotel Group	Woolgoolga CurryFest
Chamber of Commerce	NPWS – Office of Environment and Heritage	
CoastOut Festival	NSW Government – Department of Premier and Cabinet	
Coffs City Sky Divers	Opal Cove Resort	
Coffs Coast Advocate	Pacific Bay Resort	
Coffs Coast Cycle Challenge	Park Beach Plaza and Park Beach Home Base	
Coffs Coast Holiday Parks	Precision Helicopters	
Coffs Harbour Chamber of Commerce	Promised Land Retreat	
Coffs Harbour City Council	Quality inn City Centre	
Coffs Harbour Marina	Rally Australia	
Coffs Harbour Show Society	Red Dirt Distillery	
Destination Dorrigo	Regional Architects	
Dorrigo Chamber of Commerce	Rosebourne Gardens Motel	
Dorrigo IGA supermarket	Sawtell Chamber of Commerce	
Dorrigo Tourist Association	Sawtell Chilli Festival	
Dorrigo Visitor Information Centre		
Employment Services – Mid North Coast Region 1		
Enterprise and Training Co		



REPORT TO ORDINARY COUNCIL MEETING

STATE GOVERNMENT - COASTAL HAZARD REFORMS - SUBMISSION

REPORTING OFFICER:	Sustainable Planning Officer
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	LC1.2 Develop community resilience, disaster preparedness and response mechanisms. LC1.3 Promote a safe community. LE3.2 Enhance protection of our catchments, waterways and marine areas. PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events. PL1.5 Encourage innovative developments that embrace our climate and local environment.
ATTACHMENTS:	ATT1 - Coffs Harbour City Council's Submission on the Coastal Management Reforms ATT2 - Coastal Management Reforms Overview ATT2A - Coastal Management Bill (draft) ATT2B - Coastal Management State Environmental Planning Policy - Explanation of Intended Effect ATT2C - Coastal Management Manual (Guide) ATT2D - Coastal Management Manual (Part A) ATT2E - Coastal Management Manual (Part B - Stage 1) ATT2F - Coastal Management Manual (Part B - Stage 2) ATT2G - Coastal Management Manual (Part B - Stage 3) ATT2H - Coastal Management Manual (Part B - Stage 4) ATT2I - Coastal Management Manual (Part B - Stage 5) ATT2J - Coastal Management Reforms – Questions and Answers

Recommendation:

That Council endorse the attached submission (Attachment 1) on the Coastal Management Reforms.

EXECUTIVE SUMMARY

The objective of this report is to provide Council with:

- an overview of the Coastal Management Reforms for NSW that have recently been announced by the NSW Government;
- a summary of the requirements and effect that these reforms will place on Council; and
- a submission on the Coastal Management Reforms for lodgement with the State government (see Attachment 1).

The recently announced Coastal Management Reforms for NSW include a proposed new framework for coastal management. This framework is currently on display for public consultation until 29 February 2016, and will eventually require Council to adhere to a new process for addressing coastal management.



REPORT TO ORDINARY COUNCIL MEETING

The documents that are on display for public comment include:

- a draft Coastal Management Bill (see Attachment 2A);
- an “Explanation of Intended Effect” for a proposed new Coastal Management State Environmental Planning Policy (see Attachment 2B); and
- key elements of a draft coastal management manual (see Attachments 2C-2I).

A series of frequently asked questions is also included as Attachment 2J to this report.

This report provides details of the framework outlined in the proposed reforms, as well as a submission on the proposed framework to be lodged with the State government in response to the public consultation process.

REPORT

Description of Item:

On 13 November 2015, the NSW Government continued its Coastal Management Reforms by releasing a new draft framework for coastal management for public consultation. The reforms contain three key elements:

- replacing the current Coastal Protection Act 1979 with a new Coastal Management Act,
- new arrangements to support council decision making, including a new State Environmental Planning Policy (SEPP), a new decision support framework, a new coastal management manual, and improved technical advice, and
- new arrangements for funding and financing coastal management activities.

Additional elements of the proposed new framework are planned to be released later for public comment, including further components of the manual, maps of the coastal zone that will form part of the SEPP and proposals concerning the effects of coastal erosion on coastal boundaries.

In recognition of the Coastal Management Reforms, Council at its meeting of 10 December 2015 resolved:

1. *Council acknowledges the Coastal Management Reforms announced by the Minister for Planning on 13 November 2015 and that a further report be provided to Council in February 2016 that addresses the following:*
 - 1.1 *outlines the details of the Coastal Management Reforms that are currently on exhibition until 29 February 2016; and*
 - 1.2 *includes a submission on the Coastal Management Reforms.*
2. *Council defer the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 pending the outcome of the abovementioned report.*
3. *Council acknowledges the submissions received on the draft planning controls to date and that the landowners and where relevant, their consultant/s be informed of Council's decision.*
4. *Council write to the Minister for Planning requesting that certification of the Coastal Zone Management Plan under Section 55G of the Coastal Protection Act be held in abeyance until further notice.*

Accordingly, the subject report deals with item 1 of the above resolution. It is anticipated that further consideration of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 together with the status of Council's Coastal Zone Management Plan will be considered by Council within the next month.

Coastal Management Reforms

In terms of the current Coastal Management Reforms, the overall draft framework up for comment includes:

- **A draft bill for a new Coastal Management Act**

The proposed draft Bill creates new statutory objectives for coastal management which aim to enable more integrated and strategic management of coastal communities. The new Act will recognise natural coastal processes and the locally and regionally dynamic

character of the coast, and promote land use planning decisions that accommodate them.

– **Regulating coastal protection works**

The new Coastal Management Act will bring across existing provisions in the Coastal Protection Act 1979 designed to protect beaches and headlands from the impacts of inappropriate coastal protection works. The new Act will require councils and other consent authorities to be satisfied that proposed coastal protection works do not unreasonably limit public access to or use of beaches and headlands, or pose a threat to public safety.

The Bill also proposes an amendment to the Environmental Planning and Assessment Act 1979 to allow consent authorities to condition approvals for coastal protection works to require the payment of costs for rectifying potential damage caused by the coastal protection works to other property.

• **Coastal Management State Environmental Planning Policy**

In order to integrate coastal considerations into land-use planning, the new Coastal Management Act is proposed to be supported by a redesigned package of land-use planning instruments, including the following:

- a new Coastal Management SEPP;
- a Coastal Management s.117 Planning Direction relating to plan making; and
- non-statutory planning instruments, such as regional growth and infrastructure plans and Coastal Design Guidelines.

The proposed Coastal Management SEPP will be a key environmental planning instrument for land-use planning in the coastal zone, and will deliver the statutory management objectives for each of the four proposed coastal management areas that make up the coastal zone (and which are set out in the proposed Coastal Management Act).

The aim of the proposed Coastal Management SEPP will be to maintain and enhance the relevant provisions that currently apply in the three key SEPPs which relate specifically to coastal matters:

- SEPP No. 14 – Coastal Wetlands (SEPP 14)
- SEPP No. 26 – Littoral Rainforests (SEPP 26)
- SEPP No. 71 – Coastal Protection (SEPP 71).

Consolidation and updating of the above existing coastal SEPPs into the new Coastal Management SEPP will mean that existing provisions in clause 5.5 of the Standard Instrument, and the guidance provided by the NSW Coastal Policy and Coastal Design Guidelines, will also be reflected in the controls and matters for consideration proposed in the single consolidated Coastal Management SEPP, and related planning instruments. In addition, provisions in the SEPP (Infrastructure) 2007 relating to proposals for coastal protection works will be replaced by provisions in the new SEPP.

The SEPP will specify the development controls that will apply to particular forms of development within each coastal management area (at a state-wide level). The controls will be tailored to the needs of the relevant coastal management area. It should be noted however that the development controls will not be tailored to suit individual circumstances of the various coastal Councils in NSW.

- **New definition of the Coastal Zone**

The reforms move away from managing the coast as a single homogenous zone. Instead, dividing the coastal zone into four coastal management areas, those being:

- the coastal wetlands and littoral rainforests area - which will cover an area where coastal wetlands and littoral rainforests have been identified.
- the coastal vulnerability area – which will cover land exposed to coastal hazards such as beach erosion, tidal inundation and cliff instability.
- the coastal environment area – which will include key features of the coast such as estuaries, lagoons and coastal lakes and critical areas of land adjacent to these features.
- the coastal use area – which will contain land with important coastal values.

The four coastal management areas will be mapped by the State government under the Coastal Management SEPP and published in a digital format that will be accessible via the Department of Planning and Environment's (DP&E) website. The area covered by these maps may be refined over time.

- **Coastal Management Programs (CMPs)**

CMPs will set the long term strategy for the management of land in the coastal zone to meet local needs and contribute to achieving the state's objectives, and will over time replace CZMPs.

CMPs will need to consider management issues and opportunities that relate to each of the coastal management areas. The level of risk and capacity to respond are influenced by the natural processes and sensitivity of the coastal environment, social and economic systems and the vulnerability of those systems to change.

The scope of a CMP will need to be tailored to suit local circumstances. The CMP may be:

- an integrated plan covering multiple coastal issues across more than one coastal management area within the local council area (or more than one adjoining local council area where the issue crosses a local council boundary), or
- a management plan for a specific coastal vulnerability or opportunity or management issue in a single coastal management area.

Local councils are to conduct a review of their CMP, in accordance with the Manual, at least once every 10 years. The CMP should also recognise longer-term issues/opportunities and foreshadow future risks, risk management responses and decisions that will need to be made.

Where a CMP has been prepared in accordance with the draft Coastal Management Bill and the Manual, the Minister may certify that CMP. A certified CMP will satisfy the good faith requirements of Section 733 of the Local Government Act 1993.

A CMP provides the basis for councils to implement coastal management through their Integrated Planning and Reporting (IP&R) framework and land use planning processes.

- **Coastal Management Manual**

The proposed Coastal Management Manual will provide a framework to guide the preparation of CMPs.

It will provide instructions and step-by-step guidance for councils to meet the requirements of the new Coastal Management Act. The reforms state that compliance with the manual will also ensure that councils fulfil their good faith obligations under the Local Government Act 1993.

The new Coastal Management Act will require that councils preparing a CMP use the manual to identify:

- existing and potential risks from coastal hazards;
- actions for managing or reducing these risks in an integrated and strategic manner; and
- the costs of proposed actions and proposed cost-sharing arrangements.

Councils will be required to consult with the local community, as well as relevant public authorities and adjacent coastal councils, throughout these various decision-making steps.

The manual also includes a toolkit for selecting and funding coastal management programs, and includes guidance on how to conduct analysis to clarify the costs and benefits of the management responses being considered.

- **New independent Coastal Council**

A new independent NSW Coastal Council will replace the statutory NSW Coastal Panel, and will provide independent advice to the Minister for Planning on coastal planning and management issues.

The NSW Coastal Council may also provide advice to the Minister when granting Ministerial certification of a coastal management program, and may commission technical advice on matters of strategic importance.

The new Coastal Council proposed by the latest reforms will provide advice to the Minister and have the ability to conduct performance audits on coastal council's CMPs where necessary. Performance audits will enable the NSW Government to determine whether CMPs are being effectively implemented, and to identify opportunities for local council capacity building.

- **Integrated Planning and Reporting Process**

The stage two coastal reforms acknowledge that a disconnect exists between current coastal hazard management processes and the IP&R process as the current coastal zone management plans may be developed separately from a council's main community, financial and asset-management planning processes.

The reforms will attempt to rectify this issue by placing a strong emphasis on implementation by requiring coastal management programs to be given effect within the local government IP&R framework. The reforms will require that coastal management planning both informs, and is informed by the planning that council already invests in mainstream asset management and community service delivery functions.

As mentioned above, this will also include performance auditing powers by the new Coastal Councils to ensure that programs are appropriately implemented.

Issues:

- **Status of Coffs Harbour CZMP**

The Coffs Harbour CZMP was adopted by Council on 14 February 2013 with Council also resolving to refer the CZMP to the Minister for Environment (now the Minister for Planning) for certification under Section 55G of the Coastal Protection Act 1979. The CZMP is yet to be certified by the Minister.

With the stage two reforms now progressing as announced on Friday, 13 November 2015, the Minister has commenced certification of plans that accord with the current guidelines.

CMPs will eventually replace CZMPs. They will be prepared by councils in consultation with the community and relevant government authorities, and in accordance with the new coastal management manual.

The State Government have indicated that there will be a strong emphasis on the implementation of CMPs. The draft Bill will achieve this by requiring CMPs to be given effect within the local government IP&R framework. The draft Bill will also include performance auditing powers to ensure that CMPs are effectively implemented.

The draft Bill includes transitional provisions that allow councils to move towards the new arrangements over time. The State Government acknowledge that many councils have already undertaken a significant amount of work to prepare CZMPs under the current laws, and they will not be expected to start over completely. Those councils that have submitted plans to the Minister for certification will be able to transition their CZMPs into CMPs under a staged process, and will have until 2021 to be fully compliant.

The reform documents state that NSW State Government agencies will support councils through this process with operational guidance.

Notwithstanding the above and in accordance with the Council resolution of 10 December 2015, Council has requested that the Minister hold in abeyance Coffs Harbour's CZMP. The purpose for seeking this deferral is to allow Council the opportunity to consider its policy position having regard to the new Coastal Management Reforms.

- **Council's Position Moving Forward**

Under the new coastal management framework, Council will have to prepare a CMP. The new Coastal Management Act will establish requirements for the preparation of a CMP, and over time CMPs will replace current coastal zone management plans.

Councils have until 2021 to transition to the Coastal Management Program. Savings and transitional provisions within the draft Bill for a new Coastal Management Act mean that Coffs Harbour City Council's CZMP remains relevant until it is eventually superseded by a CMP.

The State Government has also acknowledged that many councils have already undertaken a significant amount of work to prepare CZMPs under the current framework, and they will not be expected to start over completely. This means that the information used to prepare the coastal hazard work so far (Definition Study, CZMS and CZMP) can be used in the preparation of a CMP. However, given the economic environment facing most Councils in NSW, allocating further resources to the topic will most likely prove to be a strain, especially given the future resource commitments outlined in the related documents.

The IP&R framework is established under Chapter 13 of the Local Government Act 1993, and is the main mechanism, by which councils comprehensively plan for, and report on, their asset management and service delivery responsibilities within a LGA. As mentioned above, the new coastal management framework will attempt to address an insufficient connection between current coastal hazard management processes and the IP&R process.

This means that coastal management programs and identified coastal management activities will need to be aligned with broader community strategic plans, reflect community priorities, and will need to be feasible, financially viable and able to be resourced. Essentially, Council will be required to have regard to relevant coastal management programs when carrying out functions such as coastal planning, management, and undertaking infrastructure and other works in coastal areas.

The Coastal Management Manual outlines the process for community participation in the preparation of a CMP.

Options:

1. That Council endorse the attached submission for lodgement with the State government on the Coastal Management Reforms; or
2. That Council not endorse the attachment submission and provide an amended submission on the Coastal Management Reforms; or
3. That Council provide no submission on the Coastal Management Reforms.

Sustainability Assessment:

• **Environment**

The new coastal management framework attempts to better equip coastal communities to respond effectively to existing and emerging coastal challenges and opportunities.

It will establish the legislative and policy settings, and the practical tools that coastal communities need to protect and enhance the natural values of the coast.

• **Social**

The manual requires councils to prepare and implement a stakeholder engagement strategy to manage consultation with the community and other councils and authorities. Under the proposed Bill, councils must consult with the community in accordance with the new Manual before adopting a CMP.

• **Civic Leadership**

The new coastal management framework is generally consistent with the following relevant objectives from the 2030 documents:

- LC1.2 Develop community resilience, disaster preparedness and response mechanisms.
- LC1.3 Promote a safe community.
- LE3.2 Enhance protection of our catchments, waterways and marine areas.
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events.
- PL1.5 Encourage innovative developments that embrace our climate and local environment.

- **Economic**

Broader Economic Implications

The manual will include a toolkit for selecting and funding coastal management programs.

The toolkit will include guidance on how to conduct analysis to clarify the costs and benefits of the management responses being considered. This information will enable councils and their communities to select appropriate management options and fair cost-sharing arrangements that deliver net benefits to the community.

Delivery Program/Operational Plan Implications

The NSW Government is currently reviewing how it contributes to the costs of coastal planning and management so that future funding programs are aligned with the coastal reforms. The review and any resulting changes to current funding programs will be completed in mid-2016, in line with the finalisation of the new legislation and other elements of the reforms.

Risk Analysis:

The prescribed framework for assessing and evaluating coastal hazards and their associated risk previously set out by the NSW Government, was determined giving consideration to both 'likelihood' and 'consequence' of occurrence. The proposed coastal reforms retain this philosophy.

Coastal hazard management tools provide the means to ensure Council will evaluate coastal risks and hazards in areas known to be affected. Further, Council also has a legitimate need to protect itself from future liability should appropriate steps not be taken to address the known hazard risk.

Section 733(2) of the Local Government Act 1993 is relevant where:

"A council does not incur any liability in respect of:

(a) any advice furnished in good faith by the council relating to the likelihood of any land in the coastal zone being affected by a coastline hazard (as described in a manual referred to in subsection (5) (b)) or the nature or extent of any such hazard, or

(b) anything done or omitted to be done in good faith by the council in so far as it relates to the likelihood of land being so affected."

Some of the significant issues relating to risk under the coastal reforms are further explored in commentary provided by Lyndsay Taylor Lawyers:

Community consultation on CMP

Under the proposed Bill, councils must consult with the community in accordance with the new Manual before adopting a CMP.

However proposed s16 (3) of the Bill provides that a failure to consult does not invalidate the CMP. Therefore, a CMP will remain valid even if there was no or inadequate community consultation. Presumably, however, the Minister could, in those circumstances exercise his power to refuse to certify the CMP on the basis that it was not prepared in accordance with the Manual (see s17 of the Bill).

The Manual requires councils to prepare and implement a stakeholder engagement strategy to manage consultation with the community and other councils and authorities.

Therefore it is possible that a failure to consult would constitute a breach of the Manual.

Failure to comply with the Manual could have implications for councils' negligent liability as compliance with the Manual is taken to constitute 'good faith' for the purposes of the defence in s733 of the LG Act.

Implementation of CMP

The Bill provides that councils must give effect to their CMPs through their local environmental plans and development control plans (see s22 of the Bill), and in preparation of their plans under Chapter 13 of the LG Act.

However, proposed s29 provides that a failure to do so does not render any resulting instrument or plan invalid if it does not give effect to the CMP.

The Bill proposes that the Minister for Planning be given the power to report a failure to implement the CMP to the Minister for Local Government who may consider the report in determining whether to take performance management action against the Council.

Clearly the intention is that the threat of what is in effect disciplinary action will dissuade councils from not complying with the requirement to implement the CMP. However, if a Council does breach the requirements in this regard, the planning decisions made contrary to the CMP will remain effective, with possibly adverse consequences for coastal management.

The provision does however provide councils with some comfort that if they have attempted to give effect to their CMP, members of the public will not be able to challenge local environmental plans on the basis of an alleged failure to do so.

The Manual

Section 733 of the LG Act is proposed to be amended to make it clear that if planning decisions are made in accordance with the principles and mandatory requirements of the Manual, then a council will be taken to have acted in good faith, and have the benefit of the defence against negligent liability in that section.

For some time councils have been left in a difficult position in terms of lack of guidance and technical support in respect of their preparation of coastal zone management plans, and in the exercise of planning functions as a result of the repeal of state-wide sea level rise benchmarks and amendments to various policy documents.

The 'toolkit' section of the Manual is a link to numerous resources to assist with community engagement, threat and risk assessment, modelling and other matters. I will leave it to others to comment on the usefulness of those resources. However I note that part of the 'Upcoming information' referred to in the toolkit is technical advice on sea level rise which 'provides a synthesis of sea level rise research applicable to NSW to provide input into coastal erosion and inundation risk assessment'.

Whilst this information may previously have been available, its inclusion in the toolkit and Manual gives councils comfort that acting in accordance with the information will provide the benefit of the good faith defence, and may also assist councils to sell their programs to the community."

Reference - Lyndsay Taylor Lawyers 2015, Coastal Management Bill 2015 – Overview, accessed 11 January 2016,
http://www.lindsaytaylorlawyers.com.au/in_focus/index.php/2015/11/coastal-management-bill-2015-public-consultation-draft-released/

Consultation:

The public consultation package released by the State Government on 13 November 2015 includes a draft Coastal Management Bill, an Explanation of Intended Effect for the proposed new Coastal Management SEPP, and key elements of a draft Coastal Management Manual.

Additional elements of the proposed new framework will be released later for public comment, including further components of the manual, maps of the coastal zone that will form part of the SEPP and proposals concerning the effects of coastal erosion on coastal boundaries.

The framework is currently on display for public consultation until 29 February 2016 and in accordance with the resolution by Council made on 10 December 2015, Council's submission is included as Attachment 1 to this report.

Related Policy, Precedents and / or Statutory Requirements:

The components of the land use planning system related to coastal management under the coastal reforms include:

- Environmental Planning and Assessment Act 1979;
- Coastal Management SEPP;
- Coastal Management Local Planning (Section 117) Direction;
- Coastal Design Guidelines;
- Coastal Planning Guideline - Adapting to Sea Level Rise;
- North Coast Regional Plan; and
- Coffs Harbour Local Environmental Plan 2013 / Coffs Harbour DCP 2015.

The following documents are also relevant:

- The Coffs Harbour 2030 Plan;
- Council's Climate Change Policy (2013); and
- Planning Practice Notes and Guidelines issued by the DP&E.

Implementation Date / Priority:

The public consultation period for the NSW Coastal Reforms runs until 29 February 2016. The State Government has indicated that the finalisation of the new legislation and other elements of the reforms will likely be completed in mid-2016.

Conclusion:

This report has provided Council with:

- an overview of the Coastal Management Reforms for NSW that have recently been announced by the NSW Government, and
- a submission on the Coastal Management Reform framework in response to the public consultation process.

NSW Stage 2 Coastal Reforms

Submission by Coffs Harbour City Council

February 2016

1. Local Context

Coffs Harbour City Council is one of 30 coastal Councils spread across the NSW coastline. The Coffs Harbour Local Government Area has 79 kilometres of coastline stretching from Pebbly Beach and Red Rock in the north to Bundagen in the south. Coastal hazard risks, such as coastal erosion, are currently managed by Council and the State Government under the established framework including the *NSW Coastal Policy* (1997), the *Coastal Protection Act 1979* (NSW), and the *Coastal Protection Regulation 2011* (NSW).

As part of the process of establishing a management approach to the issue of coastal hazard risks, Council has developed and adopted a *Coffs Harbour Coastal Processes and Hazards Definition Study* (2011), a *Coffs Harbour Coastal Zone Management Study* (2012) and a *Coffs Harbour Coastal Zone Management Plan* (2013). Council has also adopted a *Climate Change Policy* in October 2013. These documents provide a basis for the prediction of impacts from coastal hazards, and a range of management strategies to inform the community about how coastal erosion will be dealt with in the locality. The Coastal Zone Management Plan was adopted by Council in 2013 and is currently awaiting certification by the Minister for Planning.

Following on from this work, Council has prepared a suite of draft coastal hazard planning control documents (Planning Policy, Planning Proposal incorporating a new coastal hazard clause to the Coffs Harbour Local Environmental Plan 2013, as well as amendments to the Coffs Harbour Development Control Plan 2015) as recommended by the CZMP. The draft planning control documents were placed on public display in early 2015. No decision has been made by Council yet on moving forward with the draft planning control documents in light of the 111 public submissions received by Council in response to the public exhibition.

2. General Comments

Coffs Harbour City Council acknowledges the issues associated with coastal hazard management and welcomes the opportunity to respond to the proposed coastal reforms. Council commends the initiative of the NSW Government in developing the new coastal management framework to address coastal challenges and opportunities.

A modern, integrated framework that suits the unique environmental, social and economic coastal values of NSW is clearly a strong step forward and its introduction is supported by Council.

Council is encouraged that the reforms acknowledge that a disconnect exists between current coastal hazard management processes and the Integrated Planning and Reporting process. It is noted that the reforms will attempt to rectify this issue by placing a strong emphasis on implementation by requiring coastal management programs to be given effect within the local government IP&R framework. This has the potential to give weight to Council's decision-making process regarding coastal management and assessment of development.

3. Asset Maintenance

Under the current State Environmental Planning Policy (SEPP) 14 - Coastal Wetlands and SEPP 26 - Littoral Rainforests, it is very difficult for Councils to maintain infrastructure as the policies prohibit works in these areas. In particular Councils have existing storm-water systems that are located, and discharge in wetland areas.

The regular maintenance of open storm-water channels and outlets is critical to maintaining a properly functioning storm-water system. If Councils are not able to undertake this maintenance it potentially reduces the efficiency of the storm-water system, increasing drainage and flooding problems and can result in flooding of property.

Build-up of mangroves can also lead to ponding of storm-water at outlets and reduce natural flushing resulting in poor water quality. The review of the SEPPs needs to take the maintenance of the various assets that are located in these areas into account and include provisions that permit regular necessary maintenance of those assets.

4. Need to incorporate consideration of local factors and information

While the deliverables of the coastal reforms are intended for state-wide application, local factors will mean that the interplay of various aspects of coastal hazards, including sea level rise, and the diversity and uniqueness of local conditions is likely to result in quite different outcomes and risks in different places.

Coastal policies that address land use planning in the context of the potential impacts of climate change and coastal hazards should take into account:

1. the diversity of physical outcomes that may eventuate from coastal hazards in general;
2. the significant social, economic and environmental impacts that such outcomes may have on the whole local community; and
3. the importance of local research, education and actions.

While the reforms acknowledge these facts, Coffs Harbour City Council feels that it is important that the detailed science based information already acquired in the local area be given due consideration, especially in the application of the SEPP mapping. This information should be considered up front and not as part of a subsequent amendment, as indicated by the reforms.

Coffs Harbour City Council has undertaken a significant amount of work into formulating specific and appropriate risk based coastal hazard (coastal erosion and inundation) mapping and management strategies for the LGA. The work undertaken by Council in accordance with the Coastal Management Manual guidelines and with OEH funding and support should be accessed and consideration given to its inclusion when undertaking the initial SEPP mapping.

Council has detailed mapping of wetlands, littoral rainforests and coastal hazards, and strongly recommends that this information be incorporated into the proposed mapping of the different SEPP Coastal Management Areas. Council can supply the relevant map layers to the State government for inclusion in the SEPP mapping.

Further to this point, Council is interested to know whether a draft version of the 'Coastal Management SEPP' will be put on public exhibition. It is Council's preferred position that it is given the opportunity to view and potentially contribute to the content of the draft SEPP and associated maps before the SEPP is finalised.

5. Community education on coastal hazards and sea level rise

Council considers that there is a significant level of uncertainty within local government and the wider community in understanding and dealing with the implications of coastal hazards and climate change in particular. Government policy directions to this point, generally have not provided the framework for the community to make informed decisions. Further, many in the community are unsure about the issue of climate change and sea level rise and much misinformation is circulating throughout the community. A comprehensive community education and engagement program is required.

The State Government should initiate education and engagement programs to facilitate a more consistent community understanding of the proposed reforms and the accepted impacts of coastal hazards, sea level rise and climate change impacts generally. This should be undertaken through appropriate community education and capacity building programs that are guided, resourced and supported by the State Government.

6. Resourcing implications for Council when funding CMPs

Many coastal Councils have already devoted considerable resources to developing Coastal Zone Management Plans, as well as initiatives born out of those plans including development control provisions.

The coastal review documentation mentions that *“The NSW Government is reviewing how it contributes to the costs of coastal planning and management so that future funding programs are aligned with the coastal reforms. The review and any resulting changes to current funding programs will be completed in mid-2016, in line with the finalisation of the new legislation and other elements of the reforms.”*

The documentation also states that the proposed NSW Coastal Management Manual will also *“provide guidance on selecting and funding affordable management strategies through local coastal management programs (CMPs).”*

Whilst any assistance is welcomed by the often stretched budgets of local government, it is disappointing that the above-mentioned funding program review is yet to be finalized when the transition to the CMP process will require the commitment of further resources by all of the relevant coastal council areas.

7. Removal of Clause 5.5 from LEPs – implications for existing or proposed planning provisions ie. LEP and DCP controls

As mentioned in point one above, Coffs Harbour City Council has recently undertaken a lengthy process in determining strategies and planning controls for activities within an identified coastal hazard planning area. The process has demonstrated that there is a need and a role for strong planning and land use decision making tools to appropriately manage activities within these areas.

Coffs Harbour City Council considers that the reforms should provide robust and useful information on protecting both public and private property and reducing the potential risks of coastal hazards and climate change.

The reforms have proposed the removal of clause 5.5 from local environmental plans, the insertion of management objectives for each of the four coastal management areas in the proposed Coastal Management Act and the introduction of development controls for each coastal management areas in the proposed Coastal Management SEPP. This would also suggest that the introduction of additional coastal hazard specific clauses, such as the one proposed by Coffs Harbour City Council as noted in point one above would not be supported by the State Government.

Further, the absence of LEP clause(s) renders any proposed development control plan provisions as meaningless and without local context.

Therefore, given the dynamic nature of the NSW coastline and the differences experienced from one coastal location to another, Council questions whether state-wide development controls as proposed in the SEPP, especially within the "Coastal Vulnerability Areas" will provide an appropriate response to local conditions.

8. Exempt and complying development within all four Coastal Management Areas

Coffs Harbour City Council feels that the current exempt and complying development provisions should be reviewed within all four Coastal Management Areas. Consideration should be given to reviewing, and potentially applying other controls to these areas.

For example, some exempt development such as fuel tanks and gas storage or fowl or poultry houses may not be appropriate in coastal wetlands or in the catchments of sensitive coastal lakes or lagoons.

9. Support for comprehensive risk management strategies

Coffs Harbour City Council supports the concept of a comprehensive risk management approach, whereby the risk of adverse impacts on future development is appropriately shared by all levels of government and the wider community.

While acknowledging the work undertaken at state and local level to date, the proposed reforms should continue to encourage communities to develop a comprehensive approach to risk management, through collective risk management plans that involve education, community engagement and comment; and ensure that the risks of sea level rise are shared by both government and the wider community in relation to future planning and development decisions.

The work undertaken by Coffs Harbour City Council mentioned in point one above has involved this kind of comprehensive approach to risk management.

10. Sea level rise planning benchmarks

Whilst the short-lived 2009 NSW Policy on Sea Level Rise has been criticised by many in the community, it did provide leadership and guidance from the State Government in a challenging area of local governance. Much of the criticism stemmed from misinformation and misinterpretation of data collected locally and otherwise.

The Coastal Reforms provide a modern, integrated framework that suits the unique environmental, social and economic coastal values of NSW. It is considered that a state-wide approach to sea level rise planning benchmarks (or some sort of similar mechanism) would also provide strength and substance to the framework, and should be revisited in light of the myriad of conflicting information on sea level rise circulating within the wider community.



Our future on the coast

Overview of the coastal
management reforms



A modern integrated package for better managing how we live on the coast

A framework for thriving and resilient communities living and working on a healthy coast – now and into the future

Photography: Living on the coast, Caves Beach, Lake Macquarie (Bob Clout/OEH)

A legacy for future generations...

Better managing how we live with a dynamic coastline

The NSW Government has a vision of thriving and resilient communities that live and work on a healthy coast, now and into the future.

The new coastal management framework will better equip coastal communities to respond effectively to existing and emerging coastal challenges and opportunities.

The coastal management reforms will establish the legislative and policy settings, and the practical tools, that resilient coastal communities need to:

- protect and enhance the natural values of the coast
- ensure ongoing public access, use and enjoyment of our beaches and coastal foreshores
- support coastal communities to increase their resilience to existing and emerging coastal hazards and threats.

The reforms will encourage coastal communities to build capacity, forge strong partnerships and shape their own future on the coast.

The NSW Government is implementing this vision through:

- a new legislative and regulatory framework to establish a contemporary approach to coastal management
- a new coastal management manual to better support council decision-making
- a toolkit for identifying and assessing coastal hazards and risks, and selecting and funding affordable coastal management programs.



Photography: Top: Erosion at Collaroy-Narabeen beach (Angus Gordon). Bottom: Erosion at Jimmys Beach (Andrew Staniland/Great Lakes Council)

This document provides an overview of the coastal management reforms and sets out how the key elements work together to achieve the government's vision.

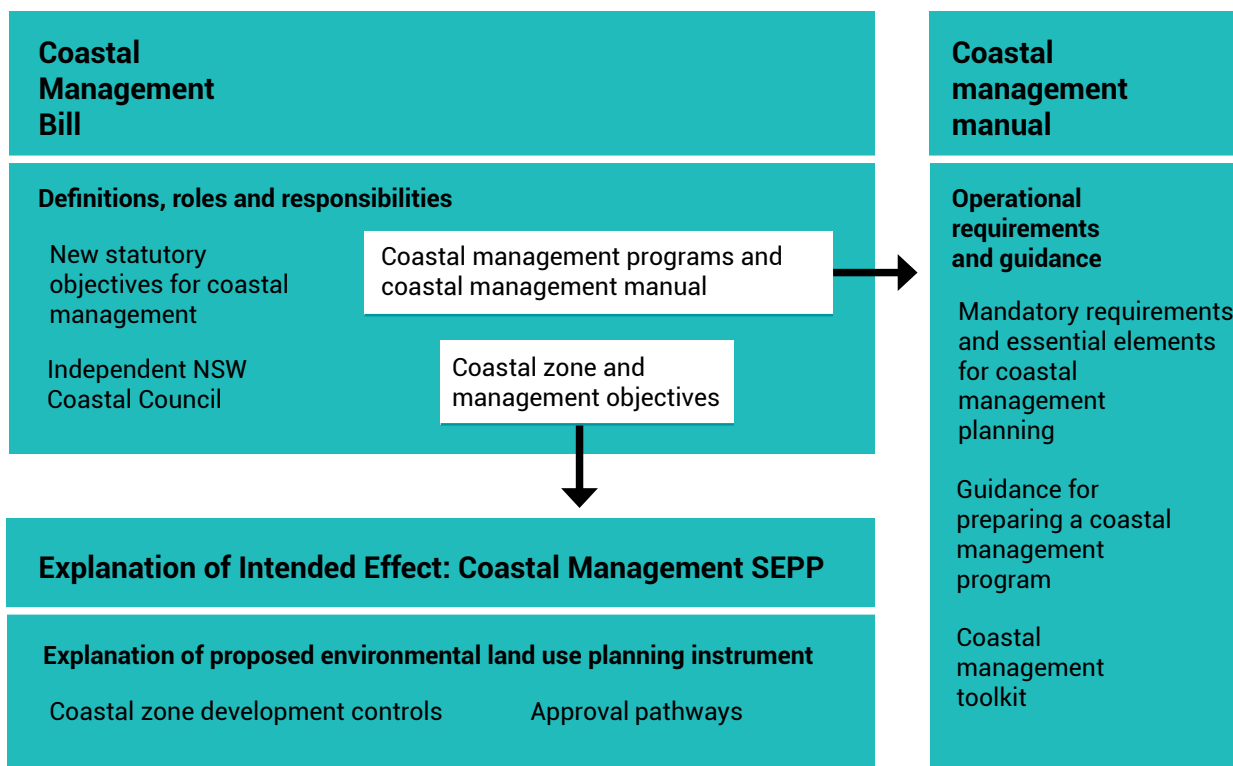


Photography: Bouddi National Park (John Spencer/OEH)

Key elements of the reforms

The elements of the reform relevant to the current consultation process are:

- a draft Coastal Management Bill
- an Explanation of Intended Effect for the proposed Coastal Management State Environmental Planning Policy (SEPP)
- key elements of a draft coastal management manual.



Have your say

The public consultation period is an important opportunity for the community to have a say on the reforms. We want to know whether we have the balance right and whether we could improve the draft framework.

The *Coastal reforms: our future on the coast* consultation page at www.haveyoursay.nsw.gov.au enables you to make a submission on the reforms, ask a question or get further information.

We are seeking your feedback on the elements of the reforms that are currently on exhibition:

- a draft Coastal Management Bill
- an Explanation of Intended Effect for the proposed Coastal Management State Environmental Planning Policy
- key elements of a draft coastal management manual.

Additional elements of the proposed new framework will be released later for public comment, including maps of the coastal zone that will form part of the SEPP and proposals concerning the effects of coastal erosion on coastal boundaries, to inform finalisation of the draft Coastal Management Bill and SEPP.



Photography: Coastal erosion monitoring,
Wollongong beach (Peter Robey/OEH)

A new Coastal Management Act

The current *Coastal Protection Act 1979* is to be replaced by a new Coastal Management Act. The new Act will enable more integrated and strategic management of coastal communities.

Importantly, it will require decisions about how to balance economic, social and environmental values when living on the coast. It will also assist councils and communities to sustainably manage current and future risks to our natural and built coastal assets.

New statutory objects for coastal management

The new Coastal Management Act will contain objects that better communicate the NSW Government's vision for coastal management. They will recognise the vital natural, social, cultural and economic values of our coastal areas and promote the principles of ecologically sustainable development in managing these values.

Importantly, the objects will recognise natural coastal processes and the locally and regionally dynamic character of the coast, and promote land use planning decisions that accommodate them.

The new statutory objects will ensure coordinated planning and management of the coast and support public participation in these activities.

The objects will also support the aims of the *Marine Estate Management Act 2014*, as the coastal zone forms part of the marine estate.

New definition of the coastal zone

The reforms move away from managing the coast as a single homogenous zone. Instead, the new Coastal Management Act will divide the coastal zone into four coastal management areas. These four areas will be defined by the unique features of different local areas.

These four areas are:

- the coastal wetlands and littoral rainforests area
- the coastal vulnerability area
- the coastal environment area and
- the coastal use area.

As well as being defined in the new Act, the four areas will be mapped as part of a new Coastal Management State Environmental Planning Policy. The legislation will establish clear, outcome-orientated management objectives for each area to ensure councils apply appropriate management tools and development controls.

Coastal management planning and the Integrated Planning and Reporting framework

The new Coastal Management Act will establish requirements for the preparation of coastal management programs (CMPs). Over time, CMPs will replace current coastal zone management plans.

CMPs will give effect to the management objectives for the four coastal management areas.

Current coastal zone management plans may be developed separately from a council's main community, financial and asset-management planning processes. The reforms will ensure that coastal management planning both informs, and is informed by, the planning that councils already invest in for their mainstream asset management and community service delivery functions.

The new coastal management programs will have a strong emphasis on implementation. The new Act will ensure this by requiring coastal management programs to be given effect within the local government Integrated Planning and Reporting (IP&R) framework. This will include performance auditing powers to ensure that programs are appropriately implemented.

In developing a CMP, appropriate consultation will be required. Importantly, the Act will recognise that sand and other sediment moves on a scale larger than local government boundaries (within areas known as sediment compartments). Consultation should also be at the scale of these sediment compartments so that coastal management activities can take into account strategic issues on a regional scale.

The IP&R framework is established under Chapter 13 of the *Local Government Act 1993*, and is the main mechanism by which councils comprehensively plan for, and report on, their asset management and service delivery responsibilities within a local government area.

This means that coastal management programs and identified coastal management activities are aligned with broader community strategic plans, reflect community priorities, and are feasible, financially viable and able to be resourced.

It will also be important to ensure that councils, and other public authorities with a role in the coastal zone, collaborate to ensure that actions at all levels reflect the objects of the new Act and are compatible with the long-term strategy for the coast.

Essentially, all public authorities will be required to have regard to relevant coastal management programs when carrying out their functions such as coastal planning, management, and undertaking infrastructure and other works in coastal areas.



Photography: Coffs Creek Solitary Islands Coastal Walk (Rob Cleary, Seen Australia/OEH)



An independent NSW Coastal Council

A new independent NSW Coastal Council will replace the statutory NSW Coastal Panel, as well as the NSW Coastal Expert Panel that was established to provide advice on the current reforms.

The NSW Coastal Council's role will be to provide independent advice to the Minister for Planning on coastal planning and management issues.

The NSW Coastal Council may provide advice to the Minister when granting Ministerial certification of a coastal management program, and may commission technical advice on matters of strategic importance.

The NSW Coastal Council will also be able to conduct, at the Minister's direction, performance audits of a local council's implementation of its coastal management program. Performance audits will enable the NSW Government to determine whether CMPs are being effectively implemented, and to identify opportunities for local council capacity building.

Regulating coastal protection works

The new Coastal Management Act will bring across existing provisions in the *Coastal Protection Act 1979* designed to protect beaches and headlands from the impacts of inappropriate coastal protection works. The new Act will require councils and other consent authorities to be satisfied that proposed coastal protection works do not unreasonably limit public access to or use of beaches and headlands, or pose a threat to public safety.

The *Environmental Planning and Assessment Act 1979* will also be amended to allow consent authorities to condition approvals for coastal protection works to require the payment of costs for rectifying potential damage caused by the coastal protection works to other property.

These provisions are in addition to other planning and development controls that will be applied in the coastal zone via the Coastal Management State Environmental Planning Policy.

Integrated compliance and enforcement

To reduce regulatory overlap, enforcement of the new legislative arrangements will be delivered through amendments to the *Environmental Planning and Assessment Act 1979*.

These new arrangements will be essential to the success of the reforms and will, for example, ensure that unauthorised works do not create legacy issues for our beaches.

This is consistent with integrating coastal management into the legal framework for land-use planning.

Coastal erosion emergency action plans and emergency coastal works

Current requirements for emergency action sub-plans will be retained. However, provisions for temporary coastal protection works will be repealed and 'coastal erosion emergency action sub-plans' will focus on the roles and responsibilities of public authorities.

Councils with land or assets within mapped 'coastal vulnerability areas' will be required to outline the emergency actions they will carry out immediately before, during or after periods of beach erosion.

A new Coastal Management State Environmental Planning Policy

In order to effectively integrate coastal considerations into land-use planning, the new Coastal Management Act will be supported by a redesigned package of land-use planning instruments, including the following:

- a new Coastal Management State Environmental Planning Policy (SEPP)
- a Coastal Management s.117 Planning Direction relating to plan making
- non-statutory planning instruments, such as regional growth and infrastructure plans and Coastal Design Guidelines.

Coastal Management State Environmental Planning Policy

The proposed Coastal Management SEPP will form part of the broader land-use planning framework in NSW. It will be a key environmental planning instrument for land-use planning in the coastal zone, and will deliver the statutory management objectives for each of the four coastal management areas that make up the coastal zone (and which are set out in the proposed Coastal Management Act).

The four coastal management areas will be mapped under the Coastal Management SEPP and published in a digital format that will be accessible via the Department of Planning and Environment's website. The area covered by these maps may be refined over time.

The aim of the proposed Coastal Management SEPP will be to maintain and enhance the relevant provisions that currently apply in the three key State Environmental Planning Policies which relate specifically to coastal matters:

- *State Environmental Planning Policy No 14 – Coastal Wetlands (SEPP 14)*
- *State Environmental Planning Policy No 26 – Littoral Rainforests (SEPP 26)*
- *State Environmental Planning Policy No 71 – Coastal Protection (SEPP 71).*

Consolidation and updating of existing coastal SEPPs into the new Coastal Management SEPP will mean that existing provisions in clause 5.5 of the Standard Instrument, and the guidance provided by the NSW Coastal Policy and Coastal Design Guidelines, will also be reflected in the controls and matters for consideration proposed in the single consolidated Coastal Management SEPP, and related planning instruments.

In addition, provisions in the *State Environmental Planning Policy (Infrastructure) 2007* relating to proposals for coastal protection works will be replaced by provisions in the new SEPP.

The SEPP will specify the development controls that will apply to particular forms of development within each coastal management area. The controls will be tailored to the needs of the relevant coastal management area.

Once the new Coastal Management SEPP is made, the current instruments will be revoked.

A modern coastal management manual

The coastal management manual (the manual) will be an invaluable resource for coastal communities as they plan for their future on the coast. The manual will support coastal communities to develop integrated coastal management programs (CMPs) that are feasible, technically viable and affordable.

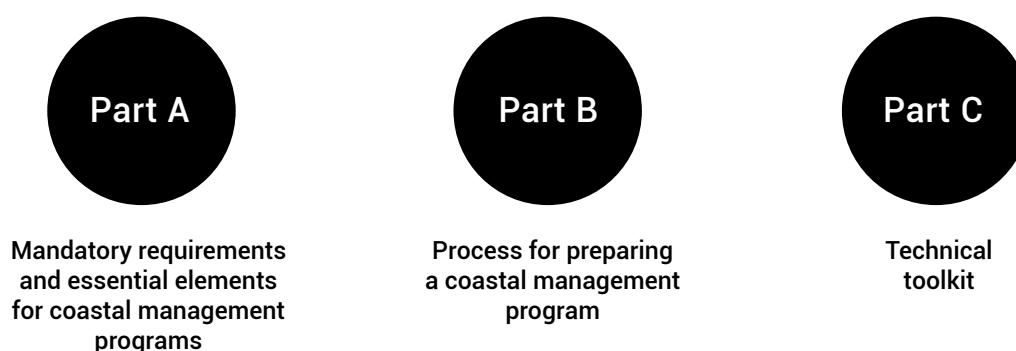
It will provide clear instructions and step-by-step guidance for councils to meet the requirements of the new Coastal Management Act. Compliance with the manual will ensure that councils fulfil their good faith obligations under the *Local Government Act 1993*.

The manual will build on existing guidelines and fill critical gaps that councils have identified. The process outlined in the manual will enhance what many councils are already doing in coastal management and planning.

A new coastal management manual to better support council planning and decision making

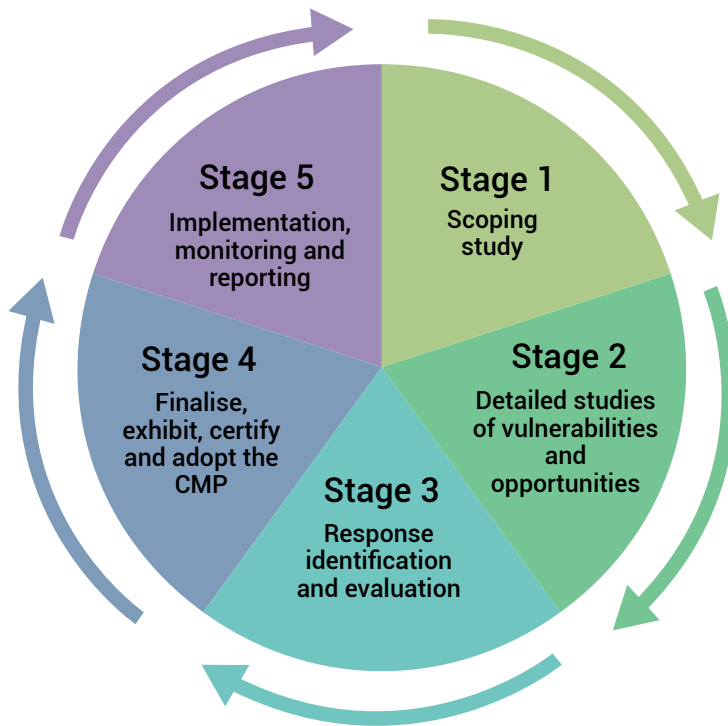
The manual will establish a consistent and transparent process for understanding and assessing coastal issues. It will provide instruction and guidance for the preparation of coastal management programs. At its core, the manual will promote collaboration and consultation to ensure that management programs are developed by the community, for the community.

The coastal management manual will be divided into three main parts.



Part A outlines the mandatory requirements proposed in the draft Coastal Management Bill, and the essential elements councils are required to follow.

Part B will describe in detail the steps councils will go through in developing a coastal management program. The process will comprise five stages and the guidance will allow for a degree of flexibility in the staged planning process.



Stages in developing a coastal management program

The manual will incorporate a flexible process to recognise and 'fast-track' those councils with well-developed coastal management strategies, policies, and practices.

Part C, the technical toolkit will be a web-based collection of resources containing detailed technical advice on topics including:

- coastal processes and estuary health
- hazard and risk assessment
- methods for evaluating management actions, including cost-benefit analysis
- advice on community engagement.



Photography: Surfing at Goolawah National Park (John Spencer/OEH)

Preparing coastal management programs

The new Coastal Management Act will require that councils preparing a CMP use the manual to identify:

- existing and potential risks from coastal hazards
- actions for managing or reducing these risks in an integrated and strategic manner
- the costs of proposed actions and proposed cost-sharing arrangements

Councils will be required to consult with their local community, as well as relevant public authorities and adjacent coastal councils, throughout these various decision-making steps.

The Office of Environment and Heritage has worked with more than 200 coastal management practitioners from local councils to inform the development of the manual, to ensure it is practical and fit for purpose.

The manual will provide the highest priority elements identified in consultation with councils over the last year. Further tools will be included in the final manual and as additional versions are prepared. The new Act will provide the Minister with the power to update the manual as needed to ensure new evidence and information can be included to support best practice.

Improved technical advice to identify and assess coastal hazards and risks

The manual and related technical information will provide coastal communities with the best available scientific information about coastal processes and the potential impacts of climate change on coastal areas, including changes in sea levels, severe weather events and flooding.

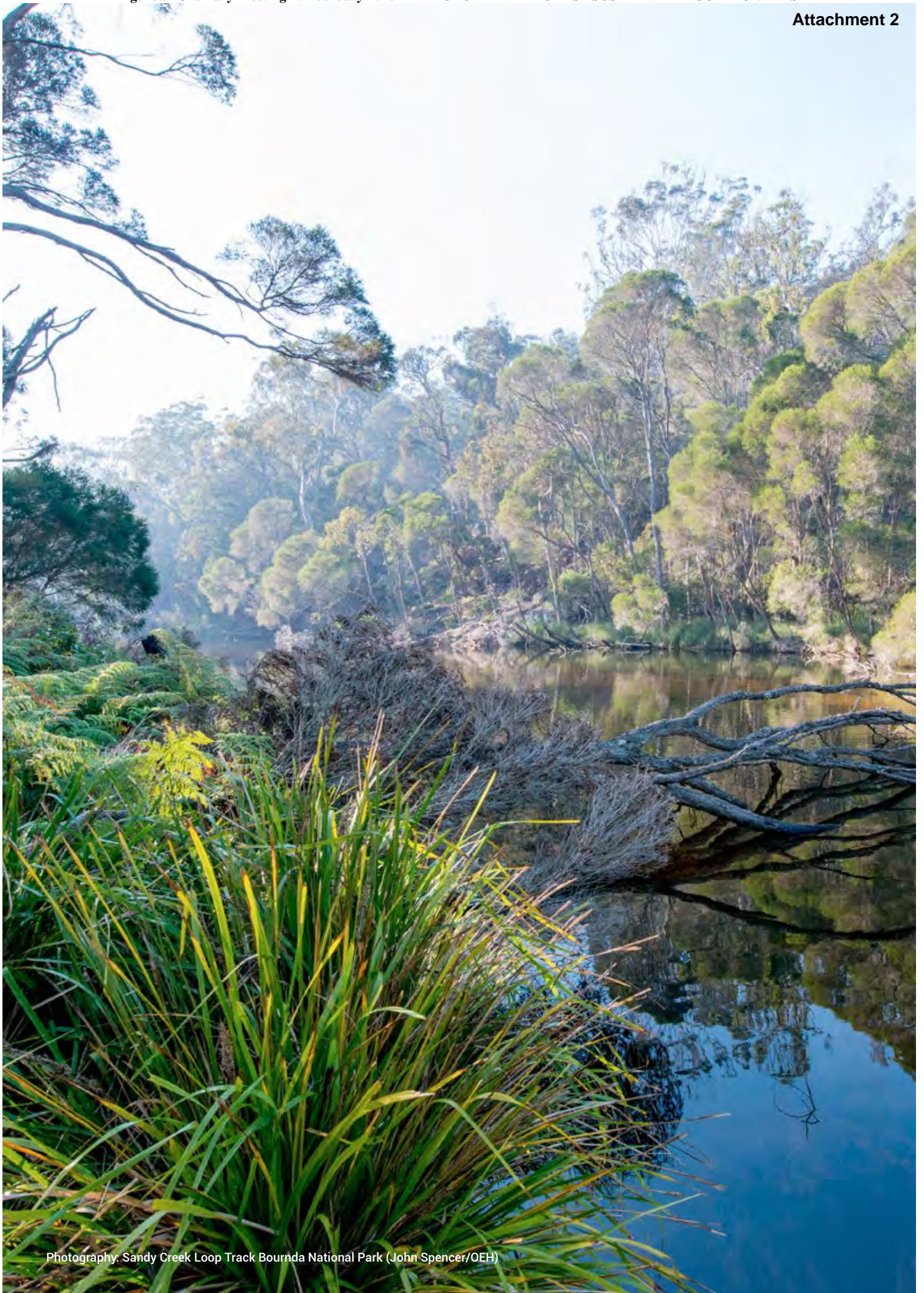
In addition to assisting councils with preparing CMPs, this information can be used by other public authorities in their preparation of plans of management for national parks, reserves and other Crown land, and when undertaking coastal protection works and related coastal management activities.

Funding affordable coastal management programs

The manual will include a toolkit for selecting and funding affordable coastal management programs.

The toolkit will include guidance on how to conduct analysis to clarify the costs and benefits of the management responses being considered. This information will enable councils and their communities to select effective and affordable management options and fair cost-sharing arrangements that deliver net benefits to the community.

The NSW Government is reviewing how it contributes to the costs of coastal planning and management so that future funding programs are aligned with the coastal reforms. The review and any resulting changes to current funding programs will be completed in mid-2016, in line with the finalisation of the new legislation and other elements of the reforms.



Photography: Sandy Creek Loop Track Bournda National Park (John Spencer/OEH)

Front and back cover photography: Jervis Bay (Michael Van Ewijk/OEH)

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NEW SOUTH WALES
DRAFT GOVERNMENT BILL

Coastal Management Bill 2015

Explanatory note

Overview of Bill

The object of this Bill is to provide for the integrated management of the coastal environment of New South Wales consistent with the principles of ecologically sustainable development for the social, cultural and economic well-being of the people of the State.

The Bill consequently repeals the *Coastal Protection Act 1979* and the *Coastal Protection Regulation 2011*.

Outline of provisions

Part 1 Preliminary

Clause 1 sets out the name (also called the short title) of the proposed Act.

Clause 2 provides for the commencement of the proposed Act on a day or days to be appointed by proclamation.

Clause 3 states the objects of the proposed Act.

Clause 4 defines certain words and expressions used in the proposed Act.

Part 2 Coastal zone and management objectives for coastal management areas

Clause 5 provides that the coastal zone means the area of land comprised of a number of coastal management areas, being:

- (a) the coastal wetlands and littoral rainforests area, and

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- (b) the coastal vulnerability area, and
- (c) the coastal environment area, and
- (d) the coastal use area.

Clause 6 defines the coastal wetlands and littoral rainforests area, being the land identified by a State environmental planning policy to be the coastal wetlands and littoral rainforests area, being land which displays the hydrological and floristic characteristics of coastal wetlands or littoral rainforests and land adjoining those features, and sets out the management objectives for the area.

Clause 7 defines the coastal vulnerability area, being the land identified by a State environmental planning policy to be the coastal vulnerability area, being land subject to coastal hazards, and sets out the management objectives for the area.

Clause 8 defines the coastal environment area, being the land identified by a State environmental planning policy to be the coastal environment area, being land containing coastal features such as the coastal waters of the State, estuaries, coastal lakes, coastal lagoons and land adjoining those features, including headlands and rock platforms, and sets out the management objectives for the area.

Clause 9 defines the coastal use area, being the land identified by a State environmental planning policy to be the coastal use area, being land adjacent to coastal waters, estuaries, coastal lakes and lagoons where development is or may be carried out (at present or in the future), and sets out the management objectives for the area.

Clause 10 contains provisions relating to identification of coastal management areas including requiring environmental planning instruments under the *Environmental Planning and Assessment Act 1979* that identify a coastal management area (or part of such an area) not be made except on the recommendation of the Minister administering the proposed Act (*the Minister*) and dealing with situations where the same parcel of land is shown by such environmental planning instruments to be within different coastal management areas.

Part 3 Coastal management programs and coastal management manual

Division 1 Application of Part

Clause 11 provides that the proposed Part applies to:

- (a) a local council whose local government area, or part of whose local government area, is included within the coastal zone, and
- (b) any other public authority that exercises functions in connection with the coastal zone.

Division 2 Coastal management programs

Clause 12 sets out the purpose of coastal management programs, being to set the long-term strategy for the co-ordinated management of land within the coastal zone with a focus on achieving the objects of this Act.

Clause 13 provides that a local council may, and must, if directed to do so by the Minister, prepare a coastal management program in accordance with this Part. A coastal management program may be made in relation to the whole, or any part, of the area included within the coastal zone.

Clause 14 deals with the preparation of coastal management programs. A local council is to prepare a coastal management program in accordance with the coastal management manual (see below). In preparing a coastal management program, a local council must:

- (a) consider and promote the objects of the proposed Act, and
- (b) give effect to the management objectives for the coastal management areas covered by the program, and

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- (c) consider the State and regional policies and plans prescribed by the regulations for the purposes of this proposed section.

The Minister may also direct a local council in its preparation of a coastal management program. Such a direction prevails to the extent of any inconsistency between it and the coastal management manual.

Clause 15 sets out matters to be dealt with in coastal management programs. A coastal management program must:

- (a) identify the coastal management issues affecting the areas to which the program is to apply, which in a coastal vulnerability area must include existing and potential risks to development and human life associated with coastal hazards, and
- (b) identify the actions required to address those coastal management issues in an integrated and strategic manner, which in a coastal vulnerability area must include actions for avoiding, managing or reducing risks from coastal hazards, and
- (c) identify how and when those actions are to be implemented, including those to be implemented by local councils under Chapter 13 of the *Local Government Act 1993*, those to be implemented under environmental planning instruments and development control plans under the *Environmental Planning and Assessment Act 1979* and those to be implemented by public authorities (other than the local council), and
- (d) identify the costs of those actions and proposed cost-sharing arrangements and other viable funding mechanisms for those actions to ensure the delivery of those actions is consistent with the timing for their implementation under the coastal management program, and
- (e) if the local council has land identified as a coastal vulnerability area within its local government area and beach erosion is occurring on that land, a coastal erosion emergency action subplan for the area.

Clause 16 contains provisions dealing with the consultation that must be undertaken before a coastal management program is adopted.

Clause 17 provides for the certification and adoption of coastal management programs. A local council may, after the Minister has certified that a draft coastal management program has been prepared in accordance with the requirements of the proposed Part and the coastal management manual, adopt the coastal management program and publish it in the Gazette. A coastal management program takes effect on the date on which it is published in the Gazette or, if a later date is specified in the plan for its commencement, on the later date so specified.

Clause 18 deals with the review, amendment and replacement of coastal management programs.

Clause 19 provides that a copy of a coastal management program must be available for inspection by the public without charge at the office of the local council during ordinary office hours. A copy of a coastal management program must also be available for public inspection on the website of the local council within 7 days of its publication in the Gazette.

Clause 20 provides that the Minister may prepare and adopt a coastal management program for a local council if:

- (a) the local council has failed to comply with a direction under the proposed Part, or
- (b) the Minister has refused to certify the local council's draft coastal management program under proposed section 17.

The proposed section contains other provisions dealing with the preparation and adoption of such coastal management programs, including requiring the Minister to seek the advice of the NSW Coastal Council in carrying out this function.

Division 3 Coastal management manual

Clause 21 provides that the Minister is to publish a coastal management manual (*coastal management manual*) for the purposes of this proposed Act. The manual is to impose mandatory

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requirements and provide guidance in connection with the preparation, development, adoption, amendment, and review of, and the contents of, coastal management programs.

In particular, the manual is to include the following:

- (a) information to assist local councils addressing the requirements for the preparation of coastal management programs,
- (b) a risk management process that local councils are to follow when preparing their coastal management programs, including a process of identifying and assessing risks to environmental, social and economic values and benefits and evaluating and selecting management actions to address those risks,
- (c) technical information and guidance on matters such as hazard mapping, ecological health, cost benefit analysis and implementation and funding tools to support local councils in undertaking that process,
- (d) requirements relating to the consultation that must be undertaken in connection with the preparation, development or review of coastal management programs,
- (e) information on the preparation of coastal erosion emergency action subplans,
- (f) information on the role of the Minister, public authorities and the NSW Coastal Council in relation to the preparation, development and review of coastal management programs,
- (g) guidance regarding the local council's integration of its coastal management program with its integrated planning and reporting framework obligations under the *Local Government Act 1993*.

Division 4 Obligations of local councils and other public authorities

Clause 22 deals with the implementation of coastal management programs.

A local council is to give effect to its coastal management program and, in doing so, have regard to the objects of this proposed Act in the exercise of its functions and, in particular, its functions relating to:

- (a) the preparation, development and review of, and the contents of, the plans, strategies, programs and reports to which Part 2 of Chapter 13 of the *Local Government Act 1993* applies, and
- (b) the preparation of planning proposals and development control plans under the *Environmental Planning and Assessment Act 1979*.

Clause 23 requires other public authorities (other than local councils) to have regard to coastal management programs to the extent that those programs are relevant to the exercise of their functions. In particular, those public authorities are to have regard to relevant coastal management programs and the coastal management manual in the preparation, development and review of, and the contents of, any plans of management that those public authorities are required to produce and, in doing so, are to have regard to the objects of the Act.

Part 4 NSW Coastal Council

Clause 24 provides for the establishment of a NSW Coastal Council. The NSW Coastal Council is to consist of at least 3 and not more than 7 members appointed by the Minister. The provision deals with the appointment of members to the Council. **Schedule 2** deals with the constitution and procedure of the NSW Coastal Council.

Clause 25 sets out the functions of NSW Coastal Council, including:

- (a) to provide advice to the Minister on any matter referred to the Council by the Minister relating to the following:
 - (i) the Minister's functions under this Act,
 - (ii) the compliance by local councils with management objectives and the coastal management manual in preparing and reviewing coastal management programs,

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- (iii) performance audits of local councils' coastal management programs, and
- (b) at the request of the Minister, to provide advice to another public authority on any matter referred to the Council by the Minister relating to coastal management issues, and
- (c) any other function conferred or imposed on it by or under this proposed Act.

Clause 26 provides that the NSW Coastal Council, at the request of the Minister, is to conduct a performance audit of the implementation of a coastal management program of a local council. The purpose of the performance audit is:

- (a) to determine whether a local council is effectively implementing its coastal management program, and
- (b) to identify opportunities for local council capacity building.

Part 5 Miscellaneous

Clause 27 provides that development consent must not be granted under the *Environmental Planning and Assessment Act 1979* to development for the purpose of coastal protection works, unless the consent authority is satisfied that the works will not, over the life of the works:

- (a) unreasonably limit or be likely to unreasonably limit public access to or the use of a beach or headland, or
- (b) pose or be likely to pose a threat to public safety.

The proposed section is substantially the same as section 55M (1) of the *Coastal Protection Act 1979* (which is to be repealed by this proposed Act).

Clause 28 deals with the modification of the common law doctrine of erosion and accretion in the same manner as section 55N of the *Coastal Protection Act 1979* (which is to be repealed by this proposed Act).

Clause 29 protects the exercise of certain functions by local councils and other public authorities from legal invalidity and clarifies that this Act does not require or authorise action that is inconsistent with any statutory or other legal obligation of the authority.

Clause 30 deals with failures by local councils to comply with Ministerial directions under proposed sections 13 (1) and 14 (2).

Clause 31 enables the Governor to make regulations for the purposes of the proposed Act.

Clause 32 enables the Minister to delegate the exercise of any function of the Minister under this proposed Act (other than this power of delegation) to certain persons or bodies.

Clause 33 provides for the review of the proposed Act in 5 years.

Clause 34 provides that the proposed Act binds the Crown.

Clause 35 repeals the *Coastal Protection Act 1979* and the *Coastal Protection Regulation 2011*.

Schedule 1 Local government areas and coastal sediment compartments

Schedule 1 contains a table of local government areas and coastal sediment compartments for the purposes of the proposed section regarding consultation.

Schedule 2 Constitution and procedure of NSW Coastal Council

Schedule 2 contains provisions relating to the constitution and procedure of the NSW Coastal Council.

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Schedule 3 Savings, transitional and other provisions

Schedule 3 contains savings, transitional and other provisions consequent on the enactment of the proposed Act.

Schedule 4 Amendment of Acts and instruments

Schedule 4 makes consequential amendments to the Acts and instruments specified in the Schedule.

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NEW SOUTH WALES
DRAFT GOVERNMENT BILL

Coastal Management Bill 2015

No. , 2015

A Bill for

An Act to make provision for the ecologically sustainable management, use and occupation of the New South Wales coast; and for related purposes.

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Coastal Management Bill 2015 [NSW]
Part 1 Preliminary

The Legislature of New South Wales enacts:

Part 1 Preliminary

1 Name of Act

This Act is the *Coastal Management Act 2015*.

2 Commencement

This Act commences on a day or days to be appointed by proclamation.

3 Objects of this Act

The objects of this Act are to manage the coastal environment of New South Wales consistent with the principles of ecologically sustainable development for the social, cultural and economic well-being of the people of the State, and in particular:

- (a) to protect and enhance natural coastal processes and coastal environmental values including natural character, scenic value, biological diversity and ecosystem integrity and resilience, and
- (b) to support the social and cultural values of the coast and maintain public access, amenity and use, and
- (c) to acknowledge Aboriginal peoples' spiritual, social, customary and economic use of the coastal zone, and
- (d) to recognise the coast as a vital economic zone and support sustainable coastal economies, and
- (e) to facilitate appropriate coastal development and land use planning decision-making, and
- (f) to mitigate current and future risks from coastal hazards, taking into account the effects of climate change, and
- (g) to recognise that the local and regional scale effects of coastal processes, and the inherently ambulatory and dynamic nature of the shoreline, may result in the loss of coastal land to the sea (including estuaries and other arms of the sea), and to manage coastal use and development accordingly, and
- (h) to promote integrated and co-ordinated coastal planning, management and reporting, and
- (i) to encourage and promote plans and strategies to improve the resilience of coastal assets to the impacts of an uncertain climate future including impacts of extreme storm events, and
- (j) to ensure coordination of the policies and activities of government and public authorities relating to the coastal region and to facilitate the proper integration of their management activities, and
- (k) to support public participation in coastal management and planning and greater public awareness, education and understanding of coastal processes and management actions, and
- (l) to support the objects of the *Marine Estate Management Act 2014*.

4 Definitions

- (1) In this Act:

beach means coastal land that is generally composed of sand or similar sediment and that is limited to a range defined as submerged land to 40m depth seaward of the mean high water mark on the open coast and 10m depth seaward of the mean high

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water mark in estuaries, and extends to the landward extent of a beach fluctuation zone.

beach fluctuation zone means the range of locations a beach profile occupies from its fully accreted to its fully eroded condition.

coastal erosion emergency action subplan means a part of a coastal management program as referred to in section 15 (3).

coastal hazard means the following:

- (a) beach erosion,
- (b) shoreline recession,
- (c) coastal lake or watercourse entrance instability,
- (d) coastal inundation,
- (e) coastal cliff or slope instability,
- (f) tidal inundation,
- (g) erosion of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters.

coastal management area means an area of the coastal zone identified in Part 2.

coastal management manual—see section 21.

coastal management program means a coastal management program prepared and adopted under Part 3.

coastal protection works means:

- (a) beach nourishment activities or works, and
- (b) activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters, including (but not limited to) seawalls, revetments and groynes.

coastal sediment compartment means an area of the coast defined by its sediment flows and landforms.

coastal zone—see section 5.

Department means the Department of Planning and Environment.

ecologically sustainable development has the same meaning as in section 6 (2) of the *Protection of the Environment Administration Act 1991*.

essential infrastructure includes infrastructure for the following purposes:

- (a) electricity generation, transmission and distribution,
- (b) telecommunications,
- (c) rail,
- (d) roads
- (e) gas,
- (f) sewerage or water reticulation systems,
- (g) ports, shipping and harbours.

estuary means any part of a river, lake, lagoon or coastal creek whose level is periodically or intermittently affected by coastal tides, up to the highest astronomical tide.

foreshore means the land between the mean high water mark and the mean low water mark in tidal waters.

function includes a power, authority or duty, and **exercise** a function includes perform a duty.

management objectives, for a coastal management area, are the management objectives for the area set out under Part 2.

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Part 1 Preliminary

NSW Coastal Council means the NSW Coastal Council established under Part 4.

public authority means a Minister of the Crown of the State, a department or instrumentality of the State, a local council and any other public or local authority constituted by or under any Act, and includes any prescribed body.

- (2) Notes included in this Act do not form part of this Act.

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Coastal Management Bill 2015 [NSW]

Part 2 Coastal zone and management objectives for coastal management areas

Part 2 Coastal zone and management objectives for coastal management areas

5 Coastal zone

In this Act, the *coastal zone* means the area of land comprised of the following coastal management areas:

- (a) the coastal wetlands and littoral rainforests area,
- (b) the coastal vulnerability area,
- (c) the coastal environment area,
- (d) the coastal use area.

6 Coastal wetlands and littoral rainforests area

- (1) The *coastal wetlands and littoral rainforests area* means the land identified by a State environmental planning policy to be the coastal wetlands and littoral rainforests area for the purposes of this Act, being land which displays the hydrological and floristic characteristics of coastal wetlands or littoral rainforests and land adjoining those features.
- (2) The management objectives for the coastal wetlands and littoral rainforests area are as follows:
 - (a) to protect coastal wetlands and littoral rainforests in their natural state, including their biological diversity and ecosystem integrity,
 - (b) to promote the rehabilitation and restoration of degraded coastal wetlands and littoral rainforests,
 - (c) to improve the resilience of coastal wetlands and littoral rainforests to the impacts of climate change, including opportunities for migration,
 - (d) to support the social and cultural values of coastal wetlands and littoral rainforests,
 - (e) to promote the objectives of State policies and programs for wetlands or littoral rainforest management.

7 Coastal vulnerability area

- (1) The *coastal vulnerability area* means the land identified by a State environmental planning policy to be the coastal vulnerability area for the purposes of this Act, being land subject to coastal hazards.
- (2) The management objectives for the coastal vulnerability area are as follows:
 - (a) to ensure public safety and prevent risks to human life,
 - (b) to mitigate current and future risk from coastal hazards by taking into account the effects of coastal processes and climate change,
 - (c) to maintain the presence of beaches and foreshores,
 - (d) to maintain public access, amenity and use of beaches and foreshores,
 - (e) to encourage land use that reduces exposure to risks from coastal hazards, including through siting, design, construction and operation decisions,
 - (f) to adopt coastal management strategies that reduce exposure to coastal hazards,
 - (i) in the first instance and wherever possible, by restoring or enhancing natural defences including coastal dunes, vegetation and wetlands, and

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Coastal Management Bill 2015 [NSW]

Part 2 Coastal zone and management objectives for coastal management areas

- (ii) if that is not sufficient, by taking other action to reduce exposure to those coastal hazards,
- (g) if taking that other action to reduce exposure to coastal hazards:
 - (i) to avoid significant degradation of or disruption to biological diversity and ecosystem integrity, and
 - (ii) to avoid significant degradation of or disruption to ecological, biophysical, geological and geomorphological coastal processes, and
 - (iii) to avoid significant degradation of or disruption to beach and coastal foreshore amenity and social and cultural values, and
 - (iv) to avoid adverse impacts on adjoining land, resources or assets, and
 - (v) to provide for the restoration of a beach, or land adjacent to the beach, if any increased erosion of the beach or adjacent land is caused by actions to reduce exposure to coastal hazards,
- (h) to prioritise actions that support the continued functionality of essential infrastructure during and immediately after a coastal hazard emergency,
- (i) to improve the resilience of coastal development and communities by improving adaptive capacity and reducing reliance on emergency responses.

8 Coastal environment area

- (1) The *coastal environment area* means the land identified by a State environmental planning policy to be the coastal environment area for the purposes of this Act, being land containing coastal features such as the coastal waters of the State, estuaries, coastal lakes, coastal lagoons and land adjoining those features, including headlands and rock platforms.
- (2) The management objectives for the coastal environment area are as follows:
 - (a) to protect and enhance the coastal environmental values and natural processes of coastal waters, estuaries, coastal lakes and coastal lagoons, and enhance natural character, scenic value, biological diversity and ecosystem integrity,
 - (b) to reduce threats to and improve the resilience of coastal waters, estuaries, coastal lakes and coastal lagoons, including in response to climate change,
 - (c) to maintain and improve water quality and estuary health,
 - (d) to support the social and cultural values of coastal waters, estuaries, coastal lakes and coastal lagoons,
 - (e) to maintain the presence of beaches and foreshores,
 - (f) to maintain public access, amenity and use of beaches, foreshores, headlands and rock platforms.

9 Coastal use area

- (1) The *coastal use area* means the land identified by a State environmental planning policy to be the coastal use area for the purposes of this Act, being land adjacent to coastal waters, estuaries, coastal lakes and lagoons where development is or may be carried out (at present or in the future).
- (2) The management objectives for the coastal use area are as follows:
 - (a) to protect and enhance the scenic, social and cultural values of the coast by ensuring that:
 - (i) the type, bulk, scale and size of development is appropriate for the location and natural scenic quality of the coast, and
 - (ii) adverse impacts of development on cultural and built environment heritage are avoided or mitigated, and

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Part 2 Coastal zone and management objectives for coastal management areas

- (iii) urban design, including water sensitive urban design, is supported and incorporated into development activities, and
 - (iv) adequate public open space is provided, including for recreational activities and associated infrastructure,
- (b) to accommodate both urbanised and natural stretches of coastline.

10 Matters relating to identification of coastal management areas

(1) **LEPs may amend SEPPs to identify coastal management areas**

For the avoidance of doubt, a local environmental plan under the *Environmental Planning and Assessment Act 1979* may amend a State environmental planning policy under that Act to identify a coastal management area (or part of such an area) for the purposes of this Act.

(2) **Recommendation of Minister required**

A provision of an environmental planning instrument under the *Environmental Planning and Assessment Act 1979* that identifies a coastal management area (or part of such an area) for the purposes of this Act must not be made without the recommendation of the Minister administering this Act.

(3) **Hierarchy of management objectives if overlapping**

A single parcel of land may be identified by a State environmental planning policy as being within different coastal management areas. However, in such a case, if the management objectives of the areas are inconsistent, the management objectives of the highest of the following coastal management areas (set out highest to lowest) prevails to the extent of the inconsistency:

- (a) the coastal wetlands and littoral rainforests area,
- (b) the coastal vulnerability area,
- (c) the coastal environment area,
- (d) the coastal use area.

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Part 3 Coastal management programs and manual

Part 3 Coastal management programs and manual

Division 1 Application of Part

11 Part applies to local councils with land within coastal zone

This Part applies to:

- (a) a local council whose local government area, or part of whose local government area, is included within the coastal zone, and
- (b) any other public authority that exercises functions in connection with the coastal zone.

Division 2 Coastal management programs

12 Purpose of coastal management programs

The purpose of a coastal management program is to set the long-term strategy for the co-ordinated management of land within the coastal zone with a focus on achieving the objects of this Act.

13 Requirement for coastal management programs

- (1) A local council may, and must, if directed to do so by the Minister, prepare a coastal management program in accordance with this Part.
Note. See sections 20 and 30 regarding a failure of the local council to comply with a direction of the Minister.
- (2) A coastal management program may be made in relation to the whole, or any part, of the area included within the coastal zone.
- (3) A direction under this section may specify the time within which the direction must be complied with.

14 Preparation of coastal management program

- (1) A local council is to prepare a coastal management program in accordance with the coastal management manual.
- (2) The Minister may, by notice in writing given to a local council, direct the local council in its preparation of a coastal management program. A direction under this subsection prevails to the extent of any inconsistency between it and the coastal management manual.
Note. See sections 20 and 30 regarding a failure of the local council to comply with a direction of the Minister.
- (3) In preparing a coastal management program, a local council must:
 - (a) consider and promote the objects of this Act, and
 - (b) give effect to the management objectives for the coastal management areas covered by the program, and
 - (c) consider the State and regional policies and plans prescribed by the regulations for the purposes of this section.
- (4) A direction under this section may specify the time within which the direction must be complied with.

15 Matters to be dealt with in coastal management program

- (1) A coastal management program must:

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- (a) identify the coastal management issues affecting the areas to which the program is to apply, which in a coastal vulnerability area must include existing and potential risks to development and human life associated with coastal hazards, and
 - (b) identify the actions required to address those coastal management issues in an integrated and strategic manner, which in a coastal vulnerability area must include actions for avoiding, managing or reducing risks from coastal hazards, and
 - (c) identify how and when those actions are to be implemented, including those to be implemented by local councils under Chapter 13 of the *Local Government Act 1993*, those to be implemented under environmental planning instruments and development control plans under the *Environmental Planning and Assessment Act 1979* and those to be implemented by public authorities (other than the local council), and
 - (d) identify the costs of those actions and proposed cost-sharing arrangements and other viable funding mechanisms for those actions to ensure the delivery of those actions is consistent with the timing for their implementation under the coastal management program, and
 - (e) if the local council has land identified as a coastal vulnerability area within its local government area and beach erosion is occurring on that land, a coastal erosion emergency action subplan.
- (2) A coastal management program may also include other matters as may be authorised or permitted by the coastal management manual.
- (3) A ***coastal erosion emergency action subplan*** is a plan that outlines the roles and responsibilities of all public authorities (including the local council) in response to emergencies immediately preceding or during periods of beach erosion, where the beach erosion occurs through storm activity or an extreme or irregular event, including the carrying out of works for the protection of property affected or likely to be affected by beach erosion.
- (4) A coastal management program must not include the following:
- (a) matters dealt with in any plan made under the *State Emergency and Rescue Management Act 1989* in relation to the response to emergencies,
 - (b) proposed actions or activities to be carried out by any public authority or relating to any land or other assets owned or managed by a public authority, unless the public authority has agreed to the inclusion of those proposed actions or activities in the plan.

16 Consultation

- (1) Before adopting a coastal management program, a local council must consult on the draft program with:
- (a) the community, and
 - (b) if the local council's local government area contains land within the coastal vulnerability area, any local council whose local government area contains land within the same coastal sediment compartment (as specified in Schedule 1), and
 - (c) other public authorities if the coastal management program:
 - (i) proposes actions or activities to be carried out by that public authority, or
 - (ii) proposes specific emergency actions or activities to be carried out by a public authority under the coastal erosion emergency action subplan, or

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Part 3 Coastal management programs and manual

(iii) relates to, affects or impacts on any land or assets owned or managed by that public authority.

- (2) Consultation under this section is to be undertaken in accordance with the relevant provisions of the coastal management manual.
- (3) A failure to comply with this section does not invalidate a coastal management program.
- (4) The regulations may amend Schedule 1.

17 Certification, adoption and gazettal of coastal management program

- (1) A local council may submit a draft coastal management program to the Minister for certification under this section.
- (2) The Minister may certify, or refuse to certify, that the draft coastal management program submitted to the Minister has been prepared in accordance with the requirements of this Part and the coastal management manual.
- (3) A local council may, after the coastal management program has been certified, adopt the coastal management program and publish it in the Gazette.
- (4) A coastal management program takes effect on the date on which it is published in the Gazette or, if a later date is specified in the plan for its commencement, on the later date so specified.

Note. Section 733 (2) of the *Local Government Act 1993* provides that a local council does not incur any liability in respect of:

- (a) any advice furnished in good faith by the council relating to the likelihood of any land in the coastal zone being affected by a coastline hazard (as described in the coastal management manual) or the nature or extent of any such hazard, or
- (b) anything done or omitted to be done in good faith by the council in so far as it relates to the likelihood of land being so affected.

Also, section 733 (4) (b) provides that a council is, unless the contrary is proved, taken to have acted in good faith for the purposes of this section if the advice was furnished, or the thing was done or omitted to be done in accordance with the principles and mandatory requirements set out in the coastal management manual.

18 Review, amendment and replacement of coastal management programs

- (1) A local council is to ensure that its coastal management program is reviewed at least once every 10 years. The review is to be undertaken in accordance with the coastal management manual.
- (2) A coastal management program may, at any time, be amended (in whole or in part) by another coastal management program.
- (3) A coastal management program may, at any time, be replaced by another coastal management program.
- (4) Following a review, a local council may, by notice published in the Gazette, repeal a coastal management program.

19 Availability of coastal management programs

- (1) A copy of a coastal management program must be available for inspection by the public without charge at the office of the local council during ordinary office hours.
- (2) A copy of a coastal management program must be available for public inspection on the website of the local council within 7 days of its publication in the Gazette.

20 Minister to prepare coastal management programs in certain circumstances

- (1) If:

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Part 3 Coastal management programs and manual

- (a) a local council has failed to comply with a direction under this Part, or
 - (b) the Minister has refused to certify a draft coastal management program under section 17,
- the Minister may prepare and adopt a coastal management program for the local council as if the Minister were the local council.
- (2) The provisions of this Part apply, subject to the regulations, with all necessary modifications to the Minister in the preparation and adoption of the coastal management program.
 - (3) A coastal management program certified by the Minister and adopted under this section is taken to have been adopted by the local council in accordance with this Part.
 - (4) The Minister is to seek the advice of the NSW Coastal Council in the preparation and adoption of a coastal management program under this section.
 - (5) The local council is to co-operate with the Minister in the preparation and adoption of the coastal management program.
 - (6) The Minister may, by notice in writing given to a local council, require the local council to provide it with such information or records (or both) as the notice requires in connection with the preparation and adoption of the coastal management program.
 - (7) A local council is to comply with a notice given under this section.
 - (8) The Minister may recover from the local council concerned the costs of the Minister in carrying out functions under this section as a debt in any court of competent jurisdiction.
 - (9) Nothing in this section prevents the Minister from reporting any failure by a local council to comply with a direction under section 13 (1) or 14 (2) to the Minister administering the *Local Government Act 1993* in accordance with section 30.

Division 3 Coastal management manual

21 Coastal management manual

- (1) The Minister is to publish a coastal management manual for the purposes of this Act.
- (2) The manual is to impose mandatory requirements and provide guidance in connection with the preparation, development, adoption, amendment, and review of, and the contents of, coastal management programs.
- (3) In particular (but without limiting subsection (2)), the manual is to include the following:
 - (a) information to assist local councils addressing the requirements for the preparation of coastal management programs set out in this Part,
 - (b) a risk management process that local councils are to follow when preparing their coastal management programs, including a process of identifying and assessing risks to environmental, social and economic values and benefits and evaluating and selecting management actions to address those risks,
 - (c) technical information and guidance on matters such as hazard mapping, ecological health, cost benefit analysis and implementation and funding tools to support local councils in undertaking that process,
 - (d) requirements relating to the consultation that must be undertaken in connection with the preparation, development or review of coastal management programs,
 - (e) information on the preparation of coastal erosion emergency action subplans,

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- (f) information on the role of the Minister, public authorities and the NSW Coastal Council in relation to the preparation, development and review of coastal management programs,
 - (g) guidance regarding the local council's integration of its coastal management program with its integrated planning and reporting framework obligations under the *Local Government Act 1993*.
- (4) The Minister may review and amend the manual from time to time.
 - (5) The Minister is to ensure that the manual (and any amendment of the manual) is published in the Gazette.
 - (6) A copy of the manual must be available for public inspection without charge:
 - (a) on the websites of the Department and of the Office of Environment and Heritage, and
 - (b) at the office of the Department and the Office of Environment and Heritage during ordinary office hours.
 - (7) In this section, *integrated planning and reporting framework obligations* means obligations relating to the preparation, development and review of, and the contents of, community strategic plans, resourcing strategies, delivery programs, operational plans, community engagement strategies, annual reports and state of the environment reports of local councils under Chapter 13 of the *Local Government Act 1993*.

Division 4 Obligations of local councils and other public authorities

22 Implementation of coastal management program by local councils

- (1) A local council is to give effect to its coastal management program and, in doing so, is to have regard to the objects of this Act.
- (2) In particular, without limiting subsection (1), a local council is to give effect to its coastal management program in:
 - (a) the preparation, development and review of, and the contents of, the plans, strategies, programs and reports to which Part 2 of Chapter 13 of the *Local Government Act 1993* applies, and
 - (b) the preparation of planning proposals and development control plans under the *Environmental Planning and Assessment Act 1979*.

23 Other public authorities to have regard to coastal management program and coastal management manual

- (1) Public authorities (other than local councils) are to have regard to coastal management programs to the extent that those programs are relevant to the exercise of their functions.
- (2) In particular, those public authorities are to have regard to relevant coastal management programs and the coastal management manual in the preparation, development and review of, and the contents of, any plans of management that those public authorities are required to produce and, in doing so, are to have regard to the objects of the Act.

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Part 4 NSW Coastal Council

Part 4 NSW Coastal Council

24 Establishment of NSW Coastal Council

- (1) There is established a NSW Coastal Council.
- (2) The NSW Coastal Council is to consist of at least 3 and not more than 7 members appointed by the Minister.
- (3) The members of the NSW Coastal Council must have expertise in one or more of the following fields:
 - (a) coastal physical sciences, including geomorphology,
 - (b) coastal engineering,
 - (c) coastal land use planning,
 - (d) coastal ecology,
 - (e) social science,
 - (f) economics,
 - (g) local government management.
- (4) One member of the NSW Coastal Council is to be appointed by the Minister on the nomination of the Minister administering the *Marine Estate Management Act 2014*. That member is to have expertise in one or more of the fields set out in subsection (3).
- (5) In appointing a member, the Minister is to have regard to the need to have a range of expertise represented among the NSW Coastal Council's members.
- (6) The Minister, after consulting Local Government NSW, is to appoint one of the members of the NSW Coastal Council as the Chairperson of the Council.
- (7) Schedule 2 deals with the constitution and procedure of the NSW Coastal Council.

25 Functions of NSW Coastal Council

- (1) The NSW Coastal Council has the following functions:
 - (a) to provide advice to the Minister on any matter referred to the Council by the Minister relating to the following:
 - (i) the Minister's functions under this Act,
 - (ii) the compliance by local councils with management objectives and the coastal management manual in preparing and reviewing coastal management programs,
 - (iii) performance audits of local councils' coastal management programs,
 - (b) at the request of the Minister, to provide advice to another public authority on any matter referred to the Council by the Minister relating to coastal management issues,
 - (c) any other function conferred or imposed on it by or under this Act.
- (2) In exercising its functions, the NSW Coastal Council:
 - (a) is to have regard to the objects of this Act, and
 - (b) may seek independent expert advice on technical, scientific, legal and policy matters.

26 Performance audit of implementation of coastal management programs

- (1) The NSW Coastal Council, at the request of the Minister, is to conduct a performance audit of the implementation of a coastal management program of a local council.

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Part 4 NSW Coastal Council

- (2) The purpose of the performance audit is:
 - (a) to determine whether a local council is effectively implementing its coastal management program, and
 - (b) to identify opportunities for local council capacity building.
- (3) The NSW Coastal Council may, by notice in writing given to a local council, require the local council to provide it with such information or records (or both) as the notice requires in connection with a performance audit.
- (4) A local council is to comply with a notice given under this section.
- (5) The NSW Coastal Council is, at the conclusion of the performance audit, to provide the Minister with a report.
- (6) If the NSW Coastal Council is of the opinion that the local council is not complying with its coastal management program to a significant extent, the NSW Coastal Council may make recommendations to the Minister on appropriate remedial actions to be taken, including that the Minister refer the matter to the Minister administering the *Local Government Act 1993* for further consideration.
- (7) The regulations may make provision for or with respect to performance audits under this section.

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Part 5 Miscellaneous

Part 5 Miscellaneous

27 Granting of development consent relating to coastal protection works

Development consent must not be granted under the *Environmental Planning and Assessment Act 1979* to development for the purpose of coastal protection works, unless the consent authority is satisfied that the works will not, over the life of the works:

- (a) unreasonably limit or be likely to unreasonably limit public access to or the use of a beach or headland, or
- (b) pose or be likely to pose a threat to public safety.

Note. Section 80A (6) of the *Environmental Planning and Assessment Act 1979* provides that a development consent may be granted subject to a condition, or a consent authority may enter into an agreement with an applicant, that the applicant must provide security for the payment of the cost of making good any damage caused to any property of the consent authority as a consequence of the doing of anything to which the consent relates.

28 Modification of doctrine of erosion and accretion

- (1) This section applies to land:
 - (a) which is within the coastal zone, or which adjoins the tidal waters of Sydney Harbour or Botany Bay, or their tributaries, and
 - (b) a boundary (*the water boundary*) of which is defined or otherwise determined by reference to a mean high water mark.
- (2) A court has no jurisdiction to make a declaration concerning a water boundary that would increase the area of land to the landward side of the water boundary if:
 - (a) a perceived trend by way of accretion is not likely to be indefinitely sustained by natural means, or
 - (b) as a consequence of making such a declaration, public access to a beach, headland or waterway will, or is likely to be, restricted or denied.
- (3) The Registrar-General has no power under Part 14A of the *Real Property Act 1900* to make a determination concerning a water boundary that would increase the area of land to the landward side of the water boundary.
- (4) The Minister administering the *Crown Lands Act 1989* (or a person authorised by that Minister) has no power under Division 5 of Part 2 of the *Surveying and Spatial Information Regulation 2012* (or any regulation made by way of replacement, or in substitution, for that Regulation) to approve a determination concerning a water boundary that would increase the area of land to the landward side of the water boundary if:
 - (a) a perceived trend by way of accretion is not likely to be indefinitely sustained by natural means, or
 - (b) as a consequence of making such a determination, public access to a beach, headland or waterway will, or is likely to be, restricted or denied.

29 Protection of exercise of certain functions from invalidity and inconsistency

- (1) Section 22:
 - (a) does not render the exercise of a function invalid because:
 - (i) it did not give effect to a coastal management program or was made without regard the objects of this Act, or
 - (ii) it is inconsistent with achieving the outcomes of a coastal management program, and

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Part 5 Miscellaneous

(b) does not require or authorise action that is inconsistent with any statutory or other legal obligation of a local council.

(2) Section 23:

(a) does not render the exercise of a function invalid because it was made without regard to a coastal management program, the coastal management manual or the objects of this Act, and

(b) does not require or authorise action that is inconsistent with any statutory or other legal obligation of a Minister or a public authority.

30 Minister to report failures to comply with directions to Local Government Minister

(1) The Minister administering this Act may:

(a) report any failure by a local council to comply with a direction under section 13 (1) or 14 (2) to the Minister administering the *Local Government Act 1993*, and

(b) cause a copy of the report to be published on the website of the Department.

(2) The Minister administering the *Local Government Act 1993* may consider any such report in determining whether to take action in relation to the local council, including, but not limited to, action under Part 6 (Performance management) or Part 7 (Temporary suspension of council) of Chapter 13 of that Act.

31 Regulations

(1) The Governor may make regulations, not inconsistent with this Act, for or with respect to any matter that by this Act is required or permitted to be prescribed or that is necessary or convenient to be prescribed for carrying out or giving effect to this Act.

(2) In particular, regulations may be made for or with respect to the mapping coastal management areas.

32 Delegation

The Minister may delegate the exercise of any function of the Minister under this Act (other than this power of delegation) to:

(a) any person employed in a Public Service agency responsible to the Minister, or

(b) any person or body, or any class of persons or bodies, authorised for the purposes of this section by the regulations.

33 Review of Act

(1) The Minister is to review this Act to determine whether the policy objectives of the Act remain valid and whether the terms of the Act remain appropriate for securing those objectives.

(2) The review is to be undertaken as soon as possible after the period of 5 years from the date of assent to this Act.

(3) A report on the outcome of the review is to be tabled in each House of Parliament within 12 months after the end of the period of 5 years.

34 Act to bind Crown

This Act binds the Crown in right of New South Wales and, in so far as the legislative power of the Parliament of New South Wales permits, the Crown in all its other capacities.

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Part 5 Miscellaneous

35 Repeal

The *Coastal Protection Act 1979* and the *Coastal Protection Regulation 2011* are repealed.

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Coastal Management Bill 2015 [NSW]
Schedule 1 Local government areas and coastal sediment compartments

Schedule 1 Local government areas and coastal sediment compartments

(Section 16 (1) (b))

Note. Some of the coastal sediment compartments in this Table do not extend beyond a single local government area.

Coastal sediment compartment	Local government areas
Point Danger–Cape Byron	Tweed, Byron
Cape Byron–Richmond River	Byron, Ballina
Broadwater	Ballina, Richmond Valley
Bundjalung	Richmond Valley, Clarence Valley
Yuraygir	Clarence Valley
Wooli–Coffs Coast	Clarence Valley, Coffs Harbour City
Coffs Harbour Coast	Coffs Harbour City
Coffs–Nambucca	Coffs Harbour City, Bellingen, Nambucca
Nambucca–South West Rocks	Nambucca, Kempsey
South West Rocks–Port Macquarie	Kempsey, Port Macquarie-Hastings
Tacking Point–Crowdy Head	Port Macquarie-Hastings, Greater Taree City
Crowdy–Black Heads	Greater Taree City
Black Head–Cape Hawke	Greater Taree City, Great Lakes
Cape Hawke–Seal Rocks	Great Lakes
Myall Lakes Coast	Great Lakes
Port Stephens	Great Lakes, Port Stephens
Anna Bay	Port Stephens
Stockton Bight	Port Stephens, Newcastle City
Newcastle Coast	Newcastle City, Lake Macquarie City, Wyong
Central Coast	Wyong, Gosford City
Broken Bay	Gosford City
Sydney Northern Beaches	Pittwater, Warringah, Manly
Sydney Harbour	Manly, Woollahra
Sydney Eastern Beaches	Woollahra, Waverley, Randwick City
Botany Bay, Bate Bay & Port Hacking	Randwick City, Botany Bay City, Rockdale City, Sutherland Shire
Illawarra Coast (North)	Sutherland Shire, Wollongong City
Wollongong	Wollongong City
Illawarra Coast (South)	Wollongong City, Shellharbour City
Kiama Coast	Shellharbour City, Kiama
Shoalhaven River	Kiama, Shoalhaven City
Beecroft Peninsula	Shoalhaven City

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Schedule 1 Local government areas and coastal sediment compartments

Coastal sediment compartment	Local government areas
Jervis Bay	Shoalhaven City
St Georges Head	Shoalhaven City
Wreck Bay	Shoalhaven City
Bendalong-Ulladulla	Shoalhaven City
Warden Head To Beagle Bay	Shoalhaven City, Eurobodalla
Wasp Head To Three Islet Point	Eurobodalla
Batemans Bay	Eurobodalla
Mosquito Bay–Bingie Bingie Point	Eurobodalla
Bingie Bingie–Cape Dromedary	Eurobodalla
Cape Dromedary–Goalen Head	Eurobodalla, Bega Valley
Goalen Head To Tathra	Bega Valley
Tathra–Worang Point	Bega Valley
Twofold Bay	Bega Valley
Cape To Cape	Bega Valley
Disaster Bay	Bega Valley
Nadgee Coast	Bega Valley

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Coastal Management Bill 2015 [NSW]
 Schedule 2 Constitution and procedure of NSW Coastal Council

Schedule 2 Constitution and procedure of NSW Coastal Council

(Section 24 (7))

Part 1 General

1 Definitions

In this Schedule:

appointed member means a person who is appointed by the Minister as a member of the Council.

Chairperson means the Chairperson of the Council.

Council means the NSW Coastal Council.

member means any member of the Council.

Part 2 Constitution

2 Terms of office of members

Subject to this Schedule and the regulations, an appointed member holds office for such period (not exceeding 3 years) as is specified in the member's instrument of appointment, but is eligible (if otherwise qualified) for re-appointment.

3 Part-time appointments

Appointed members hold office as part-time members.

4 Remuneration

An appointed member is entitled to be paid such remuneration (including travelling and subsistence allowances) as the Minister may from time to time determine in respect of the member.

5 Vacancy in office of member

- (1) The office of an appointed member becomes vacant if the member:
 - (a) dies, or
 - (b) completes a term of office and is not re-appointed, or
 - (c) resigns the office by instrument in writing addressed to the Minister, or
 - (d) is removed from office by the Minister under this clause, or
 - (e) is absent from 3 consecutive meetings of the Council of which reasonable notice has been given to the member personally or by post, except on leave granted by the Minister or unless the member is excused by the Minister for having been absent from those meetings, or
 - (f) becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with his or her creditors or makes an assignment of his or her remuneration for their benefit, or
 - (g) becomes a mentally incapacitated person, or
 - (h) is convicted in New South Wales of an offence that is punishable by imprisonment for 12 months or more or is convicted elsewhere than in New South Wales of an offence that, if committed in New South Wales, would be an offence so punishable.
- (2) The Minister may remove an appointed member from office at any time.

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Coastal Management Bill 2015 [NSW]
Schedule 2 Constitution and procedure of NSW Coastal Council

6 Filling of vacancy in office of appointed member

If the office of any appointed member becomes vacant, a person is, subject to this Act and the regulations, to be appointed to fill the vacancy.

7 Chairperson

- (1) The Chairperson vacates office as Chairperson if he or she:
 - (a) is removed from that office by the Minister under this clause, or
 - (b) resigns that office by instrument in writing addressed to the Minister, or
 - (c) ceases to be a member of the Council.
- (2) The Minister may at any time remove the Chairperson from office as Chairperson.

8 Disclosure of pecuniary interests

- (1) If:
 - (a) a member has a direct or indirect pecuniary interest in a matter being considered or about to be considered at a meeting of the Council, and
 - (b) the interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter,the member must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the Council.
- (2) A disclosure by a member at a meeting of the Council that the member:
 - (a) is a member, or is in the employment, of a specified company or other body, or
 - (b) is a partner, or is in the employment, of a specified person, or
 - (c) has some other specified interest relating to a specified company or other body or to a specified person,is a sufficient disclosure of the nature of the interest in any matter relating to that company or other body or to that person that may arise after the date of the disclosure and that is required to be disclosed under subclause (1).
- (3) Particulars of any disclosure made under this clause must be recorded by the Council in a book kept for the purpose and that book must be open at all reasonable hours to inspection by any person on payment of the fee determined by the Council.
- (4) After a member has disclosed the nature of an interest in any matter, the member must not, unless the Minister or the Council otherwise determines:
 - (a) be present during any deliberation of the Council with respect to the matter, or
 - (b) take part in any decision of the Council with respect to the matter.
- (5) For the purposes of the making of a determination by the Council under subclause (4), a member who has a direct or indirect pecuniary interest in a matter to which the disclosure relates must not:
 - (a) be present during any deliberation of the Council for the purpose of making the determination, or
 - (b) take part in the making by the Council of the determination.
- (6) A contravention of this clause does not invalidate any decision of the Council.
- (7) This clause applies to a member of a committee of the Council and the committee in the same way as it applies to a member of the Council and the Council.

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Coastal Management Bill 2015 [NSW]
Schedule 2 Constitution and procedure of NSW Coastal Council

9 Effect of certain other Acts

- (1) The provisions of the *Government Sector Employment Act 2013* relating to the employment of Public Service employees do not apply to an appointed member.
- (2) If by or under any Act provision is made:
 - (a) requiring a person who is the holder of a specified office to devote the whole of his or her time to the duties of that office, or
 - (b) prohibiting the person from engaging in employment outside the duties of that office,the provision does not operate to disqualify the person from holding that office and also the office of an appointed member or from accepting and retaining any remuneration payable to the person under this Act as a member.

10 Personal liability

A matter or thing done or omitted to be done by the Council, a member of the Council or a person acting under the direction of the Council does not, if the matter or thing was done or omitted to be done in good faith for the purpose of executing this or any other Act, subject a member or a person so acting personally to any action, liability, claim or demand.

Part 3 Procedure

11 General procedure

The procedure for the calling of meetings of the Council and for the conduct of business at those meetings is, subject to this Act and the regulations, to be as determined by the Council.

12 Quorum

The quorum for a meeting of the Council is a majority of its members for the time being.

13 Presiding member

- (1) The Chairperson (or, in the absence of the Chairperson, a person elected by the members of the Council who are present at a meeting of the Council) is to preside at a meeting of the Council.
- (2) The presiding member has a deliberative vote and, in the event of an equality of votes, has a second or casting vote.

14 Voting

A decision supported by a majority of the votes cast at a meeting of the Council at which a quorum is present is the decision of the Council.

15 Transaction of business outside meetings or by telephone etc

- (1) The Council may, if it thinks fit, transact any of its business by the circulation of papers among all the members of the Council for the time being, and a resolution in writing approved in writing by a majority of those members is taken to be a decision of the Council made at a meeting of the Council.
- (2) The Council may, if it thinks fit, transact any of its business at a meeting at which members (or some members) participate by telephone or other electronic means, but only if any member who speaks on a matter before the meeting can be heard by the other members.

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Coastal Management Bill 2015 [NSW]
Schedule 2 Constitution and procedure of NSW Coastal Council

- (3) For the purposes of:
 - (a) the approval of a resolution under subclause (1), or
 - (b) a meeting held in accordance with subclause (2),the Chairperson and each other member have the same voting rights as they have at an ordinary meeting of the Council.
- (4) A resolution approved under subclause (1) is, subject to the regulations, to be recorded in the minutes of the meetings of the Council.
- (5) Papers may be circulated among the members for the purposes of subclause (1) by electronic means.

16 First meeting

The Minister may call the first meeting of the Council in such manner as the Minister thinks fit.

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Coastal Management Bill 2015 [NSW]
Schedule 3 Savings, transitional and other provisions

Schedule 3 Savings, transitional and other provisions

Part 1 General

1 Regulations

- (1) The regulations may contain provisions of a savings or transitional nature consequent on the enactment of this Act or any Act that amends this Act.
- (2) Any such provision may, if the regulations so provide, take effect from the date of assent to the Act concerned or a later date.
- (3) Any such provision of the regulations has effect despite anything to the contrary in this Schedule. The regulations may make separate savings and transitional provisions or amend this Schedule to consolidate the savings and transitional provisions.
- (4) To the extent to which any such provision takes effect from a date that is earlier than the date of its publication on the NSW legislation website, the provision does not operate so as:
 - (a) to affect, in a manner prejudicial to any person (other than the State or an authority of the State), the rights of that person existing before the date of its publication, or
 - (b) to impose liabilities on any person (other than the State or an authority of the State) in respect of anything done or omitted to be done before the date of its publication.

Part 2 Provisions consequent on enactment of this Act

2 Definitions

In this Part:

the former Act means the *Coastal Protection Act 1979*.

repeal date means the date on which the former Act is repealed by this Act.

3 Abolition of NSW Coastal Panel

- (1) The NSW Coastal Panel is abolished.
- (2) Each member of the NSW Coastal Panel ceases to hold office as a member and is not entitled to any remuneration or compensation because of the loss of that office.

4 Saving of coastal zone management plans

- (1) A coastal zone management plan (including any emergency action subplan in that plan) in force under the former Act before the repeal date continues to have effect in respect of the local council to which it applied immediately before the repeal date until superseded by a coastal management program prepared and adopted under this Act.
- (2) This clause ceases to have effect at the end of 31 December 2021.

5 General saving

Subject to this Schedule and the regulations:

- (a) anything begun before the repeal date under a provision of the former Act for which there is a corresponding provision in this Act may be continued and completed under the former Act as if this Act had not been enacted, and

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Coastal Management Bill 2015 [NSW]
Schedule 3 Savings, transitional and other provisions

- (b) subject to paragraph (a), anything done under a provision of the former Act for which there is a corresponding provision in this Act (including anything arising under paragraph (a)) is taken to have been done under the corresponding provision of this Act.

6 Certification of pending coastal zone management plans

- (1) If, before the repeal date, a draft coastal zone management plan has been submitted to the Minister for certification under section 55G of the former Act, but has not by that date been certified, the Minister and council may continue to deal with that plan as if Division 1 of Part 4A of that Act had not been repealed.
- (2) Subclause (1) ceases to have effect 6 months after the repeal date.
- (3) A coastal zone management plan certified and made in accordance with subclause (1) is taken to be a coastal management program prepared and adopted under this Act.
- (4) Subclause (3) ceases to have effect at the end of 31 December 2021.

7 Temporary coastal protection works

Part 4C (Temporary coastal protection works) of the former Act continues to have effect as if that Part were not repealed in relation to temporary coastal protection works if:

- (a) the works were placed on private land in accordance with that Part before the repeal date, and
- (b) the owner of the land complied with section 55X (Notice to council and others of placement of temporary coastal protection works) of the repealed Act in respect of the placement of those works.

8 Saving of certain directions

- (1) A direction to make a coastal zone management plan under section 55B (1) of the former Act is taken to be a direction to make a coastal management program under section 13 (1) of this Act.
- (2) This clause does not apply in relation to a draft coastal zone management plan referred to in clause 6 (1).

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Coastal Management Bill 2015 [NSW]
 Schedule 4 Amendment of Acts and instruments

Schedule 4 Amendment of Acts and instruments

4.1 Environmental Planning and Assessment Act 1979 No 203

[1] Section 79C Evaluation

Omit section 79C (1) (a) (v).

[2] Section 80A Imposition of conditions

Insert after section 80A (6) (c):

- (d) in relation to coastal protection works (within the meaning of the *Coastal Management Act 2015*), either or both of the following:
 - (i) the maintenance of the works,
 - (ii) the restoration of a beach, or land adjacent to the beach, if any increased erosion of the beach or adjacent land is caused by the presence of the works.

[3] Section 89J Approvals etc legislation that does not apply

Omit section 89J (1) (a).

[4] Section 115ZG Approvals etc legislation that does not apply

Omit section 115ZG (1) (a).

[5] Section 121B Orders that may be given by consent authority or by Minister etc

Insert at the end of section 121B (1) (b):

- , or
- (c) any other public authority prescribed by the regulations for the purposes of this paragraph, but only in relation to orders under items 2, 7, 8, 12, 14 and 20 of the Table to this subsection concerning land owned or managed by the person or body that is within the coastal zone (within the meaning of the *Coastal Management Act 2015*), or
- (d) the Minister or the Secretary, but only in relation to orders under items 2, 7, 8, 12, 14 and 20 of the Table to this subsection concerning land that is within the coastal zone (within the meaning of the *Coastal Management Act 2015*),

[6] Section 121B (1), Table

Insert the following in Column 2 at the end of the matter relating to an order under item 2:

- (e) Building is erected in contravention of this Act

[7] Section 121B (1), Table

Insert “or, if the building is situated wholly or partly in a public place, the person who erected the building” after “Owner of building” in Column 3 in the matter relating to an order under item 2.

[8] Section 121B (1), Table

Insert “or is prohibited” before “)” in Column 1 in the matter relating to an order under item 8.

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Coastal Management Bill 2015 [NSW]
 Schedule 4 Amendment of Acts and instruments

[9] Section 121B (1), Table

Insert “or the owner of premises” after “activity” in Column 3 in the matter relating to an order under item 8.

[10] Section 121B (1), Table

Omit the matter relating to an order under item 12 from Column 3. Insert instead:

The owner of the premises, any person entitled to act on a development consent or complying development certificate, any person acting otherwise than in compliance with a development consent or complying development certificate or, in relation to work unlawfully carried out that was the deposit of material in a public place, the person who deposited the material

[11] Section 121B (1), Table

Insert “or the person who erected the building” after “building” in Column 3 in the matter relating to an order under item 14.

[12] Section 121B (1), Table

Insert at the end of the Table:

20	To cease carrying out or conducting an activity on a beach or foreshore (within the meaning of those terms in the <i>Coastal Management Act 2015</i>), whether or not the activity is subject to a development consent	The activity is being carried out in contravention of this Act	Any person apparently engaged in promoting, conducting or carrying out the activity
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[13] Schedule 4 Joint Regional Planning Panels

Insert after clause 2 (5):

(6) Substitute members for coastal protection works

Despite subclause (1), if a matter is the determination a development application regarding coastal protection works on land within the coastal zone (within the meaning of the *Coastal Management Act 2015*), the Minister is to appoint substitute State members of the Panel in substitution for the State members (other than the chairperson) of the Panel. A substitute State member is not required to have expertise in an area referred to in subclause (1) (a) but is required to have expertise in coastal engineering or coastal geomorphology.

[14] Schedule 4, clause 8 (1)

Insert “(including a substitute State member)” after “State member”.

[15] Schedule 4A Development for which regional panels may be authorised to exercise consent authority functions of councils

Omit the definition of coastal zone from clause 1. Insert instead:

coastal zone has the same meaning as in the *Coastal Management Act 2015*.

[16] Schedule 4A, clause 12

Insert after clause 11:

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Schedule 4 Amendment of Acts and instruments

12 Coastal protection works

Development within the coastal zone for the purposes of coastal protection works (within the meaning of the *Coastal Management Act 2015*).

4.2 Environmental Planning and Assessment Regulation 2000

[1] Clause 3 Definitions

Omit the definition of *coastal council* from clause 3 (1). Insert instead:

coastal council means a local council to which the *Coastal Management Act 2015* applies.

[2] Clause 3B

Insert after clause 3A:

3B Extension of meaning of “work”

For the purposes of section 4 (2) (d) of the Act, the deposit of material on a beach (within the meaning of the *Coastal Management Act 2015*) is specified to be a work for the purposes of the Act.

[3] Schedule 4 Planning certificates

Omit clauses 4 and 4A.

[4] Schedule 5 Penalty notice offences

Omit “or 19 in the Table to section 121B” from Column 1 of the Schedule.

Insert instead “, 19 or 20 in the Table to section 121B”.

4.3 Land and Environment Court Act 1979 No 204

Section 20 Class 4—environmental planning and protection and development contract civil enforcement

Omit “*Coastal Protection Act 1979*,” from section 20 (3) (a).

Insert instead “*Coastal Management Act 2015*,”.

4.4 Local Government Act 1993 No 30

[1] Section 22 Other functions

Omit the matter relating to *Coastal Protection Act 1979* from the note to the section.

[2] Section 496B Making and levying of annual charges for coastal protection services

Omit “*Coastal Protection Act 1979*” from section 496B (9).

Insert instead “*Coastal Management Act 2015*”.

[3] Section 606C Review of cost of coastal protection service charges on direction of Minister administering Coastal Management Act 2015

Omit “Part 4A of the *Coastal Protection Act 1979 (the Coastal Protection Minister)*” from section 606C (1).

Insert instead “the *Coastal Management Act 2015 (the Coastal Management Minister)*”.

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Coastal Management Bill 2015 [NSW]
Schedule 4 Amendment of Acts and instruments

[4] Section 606C (1)–(3)

Omit “Coastal Protection Minister” wherever occurring.

Insert instead “Coastal Management Minister”.

[5] Section 733 Exemption from liability—flood liable land, land subject to risk of bush fire and land in coastal zone

Omit “a manual referred to in subsection (5) (b)” from section 733 (2) (a).

Insert instead “the coastal management manual under the Coastal Management Act 2015”.

[6] Section 733 (3) (b)

Omit the paragraph. Insert instead:

- (b) the preparation and adoption of a coastal management program under the *Coastal Management Act 2015*, and

[7] Section 733 (3) (f) and (f3)

Omit “coastal management works” wherever occurring.

Insert instead “coastal protection works”.

[8] Section 733 (3) (f6)

Omit the paragraph.

[9] Section 733 (4)

Omit the subsection. Insert instead:

- (4) Without limiting any other circumstances in which a council may have acted in good faith, a council is, unless the contrary is proved, taken to have acted in good faith for the purposes of this section if the advice was furnished, or the thing was done or omitted to be done:
 - (a) substantially in accordance with the principles contained in the relevant manual most recently notified under subsection (5) at that time, or
 - (b) in accordance with the principles and mandatory requirements set out in the current coastal management manual under the *Coastal Management Act 2015*.

[10] Section 733 (5) (b)

Omit the paragraph.

[11] Section 733 (8)

Omit the definition of *coastal management works*.

[12] Section 733 (8)

Omit the definition of *coastal zone*. Insert instead:

coastal zone has the same meaning as in the *Coastal Management Act 2015*.

[13] Dictionary

Omit “*Coastal Protection Act 1979*” from the definition of *coastal hazard*.

Insert instead “*Coastal Management Act 2015*”.

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Coastal Management Bill 2015 [NSW]
Schedule 4 Amendment of Acts and instruments

[14] Dictionary, definition of “temporary coastal protection works”

Omit the definition.

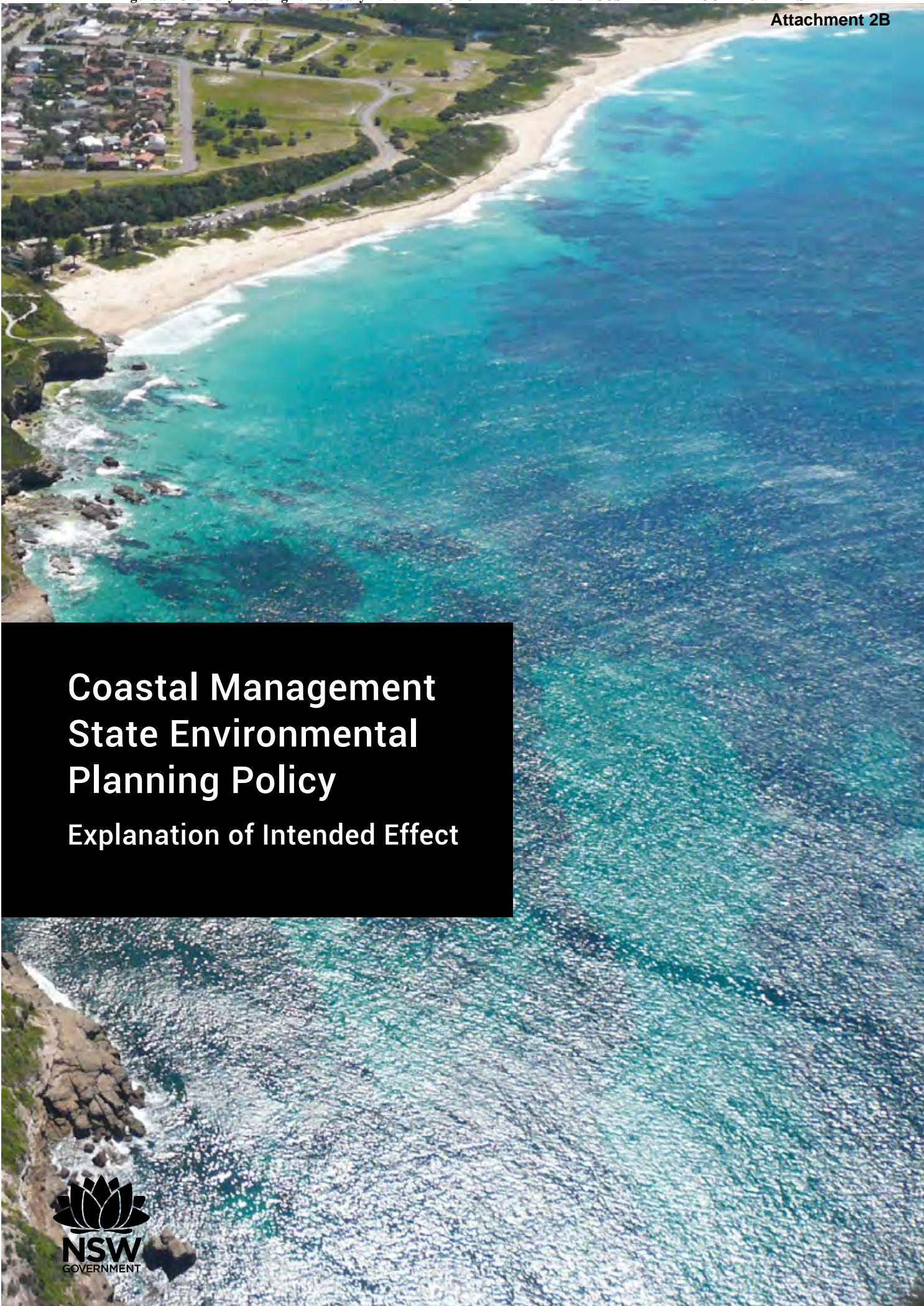
4.5 Rural Fires Act 1997 No 65

[1] Section 100C Carrying out of bush fire hazard reduction work

Omit section 100C (5) (a).

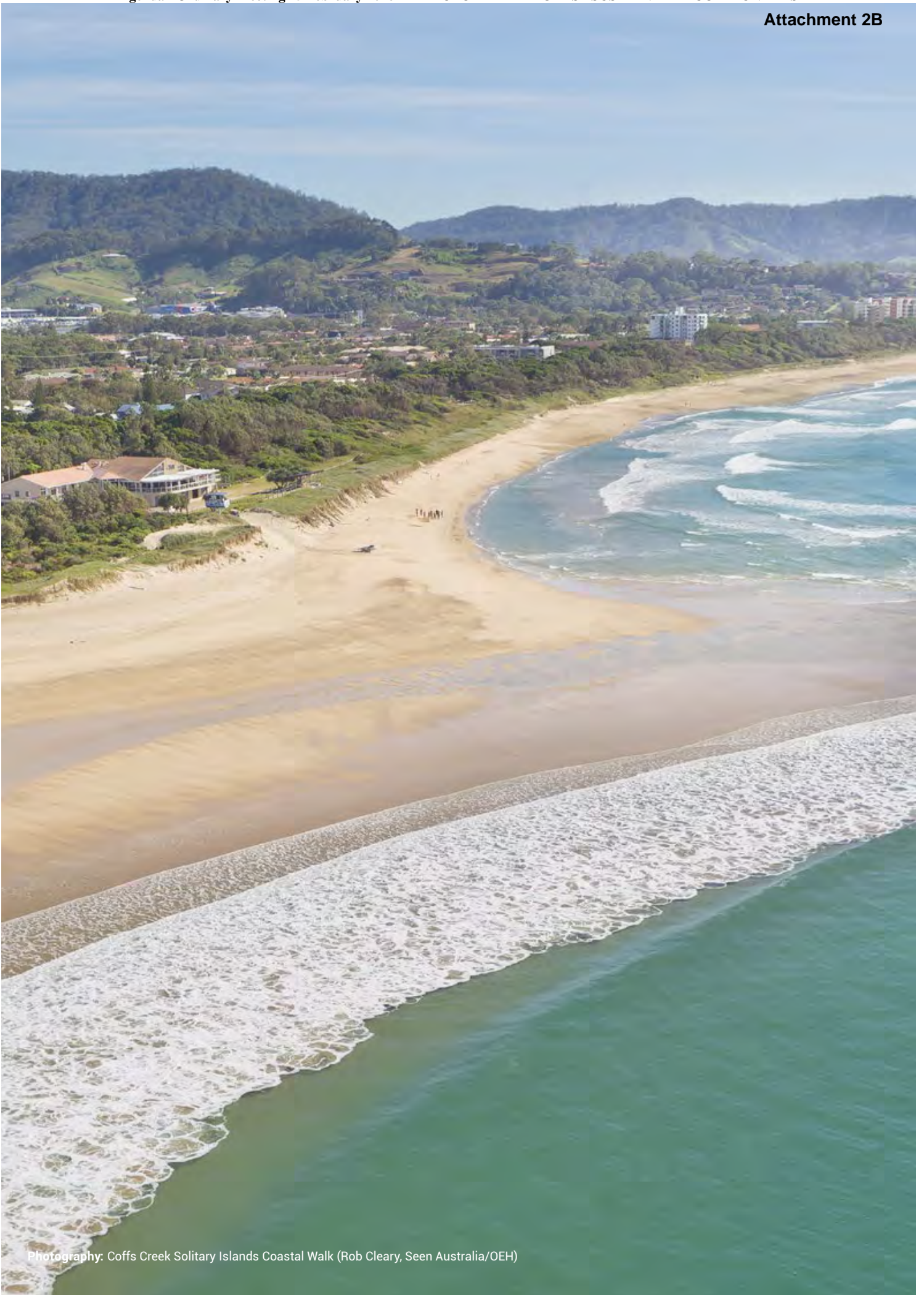
[2] Section 100R Carrying out vegetation clearing work

Omit section 100R (9) (a).



**Coastal Management
State Environmental
Planning Policy
Explanation of Intended Effect**





Photography: Coffs Creek Solitary Islands Coastal Walk (Rob Cleary, Seen Australia/OEH)

How this document is structured

This Explanation of Intended Effect (EIE) is presented in three parts:

Part A – The coastal context

This section provides an overview of the Stage 2 Coastal Reforms and outlines the key components of the land use planning system relevant to coastal management in NSW.

Part B – Proposed Coastal Management State Environmental Planning Policy

This section explains the context and policy objectives for the proposed Coastal Management State Environmental Planning Policy (SEPP). It also provides a description of how the various parts of the proposed SEPP will work and what they are seeking to achieve.

The public are invited to comment on all matters covered in this document, however Part B includes specific consultation questions in order to encourage feedback from the community on particular issues where there may be several options for implementing the broader policy intent.

Part C – Background and analysis

This section provides helpful information on current planning policies applying to coastal management. In particular, it identifies which parts of those policies are proposed to continue to apply in the proposed Coastal Management SEPP, which parts might be simplified or moved to other instruments, and which parts are no longer considered necessary.

Part A

The coastal context

The Stage 2 Coastal Reforms

The Government has embarked on a series of reforms to provide a strategic framework for coastal management in NSW.

Stage 1 Coastal Reforms were completed in November 2014. Stage 1 focused on providing some regulatory relief to landowners and councils dealing with current erosion impacts. This included giving councils the flexibility to consider coastal hazards in the context of their local circumstances, regulatory changes to allow landowners to carry out temporary coastal protection works and providing guidance to councils relating to section 149 planning certificate notations relating to coastal hazards.

Stage 2 Coastal Reforms will introduce a number of important legislative and policy reforms. Specifically, the package includes a proposed Coastal Management Act and a proposed Coastal Management State Environmental Planning Policy. A Coastal Management Manual will also be developed to support councils, practitioners and communities in implementing the new framework.

This document will explain the proposed Coastal Management State Environmental Planning Policy (SEPP) which will operationalise the objectives of the Coastal Management Act within the land use planning system.

The importance of the coast

The NSW coast is an important part of life, recreation and business in NSW. Millions of people enjoy the coast each year, including both NSW residents and visitors.

The coast comprises a variety of environment types and a diverse saltwater economy. Many people in the community have a connection with the coast as a place to live, holiday or make a living. Aboriginal people have a unique spiritual, social, customary and economic relationship with places close to the ocean.

Effective coastal management must protect the natural processes that shape the environment, and maintain public access, amenity and use of coastal areas. A new Coastal Management Act is being prepared that will provide the framework for coastal management.

The role of land use planning

Land use planning has a crucial role in managing the continuing and growing demand for coastal space and resources.

Some of the more complex challenges arise from the inherently dynamic character of our coastline. In the past, this variability was not always acknowledged, resulting in a range of legacy coastal management issues where patterns of settlement have not anticipated the trends and cycles in coastal processes.

Communities, governments and the private sector need to consider the likely future challenges that may arise on the NSW coast. Where pressures and trends may amplify risk in coming decades, then land use planning is essential to ensure resilience.

There is long-standing international recognition that every coastal jurisdiction should work toward integrated management and sustainable development of coastal and marine areas. This document explains the components of the land use planning system that operationalise the new coastal management framework.

The components of the land use planning system

The proposed Coastal Management SEPP will form part of the broader land use planning framework in NSW. The components of the land use planning system related to coastal management under Stage 2 of the coastal reforms are summarised in the table below:

Land Use Planning Instrument	Description
<p>Environmental Planning and Assessment Act 1979</p>	<p><i>The Environmental Planning and Assessment Act 1979 is the legislative umbrella for land use planning in NSW.</i></p> <p>It provides for environmental planning instruments which establish planning controls for the coast.</p> <p>The Act also provides for the determination of development applications and ensures that the assessment of proposed development considers the appropriate matters. For coastal NSW, this includes consideration of coastal processes and hazards such as beach erosion and the ecosystem integrity of marine environments.</p> <p>The Act will also provide updated enforcement and compliance powers in respect of unauthorised development on the coast.</p> <p>These mechanisms are essential elements in planning for and implementing strategies concerning the use of land and environmental assets on the coast.</p>



Photography: Jervis Bay (Michael Van Ewijk/OEH)

Land Use Planning Instrument	Description
<p>Coastal Management SEPP</p>	<p>A new Coastal Management SEPP will be the primary environmental planning instrument that will set the land use planning framework for coastal management and ensure implementation of the planning objectives of the proposed Coastal Management Act in NSW.</p> <p>Four coastal management areas comprising the coastal zone will be mapped under the SEPP. The maps will be published in a digital format and will be accessible via the Department of Planning and Environment’s website. The area covered by these maps may be refined over time.</p> <p>The SEPP will specify the development controls which will apply to particular forms of development or within particular coastal management areas.</p> <p>The SEPP will also specify the consent requirements for public authorities and private individuals who propose to construct coastal protection works.</p>
<p>Regional Plans</p>	<p>Regional Plans are developed so that the community can set the course for its future needs at a regional scale. Given the level of growth and investment in coastal areas, they will have a particularly important role in setting out the strategic, broad scale direction for land use planning.</p> <p>Coastal regions for which Regional Plans will apply are:</p> <ul style="list-style-type: none"> • the Hunter; • Central Coast; • Illawarra; • the South East; and • the North Coast. <p>Regional Plans will focus on strategic planning for housing, economic development, jobs growth, a natural rural environment, and lively centres for shopping, entertainment and dining. They will include consideration of coastal matters, and will inform and be informed by, coastal management programs developed under the proposed Coastal Management Act.</p>

Land Use Planning Instrument	Description
<p>Local Planning Directions</p>	<p>Under the <i>Environmental Planning and Assessment Act 1979</i>, the Minister is able to issue a local planning direction (often called a 'Section 117 Direction') to direct a public authority in the making of a Local Environmental Plan (LEP).</p> <p>LEPs prepared by councils will need to align with the objectives of the proposed Coastal Management Act, and a local planning direction is the appropriate mechanism to achieve this.</p> <p>The Department of Planning and Environment uses a gateway process to ensure that the strategic merit of a specific change to zoning or development controls is considered. This includes a need for councils to demonstrate how they have prepared their planning proposal consistent with any relevant local planning directions.</p> <p>A new Local Planning Direction on Coastal Management will replace Local Planning Direction 2.2 to require a planning proposal to give effect to, and be consistent with, the objectives of the Coastal Management Act, the coastal management manual and any coastal management program, and relevant guidelines and strategies including the Coastal Planning Guidelines: Adapting to Sea Level Rise and the Coastal Design Guidelines.</p>
<p>Coastal Planning Guideline: Adapting to Sea Level Rise</p>	<p>The current NSW Coastal Planning Guideline: Adapting to Sea Level Rise is an important support document for councils, public authorities, consultants and the people in broader community who are interested in coastal planning in the context of climate change and climate system variability.</p> <p>The guideline includes coastal planning principles to address coastal processes and hazards (including those related sea level rise), and explains how these principles should be applied in land use planning and development assessment in coastal areas.</p> <p>Work is being undertaken to update the material contained in the guideline, and incorporate relevant components into the coastal management manual. When relevant information is published in the manual, the guideline will be revoked.</p>

Land Use Planning Instrument	Description
<p>Coastal Design Guidelines</p>	<p>The current NSW Coastal Design Guidelines illustrate how an urban design approach can create a development outcome that is sensitive to the unique natural and urban characteristics of coastal places in NSW.</p> <p>The guidelines apply to coastal use areas, which include large urban areas, regional centres and coastal hamlets. The NSW coast is characterised by a range of settlement types, and it is this diversity which enhances our experience of the coast.</p> <p>These guidelines are currently referenced in Local Planning Direction 2.2, and will be retained as a consideration under any updated directions that may be issued as part of the coastal reforms.</p> <p>The guideline will be reviewed in the future to ensure its accuracy and currency.</p>
<p>Local Environmental Plans and Development Control Plans</p>	<p>Local Environmental Plans (LEPs) guide planning decisions for local government areas. They do this through zoning and development controls, which provide a framework for the way land can be used. LEPs are a key planning tool to shape the future of communities and also ensure local development is undertaken appropriately.</p> <p>LEPs are necessary for all local government areas, including coastal areas. Since the introduction of the Standard Instrument LEP, councils are now able to zone submerged land in estuaries, lakes and lagoons within their local government area.</p> <p>LEPs, and amendments to LEPs, begin with a planning proposal, prepared in most cases by the local council. Proposals are then assessed by the Department of Planning and Environment. This is called the 'Gateway' process.</p> <p>Community consultation is an essential part of the process and the relevant planning authority, usually the local council, will review all submissions before making a draft LEP.</p> <p>The final LEP is published on the NSW legislation website and becomes law once approved by the Minister for Planning or their delegate.</p> <p>Development control plans often provide additional detail relating to the management of coastal areas and issues with respect to development control and assessment.</p>

Part B

Proposed Coastal Management State Environmental Planning Policy

A new Coastal Management State Environmental Planning Policy (the proposed SEPP) is being developed as part of the Government's Stage 2 Coastal Reform program. The SEPP is intended to further integrate coastal management by bringing all coastal matters together under the one document.

The existing coastal State Environmental Planning Policies

When the proposed Coastal Management SEPP is made, it will repeal three State Environmental Planning Policies which relate specifically to coastal matters:

- State Environmental Planning Policy No 14 – Coastal Wetlands (SEPP 14);
- State Environmental Planning Policy No 26 – Littoral Rainforests (SEPP 26); and
- State Environmental Planning Policy No 71 – Coastal Protection (SEPP 71).

SEPP 14 was first published in 1985, SEPP 26 in 1988, and SEPP 71 in 2002. Most of the arrangements provided by these policies continue to be vital to a healthy and sustainable coastal environment. Appropriate development of the coast continues to be a matter requiring a State and regional response and an integrated approach. For this reason, it is proposed that the relevant provisions within these SEPPs be updated and incorporated into the proposed new Coastal Management SEPP.

The provisions of SEPP 50 - Canal Estate Development are not being addressed in the Coastal Management SEPP as the provisions in SEPP 50 which prohibit canal estate development apply state-wide.

The existing *State Environmental Planning Policy (Infrastructure) 2007*

It is also proposed that provisions in State Environmental Planning Policy (Infrastructure) 2007 (Infrastructure SEPP) which relate to coastal protection works be incorporated into the proposed SEPP. The relevant coastal provisions within the Infrastructure SEPP are found in Division 25. This division provides for waterway and coastal management activities. It is not proposed to amend the provisions relating to waterways (i.e. riverine situations).

The clauses to be replaced by provisions in the proposed new Coastal Management SEPP are:

- Clauses 128 (c) and 128 (d) – these relate to definitions and the intention is to move definitions for coastal management activities into the proposed SEPP.
- Clauses 129(2A) and 129 (2B) – these relate to the carrying out of coastal protection works and the definition of 'new coastal protection works'. New provisions will be introduced in the proposed SEPP.
- Clause 129A – this relates to consent requirements for coastal protection works. New provisions will be introduced in the proposed SEPP.

Clause 129(2) will require consequential amendment to remove a reference to coastal or foreshore locations.

Policy objectives

The objectives of the proposed Coastal Management SEPP are to:

- promote an integrated and co-ordinated approach to coastal planning and management, consistent with the objects of the proposed Coastal Management Act
- map the four coastal management areas which comprise the NSW coastal zone, consistent with the definitions and requirements of the proposed Coastal Management Act
- establish a framework for land use planning to guide decision-making for the coast
- manage development in coastal areas and protect the environmental assets of the coast.

The policy objectives of the proposed Coastal Management SEPP are consistent with the proposed Coastal Management Act. In combination, the Act, SEPP and Manual will carry forward the relevant goals of the NSW Coastal Policy 1997 and SEPP 71.

Coastal management areas

The NSW coast is comprised of a number of different but often inter-related landforms and environments, and there are also different cultural, economic and social values associated with sections of the coast.

In order to create a coastal management structure that accommodates all of those constituent parts and yet allows for the specific needs of those different areas to be met in an efficient manner, the proposed Coastal Management Act will define four different coastal management areas. The proposed SEPP will map these areas.

The four coastal management areas are:

- Coastal Management Area 1: Coastal Wetlands and Littoral Rainforests Area
This is an area where coastal wetlands and littoral rainforests have been identified.
- Coastal Management Area 2: Coastal Vulnerability Area
This area covers land exposed to coastal hazards such as beach erosion, tidal inundation and cliff instability.
- Coastal Management Area 3: Coastal Environment Area
This area includes key features of the coast such as estuaries, lagoons and coastal lakes and critical areas of land adjacent to these features.
- Coastal Management Area 4: Coastal Use Area
This area contains land with important coastal values.

The coastal management areas will be identified for all local government areas in coastal NSW. Taken together, the mapped coastal management areas will comprise the coastal zone.

Mapping coastal management areas

Maps of the four coastal management areas will be made as part of the proposed SEPP. Exposure draft maps for the coastal zone will be released for public exhibition and comment before the proposed SEPP is made.

The mapping will be sourced from existing and new data. Mapping of:

- littoral rainforests will be largely based on existing maps under SEPP 26
- coastal wetlands will be updated from the current SEPP 14 maps by the Department, to account for natural changes in their boundaries and distribution

- coastal environment areas for lakes and rivers, estuaries, lagoons, coastal waters and submerged lands, and headlands and rock platforms will be based on the current coastal zone as defined under the *Coastal Protection Act 1979*, with some modification to include land around coastal lakes
- coastal use areas will also be based on the current coastal zone as defined under the *Coastal Protection Act 1979*, with some modification to exclude submerged lands. Three options are being considered for mapping this area, which are discussed further below
- coastal vulnerability areas is being undertaken by the Office of Environmental and Heritage, based on the latest scientific data and available technologies.

It is proposed that councils will be able to undertake further detailed research and analysis to develop proposals to update maps for particular areas. Following analysis of the characteristics of a coastal management area and through a process of public consultation, the relevant council could prepare a planning proposal to refine the boundary of a map by amending the maps in the SEPP. Changes would require the approval of both the Minister for Planning and the Minister responsible for administering the proposed Coastal Management Act (currently, the Minister for Planning), to ensure that appropriate processes and data have been applied.

Technical information, guidance and standards to develop proposals to update maps will be included in the coastal management manual. This approach will draw on local knowledge, data and expertise to ensure that maps are as precise and relevant as possible, and will enable councils to propose updates to maps that account for any changes that may arise from the ambulatory (changing position, not fixed) and dynamic character of the coast.

Requirements for preparing a planning proposal are set out in section 55 of the *Environmental Planning and Assessment Act 1979*, and include a requirement to prepare a document in support of the proposal that provide a supporting rationale and evidence.

Question 1: Should councils be able to propose changes to the maps for all or some of the coastal management areas?

The proposed SEPP will also include a provision that the Office of Environment and Heritage will review maps for the Coastal Vulnerability Area at least every ten years to ensure that the mapping accommodates new and emerging scientific information on the dynamics of the coast.

All maps will be available digitally via the Department's e-planning system. An example of how the different coastal management areas will be mapped is included on the following page – this is not a proposed map for the purposes of the SEPP, but is provided to illustrate how the various coastal management areas will appear.

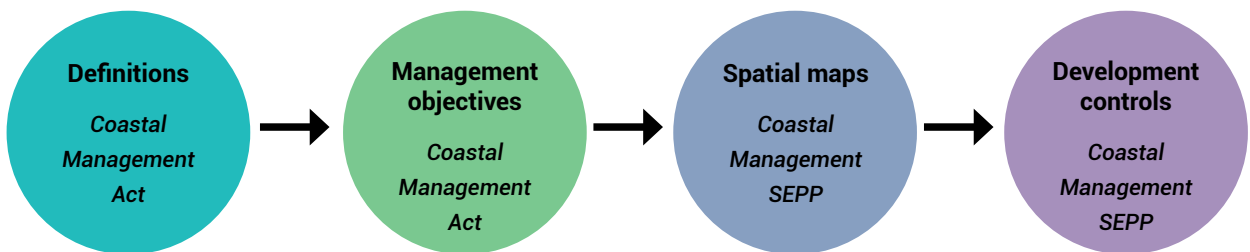
An example of how the maps might look:



Explanation of the provisions

Management objectives for each of the four coastal management areas will be included in the proposed Coastal Management Act. The proposed SEPP will provide development controls for each coastal management area, which will give effect to management objectives under the proposed Coastal Management Act.

The relationship between key provisions is shown below:



Proposed development on land within a relevant coastal management area must not be inconsistent with the management objectives set out for the area. If consent is required for the proposed development then the development controls for that coastal management area will apply.

Generally, the matters for consideration contained within the development controls are drawn from those listed in the key coastal SEPPs and Clause 5.5 of the Standard Instrument - Principal Local Environmental Plan (the Standard Instrument LEP), which applies to development on land within the current coastal zone, as well as any local clause relating to coastal hazard risk. As a consequence, it is proposed that Clause 5.5 of the Standard Instrument and any local coastal hazard risk clause be repealed once the proposed SEPP is made.

If a parcel of land is within more than one coastal management area, the objectives and development controls of each management area will apply. That is, the proposed development will need to take into account both sets of objectives and development controls. A set of management objectives and relevant development controls are not 'switched off' by reason of the land being located within two or more coastal management areas.

Should there be any inconsistency between the objectives or development controls for overlapping coastal management areas, the following priority will apply (highest priority first):

- Coastal Wetlands and Littoral Rainforest Area
- Coastal Vulnerability Area
- Coastal Environment Area
- Coastal Use Area.

Question 2: Should the development controls be included in the proposed Coastal Management SEPP or as a mandatory clause in council LEPs?

Development controls for Coastal Management Areas

Coastal Management Area 1: Coastal Wetlands and Littoral Rainforests Area

The proposed Coastal Management Act will prescribe a set of shared management objectives for the area that applies to coastal wetlands and littoral rainforests, however more specific development controls are required for coastal wetlands and littoral rainforests as their ecological characteristics vary, including their level of resilience.

Accordingly, it is intended to retain the development controls that apply to littoral rainforests under SEPP 26, and coastal wetlands under SEPP 14. This will ensure that appropriate development controls apply, tailored to the requirements of these different ecological communities. It will avoid the risk of over or under-regulating development by applying a single set of controls across the coastal management area. It is not intended to alter the permissibility arrangements for activities within land identified as coastal wetland or littoral rainforest.

The current provisions for littoral rainforests include a 100 metre perimeter area ('buffer') around the rainforests, however this does not apply to coastal wetlands. A 100 metre perimeter area will be added to coastal wetlands to allow for natural fluctuations in these areas and to afford protections from the effects of any close-proximity development. However the heads of consideration within this proposed new buffer area will be less substantial than those applicable to the wetland itself and there is no change proposed to the permissibility of activities in the proposed new buffer area for coastal wetlands. There is also no change to permissibility proposed in respect of land in the buffer area for littoral rainforests. Matters which are currently permissible without consent under an environmental planning instrument, and which can be determined under Part 5 of the *Environmental Planning and Assessment Act 1979*, will continue to be determined under Part 5.

With the exception of the perimeter area to coastal wetlands, the proposed development controls for coastal wetlands, littoral rainforests and land within 100 metres of these areas, are similar to existing development controls applying to these lands.

It is also proposed to include appropriate savings provisions to protect activities which, at the time the proposed SEPP is made, may have already been determined under Part 5 of the *Environmental Planning and Assessment Act 1979*, but not yet commenced or completed.

Development controls in relation to exempt development and complying development in coastal wetlands, littoral rainforests and land within 100 metres of these areas, are dealt with at the end of this section.

Land to which the development controls will apply (as mapped)

- Coastal wetlands and littoral rainforests.
- 100 metre perimeter area around each coastal wetland or littoral rainforest.

Proposed consent arrangements and development controls

The proposed consent arrangement and development controls are separately described for the areas comprising littoral rainforests and coastal wetlands, and the 100 metre perimeter areas which adjoin littoral rainforests and coastal wetlands.

On land that is identified as a littoral rainforest:

- The proposed SEPP will require development consent to be obtained in relation to any development for a purpose that is permissible by way of an environmental planning instrument (EPI) that applies to the land, and involves any of the following:
 - erection of a building
 - carrying out of a work
 - use of land
 - subdivision of land
 - earthworks (including filling or the depositing of material)
 - destruction or removal of native vegetation.
- Such development that requires consent under the proposed SEPP is designated development for the purposes of section 77A of the *Environmental Planning and Assessment Act 1979* (which imposes additional requirements such as the preparation of an Environmental Impact Statement, additional public consultation and third party rights to merit appeal).
- Apart from requiring development consent in relation to particular matters as set out above, the proposed SEPP will not affect any other EPI that applies to the land. This means that:
 - if the proposed development is prohibited under another EPI that applies to the land, the development remains prohibited
 - if the proposed development requires consent under another EPI that applies to the land, and the proposed SEPP is silent on the matter, development consent is still required
 - relevant development standards and matters for consideration contained in other EPIs that apply to the land continue to apply.
- The proposed SEPP will include one additional matter for consideration (based on the Standard Instrument LEP, clause 5.5, subclause (2)(e)), in relation to any development on land identified as a littoral rainforest as follows:
 - Development consent must not be granted to development on land that is identified as a littoral rainforest unless the consent authority is satisfied that there are sufficient measures proposed to protect the biophysical, hydrological and ecological integrity of the littoral rainforest.

On land that is within a 100 metre perimeter area of a littoral rainforest:

- The proposed SEPP will require development consent to be obtained in relation to any development for a purpose that is permissible by way of some other EPI that applies to the land, and involves any of the following:
 - erecting a building
 - earthworks (including filling or the depositing of material)
 - destroying or removing native vegetation.

This provision will not apply to land that is zoned for residential use, or land that is also identified as a coastal wetland within the perimeter area.

- Apart from requiring development consent in relation to particular matters as set out above, the proposed SEPP will have no other effect on any other EPI that applies to the land. This means that:
 - if the proposed development is prohibited under another EPI that applies to the land, the development remains prohibited
 - if the proposed development requires consent under another EPI that applies to the land, and the proposed SEPP is silent on the matter, development consent is still required
 - relevant development standards and matters for consideration contained in other EPIs that apply to the land continue to apply.

The proposed SEPP will include one additional matter for consideration (based on the Standard Instrument LEP, clause 5.5, subclause (2)(e)), in relation to any development on land within the 100 metre perimeter area around a littoral rainforest as follows: Development consent must not be granted to development on land within the 100 metre perimeter area of a littoral rainforest unless the consent authority has considered the extent to which that the development will impact on:

- the biophysical, hydrological or ecological integrity of the adjacent littoral rainforest, or
- the quantity and quality of surface and ground water flows to the littoral rainforest if the development is on land within the catchment of a littoral rainforest.

On land that is identified as a coastal wetland:

- The proposed SEPP will require development consent to be obtained in relation to any development for a purpose that is permissible by way of an EPI that applies to the land, and involves any of the following:
 - destroying or removing native vegetation
 - constructing a levee
 - drainage works
 - filling.
- Any development for the purposes of environmental protection works (defined in the Standard Instrument LEP as including works associated with the rehabilitation of land towards its natural state) will also require development consent.
- Development that requires consent under the proposed SEPP, other than environmental protection works, is designated development for the purposes of section 77A of the *Environmental Planning and Assessment Act 1979*.

- Apart from expressly requiring development consent in relation to matters as set out above, the proposed SEPP will not affect any other EPI that applies to the land. This means that:
 - if the proposed development is prohibited under another EPI that applies to the land, the development remains prohibited
 - if the proposed development requires consent under another EPI that applies to the land, and the proposed SEPP is silent on the matter, development consent is still required
 - relevant development standards and matters for consideration contained in other EPIs that apply to the land continue to apply.
- The proposed SEPP will include one additional matter for consideration (based on the Standard Instrument LEP, clause 5.5, subclause (2)(e)), in relation to any development on land that is identified as a coastal wetland, as follows:
Development consent must not be granted to development on land that is identified as a coastal wetland unless the consent authority is satisfied that there are sufficient measures proposed to protect the biophysical, hydrological and ecological integrity of the wetland.

On land that is within a 100 metre perimeter area of a coastal wetland:

- The 100 metre perimeter area of coastal wetlands has not previously been mapped. It is not proposed to change any of the provisions which currently set out whether development can occur (permissibility arrangements) on land within 100 metre of a coastal wetland. It is however proposed to introduce a new matter that must be considered by consent authorities for development in the perimeter area. This new matter for consideration will enable consent authorities to better achieve the policy intent of SEPP 14 - to ensure that the coastal wetlands are preserved and protected.
- This provision will not apply to land that is zoned for residential use, or land that is also identified as a littoral rainforest within the perimeter area.
- Whether or not development is permissible or prohibited is to be determined by reference to other EPIs that apply.
- The proposed new matter for consideration in the proposed SEPP in relation to development on land within the 100 metre perimeter area around a coastal wetland is as follows:
Development consent must not be granted to development on land within the 100 metre perimeter area of a coastal wetland unless the consent authority is satisfied that the development will not significantly impact on:
 - the biophysical, hydrological or ecological integrity of the adjacent coastal wetland, or
 - the quantity and quality of surface and ground water flows to the coastal wetland if the development is on land within the catchment of the coastal wetland.

Question 3: Do the proposed development controls for mapped coastal wetlands and littoral rainforests remain appropriate for that land?

Question 4: Do you support the inclusion of a new 100m perimeter area around the mapped wetlands, including the application of additional development controls?

Coastal Management Area 2: Coastal Vulnerability Area

Land to which the development controls will apply (as mapped)

- Land identified as being exposed to current or future coastal hazards.
- Coastal hazards are those identified in the proposed Coastal Management Act.

Proposed development controls

The majority of the proposed development controls reflect the development controls which currently apply under clause 5.5 of the Standard Instrument LEP and under local coastal risk planning clauses within LEPs.

The proposed development controls will provide that development consent must not be granted to development on land within this coastal management area unless the consent authority is satisfied that, for the life of the works, the development:

- allows for the ambulatory and dynamic nature of the beach and foreshore, or otherwise includes arrangements to maintain the presence of a beach, if there is an existing beach adjacent to the proposed development
- is not likely to cause increased coastal vulnerability in respect of the land itself or any other land in the coastal vulnerability area
- is not likely to alter coastal processes to the detriment of the environment, or other properties or public land
- is not likely to reduce the public amenity, access to and use of the beach, foreshores and headlands
- incorporates appropriate measures to manage risk to life and public safety from coastal hazards
- provides for the relocation, modification or removal of the development in the event that the above outcomes cannot be satisfactorily achieved.

The coastal management manual will provide guidance in respect of these matters.

Development controls in relation to exempt and complying development in coastal vulnerability areas are dealt with at the end of this section.

Question 5: Are the proposed development controls for mapped coastal vulnerability areas appropriate for that land?

Coastal Management Area 3: Coastal Environment Area

Land to which the development controls will apply (as mapped)

This area includes land and waterbodies identified as being ecologically sensitive to impacts from coastal development activity, including:

- State waters and submerged lands plus a 100 metre landward perimeter area
- estuaries plus a 100 metre landward perimeter area
- coastal lakes and lagoons, and the land comprising the catchment of those lakes and lagoons, if the lake or lagoon is identified as requiring comprehensive protection (refer to Schedule 1)

- other coastal lakes and lagoons plus a 500 metre landward perimeter area
- headlands and rock platforms.

Proposed development controls

All of the proposed development controls reflect the development controls which currently apply under clause 5.5 of the Standard Instrument LEP.

The proposed development controls will provide that development consent must not be granted to development on land within this coastal management area unless the consent authority has considered the extent to which the development:

- is not likely to cause adverse impacts on the biophysical, hydrological (surface and groundwater) and ecological environment
- is not likely to impact on geological and geomorphological coastal processes, or be significantly impacted by the same
- protects and preserves native coastal vegetation
- preserves undeveloped headlands in a natural and undeveloped state
- protects Aboriginal cultural heritage and places
- incorporates water sensitive design to achieve the management objectives for the coastal environment area.

Development controls in relation to exempt development and complying development in coastal environment areas are dealt with at the end of this section.

Question 6: Are the proposed development controls for coastal environment areas appropriate for that land?

Question 7: Is the inclusion of the catchments of the 15 sensitive lakes (listed in Schedule 1) within the coastal environment area appropriate?

Coastal Management Area 4: Coastal Use Area

Land to which the development controls will apply (as mapped)

The Coastal Use Area will include lands to which controls concerning urban design, location and scale will apply. The area will vary in extent depending on topography, local scenic qualities and the patterns of existing development.

The Coastal Use Area is similar to the existing "coastal zone" as defined under the *Coastal Protection Act 1979*, however three different options are being considered for initially mapping the area, with an ability for councils to refine the maps in future to pick up local characteristics:

- Option 1 – generally one kilometre landward of mean high water mark. Councils may propose to increase or decrease the area.
- Option 2 – generally 500 metre landward of mean high water mark. Councils may propose to increase, but not decrease, the area.
- Option 3 – generally one kilometre landward of mean high water mark. Councils may propose to increase the area, or decrease it to no less than 500 metres.

Whichever option is adopted, the following principles for mapping the Coastal Use Area will apply.

The distance will be mapped to the applicable distance inland from:

- the coastal waters of the State
- any bay, estuary, coastal lake or lagoon
- upstream in any coastal river or estuary to one kilometre beyond the limit of any recognised mangroves on or associated with the river or estuary
- if there are no such recognisable mangroves, then to one kilometre beyond the tidal limit of the river or estuary
- the boundary will be shown to the nearest cadastral boundary or easily recognisable physical boundary
- within the Sydney metropolitan area the boundary will represent the land affected by or affecting coastal processes (generally between 50 metres and 200 metres).

These mapping principles are consistent with the principles articulated in the *Coastal Protection Act 1979*.

Note: the Coastal Use Area will not include State waters on the open coast – these and other submerged lands within State waters will be included in the maps for Coastal Management Area 3: Coastal Environment Area.

Each option is explained in detail in Schedule 2 together with a summary of the advantages and disadvantages of each.

Question 8: Which is the best option for mapping the coastal use area? Is the proposed approach to mapping of the coastal use area for the Sydney metropolitan area appropriate?

Question 9: Should councils be able to propose variations to the Coastal Use Area maps over time to take into account local characteristics and circumstances?

Proposed development controls

All of the proposed development controls reflect the development controls and considerations which currently apply under the Standard Instrument LEP clause 5.5, SEPP 71, the NSW Coastal Policy and the Coastal Design Guidelines.

The proposed development controls will provide that development consent must not be granted to development on land within this coastal management area unless the consent authority considers the extent to which the development:

- maintains or enhances public access to beaches, headlands, and ocean, estuarine, lake and lagoon foreshores
- does not exceed the scale and size of the existing buildings and the visual impact on the surrounding area
- incorporates measures to maintain or improve the amenity of the coastal foreshore, including minimising overshadowing and minimising the loss of views from a public place to the coastal foreshore
- protects the visual amenity and scenic qualities of the coast
- protects Aboriginal cultural heritage and places

- minimises overshadowing and wind funnelling
- conserves biodiversity and ecosystems, including:
 - i. native coastal vegetation and existing wildlife corridors, and
 - ii. rock platforms, and
 - iii. water quality of coastal waterbodies, and
 - iv. native fauna and native flora, and their habitats; and
- affects the cumulative impacts of the proposed development and other development on the coastal catchment.

Development controls in relation to exempt development and complying development in coastal use areas are dealt with at the end of this section.

Question 10: Are the proposed development controls for mapped coastal use areas appropriate for that land?

Other matters relating to development

Exempt and complying development

The proposed development controls for the four coastal management areas will only apply to development that requires development consent.

In relation to exempt and complying development under the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (Codes SEPP), no change is proposed to current arrangements under that SEPP allowing exempt and complying development to be undertaken on land that is identified as being within a coastal management area.

What this means in each coastal management area:

Coastal Management Area 1: Coastal Wetlands and Littoral Rainforests Area

- Exempt development under the Codes SEPP that is currently permitted on land that is a coastal wetland or littoral rainforest area and on land within the 100 metre perimeter area around such areas will continue to be permitted as exempt development.
- Exempt development under the Codes SEPP that is currently excluded from being undertaken on land that is a coastal wetland or littoral rainforest area and on land within the 100 metre perimeter area around such areas will continue to be excluded.
- Complying development under the Codes SEPP cannot currently be carried out on land that is coastal wetland or littoral rainforest area and on land within the 100 metre perimeter area around such areas, and this arrangement is to continue.

Coastal Management Area 2: Coastal Vulnerability Area

- Exempt development under the Codes SEPP can be carried out on land that is identified as a Coastal Vulnerability Area if the development meets the standards specified, and complies with the requirements set out, in the Codes SEPP. This arrangement is to continue.

- Complying development set out in the General Housing Code, Rural Housing Code, and Commercial and Industrial (New Buildings and Additions) Code cannot currently be carried out on land that is affected by coastal hazards, and this arrangement is to continue in relation to Coastal Vulnerability Areas which covers such areas.
- However, other complying development such as that set out in the Advertising and Signage Exempt Development Code and the Housing Alterations Code can be carried out on that is affected by coastal hazards, and this arrangement is also to continue in relation to Coastal Vulnerability Areas.

Coastal Management Area 3: Coastal Environment Area

- Exempt development under the Codes SEPP can be carried out on land that is identified as a Coastal Environment Area if the development meets the standards specified, and complies with the requirements set out, in the Codes SEPP. This arrangement is to continue.
- Complying development set out in the General Housing Code, Rural Housing Code, and Commercial and Industrial (New Buildings and Additions) Code cannot currently be carried out on land that is identified in an environmental planning instrument as being environmentally sensitive land (or similar). This arrangement is to continue.
- If a Coastal Environment Area (under this SEPP) is identified as environmentally sensitive land in the council's LEP, complying development under these Codes cannot be undertaken on the land. This arrangement is to continue.
- However, other complying development such as that set out in the Advertising and Signage Exempt Development Code and the Housing Alterations Code can be carried out on land identified as being environmentally sensitive, and this arrangement is to continue.

Coastal Management Area 4: Coastal Use Area

- Exempt development under the Codes SEPP can be carried out on land that is identified as a Coastal Use Area if the development meets the standards specified, and complies with the requirements set out, in the Codes SEPP. This arrangement is to continue.
- Complying development set out in the General Housing Code, Rural Housing Code, and Commercial and Industrial (New Buildings and Additions) Code cannot currently be carried out on land that is identified in an environmental planning instrument as being environmentally sensitive land (or similar) and this arrangement is to continue. However, it is unlikely that land within a Coastal Use Area will be identified as environmentally sensitive land given the features of the land.

Question 11: Should the current exempt development and complying development provisions be retained for coastal management areas?

Question 12: Should consideration be given to applying other controls for these areas? For example, what types of exempt and complying development might be appropriate in coastal wetlands and littoral rainforests or in the catchments of sensitive coastal lakes and lagoons?

Coastal protection works

The *State Environmental Planning Policy (Infrastructure)* (Infrastructure SEPP) contains provisions permitting development such as coastal protection works. Coastal protection works include sea walls, revetments, beach nourishment (i.e. the placement or replacement of sand on beaches) and other works designed to protect land adjacent to or assets near a beach.

The Infrastructure SEPP provisions relating to coastal protection works (in Division 25, and specifically clauses 129(2A), 129(2B) and 129A) are most appropriately accommodated in the proposed SEPP as they are a specific form of development which only occurs in coastal locations. It is proposed to modify the current provisions as outlined below.

It is noted that the Infrastructure SEPP refers to 'Coastal Zone Management Plans'. The proposed SEPP will refer to these as 'Coastal Management Programs', consistent with the proposed Coastal Management Act.

Division 25 of the Infrastructure SEPP currently provides that where:

- a person (other than a public authority) proposes to build a sea wall or undertake beach nourishment and the local council does not have an adopted Coastal Zone Management Plan – development consent is required and the NSW Coastal Panel is the consent authority
- a person (other than a public authority) proposes to carry out such works and the local council has adopted a Coastal Zone Management Plan – development consent is required and the council is the consent authority
- public authorities propose to undertake new coastal protection works generally – the works are permitted without development consent but the proposal must be referred to the Coastal Panel for consideration and the public authority must consider the comments made by the Coastal Panel before they can carry out the activity under Part 5 of the EP&A Act.

Coastal protection works may give rise to significant long term environmental impacts in some cases. The possible impacts of sea walls, for example, include the narrowing and eventual loss of the beach and the amplification of erosion effects on adjoining unprotected land (known as 'end effects'). Such matters are complex and it can be many years before the problem becomes evident.

Furthermore, even if these issues are identified, they are not easily addressed. This is because the primary solution to loss of a beach is to replace the lost sand through activities such as beach nourishment. The sourcing of a suitable long-term source of sand supply for beach nourishment, and the cost of maintaining beach nourishment for as long as a seawall or other protection works are in place can represent both a technical and logistical barrier as well as a significant on-going cost.

The exposure draft Coastal Management Bill provides for the adoption of coastal management programs by councils. The development of such programs will improve the capacity of communities and councils to consider the costs and benefits of coastal protection works, and to identify the most appropriate management strategy.

Until such time as councils have adopted a coastal management program (CMP), it is considered prudent to ensure that councils and communities are guided by expert advice and receive technical support, by referring such applications to the applicable Joint Regional Planning Panel (JRPP) for consent.

Therefore, under the proposed SEPP, the following is included:

Approval pathways for new coastal protection works (CPWs)

	Proponent	
	Private	Public authority
New CPW identified in the CMP (1)	Permitted with council consent	Permitted without consent
New CPW where no CMP currently applies or where CPW not identified in the CMP	Permitted with JRPP consent	Beach nourishment permitted without consent (2)
		Sand bags permitted without consent (3)
		Other works permitted with JRPP consent
Emergency protection works consistent with CEEASP (4)	N/A	Exempt development (3)

(1) Works included in a coastal management program (CMP) applying to the land where the works are proposed.

(2) Beach nourishment refers to the placement or spreading of sand on a beach only. It does not include sourcing or extracting of sand for beach nourishment purposes. The extraction of material may be subject to other development controls.

(3) Sand bags are to be removed within 30 days of the date of placement whether undertaken as exempt development or development permitted without consent.

(4) Coastal Erosion Emergency Action Sub-Plan will cover emergency works such as sand bags and beach nourishment by public authorities.

There will also be an ongoing role for the relevant JRPP as a consent authority for any new coastal protection works, proposed by public authorities, which were not provided for in a CMP which was adopted by a council. This provision recognises that unforeseen events can occur and circumstances may change such that certain actions relating to coastal protection works (for example, installation, modification or removal) become necessary. It is preferable to provide for such works to be permissible with consent by the relevant JRPP rather than prohibited.

The relevant JRPP will comprise suitably qualified and experienced experts to enable the proper assessment of proposals for coastal protection works. The exposure draft Coastal Management Bill includes proposed amendments to the EP&A Act relating to this function.

Emergency and temporary coastal protection works

The Stage 2 Coastal Reforms seek to promote a strategic and integrated approach to coastal management. An important part of such an approach is that the interests of local communities are best served by thinking ahead and planning for likely hazard events, such as extreme storm events.

For this reason, councils and communities should move as quickly as possible towards developing and adopting a CMP. Where temporary or emergency protection works are installed without appropriate planning, there is a greater risk of exacerbating erosion problems elsewhere, especially when the works are not built to appropriate engineering standards.

If the relevant council has an adopted CMP, including a Coastal Erosion Emergency Action Sub Plan (CEEASP), the proposed SEPP will provide for emergency coastal protection works as exempt development, if undertaken by a public authority, and the proposed works:

- are provided for in the relevant CEEASP
- involve only the placement of sand, or fabric bags filled with sand, on a beach
- are removed (other than loose sand placed for protection) within 30 days of the placement of the material on the beach.

For the above scenario, a public authority would have considered the environmental effects of the emergency works as part of the development of the CEEASP and for this reason the emergency protection works can be treated as exempt development under the *Environmental Planning and Assessment Act 1979*.

In the event that the land subject to the beach erosion threat is not within a CMP or not included in a CEEASP, emergency works can be undertaken by a public authority as development which is permissible without consent. This would require the proponent to undertake an assessment of the environmental impact of the proposed works before commencing the activity.

Whether emergency works are undertaken under the CEEASP or not, in either case a proponent will be required to remove any sand bags which were placed as emergency protection works within 30 days of the date of placement.

Public authorities may use these provisions to install emergency protection works for the purpose of protecting any land or asset.

This arrangement allows sufficient time for the emergency event to subside and for the proponent to demolish and remove the structure safely. Emergency protection works not removed within the specified period become unauthorised works and subject to compliance and enforcement under the EP&A Act.

The proposed SEPP will not include any provision for other temporary coastal protection works.

Question 13: Should any provisions be retained to allow the use of emergency coastal protection works in emergency situations? What limitations should be put on such works being undertaken by private individuals or public authorities?

Other infrastructure works in coastal vulnerability areas

The proposed SEPP will amend the Infrastructure SEPP to require public authorities to consult with councils before undertaking an activity that does not otherwise require consent, if that proposed activity:

- a) is in a coastal vulnerability area
- b) will be inconsistent with the coastal management arrangements set out in an adopted CMP.

Such works include stormwater works, roads and sewerage works.

This provision will encourage public authorities to undertake activities in a manner which supports the strategic direction articulated by the community through the relevant CMP.

This consultation requirement is similar to an existing provision in the Infrastructure SEPP (clause 15) requiring public authorities to consult with councils before undertaking works on flood liable land that will change flood patterns.

Review of the proposed SEPP

A provision will be included for a review of the SEPP.

- as soon as practicable after the first anniversary after commencement; and
- at least every five years after commencement.



Photography: Sandy Creek Loop Track Bournda National Park (John Spencer/OEH)



Photography: Iluka Nature Reserve (Nick Cubbin/OEH)

Part C

Background and analysis

Coastal Management Area 1

State Environmental Planning Policy No 14 – Coastal Wetlands

SEPP 14 was introduced in 1985, and the protections provided by the SEPP continue to be vital to a healthy and sustainable coastal environment. Appropriate development of the coast continues to be a matter requiring a State and regional response. For this reason, it is proposed that the relevant provisions within this SEPP will be retained and improved as required.

SEPP 14 specifies that development (as defined in the Policy) within mapped coastal wetlands cannot occur except with the consent of the relevant council and the concurrence of the Secretary of the Department of Planning and Environment. It also specifies heads of consideration that are to be taken into account by the Secretary when considering whether to grant concurrence.

SEPP 14 identifies development within these areas as designated development.

SEPP 14 specifies that restoration works (as defined in that Policy) within mapped coastal wetlands cannot occur except with the consent of the council and the concurrence of the Secretary. The application for consent is to be lodged with a restoration plan prepared in accordance with the guideline issued by Department of Planning and Environment.

A copy of a development application is to be sent to the Director of National Parks and Wildlife.

SEPP 14 is supported by:

- Circular No. B10, SEPP 14 – Coastal Wetlands (1997); and
- Guidelines – Wetland Restoration Plans (1999).

What will be retained or added under the proposed SEPP?

Under the proposed Coastal Management SEPP, coastal wetlands will continue to be protected. SEPP 14 currently identifies coastal wetlands by way of maps. However, it is generally recognised that, with the passage of time, coastal wetlands have migrated in some locations and have expanded or contracted in response to normal coastal environmental dynamics. It is also recognised that digital forms of analysis and mapping is now able to deliver spatial information more accurately.

It is therefore proposed to retain the policy intent but in order to ensure accurate mapping of coastal wetlands, the paper maps of the original SEPP 14 will be replaced with digital maps based on more recent research and analysis, which will form part of the proposed SEPP.

At present, the development controls in SEPP 14 only apply to land within the black line on the SEPP 14 maps, which indicates the edge of the wetland. Conversely, SEPP 26 applies controls to both the land within the mapped area of littoral rainforest, and a second set of controls (not applying to residential land) for land within a 100 metre perimeter area outside the littoral rainforest. It is proposed to introduce a similar arrangement for coastal wetlands by prescribing a set of controls for land within a 100 metre perimeter area around a coastal wetland. This is considered necessary because wetlands can migrate in response to climatic and environmental variations, and also because development within the immediate drainage area for wetlands can impact the resilience of the wetland.

The current designated development assessment pathway for development within mapped coastal wetlands will be retained, as it provides for the high level of assessment required to ensure protection of these areas of State significance.

What is no longer needed?

It is not proposed to retain the concurrence and referral provisions for SEPP 14.

Development within coastal wetlands is classed as 'designated development' and requires a higher order of assessment regarding potential environmental impacts. Designated development includes development that has a high potential to have adverse impacts because of their scale or nature or because of their location in sensitive environmental areas, such as wetlands.

For designated development, applicants need to prepare an environmental impact statement (EIS) with the development application. Prior to preparing an EIS, applicants must consult with the Secretary of the Department of Planning and Environment and, in completing the EIS, must have regard to the Secretary's requirements in relation to the form, content and public availability of the EIS. Any person who makes a submission on an EIS also has the right to challenge the merits of the development in the Land and Environment Court, otherwise known as 'Third Party Appeal Rights'.

Given the high level of assessment specified for development proposed within coastal wetlands, including the third party appeal rights, the concurrence and referral provisions within the current Policy are no longer considered necessary.

Additionally, more than 70 per cent of coastal wetlands currently identified under SEPP 14 are already provided with higher levels of protection via their zoning under relevant LEPs.

State Environmental Planning Policy No 26 – Littoral Rainforests

SEPP 26 was introduced in 1988 to provide a mechanism for the consideration of development applications that are likely to damage or destroy littoral rainforest areas with a view to the preservation of those areas in their natural state. Appropriate development of the coast continues to be a matter requiring a State and regional response. For this reason, it is proposed that the relevant provisions within this SEPP will be retained and improved as required.

SEPP 26 applies to mapped areas of littoral rainforest and to a perimeter area surrounding the rainforest of 100 metres.

SEPP 26 specifies that development (as defined in the Policy) within mapped littoral rainforests or 100 metre perimeter areas cannot occur except with the consent of the council. The concurrence of the Secretary for the Department of Planning and Environment is required in the case of private development proposals, and of the Minister for Planning in the case of proposals by public authorities. It also specifies heads of consideration that are to be taken into account by the Secretary or the Minister when considering whether to grant concurrence.

SEPP 26 identifies such development within rainforest areas as designated development.

SEPP 26 specifies that a copy of a development application is to be sent to the Director of National Parks and Wildlife.

SEPP 26 is supported by Circular No. B18, SEPP 26 – Littoral Rainforests (1997).

What will be retained or added under the proposed SEPP?

Under the proposed SEPP, littoral rainforests will continue to be protected.

The current designated development trigger for development within mapped littoral rainforests will

be retained, as it provides for the high level of assessment required to ensure protection of these areas of state and federal significance.

What is no longer needed?

It is not proposed to retain the existing concurrence and referral provisions for SEPP 26.

Development within littoral rainforests is classed as 'designated development' and requires a higher order of assessment regarding potential environmental impacts. Designated development includes development that has a high potential to have adverse impacts because of their scale or characteristics relative to their location near littoral rainforests.

For designated development, applicants need to submit an environmental impact statement (EIS) with the development application. Prior to preparing an EIS, applicants must consult with the Secretary of the Department of Planning and Environment and, in completing the EIS, must have regard to the Secretary's requirements in relation to the form, content and public availability of the EIS. Any person who makes a submission on an EIS also has the right to challenge the merits of the development in the Land and Environment Court, otherwise known as 'Third Party Appeal Rights'.

Given the high level of assessment specified for development proposed within littoral rainforests, including the third party appeal rights, the concurrence and referral provisions within the current Policy are no longer considered necessary.

Additionally, more than 80 per cent of littoral rainforests are already afforded appropriate levels of protection via their zoning under relevant LEPs. The zoning of littoral rainforests under LEPs has resulted in very few applications for development being proposed within littoral rainforests.

Coastal Management Areas 2, 3 and 4

State Environmental Planning Policy No 71 – Coastal Protection

SEPP 71 was introduced in 2002 to complement the 1997 NSW Coastal Policy. It aimed to protect and manage the natural, cultural, recreational and economic attributes of the NSW coast – including vegetation, visual character, public access, beaches, rock platforms and the marine environment – by ensuring there was a clear and consistent approach to plan making and development assessment in the coastal zone.

SEPP 71 applies to land within the coastal zone, as defined in the *Coastal Protection Act 1979*, with some exclusions relating to Lord Howe Island and land to which *State Environmental Planning Policy No 62 - Sustainable Aquaculture* applies.

The Coastal Zone is defined by the *Coastal Protection Act 1979* as:

- a) the area within the coastal waters of the State as defined in Part 10 of the *Interpretation Act 1987* (including any land within those waters), and
- b) the area of land and the waters that lie between the western boundary of the coastal zone (as shown on the maps outlining the coastal zone) and the landward boundary of the coastal waters of the State, and
- c) the seabed (if any) and the subsoil beneath, and the airspace above, the areas referred to in paragraphs (a) and (b).

The coastal zone consists of the area between the western boundary of the coastal zone shown on the maps outlining the coastal zone and the outermost boundary of the coastal waters of the State. The coastal waters of the State extend, generally, to three nautical miles from the coastline

of the State. Special provision was made in the Act and SEPP 71 for defining the coastal zone in metropolitan areas.

SEPP 71 specifies matters for consideration in plan making and development assessment, and includes development control provisions relating to matters such as effluent disposal and stormwater.

The Policy requires the concurrence of the Secretary for development identified as significant coastal development. It also includes master plan (development control plan) requirements for specified subdivisions.

The proposed Coastal Management SEPP will carry forward the goals of the Coastal Policy, including:

- protect conservation values and biodiversity
- improve water quality
- manage the environment in the public interest
- involve the community in restoration projects
- protect areas of high aesthetic quality
- development to complement surrounding environment
- adoption of best practice approaches
- minimising urban and rural residential impact on environment
- ensuring compact urban development
- public access to be provided when environmentally sustainable
- cultural heritage items and landscapes to be managed and conserved
- rights and needs of indigenous people recognised.

What will be retained or added under the proposed SEPP?

Clause 8 of SEPP 71 contains matters for consideration for plan making and development assessment. These matters were transferred into clause 5.5 of the Standard Instrument LEP. Relevant elements of the matters for consideration will be retained as development considerations relating to specific coastal management areas under the proposed SEPP. Those considerations will not apply to the consideration of planning proposals (to amend LEPs) as that is beyond the legal purpose of a SEPP. A section 117 direction will be issued relating to plan making and coastal management.

It is proposed to protect the important ecological status of coastal lakes and lagoons through the inclusion of a 500 metre perimeter area around coastal lakes within the coastal environment area, and by the inclusion of the whole catchment of highly sensitive coastal lakes (set out in Schedule 1).

Goals within the 1997 Coastal Policy have been considered in developing the new framework. Key elements have been retained and incorporated into the proposed Coastal Management Bill.

The NSW Coastal Policy 1997 (Table 3 of Appendix C) sets out a number of design and locational principles for consideration in LEPs, DCPs and development controls. They include:

- undeveloped headlands will be preserved (p 83)
- developments on headlands already developed should be strictly limited in height and scale including assessment of visual impact from adjoin beaches (p 83)
- beaches and waterfront open space will be protected from overshadowing in accordance to certain standards as defined in the Table (p 83-84)
- taking into account public access, scenic factors, coastal hazards and building design criteria (p 84-85).

These development controls will be tailored to the relevant coastal management area, as follows:

- Coastal Vulnerability Area (coastal hazards)
- Coastal Environment Area (undeveloped headlands)
- Coastal Use Area (public access, scenic factors, building design, size and height of buildings on headlands and overshadowing beaches).

What is no longer needed?

The concurrence provisions for development within 100 metres below mean high water mark are considered now to be unnecessary. Development in this area typically includes pontoons and jetties. Since the time that SEPP 71 was first published, councils are more aware of issues in assessing development applications in such locations.

The coastal specific development control provisions relating to effluent disposal and stormwater are also considered redundant as councils consider these matters for all areas within their LGA under existing assessment regimes.

It is considered unnecessary for master plans to be prepared prior to granting consent for the subdivision of land in the coastal zone due to the controls which are now provided by through LEPs and Development Control Plans (DCPs) to guide subdivision in all areas, including the coast.

Furthermore, data shows that the master plan requirements have been waived in the majority of circumstances. The current provisions require master planning for subdivisions as small as subdivision into two lots. Considering the often small scale subdivisions which are proposed and that there is an adequate level of environmental direction and control provided by other planning and policy instruments, this requirement is considered unnecessary. Additionally, the consideration of subdivisions as part of a development application process effectively requires an applicant to demonstrate that their proposal has considered the types of issues that would be addressed by a master plan.

Additionally, Schedule 4A of the EP&A Act lists development for which regional panels may be authorised to be the consent authority. The list includes specified scales of coastal subdivision within the coastal zone and as a sub-set within a sensitive coastal location. The definition of sensitive coastal location is contained within the EP&A Act.



Photography: Hammerhead Point - native vegetation coastal impacts, Jervis Bay (Michael Van Ewijk/OEH)

Schedule 1

Coastal lakes and lagoons requiring comprehensive protection

Name	Description of location
Arragan	Approximately 8 km north of Brooms Head; within Yuragir National Park
Bondi	Approximately 7 km north of Tura Beach; within Bournda Nature Reserve
Bournda	Approximately 6 km north of Tura Beach; within Bournda Nature Reserve
Brou	Approximately 5 km south of Potato Point; partly within Eurobodalla National Park
Brunderee	Approximately 2 km west of Potato Point
Durras	Approximately 2 km west of North Durras
Hiawatha	Approximately 4 km south-west of Minnie Water; within Yuragir National Park
Meroo	Approximately 2 km north of Bawley Point
Minnie Water	Approximately 3 km west of Minnie Water; within Yuragir National Park
Nadgee	Approximately 45 km south of Eden; within Nadgee Nature Reserve
Nargal	Approximately 6 km south of Narooma
Saltwater	Approximately 4 km west of Point Plomer; within Limeburners Creek Nature Reserve
Tarouga	Approximately 2 km south of Potato Point; within Eurobodalla National Park
Termeil	Approximately 2 km south of Tabourie Lake
Wollumboola	Approximately 1 km south of Culburra

This list reflects the lakes and lagoons classified by the Healthy Rivers Commission as requiring 'comprehensive protection' (Independent Public Inquiry into Coastal Lakes: Final Report 2002).

Schedule 2

Options for mapping the coastal use area

There are three options for mapping the Coastal Use Area, set out below.

Currently the boundary of the coastal zone is generally mapped as one kilometre inland from coastal waters, bays, estuaries or lagoons.

For the Sydney metropolitan area, the landward boundary represents the land affected by or affecting coastal processes (generally between 50 metres and 200 metres). These options for mapping the coastal use area concern those areas not within the Sydney metropolitan area.

In proposing these options, it is noted that historically more development activity occurs within the area up to 500 metres inland, than between 500 metres and one kilometre. This results in a greater concentration of development closer to the shore, and lower concentration of development beyond 500 metres.

In addition, within the current coastal zone, about 50 per cent of development applications are for residential alterations and additions, which are subject to a level of development control that may not be uniformly necessary across the full width of the coastal zone.

Option 1 – Boundary generally one kilometre inland which can be increased or decreased

Under Option 1 the Coastal Use Area would be land bounded at the seaward extent by the mean high water mark and extending to the landward extent of the current coastal zone, being a line generally one kilometre landward from estuaries, coastal waters and tidal waters except for the Sydney metropolitan area.

The landward boundary may be increased or decreased, without limit.

Advantages

The initial boundary would be the same as currently in place for the coastal zone, and is familiar to both councils and the community. This option would involve no initial changes to the area where coastal related development controls apply.

An ability to adjust a map boundary allows the council to propose extending the relevant management objectives and development controls to those areas where they are warranted, and remove them from areas where those controls are not required. This is the only option which allows a council to decrease the upstream extent to which the Coastal Use Area and the related controls apply in relation to estuaries.

The removal of unnecessary development controls will provide incentives for increased development activity, where previously those controls were a barrier to investment, or created additional development costs.

Disadvantages

Allowing the boundary to be reduced without limitation creates some regulatory risk. The Coastal Use Area may be reduced to such an extent that coastal amenity and urban planning is adversely impacted close to the foreshore, resulting in environmental consequences that are difficult to retrospectively address.

There would be a lag in realising the benefits of this option, while councils undertake the analysis and community consultation required to propose variations to the boundary.

When considered with increased regulatory requirements in areas of greater environmental sensitivity or more substantial risk profiles (including coastal hazards that comprise the proposed Coastal Vulnerability Area), retaining a 1km boundary would result in an overall increase in regulation prior to any future adjustments to the boundary.

Option 2 - Boundary generally 500 metres inland which can be increased but not decreased

Under Option 2 the Coastal Use Area would be land bounded at the seaward extent by the Mean High Water Mark and extending generally 500 metres landward from estuaries, coastal waters and tidal waters except for the Sydney metropolitan area.

The landward boundary may be increased, without limit, but not decreased.

Advantages

An immediate reduction of the boundary to 500 metres would remove coastal related development restrictions beyond 500 metres and in doing so, may provide an incentive for increased development further back from coastal waters and foreshore areas. This may help to preserve and improve the form and character of coastal settlements.

An ability to adjust a map boundary allows the council to propose extending the relevant management objectives and development controls to those areas where they are warranted.

Providing a minimum 500 metre boundary would mitigate against any potential risk of unforeseen environmental or other circumstances arising in the future, which could render less regulated development closer to the shore inappropriate.

Disadvantages

There may be land within the 500m to 1km area that has not yet been adequately considered with respect to the need for controls. This may result in planning controls being initially removed, only to be reintroduced later.

Option 3 - Boundary generally one kilometre inland which can be increased without limit but only decreased to 500 metres

Under Option 3 the Coastal Use Area would be land bounded at the seaward extent by the Mean High Water Mark and extending to the landward extent of the current coastal zone, being a line generally 1km landward from estuaries, coastal waters and tidal waters.

The landward boundary may be increased without limit but may not be decreased to less than 500 metres landward from estuaries, coastal waters and tidal waters.

Advantages

The initial boundary would be the same as currently in place for the coastal zone, and is familiar to both councils and the community. This option would involve no initial changes to the area where coastal related development controls apply.

Providing a minimum 500 metre boundary would mitigate against any potential risk of unforeseen environmental issues arising in the future, which could render development closer to the shore inappropriate.

The potential to reduce the initial boundary will remove regulatory controls in certain areas between all, or part, of the 500 metres to one kilometre area and increase incentives for increased developments in areas not immediately adjoining the coastal foreshore.

Disadvantages

There would be a lag in realising the benefits of this option, while councils undertake the analysis and community consultation required to propose variations to the boundary.

A council could not propose re-mapping the boundary to remove the application of management objectives and development controls in areas where such removal might be warranted, between the coastal foreshore and 500 metres.

Have Your Say

This EIE is available on the Office of Environment and Heritage's website:
<https://engage.environment.nsw.gov.au/our-future-on-the-coast-reform-of-the-coastal-management-framework-in-nsw>

You can make a submission online at the website or you can write to:

Coastal Reforms Team
Office of Environment and Heritage
PO Box A290
Sydney South
NSW 1232

Submissions are invited up to **29 February 2016**.

We will publish your submission unless you tell us not to. Publication of submissions will usually include your name and the name of the organisation, if relevant. We will remove contact details such as email addresses, postal addresses and telephone numbers. At our discretion we may not publish certain submissions (or part of submissions) due to our assessment of length, content, appropriateness or confidentiality.



Photography: Coastal erosion monitoring,
Wollongong beach (Peter Robey/OEH)

Front and back cover photography: Caves Beach, Lake Macquarie (Bob Clout/OEH)

Coastal Management State Environmental Planning Policy: Explanation of Intended Effect – November 2015

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An aerial photograph of a coastal town and beach. The town is built on a hillside overlooking a wide, sandy beach. The ocean is a vibrant blue-green color, with white waves breaking onto the shore. The sky is clear and blue.

**An introduction to
the NSW Coastal
Management Manual**



Photography: Jervis Bay (Michael Van Ewijk/OEH)

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Our future on the coast

The NSW coast is one of our greatest assets. It is a dynamic and diverse landscape with unique coastal values, cultural significance and natural resources that support our way of life.

The long-term sustainable use and development of the coast is important for the social, cultural and economic wellbeing of the people of NSW, both now and in the future.

The coast is under increasing pressure. Nearly 85 per cent of the NSW population live within 50 kilometres of the coastline and people are placing increased value on a coastal lifestyle. Major cities, regional centres and small coastal villages are continuing to grow.

The coast is a vital economic zone that supports most of the state's industrial and commercial activity. It also contains our iconic beaches and important coastal waterways along with our marine protected areas and many of our national parks.

It is an ever-changing environment with unique natural features and coastal processes. Wind, waves, ocean currents, storm events and shifts in climatic systems are influencing the nature of the coastal landscape over time. The ambulatory and dynamic nature of the shoreline and the variability of coastal processes can also give rise to a range of potential hazards and risks to coastal communities.

Managing the growing pressure of human activity on our coastal environment, while maintaining the coastal values of the open coast and of the associated estuaries, lakes, lagoons, wetlands and littoral rainforests, as well as mitigating current and future risks to all these systems, is a complex and challenging undertaking. To be successful an integrated approach is required.

To ensure the long-term sustainable use, development and enjoyment of the coast we need to better manage how we live on the coast now and how we respond to emerging coastal management issues and uncertainty into the future.

Better managing how we live on the coast

The NSW Government's vision is for thriving and resilient communities living and working on a healthy coast now and into the future. This vision includes:

- protecting and enhancing our natural coast and maintaining public access, use and enjoyment of our beaches and headlands and the foreshores of our estuaries, lakes and lagoons
- supporting coastal communities to increase their resilience and reduce their vulnerability to existing and emerging hazards and threats through practical risk management policies and tools, and
- building capacity for coastal communities to forge strong partnerships and shape their own future on the coast.

The NSW Government is working to implement this vision through:

- new legislative arrangements for a contemporary approach which integrates management of all the coastal management areas that make up the coastal zone – this includes a draft Coastal Management Bill 2015 and a proposed Coastal Management State Environmental Planning Policy (SEPP) which replaces various existing SEPPs that apply to the coastal zone
- improving the quality and range of technical support and guidance provided to councils through a new coastal management manual – the manual will include a toolkit to assist councils to identify and assess coastal risks affecting vulnerable areas in the coastal zone. The manual will also provide guidance on selecting and funding affordable management strategies through local coastal management programs (CMPs).

The significant challenge faced by many local councils and coastal communities is to plan and manage coastal areas that are resilient and support a vibrant, healthy and prosperous way of life.

The draft Coastal Management Bill identifies four types of coastal management areas reflecting the diversity of coastal values and issues. These are:

- **Coastal wetlands and littoral rainforest areas** – areas of coastal wetlands and littoral rainforest and adjoining areas
- **Coastal vulnerability areas** – areas subject to current or future coastal hazards, these will be identified in the state-wide hazard mapping being prepared by the Office of Environment and Heritage
- **Coastal environment areas** – areas that include coastal features such as coastal waters, estuaries, coastal lakes, coastal lagoons and adjoining areas including headlands and rock platforms
- **Coastal use areas** – areas adjacent to coastal waters, estuaries, coastal lakes and lagoons where development exists or is likely to occur in the future.

One or more of these coastal management areas may apply to a section of coast. CMPs will balance the objectives of different management areas, in accordance with the hierarchy in the draft Coastal Management Bill, to achieve the best possible outcome for present and future generations.



Photography: Sandy Creek Loop Track Bournda National Park (John Spencer/OEH)



Photography: Iluka Nature Reserve (Nick Cubbin/OEH)

The coast is a dynamic environment

The coast is a constantly changing environment made up of beaches, dunes, headlands, cliffs, rock platforms, estuaries, coastal floodplains, coastal lakes and lagoons.

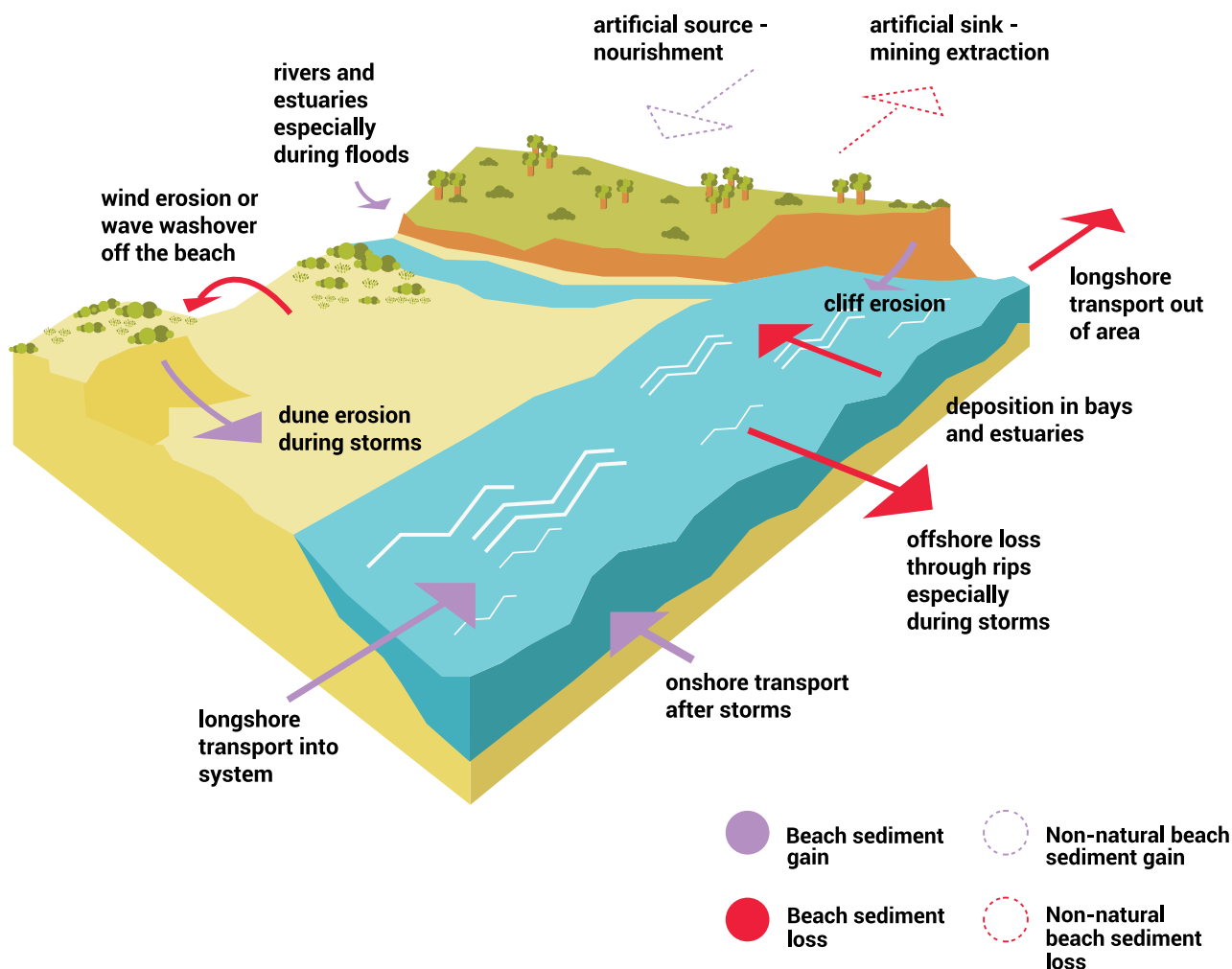
It supports a diversity of coastal and estuarine habitats. These include beaches, dunes, coastal heaths, rock pools, nearshore waters, offshore reefs, sheltered waterways, wetlands, littoral rainforests, mangroves, saltmarshes, seagrass beds, sandbars and mudflats.

Coastal habitats are often close to population centres and industry. They are vulnerable to associated impacts such as degraded water quality and habitat loss. Growing coastal populations and numerous human activities on the land and water can impact or threaten coastal environments.

The coastline is also subject to a range of natural coastal processes such as wind, waves, currents and variable climatic conditions, including sea level, that change the form of the coast over time.

The NSW coast has evolved over millions of years. Headlands and other features of the landscape create natural sediment compartments. Depending on the nature of the coastline, a compartment may include a single embayment or a series of adjoining embayments. Figure 1 illustrates processes that may occur in a sediment compartment.

Figure 1: Coastal processes within a sediment compartment



Coastal communities and coastal landscapes are vulnerable to impacts from a range of potential hazards, including:

- beach erosion
- shoreline recession
- coastal lake or watercourse entrance instability
- coastal inundation
- coastal cliff or slope instability
- tidal inundation, and
- erosion of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters.

Vulnerability to coastal hazards and threats to coastal values may pose significant risks to the important environmental, economic and social values of the coast and well-being of coastal communities. This includes the vulnerability of existing development – such as houses, commercial areas and essential infrastructure such as roads, stormwater and sewerage systems – as well as environmental values and social values such as cultural heritage, public access, visual amenity and enjoyment of coastal areas.

Understanding the uncertainty associated with a range of complex natural processes and how they interact, both with one another and with development, is important when planning for our future use of the coast.

It is also important to consider the dynamic nature of coastal environments along with the ambulatory nature of the open coast and estuary shorelines, when developing strategic responses that allow communities to adapt to these changing conditions.

Coastal management programs (CMPs) are to be developed with regard to the natural processes of the coast including incorporating the use of coastal sediment compartments as 'natural' management units. The coastal sediment compartment approach identifies local government areas that share the same compartment, therefore requiring consultation between adjoining local councils in developing their CMPs.

A new coastal management manual to better support council planning and decision-making

The new manual, which will be a gazetted document, will be an invaluable resource for coastal communities planning their future on the coast. It will enable them to develop coastal management programs that are feasible and affordable.

The manual will provide clear instructions and step-by-step guidance to help councils to meet the requirements of the draft Coastal Management Bill 2015. The objects of the draft Bill are listed in Table 1.

The manual provides a process for councils to follow to ensure a consistent approach to coastal management state-wide, based on the best available scientific information about physical and ecological processes, and uncertainties surrounding the potential impact of climate change.

The process outlined in the manual enhances what many councils are already doing in coastal management and planning.

It will assist coastal communities to deliver more sustainable outcomes from their coastal management program (CMP) by including:

- a stronger risk management approach to address coastal management issues including vulnerability to existing and future coastal hazards and threats
- rigorous, clear and consistent approaches for councils to use in defining coastal management issues, undertaking risk assessment and evaluating responses
- principles for sharing the costs and benefits of coastal management actions
- improved alignment of coastal management priorities with broader community priorities identified in local community strategic planning documents (under the local government Integrated Planning and Reporting framework), and
- better integration of coastal considerations into land-use planning frameworks and decisions.

By following the planning process outlined in the manual, local councils will be better placed to plan for sustainable coastal communities that are resilient to coastal hazards, protect the natural environment and adopt a balanced approach to the use of land and resources. Compliance with the manual will assist councils to demonstrate they have fulfilled the good faith provisions of the *Local Government Act 1993*. Those councils will also have priority access to relevant grant funding programs.

The manual recognises that many councils may already have detailed coastal management strategies, practices and policies in place and/or are well advanced in preparing information to support a certified CMP. The manual provides a flexible process for 'fast tracking' the finalisation of a CMP to reflect existing achievements.



Erosion at Collaroy-Narabeen beach (Angus Gordon)



Erosion at Jimmys Beach (Andrew Staniland/Great Lakes Council)

Table 1: Objects of the draft Coastal Management Bill 2015

To manage the coastal environment of NSW consistent with the principles of ecologically sustainable development for the social, cultural and economic wellbeing of the people of the state, and in particular:

- to protect and enhance natural coastal processes and coastal environmental values including natural character, scenic value, biological diversity and ecosystem integrity and resilience
- to support the social and cultural values of the coast and maintain public access, amenity and use
- to acknowledge Aboriginal people's spiritual, social, customary and economic use of the coastal zone
- to recognise the coast as a vital economic zone and support sustainable coastal economies
- to facilitate appropriate coastal development and land-use planning decision-making
- to mitigate current and future risks from coastal hazards, taking into account the effects of climate change
- to recognise that the local and regional scale effects of coastal processes, and the inherently ambulatory and dynamic nature of the shoreline may result in the loss of coastal land to the sea (including estuaries and other arms of the sea), and to manage coastal use and development accordingly
- to promote integrated and coordinated coastal planning, management and reporting
- to encourage and promote plans and strategies to improve the resilience of coastal assets to the impacts of an uncertain climate future, including impacts of extreme storm events
- to ensure coordination of the policies and activities of government and public authorities relating to the coastal region and to facilitate proper integration of their management activities
- to support public participation in coastal management and planning and greater public awareness, education and understanding of coastal processes and management actions
- to support the objects of the *Marine Estate Management Act 2014*.

Councils will be guided to develop robust and feasible coastal management programs

The purpose of a coastal management program (CMP) is to set the long-term strategy for the coordinated management of the coastal zone with a focus on achieving the objectives of the draft Coastal Management Bill. The management program may be developed for the whole, or any part of the coast within a local government area and must be prepared in accordance with the coastal management manual.

The manual establishes a consistent and transparent process for identifying coastal management issues in an area and provides instruction and guidance for the preparation of CMPs. The manual is underpinned by a risk-based process and promotes collaboration and consultation with the community and key stakeholders.

A CMP will help each council to identify, understand, prepare for and respond to the uncertainties of a changing coastal environment. It provides information so that, together with their communities, councils can provide for continuing access to and enjoyment of a healthy coastal landscape, at the same time minimising risks to development, human life and the environment.

A CMP documents decisions about long-term strategic responses to current and future coastal hazards, threats to coastal ecosystems and other social and economic changes including those associated with the built environment.

It identifies coastal management issues associated with coastal biodiversity values, including marine and terrestrial ecological systems along with coastal social and economic assets and values, including urban development, infrastructure and community access and enjoyment.

It will also consider management issues associated with potential changes in the coastal environment, including the dynamic nature of coastal processes and climatic systems, potential population growth and projected use of coastal land for infrastructure, housing, commercial, recreational and conservation purposes.

Councils, in preparing a CMP, must consider and promote the objectives of the draft Coastal Management Bill along with state and regional policies. The CMP will give effect to the management objectives for coastal management areas within a local government area.

A CMP may be prepared for one local government area, or adjoining local government areas working together, where a sediment compartment, estuary, lake, lagoon, wetland or littoral rainforest crosses a council boundary.

In summary, a CMP will:

- identify the environmental, social and economic values of the coast
- identify the coastal management issues including existing and potential vulnerabilities and opportunities



Photography: Jervis Bay
(Michael Van Ewijk/OEH)

- identify the actions required to address coastal management issues in an integrated and strategic way
- identify how actions are to be implemented through councils':
 - Integrated Planning and Reporting framework documents
 - land-use planning instruments, and
 - partnerships with public authorities
- identify the cost of actions and proposed cost-sharing arrangements, and
- identify existing and potential vulnerability associated with coastal hazards and strategies for managing or reducing risks.

How is the manual being developed?

The Office of Environment and Heritage (OEH) is working closely with representatives from state government agencies, coastal management practitioners from local councils, expert advisors and consultants to ensure the coastal management manual is practical and fit for purpose.

OEH held an initial round of meetings with councils along the coast in late 2014. At these meetings, councils raised a number of issues and concerns regarding current coastal management guidance.

Councils identified areas for improvement and where additional technical information and advice would be of assistance when planning and managing their coastal areas.

Since then, a series of workshops have focused on identifying gaps in current guidance and priorities for new guidance. This information is a key input into the development of the draft manual.

When does the new manual take effect?

To date, many councils have prepared and implemented plans for their open coastline and estuaries. The process outlined in the manual aims to build on these existing plans and update them over time to ensure they continue to meet the state's objectives and remain targeted and effective.

The draft Coastal Management Bill provides a transitional period in which existing coastal zone management plans certified under the *Coastal Protection Act 1979* will continue to operate and where those plans that are well advanced but not yet certified may be able to be finalised and certified.

In situations where councils have an existing coastal zone management plan, they will be required to review their plan to determine where management actions can be incorporated into their Delivery Program and Resourcing Strategy and to review their land use planning instruments to ensure they are in alignment with the CMP.

In future, council responsibilities for strategies and actions in a CMP will be delivered through each council's Delivery Program under the Integrated Planning and Reporting framework and their local land-use planning instruments.

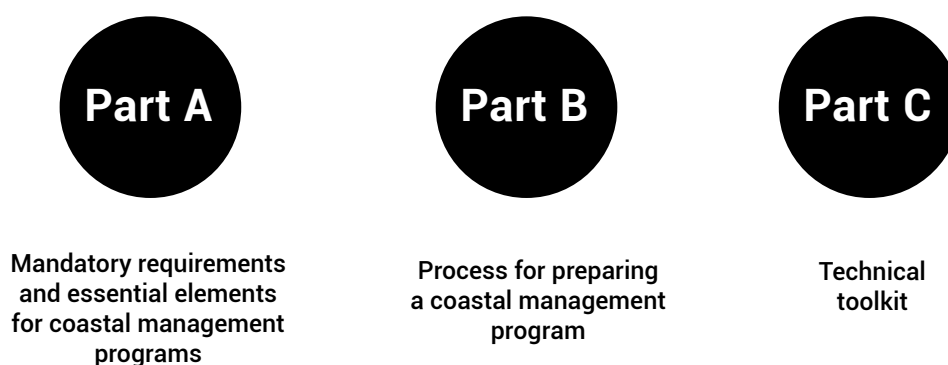
Replacing the previous Guidelines for Preparing Coastal Zone Management Plans

The new coastal management manual will replace the existing Guidelines for Preparing Coastal Zone Management Plans (2013) as the manual relating to the management of land in the coastal zone being affected by a coastline hazard in accordance with section 733 of the *Local Government Act 1993*.

Structure of the Coastal Management Manual

The coastal management manual is in three parts as outlined in Figure 2.

Figure 2: Components of the coastal management manual



Part A: Mandatory requirements and essential elements for coastal management programs

Similar to the Integrated Planning and Reporting framework, Part A outlines the mandatory requirements in the draft Coastal Management Bill, and the essential elements councils are required to follow.

The draft Coastal Management Bill establishes mandatory requirements related to:

- where and when a coastal management program (CMP) must be prepared and reviewed
- matters to be addressed in a CMP
- consultation about a CMP
- responsibilities of public authorities
- certification and adoption of a CMP.

This establishes a strategic and structured process to achieve the objects of the draft Bill, and for integrating coastal management into councils' land use planning and Integrated Planning and Reporting framework.

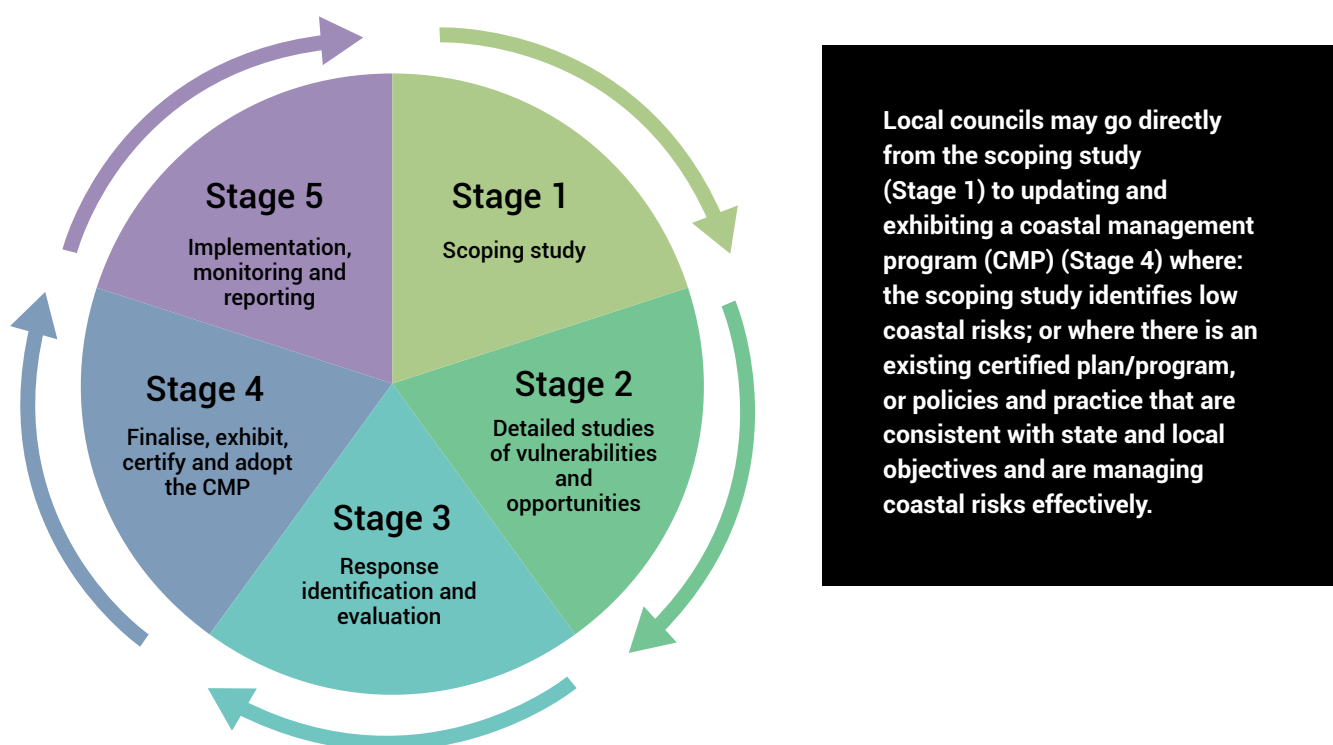
The mandatory requirements provide the flexibility for each council to tailor the level of analysis of coastal management issues and responses to suit their local areas. This flexibility allows recognition of what has been achieved by previous coastal management plans and actions and the nature of coastal risks in a local government area.

Part B: The process for preparing a coastal management program

Part B describes in detail the steps councils will go through in developing a coastal management program. The process comprises five stages, as outlined in Figure 3, and the guidance allows for a degree of flexibility in the staged planning process. Councils with well-developed and implemented coastal management strategies, policies and practices, may follow the 'fast track' path in Part B. Further details about the process are provided in Figure 3 and the 'Preparing a coastal management program' section.

The way each council applies the process will depend on factors including geographic location, nature of current and future risks, and the outcomes of previous management responses.

Figure 3: Stages in developing a coastal management program



Part C: The Coastal Management Toolkit

The Coastal Management Toolkit is a collection of resources containing detailed technical advice on topics including:

- coastal processes and estuary health
- hazard and risk assessment
- methods for evaluating management actions, including cost-benefit analysis
- advice on community engagement

The toolkit will be web-based and will be updated as new knowledge becomes available.

Preparing a coastal management program

Stage 1: Scoping study

All councils will be required to complete Stage 1, either as a new program or as an update to an existing plan or program. In this stage the council will prepare a scoping study which contains:

- a review of any existing coastal management plans, Community Strategic Plan, Delivery Program and Resourcing Strategy to identify what has been achieved to date and identify emerging coastal management issues
- a description of the social, cultural, environmental and economic values of the area
- a statement of local objectives and targets for coastal management, and
- identification of the coastal management areas.

The council will then prepare a project plan for subsequent stages. The level of technical detail and decision-making processes for subsequent stages will largely depend on the outcomes of the Stage 1 scoping study. If a high risk of coastal hazards or threatening processes is identified, detailed studies and risk assessments will be required in Stage 2. Where risks are low or effective management is in place, councils may proceed to Stage 4.

Stakeholder and community engagement is critical to the success of a coastal management program. During Stage 1, councils are required to develop a community engagement strategy for relevant subsequent stages. This will support the Community Engagement Strategy prepared by councils for the development and review of their Community Strategic Plan.

The scoping study will be reviewed by OEH (Figure 5).

1

2

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Stage 2: Detailed studies of vulnerabilities and opportunities

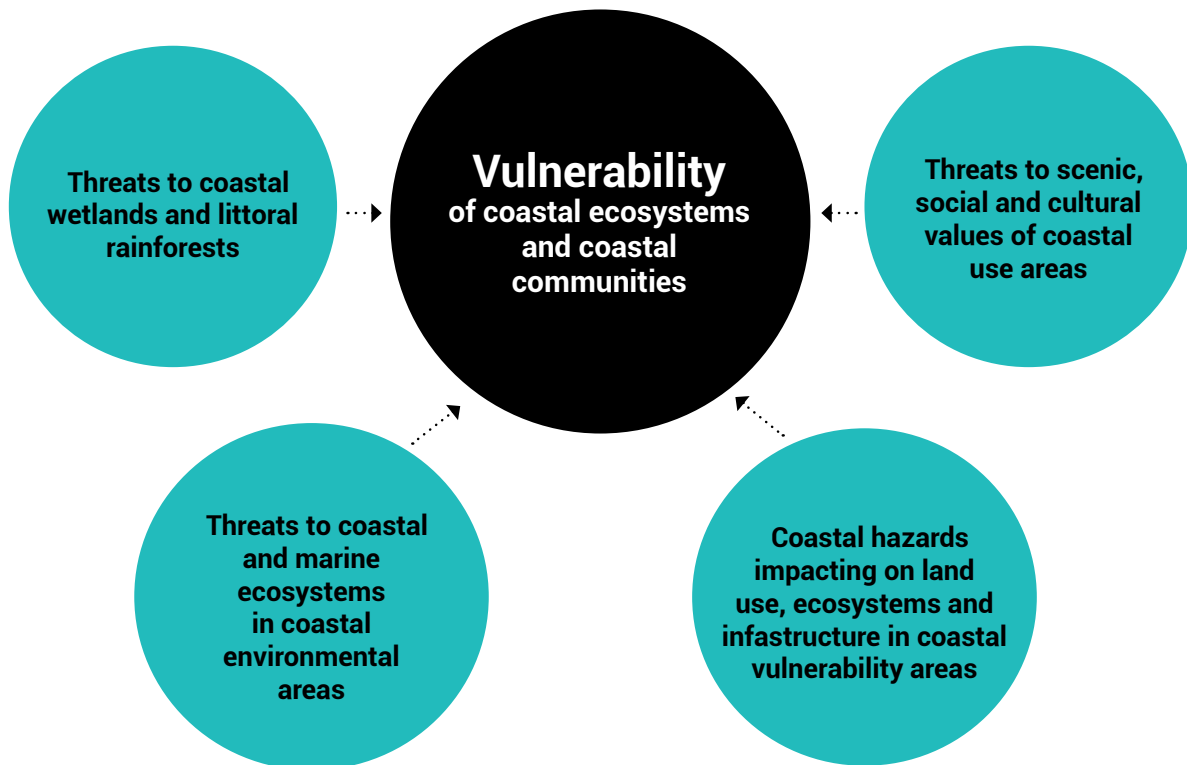
In this stage, councils will prepare detailed studies of vulnerabilities to hazards and threats and opportunities to improve and inform complex management decisions. The manual will provide detailed guidance on identifying and evaluating coastal hazards, threats and risks to environmental, economic and social values in coastal management areas (Figure 4).

The council, together with key stakeholders and the local community, will assess the identified risks and determine the level of risk which they consider 'acceptable', 'tolerable' or 'unacceptable'.

During this stage the council will look for opportunities where the management of the coastal environment can be improved. This will guide selection of actions in Stage 3.

The vulnerabilities and opportunities assessment report will be reviewed by OEH (Figure 5).

Figure 4: Identifying threats and vulnerabilities. Vulnerability is defined as the product of likelihood and consequence of threats and hazards.



1 2 3 4 5

Stage 3: Response identification and evaluation

In Stage 3, councils will identify the full range of management actions available to change the likelihood and/or consequence to reduce vulnerability to coastal hazards and threats in relevant coastal management areas. These actions will align with the council's vision and objectives (Stage 1) and provide an integrated and strategic approach to all coastal management issues.

The scope of actions includes those that relate to managing and reducing the risks from coastal hazards in coastal vulnerability areas. Actions may relate to a broader range of coastal management issues. These may include protecting and enhancing natural processes and natural coastal values in coastal wetlands and littoral rainforests and coastal environment areas, or maintaining appropriate community access, amenity and use in coastal use areas.

The manual provides guidance on a suite of potential management actions including well-established techniques for coastal areas, but also provides for locally developed options which may be appropriate for specific locations or situations.

Councils will evaluate the potential actions using methods that are appropriate for different levels of impact and complexity. The evaluation will range from qualitative feasibility assessment (low impact or complexity), to detailed cost-benefit assessment and socio-economic analysis (high impact or complexity).

The evaluation must take into account the distribution of costs and benefits to public and private interests. By adopting a rigorous evaluation process, councils will provide a rationale for selecting actions that are best for the community now and in the future to address coastal management issues and reduce unacceptable risks.

Guidance is provided on how the coastal management program can be incorporated into a council's community strategic plan, delivery program and land-use planning instruments.

Stage 3 requires extensive engagement with the local community and key stakeholders to identify and evaluate potential management actions that are appropriate for the local area.



Photography: Hammerhead Point - native vegetation coastal impacts, Jervis Bay (Michael Van Ewijk/OEH)

1 2 3 4 5

Stage 4: Finalise, exhibit, certify and adopt the coastal management program

In Stage 4, councils will produce a draft coastal management program (CMP). This will include:

- a statement that sets out the long-term strategic objectives, principles and integrated outcomes for each coastal management area and the coast as a whole
- management actions and responsibilities that will be implemented through council's delivery program
- management actions to be delivered through council's land-use planning initiatives
- a feasible and viable funding and financing strategy
- proposed actions for which the state is responsible or actions that impact on state assets, and
- a coastal erosion emergency action sub-plan for coastal vulnerability areas – this will outline the roles and responsibilities of public authorities in response to a coastal emergency.

Councils will consult on the draft program with their community and other councils and public authorities as relevant to the local and regional issues. Councils will incorporate any changes that arise from the consultation phase and amend the draft CMP.

The final draft CMP may be submitted to the Minister for certification. The Minister may seek advice from the NSW Coastal Council.

The CMP is then adopted by council as its long-term strategy for the coordinated management of the coast. It will outline implementation timeframes, responsibilities and funding proposals. Adopted coastal actions will be incorporated into each council's delivery programs and land-use planning instruments.

1 2 3 4 5

Stage 5: Implementation, monitoring and reporting

In Stage 5, councils will monitor, evaluate and report on progress and achievements from implementing the coastal management program (CMP). This will include information on changes to coastal risk profiles, coastal conditions and community satisfaction. Reports will be included in council's annual report and end of term report.

The evaluation and review will inform the cycle of revision of the CMP and the Community Strategic Plan.

The Minister may request the NSW Coastal Council undertake a performance audit of the implementation of a CMP.

Providing a way forward

The new coastal management manual will provide councils and their local communities, state agencies and key stakeholders with information to help manage the coastal environment of NSW.

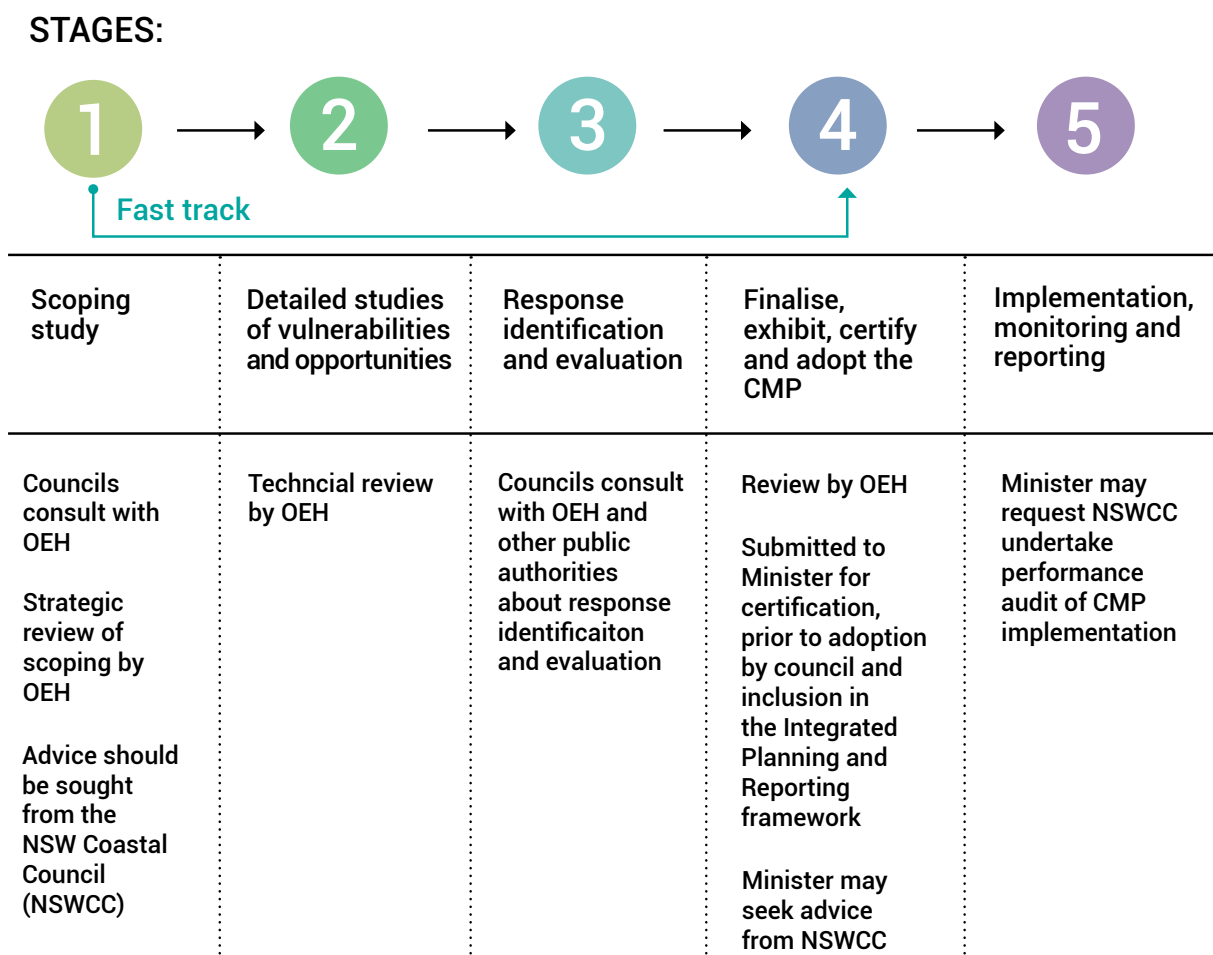
The manual will provide guidance on the preparation, certification, adoption and review of a coastal management program (CMP) to assist councils to address the requirements of the draft Coastal Management Bill.

It is underpinned by an adaptive risk management process that councils are to follow when identifying and assessing risks to environmental, social and economic values and benefits of the coast.

It outlines a process for evaluating and selecting management actions to address those risks both now and in the future. It also provides guidance on integrating council's CMP with its Integrated Planning and Reporting framework.

The manual will also provide technical information and guidance on a range of topics such as coastal hazards and risk assessment, cost-benefit analysis and community engagement.

Figure 5: Review stages in the development of a coastal management program.





Photography: living on the coast, Caves Beach, Lake Macquarie (Bob Clout/OEH)



Front and back cover photography: Coffs Creek Solitary Islands Coastal Walk (Rob Cleary, Seen Australia/OEH)

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CONSULTATION DRAFT

NSW Coastal Management Manual

Part A: Mandatory requirements and essential elements for the preparation of a coastal management program

November 2015

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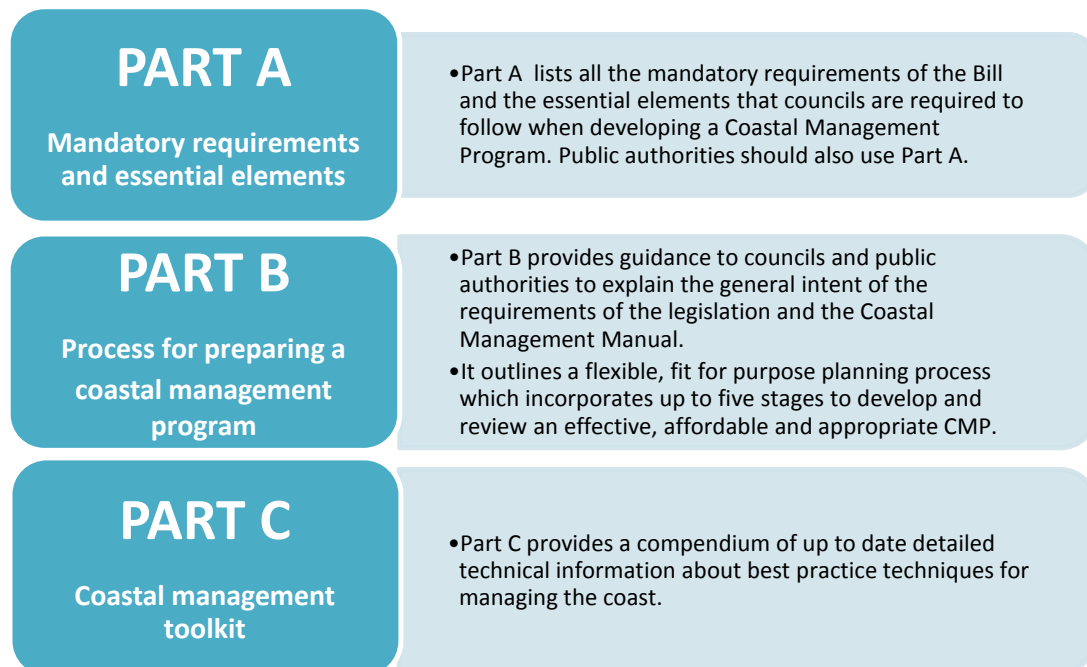
Overview of Part A

Local councils in NSW must undertake their management of coastal areas in accordance with the draft Coastal Management Bill (draft CM Bill) and the proposed Coastal Management State Environmental Planning Policy (CM SEPP).

The coastal management manual has been developed to provide local councils with information and guidance to assist their development of coastal management programs (CMPs) that are consistent with the requirements of the draft CM Bill and CM SEPP. The Manual also provides information and guidance to other public authorities that have responsibility within the coastal zone in developing their management plans for their infrastructure and assets.

CMPs are intended to manage coastal issues, vulnerabilities and risks as well as help foster opportunities for coastal communities.

The manual is presented in three parts.



Draft Coastal Management Bill 2015 and proposed SEPP

This manual is given effect through the draft Coastal Management Bill 2015 (draft CM Bill). The draft CM Bill provides for the integrated management of the coastal environment of NSW consistent with the principles of ecologically sustainable development for the social, cultural and economic well-being of the people of the state.

NSW Coastal Management Manual, Part A – Consultation draft

The draft CM Bill:

- establishes 12 high level statutory objects for integrated coastal management in NSW
- defines the NSW coastal zone as being made up of four distinct ‘coastal management areas’ and sets out specific management objectives for each of those areas. The draft CM Bill identifies the priority of management objectives where there is overlap (see **Table A1**)
- establishes a new independent coastal advisory body, the NSW Coastal Council
- requires local councils to embed coastal management within the Integrated Planning and Reporting (IP&R) framework established in the *Local Government Act 1993* (LG Act). This approach will ensure that coastal management needs inform, and are informed by, councils’ overall service delivery, financial and asset management planning responsibilities, and
- provides for public authorities to take into consideration the objectives and processes to achieve integrated management of the NSW coast.

A proposed Coastal Management State Environmental Planning Policy (CM SEPP) will ensure the land-use planning system delivers the management objectives for each of the four coastal management areas, by establishing specific development controls and matters for consideration that apply to development in each management area.

Table A1: Key themes in the management objectives for coastal management areas

Coastal management area	Broad management objective
Coastal wetland and littoral rainforest areas	Protect and enhance the resilience of natural values, processes and functions of wetlands and littoral rainforests
Coastal vulnerability areas	Mitigate current and future risks associated with coastal hazards, giving priority to natural foreshore defences and avoiding management impacts on biological diversity, ecosystem integrity, natural processes, public access, use and amenity, social and cultural values, and on adjoining land resources and assets.
Coastal environmental areas	Protect, enhance and improve the resilience of the health and the natural and social values of coastal waterways, headlands and rock platforms.
Coastal use areas	Protect and enhance the scenic, social and cultural values of the coast and accommodate both urban and natural stretches of the coastline.

Note: As set out in Clause 10(3) of the draft CM Bill, a single piece of land may be identified as being within more than one coastal management area. In such cases, if the management objectives of the areas are inconsistent, the inconsistency should be resolved by considering the management objectives in the order listed above; i.e. the management objectives for coastal wetland and littoral rainforest areas have the highest priority and the management objectives for coastal use areas have the lowest priority.

NSW Coastal Management Manual, Part A – Consultation draft

The coastal management manual

The NSW coastal management manual provides guidance about the scope, preparation, development, adoption, amendment and review of a coastal management program to achieve the objects of the draft CM Bill.

The manual includes mandatory requirements and essential elements for preparing and updating CMPs. Following the mandatory requirements and essential elements will ensure that CMPs meet the requirements for certification, and that local councils can demonstrate they are acting in good faith for the purposes of the Local Government Act (s733).

When developing a CMP, local councils will make a conscious decision about which of the four coastal management areas the program will apply to.

The manual provides the flexibility for councils to fast-track the process, to tailor the level of analysis to local conditions, and to develop locally relevant management responses.

This process recognises that different councils have different coastal management issues and opportunities, and allows local councils to build on the significant progress and achievements to date.

Who is the manual for?

The manual is for local councils and any other public authorities that have responsibilities in the coastal zone.

The manual assists local councils to understand the requirements and process for preparing a CMP and for managing issues within the coastal zone.

Public authorities are to have regard to CMPs and the objects of the draft Bill to the extent that those programs and objects are relevant to the exercise of their functions, and particularly in relation to the preparation of plans of management by those public authorities.

The manual will also assist a broader range of stakeholders with an interest in coastal management to understand issues and processes involved in developing a CMP and encourage informed collaborative effort.

What is a coastal management program?

A CMP sets out each council's long term strategy for co-ordinated management of land within the coastal zone to meet local needs and contribute to achieving the state's objectives. Councils may choose to prepare a CMP or the preparation of a CMP may be triggered by Ministerial Direction.

CMPs should consider management issues and opportunities that relate to each of the coastal management areas. The level of risk and capacity to respond are influenced by the natural

NSW Coastal Management Manual, Part A – Consultation draft

processes and sensitivity of the coastal environment, social and economic systems and the vulnerability of those systems to change.

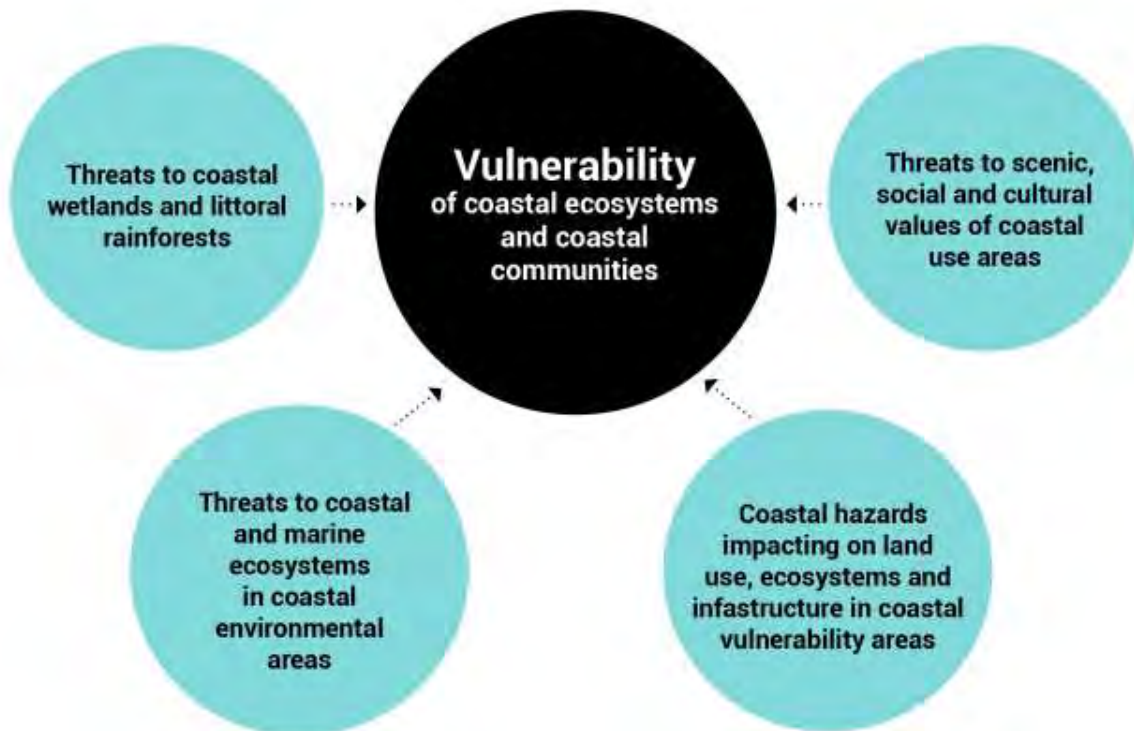


Figure A1: Factors influencing coastal vulnerabilities and opportunities in coastal management areas

The scope of a CMP should be tailored to suit local circumstances. The CMP may be:

- an integrated plan covering multiple coastal issues across more than one coastal management area within the local council area (or more than one adjoining local council area where the issue crosses a local council boundary), or
- a management plan for a specific coastal vulnerability or opportunity or management issue in a single coastal management area.

Local councils are to conduct a review of their CMP, in accordance with the Manual, at least once every 10 years. The CMP also recognises longer-term issues and opportunities and foreshadows future risks, risk management responses and decisions that will need to be made.

Where a CMP has been prepared in accordance with the draft CM Bill and the Manual, the Minister may certify that CMP. A certified CMP meets the good faith requirements of Section 733 of the *Local Government Act 1993*.

A CMP provides the basis for councils to implement coastal management through their IP&R framework and land use planning processes.

NSW Coastal Management Manual, Part A – Consultation draft

Building on existing coastal management policies and plans

Coastal hazards, threats to healthy coastal ecosystems and the changing social character of coastal settlements have long been recognised by the NSW Government and local government as important issues to be managed for the benefit of communities and the environment.

Many councils have prepared and implemented a number of coastal management policies and plans (under previous coastal legislation and policy requirements or simply as a responsible management practice for their coast), for coastal lakes, river estuaries or open coast beaches and headlands.

The new process aims to build on the achievements of existing policies, plans and management practices and update them to ensure that they continue to meet the state's objectives and remain effective for the benefit of local communities.

If a coastal zone management plan (including an emergency action sub-plan) is currently certified under the *Coastal Protection Act 1979*, it will continue to have effect until superseded by a coastal management program prepared under the draft CM Bill. The new coastal management program must be prepared and certified before 31 December 2021.

Mandatory requirements and essential elements for preparing a CMP

The intent is that a local council will identify a strategic approach to the management of local coastal issues and priority coastal management actions. There is also an opportunity to work with adjoining councils to address regional scale coastal issues.

Actions in the certified CMP will be included in the council's Community Strategic Plan, Resourcing Strategy, Delivery Program and land use planning instruments. Public authorities must take any certified CMP into account in planning their activities.

Mandatory requirements

Part 3 of the draft CM Bill establishes mandatory requirements for the process for preparing a CMP and what must be included in a CMP. CMPs prepared in accordance with these mandatory requirements will contribute to achieving state, regional and local objectives for the coast.

Essential elements

The essential elements provide additional guidance on how to prepare and what to include in a CMP, as well as information to help demonstrate that the mandatory requirements have been addressed.

Where and when is a CMP to be prepared?

Mandatory requirements

Section 13 of the draft CM Bill sets out where and when a CMP is to be prepared:

- Each local council that is wholly or partly in the coastal zone may prepare a coastal management program.
- A local council must prepare a coastal management program if directed to by the Minister.
- A coastal management program may be made in relation to the whole, or any part, of the area included within the coastal zone.

Essential elements

These essential elements will generally be undertaken in the Scoping Stage 1 of the CMP development process.

What are the general requirements for preparing a CMP?

1. A CMP should be developed and delivered by local councils in the coastal zone. It should be a partnership between councils, state agencies, community groups and individuals. It should address a broad range of coastal management issues that are relevant to the whole community.

What area should a CMP cover?

2. Local councils must determine and map the area that their CMP will cover. This may include any combination of the four coastal management areas*, namely:
 - a) coastal wetlands and littoral rainforest areas
 - b) coastal vulnerability areas
 - c) coastal environmental areas (including coastal lakes, lagoons, estuaries headlands and rock platforms, and relevant buffer areas), and
 - d) coastal use areas.

*Note: The boundaries of these areas will be defined in maps gazetted with the proposed Coastal Management SEPP. A local council may submit a Planning Proposal to the Department of Planning and Environment to modify the boundary of a coastal management area. Any proposed boundary modifications must be supported by evidence from studies conducted in accordance with the manual. In general, this will include studies and assessments conducted in accordance with Stage 1 and Stage 2 of PART B of the manual.

3. Local councils that decide to prepare a CMP must determine whether it is being prepared:
 - a) for all or part of the coastal zone of one local council area
 - b) all or part of the coastal zone of adjoining local council areas located within a coastal sediment compartment (applicable to coastal vulnerability areas including coastal lakes and estuaries). Where adjoining local council areas are located within a single coastal sediment compartment (at the secondary compartment level), their CMPs must reflect this regional context, and
 - c) to include areas adjoining the coastal zone that are integrally connected to the management of that zone, and are contiguous.

How is a CMP to be prepared?

Mandatory requirements

Section 14 of the draft CM Bill sets out how a CMP is to be prepared:

- A CMP must be prepared in accordance with this manual, unless the Minister directs otherwise.
- Council must consider and promote the objects of the Act, give effect to the management objectives for the coastal management areas, and consider the state and regional policies prescribed by the regulations.

Essential elements

The NSW Government wants coastal communities to be confident that CMPs prepared under the draft CM Bill have been prepared using quality information (including engineering, science and community/stakeholder input), insightful analysis and a robust decision-making process.

How is a CMP prepared in accordance with the manual?

4. A CMP is to be prepared using the staged process set out in the manual (see Figure 3 of the Introduction for an outline of the five stages), noting that all stages do not need to be completed if they are not relevant.
5. All councils commencing the preparation or review of a CMP must complete Stage 1 (scoping study) of the process. At the conclusion of the scoping study, councils should take the opportunity to seek advice from OEH and the Coastal Council on which of the subsequent stages are applicable.
6. Councils should take the opportunity to seek advice from OEH and the Coastal Council at the conclusion of key stages of the CMP process. The key review points and roles are shown in Figure 5 of the Introduction.
7. Councils should submit a draft CMP that is consistent with the requirements of the Manual to OEH. After exhibition of the draft CMP, Councils should provide a copy of the final draft of the CMP to OEH for review before it is submitted to the Minister for certification. The Minister may refer the CMP to the Coastal Council for advice before the Minister considers certification.

What objectives should a CMP aim to achieve?

8. Councils should identify priority objectives for their coastal management areas. When identifying objectives for a CMP that includes one or more coastal management areas, councils must be consistent with the objectives for coastal management areas as required by the draft

NSW Coastal Management Manual, Part A – Consultation draft

CM Bill and proposed CM SEPP. The objectives must align with the objectives identified by the local community in developing the Community Strategic Plan.

Matters to be dealt with in a CMP

Mandatory requirements

Section 15 of the draft CM Bill sets out matters to be dealt with in a CMP.

- A CMP must identify the coastal management issues and opportunities affecting the areas to which the program is to apply.
- A CMP must identify the actions required to address those coastal management issues in an integrated and strategic manner.
- A CMP must identify how and when those actions are to be implemented and allocation of responsibility. This includes actions by local councils under the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979 and the actions of public authorities.
- A CMP must identify the cost of those actions and proposed cost-sharing arrangements and other viable funding mechanisms for those actions.

Mandatory requirements for coastal vulnerability areas

Section 15 of the draft CM Bill sets out matters to be dealt with in a CMP for coastal vulnerability areas.

- For coastal vulnerability areas, a CMP must:
 - a) identify existing and potential risks to development and human life associated with coastal hazards, and
 - b) include actions for avoiding, managing or reducing risks from coastal hazards.
- If a coastal vulnerability area is affected by beach erosion, a coastal erosion emergency action sub-plan must be prepared.
- The coastal erosion emergency action sub-plan must outline the roles and responsibilities of all public authorities (including the council) in response to emergencies immediately preceding or during periods of beach erosion, including the carrying out of works for the protection of private property affected or likely to be affected by beach erosion. A local council is required to consult with a public authority where specific emergency actions or activities are proposed to be carried out by that public authority.

The local council must consult any other council within the same coastal sediment compartment (Schedule 1 of the draft CM Bill).

NSW Coastal Management Manual, Part A – Consultation draft

Essential elements**Which management issues should be considered?**

9. Councils should identify the priority management issues and opportunities affecting the coastal zone where the program is to apply. These may relate to:
- a) coastal processes and environmental values
 - b) social and cultural values
 - c) Aboriginal values
 - d) coastal economies
 - e) coastal development and land use planning
 - f) current and future risk from coastal hazards and climate change
 - g) the ambulatory nature of the shoreline
 - h) integration and coordination of planning and management
 - i) resilience of coastal assets
 - j) public participation, and
 - k) marine estate.

What outcomes are required from a CMP process?

10. The CMP should be developed after the preparation of:
- a) a Coastal Strategy Statement. The Strategy Statement sets the long-term strategy for the integrated and coordinated management of the coastal zone with a focus on achieving the objectives of the draft CM Bill. This includes identification of:
 - coastal management issues and opportunities
 - strategies and actions linked to coastal management areas covered by the CMP including a map of proposed actions
 - b) specific trigger points or indicators of when a strategic approach will no longer be viable. This should be based on thresholds for intolerable and unacceptable risk at that locality. identification of coastal management actions that are council's responsibility, and are consistent with the Strategy Statement. After certification and adoption of the CMP, the final council actions will be incorporated in council's IP&R framework and land use planning system
 - c) identification of coastal management actions that are consistent with the Strategy Statement and require coordination with adjoining councils or are the responsibility of public authorities. The draft CMP should include an acknowledged acceptance of these management actions where they include public authority responsibilities and/or coordination with adjoining councils prior to certification by the Minister, and
 - d) a business plan to demonstrate viable funding of proposed actions.

A CMP should include:

- e) a summary statement of the overall CMP Strategy that demonstrates how the CMP provides an integrated and sustainable program of coastal management in line with the Objectives in the draft CM Bill, any regional objectives and the objectives of the council
- f) coastal management actions to be implemented by council through IP&R and land use planning processes which are consistent with the Strategy Statement and are the

NSW Coastal Management Manual, Part A – Consultation draft

responsibility of the council, in addition the actions to be implemented by adjoining councils (where relevant) and public authorities

- g) a brief summary of the business plan outlining the key components of the funding strategy for the proposed actions
- h) where the CMP is being prepared for a coastal vulnerability area, a coastal erosion emergency action sub-plan, and
- i) a map (or maps) showing linked actions for each relevant coastal management area along the coast. These maps should include adjoining local council areas where cross boundary management needs to be consistent or fully aligned to address issues such as regional scale sediment compartment processes, or where an estuary or wetland and its catchment straddles a council boundary.

Supporting documentation for a CMP will include:

- j) a detailed Coastal Strategy Statement which provides context and objectives and establishes council's strategic direction(s) for the coast
- k) a detailed business plan for implementation of the CM, and
- l) a listing of all detailed reports relied on in the preparation of the CMP, and a statement as to how to publically access any of the listed documents.

What actions should be identified?

11. Councils should identify management actions which reduce risks and contribute to achieving the proposed strategic direction for each coastal management unit. Proposed management responses should reduce consequences or reduce the likelihood of a hazard or threat affecting a vulnerable asset (natural, social or economic).

These responses should:

- a) reflect the vulnerability and opportunities in the coastal management program area
- b) reduce risks affecting coastal ecosystems and biodiversity and identify opportunities to improve the health of coastal ecosystems
- c) identify opportunities to improve coastal use, access and amenity, and coast dependent economic activity, and
- d) be identified in consultation with stakeholders.

What is required in a business plan for a CMP?

12. Councils must develop a business plan that demonstrates viable funding mechanisms for proposed coastal management actions that are consistent with their IP&R Resourcing Strategy. In the business plan:

- a) councils should identify and consider the full capital, operational and maintenance costs of potential coastal management actions
- b) councils should identify the distribution of costs and benefits of potential management actions. The distribution analysis should consider council, agency, directly affected coastal community stakeholders (such as landholders in coastal hazard areas), indirectly affected coastal community stakeholders and the environment, and
- c) the costs of coastal management actions should be apportioned among beneficiaries, taking into account capacity to pay.

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What are the requirements for preparing a CMP for a coastal vulnerability area?

13. If a CMP is prepared to address a coastal vulnerability area, that program should include all parts of the coastal zone that are:
- a) vulnerable to existing or potential hazards (including extreme events), or
 - b) likely be affected by coastal hazards over a defined planning horizon.

This could include the waters, beaches, dunes and headlands of the open coast, the waters, shorelines and riparian areas of coastal lakes and the shorelines, and the waters, banks, riparian areas and floodplains of estuaries, as far upstream as the tidal limit.

14. The CMP should be developed to consider potential very large, low probability events and ongoing long-term changes, at timeframes up to, and if appropriate, beyond 100 years. Different levels of hazard and risk assessment detail are appropriate for long-term (less certain) and near-term hazards and risks.
15. The area covered by the CMP should allow for uncertainty about the impacts of future coastal hazards and potential threats to coastal biodiversity and socio-economic assets and their condition.

What are the requirements for taking coastal change into account?

16. The planning horizons should consider potential coastal change, including
- a) climate change, including relative sea level rise
 - b) population growth, and
 - c) projected use of coastal land for infrastructure, housing, commercial, recreational and conservation purposes.
17. A CMP may also include opportunities to enhance biodiversity (within coastal wetlands and littoral rainforest areas and coastal environment areas) and social and economic assets and conditions in the coastal zone including enhanced public access and enjoyment of the coastal amenity. The area covered by the CMP should include appropriate buffer areas to allow for uncertainty and change over time.

Consultation about the CMP

Mandatory requirements

Section 16 of the draft CM Bill sets out consultation requirements for a draft CMP.

- Before adopting a coastal management program, a local council must consult on the draft program with:
 - a) the community, and
 - b) other public authorities if the CMP proposes actions or activities to be carried out by the public authority, or relates to, affects or impacts land or assets owned or managed by the public authority. This could include other councils.

Essential elements

How are stakeholders involved in the consultation?

18. As a minimum, a stakeholder engagement strategy should be prepared and implemented by the council, and should identify relevant stakeholder groups within the community and include adjoining local councils and public authorities, where applicable, and outline methods that will be used to engage each group.
19. Prior to exhibition, a local council should provide a copy of its draft CMP to OEH for a review of consistency with the draft CM Bill and the manual.
20. A draft CMP must be exhibited for a period of not less than 28 calendar days. Councils must collate submissions made during the exhibition and identify and justify proposed changes to the draft CMP. A final draft CMP must be prepared.

Certification, adoption and gazettal of a CMP

Mandatory requirements

Section 17 of the draft CM Bill sets out matters to be dealt with when certifying a CMP.

- A local council may, after the Minister has certified that a draft coastal management program has been prepared in accordance the coastal management manual, adopt the coastal management program and publish it in the Gazette.
- A coastal management program takes effect on the date on which it is published in the Gazette or, if a later date is specified in the plan for its commencement, on the later date so specified.

Essential elements

How is a CMP certified?

21. The final draft CMP may be provided the Minister.
22. The Minister may certify or refuse to certify a CMP. The Minister may seek advice from the NSW Coastal Council.

How is a certified CMP implemented?

23. Councils may adopt a certified CMP and, if so, they need to notify the making of the CMP in the Gazette.
24. Local council actions in adopted CMPs are to be implemented through the local council's IP&R framework under the *Local Government Act 1993* and through the planning system established in the *Environmental Planning and Assessment Act 1979*.

Review, amendment and replacement of a CMP

Mandatory requirements

Section 18 of the draft CM Bill sets out requirements for the review, amendment and replacement of a CMP.

- A local council must review its CMP at least once every 10 years.
- A coastal management program may, at any time, be amended (in whole or in part) or replaced by another coastal management program.
- Following a review, a local council may, by notice published in the Gazette, repeal a coastal management program.

Note: Section 26 of the draft CM Bill allows for the NSW Coastal Council to conduct performance audits of the implementation of a CMP.

Essential elements

How and when is a CMP reviewed?

25. The review and reporting on the implementation of a CMP should be aligned with the review and reporting requirements of the IP&R framework.
26. The CMP and the Delivery Program of the IP&R framework should include measures of the outputs and outcomes of delivery of coastal management responses.

Councils should report:

- a) annually on the implementation of coastal management actions (as required for Operational Plans in IP&R)
 - b) at four yearly intervals on what has been achieved from management of the coast (as input to updates of the Community Strategic Plan and Delivery Program), and
 - c) at intervals of not more than 10 years on the performance of the CMP.
27. The strategic review of the CMP should be conducted at least every 10 years and should include an evaluation of the effectiveness of the CMP in achieving its objectives.

Inspection of a CMP

Mandatory requirements

Section 19 of the draft CM Bill sets out matters to be dealt with in a CMP.

- A copy of a coastal management program must be available for inspection by the public without charge at the office of the local council during ordinary office hours.
- A copy of a coastal management program must be available for public inspection on the website of the local council within 7 days of its publication in the Gazette.

Essential elements

How and when should a CMP be made available for inspection?

28. An adopted CMP must be available to the public, in hard copy at a council office and on the web within 7 days of its publication in the Gazette.

Implementation of a CMP

Mandatory requirements

Section 22 and 23 of the draft CM Bill sets out the obligations of local councils and public authorities for the implementation of a CMP.

- A council is to give effect to its CMP through the IP&R framework and land use planning system.
- When exercising their functions, public authorities are to have regard to a CMP, the coastal management manual and the object of the draft CM Bill

Essential elements

29. A council should have regard to the objects of the draft CM Bill when implementing its CMP.

A CMP should be implemented through, but not be limited to:

- a) the preparation, development, review and content of their Community Strategic Plan, Resourcing Strategy, Delivery Program, Operational Plan and reporting delivered through the IR&R framework, and
- b) the preparation and implementation of land use strategies, the LEP, Development Control Plans and other land use planning mechanisms and decisions.

30. Public authorities are to have regard to a CMP, the coastal management manual and the draft CM Bill to the extent that they are relevant to the functions, plans of management and activities of the authority.



CONSULTATION DRAFT

NSW Coastal Management Manual

Part B, Stage 1 – Scoping a Coastal Management Program

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The consultation draft of this manual has been prepared as a series of stand-alone documents to facilitate targeted review. For clarity, some information from the introduction to the manual is repeated below, to provide context for Part B. Before the manual is finalised, the separate documents will be consolidated into a single publication and any unnecessary duplication will be removed.

1.1 Introduction – How to use Part B

Part B of the NSW coastal management manual sets out a staged process for developing a coastal management program (CMP). It is structured in five stages as shown in **Figure 1.1**.

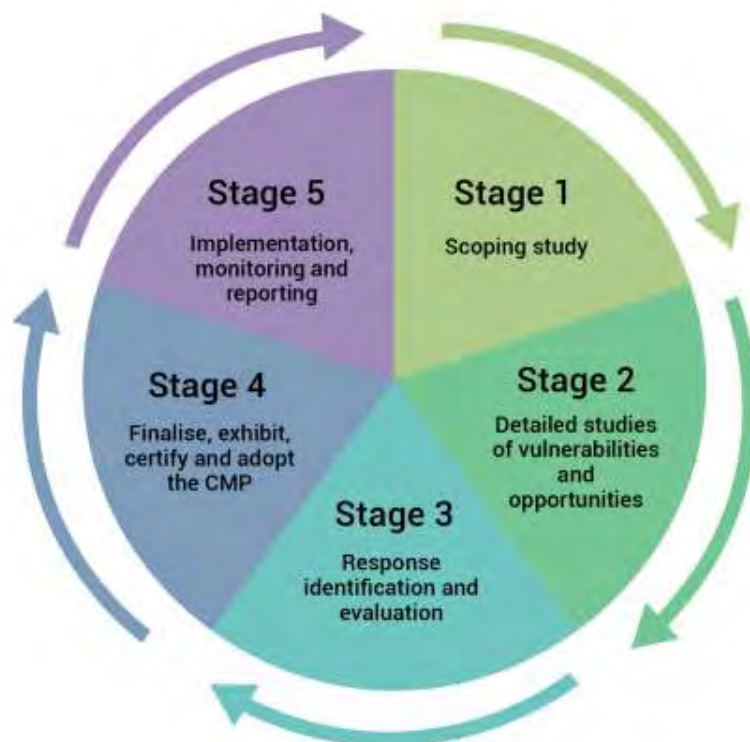


Figure B1.1: Five stage process for developing a coastal management program

The process is structured in a way that allows councils to build on their existing work in coastal management. A ‘fast track’ option is available for councils who are well advanced with their work, such that not all stages will need to be undertaken, just those relevant to completion of a draft CMP that meets the requirements for submission for certification.

Local councils may go directly from the scoping study (Stage 1) to updating and exhibiting a coastal management program (CMP) (Stage 4), where:

- the scoping study identifies low coastal risks; and
- there is an existing certified plan/program that is working effectively and is sustainable, and/or
- existing policies and practices are consistent with state and local objectives and are managing coastal risks and opportunities effectively and efficiently.

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Part B recognises that the scope of more detailed studies should vary with the complexity of the issues in a local council area. Fit for purpose studies and evaluation processes are outlined in Stages 2 and 3.

Part B of the NSW coastal management manual:

- provides guidance to assist councils to prepare a coastal management program (CMP) that meets the state government's requirements
- includes practical information on many aspects of coastal management, organised in five stages of a coastal management process. It is intended for use by coastal management practitioners both in, and advising, councils and public authorities, local communities and elected representatives at local and state levels
- is intended to be applicable to all coastal management areas along the NSW coast. It is not targeted to a specific part of the coast or to particular types of coastal land use, and
- provides a flexible, fit for purpose approach to coastal management, based on analysis of the specific coastal vulnerabilities and risks that affect local areas, and opportunities for improvement of economic, social and environmental conditions.

Note that the mandatory requirements and essential elements for coastal management in NSW are set out in **Part A**. Detailed technical information; references to other coastal science or management studies and guidance; and case studies of accepted practice are in **Part C** – the coastal management toolkit. **Part C** will be web-based and updated as new information becomes available to ensure it remains current.

1.1.1 Involving stakeholders upfront

Effective early preparation activities for practitioners, Councillors and participating communities, before a council commences and develops a CMP, will reduce unintended consequences and miscommunication. It will also help maximise and facilitate opportunities in the coastal management process.

Much of the information needed to tailor a coastal management strategy will be available in council's existing stakeholder engagement processes established for IP&R and for specific communication and feedback objectives. The strategy should be closely aligned with other engagement processes conducted by council.

Essential element 18 (as set out in **Part A**) states that as a minimum, a stakeholder engagement strategy should be prepared and implemented by the council. This document should identify relevant stakeholder groups within the community and include adjoining local councils and public authorities, where applicable, and outline methods that will be used to engage each group.

Prior to commencing Stage 1 councils should raise awareness with stakeholders of the requirements of the draft Coastal Management Bill (draft CM Bill) and the proposed Coastal Management SEPP, as well as the links between these statutory requirements and other legislation such as the relevant provisions for coastal management contained in the *Environmental Planning and Assessment Act 1979* and the *Local Government Act 1993*.

In order to ensure that the stakeholders are engaged at the outset, it is recommended that the stakeholder engagement strategy be developed to inform consultation and engagement during the scoping stage. This means that one of the aims in Stage 1 is to consolidate

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specific engagement requirements for coastal management issues. In terms of the IAP2¹ spectrum, these aims are consistent with the 'Inform' and 'Consult' levels. It should be noted that some key stakeholders are within council, including council staff and Councillors.

The scope of the coastal engagement strategy for the remainder of the coastal management and planning process will depend on the outcomes of Stage 1. Further information about effective community and stakeholder engagement processes are available in the **coastal management toolkit** and the IP&R manual.

1.2 Purpose of Stage 1 – a scoping study

Part B, Stage 1 is a scoping study which sets the scene for the remainder of the coastal planning process. Councils are required to complete Stage 1 regardless of whether a council already has a CMP, coastal zone management plan (CZMP) or other management plans, policies and practices in place.

During Stage 1 councils should gather information about the coast, identify issues and opportunities affecting the area now, and those that are considered likely in the future, and assess the adequacy of existing management arrangements. This includes a review of priorities, triggers for change and current and planned actions.

Decisions about the need for and scope of detailed studies of the relevant coastal management areas are made during the Stage 1 scoping study. The intent in Stage 1 is to use available information about the coastal zone, not to commission new studies. If new detailed studies are necessary, they will be part of Stage 2.

1.3 Mandatory requirements and essential elements

- In undertaking Stage 1, reference should be made to the relevant mandatory requirements and essential elements as outlined in Part A.
- Mandatory requirements are derived from sections 13, 14, 15 and 16 of the draft CM Bill.
- Relevant essential elements for Stage 1 are 1, 2, 3, 4, 5, 6, 8, 9, 17 and 18. If a CMP is being prepared for a coastal vulnerability area essential elements 13, 14, 15 and 16 are also relevant.

1.3.1 Activities to be undertaken in Stage 1

Stage 1 comprises four main tasks (**Figure 1.2**). Many of the issues to be addressed in these tasks relate to decisions and processes conducted by local councils and linked to their IP&R and land-use planning frameworks.

¹ IAP2 refers to the International Association of Public Participation's public participation spectrum available at www.iap2.org.au/resources/iap2s-public-participation-spectrum

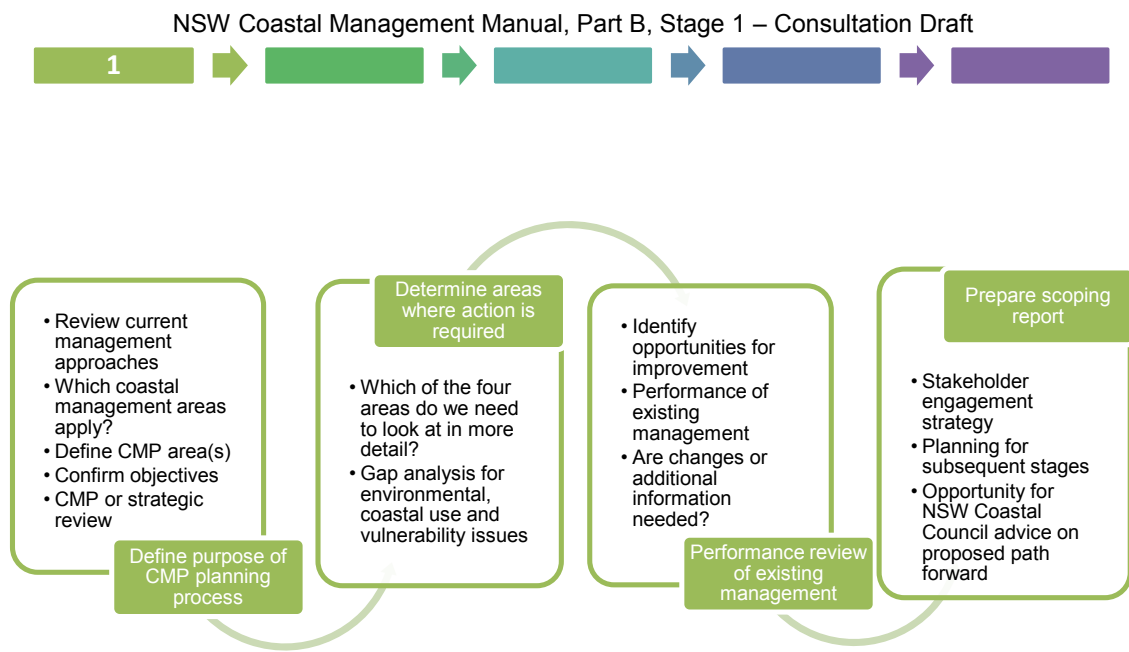


Figure B1.2: Main tasks in Stage 1

1.3.2 Outcomes from Stage 1

At the conclusion of Stage 1, councils should be able to answer the following questions:

1. How is the coast currently being managed?
2. Which of the four coastal management areas are applicable and which management objectives take priority?
3. Which of the four coastal management areas require further effort?
4. Do current management practices, policies or approaches need to change (and if so, why)?
5. What additional information, including that needed to make a business case, is required before a draft CMP can be developed (that is, gap analysis)?
6. Will we take the opportunity to seek advice from the NSW Coastal Council about the approach we intend to take?
7. What else needs to be completed before preparing a draft CMP?

This series of questions has been developed to provide a decision-making framework so that councils only need to undertake the stages of the CMP development process that are applicable to their circumstances, and at the level of detail required to achieve a meaningful and useful draft CMP. In answering these questions, it is likely that a council which has already been actively involved in managing its coastline for many years will be able to develop a 'fast track' path through the draft CMP development process.

At the conclusion of Stage 1 councils must prepare a context and scoping report, which will be reviewed by OEH. OEH may request additional information to clarify decisions about scope, scale, proposed technical studies and priority issues for the remainder of the planning process. OEH or the council may seek advice from the NSW Coastal Council.

Note: Where the outcomes of Stage 1 demonstrate that existing management arrangements are working well and that there have been only minor changes in knowledge or circumstances, a council may fast track the CMP process and move directly to Stage 4. The degree of detail already available for Stages 2 and 3 may also enable these stages to be fast tracked by using the gap analysis to identify and focus in on the issues requiring further investigation.

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1.4 Getting started

The effectiveness of a CMP largely depends on the quality of the information used to inform the process. When scoping an effective CMP, there are a number of preparatory processes to consider at the outset and before council and the community start to set long-term objectives and strategies to achieve them.

When scoping a new or updating an existing CMP, council should consider:

- How can a CMP assist in achieving the optimal integrated and strategic management of coastal issues for this LGA?
- What level of review of existing plans, policies and management practices is required; for example, is this review a progress report (4 years) or a full strategic review?
- How will the CMP influence strategic and operational plans, land-use planning and management and budget for the LGA?
- How much time should be set aside to prepare a CMP to ensure that the process will interact with IP&R timeframes? What resources need to be committed, in terms of staff hours and budget, and obtaining relevant data, for preparation, communication and delivery?
- Is the definition of the coastal zone appropriate for the type of CMP required by this council? If changes to the boundaries of the coastal zone or any one of the coastal management areas within the coastal zone of the council are required, are the reasons for this clearly articulated and understood?
- Does a CMP for this council require coordination with an adjoining council due to regional coastal processes and coastal sediment compartments, including lakes and estuaries? Is the other council aware and willing to work together?
- What are the key messages for the community? Are there new stakeholders whose interests in the coast will need to be taken into account? How are public authorities involved and how can the council best collaborate to achieve an integrated approach to managing the coast?
- What are the potential risks in the plan making process, for instance in relation to timing, misunderstanding or conflicting perspectives and aspirations?

At the outset, the process will be enhanced if there is a broad level of awareness across council and Councillors about the role of a CMP, what’s involved in preparing and implementing one and how it integrates with council’s other planning tools.

This will necessitate having a clear understanding of the framework, good relationships, clear lines of communication and a collaborative approach with public authorities who can help give effect to an agreed vision and objectives for the coastal landscape.

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1.5 Define the scope and purpose of the CMP planning process

1.5.1 Define applicable coastal management areas

Section 13 of the draft CM Bill and essential elements 1, 2 and 3 relate to the need for a council to define the area that its CMP will cover in accordance with the objectives of the draft CM Bill.

CMPs are prepared for all or part of the coastal zone of a local council or adjoining local councils. The coastal zone is made up of four distinct coastal management areas (as defined in the draft CM Bill and proposed CM SEPP). The proposed CM SEPP allows that the boundaries of any coastal management area can be modified².

Broadly, the four coastal management areas are:

- **coastal wetlands and littoral rainforests area** – land that is mapped and which displays the hydrological and floristic characteristics of coastal wetlands or littoral rainforests and a 100 m buffer around these areas
- **coastal vulnerability area** – land identified in the CM SEPP to be coastal vulnerability areas, being land subject to coastal hazards such as beach erosion, shoreline recession, cliff failure and coastal inundation
- **coastal environment area** – land containing coastal features such as the coastal waters of the state, estuaries, coastal lakes and lagoons and land adjoining these water bodies including headlands and rock platforms; and specified buffers around these features
- **coastal use area** – land that is mapped in the CM SEPP including land adjacent to coastal waters, estuaries, coastal lakes and lagoons where development is or may be carried out (at present or in the future).³

The area covered by a CMP may be at a regional scale (e.g. for issues in coastal environment areas or coastal use areas) or sediment compartment scale (for issues in coastal vulnerability areas), meaning that a CMP may need to be prepared in cooperation with adjoining councils, to ensure that actions are undertaken at an appropriate scale to address the issues.

² The boundaries of these areas will be defined in maps gazetted with the proposed Coastal Management SEPP. A local council may submit a Planning Proposal to the Department of Planning and Environment to modify the boundary of a coastal management area. Any proposed boundary modifications must be supported by evidence from studies conducted in accordance with the manual. In general, this will include studies and assessments conducted in accordance with Stage 1 and Stage 2 of Part B of the manual.

³ As set out in Clause 10(3) of the draft CM Bill, a single piece of land may be identified as being within more than one coastal management area. In such cases, if the management objectives of the areas are inconsistent, the inconsistency should be resolved by considering the management objectives in the order listed above, i.e. the management objectives for coastal wetland and littoral rainforest areas have the highest priority and the management objectives for coastal use areas have the lowest priority.

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1.5.2 Council’s vision and objectives for the coast

Section 14 of the draft CM Bill and essential element 8 relate to the need for councils to identify the hierarchy of objectives for the relevant coastal management areas to be covered by the CMP.

Providing a succinct vision statement encourages a sense of ownership and common purpose. It also helps provide a focus for a CMP and helps to identify values and priorities that are important to the local area. In determining appropriate local coastal objectives, councils must firstly consider the hierarchy of management objectives provided in the draft CM Bill and then may give priority to specific local and regional scale coastal objectives to reflect special characteristics and the balance of coastal values in different sections of their coast.

1.5.3 Determine areas where action is required

Section 14 of the draft CM Bill, and essential element 9 relate to the identification of priority management issues and opportunities for each of the four coastal management areas.

Councils should bring together existing information about the biophysical processes, character, condition and management of their coastal management areas and identify any significant gaps in knowledge.

Collating this information is primarily designed to inform which of the four coastal management areas need to be examined in more detail. This in turn is informed by how the coast is currently being managed.

1.6 Coastal wetlands and littoral rainforests

This section applies if a CMP is being developed for, or includes, coastal wetlands and littoral rainforest areas. At the scoping stage it will be necessary to consider the baseline or current condition of the relevant assets and values in the coastal management area.

In order to inform which issues apply within this coastal management area, it is necessary to consider how areas are currently managed. This will include ensuring that there is up to date information about the locations and condition of relevant ecosystem assets in the coastal environment.

The scope of the CMP should be informed by the question of whether threats to local coastal biodiversity in coastal wetlands and littoral rainforest areas are being managed by existing mechanisms (set out in the Community Strategic Plan and related strategies, and planning instruments and processes) to achieve ‘protect and enhance’ outcomes for coastal ecosystem values over planning horizons of at least 50 years. Consideration should also be given to potential vulnerabilities of the existing ecosystems and opportunities to improve their resilience and restore degraded areas.

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The management objectives for the coastal wetlands and littoral rainforests area are as follows:

- (a) to protect coastal wetlands and littoral rainforests in their natural state, including their biological diversity and ecosystem integrity,
- (b) to promote the rehabilitation and restoration of degraded coastal wetlands and littoral rainforests,
- (c) to improve the resilience of coastal wetlands and littoral rainforests to the impacts of climate change, including opportunities for ecosystem migration,
- (d) to support the social and cultural values of coastal wetlands and littoral rainforests,
- (e) to promote the objectives of state policies and programs for wetlands or littoral rainforest management.

Source: draft CM Bill section 6

Issues to be considered may include:

- impacts on coastal wetlands and buffers mapped in the proposed CM SEPP
- impacts on littoral rainforests and buffers mapped in the proposed CM SEPP
- potential to develop or enhance biodiversity connectivity corridors
- whether the existing planning instruments and practices and/or council infrastructure provide appropriate management of adjacent development and address potential vulnerabilities of the coastal wetlands and littoral rainforests.

A CMP developed for coastal wetlands and littoral rainforests should identify current known threats to the condition of coastal wetland and littoral rainforests (or where updating a CMP, changes to those threats since the current plan was prepared), and the potential to be vulnerable to new threats, based on review of existing reports and studies. It should also identify potential opportunities for enhancement based on past experience and knowledge of the particular site.

Potential threats include, but are not limited to:

- | | |
|--|--|
| <ul style="list-style-type: none"> • invasive plant and animal species and pathogens • inappropriate fire regimes • clearing and fragmentation • inappropriate plant or firewood collection • tracks and trails used by pedestrians, bicycles and off-road vehicles • changing hydrology – through groundwater or drainage modification • structures such as levees, sea walls and floodgates that constrain the area and movement of wetland communities | <ul style="list-style-type: none"> • persistent inundation • sediment run-off and/or water discharge into the areas of interest • acidic or low dissolved oxygen events • urban expansion and edge effects • waste dumping • foreshore erosion, reclamation or dredging • changes to salinity and/or the salinity regime, and • contraction of saltmarsh areas and ability for migration of wetland communities. |
|--|--|

At the scoping study stage, council will need to decide which issues and threats need additional management actions in a CMP, or which focus areas require further studies.

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If threats are already identified in recent studies and appropriate management responses are in place, the CMP scoping study should simply reference the available information.

1.7 Coastal vulnerability areas

This section applies if a CMP is being developed for a coastal vulnerability area. At the scoping stage it will be necessary to consider the current knowledge about major coastal features and how these features influence the likely response of the coast to both the naturally dynamic coastal processes and ambulatory nature of the coast.

A number of factors will determine the focus of a CMP for a coastal vulnerability area.

The management objectives for the coastal vulnerability area are as follows:

- (a) to ensure public safety and prevent risks to human life,
- (b) to mitigate current and future risk from coastal hazards by taking into account the effects of coastal processes and climate change,
- (c) to maintain the presence of beaches and foreshores,
- (d) to maintain public access, amenity and use of beaches and foreshores,
- (e) to encourage land use that reduces exposure to risks from coastal hazards, including through siting, design, construction and operation decisions,
- (f) to adopt coastal management strategies that reduce exposure to coastal hazards,
 - (i) in the first instance and wherever possible, by restoring or enhancing natural defences including coastal dunes, vegetation and wetlands, and
 - (ii) if that is not sufficient, by taking other action to reduce exposure to those coastal hazards,
- (g) if taking that other action to reduce exposure to coastal hazards:
 - (i) to avoid significant degradation of or disruption to biological diversity and ecosystem integrity, and
 - (ii) to avoid significant degradation of or disruption to ecological, biophysical, geological and geomorphological coastal processes, and
 - (iii) to avoid significant degradation of or disruption to beach and coastal foreshore amenity and social and cultural values, and
 - (iv) to avoid adverse impacts on adjoining land, resources or assets, and
 - (v) to provide for the restoration of a beach, or land adjacent to the beach, if any increased erosion of the beach or adjacent land is caused by actions to reduce exposure to coastal hazards,
- (h) to prioritise actions that support the continued functionality of essential infrastructure during and immediately after a coastal hazard emergency,
- (i) to improve the resilience of coastal development and communities by improving adaptive capacity and reducing reliance on emergency responses.

Source: draft CM Bill section 7

The scoping study should collate available information relating to coastal processes and hazards: short, medium and long-term. This should include existing local coastal vulnerability studies and statewide vulnerability mapping. Councils should consider coastal hazards as they apply to individual beaches, cliffs, bluffs and rock platforms or other management units that are subject to coastal hazards. Particular attention should be given to cliffs, bluffs and

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rock platforms as these locations may involve risk to life. It should be noted that other types of coastal hazards can also be a risk to life. In addition to the potential for catastrophic failure of cliffs and bluffs and hazards associated with rock platforms, beach erosion may also create a risk to life, especially where materials, which have been placed on the beach to protect it in the past, become dislodged. When scoping a coastal erosion emergency action sub-plan, specific consideration should be given to highlighting and informing the community about risk to life issues, with consideration of management actions to address these issues.

Physical coastal processes to be considered may include:

- the geomorphic structure of the coast of the local council area
- coastal sediment compartments, sediment transport, erosion and deposition – including whether a coastal sediment compartment extends over a council boundary (refer to Schedule of the draft CM Bill), and any longer-term coastline movement trends
- oceanic processes, including tides, wave climate, and storm patterns
- other factors influencing coastal water levels and coastal processes, such as ‘coastally trapped waves’, wave run-up and extreme ocean level events
- catchment characteristics and flows and the potential for river floods to coincide with extreme oceanic events, and
- the impact of climate change.

The interaction of these coastal processes with existing or future planned coastal development is likely to result in the need for a CMP for a coastal vulnerability area.

Issues to be considered may include any of the following coastal hazards:

- beach fluctuations including the erosion and accretional cycles
- long-term shoreline recession or accretional trends
- coastal lake or watercourse entrance instability
- coastal inundation
- coastal cliff or slope instability, noting that unlike beach erosion, cliff and bluff collapse can endanger both life and property
- coastal dune instability
- tidal or other inundation, and
- erosion of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters.

If these issues are well researched and understood, and no significant additional issues have been identified, council may determine that no further detailed studies for coastal vulnerability are required. If not, then a council will need to identify a plan of action to achieve the necessary understanding, and determine what further studies will be required.

Councils will be able to draw on statewide maps prepared by the NSW Government of coastal erosion, shoreline recession and tidal inundation at the regional scale. These maps will show the currently known areas vulnerable to coastal hazards for the present and those considered likely to be vulnerable in the future.

The statewide coastal vulnerability mapping will be available to:

- inform decisions about regional settlement and growth planning (new development) including residential, commercial and infrastructure
- identify existing developed areas that are considered potentially vulnerable

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- inform preliminary evaluation of coastal risks at the local scale, and
- provide a ‘default’ coastal hazard position for low risk localities.

The statewide coastal hazard mapping should not be used as the only hazard assessment input for a CMP when councils are making decisions about management responses for high and extreme risk locations, i.e. coastal vulnerability areas with extensive existing development.

Regional scale coastal hazard mapping is not currently available for geotechnical issues (slope stability on cliffs and bluffs) so these areas will require specific studies, particularly where there is existing or proposed development.

Many councils have previously commissioned a detailed coastal hazard assessment for beaches, headlands and/or estuaries. Where these studies are available, councils should review the input information and the assessment method and determine whether they continue to be fit for purpose, given the current state of knowledge, or whether they need to be updated or reappraised in detail.

In general, where a detailed hazard assessment exists, its results will provide more information than the statewide hazard assessment. However, for localities where the coastal hazard risk is high or extreme (with the current management to mitigate risks), and detailed response evaluation is required to support complex management decisions, councils will need to consider updating any existing assessment to ensure they are continuing to act ‘in good faith’.

Where these issues are not well understood and an understanding of coastal processes is not considered robust, additional work will be required on coastal vulnerability in Stage 2 of the CMP development process.

1.7.1 Public infrastructure and other assets

When commencing a scoping study for a coastal vulnerability area, councils may be aware of reports from the community and historical records about the impact of coastal hazards on public infrastructure and other assets.

There may be cases where a CMP will be developed to consider public infrastructure and/or assets which may be affected by coastal processes (i.e. the infrastructure or asset is in a coastal vulnerability area), or which may affect the values of other coastal management areas. In such cases councils should identify and map the locations of vulnerable infrastructure and assets and the anticipated timing of impact relative to the infrastructure/asset life. The location of public infrastructure and/or assets in vulnerable areas is a key driver of coastal issues and risks. It is also important to consult with the infrastructure/asset owner and identify the interests of public authorities.

Infrastructure assets to consider include, but are not limited to:

- roads and rail lines
- power transmission lines
- water supply infrastructure including systems, pipelines and plants
- telecommunications infrastructure
- ports
- sea walls and revetments, and

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- sewage systems
- stormwater drains
- parkland including national parks and Crown reserves.

1.7.2 Private assets and uses

When commencing a scoping study for a coastal vulnerability area, councils may be aware of reports from the community and historical records about the impact of coastal hazards on private assets. In such cases, councils will need to identify the locations of vulnerable private residences and commercial buildings and may be able to draw on an existing detailed coastal hazard study.

Some localities with private assets within areas that are impacted by coastal hazards are currently afforded a level of protection by a variety of coastal structures (including geotextile bags, rock and rubble walls, sheet piling, concrete walls and tyres). The scoping study should consider the legality, sustainable competency and effectiveness of these existing structures.

1.8 Coastal environment areas

This section applies if a CMP is being developed for coastal environment areas. At the scoping stage it will be necessary to consider the baseline or current condition of the relevant assets and values in the coastal management area.

In order to inform which issues apply within this coastal management area, it is necessary to consider how areas are currently managed.

When scoping the CMP council should determine whether threats to coastal environment areas are being managed by existing mechanisms (set out in the Community Strategic Plan and related strategies) to achieve ‘maintain, protect and enhance’ outcomes for coastal environment areas over planning horizons of at least 50 years.

The management objectives for the coastal environment area are as follows:

- (a) to protect and enhance the coastal environmental values and natural processes of coastal waters, estuaries, coastal lakes and coastal lagoons, and enhance natural character, scenic value, biological diversity and ecosystem integrity,
- (b) to reduce threats to and improve the resilience of coastal waters, estuaries, coastal lakes and coastal lagoons, including in response to climate change,
- (c) to maintain and improve water quality and estuary, health,
- (d) to support the social and cultural values of coastal waters, estuaries, coastal lakes and coastal lagoons,
- (e) to maintain the presence of beaches and foreshores,
- (f) to maintain public access, amenity and use of beaches, foreshores, headlands and rock platforms.

Source: draft CM Bill section 8

A CMP developed for a coastal environment area should identify current known threats to the condition of the coastal environment (or where updating a CMP, changes to those threats

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since the current plan was prepared), based on review of existing reports and studies and known potential opportunities, including current initiatives (through, for example existing Estuary Management Plans) to enhance the particular coastal environment area.

Issues to be considered may include:

- endangered ecological communities (EECs), including those on headlands, in estuaries and coastal lakes, in riparian zones, on coastal floodplains and on coastal dune systems
- areas that are part of a threat abatement plan for an EEC or a threatened species
- threatened species habitat
- estuary, lake and lagoon health considerations, particularly water quality
- location and management of public infrastructure, especially discharge points for stormwater or other drainage systems
- opportunities to divert stormwater to aquifer re-charge
- potential to develop or enhance biodiversity connectivity corridors
- shore line erosion/accretional history and trends
- entrance management and its impacts on health and ecology of a water body
- migration of foreshore flora and fauna with water level change, and
- relationship to existing conservation areas including marine park conservation zones, national parks, state conservation areas and Crown reserves that are dedicated for the purpose of conservation, and
- private land in the coastal environment which is the subject of a formal private conservation agreement should also be identified.

Potential threats include, but are not limited to:

- invasive plant and animal species
- urban expansion including management of the quality and quantity of water run-off from urban development and vegetation clearance
- changing groundwater levels
- foreshore erosion, reclamation or dredging
- sediment run-on and/or discharge
- acidification (acid sulfate soils)
- inappropriate access arrangements (such as moorings over seagrass EECs)
- persistent inundation
- excessive nutrient loads
- low dissolved oxygen events
- litter such as plastics, microplastics and fishing line
- heavy metal contamination, and
- changed water level and salinity regimes due to entrance management to overcome water quality and/or flooding issues.

At the scoping study stage, council will need to consider information available on threats in order to decide which issues need additional management actions in a CMP, and/or which areas require further studies. Where councils have existing Estuary Management Plans or other relevant coastal management plans and policies these documents should be reviewed as to whether they are sufficient or require updating.

Councils will be able to draw on statewide information prepared by the NSW Government including a Threat and Risk Assessment for the Marine Estate, and catchment and ecosystem response modelling.

The statewide information will inform:

- decisions about regional settlement and growth planning, including residential, commercial, recreation and tourism, conservation and infrastructure

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- development controls for existing developed areas
- priorities for expenditure on diffuse pollution strategies, and
- preliminary evaluation of threats and risks at the local scale.

If the threats are already identified in recent studies and appropriate management responses are in place, the CMP scoping study should simply reference the available information.

1.9 Coastal use areas

This section applies if a CMP is being developed for coastal use areas. At the scoping stage it will be necessary to consider the baseline or current condition of the relevant assets and values in the coastal management area, and in particular the relevant land-use planning processes and policies, processes and practices.

The management objectives for the coastal use area are as follows:

- (a) to protect and enhance the scenic, social and cultural values of the coast by ensuring that:
 - (i) the type, bulk, scale and size of development is appropriate for the location and natural scenic quality of the coast, and
 - (ii) adverse impacts of development on cultural and built environment heritage are avoided or mitigated, and
 - (iii) urban design, including water sensitive urban design, is supported and incorporated into development activities, and
 - (iv) adequate public open space is provided, including for recreational activities and associated infrastructure,
- (b) to accommodate both urbanised and natural stretches of coastline.

Source: draft CM Bill section 9

The proposed CM SEPP (at Schedule 1) lists coastal lakes and lagoons that require comprehensive protection, therefore consideration of management of the catchments of these areas should be undertaken as part of a coastal use CMP.

1.9.1 Access, use and amenity

Where a CMP is to be developed that considers access, amenity and use, relevant assets which support coastal access and use and which may be considered in the scoping assessment include, but are not limited to:

- | | |
|--|---|
| <ul style="list-style-type: none"> • pedestrian paths and cycleways, on foreshores, dunes and headlands • foreshore promenades (e.g. on a formal sea wall) • beach access ways, including paths, stairs and ramps, and including access for people with a disability • carparks (minimal hard with soft overflow) at beaches and headlands • lookouts and viewing platforms; consider also the visual amenity of these assets | <ul style="list-style-type: none"> • jetties and wharves • surf clubs, surf rescue craft access ways and surf life-saving lookouts • safe swimming beaches • recognised surfing breaks • signage, safety rings and rescue points • specific use access such as commercial beach haul fishing • toilet blocks and showers • other picnic facilities and playgrounds • marinas |
|--|---|

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- off road vehicle access ways
- public transport access points
- boat launching ramps
- entrance training walls including access for fishing and observation
- formal foreshore reserves, and
- water sensitive urban design.

The scoping analysis should be based on existing documents and include a review of the outcomes of consultation conducted for the Community Strategic Plan or for coastal recreation planning.

The review should identify gaps in the provision of assets and facilities that support coastal access and amenity for appropriate coastal uses.

It should identify assets that are likely to be vulnerable and provide a preliminary evaluation of the risks involved.

For some councils, there will also be value in conducting an initial community use survey during the scoping stage, to gain a better understanding of which assets are most valued by coast users and why.

1.9.2 Social, cultural and heritage assets

Where a CMP is to be developed to addresses cultural and heritage assets, the aim is to identify known social, cultural and heritage assets and values which are threatened by coastal hazards or by coastal uses.

Cultural and heritage assets include:

- Aboriginal sites (objects) and Aboriginal Places (as specified in the Aboriginal Heritage Information Management System (AHIMS register) and protected under the *National Parks and Wildlife Act 1974*), and places that have traditional Aboriginal resource or cultural connections, or identified in local Aboriginal cultural heritage studies
- historic heritage places that are listed in the NSW and local government heritage lists
- historic shipwreck sites
- historic military sites and infrastructure
- cultural landscapes that are identified in state or local heritage registers
- national surfing reserves, and
- other cultural places that are significant at the local scale and are identified by local Aboriginal and other community stakeholders.

In relation to Aboriginal cultural and heritage sites and places, councils must respect the views of the local Aboriginal community (through consultation with the Local Aboriginal Land Council and any registered Traditional Owners or Native Title Holders) about the publication of specific cultural information, including the locations of sites and places.

1.9.3 Coastal urban design

Where a CMP is to be developed to address urban design, consideration should be given to the five principles of urban design described in the *Coastal Design Guidelines for NSW*.

These guidelines can be applied to different settlement types with the purpose of improving and enhancing the wellbeing of communities in coastal NSW. The principles help define elements of the public domain and the built form to best capture the natural beauty of the coast.

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The principles are:

- defining the footprint and boundary of the settlement
- connecting open spaces
- protecting the natural edges
- reinforcing the street pattern, and
- ensuring that building type, height, bulk and form relates to a site’s natural features and its location within a settlement.

Seven coastal settlement types are identified: cities, towns, villages, hamlets, inland coastal centres, new coastal neighbourhoods, and isolated coastal dwellings. The design guidelines illustrate how the five principles can be best applied to each settlement type in ways that will enhance the coastal living experience, minimise risk and offer social and economic opportunities for the future.

1.10 Performance review of current coastal management arrangements

The NSW Government recognises that many coastal councils have already prepared coastal zone management plans and worked hard with their community to implement actions that will lessen coastal risks, protect and enhance coastal environmental values and maintain the social and economic contribution that the coastal landscape makes to local and regional communities.

Given that the government intends that public authorities and councils will continue to build on what has already been achieved through these planning and implementation processes, the management review can be summarised by **Figure 1.3**.



Figure B1.3: Reviewing current management arrangements

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Much of the information needed to assess current management should be available from council's Community Strategic Plan, Delivery Program and State of the Environment processes and reporting.

Where councils have already integrated coastal management with their IP&R plans and reports, they will have the cumulative results of four yearly progress and performance reviews to use when considering what has been achieved and what has been learnt about coastal management since their previous CMP (or CZMP) was prepared.

Where relevant, the coastal management review should also consider management in adjoining local government areas; for instance, where a long sandy beach (within a single primary or secondary sediment compartment) is partly in one local government area and partly in another.

As one element of change, councils should consider how they can use land-use plans and tenure (e.g. Crown land, council land and private land). This includes identifying the need to change land-use zoning for any of the four coastal management areas and possible re-purchase of sensitive areas.

1.11 Scoping report

The scoping report will consolidate information and summarise whether there is a need to change anything that is currently occurring to manage the coast. If so, the scoping study should also identify what additional information is required and establish a plan outlining which stages are required to be undertaken to develop a CMP and to what degree the various components require further studies.

Councils may take the opportunity for the report, including the proposed forward path, to be reviewed by the NSW Coastal Council.

Mandatory requirements and essential elements (see Part A)

The scoping report should meet the relevant mandatory requirements and essential elements (EEs) – particularly EEs 1, 2, 3, 4, 5, 6, 8, 9, 17 and 18.

If a CMP is being developed for a coastal vulnerability area, the scoping report should also comply with EEs 13, 14, 15, and 16.

The scoping report should cover 10 key points:

1. confirm which of the four management areas a CMP is to be developed for
2. confirm the nature of issues affecting the management areas which will be addressed in the CMP
3. identify whether the coastal management areas require council to work with other councils or public authorities – particularly where coastal sediment compartments are shared between councils
4. summarise current management practices and arrangements and identify whether changes are required in order to manage the chosen coastal management area effectively
5. identify the strategic objectives for management of the coast
6. based on consideration of existing information including management practices, consider the extent to which further stages of the CMP development process need to be undertaken, and to what degree of detail, or gap filling

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7. summarise the nature of further studies that are required (if any) and their purpose – including whether there are priority areas requiring particular focus
8. include a stakeholder engagement strategy– even if only to confirm that existing management practices are sound and no further studies are proposed
9. propose a timetable for completion of future stages of the CMP development process – including any ‘fast track’ proposals and considering opportunities to align with council’s IP&R framework, and
10. scope the business case for preparing and implementing the CMP.

1.12 Planning ahead

To prepare for the next stages – whether fast tracked or not – council should plan ahead. It may be helpful for council officers to:

- prepare a briefing package and schedule for senior council officers, councillors and the community
- develop maps showing the extent of coastal management areas
- prepare any planning proposal for submission to Department of Planning and Environment (DPE) if council is seeking to vary the boundaries of any of the coastal management areas
- engage with relevant public authorities and other councils where coastal management areas are within an adjoining council area
- consider and scope the budget requirements and a timeline for subsequent stages
- start compiling information required for completion of subsequent stages
- commence preparation of the business case which outlines sustainable funding mechanisms for future implementation of the CMP, and
- identify, and if possible initiate, any monitoring activity that will provide important information for subsequent stages; monitoring should commence at the earliest opportunity.



CONSULTATION DRAFT

NSW Coastal Management Manual

Part B, Stage 2

Detailed studies of vulnerabilities and opportunities

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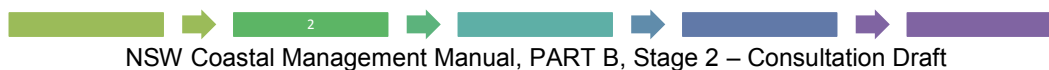
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2.1 Mandatory requirements and essential elements

Section 14 of the draft Coastal Management Bill 2015 (CM Bill) sets out what councils must consider and give effect to in preparing a coastal management program (CMP). This includes the objects of the proposed Act, the management objectives of the coastal management areas and state and regional policies and plans.

Section 15 of the draft CM Bill sets out the matters to be dealt with in a coastal management program, including the identification of coastal management issues, risks and opportunities affecting the area to which a coastal management program is to apply. Additional studies that are identified in Stage 1 (essential element 5) are conducted in Stage 2.

Section 15 of the draft CM Bill also sets out specific matters to be dealt with in respect of coastal vulnerability areas. Essential elements 13, 14, 15 and 16 provide more details.

Essential elements 9 and 17 are relevant to coastal wetlands and littoral rainforest areas, coastal environment areas and coastal use areas.

Under section 21 of the draft CM Bill, the coastal management manual, for the purposes of the Act, is to provide guidance in connection with the preparation, development, adoption, amendment, and review of, and the contents of, coastal management programs. In particular, it requires that a coastal management program is prepared in accordance with a risk management process set out in the manual, including a process for identifying and assessing risks to environmental, social and economic values and benefits.

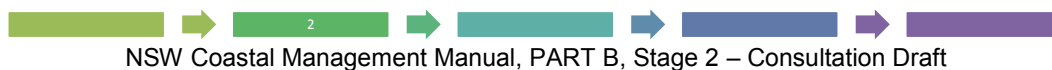
2.2 Purpose and overview of Stage 2

Stage 2 of the coastal management program process involves the preparation of detailed studies to fill gaps in current knowledge about the coastal management issues affecting an area that have been identified during Stage 1. The information provided by these studies is to support council decision-making and assist communities to understand these coastal management issues. This will enable actions to be developed to address those issues including current and future risk from coastal hazards, as well as to promote public access, use and enjoyment of the coast and support the continued prosperity of the NSW economy.

Studies for each of the four management areas aim to provide a detailed understanding of the complexity of issues and relationships in coastal management areas and the hazards, threats, vulnerabilities and opportunities to enhance coastal values and benefits identified during Stage 1. The studies must reflect the regional coastal setting and provide strong links to the aspirations contained in councils' Community Strategic Plans and to the interests of the state as defined in legislation, planning instruments, regional plans and the activities of public authorities.

Studies for each of the coastal management areas may relate to:

- identifying and analysing priority issues and opportunities for improvement
- quantifying the likelihood of coastal hazards and threats to coastal values



- refining understanding of the consequences of these threats in terms of vulnerability, exposure, tolerability and resilience
- informing the selection of appropriate actions to manage existing and potential risk, and create opportunities for coastal communities to both reduce these risks and to enhance coastal amenity
- informing the evaluation of potential actions where complex impacts and decisions are involved, and/or where complex strategies need to be developed.

The improved knowledge generated by these studies will help support the identification, evaluation and selection of appropriate management actions required to address coastal management issues in an integrated and strategic manner during Stage 3.

This includes actions to support ecologically sustainable development, manage and reduce risks from coastal hazards, promote public access, improve community awareness and understanding, and support the well-being of the local community and coastal ecosystems. These studies will build on the history of a given council's coastal zone including biophysical, demographic, infrastructure and economic changes, and how community aspirations have changed over time. Further information to assist councils to prepare detailed studies during Stage 2 is available in the [coastal management toolkit](#).

2.2.1 Defining and quantifying risks

Clause 21 (3)(b) of the draft CM Bill requires councils to follow a risk management process when preparing their coastal management program.

Coastal hazards and threats to coastal values and legacies from past usage present a range of potential risks to people, the environment, assets and infrastructure and an evidence-based risk management process is required to identify vulnerabilities and opportunities for improvement.

A risk management process involves establishing the context, identifying, analysing, treating, monitoring and communicating the risks to environmental, social and economic values and benefits. Within a risk management process, risk assessment incorporates risk analysis and risk evaluation. It aims to understand the likelihood and consequences of hazards and threats in terms of exposure, vulnerability and tolerability of communities, assets and the environment to the risks. This assessment process helps identify which risks are a priority with regard to how they are managed and is the focus of Stage 2 (see **Figure B2.1**).

It is recognised that different communities may have different levels of exposure, vulnerability and tolerance to the risks posed by coastal hazards or threats to coastal values. It is also likely that the exposure to, and severity of, some hazards and threats may vary over time and between locations. It is therefore important that studies and risk assessments be tailored to suit local needs, circumstances and resources.

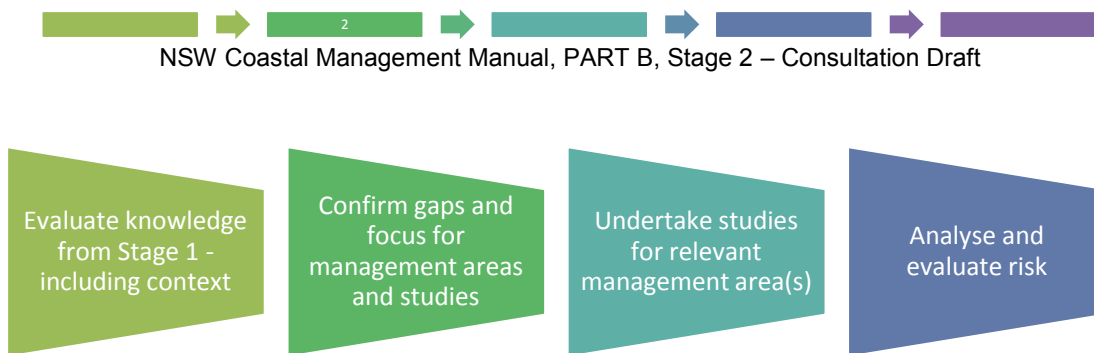


Figure B2.1: Steps in Stage 2

The level of risk can be assessed by considering and combining consequences and likelihoods. Risk assessment and management terminology is defined in the [coastal management toolkit](#) (see *Glossary*).

A consequence is the outcome of a hazard or threat that has an effect on coastal management values, taking into account factors such as existing and future built assets, social and economic values, the resilience of coastal ecological communities and the ways in which the coast is used for recreation or coast dependent commercial activities.

Likelihood is the chance that something might happen and may be expressed qualitatively or as a probability.

Figure B2.2 is an example of a qualitative risk assessment matrix, based on likelihood and consequence.

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	High	High	Extreme	Extreme
Likely	Medium	Medium	High	High	Extreme
Possible	Low	Medium	High	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Medium	Medium	High

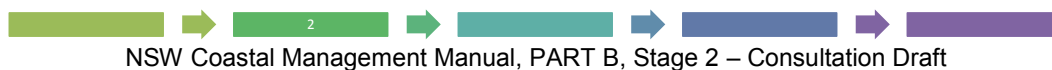
Note: Some risk matrices use six classes of likelihood and introduce a very low risk category.

Figure B2.2: Generic risk assessment matrix

The level of risk (low, medium, high or extreme) can be evaluated to determine whether the risk to a council’s or community’s objectives is acceptable, tolerable or unacceptable.

An acceptable risk is a risk that is sufficiently low as to require no new treatment or measures to reduce the risk further. Individuals and the community can live with this level of risk.

Tolerable risk is a risk that is low enough to continue, but at the same time high enough to make it desirable that new treatment or actions be taken to reduce the risk. That is, communities can live with the risk but believe that opportunities should be taken to reduce the risk further.



Unacceptable risk is a risk that is so high or extreme individuals and the community are unlikely to accept this risk. Actions to avoid or reduce the risk to at least a tolerable level must be put in place immediately.

Additional information about the risk management process is provided in the [coastal management toolkit](#) (see *Risk and risk management documents*).

2.2.2 Community engagement

Clause 21 (3)(d) of the draft CM Bill requires that consultation must be undertaken in connection with the preparation, development and review of a coastal management program. Community engagement during the preparation of the Stage 2 studies will raise community awareness of the issues and facilitate informed consideration of management responses during Stage 3. There is also the opportunity for the community to provide additional data that can assist in the technical studies.

In general, the community engagement activities in Stage 2 will be at the 'inform', 'consult', or 'involve' levels in the International Association for Public Participation (IAP2) spectrum (see [International Association for Public Participation Australasia](#)).

Inform

Provide information to the community and stakeholders about what is involved in risk, vulnerability and opportunity studies.

Consult

Councils may conduct a survey as a means to consult with directly or indirectly affected people and businesses about socio-economic issues such as how they use the coastline, including:

- access, use and amenity of beaches and foreshores
- the relative value of different natural and built assets
- how information is obtained about coastal issues that may affect their livelihoods and lifestyles.

It is important to seek feedback about the extent to which local businesses are coastal dependent and can better achieve more sustainable outcomes in areas of the coast subject to dynamic change.

Involve

Invite people to provide information and evidence about past coastal process events (such as photos of beaches after major historical storms, or pollution events in estuaries), or information about impacts on biodiversity, especially from those involved in Dunecare and Landcare activities.

The risk assessment process also provides an opportunity for further engagement. Risk assessments should be prepared in a workshop format that includes a range of affected community members, stakeholders and experts, to ensure that relevant perspectives are incorporated on issues such as the likelihood and consequences of events.



Additional information about community engagement is provided in the [coastal management toolkit](#) (see *Community engagement documents*).

2.3 Intended outcomes from Stage 2

At the conclusion of Stage 2, councils should have a sound understanding of the critical processes and drivers underpinning likelihood, consequence and risks to environmental, social and economic values including public and private assets and infrastructure in the coastal zone, and the complexity of the issues in each coastal management area.

This includes natural processes, demographic characteristics, development patterns and anticipated future changes to natural and built environments. In addition, councils should have an understanding of potential opportunities to enhance the environmental, social and economic values of their coastal area consistent with the objects of the draft CM Bill.

The studies should provide an evidence-based platform of information at a level of sufficient detail to enable informed decision-making in Stage 3.

It is also important to recognise that coastal management areas may overlap. Where this occurs, councils should refer to the hierarchy of management objectives set out in the draft CM Bill to ensure that the focus of studies conducted in Stage 2 is consistent with relevant objectives.

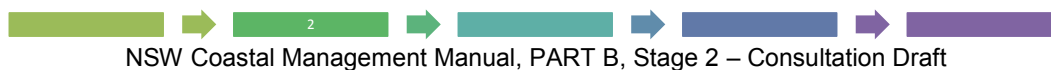
The scope of the studies undertaken in Stage 2 should reflect the vulnerability of the values and complexity of the issues in each coastal management area and the interrelationships between adjacent and/or overlapping coastal areas. In this context, consideration must be given to the requirements of the Coastal Management State Environmental Planning Policy (SEPP) including details on the proposed development controls pertaining to each of the four coastal management areas.

Coastal wetlands and littoral rainforests

Where coastal wetlands and littoral rainforests are considered in a coastal management program, councils should have a detailed understanding of how they have evolved, the current values, vulnerabilities and the likely future trends that may affect the health and functioning of coastal wetlands and littoral rainforests. This includes their scenic values, biodiversity and ecosystem integrity and resilience.

This information will support decisions about management responses to identified threats and risks and to identify opportunities to:

- protect the biodiversity and ecosystem integrity
- rehabilitate and restore degraded coastal wetlands and littoral rainforests
- improve ecosystem resilience to the impacts of climate change, including opportunities for migration
- support environmental, social and economic values of coastal wetlands and littoral rainforests.



Coastal vulnerability areas

Where a coastal management program includes a coastal vulnerability area, Stage 2 studies should provide councils with clear and fit for purpose knowledge about the historical evolution of the features, processes and hazards that have contributed to and/or are continuing to contribute to current and future coastal vulnerability, including the effects of existing coastal processes and any changes to those processes as a result of climate change and variability.

The studies should provide information to support risk-based decision-making to mitigate and reduce exposure to coastal hazards. This includes:

- information about the dynamic and ambulatory nature of the shoreline
- risks to public safety and human life
- threats to maintaining public access, amenity and use of beaches and foreshores
- appropriate land use that recognises the potential exposure to coastal hazards.

Studies in Stage 2 need to provide the information to enable evaluation in Stage 3 of a range of management strategies and actions, including combinations of strategies that may co-exist within a management area.

Coastal environment areas

Where a coastal management program includes a coastal environment area, the studies in Stage 2 should provide councils with clear and fit for purpose understanding of the historical evolution and the current features, processes, threats and trends that affect the health, function and resilience of the coastal environment area. That is, where it came from, how it is and where it is going.

This will support management decisions and identify:

- opportunities to protect and enhance coastal environmental values and coastal processes
- reduce threats and improve resilience; maintain and improve water quality and estuary health
- support the social, economic and cultural values
- maintain public access and use of coastal environment areas.

It should also highlight opportunities for the community and community groups to participate in the care of areas.

Coastal use areas

Where the coastal management program includes a coastal use area, the Stage 2 studies should provide information to support better land-use planning and land management decisions to achieve the vision and management objectives for a coastal use area. These include protecting and enhancing scenic, social and cultural values, including opportunities for access and accommodating both urbanised and natural stretches of the coastline.

In particular, studies that provide communities with a clear and transparent understanding of urban expansion or other ways to accommodate population growth are needed in Stage 2, recognising the natural, heritage and other constraints on what may constitute the urban or peri-urban footprint of a coastal use area in any given council.



2.4 Getting started with Stage 2

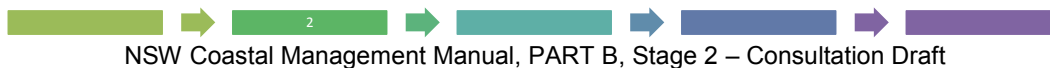
As an outcome of Stage 1, councils will have developed a qualitative understanding of coastal management issues and vulnerabilities in their area and identified where more detailed studies are required. This may include situations where:

- coastal issues or vulnerabilities are not currently managed effectively to meet state and local objectives
- high levels of uncertainty make decision-making difficult
- new information is available or the understanding of processes has improved
- significant changes or events have occurred or are planned, including population growth
- exposure to, or severity of, hazards or threats has changed
- complex and contentious decisions are required.

Table B2.1 provides examples of additional situations where more detailed studies may be required for the four coastal management areas.

Table B2.1: Examples of when detailed studies may be required

Coastal wetlands and littoral rainforest areas
<ul style="list-style-type: none"> • There are significant gaps in knowledge about the past, present and future evolution of coastal wetlands and littoral rainforest areas, including factors influencing the condition and resilience of these ecological communities. • There have been significant increases in current and future threats to the condition of coastal wetlands or littoral rainforest such as changed drainage, clearing, or sediment or nutrient inputs. • The cumulative impacts of threats to the resilience, functioning, diversity or connectivity are increasing including to the proposed buffer zones. • There are new opportunities to enhance the wetland or rainforest and/or opportunities to increase community enjoyment of coastal wetland and littoral rainforest. • There is an increased appreciation of ecosystem services that are derived from coastal wetlands and littoral rainforests. <p>Note: Also refer to the coastal environment areas section below.</p>
Coastal vulnerability areas
<ul style="list-style-type: none"> • The Stage 1 scoping study has identified that the risk level is high or extreme and intolerable, for existing or proposed development. • There are large numbers of residences or other built assets and/infrastructure affected by coastal hazards (e.g. residential development and infrastructure around low-lying estuary foreshores, or development along beaches). • Design features of built assets, such as slab-on-ground designs do not accommodate coastal processes and may increase the consequence of the hazard. • Coastal hazards have the potential to cause loss of life (e.g. severe wave overtopping events, or slope failure, particularly in bluff and cliff regions). • Coastal hazards are expected to impact on critical infrastructure. Council should consider the value of the infrastructure itself and the social and economic value of the development that is serviced by the infrastructure, if the development becomes uninhabitable due to lack of infrastructure function. • New structures or other developments that are likely to be adversely affected by or adversely affect coastal processes within an identified coastal vulnerability area will require detailed consideration under provisions in the new Coastal Management SEPP. • A detailed cost–benefit analysis is likely to be required to evaluate management options. • An extreme event results in new estimates of the hazard extent or it becomes apparent the hazard has been underestimated. • New measurements or modelling tools become available that would significantly reduce the uncertainty around, and/or change the previous risk assessments.



- A significant change to the social or economic profile of the coastal area has altered the consequence profile, and this would alter the outcomes of the previous risk assessment and potentially result in changes in land use.
- A probabilistic coastal hazard assessment is required to inform decision-making that will distinguish shorelines that will behave as fast responders to extreme events and climate change drivers, and those that will be more resilient to change.

Coastal environment areas

- There are significant gaps in knowledge about the condition or resilience of coastal waterways, headlands and shore platforms or coastal dunes.
- There have been significant increases in threats to the resilience of coastal environment areas including the catchments of estuaries, lakes and lagoons.
- High levels of uncertainty exist about the interaction of processes in coastal environment areas and coastal vulnerability areas.
- The spatial and temporal scale of the existing or predicted impact is relevant; for instance, are the identified impacts acute, short-term, chronic or long-term?
- The cumulative impact of existing threats to the resilience and continuing function and diversity or connectivity values or ecosystem services provided by a coastal environment area must be considered, in particular whether the impact will result in:
 - ecosystem or environmental disruption. Disruption is taken to affect an individual of a species and result in temporary loss of productivity
 - ecosystem or environmental alteration. This affects a population of one or more species and may affect a community or an industry sector depending on the resource
 - ecosystem or environmental degradation. This is a major impact, requiring significant additional resources and cross agency management responses to achieve mitigation
 - whether there is suitable information available for a quantitative risk analysis
 - opportunities to enhance the natural attributes of the coastal environment area such as plantings and possible weeding programs.

Coastal use areas

- There have been significant changes in coastal access, use or safety.
- There are opportunities to increase public access, usage and/or enjoyment of the coastal environment, including the surf zone.
- There are significant gaps in knowledge about the Aboriginal, historical and natural heritage of the coast that would impact on management decisions.
- There have been significant changes or gaps in knowledge about the social and economic history of coastal use areas that impact on an appreciation of values of and future plans for development in the use area.
- There are high levels of dependence of social and economic activity on specific coastal assets. For instance, the consequence may be influenced by the social value of a surf club building which is a hub for community recreation and social activity.
- The relative significance of loss of coast related social and economic activity when compared with other changes to local and regional development must be considered. For instance, loss of local businesses due to coastal storms disrupting access for supplies or for customers, or broad regional structural adjustment due to loss of productive agricultural land or fisheries.
- There are proposals to develop buildings that are not in character with the natural setting and which impact adversely on visual amenity.
- There have been changes in types of buildings, their height, their impact on beach usage due to overshadowing and/or wind funnelling effects.
- There are opportunities to change the developed form and land usage to benefit the wider community's enjoyment of the coast.

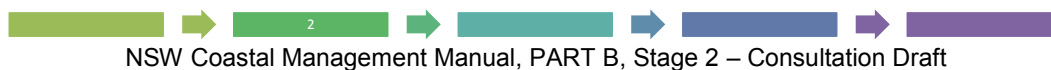


Figure B2.3 summarises how the detailed studies undertaken in Stage 2 build on the scoping study and link to the evaluation of coastal management actions in Stage 3.

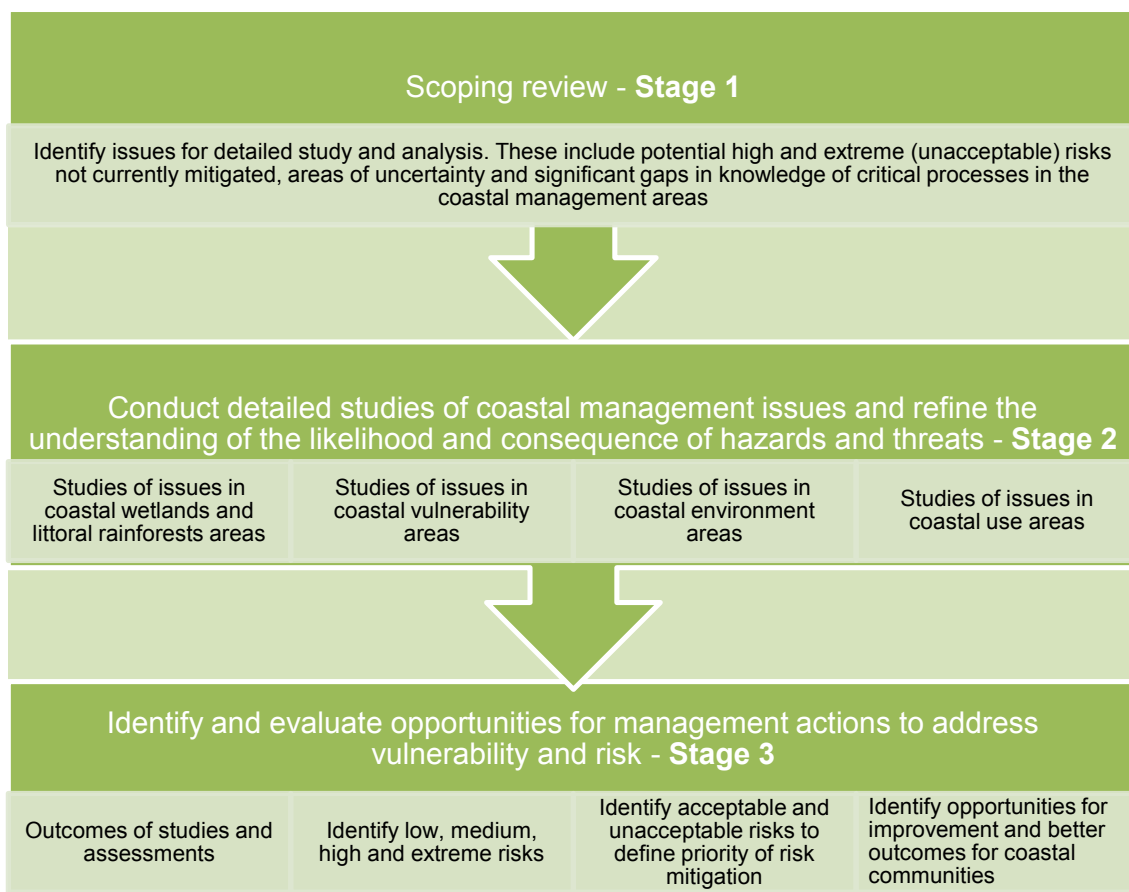


Figure B2.3: Scope and purpose of studies in Stage 2

When planning detailed studies in Stage 2, councils should consider the availability of, or need for, data, the timeframes to complete appropriate assessment processes, the value added by intensive analysis, their capacity to fund the studies and the important information for the affected community (see **Table B2.2** for specific matters to consider).

Councils should also recognise that the cost of the studies often represents a very small portion of the value of the public and private assets potentially under threat in a coastal management area. When risks are high, the investment in the studies should reflect the value of the assets, natural and built, being considered.

For example the assets affected by coastal hazards may include critical infrastructure such as:

- roads and sewerage systems
- valuable habitats and important areas for recreation and tourism
- residential and commercial development.

Additional studies may also be required to establish a baseline that allows councils to monitor, evaluate and report their achievements and performance against their management objectives.

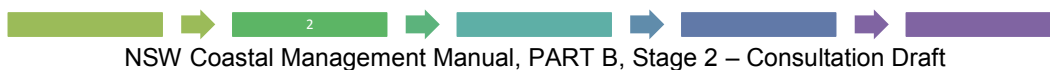


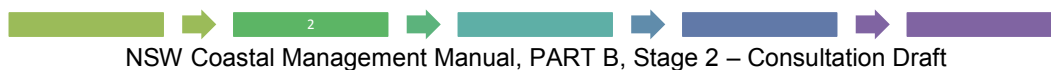
Table B2.2: Planning for Stage 2 studies

<ul style="list-style-type: none"> • Does the project schedule allow sufficient time to complete detailed technical studies and risk analysis, including time for council to seek advice from Office of Environment and Heritage (OEH) or the NSW Coastal Council? • Are relevant data available from council and public authorities or other sources for coastal hazard assessments at the level of detail required and agreed upon? This includes relevant water level and wave data, bathymetric data, aerial photogrammetry or LiDAR, or other information relevant to sediment budget analysis. • Is there sufficient time and/or budget to collect additional data that may be needed to fill important information gaps? • Do opportunities exist to partner with public authorities or academic institutions to undertake studies and disseminate information? • Do ecological or shoreline monitoring studies need to be conducted at specific times of the year or after specific events? • Will the proposed studies clearly articulate the scope of the hazard assessments and the relevance of outcomes to all stakeholders? • What planning horizons are most suited to the risk assessment and subsequent decisions, taking into account the types of development in the local council area (e.g. brownfield, greenfield or infill), the scale of coastal hazards, social/population and environmental change, and the possible need to change local environment plans (LEP) and/or development control plans (DCP)? • How will council define and quantify non-market community and social values in a detailed cost–benefit analysis? • How will council manage diverse technical opinions and controversial general community comment on coastal science and engineering studies? • How will council explain the impact of scientific uncertainty to local residents and stakeholders? • Who should be involved in any proposed workshops or working groups? How will these be conducted in a timely, cost effective, meaningful and manageable manner? • What information does the business community require to encourage ecologically sustainable development that enhances the saltwater economy?

2.4.1 General checklist for Stage 2 studies

The following is a checklist of sensible practice for Stage 2 studies:

- relevant stakeholders, including public authorities and adjoining councils, have been engaged in scoping the aims, objectives and intended outputs of the studies
- available data are adequate and appropriate for the intended application and any limitations have been identified
- conceptual models are developed and used in determining the scope of studies, communicating key messages and identifying knowledge gaps
- uncertainty within parameters, datasets or variables is adequately and transparently documented and taken into consideration, and the implications understood and explained
- where modelling approaches are used, any assumptions, limitations and uncertainty are encapsulated in the outcomes and presented in a non-technical and transparent manner



- a range of scenarios, uncertainties and time-frames have been considered and appropriate sensitivity analysis undertaken
- mapping and presentation of results is at an appropriate scale and level of detail so as to be clearly understood by the community.

2.5 Studies in coastal wetlands and littoral rainforest areas

Detailed studies for coastal wetland and littoral rainforest areas, including their buffer zones, are required to meet the objects of the draft Bill (section 6) when there is evidence that current management arrangements are not achieving the management objectives and vision for these areas, including protection of biodiversity and ecosystem integrity, and rehabilitation and enhanced resilience of degraded systems.

Councils should follow a risk-based approach to identify the pressures and threats affecting coastal wetlands and littoral rainforests and to identify opportunities to enhance coastal values.

Potential studies for coastal wetlands and littoral rainforests are outlined in **Table B2.3**. All studies should be tailored so they are fit for purpose to inform management decisions for the specific local issues and circumstances.

Depending on the management decisions that are likely to be required for coastal wetlands and littoral rainforest areas, studies may provide information such as:

- the condition, connectivity and ecosystem services associated with coastal wetlands and littoral rainforests, includes the historical evolution of the wetland or littoral rainforest and its projected future based on a non-intervention approach
- the critical factors influencing the vulnerability of coastal wetlands and littoral rainforests, including pressures, exposure and sensitivity that may result from changes in land use of adjoining areas
- the potential to offset factors that may adversely impact on the coastal wetlands or littoral rainforests
- the opportunities to protect, rehabilitate, improve the resilience of, and support the social and cultural values of coastal wetlands and littoral rainforests.

Studies to support the management of coastal wetlands and littoral rainforest areas are also likely to be relevant to coastal environment areas, particularly in relation to water quality and hydrology issues (see also **Section 2.7**).

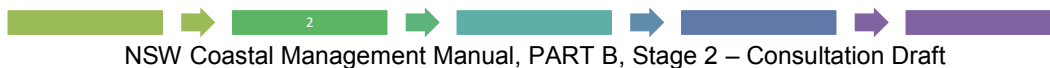
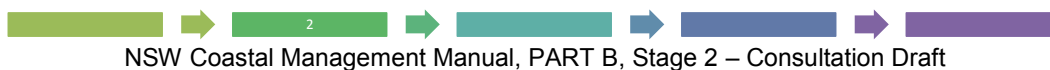


Table B2.3: Potential Stage 2 studies to enhance management of coastal wetlands and littoral rainforests area

Potential threats	Types of studies which may be included in Stage 2 to inform management decisions
General	
Establish baseline condition and evolutionary history of coastal wetlands and littoral rainforests.	The proposed Coastal Management SEPP highlights the increased area of coastal wetlands and littoral rainforests that will be included in this management area and the increased buffer area. Councils should consider whether detailed studies are needed to better understand the values and condition of these areas when they are on land that is within council's care, control and management. Studies to determine the evolutionary history of coastal wetlands and littoral rainforests and potential trajectories of extent and condition.
Social and cultural values	
Inadequate information about the cultural heritage values (including sites, places, resources and cultural landscapes).	Baseline studies or surveys, literature reviews. Collaborative projects with local Aboriginal communities, local historical societies, resident groups.
Impacts on cultural sites or resources in coastal wetlands or littoral rainforests area.	Studies with local Aboriginal communities of opportunities to restore cultural resources.
Impacts on historic heritage values of coastal wetlands or littoral rainforests.	Studies of historic land use and features in and around coastal wetlands and littoral rainforests and opportunities to enhance heritage value and education.
Vegetation, biodiversity and ecological integrity	
Invasive plant and animal species and pathogens.	Studies of the distribution and rates of expansion of invasive species, especially bitou bush in littoral rainforests, and what actions might be required to overcome the invasion.
Inappropriate fire regimes.	Studies of the recovery of coastal wetlands and littoral rainforests after wildfire events. Studies of different fire treatments around urban areas.
Clearing and fragmentation, including urban expansion and edge effects; impacts of agricultural uses on coastal wetland margins.	Studies of potential connectivity links across cleared areas of wetland or littoral rainforest Links between these habitats and other coastal environment areas. Potential for trials of managing agricultural impacts on coastal wetlands
Inappropriate plant, animal or firewood collection in coastal wetlands or littoral rainforests.	Studies of habitat loss associated with removal of logs, hollow trees etc. and studies of options to address these issues.
Tracks and trails used by pedestrians, bicycles and off-road vehicles.	Studies of the impact of access arrangements on biodiversity.



Potential threats	Types of studies which may be included in Stage 2 to inform management decisions
	Feasibility studies for alternative routes and opportunities for community enjoyment of coastal wetlands and littoral rainforests without adversely impacting on them.
Foreshore erosion, reclamation or dredging.	Consider studies to understand changing habitats for protected species such as migratory waders and opportunities to restore areas that have been subjected to siltation due to past inappropriate catchment controls.
Hydrology	
Changing hydrology – through groundwater or drainage modification or other variations in water levels.	Investigation of impact of drying on wetland habitats, including loss of peat soils and loss or degradation of groundwater dependent communities. Impact of changed tidal regime or increased discharge of stormwater.
Structures such as levees, sea walls and floodgates that constrain the area, function and movement of wetland communities.	Studies to better understand the significance of the changing balance between saltmarsh and mangrove communities, due to various structures. Balance between freshwater and saline coastal wetlands. Impact of structures on fish passage and habitat migration. Studies to investigate the opportunities for offsets to address past anthropogenic disturbances of the natural system.
Persistent inundation of intermittently or tidally inundated coastal wetlands, such as may occur with sea level rise or changes to tidal levels associated with entrance management for coastal lakes.	Studies of community and habitat change and losses to ecosystem services, where drainage of coastal wetlands and littoral rainforests is affected including the potential for migration of species.
Contraction of saltmarsh areas and ability for migration of wetland communities.	Consider the need for additional studies to better plan for the retreat of coastal wetland systems (e.g. saltmarsh) on low-lying shoreline subject to increasing inundation over time.
Water quality	
<p>Catchment runoff or poor stormwater quality, including:</p> <ul style="list-style-type: none"> • sediment load in water discharged into the areas of interest • nutrient levels or organic load from existing and new development areas (including residential, agricultural, industrial and wastewater treatment) • litter carried in stormwater, and • other contaminants. 	<p>Detailed catchment studies to identify vulnerable areas and predict sediment (and nutrient) loads with changing land use.</p> <p>Identification of sources and options for source control.</p> <p>Studies of actual or modelled catchment loads of nutrients to identify vulnerable catchments.</p> <p>Studies of the impact of environmental protection zoning or land management measures on export of nutrients from vulnerable catchments.</p> <p>Studies to determine the opportunities and options to address past, present and potential future impacts.</p>



Potential threats	Types of studies which may be included in Stage 2 to inform management decisions
Acidic or low dissolved oxygen events, such as those linked to discharges from exposed or oxidised acid sulfate soils.	Monitoring of water quality in vulnerable waterways; studies of oxidation and discharges from high risk acid sulfate soils (ASS) (see ASS guidelines for further issues). Opportunities to contain and/or remediate areas adversely impacted. Options for source management.
Waste dumping, including toxic waste.	Options to educate about, and to enforce, compliance. Monitoring of high risk sites; studies of the distribution of contaminants in groundwater or surface waters. Opportunities to remediate affected areas.
Changes to salinity and/or the salinity regime associated with entrance management, controls on catchment inflows or climate change.	Changes to community structure and diversity as conditions favour species with greater or lesser salinity.

2.6 Studies in coastal vulnerability areas

Hazard assessments in coastal vulnerability areas provide a critical part of the evidence on which to base coastal management decisions to meet local and state government objectives for resilient and sustainable coastal communities (see section 7 of the draft CM Bill).

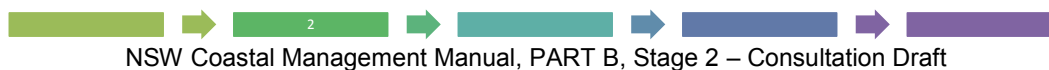
Coastal vulnerability areas are exposed or likely to be exposed to one or more coastal hazards, as identified in the draft CM Bill (section 4). These include:

- beach erosion
- shoreline recession
- coastal lake or watercourse entrance instability
- coastal inundation
- tidal inundation
- coastal cliff or slope instability
- erosion of foreshores caused by the action of waves and catchment floodwaters.

The focus of Stage 2 should be on building on existing information and refining the hazard analysis for all relevant coastal hazards.

Examples of situations where detailed studies in coastal vulnerability areas should be prepared include:

- the Stage 1 scoping study has identified that the risk level is likely to be high or extreme for existing development, assets and values, now or in the future
- there is a high level of uncertainty about the geomorphic response of the coast to changing processes, pressures and hazards
- significant changes to coastal land use are proposed within the mapped coastal vulnerability area
- a detailed cost–benefit analysis is anticipated to be part of the evaluation process for risk treatment options



- an extreme event has occurred, with impacts outside the predicted range of erosion or inundation
- new scientific information about coastal processes and drivers, including climate change and sea level rise, becomes available.

Studies in coastal vulnerability areas should consider:

- the broad geological and geomorphic structure and evolution of the coast
- the context for regional and local coastal processes, and how those processes have evolved and may evolve if there is no intervention
- sediment sharing between primary, secondary and tertiary sediment compartments on the open coast and with estuaries
- the development of conceptual models of sediment budgets
- a detailed sediment budget flowing from the conceptual model identifying parameters relevant to the particular site, and the likely probabilistic distribution of the values of each parameter, so as to allow for quantification of processes operating at the local or individual beach or tertiary compartment scale
- oceanic processes affecting the region and local area, varying at a range of time scales
- other factors influencing water levels and coastal processes at varying time scales
- human modification of the coast that affects coastal processes and landforms
- the potential effects of climate change including shoreline rotation, sea level rise, changes in storm type, frequency and intensity as well as other potential impacts on hydrodynamic forcing along the coast
- the spatial and temporal scale of coastal processes (including open coast, estuary and rocky headland processes) and how processes operating at different scales interact
- the degree of uncertainty in the above factors, through adoption of modelling methods which account for the full range of potential possibilities and the inherent variability of each of the parameters
- the impact of shoreline rotation due to the variability of wave climate resulting from El Niño and La Niña cycles, or those associated with other intermediate scale climate cycles such as the Interdecadal Pacific Oscillation (IPO).

Where the scale of coastal processes extends across the council boundary (as for a coastal sediment compartment or estuary), council should consult with adjoining councils. In particular, councils must consult with adjoining councils within the same secondary sediment compartment when preparing a detailed coastal hazard assessment for their coastal vulnerability area.

2.6.1 Beach erosion and shoreline recession

Coastal erosion refers to changes in the beach profile that occur within the beach fluctuation zone, usually associated with storm events or a series of events. The beach fluctuation zone is defined in the draft CM Bill as the range of locations a beach profile occupies from its fully accreted position to its fully eroded condition. The extent of this zone is generally based on historical observations and modelling of extreme events. Shoreline recession refers to continuing landward movement of the shoreline or a net landward movement of the shoreline over a specified time. As shoreline recession occurs the beach fluctuation zone is translated landward.



Studies of coastal erosion and shoreline recession should aim to improve knowledge about the likelihood of these hazards over time frames relevant to management of current infrastructure and development, as well as for future planning and development of the coast. Time-frames to consider include immediate, 20 years, 50 years 100 years and beyond if ongoing recession is likely.

These investigations should be based on an understanding of the broad geological and geomorphic structure of the coast. This is essential to understanding coastal dynamics and for examining the potential future response of the coast to climate change. This understanding establishes the context for assessment of regional and local processes, which should include the development of a sediment budget and the consideration of individual elements of the sediment sharing system and its variability over time.

For beach erosion and shoreline recession, **Figure B2.4** summarises the approach that should be taken and **Table B2.4** outlines potential studies. In most situations, studies of erosion and shoreline recession should be undertaken in an integrated manner, but the impacts of each process must be clearly defined.

The [coastal management toolkit](#) (see *Guidelines for coastal hazard and risk assessment*) provides more information about assessing beach erosion and shoreline recession.

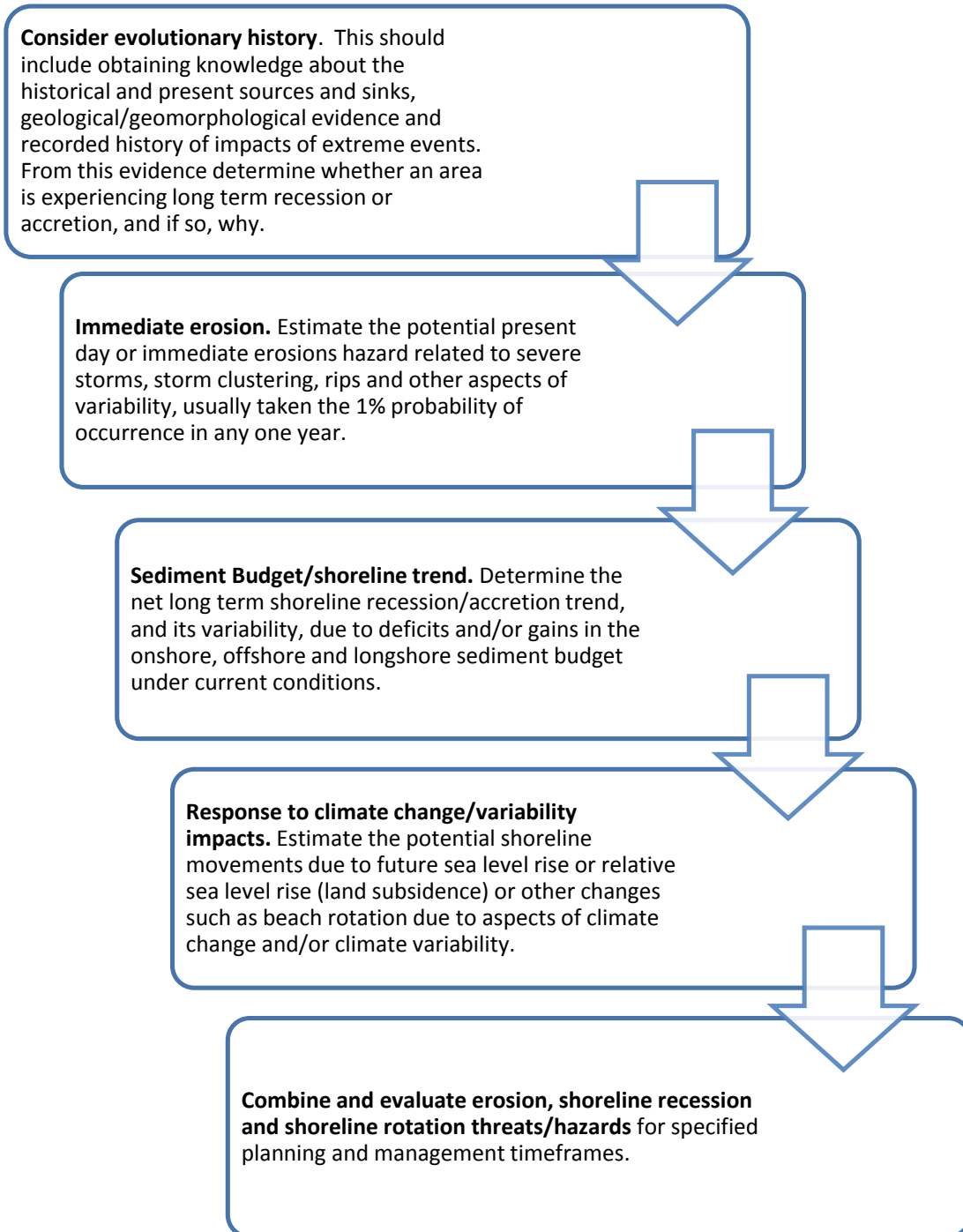


Figure B2.4: Steps in a coastal erosion and shoreline recession assessment



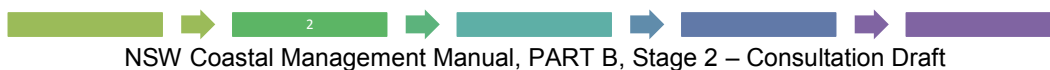
Table B2.4: Potential Stage 2 studies of beach erosion and shoreline recession

Beach erosion	
Potential issues	Types of studies which may be conducted in Stage 2
Evolutionary history and geomorphic context of the coast is poorly understood.	Studies should refine sediment compartments and cells and develop an understanding of how sediment compartments of different scales interact over time. These studies should identify key sources and sinks of sediment as they affect the contemporary behaviour of the coast.
Existing coastal development and infrastructure are located within the coastal vulnerability area for coastal erosion, or future development may be proposed within coastal vulnerability areas affected by coastal erosion.	<p>Studies of the variability of oceanic processes, including both spatial and temporal dimensions. Councils should access long-term data sets of wind, rainfall, waves, tides and currents wherever possible and determine whether semi-quantitative or full statistical hazard and risk analysis is appropriate.</p> <p>Studies to better define the short-term beach variability associated with storm clusters, rips and other elements of beach fluctuation.</p> <p>Studies of the effect of short to medium-term cyclic processes which may drive episodic beach erosion, including:</p> <ul style="list-style-type: none"> • analysis of reliable long-term records of storm magnitude and frequency as it relates to their coastal region which can include a number of local councils and national parks • reviewing the interactions of storm frequency and intensity with the medium and longer term drivers of water level, beach erosion and beach orientation, for example the Interdecadal Pacific Oscillation (IPO). <p>The coastal management toolkit provides details of specific methods for these studies (see <i>Guidelines for coastal hazards and risk assessment</i>).</p> <p>Identify opportunities to mitigate risk through modification of the likelihood and consequences associated with coastal hazards.</p>
Existing or past development (e.g. past mineral sand mining and underground mining) and coastal structures, including entrance training walls and sea walls, are affecting coastal processes and coastal erosion events.	<p>Studies should investigate the impact of these structures and uses on sediment budgets, including how the effects of the structures interact with waves, currents, storms, and cyclic drivers of water levels and coastal processes.</p> <p>Councils should consider the effects of relative sea level changes that may be occurring, such as those associated with subsidence. Historical mining records, including subsidence data and geological evaluations of river delta areas should be obtained.</p> <p>Identify opportunities to offset the impacts that are a legacy of past practices.</p>



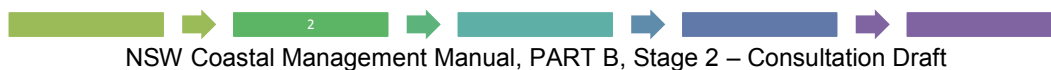
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<p>Inadequate information about sediment budgets in the short term.</p>	<p>Studies should inform the development of a conceptual model of the of sediment budget including sources and sinks for sediment gain or loss. Where possible, the variability in beach volume and profile change should be quantified, taking into consideration factors like storms, storm clusters, rips, beach rotation, headland bypassing and entrance dynamics, as well as losses and gains associated with:</p> <ul style="list-style-type: none"> • onshore sand supply • sand lost offshore • longshore transport • sand losses or gains to tidal inlets • biogenic sediment production • sand lost to backbarrier (overwash) • sand lost to dunes (aeolian).
<p>Uncertainty about the likelihood (probability) and consequences of a coastal hazard occurring at time-frames relevant to the management of both existing and future planning and development of the NSW coast.</p>	<p>Appropriate methods to determine the uncertainty depend on the level of risks, the level of uncertainty and the availability of suitable data (see coastal management toolkit (see <i>Risk and risk management documents</i> for further information). Methods for describing and quantifying the likelihood component of risks associated with coastal hazards include:</p> <ul style="list-style-type: none"> • semi-quantitative – assess components of the sediment budget using existing data, studies based on photogrammetry and modelling and expert judgement to inform decisions. • statistical probability analysis. <p>The coastal management toolkit provides additional information about these methods (see <i>Guidelines for coastal hazard and risk assessment</i>).</p>
<p>Shoreline recession</p>	
<p>The effect of coastal structure and evolutionary history on longer-term coastal sediment budget processes and on coastal responses to changes associated with climate change, including sea level rise, is not sufficiently well understood to enable decision-making.</p>	<p>As for coastal erosion, studies should consider coastal geomorphic structure and evolution, including responses of the coast to previous climate change, and the effect of coastal structure on processes such as sediment bypassing around headlands, for different sea level scenarios and wave regimes.</p>
<p>Existing development and infrastructure are located within the coastal vulnerability area, when long-term factors related to sediment budget, climate change and sea level rise are taken into account.</p> <p>There is potential for future development to be located in a coastal vulnerability area.</p>	<p>In addition to the studies noted above, studies should consider several other factors which influence coastal processes and the morphology of the sandy coast, operating at various interacting time scales.</p> <p>Shoreline recession studies should seek to develop a conceptual model of the sediment budget including sources and sinks for sediment gain or loss in the long term, including how sediment gain and loss processes are expected to change with sea level rise and other aspects of climate change (see below).</p> <p>Identify opportunities to reduce the vulnerability of existing or proposed development, including relocation of infrastructure at the end of its economic/design life.</p>



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<p>Uncertainty about other coastal responses to the effects of longer-term changes in coastal process drivers, including climate change and relative sea level rise.</p>	<p>Short to long-term water level anomalies and trends should be considered when defining the degree to which shorelines are ambulatory or essentially oscillate around a mean position.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • sea level variation components including extreme sea level events and sea level anomalies (such as coastal trapped waves), medium-term (approximately decadal) cyclic variations in coastal drivers and responses such as El Niño/La Niña and beach rotation processes • the response of the coastal system to long-term changes to sea level and other climate drivers, using best available information about rates of change • relative sea level changes that can result from land subsidence, particularly in coastal areas where underground mining has occurred, or where development has taken place/will take place on areas that were river deltas • the morphodynamic interaction of coastal processes and landform change which can affect heights of storm surges and tidal levels at the longer timeframes • tsunami exposure. <p>The coastal management toolkit (see <i>Guidelines for coastal hazard and risk assessment</i>) and AdaptNSW website for information about how to include these factors in a coastal hazard assessment.</p>
<p>Integration of multi scale shoreline evolution factors to predict shoreline recession.</p>	<p>Studies to collect detailed geomorphic information, including the sediment and geometry of the beach and shoreline.</p> <p>The studies must attempt to integrate the effects of coastal structure, nearshore and inner-shelf bathymetry, sediment availability, sand barrier type, inlet sedimentation and contemporary coastal processes.</p> <p>Mechanisms which should be considered in the analysis include:</p> <ul style="list-style-type: none"> • the interaction of storm events and rising sea level • how a landward and upward shift of the coastal profile could occur (e.g. beach erosion and offshore deposition), • the extent to which dune or flood tidal delta volumes can accommodate sediment loss from the beach due to rising sea level • the consideration of the slope of the nearshore profile and the evolution of sediment compartments) • the potential for landward and upward back-stepping of an entire barrier, due to barrier overwash and tidal inlet deposition • the impact of headland emergence on coastal processes as sea levels rise. <p>The application of statistical simulation frameworks such as Monte Carlo analysis are necessary when projecting future sediment budget processes in geomorphically complex settings. Simple models of coastal change, such as the Bruun Rule may not be appropriate in these contexts.</p> <p>Further information is available in the coastal management toolkit (See <i>Guidelines for coastal hazards and risk assessment</i>).</p>



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2.6.2 Coastal lake or watercourse entrance instability

Both natural and trained coastal entrances present a variety of potential hazards in coastal vulnerability areas. Natural coastal entrances are highly dynamic environments with their configuration constantly changing in response to processes such as along shore sediment transport, tidal flows, storms, stormwater discharges and catchment flooding.

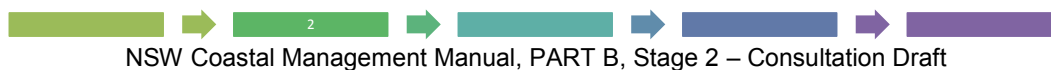
It is likely that as sea level rises the marine flood tide deltas of estuaries will sequester sand from adjacent beaches and the nearshore. In the medium to long term, estuary flood tide deposition may be an important loss from the sediment budget of the coastal sediment cell, as happened since sea level reached approximately its present position 6000 to 7000 years ago.

Councils should investigate factors influencing the dynamics of entrance processes in intermittently closed and open lakes and lagoons (ICOLLS) when the condition of the entrance is affecting the coastal sediment budget, water levels within the ICOLL, catchment flooding, water quality or salinity, and ecological issues in the lake.

Table B2.5 identifies potential studies of coastal lake and watercourse instability.

Table B2.5: Potential Stage 2 studies of coastal lake and watercourse entrance instability

Coastal lake and watercourse entrance instability	
Potential issues	Types of studies which may be conducted in Stage 2
<p>Poor understanding of the evolution of barriers, entrances and flood tide deltas.</p> <p>Historical studies have demonstrated the dynamic nature of shoreline deposits adjacent to flood-tide deltas making these localities some of the most vulnerable to change on the coast of NSW (see reference to Winda Woppa, Thom et al. 1992 in coastal management toolkit Reference List).</p>	<p>Review previous historical changes to the position of shorelines and inundation events on shoreline deposits that are marginal to flood tide deltas.</p>
<p>Poor understanding of the role of tidal deltas in the coastal sediment budget and potential consideration of use of flood tide delta sediments for beach nourishment.</p> <p>Removal of sediment from an entrance deposit is likely to stimulate localised beach erosion as waves and currents entrain and transport sand from the beach back into the entrance so as to restore the previous 'equilibrium' between the entrance and the beach/surf zone.</p>	<p>Studies to quantify the interrelationship of sediment deposits in estuary entrances and sediments on the adjacent beaches and nearshore areas.</p>
<p>Inadequate information about coastal lake or watercourse entrance instability and the effects of entrance training on sediment budgets.</p> <p>The estuary flood tide delta may become a more permanent sink in circumstances such as the creation or reinforcing of an artificial opening to the estuary and/or dredging of the estuary mouth. This creates additional accommodation space and sediment transport drivers,</p>	<p>Studies to determine the interaction between fluvial, tidal and wave processes, which determines the morphology and entrance condition and the balance between open, closed or transitional entrance conditions.</p>



<p>encouraging persistent sand accumulation inside the estuary (see reference Nielsen and Gordon (2015) in coastal management toolkit Reference List).</p>	
<p>Behaviour of intermittently closed and open lakes and lagoons entrances and how different management intervention affects entrance processes and other coastal hazards within the estuary or lake.</p>	<p>Studies to determine the factors influencing the intermittent opening behaviour of ICOLLs and the considerable variation in frequency and duration of opening between systems.</p> <p>Studies to determine the impact of a closed entrance on water levels in the lake or lagoon and related inundation of low-lying foreshore areas.</p> <p>Studies to determine the impact of forced opening of entrances on the efficiency of entrance scour and the duration of opening.</p> <p>Identify opportunities to modify entrance management practices.</p>
<p>Impacts on water quality, hydrodynamics and ecology of coastal lakes.</p>	<p>Studies to determine the relationship between entrance processes and the water quality and ecology of coastal lake.</p> <p>Studies to quantify the impact of trained entrances on the circulation, flushing and tidal range of coastal lake systems.</p> <p>Identify opportunities to improve water quality and ecosystem health.</p> <p>These matters are also relevant to studies for coastal environment areas.</p>

2.6.3 Coastal and tidal inundation

The purpose of an inundation study is to quantify the likelihood of occurrence of elevated water levels and the resultant spatial extent and depth of sea water inundating low-lying areas. More detailed information about inundation is provided in the [coastal management toolkit](#) (see *Guidelines for coastal hazard and risk assessment*).

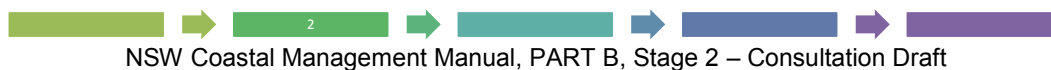
Elevated coastal water levels may:

- cause loss of life due to drowning or impact of debris
- cause damage to property, vehicles and infrastructure
- allow ocean waves and sea water to propagate inland causing damage to assets and ecosystems
- affect both business activity and the financial security of a region
- cut off access to remote coastal communities
- allow contamination of soils and groundwater
- exacerbate coastal erosion
- increase flooding upstream due to increased ocean and estuary tail-water levels.

Coastal inundation occurs when a combination of marine and atmospheric processes raise ocean water levels above normal elevations and inundate low-lying areas or overtop dunes and barriers. It is generally storm related due to elevated still water levels (storm surge) and wave run-up.

Tidal inundation is the inundation of land by tidal action under average meteorological conditions and also incursion of sea water onto low lying land that is not normally inundated, during a high sea level event such as a king tide.

The marine processes influencing ocean levels include phenomena that are predictable such as tides, and more variable phenomena such as storm surge (atmospheric pressure and



wind effects), wave run-up, wave set-up, climate cycles and climate change. Freshwater flood events can also alter water levels in estuaries, lakes and lagoons.

Typical flow pathways may include direct inundation where water levels exceed the elevation of the land in estuary and coastal lake foreshores, tidal creeks, rivers and coastal wetlands. This is largely dependent on the topography of the beach, dunes and coastal barrier systems, it also depends on the nature of the estuary foreshore and drainage patterns of surrounding areas. Pathways may also be influenced by stormwater drainage systems.

A broad-scale indication of locations where inundation may require further consideration can be determined from the state wide vulnerability mapping. These maps show areas of the coast that may be subject to inundation based on estuary types, geomorphic settings, elevation and current tidal inundation patterns (see [coastal management toolkit Coastal vulnerability maps](#) for details). These assessments help to highlight priority areas which are low-lying and where more detailed vulnerability assessments may be required.

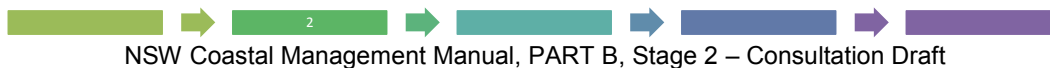
Flooding in tidal waterways may occur independently due to oceanic inundation or catchment flooding and may also occur due to a combination of both derived from the same meteorological event. The interaction of catchment flooding and coastal processes is an important consideration in determining overall flood risk/inundation risk in coastal waterways.

Further information on these interactions is provided in the [coastal management toolkit](#) (see *Floodplain Risk Management Guide: Modelling the Interaction of Catchment Flooding and Oceanic Inundation in Coastal Waterways*).

Table B2.6 identifies studies that may be needed to inform decisions about the management of coastal and tidal inundation issues.

Table B2.6: Potential Stage 2 studies of coastal and tidal inundation

Coastal and tidal inundation	
Potential issues	Types of studies which may be conducted in Stage 2
Inadequate information about the risk of coastal inundation associated with storm surge and extreme waves.	Detailed studies of storm surge and extreme wave processes. Studies to determine the potential impacts of climate change on coastal inundation.
Inadequate information about the risk of wave run-up and overtopping of dunes and barriers.	Detailed studies of wave run-up and overtopping processes. Detailed studies of beach slope and dune heights (use of coastal LIDAR).
Vulnerable assets and infrastructure.	Detailed studies to better understand impact thresholds and how existing vulnerability of coastal development can be managed to avoid an increase in vulnerability and risk. These studies may relate to residential and commercial development, roads, power, telecommunications, water supply, stormwater systems or sewage infrastructure. Identify potential opportunities to reduce the vulnerability of assets and infrastructure and/or opportunities to relocate over time as infrastructure requires replacement or upgrade.
Inadequate information about the potential risks associated with tidal inundation.	Studies to determine the interactions between different coastal processes and forces that can combine to influence the level of inundation.



	<p>Determine the uncertainties associated with the modelling methodologies, data and information used for inundation assessments.</p> <p>Studies to determine vulnerable assets and infrastructure, including private assets and public assets and infrastructure such as sewage lines and pump stations, parks and pathways, low wharves and jetties.</p> <p>Studies to quantify the interaction of catchment flooding and coastal processes.</p>
Poor understanding of the impacts of climate change on coastal and tidal inundation.	Studies to investigate the potential effects of climate change on tidal inundation processes and how they influence inundation frequency and spatial extents.
Poor understanding of flow pathways, needed to inform management priorities.	<p>Studies to determine the processes involved in inundation of low-lying areas, in particular flow pathways, the storage capacity of an area in relation to the volume and frequency of flows and the drainage patterns of an area.</p> <p>Conceptual models may be used to provide a representation of the features, processes and management issues for particular areas. They can help to understand the source of the inundation, the pathways to low-lying areas, and the spatial extent of the areas being inundated and in turn the potential consequences.</p>
Poor understanding of the interaction of catchment flooding and coastal processes, needed to inform risk analysis and management priorities.	Hydrodynamic studies to investigate the interaction between catchment flooding and coastal processes.
Potential impacts on groundwater quality, with risks to ecosystems and to drinking water supplies.	<p>Studies of groundwater quality with different seawater inundation regimes, including the effects of climate change and relative sea level increases. This information may be needed for cost–benefit analysis if important community services and values are affected.</p> <p>Studies of the impact on groundwater dependent ecosystems.</p> <p>Identify opportunities to reduce the potential impacts on groundwater systems.</p>

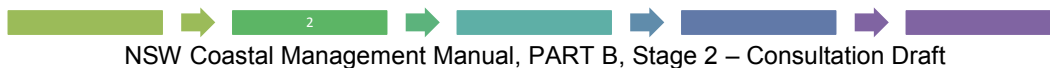
2.6.4 Coastal cliff or slope instability

Geotechnical or slope instability hazard occurs on the headlands and bluffs within and separating coastal sediment compartments. Slope instability may also be an issue where there are high erosion escarpments in coastal dunes. Geotechnical hazards present risks to property, but also drive risks to life, such as rock fall onto people below on rock platforms and beaches, collapse of unconsolidated materials onto people on beaches, and collapse of cliffs under houses.

The lithology, stratigraphy and structural geology of coastal cliffs and bluffs are key determinants of the weathering and landslide processes that may occur there.

Detailed studies may be required in Stage 2 to provide certainty about the nature and extent of current and future hazards when the Stage 1 scoping study indicates complex interactions between coastal erosion, geotechnical hazards and coastal development or access for recreation.

In some cases, weathering bedrock lies beneath a variable mantle of beach or dune sand and may be exposed at the surface intermittently, or exposure may only occur in the future.



Detailed studies may also be necessary to understand the hazard at these locations where hazard is influenced by a combination of landslip and soil/sand erosion.

In addition erosion escarpments can result in reduced foundation capacity for buildings and hence studies are required to assess this factor.

Councils should prepare these studies in accordance with the guidance provided by the Australian Geomechanics Society 2007 (See [coastal management toolkit](#) *Landslide risk management guidelines* for additional details). Examples of relevant studies for slope instability issues are included in **Table B2.7**.

Table B2.7: Potential Stage 2 studies of coastal cliff or slope instability

Coastal cliff or slope instability	
Potential issues	Types of studies which may be conducted in Stage 2
Inadequate information about the potential risks associated with coastal cliff or slope instability.	Studies to determine the factors influencing cliff or slope instability. Studies to determine the location of vulnerable assets and infrastructure. Identify opportunities to reduce the risks associated with coastal cliff or slope instability.
Insufficient information about the interaction of slope instability issues on unconsolidated materials and rock.	Studies of the evolution of beach and cliff landforms, including stratigraphy of the back beach area and the transition from sandy to bedrock forms.
Insufficient information on foundation conditions for buildings behind beaches in areas that may be effected by reduced foundation capacity.	Studies as outlined in coastal management toolkit (see <i>Reference List</i> Nielsen et al 1992).
Public safety issues.	Studies to investigate risk to life associated with public usage of cliffs, headlands, rock platforms and beaches below cliffs and erosion escarpments on beaches. This may include design and location of pathways, look-out platforms and other structures. Identify opportunities to reduce public safety issues and raise awareness of the risks.
Poor understanding of the key drivers of slope instability.	Studies of the ways in which development on cliffs or bluffs has altered natural drainage patterns and concentrated surface and groundwater flows. Studies of the impact of climate change and sea level rise on the weathering and erosion (particularly undercutting) of coastal cliffs and bluffs.

2.6.5 Erosion of estuary foreshores caused by the action of waves and catchment floodwaters

Councils should consider detailed hydrodynamic studies when the Stage 1 scoping study indicates that estuary and coastal lake shorelines are actively eroding or accreting. These hazards are relevant to land tenure issues as there are properties around the shores of estuaries whose water boundary is defined as *ambulatory*, as defined in section 28 of the draft CM Bill.



The detailed studies should be used to provide information about the geomorphology of the foreshore and specific drivers of erosion or accretion, including tidal and/or wind induced currents (whose affect may be exacerbated by coastal structures), catchment flooding, wind waves, boat waves or fluctuating water levels.

Studies of estuary foreshore movements should also consider the interactions between sedimentary processes at the shoreline and the health and condition of fringing reed beds, associated coastal wetlands, sea grass beds, saltmarsh, mangroves, littoral rainforest and riparian communities.

Examples of the studies that may be relevant to improving understanding of estuary foreshore erosion are included in **Table B2.8**.

Table B2.8: Potential Stage 2 studies of coastal foreshore erosion

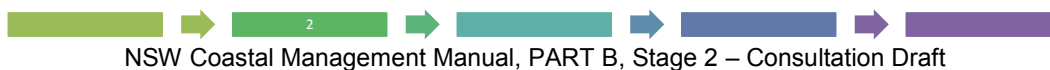
Erosion of estuary foreshores	
Potential issues	Types of studies which may be conducted in Stage 2
Inadequate information about the interaction of processes causing erosion of estuary foreshores.	<p>Studies to determine the nature and composition of estuary foreshores.</p> <p>Studies of the interaction of waves associated with short-term chop (local wind waves), incursion of ocean waves, storms and recreational boating.</p> <p>Studies of the interaction of estuary flooding – from the catchment or from oceanic processes and wave processes.</p>
Poor understanding of the consequences of foreshore erosion, now and in the future.	<p>Studies of the impact of foreshore erosion on different types of development and associated infrastructure and on uses in different land tenures. This may include private land and public or recreational land and structures such as boat ramps.</p> <p>Identify opportunities to reduce the impacts of foreshore erosion.</p>
Potential conflicts about future land use and land management in foreshore areas.	<p>Studies of long-term changes in rates of estuary foreshore erosion, as they impact on public and private land and on recreational access and use.</p>

2.6.6 Risks to life

Risks to life include death and injury or illness. Quantitative measures of the likelihood of death, injury or illness may be estimated for coastal hazards and threats to the coastal environment. Risks to life may arise from cliff and bluff instability, inappropriately located access tracks, poor water quality, or from unsafe conditions created by erosion of beaches, including areas where significant beach erosion escarpments remain after a storm, and use of powered vehicles on beaches, foreshores and waterways.

Risks to life associated with hazards that may occur in coastal contexts are addressed in the *Australian Geomechanics Society Guidelines* (2007) and in the *National Emergency Risk Assessment Guidelines* (2015). These documents also identify appropriate scaling of consequences for risks to life, for various population sizes. The documents are listed in the [coastal management toolkit](#) (see *Landslide risk management guidelines*).

Factors which councils should consider in their analysis of coastal risks to life include:



- local seasonal variations in population; for instance, in many coastal villages, the population increases around five-fold in the peak holiday season
- extent to which members of the public, both local and visitors, have knowledge of risks
- age and health characteristics of the population
- exposure to contaminants and pathogens
- exposure to very large coastal storm events
- while beach erosion is a progressive process and hence people should be aware of any emerging danger, cliffs or bluffs tend to demonstrate catastrophic failure modes that often give little warning. Further, in areas where the geology is that of ‘blocky’ sandstone, for example, large sections of material may be involved in a failure. Such failures, while often preceded by storms, may take place some time after the initiating event
- the use of appropriate warning signage in areas under care and control of council.

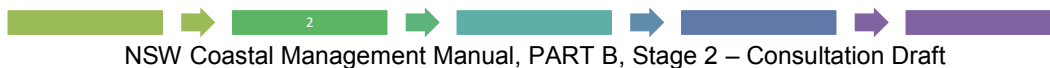
Table B2.9 provides examples of studies which may be useful to enhance understanding of risks to life.

Table B2.9: Potential Stage 2 studies of risks to life

Risks to life	
Potential issues	Types of studies which may be conducted in Stage 2
Inadequate information about the potential risks to life due to coastal processes, or location of infrastructure such as pathways.	<p>Studies to determine if hazards and threats are posing a risk to public safety and whether public pathways are located a safe distance from cliff and bluffs (both top and bottom).</p> <p>Studies to determine the estimated timeframe before the hazard poses a risk to public safety.</p> <p>Studies to determine community awareness of the risks and the necessity for and appropriateness of signage.</p> <p>Studies of the design of existing structures which may be impacted by coastal processes, including entrance training walls (overtopping by waves), and viewing platforms.</p> <p>Identify opportunities to raise awareness and reduce the risks to life due to coastal processes.</p>
Inadequate information about other risks to life, such as contaminants and pathogens.	<p>Studies of historical land and waterway use (see also coastal use areas).</p> <p>Studies of ecological pathways for contamination (such as in oysters, fish and prawns) – see also coastal environment areas.</p> <p>Identify opportunities to reduce the risk of contaminants and pathogens.</p>

2.7 Studies in coastal environment areas

Detailed studies for coastal environment areas should be considered to meet the objects of the draft CM Bill (section 8) when there is evidence that current management arrangements are not achieving the management objectives for these areas, or where steps must be put in place to designate areas of environmental significance to the community, state and Commonwealth that are not currently protected by a planning or other protective measure.



Detailed studies in coastal environment areas may relate to:

- refining the boundaries of the coastal environment area
- characteristics and features of estuaries and coastal lakes
- nearshore marine waters (ocean)
- biodiversity and ecosystem services associated with sandy beaches, taking into account shoreline erosion and accretion history and trends
- endangered ecological communities, threatened species habitat, ecological connectivity and capacity to adapt and migrate in response to water level change or coastal erosion, including communities on:
 - coastal dunes
 - coastal headlands and bluffs
 - riparian zones along river estuaries and around coastal lakes
 - rock platforms
 - coastal floodplains, especially riparian zones
- coastal catchments, particularly for coastal lakes identified in the proposed Coastal Management SEPP (Schedule 1), but also for other estuaries and coastal lakes and lagoons where water quality is sensitive to catchment inflows
- the relationship of coastal management areas to existing conservation areas including marine park conservation zones, national parks, state conservation areas, and Crown reserves that are dedicated for the purpose of conservation as well as private coastal land which is the subject of a formal private conservation agreement
- the interaction between coastal environment areas and coastal use areas in terms of visual amenity, access and the impacts of coastal use.

Councils should follow a risk-based approach to managing the health, function and resilience of coastal environment areas, including:

- water quality, flows, circulation and flushing
- ecological condition, connectivity and diversity
- social, cultural and recreational values and opportunities.

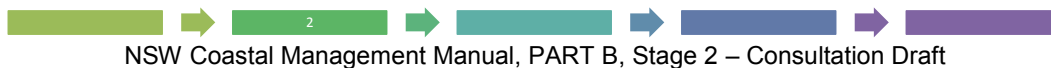
A combination of conceptual, semi-quantitative and more quantitative assessments should be used, fit for purpose for the specific circumstances. For example, applying a structured semi-quantitative approach to ranking risks, which considers uncertainties, is a beneficial way of determining priorities, particularly when assessing risks from multiple stressors.

A number of issues affecting coastal environment areas also impact on coastal wetlands and littoral rainforest areas, so there will be some overlap in the scope of detailed studies for these two management areas in the coastal zone.

The health of the coastal environment areas is one of the key factors that determine community uses and values. Conversely, the way a community uses and manages coastal environment areas can affect how they function and their overall health, by impacting on vulnerability and resilience.

Detailed studies in Stage 2 are aimed at assisting managers to:

- determine the significance of current threats to the ecological functions and services in the coastal environment areas



- predict which physical and/or ecosystem components may be vulnerable to degradation in the future
- identify opportunities to reduce the threats to coastal, lake, lagoon and estuary ecosystems
- identify opportunities to improve resilience through the rehabilitation or improved management of ecosystem components
- prioritise management actions and understand any associated trade-offs in terms of the health of coastal environment areas
- identify additional areas that should be designated as coastal environment areas.

Matters to take into account in the study design for coastal environment areas include:

- How did the system evolve and how is it likely to evolve into the future if current trends continue?
- How is the study design tailored to provide data specific to the issue? Does it allow contributing drivers of change to be identified?
- How will the study increase understanding of key ecological processes?
- Is the study appropriate to the risk involved, is the available budget sufficient to achieve a meaningful outcome and can meaningful data be collected in the time available?
- Is the spatial scale of the ecological process suited to a local scale study? Is the study design suited to the temporal scale of ecological variability? Would a baseline data set with ongoing monitoring program be more effective than detailed process studies at this stage? Will the detailed study inform the selection of effective monitoring parameters?

Studies should provide information such as:

- the evolution of and value to the community of existing natural environmental assets in the coastal region including those contained in national parks and reserves and in adjoining council areas
- condition, connectivity and ecosystem services associated with beaches, coastal waterways (marine waters, estuaries and coastal lakes), coastal dunes, headlands, shore platforms and coastal floodplains
- factors influencing the vulnerability to change of the coastal environment areas on their coast, including pressures (including coastal hazards and threats associated with population growth and coastal development), exposure and sensitivity. This should incorporate and elaborate as necessary on the outcomes of the Marine Estate Threat and Risk Assessment for the local council area
- effectiveness of potential coastal management actions, including:
 - extent to which identified threats to coastal biodiversity assets in the coastal management area are being mitigated by local and regional ecosystem enhancement projects and threat abatement programs, and
 - awareness of the potential unplanned perverse outcomes for coastal ecosystem function associated with risk mitigation strategies for coastal hazards.

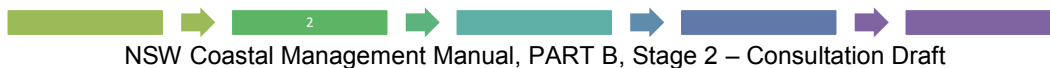
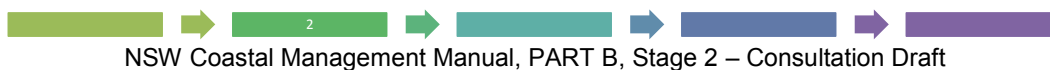


Table B2.10 provides an overview of issues in coastal environment areas, and the types of detailed studies which may be relevant in Stage 2 (similar studies may be needed for coastal wetland and rainforest areas).

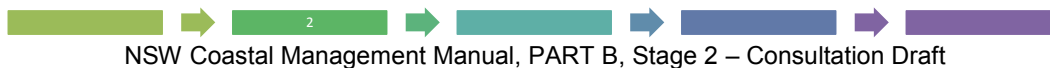
Table B2.10: Potential issues and investigations in coastal environment areas

Coastal environment areas	
Potential issues	Types of studies which may be conducted in Stage 2
Location and management of public infrastructure, especially discharge points for stormwater or other drainage systems.	Map locations of stormwater discharge points with sensitive ecological variables. Water quality studies around discharge points from sewage treatment plants (STP), to ocean, estuary or groundwater, and stormwater discharge points. Identify opportunities to offset any adverse impacts or provide alternative options for management of stormwater or outfall discharges. Evidence of bioaccumulation of contaminants carried in discharges.
Invasive plant and animal species.	Studies of species present in coastal environment areas, area affected and how they are dispersed. Opportunities to address the adverse impacts.
Conflicts between recreational use and conservation values of beaches and coastal waterways.	Studies of beach and waterway usage such as vehicles on beaches used for passive recreation, motorised vessels in bathing areas and bait/shellfish harvesting. Identify opportunities and/or actions to overcome conflicts.
Dune instability.	The behaviour of coastal dunes when they are destabilised and transgress landward. Reasons for destabilisation, including storm processes, clearing, fire, sand mining, grazing, extraction or heavy recreational use. Need for controlled access, education and signage. Willingness of the community to become involved in dune management activities.
Urban expansion and edge effects.	May affect the need for studies of ecological connectivity, water quality in coastal waterways, sources of invasive species and recreation demand. Consider both ecological and community use studies; link also to studies for coastal vulnerability areas. Specific studies may address matters such as: <ul style="list-style-type: none"> • foreshore and headland management impacts such as filling, mowing, clearing, landscaping or fire regimes • impacts of recreational access – terrestrial and aquatic, e.g. moorings, jetties, ramps, marinas, pathways (especially informal tracks), steps and ramps • impact of invasive species (plant and animal), terrestrial and aquatic • impact of increasing recreational pressure on sensitive coastal habitats, including beaches, dunes, coastal headlands and near urban coastal bushland • opportunities to provide environmentally sensitive controlled access to environmental areas so that the community can enjoy the amenity and develop a greater sense of 'ownership' of the natural assets of their area. See also coastal wetlands and littoral rainforests.
Changing groundwater levels.	Reasons for lowering or rising groundwater. Impact on coastal groundwater dependent ecosystems and on ecological communities that are sensitive to waterlogging, or drying. May also affect coastal infrastructure function (e.g. infiltration into sewerage and drainage systems) and coastal hazards (slope stability). Identify opportunity to manage ground water levels to offset past adverse impacts and to enhance environmental vision for the area.



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<p>Foreshore erosion, reclamation or dredging.</p>	<p>Hydrodynamic studies and foreshore erosion studies of estuaries and coastal lakes and lagoons.</p> <p>Foreshore and nearshore habitat studies.</p> <p>The impact on habitat continuity and quality of shoreline protection works (open coast or estuaries), including sea walls, levees, and bank stabilisation with plantings.</p> <p>The impact and effectiveness of various 'natural' foreshore management techniques on eroding or persistently inundated estuary shorelines.</p> <p>Opportunities to use dredging to offset shoreline erosion and improve water exchange.</p> <p>Community use studies.</p>
<p>Sediment load and/or deposition.</p>	<p>Sources, amount and character of sediment load and sediment redistribution in aquatic systems.</p> <p>Impacts such as smothering of sea grass and other habitats.</p> <p>Opportunities to redress past inflow deposits and reduce current sediment loads.</p>
<p>Floodplain drainage and levees.</p>	<p>Impacts of barriers to fish passage.</p> <p>Changes to drainage and inundation.</p> <p>Opportunities to offset adverse impacts that are a legacy of past practices.</p> <p>See also acidification and coastal acid sulfate soils, below.</p>
<p>Acidification (coastal acid sulfate soils).</p>	<p>Studies of the impact of artificial drainage (and water extraction) and floodgate systems, including impacts on groundwater levels, the oxidation of acid sulfate soils and discharges of low pH waters from floodplain drainage systems.</p> <p>Studies of the impact of low pH discharges and other acid sulfate soils impacts on aquatic habitats, fish populations and waterway use.</p> <p>Opportunities to redress past actions that have activated acid release from the soils.</p> <p>Additional information on acid sulfate soils is available in the coastal management toolkit (see coastal acid sulfate soils).</p>
<p>Inappropriate access arrangements, such as moorings over seagrass endangered ecological communities (EEC).</p>	<p>Studies of changes to sea grass health and distribution in areas with boat moorings. Trials of different mooring systems.</p> <p>Waterway usage studies.</p>
<p>Persistent inundation.</p>	<p>Studies of the likelihood of intermittent and permanent inundation at different timeframes.</p> <p>Opportunities for natural systems to migrate to higher ground.</p>
<p>Water quality degradation including excessive nutrient loads and low dissolved oxygen (DO) events.</p>	<p>Studies of point and diffuse nutrient sources and discharges that affect the health of ecological communities, including links to catchment land use.</p> <p>Studies of algal blooms and nutrient cycling processes.</p> <p>Studies of organic load entering coastal waterways, directly from catchment runoff and indirectly from excessive growth and dieback of algae and other coastal lake or estuary vegetation.</p> <p>Conditions in which low DO occurs, including entrance conditions and catchment inflows.</p> <p>Studies of fish kills.</p> <p>Opportunities to offset the impact of catchment development through greater flushing as a result of, for example, extended entrance openings and/or reducing the hydraulic friction in channels.</p>
<p>Litter such as plastics, microplastics and fishing line.</p>	<p>Studies of sources of litter (e.g. in stormwater).</p> <p>Community use studies.</p>



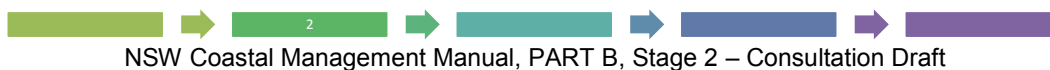
	<p>Identify types of gross pollution interception devices that are suitable for the particular catchment.</p> <p>Collating evidence of the impacts of litter in coastal waterways</p>
<p>Heavy metal contamination and other contaminants.</p>	<p>Studies of the sources, distribution and impact of toxic contaminants that affect the health of ecological communities or bio-accumulate and impact on the use of estuaries and lakes as fisheries or for recreation.</p> <p>Identify policies and practices required for source control.</p>
<p>Changed water level and salinity regimes due to entrance management to overcome water quality and/or flooding issues.</p>	<p>Studies of estuary and coastal lake hydrodynamic processes.</p> <p>Studies of waterway usage, and usage potential.</p> <p>See also coastal wetlands and littoral rainforests.</p>
<p>Loss of value of coastal environment areas, linked to impacts on capacity to provide ecosystem services.</p>	<p>Studies of the condition and value of coastal ecosystems at the local to regional scale, including consideration of environmental ecosystem services (such as clean water, recycling of organic material) and socioeconomic ecosystem services such as recreational values, fishery values and aesthetics. This information will be a valuable input to the assessment of costs and benefits of major structural protection works or planned retreat strategies.</p>
<p>Potential impacts of climate change.</p>	<p>Studies of the resilience and adaptive capacity of coastal ecosystems to increasing water levels and inundation of low-lying areas; for example, rock platforms, dunes, seagrasses and coastal floodplains.</p> <p>Studies to identify areas where habitat migration may occur to accommodate sea level rise and planning to protect those areas.</p> <p>Studies of other potential impacts of climate change on coastal environment areas including increased temperatures, changes in wind and waves, changes in turbidity and foreshore erosion, increased sediment loads, changes in salinity, changes in freshwater quality, quantity and timing of flows.</p>

2.8 Studies in coastal use areas

Studies undertaken for coastal use areas aim to provide information to enable councils to meet the objects of the draft CM Bill (section 9) including:

- protect and enhance the scenic, social and cultural values
- maintain public access, amenity and use of coastal lands and waters, including surfzones
- facilitate development that is appropriate to the location and natural scenic setting of the coast incorporating principles of urban design as consistent as possible with provisions in the Coastal Management SEPP
- acknowledge Aboriginal people’s social, cultural, spiritual, customary and economic use
- recognise the coast as a vital economic zone where adverse impacts of development on cultural and built heritage is to be avoided or mitigated
- enhance the social, cultural and economic wellbeing of the community
- ensure the built environment is in keeping with the vision for the area
- provide adequate open space.

Most councils will, for the urbanised parts of their coast, have a high level of overlap between the coastal use area (used for recreation or residential or commercial development or activities) and the coastal vulnerability areas. Information about the community living in, accessing and using the coastal use areas is a key input to understanding coastal risks associated with coastal hazards and threats to coastal values.

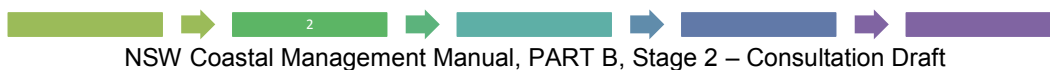


Councils should map the locations of components of urban development (such as private residences and commercial buildings) that are within the coastal use area and update the information whenever the hazard and risk assessment is updated. Different types of urban development are outlined in the Coastal Design Guidelines 2002 in the [coastal management toolkit](#) (see *Coastal Design Guidelines 2002*).

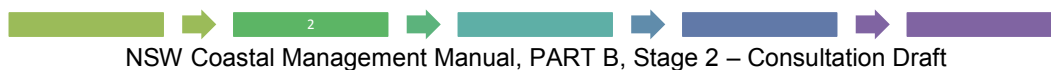
Table B2.11 provides examples of the studies that may be relevant to coastal use areas.

Table B2.11: Potential issues and investigations in coastal use areas

Coastal use areas	
Potential issues	Types of studies which may be conducted in Stage 2
Lack of information about values of coastal use areas including the social, cultural and economic characteristics of beach, surf zone and foreshore use for residential, commercial (including tourism) and recreational purposes.	<p>Studies to determine the social, cultural and economic value of the coastal use area. This may include consideration of:</p> <ul style="list-style-type: none"> the economic value of coastal dependant industries such as tourism, fisheries and ports usage of coastal use areas (along the shore and to the shore) and critical coastal access infrastructure. This will include surf clubs, sea walls protecting foreshore reserves and/or providing promenades, surfing reserves and the surf zone opportunities for increasing employment in economic activities that pertain to the sustainable development of the coastal use area.
Coastal development – applying the Coastal Design Guidelines (see coastal management toolkit Coastal Design Guidelines 2002).	<p>Studies to identify opportunities to:</p> <ul style="list-style-type: none"> re-design and redevelop coastal use areas to protect and enhance the scenic, social and cultural values and enhance resilience of coastal communities enhance urban designs that ensure the bulk, type, scale and size of development is appropriate to the coastal location, its valued environmental assets and the vision for the area incorporate water sensitive design into urban development provide more public open space for recreational activities address the impact of back beach buildings on overshadowing of the beach and associated parkland address the impact of back beach buildings on wind funnelling.
Uncertainty about willingness to contribute.	<p>Studies to determine the willingness to contribute to the cost of:</p> <ul style="list-style-type: none"> upgrades to coastal assets and facilities which enhance access or amenity at various beaches, headlands or longer sections of the coast protecting public assets affected by coastal hazards modification or relocation/redesign of public assets that are impacting on coastal ecosystems (for instance, stormwater and wastewater infrastructure systems) protecting private property from coastal hazards, up to a specified design life relocating to another location in the same local government area, but outside coastal risk areas, with or without a financial incentive innovative residential designs to accommodate coastal hazard impacts.
Lack of information about existing development, and its use, in a coastal use area.	<p>Studies to document the general age and type of construction of developed areas</p> <p>Development of a community profile that will provide information about the demography of property owners in a coastal use area. This includes age, period of ownership, resident or absentee owner.</p>
Poorly designed or managed development in coastal use areas impacting on the health, function and	<p>Studies to identify the impacts of development and opportunities to develop management responses that protect the values of other coastal management areas.</p>



resilience of coastal environment areas and coastal wetlands and littoral rainforest areas.	Opportunities to mitigate the impacts of development.
Land tenure	Studies to identify and map broad categories of Crown land, council land and private land, and how these relate to the key natural, economic and social assets of the area.
Community use	
Community access and recreation	<p>Studies to determine the significance of particular coastal recreational activities at the local, regional and state scale. This may include matters such as outstanding surfing breaks, recreational fishing localities or views.</p> <p>Determining needs for access facilities such as car parking, cycle ways and pathways to accommodate growing permanent or visitor population wanting to participate in recreation activities or interact socially at the coastline.</p> <p>Studies of the need for coastal safety programs in relation to beach and rock platform use.</p> <p>Studies of potential threats to surfing reserves and opportunities for additional reserves.</p> <p>Studies of potential pressure on coastal biodiversity (including coastal vegetation and fisheries) from increased recreational use and identifying opportunities to manage these impacts.</p> <p>Studies to determine opportunities for alternative beach/coast access locations.</p>
Potential impact of hazards and mitigation options.	Studies to determine how specific coastal recreational values (including access and visual amenity) would be impacted by coastal hazards or by potential hazard mitigation options, and opportunities to mitigate these impacts.
Cultural heritage	
Cultural heritage.	<p>Studies to identify items/areas of cultural heritage and the potential threats to cultural heritage.</p> <p>Urban design studies of the present and future desired characteristics of the 'place' in regard to future land-use planning and development controls.</p> <p>Opportunities to protect and conserve cultural heritage.</p>
Aboriginal cultural heritage	
Aboriginal cultural heritage.	<p>Aboriginal cultural heritage studies which include the:</p> <ul style="list-style-type: none"> • cultural value of coastal ecological communities on public land • condition assessment of gazetted Aboriginal sites and places that are on public land • interactions of issues on land owned and managed by Aboriginal organisations and on land in other tenures. <p>Identify opportunities to acknowledge Aboriginal people's spiritual, social and customary use of the coast.</p>
Historic heritage	
Historic heritage features include lighthouses, shipwrecks, entrance training walls, historic ocean wharves.	<p>Studies to review local heritage register to identify any features that are located within coastal vulnerability areas or whose management requires integration with management of coastal environment areas, coastal wetlands and littoral rainforest areas, or coastal use areas.</p> <p>Opportunities to protect, conserve and raise awareness of heritage sites.</p>
Geological heritage	



Geological heritage.	Studies to investigate the condition of the site, access to the site, threats to the site. Opportunities to protect, conserve and raise awareness of geological heritage sites.
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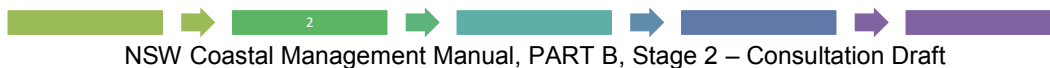
2.9 Socioeconomic data

Table B2.12 has been prepared as a guide to the issues that may be included in a socioeconomic analysis, and the types of potentially relevant data that may be required for the evaluation of management actions identified in Stage 3. Further information about the preparation of community profiles and appropriate socio-economic analytical techniques is in the [coastal management toolkit](#) (see *Community engagement documents*)

The data gathered and the analysis should be fit for purpose and build a strong evidence base to support decision-making. The more complex the decisions required, the more comprehensive the social and economic analysis needs to be.

Table B2.12: Issues which may be included in socio-economic analysis

<p>Issues which may be considered (where data are available) in a detailed social and economic analysis in the coastal context include:</p> <ul style="list-style-type: none"> • How does the current management of the coast contribute to the social and economic wellbeing of the communities in the local government area? • How could future management of the coast (one or more alternatives to the current management) contribute to the social and economic well-being of communities in the local government area, including the need to expand job opportunities and sustainable development? • Are these social and economic benefits only local in scale, or do they extend to a broader area, such as benefits of regional or state scale/significance? • Which stakeholders are likely to be directly affected by coastal issues (including residential, recreational and business uses; and government authorities) and potential management responses? What are the social and economic characteristics of relevant community stakeholders? • Issues may include: <ul style="list-style-type: none"> ▪ How many stakeholders/residents/businesses are involved? ▪ Who uses the coast and how do they use it? ▪ What component of local recreational activity is directly attributable to coastal access? ▪ For residential property, what is the real estate value of any affected properties? How has the real estate value varied over the last decade? ▪ What is the age of the affected landholders? ▪ How long have they lived at this location? ▪ Are they permanent residents or absentee/occasional residents? ▪ What is their income level and what is the category of their employment? ▪ How far do they travel from home to work? ▪ Is income derived from rental of coastal properties during holiday periods? ▪ What specific benefits do residents enjoy from their location? How would these benefits change with the various management responses? ▪ To what extent are these benefits sensitive to coastal management decisions? ▪ For businesses – in what ways is their business dependent on proximity to the coast? ▪ What is the economic benefit of these coast dependent businesses (the saltwater economy)?
--



- What state or local infrastructure has been provided on the coast to support these businesses and associated employment? What is the value of this infrastructure and what is its asset life?
- To what extent are coast dependent businesses also dependent on visitors/tourism? How many visitors are in the area annually and how seasonal are visitor numbers?
- What is the proportion of day visitors? Where do visitors stay and what are the expenditure patterns?
- Is there evidence that local coastal use and/or use of the coast by visitors is dependent on a specific beach locality, or specific access and amenity features?
- How does proximity to the coast affect the recreational preferences of local people? What community assets attract people – natural beaches, beaches with easy parking, beaches with along shore pathways and lookouts, beaches with modern toilet and shower facilities, beaches with a lifeguard and/or volunteer surf patrol?
- How much of their recreation time do they spend on beaches or foreshore areas?
- What is the membership of local environment or service groups relevant to the coast (e.g. Coastcare, Reserve Management Trusts, and surf clubs)? What economic value do these groups add to the local community?

2.10 Preparing for Stage 3

At the conclusion of Stage 2, councils should have a sound understanding of the complexity of the issues and the likelihood, consequences and risks to the environmental, social, and economic values in each coastal management area. They should understand the interrelationships between the different coastal management areas along the coast.

Councils should also have identified opportunities to enhance the environmental, social and economic values of their coastal area and manage existing and future threats, hazards, vulnerabilities and risks. In a coastal vulnerability area, this includes identifying current and future risks to development and human life associated with coastal hazards. This information will help set the priorities for identifying, developing and evaluating management actions in Stage 3.

For coastal management areas and issues where the identified risk is acceptable (low likelihood and minor consequence), with a low complexity of decision-making, or the potential opportunities do not require complex assessment, it may be possible to move directly to Stage 4. Under these circumstances, detailed economic evaluation of actions in Stage 3 will only be necessary if a review of priorities or funding is required.

If the identified risk is tolerable (balancing likelihood and consequence), with a moderate level of complexity in decision-making, including decisions about opportunities, it is likely that a simple to intermediate level of assessment to compare feasible options will be required in Stage 3.

Where there are high risks (high likelihood and major to catastrophic consequences), with low to moderate complexity in decision-making, an intermediate level of economic evaluation to compare feasible actions is required to support the option selection in Stage 3.

For unacceptable risks (high likelihood with major to catastrophic consequence) and a high level of complexity in decision-making and/or significant investment required to realise the identified opportunities, a detailed economic evaluation of actions will be required in Stage 3.



CONSULTATION DRAFT

NSW Coastal Management Manual

Part B, Stage 3

Response identification and evaluation

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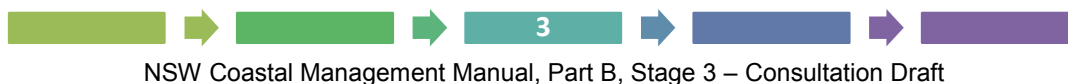
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3.1 Mandatory requirements and essential elements

Stage 3 deals with mandatory requirements in section 15 of the draft CM Bill and essential elements 11, 12, 13, 14, 15, 16 and 17.

Section 15 of the draft CM Bill sets out matters to be dealt with when identifying actions to be included in a coastal management program, including a coastal management program for a coastal vulnerability area. These include:

- actions required to address coastal management issues in an integrated and strategic manner
- how and when those actions are to be implemented and allocation of responsibility to local government and public authorities
- the cost of actions and proposed cost-sharing arrangements and viable funding mechanisms
- actions for avoiding, managing or reducing risks from coastal hazards
- a coastal erosion emergency action sub-plan.

Essential elements 11, 12, 13, 14, 15, 16 and 17 are relevant to Stage 3, in particular to:

- identification of management actions to reduce the risk and achieve management objectives for each coastal management area
- the requirements for a business plan
- the requirements of a coastal management program in a coastal vulnerability area
- taking coastal change into account, and
- opportunities to enhance coastal environmental and social values.

3.2 Purpose of Stage 3

Stage 3 of the coastal management program process involves councils and their communities identifying potential management actions and responses to address coastal issues and identifying opportunities to enhance coastal values consistent with provisions in section 15 of the draft CM Bill.

Management actions and responses should be based on a strategic assessment of opportunities, threats, vulnerabilities and risks that affect coastal values and assets in each of the four coastal management areas. This should include consideration of:

- the councils' vision and objectives for the coast (from Stage 1)
- natural and social processes that have shaped the natural and built environment of the local council area (from Stages 1 and 2)
- exposure of coastal assets and values (including environmental, social, economic and infrastructure) to coastal hazards and threats (from Stages 1 and 2)
- consequences and vulnerability of assets and values (from Stage 1 and 2)
- whether identified risks are acceptable or tolerable for the council, stakeholders and the community, now and in the future (from Stage 2)



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- opportunities to reduce coastal threats, vulnerabilities and risk that are considered to be unacceptable or intolerable now or for future planning timeframes (see Stage 2)
- projected population growth (from Stages 1 and 2, where there are specific demographic issues)
- type of development that is present now and proposed in the future as part of the vision for the council area (from Stages 1 and Stage 2)
- opportunities to build the resilience of coastal ecological communities (from Stage 2)
- opportunities to build the resilience of communities in coastal settlements (from Stage 2)
- likely renewal timeframes (asset life) for any built assets currently at risk and opportunities for management associated with renewal of infrastructure, recognising the different timeframes that may apply to different assets and infrastructure (from Stage 2)
- constraints associated with regeneration of natural coastal habitats (from Stages 1 and 2).

It must be recognised that for any particular embayment or stretch of coast or within an estuary, there may be a range of potential integrated, but different, management options. This is apart from the different management options that may be considered for any of the four different coastal management areas that may already exist in the coastal zone under consideration.

Hence, for example, in vulnerable areas it may be that where intense development exists near a headland, a structural solution with a nourishment offset may be considered. In the remainder of the embayment, where there is only sparse development, a withdrawal strategy may be more appropriate.

Councils will evaluate strategic responses and actions and identify which of these are possible, practical and feasible. They must also develop a business plan to demonstrate economically viable funding options for proposed coastal management actions that are capable of being implemented successfully (as required by essential element 12). The business case will help to narrow down the range of options from those that are feasible to those that are viable.

In summary, in Stage 3, councils will:

- Identify the strategic direction for management of each part of their coast, consistent with the state's objectives as defined in legislation, policy and the programs of public authorities as well as the council's vision and land-use planning and management objectives. The strategic direction should reflect the threats, vulnerabilities and risks to the values of the relevant coastal management areas, and the opportunities to enhance the environmental, social, cultural and economic well-being of coastal communities as identified in Stages 1 and 2.
- Be clear about whether the current management is reducing the threats, vulnerabilities and risks effectively, and creating local objectives for the community so that the intended management objectives for the relevant coastal management areas are achieved. Where further risk mitigation is required, maintaining the current management approach may be considered as the 'base case' when evaluating other strategic approaches and associated risk management actions.
- Identify potential management actions to enhance coastal values and mitigate high and extreme risks that have been assessed for the relevant coastal management areas. Such high and extreme risks are generally considered to be unacceptable and need urgent attention. Residual risks should be identified for each potential management action, and appropriate measures proposed to deal with them.



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- Identify actions that provide for the integrated management of each locality, including:
 - land-use planning actions
 - actions that will be delivered through the council's Integrated Planning and Reporting (IP&R) framework
 - emergency response actions
 - actions to be delivered in conjunction with adjoining councils
 - actions to be delivered by or in conjunction with public authorities
 - actions that are to be delivered by private landholders.
- Examine the feasibility and viability of potential coastal management actions, taking into consideration their effectiveness, practicality, affordability and adaptability over a range of timeframes which reflect the economic, social and/or structural life of the development, management or use of an area.
- Prepare material to support a business case for actions that are both feasible and viable. The business case will take into account the opportunities and constraints arising from integration with the council's resourcing strategy and asset management plan and be supported by a fit for purpose economic evaluation. The evaluation may be simple and qualitative for low risk situations through to complex and fully quantitative cost-benefit analysis for high risk situations. The business case should also include:
 - identification of the distribution of costs and benefits of coastal management actions
 - identification of funding and financing arrangements, including projected cash flow requirements, for the implementation of coastal management actions.

The evaluation process which informs the business case should provide an appropriate level of rigor, transparency and discriminating power to reflect the complexity and impact of the decision to be made. It should also take into account the levels of uncertainty and availability of quantitative data.

3.2.1 Involving the community and stakeholders in Stage 3

Stage 3 requires input from within council, external stakeholders and the community. The engagement process should facilitate stakeholder involvement in identifying and evaluating local and regional scale management actions to enhance coastal values, address identified risks and provide input to apportion costs to beneficiaries. Specific consultation activities will be drawn from the engagement strategy (an output of Stage 1).

Engagement within council

Council officers responsible for the preparation or update of the coastal management program should ensure councillors are well briefed and should liaise with relevant sections of council, such as land use planning, asset management and community development.

Councils should also consult with adjoining councils during Stage 3, to facilitate a coordinated approach to the management of coastal issues that cross council boundaries. This includes coastal sediment compartment issues; the catchments of coastal lakes and estuaries; wetland and littoral rainforest issues where the feature, and/or its catchment crosses council boundaries; and land-use strategies for contiguous coastal settlements.

Engagement with public authorities

The draft CM Bill requires that public authorities are consulted about proposed actions that are their responsibility, including actions in a coastal emergency action sub-plan.

Engagement with public authorities during Stage 3 should:

- support the integration of council and public authority delivery programs



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- allow the public authorities to commit to relevant actions the coastal management program
- refine opportunities for alignment of management actions of public authorities with the state's objectives and priorities.

Community engagement

The decisions to be made in Stage 3 are significant for coastal communities. In planning community involvement activities during Stage 3, councils should consider:

- the level of community awareness and knowledge of coastal threats, vulnerabilities, risks and management actions
- how to create opportunities for open discussion of the benefits and dis-benefits associated with different management actions, including their financial affordability and the distribution of costs
- communication of the levels of risks associated with the thresholds and triggers for changing responses.

Additional information about community engagement is provided in the [coastal management toolkit](#) (see *Community engagement documents*).

3.2.2 Intended outcomes of Stage 3

At the conclusion of Stage 3, councils should be able to demonstrate that the proposed coastal management actions:

- are consistent with the state's objectives, relevant state policies, programs and activities of public authorities and the local community's aspirations for the coast
- address the coastal management issues associated with high or extreme risks at localities along their coast, and effectively manage moderate risks
- take advantage of opportunities to enhance the resilience and well-being of coastal communities
- enable planning of future coastal development which avoids adverse impacts from coastal hazards during the projected lifespan of the development and is resilient/adaptive to the potential impacts of climate change
- have the capacity to reduce coastal risks and vulnerabilities to a level that is acceptable (or as a minimum, tolerable) to the council and its community
- can be delivered as an integrated package of responses by councils, public authorities and communities
- are adaptable as more knowledge becomes available, thresholds are passed or circumstances change
- are cost effective and affordable, now and in the future, based on the distribution of costs and benefits, and on community and council capacity to fund and finance management actions (as presented in a business case)
- specify ongoing monitoring and improvement in understanding of coastal threats, vulnerabilities and risks.

The key outcome from Stage 3 is the provision of all the considerations and options necessary to allow a draft coastal management program to be prepared at Stage 4.



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3.3 Strategic approaches, opportunities and management actions in coastal wetlands and littoral rainforests areas

Effective management of the values of coastal wetlands and littoral rainforest areas requires integrated responses to issues, pressures and risks that derive from hazards and threats that impact on the ecological function, ecosystem services and the socio-economic aspects of the management area. The management responses will treat the threats, vulnerabilities and risks by changing likelihood or consequence, or both.

After identifying and evaluating coastal issues, threats, vulnerabilities, risks and opportunities, councils may choose to maintain their current management arrangement for coastal wetlands and littoral rainforest areas. Current management may incorporate one or more broad strategic approaches.

For some councils, maintaining the current management includes existing coastal wetland and littoral rainforest management programs which may be part of a plan of management to which the community has contributed.

Some councils also have existing land-use controls in place which are designed to prevent escalation of threats in coastal wetlands and littoral rainforests, or enhance opportunities for restoration and appropriate access to and use of the management area (e.g. boardwalks, interpretation programs and Landcare activities). Councils may choose to continue to apply these measures.

Maintaining the current management may mean continuing to manage coastal wetlands and littoral rainforests for conservation, restoration, education or low key recreational access and uses, with investment required only in terms of supporting the work of volunteers and maintaining safe access or amenity. In this context, councils should also:

- continue monitoring the health and condition of coastal wetlands and littoral rainforests
- identify triggers for possible future intervention
- ensure funding is available to:
 - maintain the approach (e.g. to maintain the management of a buffer areas around coastal wetlands)
 - monitor the effectiveness of the strategy
 - provide for emergencies. Councils should consider how they will respond to emergencies that could impact on the condition of coastal wetlands and littoral rainforests areas. Large and/or unpredicted events may negate the benefits achieved by careful investment in coastal management programs, so it is important to plan emergency responses that can limit unplanned consequences.

A further risk mitigation response is required where current management is not appropriately addressing the risks associated with hazards, threats and vulnerabilities of the coastal wetlands and littoral rainforests, or when threats and risks increase over time.

Consistent with a risk management framework, strategic responses which should be considered for coastal wetlands and littoral rainforests are outlined in **Table B3.1**. Additional information about these concepts is available in the [coastal management toolkit](#) (see *Management options* and *Reference List* for Peirson et. al. 2015).

The approaches for coastal environment areas (see **Section 3.5**) are similar to the responses for coastal wetlands and littoral rainforests.



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Table B3.1: Strategic management approaches and examples of responses for coastal wetlands and littoral rainforests

Broad risk management concept	Strategic approach	Examples of this approach for coastal wetlands and littoral rainforests
<p>Alert. This includes wait and see, preparing for change and research to improve knowledge.</p>	<p>This approach is broadly equivalent to maintaining the current management, but also acknowledges the potential for change that will require active intervention once thresholds have been exceeded.</p>	<p>Monitoring changes in water levels, flows or water quality and corresponding ecosystem responses in coastal wetlands.</p> <p>Monitoring changes in invasive species in coastal wetlands and littoral rainforests.</p> <p>Monitoring of wetland or rainforest responses to increasing threats and hazards.</p> <p>Regular consultation and information for stakeholders.</p> <p>Preparation within council including targeted working groups, policy development, defining thresholds for intervention or forward budget planning to set aside funds for expected future intervention and adaptation.</p> <p>Investigate opportunities for new solutions or improved options for sustainable management. This includes potential impacts of climate change including sea level rise, impacts on species and ecosystem distribution, and opportunities for the migration of mangroves and saltmarsh as water levels rise.</p> <p>Ongoing impact assessment of extreme heat days or changes to storminess on coastal wetland and littoral rainforest communities.</p> <p>Note: these approaches build on existing information and studies undertaken during Stage 2.</p>
<p>Active intervention. This includes broad response types such as accommodate (accept changes to the condition of coastal wetlands and littoral rainforests), protect ecological communities and processes, retreat, or improve the condition of coastal wetlands and littoral rainforests.</p>	<p>These responses are all forms of risk mitigation, generally intended to improve the resilience of coastal wetlands and littoral rainforests to the diverse threats, vulnerabilities and risks identified in Stage 2.</p>	<p>Catchment based controls prohibiting certain types of land development to protect coastal ecosystems.</p> <p>Restoring tidal circulation to coastal wetlands.</p> <p>Changing mowing and clearing practice around coastal wetlands.</p> <p>Weed management programs to enhance resilience.</p> <p>Improve fire management.</p> <p>Change stormwater quality or quantity entering a coastal wetland.</p>



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Broad risk management concept	Strategic approach	Examples of this approach for coastal wetlands and littoral rainforests
<p>Avoid future impact.</p>	<p>For coastal wetlands and littoral rainforests this includes retreat of other land uses away from the coastal management area or preventing the expansion of potentially impacting land uses.</p>	<p>In the context of coastal wetlands and littoral rainforests, this may include zoning measures, tenure arrangements or removal of barriers that prevent the migration of coastal wetlands or littoral rainforests in response to changing water levels or rainfall/storm patterns; or including the coastal wetlands or littoral rainforests in a national park or state conservation area.</p> <p>Creating buffers and managing them to benefit the connectivity or function of coastal wetlands and littoral rainforests.</p> <p>Preventing the expansion of impacting development is also an example of this approach.</p>
<p>Allow nature to take its course.</p>	<p>This approach acknowledges that for some coastal wetlands and littoral rainforest areas the cost of intervention is very high and the certainty of improved outcomes is low.</p>	<p>May be used in coastal national parks, allowing shoreline change to progress without intervention.</p>



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3.4 Strategic approaches, opportunities and management actions in coastal vulnerability areas

Figure B3.1 and Table B3.2 identify six broad strategic approaches to managing risk and vulnerability for coastal vulnerability areas, as well as continuing the current management approach.

After evaluating coastal risks and identifying opportunities, councils may choose to maintain their current management arrangement which may incorporate one or more of the broad strategic approaches to managing risks in the coastal vulnerability area.

A further risk mitigation response is required where current management is not appropriately addressing the local risk profile (including risks associated with hazards and vulnerabilities) for the coastal vulnerability areas. Risk mitigation means modifying risks by changing the consequence or changing the likelihood of a hazard, or both.



Figure B3.1: Strategic risk management approaches

Councils should determine which of these strategic approaches or combination of approaches best meets the needs of their community for particular stretches of their coastal zone, consistent with their overall vision.

In relation to coastal vulnerability areas the appropriate mix of strategic approaches should take into account the:

- Risk to life and public safety.
- Nature and type of hazard in a coastal vulnerability area. For instance, appropriate risk mitigation strategies may differ:
 - for areas subject to complete loss of houses and land
 - for areas subject to coastal inundation that could be the result of a storm surge, or tidal inundation areas (subject to intermittent short-term inundation, below floor level)



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- for stretches of coast, possibly within the same embayment, where there are neither assets nor infrastructure likely to be threatened.
- Potential to reduce the consequences by mitigation measures and adaptive redevelopment.
- Nature of existing and proposed development. The feasibility of risk management strategies may differ between lands that are:
 - already developed
 - greenfield sites
 - areas that have been identified as not to be developed, such as parks.
- There may be limited options, or a different range of options, for sites where the management issues are a legacy of past planning decisions.
- Location (large urban area, regional holiday area, etc.), age of the development and the capacity of the community to invest in adaptive redevelopment.

For any parts of the coast, it is likely that a combination of strategic risk mitigation approaches will need to be applied over different time scales to get the best outcomes. For instance, ‘no regrets’ responses that are cost effective, best practice and yield multiple benefits (See **Section 3.4.1**) are likely to be part of any risk management strategy. Emergency response will be required to deal with residual risk in most situations, while other approaches may require consideration of longer time scales.

Table B3.2: Strategic approaches and examples of responses for coastal vulnerability areas

Broad risk management concepts	Strategic approach	Examples of this approach for coastal vulnerability areas
Continue the current management approach	Maintain current management arrangements. This may include a range of strategic approaches. The ‘wait and see’ component of this response means that monitoring is required. See Section 3.4.1 .	Evidence that hazards, threats, vulnerabilities and risks are being managed effectively and little change in pressures or threats is expected over the relevant planning horizon. Approach is affordable, compliant and satisfies community needs.
No regrets	Apply current best practice. Watch (monitor) and review. Maintain and enhance awareness. See Section 3.4.1 .	All risk profiles from very low to extreme, and all existing and future land use contexts, as an adjunct to other approaches. May be the primary response when risks are low.
Avoid risk	Take action to reduce future risk, for example: <ul style="list-style-type: none"> ● zoning controls and location of new assets outside areas that are or are expected to be (at specified probability) exposed to coastal hazards ● strategic planning of high impact or intensive recreational use to avoid sensitive areas. Deliver opportunities through land use zoning to facilitate sustainable and adaptive coastal management. See Section 3.4.1 .	Moderate to extreme risks associated with coastal hazards, generally future risk. Suitable for greenfield development areas. Potential for an escalating long term risk profile if avoidance actions are not implemented. Land subject to threats, and not currently developed, may be maintained in open space. Zoning to protect or encourage specific coast dependent development such as marinas or tourism activities.



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Broad risk management concepts	Strategic approach	Examples of this approach for coastal vulnerability areas
<p>Managed retreat/coastal settlement adjustment or realignment</p>	<p>Take action to reduce consequences, for example:</p> <ul style="list-style-type: none"> • remove existing assets from vulnerable areas • prevent further development and/or down-zone to more appropriate forms of land use. <p>See Section 3.4.1.</p>	<p>Immediate to medium-term risks are not tolerable/acceptable, with diverse important social (access) or environmental values that need to be maintained.</p> <p>For locations with only limited or local scale development, where coastal protection works cannot be justified in cost benefit terms and accommodation options through redevelopment are not sufficient to reduce risk.</p>
<p>Accommodate risk</p>	<p>Take action to reduce immediate to medium-term consequences, for example:</p> <ul style="list-style-type: none"> • design controls for infill and redevelopment of existing development areas • notifications on land titles • tenure arrangements to not sterilise land use in the short to medium term. • time or event limited consents. <p>Deliver opportunities through land-use zoning to facilitate sustainable and adaptive coastal management.</p> <p>See Section 3.4.1.</p>	<p>Short and medium term risks are not acceptable but development may be maintained with gradually introduced design measures or environmental improvement programs.</p> <p>Zoning changes which may have the effect of encouraging new residential development to occur in areas outside coastal vulnerability areas.</p>
<p>Protect assets</p>	<p>Take action to reduce likelihood now, for example:</p> <ul style="list-style-type: none"> • beach nourishment • sea walls and groynes. <p>Deliver opportunities through land-use zoning to facilitate sustainable and adaptive coastal management</p> <p>See Section 3.4.1.</p>	<p>Moderate to extreme risks, such as localities affected by hazards, but with regionally significant assets, or assets which cannot reasonably be relocated; offset social and environmental impacts from protection can be managed.</p>
<p>Emergency response</p>	<p>Do nothing or business as usual (accept risk), leave assets unprotected.</p> <p>See Section 3.4.1.</p>	<p>Emergency response is aimed at safety of the community and in particular those whose properties are impacted. It is primarily the responsibility of emergency services. The role of councils is to block public access to unsafe areas. Any actions taken to protect assets or infrastructure must be in keeping with the certified coastal management program and undertaken by the appropriate authorities, not by individuals.</p>



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3.4.1 Further information about risk management responses and opportunities linked to strategic direction in coastal vulnerability areas

Responses that align with broad strategic approaches for coastal vulnerability areas are introduced in the following sections. Details about what is involved in the design and delivery of different responses, and the likely advantages or disadvantages of each response are in the [coastal management toolkit](#) (see *Management options*).

Maintaining current management arrangements

This approach means councils and their coastal management partners (including coastal landholders, public authorities and the broader community) determine to maintain current management of the coast (equivalent to a base case) over the management period of the coastal management program. It should be noted that there will be a strategic review of the coastal management program at least every 10 years and an associated opportunity to fine tune or substantially alter the program if necessary. However, in doing so consideration must be given to the impacts and liabilities that may accrue as a result of consents given under the former management regime.

On the NSW coast, the development and implementation of environmental and planning legislation and policy over the last three decades means that the current management will include a range of management strategies affecting the coastal vulnerability areas.

For some councils, the current management includes existing coastal protection structures and dune management programs which are accepted as an important part of the social and economic fabric of the community.

Some councils also have existing land-use controls in place which are designed to manage development to:

- obtain an outcome that is in keeping with the overall objective of maintaining coastal access, amenity and use
- avoid new risks associated with greenfield development sites
- prevent escalation of unacceptable risks in or associated with developed areas
- enhance opportunities for increased access to and restoration of natural coastal habitats.

Councils may also be conducting some coastal monitoring, as required for the Community Strategic Plan and plans of management for Crown and community land.

Where a council has an effective coastal management strategy in place for coastal vulnerability areas, which is accepted by stakeholders, it is appropriate to maintain the current management arrangements at least until the next strategic review of the coastal management program.

The current management approach should also include responses which build economic and social wellbeing opportunities for coastal communities, provided these opportunities are consistent with the risk profile for the area.

Councils should ensure that the current management arrangements include the provision of adequate on-going funding in their Delivery Program for maintenance of existing measures (such as coastal protection structures and dune management programs) and monitoring of triggers for change.

Current management arrangements must also include emergency response planning for unforeseen events. It is the council's responsibility to ensure the adopted coastal management program addresses events that can be foreseen.



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Councils should also note that current management arrangements relate to existing hazards, threats, vulnerabilities and risks. The management approach used in the coastal management program will need to be revisited if there is:

- a proposed change (intensification) to land-use or a change to the likelihood, or
- a change to the consequences of coastal hazards or threats to coastal values (such as would occur if new knowledge about the likelihood of a hazard or threat becomes available), or
- a change to the environmental context, including climate change.

In council areas where ad-hoc or illegal coastal protection structures are in place, maintaining the current management is unlikely to be an acceptable strategy for the future due to the inherent contingent liabilities of such an approach, including impacts that are contrary to the objectives of the Act.

No regrets responses

The concept of ‘no regrets’ responses is that they represent best practice approaches for reducing risk, which should be included in any coastal management program. No regrets responses are generally adaptive, relatively low cost and can deliver multiple benefits simultaneously. For instance, they often achieve community awareness and involvement outcomes or environmental improvement outcomes, as well as reducing risks.

Examples of no regrets actions in coastal vulnerability areas include:

- community awareness and education programs about coastal processes of all coastal systems (open coast beaches and headlands, estuaries, lakes, lagoons, coastal wetlands and littoral rainforests)
- monitoring changes in coastal condition (geomorphology and biodiversity) including long-term trends and response to erosion and inundation events both on the open coast and in estuaries, lakes and lagoons
- monitoring community use and satisfaction with access and amenity
- studies and research to improve coastal knowledge, prepare for change and understanding and identification of opportunities
- dune reshaping and vegetation management programs
- identification of potential future threats, vulnerabilities and risks as a result of changing environmental influences such as climate change.

Where a ‘no regrets’ response involves community programs, councils should consult with the community to identify key topics of interest. The program should be delivered in an accessible format that meets community needs for communication style, level of information and level of involvement (e.g. face to face or web-based communication, on ground works or involvement in monitoring).

In the short term there are no specific disadvantages with no regrets responses, but councils should be aware that both the environmental and social context and accepted best practice will change over time. The coastal management program should allow for changes to no regrets responses as thresholds are exceeded and circumstances change to ensure they continue to deliver benefits efficiently and support other responses.

Avoid risk and deliver opportunities by land-use planning

Land-use planning can be used to avoid risk arising from the dynamic and ambulatory nature of shorelines and foreshores of the open coast and estuaries, lakes and lagoons. An ‘avoid risk’ approach is particularly relevant for greenfield sites where planning controls for new



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development and associated infrastructure result in new development being sited outside a coastal vulnerability area.

A coastal management program may include recommendations to manage risk and open up opportunities by applying strategic controls on land use in two different ways:

- strategic planning of areas suitable for future development, and
- land-use standards and development controls, through permitted and prohibited requirements in zones in the local environment plan (LEP), and requirements for development management in the development control plans (DCPs).

Examples of strategic land-use responses which may be included in a coastal management program to avoid future risk include the following examples:

- Long-term planning decisions for community infrastructure, so that new infrastructure, or replacement infrastructure is located outside coastal vulnerability areas. Such infrastructure should be able to maintain functionality over its full asset life, with significant savings/benefits for councils, state agencies and the community.
- Identifying new settlement opportunities for inclusion in regional and local scale settlement strategies that are outside coastal vulnerability areas, considering hazard impacts from at least equivalent to a 1 in 100 year ARI event (that is an event with a 1% probability of occurrence in any year) in 2100 (for erosion and inundation).
- Specifying areas where appropriate infill development is acceptable.
- Identifying development types and controls to allow appropriate development to occur taking into account the risk and the desire not to unnecessarily sterilise coastal areas.
- Identifying alternative development sites to replace existing foreshore development that is expected to be displaced by shoreline recession or inundation in the future.

For land that is within a coastal vulnerability area, the objectives of the land-use zone must be consistent with the risk context of the land and its long-term potential use. Hence, there is likely to be a graded development control response from low consequence uses such as walkways and public facilities, through medium consequence uses such as residential development (also graded from adaptable structures through to conventional buildings), through to high consequence infrastructure and buildings such as hospitals.

Potential zoning to avoid risk in coastal vulnerability areas, particularly where the coastal vulnerability area overlaps with the other coastal management area, includes:

- environment protection or open space zoning for currently undeveloped greenfield areas or open space in the coastal vulnerability area
- zoning within the coastal vulnerability area which recognises the ambulatory nature of the coast/shoreline but permits a range of development under specific circumstances, for example:
 - zoning which permits removable or re-locatable assets such as lifeguard towers, seaward of the 50 year 90% exceedance line
 - removable development such as caravan parks may be encouraged by zoning (and reinforced by plans of management) for areas between the 50 year 90% exceedance line and 50 year 50% exceedance line
 - relocatable dwellings with disposable infrastructure between the 50 year 50% and the 50 year 10% exceedance line; traditional housing on pile foundations, between the 50 year 10% and the 50 year 1% exceedance line
 - vital emergency infrastructure such as hospitals and airports should be landward of the 100 year 1% line.

Note, the '50 year 50% exceedance line' is the landward eroded position of the shoreline that has a 50% probability of being exceeded in the next 50 years.



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Additional information on opportunities for managing risk is available in the [coastal management toolkit](#) (see *Reference List* for Gordon 2015).

Additional opportunities associated with avoiding risk

Land-use zones in coastal areas may be used to encourage appropriate new development and create sustainable opportunities for coastal communities. Examples of the application of land-use zoning as a tool to facilitate sustainable and adaptive coastal management include:

- Land subject to, or likely to be subject to, threats or hazards and not currently developed for residential or business uses, may be maintained in open space or environment protection zones, prohibiting construction of permanent buildings. These zones may also facilitate migration of ecological communities such as saltmarsh.
- Zoning may be used to protect or encourage specific coast dependent development, such as marinas and fishery infrastructure or tourism related activities.
- A land acquisition or a tenure transfer program may be used in conjunction with subsequent rezoning to facilitate settlement realignment, making zoning consistent with long-term public land tenure in coastal wetland and littoral rainforest, coastal vulnerability and coastal environment areas. For example appropriate zones may include open space or environment protection, with allowance for coast dependent recreation activity. The zoning should be linked to specific set-backs, based on long-term projections, which may result in improved coastal access over time.
- Zoning changes may have the effect of encouraging new residential development to occur in areas outside coastal vulnerability areas, supporting the transition of settlement focus away from the area affected by hazards, while maintaining community cohesion and socio-economic viability.

Managed retreat in coastal vulnerability areas

Managed retreat or settlement realignment is a mechanism to change the consequence component of risk and allow for enhancement of environmental opportunities. For example, development in coastal vulnerability areas may be allowed to remain in place until such time as the risks to life and property become unacceptable. When this agreed threshold is reached the existing assets are removed or relocated. While managed retreat may involve tenure changes and land use controls, it is different to the 'avoid risk' aspects of land use management for greenfield sites.

Where there is existing development in a coastal vulnerability area with a high probability of impact from coastal hazards, councils will generally need to decide between a coastal protection response and a managed retreat response, or a combination of the two. Adaption is not a third option but rather a process for managing retreat in such a way that people can enjoy their property for as long as possible before having to retreat as their current location becomes non-viable.

Managed retreat of private development and associated public infrastructure is an option to consider in the coastal management program when:

- the benefits of structural protection are low (e.g. only a few properties involved) and/or likely to flow to only a small group of private individuals, and/or
- there are significant costs (e.g. to public finances, access and or environmental values) associated with protection of assets in their current location, and those costs are likely to be unaffordable or uneconomic, and/or
- there is a high degree of uncertainty of the likelihood and/or types and extent of impacts or benefits of coastal protection works; and/or
- state, regional or locally significant development or built assets and infrastructure are absent; and/or



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- there are significant opportunities to benefit environmental and natural assets, which outweigh any potential benefits to the built environment.

Over time, managed retreat allows coastal and environmental processes to operate unmitigated/without intervention. Managed retreat may involve:

- planning to reduce risk by relocating or raising infrastructure assets at the end of their asset life, when they need replacement
- a decision not to permit protection of private assets that are located in the immediate hazard impact area
- a direction to demolish private assets and to remove any waste, building materials or contaminants
- rezoning of land in the coastal vulnerability area and/or a change of tenure and/or preparation of new plans of management that will best manage the risk associated with the hazard
- specifying the thresholds and triggers for change from ‘no regrets’ and ‘accommodation’ measures to control risk, to a more direct intervention through managed retreat.

Thresholds and triggers for a change of management to a managed retreat strategy may be linked to a specific environmental event or condition or to reduced performance of other measures.

Additional information and examples of the use of the retreat thresholds to change coastal management responses are included in the [coastal management toolkit](#) (see *Management options*).

Accommodate risk responses for coastal vulnerability areas

‘Accommodate’ measures are diverse and represent a range of strategies designed to maintain the use and amenity of coastal areas while it remains safe to do so.

Council may take action to accommodate risk by reducing the immediate to medium-term consequences of risks in coastal vulnerability areas.

Actions may include:

- early warning systems and preparedness
- education and awareness raising of safely measures and the risks
- establishing and updating building codes
- retrofitting of buildings and infrastructure
- enhanced drainage systems
- design controls for infill and redevelopment of existing development areas
- time-limited planning approvals
- event-dependent planning approvals requiring initiation of accommodation responses if threats materialise (e.g. raised floor levels, movement of infrastructure or beach nourishment)
- notifications on land titles – an example is the use of development standards and development assessment requirements and notifications such as s149 certificates
- tenure arrangements to not sterilise land use in the short to medium term.

Additional information is included in the [coastal management toolkit](#) (see *Management options*).



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Coastal protection responses for coastal vulnerability areas

Where council has determined that protection of significant public and/or private infrastructure or other community assets is a priority outcome from coastal risk management, there are multiple technical options available to protect assets, which may be relevant in different contexts. In general, coastal protection options change the likelihood component of coastal risks, by placing some form of barrier between the assets and the coastal processes.

Councils should always consider 'natural' protection from living shorelines, dune management and beach nourishment as the first option for coastal protection, maintaining shoreline processes and functions as much as is feasible.

Other more structural protection responses should only be considered when it is clear that natural defences cannot offer an adequate level of risk mitigation. In these circumstances, councils should still consider whether and how natural foreshore processes and morphologies (such as a beach) could be maintained and how beach or foreshore access can be continued.

Examples of potential coastal protection structures are noted below; each needs careful evaluation before it is included in a coastal management program. The way in which a coastal protection measure is designed and implemented may create opportunities such as modified and diversified habitat or improved access.

If coastal protection options are designed to take into account the 100 year average recurrence interval (ARI) (also referred to as the event with a 1% probability of occurrence each year), it should be recognised that overtopping or failure of protective structures can occur due to events rarer than the 100 year return period e.g. there is approximately a 5% chance of experiencing a 1000 year ARI (also referred to as the event with a 0.1% probability of occurrence each year) or greater event during a given 50 year period. In these situations consideration of the cost-benefit of higher levels of hazard protection may be warranted.

Details about the benefits, dis-benefits and other issues associated with these management actions are included in the management section of the [coastal management toolkit](#) (see *Management options*).

For coastal erosion:

- maintain natural defence processes on beaches, dunes and foreshores, including beach scraping (note that if beach scraping is proposed consultation with land managers such as the National Parks and Wildlife Service or Lands will be required)
- maintain coastal wetlands, reed beds, mangroves and riparian vegetation on estuary foreshores to buffer against wave impacts on foreshore stability and amenity
- sand relocation using sources such as beneficial reuse of sand dredged from the entrance of an estuary or coastal lake
- beach nourishment using offshore sand sources
- seawalls and revetments
- groynes
- offshore reefs
- sand bypassing systems.

For coastal inundation by wave overtopping or tidal inundation for low-lying foreshores:

- dune reshaping and nourishment to raise crest height
- a sea wall or revetment may be designed with a crest height which limits the likelihood of wave overtopping and therefore is also likely to reduce consequence by limiting flow velocities or depths
- foreshore levees or other reshaping



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- filling of vacant land
- floodplain drains and flood gates on stormwater drains and small coastal creeks
- maintain natural wetland foreshores
- dredge entrance areas and deltas as necessary to facilitate rapid run out of floodwaters.

For migrating coastal entrances and intermittently open and closed entrances:

- entrance training to prevent migration
- berm management (raising or lowering).

For slope instability on coastal cliffs and bluffs:

- maintain or restore coastal vegetation on poorly consolidated materials
- drainage works
- shotcreting, rock bolting and catch fences
- remove unstable materials.

Coastal erosion emergency response

Where councils have land identified as a coastal vulnerability area within the local government area and beach erosion is occurring on that land, a coastal emergency action sub-plan (CEAS) must be prepared for the area.

The preparation of the CEAS is designed to clearly articulate council’s response to emergency situations arising from coastal storms, for the three key phases of preparedness, response and recovery.

The CEAS must also provide clear guidance to the public and likely affected property owners about their responsibilities and what actions they may be permitted (if any) to undertake to mitigate the impacts of such events.

More specific details on how to prepare a CEAS are provided in the [coastal management toolkit](#) (see *Emergency response*).

Where councils are actively managing the risk profile by implementing coastal planning responses, changing land use or constructing and maintaining coastal protection measures, the likelihood of an emergency response action should reduce over time.



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Figure B3.2 shows emergency response actions that are consistent with councils' responsibilities and the principles for coastal emergency response.

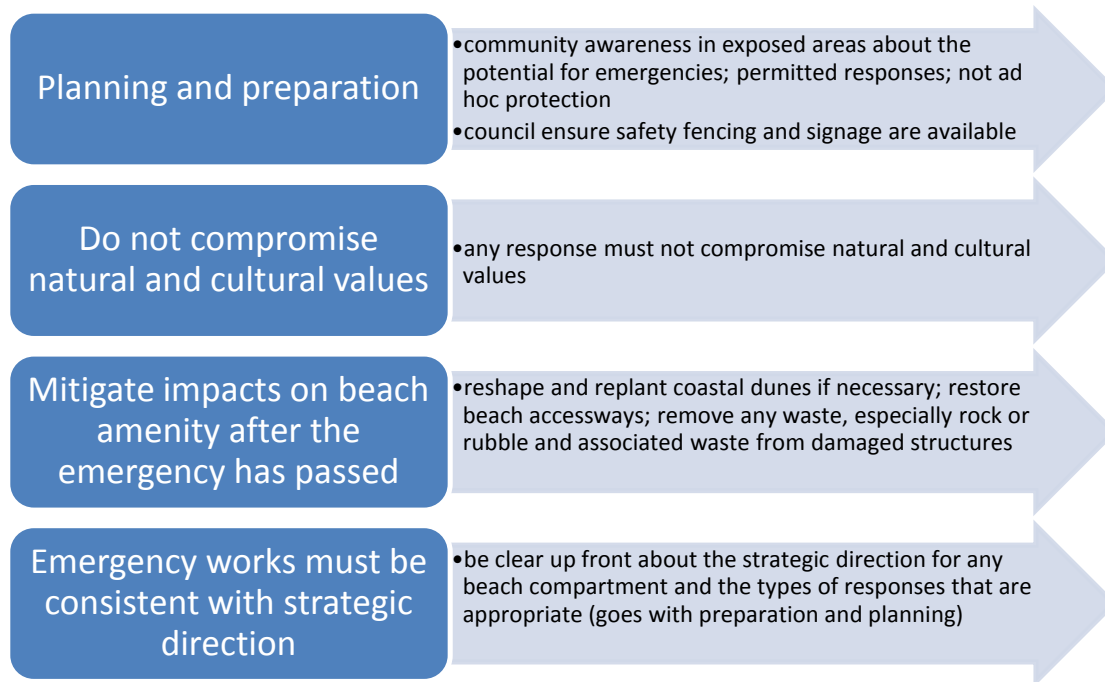


Figure B3.2: Emergency response in the management context

3.5 Strategic approaches, opportunities and management actions for coastal environment areas

Councils may choose to continue current management where there is evidence that the current approach is reducing threats, vulnerabilities and risks, and creating opportunities for communities so that the relevant coastal management objectives are being achieved. Where this is not the case, additional measures are required to manage threats and enhance the resilience of coastal environment areas.

As for coastal wetlands and littoral rainforests, the broad strategic approaches to management of coastal environment areas include:

- alert responses based on monitoring and preparation for change
- active intervention to reduce threats, vulnerabilities and risks
- measures that avoid future threats
- measures that are based on a decision to allow the trends in the morphology, resilience and condition of the coastal environment area to take their course unfettered.

Coastal management actions may be designed to protect, maintain, restore and/or enhance coastal biodiversity values and the resilience of coastal environment areas. These actions aim to reduce high and/or unacceptable threats, vulnerabilities and risks to natural systems and ecosystem integrity.

In these situations, the focus should be on responses that are within the council's responsibilities and powers, but a coastal management program may also identify new responses that would be implemented by state agencies and public authorities within an integrated management strategy.



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The general principles that should underpin the choice of strategic approach and management responses relating to coastal environment areas include:

- Where coastal ecosystem health is good and community uses of the coastal environment continue to be supported by the healthy coastal ecosystems, maintain this condition through appropriate land-use and infrastructure planning decisions. It is generally easier and more cost effective to protect coastal ecosystems (and particularly sensitive ecosystems such as estuaries and coastal lakes and lagoons) that are in good condition than to return those in a poor condition to their natural state.
- If coastal ecosystem health is poor or uses of the coastal environment are impacted by poor ecosystem health, improve this condition through:
 - minimising further impacts on coastal ecosystem health through appropriate land-use planning and development decisions
 - reducing the pressures on ecosystem health, and identifying and managing future threats, vulnerabilities and risks. In some situations removing the pressure may allow the system to naturally recover, in other situations active rehabilitation or offsets may be required
 - rehabilitating priority habitats or reinstating key processes.
- If funding for rehabilitation is limited, consider staged implementation with demonstrable outcomes to illustrate progress. Remediation activities generally involve the transformation of a site or process when it is extremely degraded or contaminated. Remediation may take many years before changes in coastal ecosystem health are measurable and an appropriate and sustainable funding stream must therefore be included in council’s Delivery Program.

The application of these strategic approaches to coastal environment areas is outlined in **Table B3.3**. Many of the potential management responses may have benefits relating to the impacts of multiple pressures and threats and will create a range of opportunities for communities. Additional information about how to develop and implement actions that are consistent with these strategic approaches is available in the [coastal management toolkit](#) (see *Management options*)

Table B3.3: Strategic approaches and examples of responses for coastal environment areas

Broad risk management concept	Strategic approach	Examples of this approach for coastal environment areas
<p>Alert – wait and see, prepare and investigate, ready for further action.</p>	<p>This approach is broadly equivalent to maintaining the current management, but also acknowledges the potential for change that will require active intervention.</p>	<p>Monitoring and evaluation of condition indicators.</p> <p>Actions to support:</p> <ul style="list-style-type: none"> • meeting targets in Local Lands Services (LLS) strategies • water quality objectives in the NSW Oyster Industry Sustainable Aquaculture Strategy. <p>Set standards for water quality where catchment flows enter the estuary or coastal lake and require new development to demonstrate that these standards can be achieved and maintained.</p> <p>Set thresholds and triggers for more active intervention.</p>



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Broad risk management concept	Strategic approach	Examples of this approach for coastal environment areas
		<p>Conduct stakeholder and community awareness and knowledge enhancement programs.</p>
<p>Active intervention, including accommodate, protect, retreat from and improve coastal environment areas.</p>	<p>These responses are all forms of threat and risk mitigation, generally intended to improve the resilience of coastal environment areas to the diverse threats, vulnerabilities and risks identified in Stage 2. A wide range of measures is available, depending on the specific type of coastal environment area and the specific pressures, threats, vulnerabilities and risks to be managed.</p>	<p>Water sensitive urban design in new and re-developments.</p> <p>Riparian and foreshore rehabilitation and protection (e.g. buffer areas).</p> <p>Improved effluent management (e.g. sewage treatment plants, dairy effluent, etc.).</p> <p>Stormwater quality control devices.</p> <p>Protection of seagrass through regulation of mooring design and location.</p> <p>Incorporation of habitat features into existing or proposed seawalls.</p> <p>Rationalising uncontrolled public access.</p> <p>Managed retreat can also be used when land uses are having an unacceptable impact on the condition and system integrity of a coastal wetland and littoral rainforest area or a coastal environment area. In the short term this could include actions such as identifying a buffer area, not cultivating a riparian area, or removing livestock from a riparian area or coastal floodplain.</p> <p>In the longer term, councils should identify land which is required for the migration of important coastal ecological communities, such as saltmarsh around estuaries, as water levels rise. The strategic land- use or settlement plan and zoning should minimise development that would constrain ecological migration in these areas.</p>
<p>Avoid future impacts on coastal environment areas, and create opportunities.</p>	<p>For coastal environmental areas, this includes a wide range of measures such as retreat of other land uses away from the coastal management area or preventing the expansion of potentially impacting land uses.</p>	<p>Councils should identify coastal land or waters that have high biodiversity conservation value and should be managed to protect and enhance coastal biodiversity values. In some cases this may mean transfer of small parcels of council land to the management of National Parks and Wildlife Service (NPWS) or a state conservation</p>



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Broad risk management concept	Strategic approach	Examples of this approach for coastal environment areas
		<p>area, to enhance connectivity, or to protect a specific habitat.</p> <p>Strategic planning of recreational access to avoid impacts on high conservation value areas such as Endangered Ecological Communities (EECs) on coastal dunes, headlands and floodplains may also be considered.</p> <p>Use of appropriate zoning. This will depend on the coastal values that are present and the relative contribution of threats associated with land-use planning decisions. For instance, council may choose E zones for dunes and headland areas and W1 or W2 zones for estuarine waterways and coastal lakes. Note that studies under stage 2 may identify new sites that require local environment plan (LEP) changes of development control plan (DCP) controls such as preventing development encroachment on vegetated headlands.</p> <p>Identify catchments of coastal lakes and estuaries that are particularly vulnerable to elevated sediment or nutrient load. Locate new development outside these catchments or place strict requirements for water quality and quantity discharge from these developments. Existing development should have controls applied to minimise the likelihood of stormwater contaminated with high nutrient or sediment loads entering sensitive waterways, and councils should consider the opportunities for constructed wetlands and sediment traps to address legacy issues for existing development.</p>
<p>Allow trends and changes to take their course with minimal additional intervention.</p>	<p>This approach acknowledges that for some areas the cost of intervention is high and the certainty of outcomes is low.</p>	<p>Where coastal environment areas are severely degraded and cannot be rehabilitated without significant impacts on resources or other values.</p>



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3.6 Strategic approaches, opportunities and management actions for coastal use areas

Coastal use areas may include land adjacent to coastal waters, estuaries, lakes and lagoons and headlands, i.e. the natural features that underpin many of the environmental, social and economic values of the coastal landscape.

Strategic management approaches for coastal use areas should create opportunities for socio-economic and cultural heritage benefits in urban coastal communities where recreational access and economic development are strongly dependent on the scenic amenity, safety and accessibility of beaches, headlands and foreshores.

Continuing access, use and amenity also underpin continuing economic vitality for many coastal areas. Strategic management planning should also recognise the environmental, cultural heritage, social and economic values of undeveloped sections of the coast.

In particular, coastal management should accommodate both urbanised and natural stretches of the coastal landscape and incorporate:

- designs and scales of development that are consistent with the natural scenic quality of the coast, its culture and heritage character and built environment character
- designs and planning requirements that protect the natural assets and social values of the coast, including water sensitive design, overshadowing controls and accessibility management (e.g. locations and alignment of major access roads)
- adequate public open space in developed coastal areas, including provision for diverse appropriate recreational activities.

3.6.1 Responding to opportunities to protect and enhance scenic, social and cultural values of the coast

Design of coastal urban areas

The *Coastal Design Guidelines for NSW* (2003) include principles intended to foster development that is consistent with the natural and urban components of the coastal landscape in coastal use areas. The guidelines encourage development that:

- is aligned with the natural form of the coastal landscape
- protects scenic amenity
- encourages built forms that are consistent with the coastal environment (including preventing urban wind funnelling and overshadowing and avoiding transport patterns that separate the foreshore from residential and commercial areas)
- enhances the accessibility of beaches and dunes for community recreation and enjoyment
- ensures that the design and implementation of strategic coastal risk management responses in coastal vulnerability areas, such as coastal protection works and managed retreat, take into account the direct and indirect impacts on coastal access and amenity
- benefits local coast users and/or visitors by addressing safety risks
- includes water sensitive urban design principles in new development and in redevelopment of existing urban areas
- avoids risks associated with the impact of coastal hazards on residential, commercial and community recreation areas, now and in the future, to protect and maintain the social cohesion of coastal communities.



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For effective delivery of these responses, they should be linked through the Community Strategic Plan, Asset Management Plan (e.g. for new pathways and facilities) and Delivery Program. Effective implementation will also depend on the shared recognition of the priority of coastal access and amenity issues and responses in council and agency plans, such as:

- council's community development plan, recreation plan, tourism/economic development plan, or cultural plan
- regional growth plans focusing on projections of population growth and the needs of coast dependent business, such as tourism, fishing accommodation and services
- plans of management for coastal reserves managed by Crown lands and lands managed by the National Parks and Wildlife Service (NPWS).

Managing coastal heritage

The coastal management program may include management responses that relate to the protection of Aboriginal sites or places that are impacted by coastal and other hazards or a range of threatening processes. They may relate to the maintenance or restoration of the values of a coastal Aboriginal cultural landscape that supports the continuing practice of cultural activities, teaching and knowledge transfer.

It may also include management responses for other coastal heritage items such as shipwrecks, a number of which are buried in coastal vulnerability areas and under structures such as breakwaters, lighthouses, wharves and geological features. There are also some use related reserves such as the National Surfing Reserves that should also be included in consideration of management of heritage issues.

The coastal management program may propose amendments to existing local environmental plans, development control plans and plans of management for reserves and places with cultural and heritage values, to better manage issues such as:

- threats such as uncontrolled access and use
- land use zoning and development assessment processes to protect coastal heritage
- coastal hazards affecting the cultural and heritage values.

To achieve these outcomes, the actions identified in the coastal management program should be linked, for example, to the council's, or an agency partner's Aboriginal cultural heritage program, or a local Aboriginal community program managed by the Local Aboriginal Land Council, or traditional owners, or to councils' historic and social heritage management registers and plans, or to the heritage management programs of the appropriate state agency for the heritage item.

These links will be established through the Community Strategic Plan and specified in the council's Delivery Program.

Effective implementation of heritage protection or management responses depends on integration of local and state level programs and priorities, so consultation with relevant public authorities is critical.

Aligning with Crown land management processes

Many coastal sites are part of the NSW Crown Reserve system. Underwater areas such as river beds, lakes, ports and up to three nautical miles out to sea are generally Crown land with the exception being the bed of Port Jackson and Botany Bay.

The Crown land that is a declared reserve, may be controlled by NSW Department of Primary Industries (DPI Lands) or be under the 'care, control and management' of local



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councils. The objectives for management of these reserves often include environment protection or recreation purposes for the benefit of the people of NSW.

In determining practical and sustainable management of the coastal environment, councils should consider carefully the appropriate division of management interests and responsibilities between the council and DPI Lands, for instance in relation to the management of foreshore reserves.

3.6.2 Strategic management approaches for coastal use areas

Table B3.4 identifies possible strategic approaches and responses for coastal use areas, taking into account the opportunities and management challenges noted in Section 3.6.1.

Table B3.4: Strategic approaches and examples of responses for coastal use areas

Broad risk management concept	Strategic approach	Examples of this approach for coastal environment areas
<p>Alert. This includes wait and see, preparing for change and research to improve knowledge.</p>	<p>This approach is broadly equivalent to maintaining the current management arrangements, but also acknowledges the potential for change that will require active intervention.</p>	<p>Establishing the social, economic and cultural value of the coast, including identifying Aboriginal and cultural heritage assets.</p> <p>Monitoring the safety and community satisfaction with coastal access, including the impact of urban and transport design on coastal accessibility and amenity; locations of surf clubs in relation to changing coastal use patterns, and the resilience of foreshore parks to demand and environmental changes.</p> <p>Monitoring patterns of coastal access and use in relation to population growth and changing regional access frameworks (such as new highway links).</p> <p>Auditing of the implementation of coastal design guidelines and principles.</p> <p>Education and awareness activities for coastal heritage and scenic values.</p>
<p>Active intervention. This includes broad response types which enhance opportunities for balanced and sustainable use of the coast for urban uses, open space, conservation, recreation and tourism.</p> <p>It also includes responses which address existing threats, hazards, issues and vulnerabilities to improve the design of coastal development, and reduce pressures on recreational and amenity assets.</p>	<p>These responses are intended to improve the resilience of the coastal use areas to the diverse threats, vulnerabilities and risks identified in Stage 2, and to enhance opportunities, particularly for public access to beaches and for safe enjoyment of headlands.</p> <p>Ensure responses are aligned with Crown land management processes.</p>	<p>Actions to continue and enhance access, use and amenity of the coastal use area, including changes to local environment plans and development control plans as an appropriate response to the requirements of the draft CM Bill and the draft CM State Environmental Planning Policy (SEPP).</p> <p>Actions to address inappropriate existing development that for example, limit public access, alter public amenity or overshadow beaches and/or causes wind funnelling and or does not take</p>



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Broad risk management concept	Strategic approach	Examples of this approach for coastal environment areas
		<p>account of the <i>Coastal Design Guidelines for NSW</i> (2003).</p> <p>Actions to protect Aboriginal and historic heritage sites or places.</p> <p>Maintenance or restoration of values of a coastal Aboriginal cultural landscape that supports and enhances the continuing practice of cultural activities, teaching and knowledge transfer.</p> <p>Actions to redesign water management in coastal urban areas, enhancing the sustainability of water supplies and reducing pressures on coastal waterways.</p> <p>Actions to address risks to the safety of people working in or enjoying recreation in the coastal landscape.</p> <p>Actions which enhance opportunities to enjoy the coastal amenity such as walkways around headlands, boardwalks through coastal wetlands and promenades behind seawalls.</p> <p>Actions to enhance recreation and commercial opportunities for better use and enjoyment of the coast should be encouraged.</p> <p>Commercial activities such as cafes, outlets that service beach usage and parking that can provide the rental income necessary to support maintenance, operation and upgrading of the public amenity and enjoyment of the beach.</p>
<p>Avoid future impact.</p>	<p>This approach recognises the need to ensure future development does not adversely affect amenity, cultural and built heritage, or limit opportunities for access and use of the coastal use area.</p>	<p>Application of the coastal design guidelines for all new development.</p> <p>Use of development standards and development assessment requirements and notifications such as s.149 certificates.</p> <p>Considering the value of redevelopment of coastal areas to reduce risks associated with coastal hazards, and enhance or restore scenic, environmental or social values.</p>
<p>Allow nature to take its course.</p>	<p>This approach acknowledges that for some coastal use areas the costs of intervention and new developments are very high and the certainty of improved outcomes is low.</p>	<p>May be used in some coastal use areas, allowing shoreline change to progress without intervention as part of a dynamic landscape.</p>



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3.7 Linking management responses over time

3.7.1 Adaptive management

The concept of adaptive management is widely used in natural resource management and in other planning contexts where there is uncertainty about future conditions, but evidence now that action is required to address risks and create opportunities.

'Flexible adaptation pathways' is the term used to describe a process of systematic review of management approaches to accommodate ongoing change, taking into account:

- resources available for management (e.g. competition from other areas of expenditure)
- new information about risk
- monitoring information about the performance of existing measures
- improved knowledge about natural variability and long-term trends that go beyond normal variability
- changes to the quantum and the distribution of the costs and benefits of existing measures.

It is important to note that adaptive management is not the same as trial and error, but results from continual testing of hypotheses about performance, to increase knowledge, refine management responses and maximise environmental, social and economic benefits.

Adaptive management is a practical way to manage the uncertainty of coastal change, particularly where climate change impacts remain uncertain. It can help reduce tensions in affected communities, by clearly linking management decisions to evidence that thresholds have been met.

Effective adaptive management depends on:

- Clear definitions of the overall vision, objectives and measurable acceptable outcomes (see Part A and Part B, Stage 1).
- Specific management measures, with timeframes and measurable performance obligations.
- Targeted monitoring of trends in environmental condition and of the performance of specific responses, i.e. it is intended to be evidence-based (see Part B, Stage 5).
- Clear thresholds or triggers where changes to management will be initiated – usually defined as the early warning about the occurrence of specified adverse impacts which are recognised as unacceptable. They are built into the structure of the adaptive framework.
- Adaptive pathways may be specified in advance (i.e. when this threshold is passed we are committed to change management to a predetermined new response), or may be left open as a number of options which are subject to a review of costs and benefits at the time.
- In general, larger scale plans are often more suited to adaptive management than smaller projects or plans, as they permit a wider range of potential responses; however, the requirement for clearly defined performance measures still applies.



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3.7.2 Using thresholds and triggers

Thresholds and triggers are systematic adaptive mechanisms for identifying when management responses need to change to effectively manage changed circumstances, so that unacceptable risks do not increase. Thresholds and triggers must be developed and agreed by council and the community.

Thresholds are conditions where irreversible and unacceptable change is likely to occur. In ecosystem management, an ecological threshold is a tipping point where irreversible ecological change (decline) occurs.

Similarly, in a community context, a threshold can be the point where a building becomes uninhabitable due to safety concerns or on a larger scale a village becomes unviable through loss of essential infrastructure, employment opportunities or population.

When applying thresholds and triggers to coastal management responses, councils may consider the use of staged triggers, for example:

- A threshold for what will constitute change outside the normal range.
- A trigger or threshold at which the affected owners or community are notified that a change of management may be required.
- An early warning trigger, which initiates a review of management information such as cost-benefit analysis. This trigger should be set to take into account the uncertainty of coastal impacts and allow time for new analysis, consultation and decision-making. The aim is to allow time to select and implement a new response, before the threshold of unacceptable change is passed. There may be a long lead time between this trigger and the trigger for activating the new response.
- An 'implement change' trigger, when the new response will take effect.

Generally, physical rather than time-based triggers are preferable as they are based on actual events rather than uncertain predictions. Triggers can be controversial and community members may have more or less precautionary views about where the trigger should be set, hence a balance is necessary.

For councils, the first trigger may be activated at any time, subject to the availability of monitoring data and an appropriate governance process. The second trigger may require a change to the council's Resourcing Strategy and Delivery Program. Whilst a Delivery Program should be reviewed annually, prior to confirming the Operational Plan for each year within the four year planning process, significant changes to the Delivery Program require stakeholder consultation and approval.

In practical terms this means that the coastal management and outcome review processes should be structured so that major changes that may result from the outcomes of the coastal management review feed directly into the subsequent four year Resourcing Strategy and Delivery Program as well as any subsequent review of a coastal management program.

3.8 Guidance on selecting the appropriate management strategy

Evaluation of potential responses is part of the process for making decisions about selecting and adopting the most appropriate management approach and strategy for the coastal issues in each council area.

All responses that are included in a coastal management program must be evaluated in relation to feasibility, using well established techniques such as multi criteria analysis.



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Feasible options should then be subject to an economic evaluation process, including a distribution analysis for costs and benefits in order to determine their viability.

The analysis should demonstrate whether proposed management responses are affordable and provide benefit cost ratios that can be compared for different options. This is the core information for finalisation of the required business plan.

The aim of this two stage evaluation process is to identify those responses which are feasible and then, of the feasible options, those that are also viable. This information is required to be included in the CMP which is prepared in Stage 4.

Figure B3.3 shows how the two types of evaluation combine to help councils identify a feasible and viable program of coastal management responses for their local area.

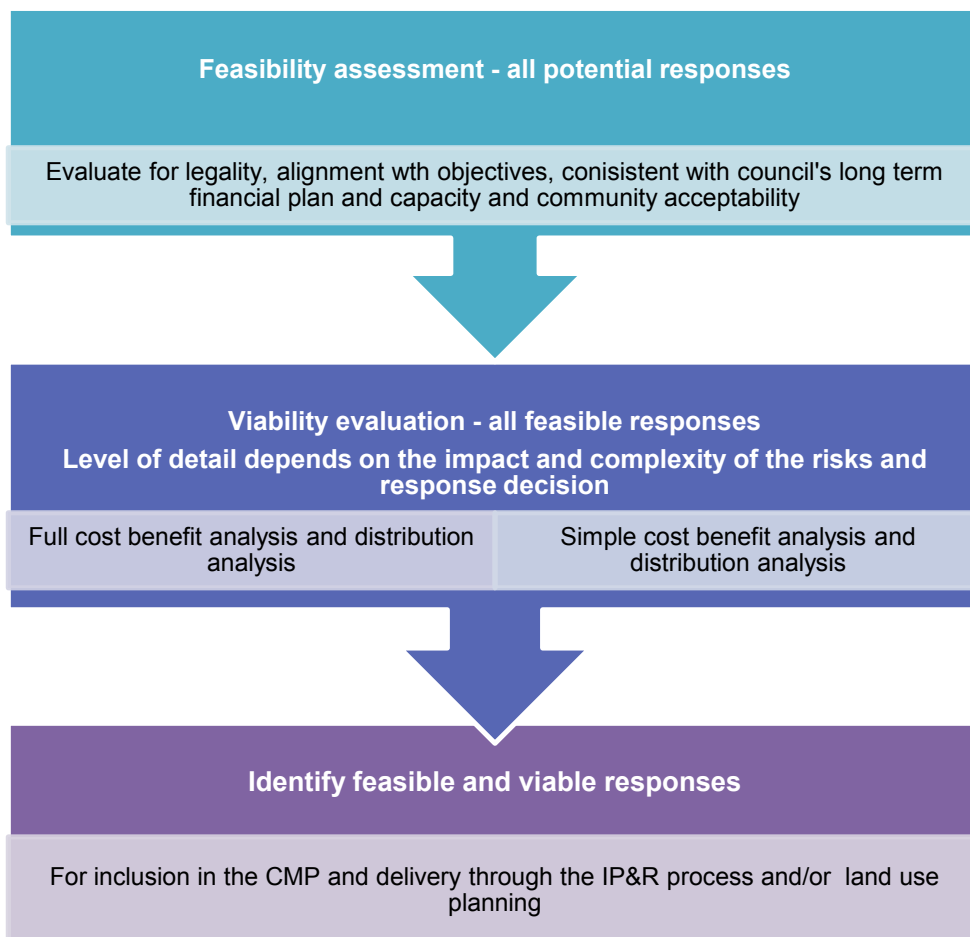


Figure B3.3: Response evaluation

3.8.1 Preparing an economic evaluation

When undertaking an economic evaluation, councils should consider viable funding mechanisms that are consistent with their Integrated Planning and Reporting (IP&R) Resourcing Strategy and any other source of funding. Councils should identify the full capital, operational and ongoing maintenance costs of potential management actions.

In addition, councils should analyse the distribution of the costs and benefits to council, public authorities, stakeholders and the environment. When undertaking this analysis councils should consider the capacity of beneficiaries to pay when apportioning the costs.



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Cost-benefit analysis

An economic evaluation may use a simple qualitative process or a more complex quantitative cost-benefit analysis (CBA), which is fit for purpose. Undertaking a preliminary assessment in Stage 1 scoping will assist councils to identify the type of economic evaluation that is appropriate for their location.

Where both impacts and complexity are high, as indicated by the criteria below, it is likely that detailed socio-economic analysis and evaluation will be required to support decision-making.

Indicators of high complexity and high impact include:

- the response is addressing high or extreme risks, as indicated in a preliminary risk assessment
- the option involves major investment (see information on potential thresholds from [Treasury Guideline 2007](#)) by council and partners (e.g. land holders) or any direct investment by state agencies
- the response could have serious consequences for other values (such as public access or the protection of threatened species), which may not be easily managed, e.g. significant indirect or off site costs
- strong differences of opinion about the merit of different risk mitigation approaches amongst technical experts
- strong disagreement amongst community stakeholders, including local political interests
- significant potential for disagreement over defining the beneficiaries of the proposed response, or the appropriate distribution of costs and benefits amongst stakeholders
- evaluation assumptions can be clearly defined and sufficient quantitative data is available for a meaningful analysis.

The more sophisticated evaluation tools tend to be data-intensive, require higher level technical skills, and may take longer to produce results than the simpler, ‘rules-based’ alternatives. However, they provide rigorous, defensible outcomes for complex high risk decisions.

Additional information on cost-benefit analysis is available in the [coastal management toolkit](#) (see *Funding and financing*).



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Figure B3.4 shows a process for selecting the appropriate level of response evaluation, based on a matrix of impact and complexity. There are two basic levels, but simple economic assessments may be scaled to an intermediate level where data is available or specific issues need more detailed consideration.

Examples of situations where there may be low impact, low complexity and an acceptable level of risk would include consideration of options to locate a toilet block or car park adjacent to a beach.

Examples of situations where there is potentially high impact, high complexity and unacceptable risk may include controversial, expensive defence structures which could adversely impact on social, economic and environmental well-being.

Where there is uncertainty as to whether the impact or complexity is sufficient to warrant a detailed economic appraisal, councils should discuss the issues with the Office of Environment and Heritage, but generally take a conservative approach.

		Complexity of decision – conflict about decisions, uncertainty about timing of impacts, distribution of impacts	
		LOW	HIGH
Risk Impact – human, social, environmental	HIGH	Simple analysis may be scaled up to an intermediate level cost-benefit analysis. At this level Monte Carlo modelling (coastal management toolkit see <i>Funding and financing</i>) or significant social analysis may not be necessary, but some detailed costing e.g. for maintenance, is required	Formal, detailed CBA; data intensive. The coastal management toolkit (see <i>Funding and financing</i>) provides thresholds for use of this type of evaluation
	LOW	Simple cost-benefit analysis These assessments ask the same questions as the more complex forms of analysis, but use qualitative analysis and expert opinion rather than quantitative data	Intermediate level cost-benefit analysis

Figure B3.4: When is a detailed CBA required?



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Figure B3.5 shows possible applications of a cost-benefit analysis (CBA). For example, the analysis within a cost-benefit analysis may be used to compare the relative costs and benefits of a coastal protection strategic approach and a planned retreat or settlement realignment strategic approach, in open coast or estuary foreshore settings. A cost-benefit analysis may also be used to compare the costs and benefits of different designs of coastal protection structures.

This may include structures with different design lives, or constructed with different materials, or with and without beach nourishment, or including access and amenity measures (such as a built in walkway along the top of the wall). A cost-benefit analysis may also be used to evaluate the costs and benefits of any proposed management strategy or action against the current management approach.

In each case, the objective of the detailed cost-benefit analysis is to highlight how the proposed strategic management approach differentially benefits or impacts on coastal values that are important to the affected community, stakeholders and investors. This provides a robust understanding of assumptions and evidence to inform decision-making.

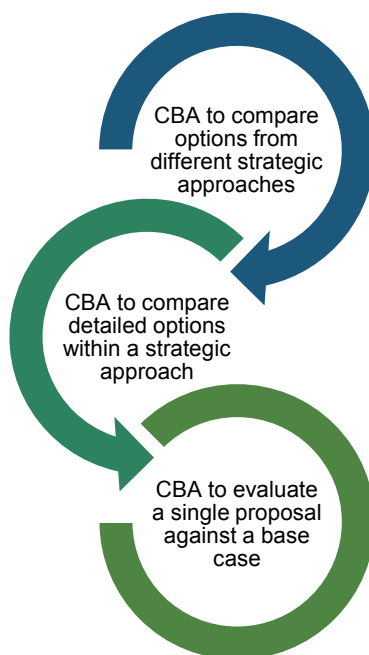


Figure B3.5: Applications of a CBA for coastal response evaluation

3.9 Securing funding to implement the coastal management program

3.9.1 Principles

The costs of implementing a coastal management program should be equitably shared. Cost sharing arrangements should reflect the benefit derived from coastal management actions and minimise cross-subsidies, and additional burden on taxpayers. The mechanisms used to enable cost sharing should be efficient, transparent to the community and relatively easy to understand.



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Councils must take the following seven principles into account when determining the appropriate allocation of costs associated with coastal management (**Table B3.5**).

Table B3.5: Cost sharing principles for coastal management

Principle	Definition
Aligned with local and strategic objectives	Cost sharing should be consistent with the agreed strategic management direction for that part of the coast and be consistent with other government objectives at the state and local level.
Reflect benefit derived	Cost sharing should have regard to the beneficiaries of the action and the relative benefits enjoyed by each party. Where only private benefits are derived and the capacity to pay is limited, consideration should be given to whether greater public benefit could be derived from (Commonwealth, state or local government) investment in other activities.
Reflect full capital expenditure and operational expenditure of the option	Where practical to do so, cost sharing arrangements should recover all costs associated with coastal management activities and ensure adequate resources are allocated to enable effective action.
Minimise cross subsidies	Costs should be shared based on direct impacts and at a level that is proportional to the effort devoted to providing activities.
Encourage efficient costs	The level and structure of costs should be based on the most efficient and effective way of delivering actions, whether these are to protect or relocate or undertake other management or planning actions
Simple and predictable	The cost sharing mechanism should be simple to administer and monitored against results.
Effective implementation	Cost sharing arrangements should be decided in consultation with relevant parties, be transparent and be reviewed regularly.

3.9.2 A mix of funding mechanisms will be needed

There is likely to be a mix of contributors to the costs of implementing a coastal management program. The range of potential beneficiaries/contributors includes:

- at-risk property owners, not-at-risk property owners and beach users/non beach users who either reside or own a property within the local community
- visitors from elsewhere within the local council area who do not live in the local community, and out-of council area visitors
- non-beach-related or beach-related businesses, with beach-related businesses being either tourist-dependent or local community dependent
- local government and state government asset owners, where state agencies include infrastructure agencies, environment asset agencies and natural resource agencies
- Commonwealth government where there are national benefits for example tourism and hence the overall economy, but in particular where the program is aimed at reducing the potential for future need of emergency management or disaster relief funding from the Commonwealth.

The role of each of these groups in the implementation of a coastal management program will vary depending on the nature of the actions proposed and who benefits from those actions. As a result, funding approaches will vary between coastal management programs, and councils may need to use a mix of mechanisms to enable cost sharing and securing of funds from the relevant groups.

The cost-benefit analysis and distributional analysis will assist councils to identify the mix of contributors and determine equitable contributions to be included in the business case for coastal management.



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3.9.3 Potential funding mechanisms

Detail to support councils' consideration of funding and financing mechanisms is provided in the [coastal management toolkit](#) (see *Funding and financing*). Many of these mechanisms, such as local rates, levies and charges are already familiar to the community.

State land and assets

Councils are to consult with public authorities when the coastal management program proposes actions or activities to be carried out by a public authority or relates to, affects or impacts on any land or assets owned or managed by that public authority. State agency land and assets may include, for example, Crown land, the reserve estate, state roads, railways, airports and state water and wastewater treatment infrastructure.

Public authorities must have regard to coastal management programs and this manual in the exercise of their functions, where relevant. There is the opportunity for coordination and co-investment by councils and agencies in the implementation of coastal management activities.

Other sources of state funds

There has historically been a range of State funds and grants that have been available for coastal management. The rationalisation and consolidation of these funds and grants consistent with the objectives of the draft CM Bill, will provide a transparent and structured source of funding for implementation of coastal management programs. This will support actions that demonstrate broad public benefit within a robust plan to deliver a sustainable improvement in enjoyment of public amenity and use of the coast.

3.9.4 Potential financing mechanisms

A range of funding mechanisms are available to enable councils to resource the cost of implementing coastal management actions consistent with agreed cost sharing arrangements. However, in some circumstances, councils may need, or wish to take the opportunity, to access financing to enable the timely implementation of those actions.

Borrowings are a primary financing mechanism used by councils; however, more innovative approaches should be considered. In the case of coastal management, the funding mechanisms identified should be used to be self-sufficient for the particular project or to support loan repayments.

3.9.5 Other mechanisms to support coastal management program implementation

There are other approaches councils might adopt to reduce costs, leverage effort and coordinate action to support the implementation of a coastal management program. These should be considered in the business case for coastal management. Councils are encouraged to consider such opportunities, examples of which are:

- Coordination with councils that have similar requirements, such as beach nourishment programs. Councils should develop arrangements for sharing the cost of coastal management programs, particularly in situations where consistent approaches are required across local government boundaries and/or economies of scale could produce opportunities to reduce costs.
- Coordination of state and local government programs. The NSW Department of Primary Industries (Lands) undertakes dredging to improve navigational access to state-owned maritime infrastructure. There are some opportunities for local councils and Lands to work together to determine the feasibility and appropriateness of using dredged



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materials in beach nourishment activities, noting that this potential depends on a number of legal and practical factors such as the character and quality of the dredged material.

- Engaging with volunteer groups. The [coastal management toolkit](#) provides examples of the successful implementation of on-ground works in the coastal landscape through volunteer groups such as Landcare and Coastcare (see *Case studies*).

Over the last 40 years volunteers have made a substantial contribution to effective coastal planning and management. Volunteers have also been involved in coastal monitoring through citizen science programs.

Examples include beach behaviour monitoring at a number of locations, the King Tide photography program and monitoring and restoration programs for estuary water quality, migratory waders, coastal wetlands, dunes and coastal biodiversity. The business case should consider management actions that could be taken on by volunteer groups.

3.9.6 Developing a business plan

Councils must combine their vision strategies and strength, weakness opportunity and threats (SWOT) analysis with the outputs of their economic analysis to develop a business plan that demonstrates that the proposed outcomes and funding mechanisms for their coastal management actions are viable and consistent with their IP&R objectives and Resourcing Strategy.

The business plan is to provide details of the distribution of the costs and benefits to council, public authorities, stakeholders and the environment.

3.10 Moving to Stage 4

At the end of Stage 3, councils will have identified, in consultation with stakeholders and the community, potential responses to reduce coastal risks and to enhance opportunities that benefit the coastal environment, and the social and economic wellbeing of the local community.

These responses will have been evaluated in a fit for purpose way, to identify a package of coastal management responses which:

- manages unacceptable risks to an acceptable or tolerable level
- is consistent with state and local objectives and vision for the coast and creates environmental, social and economic opportunities
- is both feasible and viable
- is consistent with the council's Resourcing Strategy
- can be justified by a robust business case that also recognises uncertainty and the need for ongoing monitoring of progress.

This package of actions will be taken forward into the preparation of the draft coastal management program in Stage 4.



CONSULTATION DRAFT

NSW Coastal Management Manual

Part B, Stage 4

Preparing, exhibiting, finalising, certifying and adopting the CMP

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Stage 4 – Preparing, exhibiting, finalising, certifying and adopting the CMP

4.1 Purpose of Stage 4

Stage 4 is about the preparation of a draft CMP, its exhibition, managing feedback from stakeholders and finalisation of the draft CMP for submission to the Minister for certification. The Minister may seek advice from the NSW Coastal Council before deciding whether or not to certify the CMP. Once certified, completion of the process requires the CMP to be adopted by council and gazetted. The steps in Stage 4 are illustrated in Figure B4.1.



Figure B4 1: Finalising the CMP

4.2 Mandatory requirements and essential elements

Section 17 of the draft CM Bill sets out matters to be dealt with when certifying a CMP. Essential elements 10, 11, 12, 16, 17, 18, 19, 20, 21, 22, 23 and 28 apply to Stage 4.

4.3 Outcomes for Stage 4

Essential element 10 outlines the outcomes and structure of a CMP.

By the end of Stage 4, council will have adopted its certified CMP, which will have been gazetted and is then ready for implementation.

The CMP should be a clear and succinct statement of proposed actions to meet state, regional and local coastal management objectives. It should address coastal management

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issues applicable to the area to which the program applies and identify integrated and strategic actions.

4.3.1 Components of a CMP

A CMP should include:

- a summary statement of the overall CMP strategy that demonstrates how the CMP provides an integrated and sustainable program of coastal management in line with the objectives in the draft CM Bill, any regional objectives and the objectives of the council
- coastal management actions to be implemented by council through IP&R and land-use planning processes which are consistent with the Strategy Statement and are the responsibility of the council, and also the actions to be implemented by adjoining councils (where relevant) and public authorities
- a brief summary of the business plan outlining the key components of the funding strategy for the proposed actions
- where the CMP is being prepared for a coastal vulnerability area, a coastal erosion emergency action sub-plan, and
- a map (or maps) showing linked actions for each relevant coastal management area along the coast. These maps should include adjoining local council areas where cross-boundary management needs to be consistent or fully aligned to address issues such as regional scale sediment compartment processes, or where an estuary or wetland and its catchment straddles a council boundary.

Supporting documentation for a CMP will include:

- a detailed Coastal Strategy Statement which provides context and objectives and establishes council’s strategic direction(s) for the coast
- a detailed business plan for implementation of the CMP, and
- a listing of all detailed reports relied on in the preparation of the CMP, and a statement as to how these documents may be publically accessed.

The components of a CMP are shown in Figure B4.2.

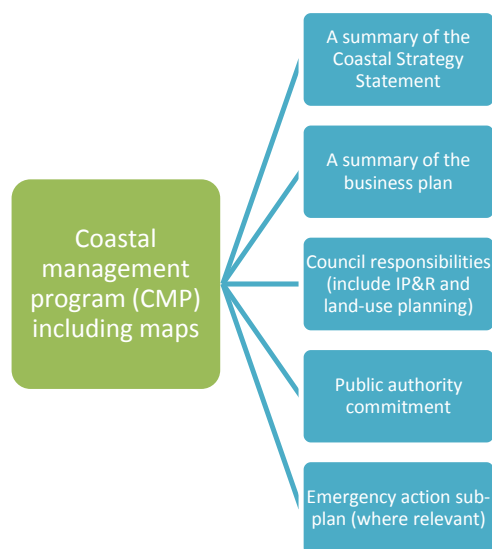


Figure B4.2: Components of the CMP

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4.3.1.1 Coastal Strategy Statement

The Coastal Strategy Statement should provide a robust, integrated and strategic approach to managing short, medium and long-term coastal vulnerabilities and opportunities, to achieve a resilient and sustainably managed coast, consistent with the objects and management objectives in the draft CM Bill.

The Coastal Strategy Statement should build on information developed at the scoping study stage (Stage 1) such as:

- the area of land and waters that is the subject of the CMP and the rationale for selecting that area, including identification of any local scale management units. The CMP may include all or part of the four coastal management areas, namely, coastal wetland and littoral rainforest area, coastal vulnerability area, coastal environment area and/or coastal use area and hence the Strategy Statement should contain the rationale for selection and integration of any of the coastal management areas
- council's objectives for its coast, and how they align with the state's objectives for the coast of NSW and hierarchy of management objectives for the four areas of the coastal zone (if present). Specific localities where one or more objectives has been given priority over other objectives at the local scale, should be identified
- a summary of key coastal processes, socioeconomic context and coastal environmental processes and values that frame coastal decision-making for the local council:
 - for coastal wetlands and littoral rainforests the sensitivity of the habitat to catchment land uses and to changes in coastal water levels should be explained
 - for coastal vulnerability areas factors which establish the strategic context for risk, such as whether the relevant coastal sediment compartment is stable, leaking or losing sand (and where that sand is going) should be identified. The CMP should also explain critical contextual issues affecting shoreline erosion in estuaries and coastal lakes. The CMP should recognise that the coast is dynamic and ambulatory and manage coastal risks at time scales ranging from immediate to beyond 100 years
 - for coastal environment areas, strategic factors should include the sensitivity of any estuary or coastal lake or headland to factors such as nutrient, organic, acid or sediment load, invasive species or fire, which derive from surrounding land uses
 - for coastal use areas, the significance of the coast dependent economy and the contribution of the coastal landscape to the social vitality of the area should be highlighted
- key stakeholders and their interests, including public authorities and the local Aboriginal community, businesses, residents, rate payers, community groups and visitors
- council's proposed strategic direction for each of the identified coastal management areas. Proposed management actions should be consistent with the strategic direction for each part of the coast
- expected coastal change (including climate change, population growth and land-use change) and specific mechanisms to manage change. This should include trigger points or indicators of when a proposed strategic approach would no longer be considered a viable part of the strategic approach and proposed change management processes. Examples include potential transition from 'no regrets' or 'watch and review' strategies to coastal protection or managed retreat strategies.

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4.3.1.2 Business plan

Section 15 of the draft CM Bill sets out matters to be included in a CMP and essential element 12 discusses the preparation of a business plan for a CMP.

Councils must develop a business plan that demonstrates viable funding mechanisms for proposed coastal management actions that are consistent with their IP&R Resourcing Strategy. In the business plan, councils should:

- identify and consider the full capital, operational and maintenance costs of potential coastal management actions
- identify the distribution of costs and benefits of potential management actions. The distribution analysis should consider council, agency, directly affected coastal community stakeholders (such as landholders in coastal vulnerability areas), indirectly affected coastal community stakeholders and the environment
- how funding and financing will be secured for both short to medium-term actions and actions that will be delivered in the longer term, including capital works and ongoing maintenance obligations
- demonstrate how the costs of coastal management actions will be apportioned among beneficiaries, taking into account capacity to pay, and
- how council will work with public authorities, adjacent councils, private landholders and the broader community to manage investment in coastal issues, scheduling of activities and the delivery of overarching benefits.

4.3.1.3 Council responsibilities

Section 15 of the draft CM Bill sets out matters to be addressed in a CMP and section 22 deals with implementation of a CMP by councils. Essential elements 10, 11, 16 and 17 are relevant.

The CMP must identify proposed actions and how they will be implemented, including:

- actions for each coastal management area covered by the CMP, consistent with the hierarchy of management objectives established in the draft CM Bill
- land-use planning controls to support the implementation of the CMP strategy, such as amendments to the local environmental plan or development control plan under the *Environmental Planning and Assessment Act 1979*
- actions to be implemented by councils as part of their IP&R framework, including actions, policies or plans relating to coastal infrastructure, access, amenity and environmental protection or enhancement. Councils should:
 - identify which of the management themes from the Community Strategic Plan and/or strategic directions that the coastal management actions relate to
 - identify relevant objectives and performance targets from council's Community Strategic Plan against which progress will be measured, and
 - identify where and when the proposed actions will be delivered, from the current operational plan, this four year program or later, through to long-term commitments for maintenance or replacement of assets. These commitments may extend beyond the review timeframes for both the IP&R framework and the strategic review of the CMP

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- identify any potential contingent liabilities if the CMP were to be varied in the future. These might include, but would not be limited to, council making a decision in the future which would result in an action being curtailed where that action had been relied on for the issuing of consents, such as a long-term beach nourishment program or seawall maintenance and upgrade
- council’s roles and responsibilities for coastal emergency management for coastal vulnerability areas
- identification of viable funding and financing arrangements for delivery of actions that are council’s responsibility (see section above in relation to the business plan) including consideration of long-term funding issues including maintenance, and
- how the delivery and outcomes of coastal actions will be monitored and reported. Monitoring, review and reporting of CMP delivery and outcomes are required in relation to the draft CM Bill and the IP&R framework.

The CMP should be consistent with council’s Community Strategic Plan and Resourcing Strategy and provide input to council’s Delivery Program. The CMP should therefore present schedules of proposed actions in a similar format to the IP&R framework.

Where the CMP includes actions that need to be coordinated across more than one local council, the CMP should explain how coordinated resourcing and delivery will be achieved.

During Stage 4, councils should engage with public authorities about proposed actions that would be the authority’s responsibility.

4.3.1.4 Public authority responsibilities

Section 16 of the draft CM Bill sets out requirements for consultation with public authorities. Section 23 of the draft CM Bill sets out requirements for public authorities when a council has a certified and adopted CMP.

Councils share responsibility for implementing and resourcing actions in the coastal zone with public authorities. The preparation and implementation of CMPs by local government is a key mechanism for achieving the state’s objectives for integrated management of the coast, supplementing the state’s own investment in the protection, maintenance and enhancement of important coastal values.

A CMP is to include written confirmation from relevant public authorities that they accept any action identified to be allocated to them and will work with the council to achieve agreed objectives and outcomes.

Examples of actions which may be included in a CMP which are the responsibility of a public authority and should be integrated with actions by councils include:

- construction, upgrade or repair of infrastructure such as entrance training walls and minor ports infrastructure
- some dredging programs to maintain safe navigation access or to provide sand which can be used for beach nourishment
- construction or upgrade of water supply (including desalination) and wastewater treatment systems, including discharges to groundwater or land or to marine or estuarine waters in the coastal environment
- management of access (such as a shared path for cyclists and pedestrians) through a Crown reserve, where a pathway continues along the shore on council managed land

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- joint council and public authority programs to manage invasive species or pollution sources, and
- emergency response actions.

Public authorities are required to have regard to certified and gazetted CMPs (and in consequence, the objects of the draft CM Bill) when preparing, implementing or reviewing plans of management and when carrying out their functions.

4.3.1.5 Emergency response actions

Section 15 of the draft CM Bill sets out requirements for emergency response action sub-plans on beaches that are eroding.

The coastal erosion emergency action sub-plan in the draft CMP should include council's preparation responsibilities, triggers for emergency actions, a clear statement of how council will and will not respond (linked to the strategic direction for coastal management units) and how post emergency rehabilitation of coastal lands under council's care and control will be managed.

The draft coastal erosion emergency action sub-plan must also identify any emergency response actions that will be the responsibility of a public authority.

4.3.2 Supporting documentation

The technical studies and analysis that provide the evidence and rationale for council's decisions about coastal management priorities, strategic responses and specific actions must be publicly available.

These documents should be provided to OEH for review at relevant stages of the planning process.

4.3.3 Reviewing a CMP

A certified CMP may identify responses, actions and commitments which continue beyond the 10 year time frame and hence the CMP review process must take this into account.

Councils will review and report progress in implementing the CMP as part of their IP&R framework and in doing so, are to take into account the implications of the longer-term commitments that may be inherent in the CMP. These include actions that will need to be continued in order to support consents that have been issued on the assumption that the management regime certified and adopted in the CMP will be ongoing.

4.4 Consultation and exhibition of the draft CMP

Section 16 of the draft CM Bill and essential elements 18, 19 and 20 discuss consultation during the preparation of a CMP.

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Councils are required to consult about the draft CMP, including:

- with OEH throughout the development of the draft CMP
- with public authorities to confirm their commitment to actions in the CMP
- with adjoining councils, where management issues cross council boundaries and proposed actions will require coordinated implementation, including determining how coastal management actions will be prioritised in each council’s IP&R framework, and
- through exhibition of the draft CMP (new or amended).

The exhibition process should be consistent with the mandatory requirements of the draft CM Bill and other exhibition requirements under the *Local Government Act 1993*. It should be consistent with the stakeholder engagement strategy developed as an outcome of **Stage 1** and should incorporate the following elements:

- a minimum period of 28 calendar days
- opportunities for stakeholders to obtain information about the draft CMP and provide feedback, and
- clear information about how feedback will be used in finalising the CMP.

Figure B4.3 shows the steps that council will undertake in exhibiting, finalising, certifying and adopting their CMP.

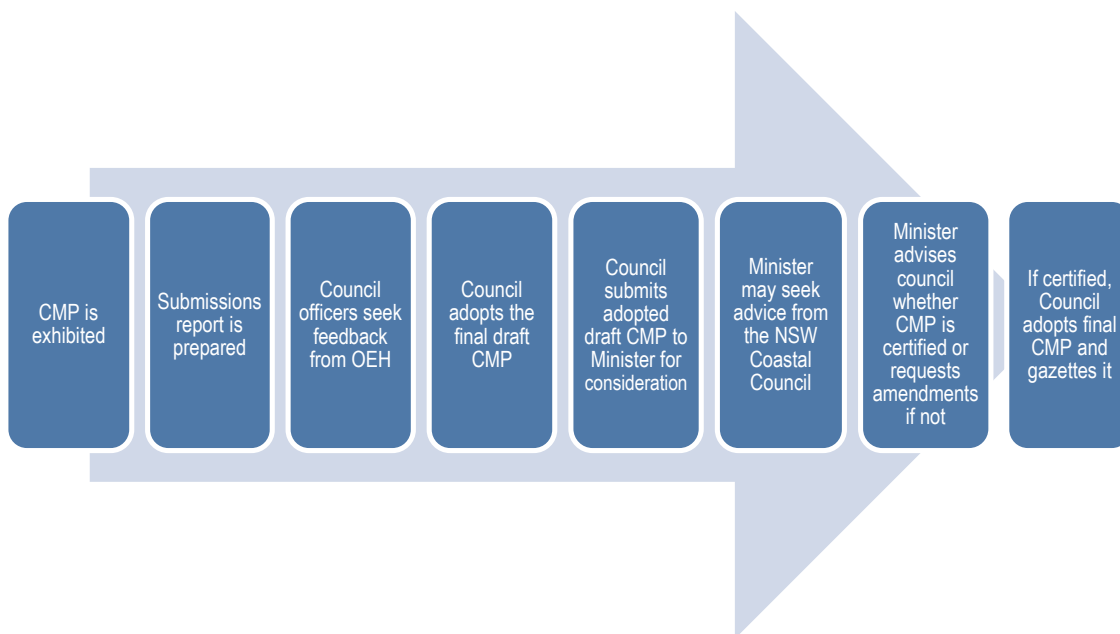


Figure B4.3: Steps from exhibition to gazettal of a CMP

4.4.1 Submissions report and finalising the CMP

A submissions report should be prepared that formally and transparently documents issues raised during the exhibition period. The report should include details on the number of submissions, sources of submission (by stakeholder, locality and issue) and how any concerns that have been raised will be addressed in the final draft CMP.

The submissions report should include the results of consultation with adjoining councils and public authorities.

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Councils will prepare a final draft CMP, which incorporates any changes they decide are necessary to accommodate the feedback received during the exhibition process. Council officers should consult with OEH about the final draft CMP to ensure consistency with the state’s requirements before it is considered for adoption by council.

4.5 Certification of the CMP

Section 17 of the draft CM Bill and essential elements 21, 22 and 23 set out matters to be dealt with when certifying a CMP.

Councils should submit the final draft CMP to the Minister. The Minister may seek advice from the NSW Coastal Council before deciding to certify or not certify the draft CMP.

4.6 Adoption of the CMP

Section 19 of the draft CM Bill and essential elements 23 and 28 set out requirements for gazettal and public availability of a certified CMP.

Once a draft CMP has been certified by the Minister, it needs to be formally adopted by the council. Councils notify the making of the CMP in the NSW Government Gazette. An adopted, certified CMP should be available to the public, in hard copy at the council office and on the council’s web site.

Councils are required to conduct a strategic review of the CMP at intervals of not more than 10 years. A council may review the CMP sooner whenever there are significant new circumstances which need to be taken into account.

Implementation of an adopted CMP is discussed in Stage 5.



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NSW Coastal Management Manual

Part B, Stage 5

Implementing, monitoring, evaluating and reporting

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5.1 Purpose of Stage 5

Stage 5 contains information about implementing the actions contained in a certified and adopted CMP in partnership with adjoining councils and public authorities where relevant. Implementation includes ongoing monitoring and reporting of performance of a CMP to meet the requirements of the IP&R framework and the draft CM Bill.

5.2 Mandatory requirements and essential elements

Clause 22 of the draft CM Bill relates to the implementation of CMPs by local councils. Essential elements 23 and 24 relate to adoption and implementation of the certified CMP and essential elements 25, 26 and 29 refer to alignment of CMP delivery and review with council's IP&R framework.

Clause 23 of the draft CM Bill and essential element 30 outline the need for public authorities to have regard to the priorities of the CMP in their roles and particularly when preparing their plans of management or other coastal management programs.

5.3 CMP implementation processes

5.3.1 Implementing the CMP in partnership with other councils and public authorities

There are mutual benefits to local councils and public authorities in working together to deliver CMPs. Public authorities are required to prepare plans of management and policies or programs relating to their coastal responsibilities which explicitly recognise the:

- objects of the draft CM Bill in terms of their objectives and contents, and
- priorities of a CMP.

These responsibilities and plans of management may include settlement and infrastructure strategies for coastal regions; regional economic development or tourism strategies; regional environmental or biodiversity strategies; waterway dredging programs; plans of management prepared for lands managed under the *Crown Lands Act 1989*, or the *National Parks and Wildlife Act 1974*; and management plans prepared for recreational boating or other use of coastal waterways.

Councils should develop and maintain clear communication about coastal priorities with adjoining councils and with public authorities with responsibilities in the coastal management areas, to facilitate integrated delivery of projects and programs.

Councils should maintain records of ongoing consultation with public authorities and adjoining councils, as part of the evidence which should be available in the event of an audit of implementation of the CMP by the NSW Coastal Council.

5.3.2 Implementing the CMP through IP&R

It is expected that a council will implement actions in a certified CMP in conjunction with its community. Projects and priorities should be set out in the Community Strategic Plan, Delivery Program and Operational Plan.

Figure B5.1 shows how the CMP process informs and is informed by the elements of the IP&R framework. More detail about what is involved in integrating coastal management in the ongoing planning and delivery process for council’s broader responsibilities is in the following sections.

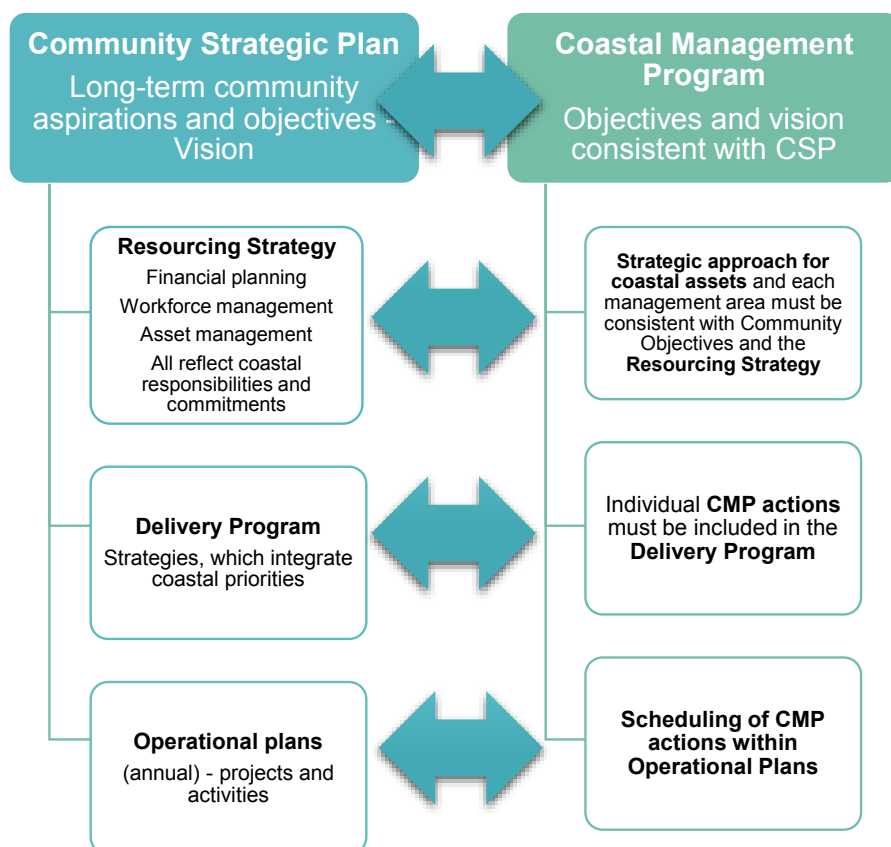


Figure B5.1: Relationship between the CMP and elements of the IP&R framework

Integrating coastal management with the Resourcing Strategy

The Resourcing Strategy quantifies a council’s financial responsibilities from the Community Strategic Plan and is critical to the implementation of cost effective coastal management actions.

Under the IP&R framework, councils prepare their strategic financial planning on a 10 year timeframe, also accommodating longer-term infrastructure and planning commitments. Councils should be aware that the actions/works required to effectively implement a sustainable CMP may extend well past the 10 year timeframe. There may be potential contingent liabilities in terms of consents and asset management commitments (including construction, maintenance or upgrading of coastal protection works or actions) if this longer-term timeframe is not included as a key consideration.

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Councils refine their financial planning in the delivery stages (Delivery Program and Annual Operational Plan), so integrating coastal zone management into council’s financial planning is an iterative and multi timeframe process.

Figure B5.2 shows how the CMP should be linked into council’s financial planning processes for long, medium and short timeframes.



Figure B5.2: Linking CMP processes with council’s financial planning within the Resourcing Strategy

Implementation of the CMP through the Delivery Program and Operational Plan

The Delivery Program is ‘the point where the community’s strategic goals are translated into actions’ (IP&R Manual).

In the IP&R framework, the Delivery Program is a fixed four year plan, which is a statement of commitment from each newly elected council. Each new Delivery Program is intended to be the central reference point within council for decision-making and performance monitoring for a four year period.

The CMP should do the following to assist its incorporation into the Delivery Program:

- distinguish those coastal management actions which are council’s responsibility from those which are the responsibility of a public authority
- identify ongoing programs and commitments for the coast, including social or environmental enhancement programs and capital works programs
- demonstrate that resourcing is identified in council’s long-term financial planning. The CMP must include discussion of council’s priorities for expenditure/investment and how the balance has been established between short, medium and long-term costs and benefits, to maintain sustainable financial and environmental outcomes. The CMP should also highlight any funding for coastal actions that is expected to be contributed from private stakeholders (including landholders and volunteers) or public authorities

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- demonstrate that the actions are consistent with the ‘level of service’ expected by the local community. For instance, this relates to the condition of coastal wetlands, littoral rainforests and environmental areas; the level of protection of assets; and the type/quality of coastal access and enjoyment offered. This is closely linked to the community’s tolerance of risk and how much extra the community is prepared to pay for coastal management, and
- identify specific responsibilities for delivery within council.

Linking with the Asset Management Plan

Built assets and infrastructure are the focus of the Asset Management Plan; hence, to facilitate integration:

- the CMP should identify all council assets in the relevant coastal management areas, including essential community infrastructure and access and amenity assets. It should identify management actions for these assets to mitigate unacceptable risks and to maintain service delivery
- the CMP should provide a service standard for coastal assets, related to safety, structural integrity and amenity
- the CMP should highlight where actions are proposed to manage council’s coastal assets over the coming 10 years, including actions to reduce coastal risks to and associated with essential infrastructure, and actions to enhance coastal access and amenity infrastructure
- the CMP should identify infrastructure assets which will be affected by coastal hazards in timeframes beyond 10 years, to at least 100 years and any projected asset maintenance, rehabilitation and replacement costs, particularly in coastal vulnerability areas
- councils should report on the condition of coastal assets and the extent to which coastal management actions have achieved objectives and service standards for those assets, and
- regular review of the CMP should be aligned with requirements for continuous improvement of asset management capability, effectiveness and community satisfaction.

5.3.3 Implementing the CMP through the land-use planning system

A council’s Community Strategic Plan sets out high level strategic objectives and guides the preparation of local land-use planning strategies and the Local Environmental Plan (LEP).

Strategic planning

In the preparation of local land-use strategies such as settlement strategies, tourism strategies and conservation strategies, councils must demonstrate consistency with relevant state environmental planning policies (such as the proposed CM SEPP), objects and requirements of the *Environmental Planning and Assessment Act 1979* (EP&A Act), objects of the draft CM Bill, regional scale planning strategies and with local planning directions under the EP&A Act.

To be effective in achieving the state’s objectives for the coast, all the strategic plans should be consistent with each other in the way that they deal with the social, environmental and economic values, vulnerabilities and opportunities of the coastal management areas.

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Land-use and development controls in the LEP and DCP

The LEP is an important tool to give effect to land-use planning strategies by applying zones which are consistent with coastal vulnerabilities associated with coastal hazards and environmental sensitivity.

The Development Control Plan (DCP) must be consistent with the LEP but may contain more detailed development controls for all coastal management areas.

In combination, zoning and development siting, design, construction and operational decisions (in the DCP) should encourage development which avoids and mitigates risk by reducing the exposure of development and assets to coastal hazards, protects important environmental assets and values, and at the same time enhances opportunities for appropriate growth and the ongoing viability of coastal communities.

The management objectives for coastal environmental areas and coastal wetlands and littoral rainforest areas and relevant buffer areas should be linked to land-use planning controls. The LEP may identify appropriate development or include controls which prohibit or limit inappropriate development in sensitive coastal environmental areas or coastal wetland and littoral rainforest areas (including catchments and specified buffer areas). These controls are intended to protect and enhance the natural assets and services provided by coastal management areas which support vibrant coastal communities.

It is essential that the zoning in the LEP is consistent with medium and long-term coastal hazards, including extreme events and sea level rise. Provisions in the LEP may prohibit specific types of development in coastal vulnerability areas, to control increases in unacceptable risk associated with erosion, inundation, coastal cliff and slope instability and other hazards.

Councils should consider the following matters in strategic planning for coastal vulnerability areas:

- the results of coastal vulnerability studies
- the influence of coastal protection measures on land-use capability
- opportunities to accommodate appropriate growth in coastal communities
- existing developed areas in coastal communities, and
- maintenance of foreshore access, amenity, open space and protecting the coastal environment.

The coastal use areas are a primary focus for land-use planning considerations.

Development control in these areas should reflect coastal values such as water quality, accessibility, scenic amenity and protection of coastal open space and recreational areas from overshadowing by the height and bulk of urban development. **Figure B5.3** shows the various influences on the LEP.

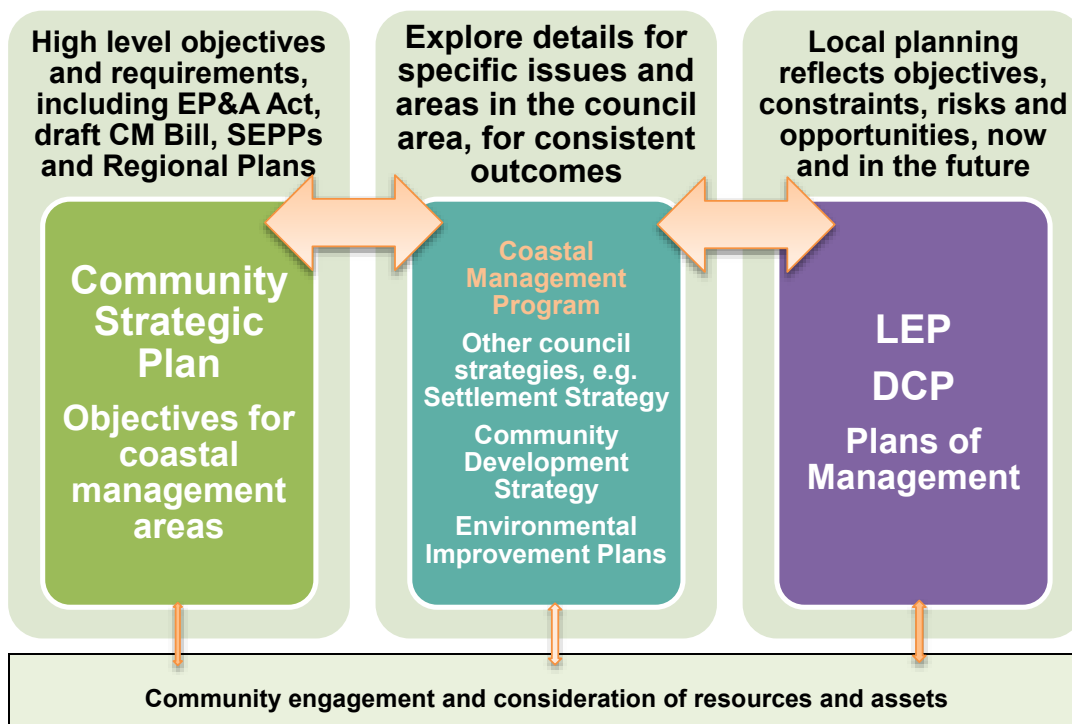


Figure B5.3: The LEP controls development consistent with strategic objectives and plans

Compliance and enforcement

Compliance and enforcement arrangements are essential to ensure the orderly management of the coastal zone. They act to ensure that unauthorised works in the coastal zone do not increase erosion, introduce public safety hazards or cause other impacts on beaches that create legacy issues for coastal communities.

At any time during the preparation of or after the gazettal of a CMP, it is important that councils undertake compliance and enforcement activities when illegal or unauthorised activities take place, to minimise environmental impacts and to minimise the likelihood of public safety issues arising from poorly designed, placed and maintained works.

5.4 CMP monitoring, evaluation and reporting

The purpose of developing and implementing a CMP is to bring about positive change or improved outcomes for the coast. Therefore it is important to monitor and review progress towards these outcomes at regular intervals. The annual IP&R reporting system provides the opportunity to formally report on monitoring.

Councils and public authorities (where relevant) should develop and implement a monitoring program for the CMP, which covers issues such as:

- whether the priority actions for the planning period have been delivered as intended:
 - Were actions delivered within the agreed budget and timeframe?
 - What factors influenced the feasibility of implementation?
 - What lessons have been learnt about constraints or opportunities in the delivery of coastal management actions?

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- whether the implemented actions achieved the intended outcomes for the coastal wetlands and littoral rainforest areas, coastal vulnerability areas, coastal environment areas and coastal use areas:
 - What factors influenced the achievement of outcomes from actions implemented during this period?
 - Is there any new evidence about the resilience of outcomes achieved from actions in previous reporting periods? For instance, has dune revegetation been impacted by a recent coastal storm event? Has the presence of a safe and interesting coastal walkway continued to attract visitors, enhancing the local coast dependent economy?
 - Are coastal risks increasing or decreasing?
 - What is the community's level of satisfaction with the safety, accessibility, liveability and amenity of the coastal landscape?
 - Are consultation and communication processes working as intended?
- the overall condition of coastal lakes and lagoons and estuaries in the council area or region: Is the health of the coast trending in a manner consistent with the objects of the draft CM Bill?
- whether any critical thresholds have been passed. Outcomes of implementation of the CMP should be assessed against thresholds for:
 - changing the strategic management direction for beaches subject to ongoing erosion and recession
 - estuary health, and
 - socioeconomic vitality, such as closure of cafes or general stores in response to loss of permanent housing or visitor accommodation in coastal communities.

Councils should work with public authorities, with neighbouring councils and the broader community to implement the coastal monitoring program and to make the results publicly available.

5.4.1 Fit for purpose design of monitoring programs

Multiple publications from the NSW Government, non-government organisations and universities provide guidance on the design of monitoring programs to track changes in the condition of coastal ecosystems and the social and economic vitality of coastal communities. Examples of relevant technical guidelines are included in the coastal management toolkit.

Issues to consider when designing a CMP monitoring program include:

- Which questions need to be answered (what is the data for)? Will the data be used to evaluate a technical process or broader landscape and community resilience and satisfaction?
- What should be measured and how? Is it practical to measure these indicators, or are simpler surrogate indicators needed?
- What is the right spatial scale, to take into account the spatial scale of coastal processes?
- What is the right timeframe for monitoring coastal management outcomes and how frequently should measurements be taken? The best monitoring programs are designed to produce data which can be aggregated for meaningful interpretation at different time scales.
- What is the evaluation timeframe? Not all coastal parameters vary at a time scale suited to annual or four yearly reporting or 10 year reviews.

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- How will CMP monitoring integrate with other strategic or regional scale environmental and social monitoring/indicators?
- Is the monitoring relevant to public or private assets, or both?
- Who will undertake the measurements?
- How will the results be recorded (and who is responsible for maintaining data bases)?
- How will results be analysed?
- How will results be coordinated and shared to get tailored and cost effective data?
- How will the results be used to improve management performance?
- Can stakeholders and the community be involved in monitoring, reporting and evaluation processes? Involving the community in the design and implementation of the monitoring program helps build a sense of community ownership of coastal values.

A council's coastal monitoring program should focus on critical information needs for the evaluation of its specific coastal management actions, to improve the council's management of the coast. Not all indicators are relevant to all parts of the coast and councils should be very clear what the objectives of the monitoring are.

The monitoring program should not duplicate existing monitoring programs and it should make responsibilities clear. Complex monitoring programs for water quality or ecological indicators can be expensive and labour intensive and may not be practical or necessary for all coastal councils. They can also create large amounts of complex data that is hard to interpret.

The monitoring program developed for the implementation of the CMP should align with the monitoring program that has been established to support the implementation of council's IP&R framework, which requires monitoring and reporting of implementation and outcomes at yearly and four yearly intervals. To be consistent with the IP&R requirements, the CMP monitoring program should:

- identify actions from the CMP that have been implemented in each council term, including what was done, the investment required, partners involved and any information about community satisfaction with the outcome
- identify coastal change over the four year period, noting factors such as any major storm events, extreme water levels and related coastal erosion or inundation impacts; and any significant estuary health events such as fish kills. This information may be reported using coastal health report cards such as those which have been developed for estuaries. The coastal management toolkit provides more information
- facilitate the flexibility to change the priority of some actions from year to year, as circumstances change, e.g. after a major storm event, and
- identify community involvement in managing the coast (e.g. through Landcare/Dunecare projects, or surf life-saving activities) or other major coastal community events.

Selecting parameters and indicators

Information about potential coastal condition indicators and measurement techniques is in the coastal management toolkit.

Examples of indicators which may be relevant to a CMP include:

- physical condition and morphology of beaches
- physical condition of estuaries and coastal lakes, including foreshore erosion and inundation, materials exposed and nearshore or deeper water sedimentation

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- condition of ecological communities in coastal environment areas such as headlands and coastal dunes
- ecological condition of estuaries, coastal lakes, coastal wetlands and littoral rainforests and their buffer areas. This could include water quality parameters (such as nutrients, clarity and acidity); fish populations; seagrass distribution and health; condition of saltmarsh and mangrove habitat; riparian vegetation and floodplain or other coastal wetlands
- community access, amenity and use. Potential measures include condition and use of coastal access infrastructure (including associated protection works); numbers of people using patrolled and other beaches, and for which activities; membership of surf life-saving clubs and other coastal community groups (conservation, recreational fishing); residential land values; coast dependent business employment and income
- community awareness of coastal hazards, threats and risks; appropriate management responses; and satisfaction with coastal management responses, and
- investment in coastal management and evidence of economic or other benefits to council, businesses, landholders and others.

Involving the community and stakeholders in the monitoring program

To help raise awareness of coastal issues, councils may involve community organisations and individuals in coastal monitoring and reporting. This could include:

- partnerships with local community groups that conduct their own monitoring programs relevant to their specific interests, e.g. migratory shorebird observations by bird groups
- a broader community workshop process to discuss environmental pressures, management responses and environmental condition
- community participation in implementing council's monitoring program in the coastal environmental areas, or participation in special monitoring events, and
- training on what the monitoring means and implications for future actions and priorities. Community monitoring programs are part of 'citizen science'.

5.5 Review of the CMP

Part B Stage 1 provides information about the requirements and matters to consider for a strategic review of the CMP to assess its overall performance. A review of a CMP should be undertaken at least once in a 10 year period. Monitoring and reporting conducted to comply with the IP&R framework will cumulatively provide valuable information for the strategic review.

Councils should be aware that the NSW Coastal Council may be directed by the Minister to undertake performance audits of the implementation of CMPs. The purpose of these audits is to determine whether a CMP is being effectively implemented, and to identify opportunities for local council capacity building.

A council will be required to provide information and records to the NSW Coastal Council on request. Outcomes of performance audits will be reported to the Minister.

The NSW Coastal Council may recommend to the Minister that remedial actions are required, including referral to the Minister administering the *Local Government Act 1993* for further consideration.

COASTAL MANAGEMENT REFORMS: QUESTIONS AND ANSWERS

A. General questions

1) Why is the coast special? Why does coastal management need its own laws and policies?

The NSW coast is one of our greatest assets. It is a dynamic and diverse landscape with unique coastal values and resources that are vital to our way of life.

The majority of us live and work within 50 kilometres of the coast. Major cities, regional centres and villages are continuing to grow on the coast. The coast is also a vital economic zone that supports most of the state's industrial and commercial activity.

Our coast also includes a diversity of coastal habitats such as beaches, dunes, coastal heaths, rock pools, nearshore waters and offshore reefs. Many of our native species depend on these habitats and ecosystems, which also include sheltered waterways, wetlands, mangroves, salt marshes, seagrass beds, sandbars and mudflats.

At the same time, the coast is an ever-changing environment that is shaped by complex coastal processes. Wind, waves, ocean currents, storm events and shifts in climatic systems are influencing the nature of the coastal landscape over time.

The important and unique environmental, social and economic values of the coast, together with its highly dynamic and complex character, require dedicated laws and policies to ensure it is sustainably managed now and into the future.

2) What are the pressures and challenges facing our coast today and into the future?

The coast is under increasing pressure from growing urban settlements, industrial and commercial activity, and tourism and recreation. Managing these human activities, while protecting the environmental and social values of the coast, and managing current and future risks, is complex and challenging.

This is made more challenging by the coastal processes that continue to change the coast over time. These natural processes can give rise to a range of potential hazards that can dramatically alter coastal landscapes and may pose risks to the important environmental, economic and social values of the coast.

Climate change is expected to increase the risk from these processes. Recently published science tells us it is not just sea level rise that will impact our coastline. Coastal erosion and flooding in the Pacific are closely linked with climate variability associated with the El Niño Southern Oscillation - which is projected to increase in frequency and intensity. This will ultimately lead to more severe coastal erosion risks in south-east coast Australia.

Existing infrastructure such as houses, commercial developments, roads, storm water and sewerage systems along some parts of the coast are at risk from these coastal hazards. With climate change and sea level rise, this risk is projected to grow over time increasing exposure both on the open coast and particularly within low lying parts of estuaries. There are also risks to coastal biodiversity values, and to social values such as cultural heritage, and public access and our enjoyment of beaches and coastal areas.

In the face of these environmental and development pressures, we need a modern, integrated framework that is up to the challenge of meeting our current needs and equipping us to face future challenges.

3) Why are the current coastal management arrangements being reformed?

The current legal framework for coastal management in NSW was originally established over 35 years ago. It was not designed for the pressures and challenges that our coastal areas and communities face today, and will face in the future. The operation of our current laws has become increasingly complex and unclear through the course of many amendments, and as the legal and policy context across the rest of government has evolved. In addition, our knowledge of coastal processes and hazards has advanced significantly over this period.

Effective coastal management is essential to protect the characteristics of the coast we all value - natural, cultural, social and economic - and to improve resilience and reduce conflict in our coastal communities. The proposed reforms are necessary to create a more contemporary framework that can achieve these outcomes, through strategic and integrated laws, practical guidance and the best available science.

The aim of the reforms is to establish a new approach that allows us to respond effectively to coastal processes and hazards, and to manage the unique environmental, social and economic values of the coast in a coherent and effective way.

4) How will the reform package as a whole improve on current arrangements?

Unlike the current Coastal Protection Act 1979, the draft Coastal Management Bill directly integrates coastal management and planning requirements into councils':

- land use planning responsibilities under the Environmental Planning and Assessment Act 1979 (EP&A Act)
- community and strategic planning responsibilities under the Local Government Act 1993.

This means land use planning decisions will better reflect coastal management issues, and coastal management activities will be linked to and delivered as part of councils' central service delivery system, the Integrated Planning and Reporting (IP&R) framework.

The proposed Coastal Management State Environmental Planning Policy (SEPP) consolidates a number of current SEPPs that apply to the coast, and better targets development controls and considerations to the diverse values and characteristics of different coastal environments.

The draft coastal management manual improves the quality of guidance available to coastal councils by providing more detailed technical information and a clear, step by step process for councils to follow when they are developing coastal management programs.

5) What are the key features of the new framework?

New statutory objects. The new objects proposed in the draft Coastal Management Bill reflect the values and aims in the current Act, but improve on them by:

- better reflecting links to land use planning and local government administration processes
- explicitly acknowledging the dynamic nature of the coast as a defining characteristic

A new definition of the 'coastal zone'. Unlike the current Act, which defines the coastal zone as a homogenous strip of the coastline, the draft Coastal Management Bill defines the coastal zone as comprising four distinct coastal management areas. This new approach means we can better manage the diversity of land use, environmental and coastal hazard issues that exist in coastal areas by directly targeting the rules and guidance that apply to them (including the development controls in the proposed Coastal Management SEPP).

An emphasis on taking action through coastal management programs. Local coastal zone management plans (CZMPs) will be replaced by coastal management programs (CMPs) that must be integrated with councils' IP&R plans under the Local Government Act. The accountabilities associated with IP&R plans will place new emphasis on the timely and effective implementation of coastal management programs. Councils will have until December 2021 to transition existing CZMPs to CMPs.

Improved, comprehensive guidance. The new coastal management manual will provide clear instructions and step-by-step guidance for councils to meet the requirements of the new Coastal Management Act. Current guidance is relatively high-level and fragmented across a number of guidelines and codes of practice. The new manual will consolidate and augment existing guidance to better support councils in the preparation of CMPs.

A new statutory NSW Coastal Council. The NSW Coastal Council will replace the NSW Coastal Panel. Its primary function will be to advise the Minister on a range of coastal management matters. Unlike the NSW Coastal Panel, the Coastal Council will not have a development consent role. The Coastal Council will also be able to conduct performance audits on councils' implementation of their CMPs, if asked to do so by the Minister.

Integrated compliance and enforcement. Consultation with coastal managers has highlighted the need to reduce the duplication and overlap of enforcement provisions and improve their effectiveness. This will be achieved in large part by integrating key provisions and embedding them in the Environmental Planning and Assessment Act.

New consultation arrangements. The draft Coastal Management Bill establishes clearer requirements for councils to consult with neighbouring councils, other public authorities and the wider community in developing and implementing coastal management strategies.

6) How do the key elements of the reforms work together?

The Coastal Management Act will establish the overarching framework and objectives for coastal management in NSW and define the coastal zone. It will also make provisions for the Minister to make a coastal management manual and for councils to prepare coastal management programs in accordance with the manual.

The definition of the coastal zone (specifically the four new coastal management areas) will be reflected in the Coastal Management SEPP. The SEPP will then identify the development controls that apply in each coastal management area to achieve the objectives in the new Act. The SEPP will provide the maps of the coastal management areas and also identify the approval pathways for proposed coastal protection works.

The manual will set out how councils should prepare CMPs to achieve the objectives and requirements of the Act. The essential content of the manual is outlined in the Act.

7) Will the NSW Coastal Policy continue to apply?

The detail of the NSW Coastal Policy 1997 has been considered in the development of the new arrangements and its goals are reflected in the new instruments. The Policy will no longer apply once the new Act and framework has been finalised and commenced.

8) What's different in the objects of the draft Bill compared with the objects of the current Coastal Protection Act 1979?

The objects in the draft Bill reflect values and aims that are similar to the objects of the current Coastal Protection Act. However, they have been updated and enhanced to better reflect links to land use planning and local government administration processes, and to directly acknowledge the dynamic nature of the shoreline.

9) Why has the definition of the 'coastal zone' been altered?

The 'coastal zone' has previously been managed as a homogenous area. This has made it difficult to address the diversity of land use, environmental management and coastal hazard issues that exist in coastal areas. By redefining the coastal zone to comprise four distinct coastal management areas, we can better target the rules and guidance needed to manage these issues.

10) What are the new coastal management areas based on?

The coastal management areas are based on a range of existing and new spatial information. For instance, the 'Coastal Wetlands and Littoral Rainforests' area maps will augment information from the existing State Environmental Planning Policy No 14 - Coastal Wetlands (SEPP 14) and State Environmental Planning Policy No 26 - Littoral Rainforests (SEPP 26), with some updates based on new evidence and science. The 'Coastal Environment Area' is based on sensitive coastal locations in State Environmental Planning Policy No 71 - Coastal Protection (SEPP71), with some additions. See further information under question 15.

11) What happens if the coastal management areas overlap?

Coastal management areas are likely to overlap in some areas and provisions have been included in the draft Bill to guide decision makers on how to approach these circumstances. Where two or more management areas coincide, the management objectives for each overlapping area continue to apply, but the application of development controls will be based on a hierarchy so that consent authorities can resolve any uncertainty over which controls should prevail. The management objectives for each area are consistent with the overall objects of the draft Bill.

12) Why has the definition of the 'beach' been changed

The proposed new definition of 'beach' reflects a more contemporary scientific understanding and community perception of what constitutes this feature of the coast.

13) Does the Government have plans to further investigate the issue of the effect of coastal erosion on coastal boundaries?

Yes. The NSW Government is undertaking a detailed investigation of the effects of erosion on coastal property boundaries with a view to ensuring that the public have a continued right to access, use and enjoy our beautiful beaches. Proposals will be released for public comment in the near future.

14) How do the coastal management reforms relate to the marine estate management reforms?

The coastal zone forms a specific part of the marine estate. The objects in the draft Bill are consistent with, although more specific than, the objects of the Marine Estate Management Act 2014. The Marine Estate Management Strategy, once developed and approved under the marine legislation, will be a matter for consideration by councils in the development of their coastal management programs.

B. Land use planning

15) How is the proposed Coastal Management SEPP different from the current SEPP 14, SEPP 26 and SEPP 71?

The proposed Coastal Management SEPP will replace SEPP 14, SEPP 26 and SEPP 71. The provisions in the three existing SEPPs are being consolidated and updated in the new SEPP. Existing provisions in clause 5.5 of the Standard Instrument, and relevant guidance in the NSW Coastal Policy 1997 and the Coastal Design Guidelines will also be reflected in the new instrument.

The Coastal Management SEPP will include new content relating to sensitive catchments, headlands and rock platforms, and coastal hazards. It will also include provisions to replace those in the State Environmental Planning Policy (Infrastructure) 2007 concerning coastal protection works.

16) What has happened to State Environmental Planning Policy No 50 - Canal Estate Development?

SEPP 50 remains a standalone instrument because its application is not limited to the coast but also include inland waterways.

17) When will the maps of the coastal management areas be available? What will the maps include?

Maps of the coastal management areas will be released in early 2016 for public comment. This includes maps of the three options for the Coastal Use Area, which is discussed in the Explanation of Intended Effect (EIE) for the Coastal Management SEPP.

The areas the maps will cover are described in the EIE. The maps themselves are being released at a later stage to allow consultation to initially focus on the overall framework, before considering the detailed maps. Further information on the release of the maps will be provided on this website in the near future.

18) Why will councils be able to propose adjustments to map boundaries for their local government areas?

The proposal to allow councils to propose adjustments to the coastal management area maps recognises that more detailed local research may exist or be undertaken in circumstances and that it is appropriate for this information to be used to guide coastal planning and management. Proposed refinements to the SEPP maps will need to be supported by an analysis of the characteristics of the coastal management area and a public consultation process. Changes would need to occur through a planning proposal process and be approved by the Minister administering the EP&A Act and the Minister administering the new Coastal Management Act.

19) Why do we need different development controls for each coastal management area?

The purpose of redefining the coastal zone to comprise four distinct coastal management areas is to create a coastal management structure that accommodates the diversity of landforms, environments, uses and vulnerabilities on the coast and supports efficient and targeted management.

The management objectives of the four coastal management areas reflect this diversity and the specific needs of the different areas, and the development controls are tailored to support the achievement of these objectives.

20) What is happening to clause 5.5 in the standard instrument LEP and local provisions relating to coastal erosion?

The Coastal Management SEPP and associated maps will replace clause 5.5 and local coastal erosion clauses. The new SEPP will provide a standard set of development controls better aligned to the matters of interest in each coastal management area.

21) Will there be any changes to what is noted on a s149 planning certificate?

Sections 4 and 4A of Schedule 4 of the EP&A Regulation will be amended to remove notations relating to s38 and s39 of the current Coastal Protection Act (clause 4) and orders relating to temporary coastal protection works (clause 4A).

The reforms do not alter the advice provided to local government in the Planning Circular entitled 'Coastal hazard notations on section 149 planning certificates'.

Notations on s149 certificates will need to align to the SEPP maps, as they are at the time of issuing a s149 certificate.

22) What will be the boundaries of the Coastal Environment Area and the Coastal Use Area in Sydney Harbour, Botany Bay, Pittwater and Port Hacking?

It is proposed that the boundary of the Coastal Environment Area will be the same in these metropolitan areas as it is on all other parts of the NSW coast.

The EIE sets out three options for the boundary of the Coastal Use Area for the whole coast and seeks feedback on these options. Feedback is also sought on which approach is most appropriate in the metropolitan areas above, including whether there should be any difference in the extent of the Coastal Use Area between these areas and the rest of the coast.

C. Coastal management programs

23) What are 'coastal management programs' and who prepares them? What's happening to coastal zone management plans?

Coastal management programs (CMPs) will replace coastal zone management plans (CZMPs). They will be prepared by councils in consultation with their communities and relevant government authorities, and in accordance with the new coastal management manual.

A CMP may be developed for the whole, or any part, of the coastal zone within a local government area. The purpose of a CMP is to set the long-term strategy for the co-ordinated management of land within the coastal zone, and give effect to the management objectives for the four coastal management areas.

There will be a strong emphasis on the implementation of CMPS. The draft Bill achieves this by requiring CMPs to be given effect within the local government IP&R framework. The draft Bill also includes performance auditing powers to ensure that CMPs are effectively implemented.

24) What if a council already has a certified coastal zone management plan, or is almost finished preparing one under the current Act?

The draft Bill includes transitional provisions that allow councils to move towards the new arrangements over time. Many councils have already undertaken a significant amount of work to prepare CZMPs under the current laws, and they will not be expected to start over.

In order to minimise disruption, those councils that have certified CZMPs in place when the new Coastal Management Act commences, or that have submitted plans to the Minister for certification by that time, will be able to transition their CZMPs into CMPs under a staged process, and will have until 2021 to be fully compliant.

The Office of Environment and Heritage and other relevant NSW Government agencies will support councils through this process with operational guidance.

25) Does every council have to prepare a coastal management program?

Councils will have a degree of flexibility in deciding whether or not they need to prepare a CMP. However, the draft Coastal Management Bill gives the Minister the power to direct a council to prepare a CMP, in which case the council must do so.

The draft Bill also allows the Minister to prepare a CMP on behalf of a council if it fails to comply with such a direction, or where a CMP does not meet the requirements for certification, and therefore certification has been refused.

26) Will the relevant state agencies continue to provide advice to councils in the development of coastal management programs?

Yes. State Government agencies such as the Office of Environment and Heritage will continue to provide data and technical advice to councils to support coastal management. Current support includes the provision of wave data and data on historical coastline changes, information on coastal and estuarine processes, sediment cells and coastal geomorphology/coastal engineering, advice ecosystem health, and habitat mapping.

27) Will coastal management programs be certified by the Minister?

Yes. Similar to current arrangements, the draft Coastal Management Bill provides that a council may submit a draft CMP to the Minister for certification, and that the Minister may certify, or refuse to certify, that the draft program has been prepared in accordance with the Act and the manual. The Minister may seek the advice of the NSW Coastal Council in deciding whether to certify a program.

28) Is there any change to the operation of section 733 of the Local Government Act 1993?

The exemption from liability provided by section 733 of the Local Government Act will continue to operate. The draft Coastal Management Bill includes a proposal to amend the language in section 733 slightly in to require actions to be 'in accordance with', rather than 'substantially in accordance with', the manual to more closely mirror requirements that apply to the IP&R guidelines.

29) What does a coastal management program have to include?

Under the draft Coastal Management Bill, a CMP must:

- identify the coastal management issues affecting the areas to which the program is to apply, which in a coastal vulnerability area must include existing and potential risks to development and human life associated with coastal hazards
- identify the actions required to address those coastal management issues in an integrated and strategic manner
- identify how and when those actions are to be implemented
- identify the costs of those actions and proposed cost-sharing arrangements and other viable funding mechanisms
- if the local council has land identified as a coastal vulnerability area within its local government area and beach erosion is occurring on that land, include a coastal erosion emergency action subplan.

The draft Bill also allows the coastal management manual to provide additional information on requirements for CMPs.

30) How are coastal management programs linked to the local government Integrated Planning and Reporting (IP&R) framework under the Local Government Act? Why is this important?

The draft Coastal Management Bill requires councils to give effect to their coastal management programs in the preparation, development and review of the plans, strategies and programs they are responsible for under the IP&R framework. In tandem with this requirement, the draft manual provides guidance on supporting the development of a coastal management program with information from IP&R plans and processes.

These requirements are necessary to ensure coastal management activities are evaluated as part of local councils' broader service delivery and asset management responsibilities. This approach ensures that coastal management no longer occurs at the periphery of councils' main community, financial and asset management planning processes.

31) How will neighbouring councils and state agencies be involved in developing coastal management programs?

The draft Coastal Management Bill sets out clearer requirements for councils to consult with neighbouring councils, other public authorities and the wider community in developing and implementing coastal management strategies.

Councils will be required to consult with neighbouring councils that share the same secondary sediment compartment. The relevant groupings of councils for this purpose are set out in Schedule 1 of the draft Bill.

The draft Bill also requires that other public authorities, such as state agencies, are consulted when a coastal management program proposes actions or activities to be carried out by that public authority.

The draft coastal management manual provides guidance to support councils' consultation activities, including where councils share a sediment compartment.

32) How will coastal councils and their communities decide what actions should be included in their coastal management programs? How will they pay for those actions?

The coastal management manual will guide coastal councils and their communities to determine what actions are included in their CMPs and equitable cost sharing arrangements to implement these.

Part A of the manual includes the mandatory requirements for developing a CMP, which include community consultation. This will ensure councils and their communities work together on the content of their CMPs. Part B of the manual sets out the process of developing a CMP, which may include supporting studies for hazard identification, risk assessment, and management response evaluation including cost benefit analysis. Part C of the manual will provide councils and communities with a toolkit to assess the costs of coastal management actions in detail, develop cost-sharing arrangements and identify viable funding mechanisms.

33) What funding will be available from the NSW Government to prepare and implement coastal management programs?

The NSW Government is reviewing how it contributes to coastal management to inform the future design and focus of funding programs. Further information will be available in 2016. Meanwhile current grant programs, including the Coast and Estuary Management Program administered by OEH, continue to operate.

D. Coastal management manual

34) Who has to use the new Coastal Management Manual?

The draft Coastal Management Bill requires local councils to use the manual in the preparation and review of coastal management programs. Councils must accord with the principles and mandatory requirements set out in the manual to satisfy the 'good faith' requirements of section 733 of the Local Government Act.

The draft Bill also requires other public authorities to have regard to the manual in the preparation, development or review of any plans of management for which those public authorities are responsible.

35) What is the scope of the new coastal management manual?

The scope of the manual will be determined by the Coastal Management Act. The manual guides the management of coasts and estuaries within the coastal zone, and requires consideration of social, economic, environmental and technical issues. These include the management of coastal and estuarine environments as well as the management of coastal hazards.

36) How is the manual different from current guidelines?

The Coastal Management Manual will replace the current Guidelines for Preparing a Coastal Zone Management Plan. Unlike the current guidelines, the draft manual sets out a step-by-step process for local councils to follow when preparing coastal management programs. This process is based on a risk management approach that is consistent with international standard ISO31000. The manual builds on the existing guidance but fills key gaps identified by councils. It also brings together the current guidelines with other pieces of guidance to provide a consolidated reference for councils.

37) The manual does not include all the advice and guidance that councils have asked for in recent consultations. Why not? Will information be added to the manual?

The material released on 13 November 2015 includes key elements of the draft manual including mandatory requirements (Part A), key components of the staged planning process (Part B) and the technical toolkit (Part C). Further content will be released in mid-December 2015 for public comment.

The final manual produced in 2016 will include the highest priority elements identified in recent consultation with councils. Further tools will be added over time as the manual is updated. The new Act will provide the Minister with a power to update the manual as needed to ensure new evidence and information can be included to support best practice.

38) Will the NSW Government be providing councils with information to help them plan for future sea level rise?

Yes. The NSW Government is committed to supporting local governments on the coast with the technical advice they need to make credible, balanced and sensible decisions. However, consistent with its previous decisions and the advice of the NSW Chief Scientist and Engineer, the NSW Government will not prescribe state-wide sea level rise benchmarks. Decisions on the management of risks associated with sea level rise need to consider local circumstances including both the likelihood and consequences of sea level rise. The consequences of sea level rise in particular require consideration of local factors including relevant processes, the amount and type of development at risk and local social, economic and environmental factors. These considerations are nuanced and are properly dealt with by local councils, in consultation with their communities.

Key sources of the technical advice the NSW Government will make available include the Coastal Management Manual and the NSW Coastal Council. The manual will provide information including a synthesis of recent science relating to sea level rise and guidance on undertaking coastal and estuarine erosion and inundation risk assessments. These will support councils to identify and assess coastal hazards, including those associated with sea level rise and make decision on the management of the risks considering locally relevant factors. It will consolidate a number of existing guidelines and fill critical gaps that have been identified through engagement with councils.

The NSW Coastal Council will have an ongoing function to commission technical or scientific reviews on matters such as sea level rise and provide advice to the

Minister as required. Such reviews may include consideration of emerging international, national, regional and local studies to identify new information and determine its applicability in a NSW context. The Minister can then make the Council's advice and any necessary operational guidance available to councils, including as part of the manual where relevant.

The advice provided will form part of the best available scientific information councils should use to determine sea level rise scenarios to adopt for their planning purposes.

E. NSW Coastal Council

39) What's the proposed role of the NSW Coastal Council?

The NSW Coastal Council's role will be to provide independent advice to the Minister administering the new Coastal Management Act on matters relating to the Minister's functions under the Act, and in relation to the development and implementation of coastal management programs by local councils. In addition the Coastal Council may, at the Minister's request, provide advice to another public authority on matters relating to coastal management.

Specific aspects of the Coastal Council's role may include providing advice to the Minister on the certification of coastal management programs, on the implementation of a coastal management program following a performance audit, and on technical or scientific matters strategic importance such as sea level rise.

40) How does this role differ from that of the current NSW Coastal Panel?

The NSW Coastal Council will replace the current NSW Coastal Panel, as well as the non-statutory Coastal Expert Panel. However, unlike the current Coastal Panel, the Coastal Council will not have a development consent role, rather it will be focussed on the advisory functions noted under question 39. Further information on new development consent arrangements is provided under questions 43 to 47.

41) What will be the composition of the NSW Coastal Council?

Consistent with the government's previous commitments, the NSW Coastal Council is to comprise members that are independent of government. The Council will consist of between three and seven members appointed by the Minister. Reflecting the diversity of issues associated with coastal management, the membership is to include expertise from the fields of coastal geomorphology, coastal engineering, coastal land use planning, coastal ecology, social science, economics and local government management. Further details on how the Council will be established are set out in the draft Bill.

42) Will there be any relationship between the NSW Coastal Council and the advisory bodies established under the Marine Estate Management Act 2014?

Yes. It is proposed that the NSW Coastal Council include one member nominated by the Ministers administering the Marine Estate Management Act. The nominee would need to have expertise in one of the fields relevant to the Council. If practicable, the nominee could be a member of the Marine Estate Expert Knowledge Panel. This proposal for cross-membership will allow issues of common interest to be identified and support collaboration where relevant and appropriate.

F. Development consent for coastal protection works

43) Why have the approval pathways for coastal protection works changed?

The current approval pathways for coastal protection works are unnecessarily complex and risk creating inconsistencies in development assessment processes. The new approval pathways address these issues and emphasise the importance of a council developing and adopting a coastal management program to guide the strategic management of the coast.

The involvement of a Joint Regional Planning Panel (JRPP), with appropriate expertise, in determining development applications for certain coastal protection works by private landowners or public authorities recognises that coastal protection works may give rise to significant long term environmental and social impacts if not designed, installed or maintained appropriately.

44) Will the Joint Regional Planning Panels have access to coastal management expertise?

Yes. The draft Coastal Management Bill includes proposed amendments to the EP&A Act that will ensure that a JRPP that is determining a development application for coastal protection works includes members with expertise in coastal engineering and coastal geomorphology.

45) Will the provisions of section 55M of the current Coastal Protection Act be included in the new Act?

Yes. The draft Coastal Management Bill includes heads of consideration designed to protect beaches and headlands from the impacts of coastal protection works. Provisions relating to conditions of consent have been incorporated into related conditions within the EP&A Act.

46) What's happened to temporary coastal protection works?

Provisions for temporary coastal protections works are not included in the draft Coastal Management Bill. This is because the new framework requires significant proposals for coastal management to be considered strategically through the development of a coastal management program. Shorter-term works by public authorities, for instance in response to beach erosion as a result of storm activity, are included in emergency work provisions in the draft Bill and Coastal Management SEPP. Private landowners can continue to seek consent for coastal protection works, whether temporary or longer-term. There has been limited use of the current provisions for temporary coastal protections works since they were introduced.

47) Are there any changes to where councils may obtain sand for beach nourishment activities?

No. The new framework does not make any changes in this regard. In particular, the current prohibition on extracting sand from national parks for this purpose still applies.

G. Compliance and enforcement

48) Will the new Coastal Management Act include offences, enforcement powers and penalties?

To reduce regulatory overlap, enforcement of the new legislative arrangements will occur under the EP&A Act. The draft Bill includes amendments to the EP&A Act to ensure it provides the provisions necessary to, for instance, address cases of unauthorised works on beaches.

A fact sheet on compliance (PDF 363KB) has been prepared to provide further detail on this integrated approach.

H. Consultation on the reforms

49) What consultation has occurred in developing the reform package?

Development of the reforms has been informed by community and local government input and views received since the start of stage one of the coastal reforms, and by extensive consultation with coastal councils from mid-2014.

The Office of Environment and Heritage has also worked closely with relevant state agencies to develop the proposed new arrangements, including the Department of Planning and Environment, the Office of Local Government, the Department of Primary Industries (including Lands), the Department of Premier and Cabinet, NSW Treasury and the State Emergency Service.

The Coastal Expert Panel has provide considerable input to the development of the reform proposals.

50) How can I make a submission on the coastal reforms? What happens next?

Details on how to make a submission, access further information and ask questions are provided in the coastal reforms overview page. You can access the consultation documents and make a submission directly via the Coastal reforms: our future on the coast consultation page at "Have Your Sayexternal link. The closing date for submissions on the draft Bill, proposals for the Coastal Management SEPP and key elements of the draft Coastal Management Manual is Monday, 29 February 2016.

The Office of Environment and Heritage, in collaboration with other key state agencies including the Department of Planning and Environment, will be hosting six information sessions on the reforms along the NSW coast in late November and December 2015. Further details on these sessions are also available on the Coastal reform overview page.

Additional elements of the proposed framework will be released for public comment to inform the finalisation of the package, including further elements of the manual, maps of the four coastal management areas and proposals concerning the effect of coastal erosion on property boundaries. Further information will be available soon.

After public feedback has been obtained on all elements of the reform package, submissions will be reviewed and further input gathered from the Coastal Expert Panel and government working groups. OEH will also work closely with coastal managers, particularly in local councils, in refining the manual. Its intended that the new framework will be finalised and in place in 2016.

Source: <http://www.environment.nsw.gov.au/coasts/coastreforms-faq.htm>



REPORT TO ORDINARY COUNCIL MEETING

NO SMOKING IN PUBLIC SPACES POLICY

Motion:

Councillors Arkan, Townley and Cowling have given notice of their intention, in accordance with clause 12.10.4 of Council's Code of Meeting Practice, to move the following:

That Council install marked lines on the ground at the transport interchange in Park Avenue, Coffs Harbour to delineate the extent of the No Smoking areas which are currently only identified by No Smoking signs

Staff Comment:

Council previously had a Smoke-free Outdoors Areas Policy that was deemed outdated and subsequently removed from its legal documents register following the incorporation of amendments into the NSW Smoke free Environment Act 2000.

The Smoke-free Environment Act specifies a range of public areas to which smoking bans apply. NSW Health Authorised Inspectors are responsible for compliance monitoring and the enforcement of any breaches of the outdoor smoking bans. Council officers currently have no jurisdiction to enforce the restrictions.

The No-Smoking restrictions apply to the following outdoor public areas:

- In public playgrounds within 10 metres of children's play equipment;
- In open areas of public swimming pools;
- In major sporting facilities and at public sports grounds;
- At public transport stops and stations;
- Within 4 metres of the pedestrian access point to a public building; and
- Within 4 metres of commercial outdoor dining areas.

The Act specifically exempts the following outdoor public spaces from the need to install No-Smoking signage:

- a place that is within 10 metres of children's play equipment,
- a sports ground or other recreational area, unless the regulations otherwise provide in a particular case or class of cases,
- a light rail stop,
- a bus stop,
- a taxi rank,
- a place that is a smoke-free area because it is within 4 metres of a pedestrian access point to a building.



REPORT TO ORDINARY COUNCIL MEETING

The following considerations would need to be given in any review or determination to install lines:

- lines are not a standard form of signage and accordingly the intended purpose of the lines may not be recognized by the public
- the cost to install and maintain the lines
- the visual conflict lines may have with the aesthetics of pavement design elements
- the additional visual clutter lines may create in the road reserve

In specific reference to the CBD transport hub it is noted that additional alcohol free and no smoking signage is currently on order and will be installed at the Park Avenue bus stop on the North side to encourage compliance. It is also noted that most CBD bus stops are delineated by bus zone signs which clearly shows the extent of the bus stop area.



REPORT TO ORDINARY COUNCIL MEETING

FLOODPLAIN MANAGEMENT ADVISORY COMMITTEE - MINUTES

REPORTING OFFICER: Flooding and Drainage Engineer
DIRECTOR: Director Sustainable Infrastructure
COFFS HARBOUR 2030: LC 1.2 Develop community resilience, disaster preparedness and response mechanisms
LE 3.2 Enhance protection of our catchments, waterways and marine areas
PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
ATTACHMENTS: ATT Minutes of Floodplain Management Advisory Committee held on 3 February 2016

Recommendation:

That Council note the minutes of the Floodplain Management Advisory Committee held 3 February 2016

EXECUTIVE SUMMARY

The attached minutes provide details of the Floodplain Management Advisory Committee held 3 February 2016

REPORT

Description of Item:

All items were of a routine nature except for the following items:

2. Draft Woolgoolga Flood Risk Management Study and Plan

FMAC1 RESOLVED (Councillor Townley/Martin Rose) that a report be put to Council recommending the adoption of the draft Woolgoolga Floodplain Risk Management Plan.

3. Boambee-Newports Creeks Floodplain Risk Management Study and Plan

FMAC2 RESOLVED (Councillor Townley/Martin Rose) that a report be put to Council recommending the draft Boambee Newports Creek Flood Risk Management Study and Plan be placed on public exhibition.

Detailed reports will be prepared for Council with details of the recommended strategies plus a detailed assessment.

Issues:

Issues and recommendations that have an impact on council operational plans or budgets are addressed in separate detailed reports. All other items are of a routine nature and are provided as information to council to keep them abreast of projects under the Floodplain Management Advisory Committee.

Options:

The minutes of the meeting are provided as information to Council to be noted. No actions or outcomes are associated with noting of the minutes.

Sustainability Assessment:

- **Environment**

Flood events, large and small, are natural occurrences. Development of the floodplain can alter flooding behaviour as can flood mitigation measures. Impacts on the environment due to flooding are investigated as part of Flood Studies and Floodplain Risk Management Study and Plans. The Floodplain Management Advisory Committee assists council in the preparation of these studies and plans.

- **Social**

Large flood events can have a huge impact on the local community and on individuals affected by flooding. The 1996 event in Coffs Harbour was declared a natural disaster and with approximately 260 residential homes and 200 commercial buildings flooded. Events this large and destructive are very disruptive with peoples dwellings and personal belongings destroyed or damaged as well as local businesses suffering direct losses from destruction or damage to work places and stock plus loss of trade. People whose property isn't directly affected can be indirectly affected through loss of power and other services plus closure of schools and commercial areas.

- **Civic Leadership**

Under the NSW Governments Flood Prone Land Policy the primary responsibility for floodplain risk management rests with councils.

The actions and objectives of the Floodplain Management Advisory Committee are consistent with the Coffs Harbour 2030 strategic plan including the following objectives:

LC 1.2 Develop community resilience, disaster preparedness and response mechanisms

LE 3.2 Enhance protection of our catchments, waterways and marine areas.

PL 1.2. Provide infrastructure that supports sustainable living and is resilient to climatic events.

- **Economic**

Broader Economic Implications

No economic implications.

Delivery Program/Operational Plan Implications

No delivery program or operational plan implications.

Risk Analysis:

The Floodplain Management Advisory Committee follows the guidelines of the NSW Governments '2005 Floodplain Development Manual' relating to the management of flood liable land in accordance with Section 733 of the Local Government Act 1993

Consultation:

The Committee operates under Section 355 and 377 committees of councils guidelines.

Related Policy, Precedents and / or Statutory Requirements:

The Floodplain Management Advisory Committee was formed and follows the guidelines of the NSW Governments '2005 Floodplain Development Manual' relating to the management of flood liable land in accordance with Section 733 of the Local Government Act 1993. The committee also operates under Section 355 and 377 committees of councils guidelines.

Implementation Date / Priority:

No actions require implementation.

Conclusion:

That Council note the minutes of the Floodplain Management Advisory Committee held 3 February 2016.

Attachment

COFFS HARBOUR CITY COUNCIL
FLOODPLAIN MANAGEMENT ADVISORY COMMITTEE

Wednesday, 3 February 2016

The meeting of the Floodplain Management Advisory Committee (FMAC), held at Committee Room 1 of the Council's Administrative building, commenced at 2.20pm.

Present: Councillor Sally Townley
Nicholas Denshire, NSW Office of Environment and Heritage
Martin Rose, Coffs Harbour City Council (chairperson)
Paul Sparke, Coffs Harbour City Council
Sharon Smith, Coffs Harbour City Council
Michael Herraman, Coffs Harbour City Council
John Rowe, Coffs Harbour City Council

Apologies: Councillor Garry Innes
Paul Meredith, Coffs Harbour City Council

1. CONFIRMATION OF MINUTES

Minutes of the last FMAC meeting on 29 April 2015 were confirmed.

2. DRAFT WOOLGOOLGA FLOOD RISK MANAGEMENT STUDY AND PLAN

Council staff provided the meeting with a report on the progress of the study and plan to date.

Council approved the draft Woolgoolga Flood Risk Management Study and Plan for public exhibition at its meeting on 13 August 2015. The public exhibition period ran from 2 September 2015 to 13 October 2015. Two submissions were received from the community.

In essence, the submissions received expressed the following views;

- That people living close to waterways do so in the knowledge that they are at some risk of flooding, but take this risk for the sake of natural beauty.
- Not being supportive of the building of levees to mitigate flood risk to the residents of Haines Close.
- That the exhibited flood risk management plan appeared comprehensive.

Each of the submitted views is consistent with the Floodplain Risk Management Plan as placed on public exhibition.

Attachment

During the public exhibition period a community information and consultation session was held in Woolgoolga. At the open session, community members that attended gained a good understanding of the basis for the mix of mitigation measures as recommended in the plan. Consequentially the plan appeared to be accepted reasonably well by all.

The absence of any submissions of objection would indicate general community support for the Floodplain Risk Management Plan.

At the meeting the implementation of Plan item dealing with Sunset Caravan Park was outlined and discussed. This recommends developing an evacuation plan for the Caravan Park. Additionally the securing of an emergency evacuation route is proposed to be investigated further (in conjunction with the SES and OEH).

There was also discussion on the impact of the level of Woolgoolga Lake on flood behaviour and the requirements of the Woolgoolga Lake opening protocol.

FMAC1 RESOLVED (Councillor Townley/Martin Rose) that a report be put to Council recommending the adoption of the draft Woolgoolga Floodplain Risk Management Plan.

3. BOAMBEE-NEWPORTS CREEKS FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN

Council staff provided a PowerPoint presentation on the measures that had been considered in the preparation of the plan and the ones that are recommended for inclusion in the Management Plan.

The study area covers floodprone areas within Boambee and Newports Creek catchments. It includes the Coffs Harbour Health Campus, Lakes Estate, Isles Drive and Mainsbridge Drive/Keona Circuit Cook Drive areas as well as areas on Sawtell Road and Barcoo Court.

This area was affected by the 1996 and 2009 floods with numerous properties inundated and roads cut including the Pacific Highway, Hogbin Drive and North Boambee Road.

Major flood related issues are the protection of property and provision of safe access in flood events. This is particularly relevant in this area because access was cut in the 2009 flood to the Coffs Harbour Health Campus and to Bishop Druitt College as well as to many commercial and residential premises.

During the study the area under consideration has been extended to cover the Lakes Estate area. This is to obtain information on flood behaviour in the estate and the area around it as well as evaluate the flood mitigation effectiveness of the lakes. It has also allowed potential mitigation structures upstream of the estate to be evaluated.

Many options were considered. The focus was to reduce flood levels particularly around the hospital and North Boambee Road. Options that have been included in the draft plan include:

Attachment

- Planning and development controls
- Flood mitigation basin North Boambee Valley
- Levee Barcoo Court
- Isles Drive bypass channel improvements
- Conveyance improvements at Pacific Highway at Cunninghams Fruit Stall
- Regular maintenance of channels and flood bypasses
- Removing gabions under Pacific Highway/Newports Creek Bridge
- Improving floodway conveyance at hospital
- Conveyance improvements at North Boambee Road

Additional material regarding emergency management has been added to the final draft.

There was discussion at the meeting the proposed North Boambee Valley detention basin and how that fitted in with the future residential development in the area.

The next step is to report to Council through this Committee seeking approval to place the draft documents on public display. Following consideration of submissions the plan will be submitted to Council for adoption with implementation of the adopted plan to follow.

FMAC2 RESOLVED (Councillor Townley/Martin Rose) that a report be put to Council recommending the draft Boambee Newports Creek Flood Risk Management Study and Plan be placed on public exhibition.

4. COFFS CREEK FLOOD STUDY REVIEW & PARK BEACH FLOOD STUDY

A progress update for this project was provided. Points outlined included:

- BMT WBM have been commissioned to undertake both the Coffs Creek Flood Study Review and the Park Beach Flood Study.
- The study area for both studies includes the whole of the developed or developable Coffs Creek floodplain. It takes into account the three constructed detention basins at Bakers, Bennetts and Spagnolos Roads, as well as the proposed basin at Upper Sheppards Lane.
- 2D hydraulic modelling is being used in the studies. This method better simulates the actual flow in the floodplain around structures, bends and the different sections of the stream.
- Work is progressing on the study. The consultants have provided design runs and flood mapping which is being reviewed.

Attachment

- Not surprisingly the 2D modelling has come up with slightly different profiles than from the previous 1D modelling. The new modelling shows that the existing detention basins (compared with the previous modelling from the 2001 Coffs Creek Flood Study) have lowered the 1 in 100 year flood level by 0.4 to 0.6m in the Loaders Lane area, by less than 0.2m in the area generally between Robin Street and Scarba Street (which is less than expected) and by between 0.2 and 0.3m downstream of Scarba Street. Irrespective of these numbers every property downstream of the basins is now at less risk of flooding than was the case prior to their construction.

5 BUSINESS ARISING

Nil

6. GENERAL BUSINESS

There was discussion about the possible amalgamation of this committee with Coastal Estuary Committee. One advantage of the amalgamation would be to overcome the difficulty of attracting community representatives to the FMAC. A disadvantage is the different constituencies the community representatives of either committee represent.

It was agreed that Martin Rose would talk to other Councils where the committees were combined and report back.

The meeting closed at 4.09pm.



REPORT TO ORDINARY COUNCIL MEETING

WOOLGOOLGA FLOOD RISK MANAGEMENT STUDY & PLAN

REPORTING OFFICER:	Project Engineer, Strategic Asset Management
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LC 1.2 Develop community resilience, disaster preparedness and response mechanisms LE 3.2 Enhance protection of our catchments, waterways and marine areas. PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
ATTACHMENTS:	ATT1 Woolgoolga Floodplain Risk Management Study & Plan. ATT2 Woolgoolga Floodplain Risk Management Study & Plan Appendix A Flood Mapping Pt 1 ATT3 Woolgoolga Floodplain Risk Management Study & Plan Appendix A Flood Mapping Pt 2.

Recommendation:

That Council adopt the Woolgoolga Flood Risk Management Study and Plan.

EXECUTIVE SUMMARY

Council approved the draft Woolgoolga Flood Risk Management Study and Plan for public exhibition at its meeting on 13 August 2015. The Public Exhibition period ran from 2 September 2015 to 13 October 2015. Two submissions were received from the community.

This report recommends that Council adopt the Woolgoolga Flood Risk Management Study and Plan as recommended by Council's Floodplain Risk Management Advisory Committee on 3 February 2016. Adoption of the Study and Plan is required for the identified works to access funding.

REPORT

Description of Item:

Council approved the public exhibition of the draft Woolgoolga Flood Risk Management Study and Plan at its meeting on 13 August 2015. During the public exhibition period from 2 September 2015 to 13 October 2015, two submissions from the community were received.

Issues:

In essence, the submissions received expressed the following views and requests;

- That people living close to waterways do so in the knowledge that they are at some risk of flooding, but take this risk for the sake of natural beauty.
- Not being supportive of the building of levees to mitigate flood risk to the residents of Haines Close.
- That the exhibited flood risk management plan appeared comprehensive.
- A request for the replacement of open roadside drainage with kerb and guttering and underground drainage in Trafalgar Lane. Additionally, with this request other issues were raised that stem from the original subdivision and development of Trafalgar Lane prior to 1999. These issues concerned the narrow laneway width, the absence of on street parking, street lighting and footpaths.

Each of these views is not in discord with the Floodplain Risk Management Plan as placed on public exhibition, as summarised below:

- A levee building option for Haines Close and the Woolgoolga Caravan Park was not recommended in the Floodplain Risk Management Plan as placed on public exhibition. It was however one of several unselected mitigation measures that were investigated and considered as part of the study.
- The request for a verged roadside drainage upgrade in Trafalgar Lane is considered an amenity improvement matter for Council. It is not a typical matter of focus within a Flood Risk Management Plan, as it does not involve mainstream or major drainage flooding risk.
- Other processes are suited to such upgrade requests, that being consideration during Councils annual budget process. Accordingly, a budget project bid for Trafalgar Lane upgrade has been submitted for consideration at the next budget process.
- During the public exhibition period a community information and consultation session was held in Woolgoolga. At the meeting, community expressed interest in understanding more about the plan, and engaged with questions and discussion

Key discussion points included, amongst others:

- The option of implementing a permanent entrance opening for the lake.
- The option of lowering the intervention levels for the lake opening.

During discussions, both of these options were outlined in detail, including limitations on their feasibility and effectiveness, which gave the audience an awareness of many aspects some had not considered. In summation, at the close of the meeting it was considered that the plan had broad acceptance.

Two submissions were received but neither was in discord with the plan.

Following the public exhibition period, and consideration of the submissions, Council's Floodplain Risk Management Advisory Committee has recommended adoption of the exhibited plan.

Options:

Options available to Council are:

1. Adopt the Floodplain Risk Management Advisory Committee recommendation provided to Council. This would result in the Woolgoolga Floodplain Risk Management Study and Plan being adopted and assist in reducing future flood risk and damages within Woolgoolga.
2. Amend the recommendation provided to Council by this report and Council's Floodplain Risk Management Advisory Committee. Significant amendment to the plan will require reconsideration by the Floodplain Risk Management Advisory Committee. A re-tabling process would delay adoption of the Woolgoolga Floodplain Risk Management Study and Plan, possibly without any foreseeable advantage.
3. Reject the recommendation and the Woolgoolga Floodplain Risk Management Study and Plan. This would inhibit the ability for flood risk to be mitigated within Woolgoolga in a systematic and focused manner. It will also contradict an aim of Council's Floodplain Development and Management Policy, which is to minimise risks, both physical and economic due to mainstream flooding.

Sustainability Assessment:

- **Environment**

Mitigation measures selected as part of the Woolgoolga Flood Risk Management Plan fall within a framework of environmental management that is considered acceptable to the NSW Office of Environment and Heritage, which is a key agency for administering environmental legislation and regulations within NSW, including the Coastal Protection Act.

- **Social**

Responsible and proactive flood management will assist in reducing the impact of flooding on the Woolgoolga Community.

- **Civic Leadership**

Civic leadership is demonstrated by responsible and proactive flood management.

- **Economic**

Broader Economic Implications

Final completion of the plan opens up opportunities for external funding of flood mitigation activities identified within the plan. It should be noted that final adoption of the plan does not lock Council in to any future funding commitments.

Delivery Program/Operational Plan Implications

It is intended that external funding will be sought for many of the tasks and project priorities within the Draft Woolgoolga Floodplain Risk Management Plan, via external state and federal agencies.

Any co-contribution funding from Council is anticipated to be sought via Council's annual budget process or within currently funded Council programs.

Risk Analysis:

The aim of the floodplain risk management study and plan is to mitigate flooding risk for the Woolgoolga community using a balanced approach that considers competing ecological, social and economic factors.

Consultation:

A range of consultation processes have been undertaken in developing the plan, and were previously reported to Council on the 13 August 2015. During the public exhibition period a community information and consultation session was held in Woolgoolga.

At that open session, community attendees gained a good understanding of the basis for the mix of mitigation measures as recommended in the plan. Consequentially the plan was accepted reasonably well by all.

Related Policy, Precedents and / or Statutory Requirements:

Council has followed the guidelines of the 2005 Floodplain Development Manual relating to the management of flood liable land in accordance with Section 733 of the Local Government Act 1993.

Implementation Date / Priority:

The management plan can become active immediately, with tasks and project priorities being undertaken in line with available funding.

Conclusion:

Adoption of the recommendation of this report will lead Council in its progression towards a more coordinated and structured approach to the management and reduction of flood risk in Woolgoolga. It should be noted that a section summarising the public exhibition consultation activities is now included in the plan.



REPORT TO ORDINARY COUNCIL MEETING

DRAFT BOAMBEE NEWPORTS CREEK FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN

REPORTING OFFICER:	Flooding and Drainage Engineer
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LC 1.2 Develop community resilience, disaster preparedness and response mechanisms LE 3.2 Enhance protection of our catchments, waterways and marine areas. PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
ATTACHMENTS:	ATT1 Draft Boambee Newports Creek Floodplain Risk Management Plan ATT2 Appendices Draft Boambee Newports Creek Floodplain Risk Management Plan, Part 1 ATT3 Appendices Draft Boambee Newports Creek Floodplain Risk Management Plan, Part 2. ATT4 Draft Boambee Newports Creek Floodplain Risk Management Study. ATT5 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 1. ATT6 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 2. ATT7 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 3. ATT8 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 4. ATT9 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 5. ATT10 Draft Boambee Newports Creek Floodplain Risk Management Study, Appendices Part 6.

Recommendation:

That:

1. Council approve the public exhibition of the draft Boambee Newports Creek Floodplain Risk Management Study and Plan for a period of 28 days.
 2. A report be brought back to Council after submissions have closed.
-

EXECUTIVE SUMMARY

To seek approval to place the draft Boambee Newports Creek Floodplain Risk Management Study and Plan on public exhibition, as recommended by Councils' Flood Risk Management Committee at their February 2016 meeting.

REPORT

Description of Item:

The area covered by the study and plan covers floodprone areas within Boambee and Newports Creek catchments. It includes the Coffs Harbour Health Campus, Lakes Estate, Isles Drive and Mainsbridge Drive/Keona Circuit Cook Drive areas as well as areas on Sawtell Road and Barcoo Court.

This area was affected by the 1996 & 2009 floods with numerous properties inundated and roads cut including the Pacific Highway, Hogbin Drive and North Boambee Road. The Floodplain Risk Management Process in NSW involves preparing a Flood Study followed by a Floodplain Risk Management Study, a Floodplain Risk Management Plan and finally implementation of the plan. Following the process enables Council to seek 2:1 funding from the State Government to implement the plan.

The Boambee Newports Creek Flood Study was completed in 2011. It establishes the nature and extent of flood behaviour on the Newports Creek arm from the confluence of Boambee Creek up to the western edge of the Isles Industrial estate, north as far as Reid Drive and North Boambee Road and south to Marshalls Estate. On Boambee Creek it covers floodprone areas from the ocean through to Hogbin Drive, Sawtell Road the Pacific Highway and up to the western end of Ayrshire Park Drive.

The Floodplain Risk Management Study and Plan develops options to address flooding issues.

During the study the area under consideration has been extended to cover the Lakes estate area. This was to obtain information on flood behaviour in the estate and the area around it as well as evaluate the flood mitigation effectiveness of the lakes. It has also allowed potential mitigation structures upstream of the estate to be evaluated.

Many options were considered. The focus was to reduce flood levels particularly around the hospital and North Boambee Road. Options that have been included in the draft plan include:

- Planning and development controls
- Improved information for Emergency Management authorities
- Flood mitigation basin North Boambee Valley
- Levee Barcoo Court
- Isles Drive bypass channel improvements
- Conveyance improvements at Pacific Highway at Cunninghams Fruit Stall
- Regular maintenance of channels and flood bypasses
- Removing gabions under Pacific Highway/Newports Creek Bridge
- Improving floodway conveyance at hospital
- Conveyance improvements at North Boambee Road

The draft study and plan were presented to Councils' Floodplain Risk Management Committee (FRMC) meeting held on 3 February 2016. The committee recommended that Council place the draft Boambee Newports Creek Flood Risk Management Study and Plan on public exhibition.

Issues:

Major issues are the protection of property and provision of safe access in flood events. This is particularly relevant in this area because access was cut in the 2009 flood to the Coffs Harbour Health Campus and to Bishop Druitt College as well as to many commercial and residential premises.

To do nothing would allow a repetition of risk to life, inconvenience and economic loss in the event of another major flood event. Implementing the plan will significantly reduce this risk.

Options:

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

1. Adopt the recommendations and place the Boambee Newports Creek Floodplain Risk Management Plan on public exhibition. This will assist in reducing future flood risk and damages within Boambee Newports Creek. It will enable Council to seek grant funding to implement the plan and hence reduce the impact of flooding in the area.
2. Amend the recommendations provided to Council. Significant amendment to the draft plan will require reconsideration by the Floodplain Risk Management Advisory Committee. Please note an opportunity for consideration of plan amendments is available during the public exhibition process.
3. Reject the recommendations and/or the draft Boambee Newports Creek Floodplain Risk Management Plan. If Council decides that it does not want a FRMS&P for Boambee Newports Creek, then this will inhibit the ability for Council to adequately mitigate flood risk in a systematic manner. It will also contradict an aim of Councils' Floodplain Development and Management Policy, which is to minimise risks, both physical and economic due to mainstream flooding.

Sustainability Assessment:

- **Environment**

The flood mitigation options proposed within the Boambee Newports Creek FRMS&P fall within an acceptable framework of environmental management. Environmental impacts of the various options will be considered in detail in the development and detailed design process.

- **Social**

Flooding in this area impacts on the Health Campus and the access to Bishop Druitt College. These facilities being cutoff creates a great deal of anxiety on the part of the public as well parents and children using these facilities. There is the possibility of loss of life because people often exhibit high risk behavior in these circumstances. Responsible and proactive flood management will assist in reducing the social impact of flooding.

- **Civic Leadership**

Civic leadership is demonstrated by responsible and proactive flood management.

The recommendations within this report are consistent with the Coffs Harbour 2030 strategic plan including the following objectives:

- LC 1.2 Develop community resilience, disaster preparedness and response mechanisms
- LE 3.2 Enhance protection of our catchments, waterways and marine areas.

PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events.

- **Economic**

Broader Economic Implications

Adoption of the plan will open up opportunities for external funding of flood mitigation works and tasks identified within the plan. It should be noted that final adoption of the plan does not lock Council into any future funding commitments.

Delivery Program/Operational Plan Implications

When Council decides to undertake any of the tasks and project priorities within the Plan, then it is intended that external funding will be sought via external State and Federal agencies.

Any future co-contribution funding from Council is anticipated to be sought via project bids as part of Councils' annual budget process or sought within currently funded Council programs. (Note provision has been made in Councils 2015/2019 Delivery Program to fund works covered by the plan in 2017/18 under the Drainage/Flood Works Program.)

Risk Analysis:

The aim of the floodplain risk management study and plan is to mitigate flooding risk for the community using a balanced approach that considers competing ecological, social and economic factors.

Consultation:

The key elements of the consultation process have included:

- Distribution of a community newsletter and feedback survey within the Boambee Newports Creek catchment.
- A public community information and consultation session held on 12 December 2012.
- Consultation with the Floodplain Risk Management Advisory Committee (FRMAC) through meetings and presentations.
- A review process that provided opportunity for FRMAC members (including SES and OEH) and key senior staff within Councils' Sustainable Infrastructure and Sustainable Communities Directorates to provide comment and input into the draft plan.

The proposed public exhibition period will provide another key opportunity for additional community feedback and input into the draft plan. An additional public community information and consultation session will be held during the exhibition period.

A report will be brought back to Council after the submissions have closed.

Related Policy, Precedents and / or Statutory Requirements:

Council has followed the guidelines of the 2005 Floodplain Development Manual relating to the management of flood liable land in accordance with Section 733 of the Local Government Act 1993.

The management plan provides a sound basis for input into Councils' statutory planning roles at Council, including LEP & DCP review processes, and the Coffs Harbour Floodplain Development and Management Policy.

Implementation Date / Priority:

The public exhibition of the Plan can commence after recommendation adoption.

Conclusion:

Adoption of the recommendations of this report will lead Council in its progression towards a more coordinated and structured approach to the management of flood risk in the Boambee Newports Creek area.



REPORT TO ORDINARY COUNCIL MEETING

MIDROC STRATEGIC ASSET APPROACH

REPORTING OFFICER:	Director Sustainable Infrastructure
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour LC 3.2 Engage the community and other levels of government in securing outcomes
ATTACHMENTS:	Nil

Recommendation:

That Council receives and notes the report on the MIDROC Asset Improvement Project

EXECUTIVE SUMMARY

The purpose of this report is to provide Councillors with the status update and achievements of MIDROC's Apples for Apples Project.

At its meeting of 22 August 2014 the MIDROC board (Mayors and GMs) initiated a project aimed at improving consistency in the way MIDROC councils individually reported on infrastructure assets in Special Schedule 7 (SS7), which forms a part of each council's annual financial statements.

The initial scope of the project was to simply review and resolve the discrepancies which were apparent in the different assumptions adopted by the various MIDROC councils in assessing their SS7 position each year. The differing assumptions resulted in, for example, some councils reporting an 80 year life for their road seals whilst others reported a 20 year life for similar assets. Such variations have a real impact on the reporting of balance sheet information and depreciation rates in the annual financial reports of the councils concerned.

An early review conducted during the Apples for Apples Project found that all asset classes held by MIDROC councils were similarly affected and vast differences in the reported financial positions and "asset backlogs" of the MIDROC councils resulted.

Since that time the project has grown to encompass a review of the fundamental processes which are utilised across the MIDROC councils in their endeavor to strategically manage assets. Major advances in the strategic and operational asset management processes have been identified and are undergoing implementation as a result of the Project, which itself is continuing.

REPORT

Description of Item:

On 22 August 2014 an endorsement from the MIDROC Board (Mayors and GMs) launched a project aimed at improving consistency in the way councils reported on infrastructure assets in Special Schedule 7 (SS7), part of council's annual financial statements.

Consultancy firm Jeff Roorda and Associates (JRa) were engaged to:

- facilitate discussions about consistent methodologies for reporting on such things as the value of assets, depreciation, maintenance and renewal needs/shortfalls ("backlog") and levels of service;
- undertake an Asset Management maturity assessment (i.e. how advanced each council is, where are the opportunities for improvement); and
- develop a Regional Asset Management Strategy which captured the series of actions which, if executed appropriately, would see greater consistency achieved in the ability of MIDROC councils to strategically manage their asset portfolios.

During the first half of 2015, the Project focused on a revaluation of transport assets (i.e. reassessing how much our roads, bridges and stormwater drainage assets are worth to replace, and how much they have depreciated, as is required by financial reporting standards issued by OLG.

JRa supplied councils with templates to undertake the revaluation and offered an online platform, DataShare, as a means of comparing results between councils.

MIDROC GMs requested a new tool to facilitate greater levels of communication and involvement about real infrastructure issues with councillors and the community. On 7 August 2015, MIDROC GMs endorsed a proposal to develop one page 'infrastructure dashboards' for sealed roads and timber bridges that 'tell the story about infrastructure' by highlighting in more accessible (non-engineering) terms:

- Where we are now (the 'state of the assets')
- Where we're headed (the 'state of the assets' in 10 years) and
- How we'll get there (based on resources allocated in the delivery program and long term financial plan).

Step Change in Asset Management Approach

Rather than focusing on the numbers and size of backlog (as SS7 currently does), the Apples for Apples dashboards for each asset class communicate the 'value' of outcomes a council can deliver with resources available.

The term "value" in this sense is understood to be the preferred balance – as selected by councillors and the community - between the three dimensions of performance (i.e. levels of service delivered/experienced by the community), sustainability (i.e. triple bottom line lifecycle cost) and risk (safety/reputational/financial).

This new approach involves a far more holistic view of asset management than the method it replaces and serves to force a stronger nexus between Council's Asset Management Plans, Council's Long Term Financial Plan, and the actual levels of service each community and their representative councillors decide to pursue.

The new approach is grounded in the new international standard for Asset Management - ISO 55000, and represents a significant improvement on the way councils have traditionally approached the problem of managing assets (currently defined by industry standards such as the International Infrastructure Management Manual and the OLG SS7) which focus solely on 'levels of service' only and disregard the important sustainability and risk dimensions.

Whilst facilitating workshops to prepare 'infrastructure dashboards', data was gathered to prepare a Regional Infrastructure Strategy (RIS) for MIDROC that would enable councils to achieve the objectives endorsed by the MIDROC board in 2014 by:

- improving consistency
- facilitating collaboration and
- building capacity across the region.

On 5 February 2016, MIDROC GMs endorsed a proposal to facilitate a one day workshop to review the RIS which has been prepared for sealed roads and timber bridges. The outcome of the workshop will be a prioritised action plan that will drive improvement efforts.

The chosen objective is to execute the improvements and prepare a Regional Asset Management Plan (RAMP) that presents a consistent 'state of the assets' across the region, identifies sources of, and priorities for, funding and outlines how councils will expend the funds to deliver the best value outcome.

As well as helping individual councils, the RAMP will be invaluable as a lobbying document to support advocacy about external funding assistance from state and federal governments.

The objective is to have a regional bid for timber bridges ready by round 4 of the National Stronger Regions fund.

Achievements of the Apples for Apples Project

The following advances have been achieved by the Apples for Apples Project:

- A fundamentally new methodology for managing assets at the strategic level which is consistent with the level of community inclusiveness envisaged by the IPR Framework.
- Greater regional consistency in both operational and strategic asset management which offers the potential of focused regionally-based lobbying on regional asset issues.
- A greatly improved ability to describe, in non-engineering terms, the potential impacts, both positive and negative, of various funding options for the consideration of councillors and the community when deciding annual asset allocations.
- Increased potential to objectively weigh the impact of funding choices between asset classes rather than within a single class only as is currently the case.
- An increased focus on "whole of life cost" as the primary determinant of asset renewal selections.
- The creation of two Regional Asset Management Plans covering the asset classes of sealed roads and timber bridges.

In September 2015 a representation from the MIDROC General Managers Committee met with the Acting Chief Executive of the Office of Local Government and presented a brief of the Apples for Apples project and its future intent. The Apples for Apples concept was resoundingly endorsed and OLG requested update briefings as the Project continued.

In October 2015 the Apples for Apples Directors Group met with GM and mayoral representatives of NORROC, the Namoi Group of Councils, and OROC, who had requested a briefing on the Project. All three regions of councils have flagged their willingness to be included in a wider expansion of the Project as opportunities allow.

Issues:

The MIDROC Asset Improvement Project, by its nature, required concerted and concurrent action by a significant number of related parties and teams across all MIDROC Councils. To control progress and maintain all parties involvement if this Regional project a Directors Strategic Asset Group has been formed. This Group steer the project across all MIDROC entities and is chaired by CHCC.

Options:

Receive and note report only.

Sustainability Assessment:

- **Environment**

Continuing the Project will enhance Council's capacity to strategically manage its extensive asset portfolio in compliance with the intent of the Integrated Planning and Reporting Framework.

- **Social**

The social benefits and services which flow from Council's public asset provision will be enhanced as the capacity of Council to strategically manage its assets at a higher level is increased by the Project outcomes.

- **Civic Leadership**

The 2030 Community Strategic Plan includes objectives which are directly related to the provision of asset-dependent services.

- **Economic**

Broader Economic Implications

Enhanced strategic asset management capability within Council will improve the utility of all expenditure related to asset management.

Delivery Program/Operational Plan Implications

The Project has no detrimental implications or impacts on the existing Delivery Program or Operational Plan.

Risk Analysis:

Strategic Asset Planning focuses on minimising life cycle costs and prioritising resource allocation for renewals and maintenance based on clearly defined service levels for each asset sub category.

Under the Strategic Asset Management model expenditure allocations are initially guided to ensure no unacceptable risks exist within the extensive asset base Council already maintains. Remaining expenditures – beyond that purely related to addressing risk – are then allocated to achieve lowest possible “whole of life cost”. This risk-first approach enhances Council’s ability to provide safe infrastructure.

Consultation:

Consultation with a range of City Infrastructure staff, other internal stakeholders, GMAC and MIDROC has been conducted throughout the Project to this point and will continue as the Project proceeds.

Further extensive external consultation has occurred with the Office of Local Government, IPWEA, and surrounding Regional Organisation’s of Councils.

Related Policy, Precedents and / or Statutory Requirements:

The Project meets Council Section 8 charter obligations in providing equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.

Implementation Date / Priority:

Project outputs have already been incorporated in a range of Council practices and workflows. Further advances will proceed in line with the pace of the Project.

Conclusion

Council may receive and note the above report on the MIDROC Asset Improvement (Apples for Apples) Project.



REPORT TO ORDINARY COUNCIL MEETING

DUKE STREET EXTENSION PROJECT - FURTHER INFORMATION

REPORTING OFFICER:	Director Sustainable Infrastructure
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	MA 1.1 Plan for new transport infrastructure, PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
ATTACHMENTS:	ATT1 Duke Street Extension Concept ATT2 Duke Street Extension Construction Drawing - Road ATT3 Duke Street Extension Embellishment Layout Drawing

Recommendation:

That Council endorses the attached plans and drawings for the construction of the permanent Duke Street Extension.

EXECUTIVE SUMMARY

During its consideration of the Duke Street Extension project at its meeting of 11th February 2016 Councillors indicated a desire to review the concept and design drawings related to the Duke Street Extension Project.

The purpose of this report is to provide the information which was called for at that meeting.

REPORT

Description of Item:

Project Scope

At Council's Meeting of 24th September 2015 a concept plan for a permanent roadway and park enhancement on the site (now referred to as the Duke Street Extension project) was considered and endorsed by Council.

The scope of the Duke Street Extension project is based on the overall intent as described in the Concept Plan which was reviewed by Councillors around the time of the September 2015 resolution. A copy of that plan is provided in the attachments for Councillors' review.

In summary, and based on the original concept, the project seeks to install a permanent road connection between Harbour Drive and the currently terminated Duke Street, and to add park embellishment features along the remaining open space adjacent to the proposed roadway.

The positioning of the roadway alignment, drainage, intersections, and the significant elements of the open space embellishment items are further described in the attached construction drawings which are also provided for Councillors review.

Conclusion:

Council's endorsement of the contents of this report will clarify the limits of the project scope and will see the proposed project progress to the construction phase.



REPORT TO ORDINARY COUNCIL MEETING

DRAFT NORTH COAST REGIONAL BOTANIC GARDENS STRATEGIC PLAN

REPORTING OFFICER:	Director Sustainable Infrastructure
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour, LC 3.2 Engage the community and other levels of government in securing outcomes, LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values, LE 3.2 Enhance protection of our catchments, waterways and marine areas, LE 3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs, LE 3.4 Create environmental management and restoration programs through partnerships with the community, LE 3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences, LE 1.1 Identify and promote the region's unique environmental values, LE 1.2 Develop programs to actively engage communities on environmental issues and solutions, LE 1.3 Promote connections to the environment through learning in the environment
ATTACHMENTS:	ATT1 NCRBG Second Draft Appendix Public Exhibition Part 1 ATT2 NCRBG Second Draft Appendix Public Exhibition Part 2 Appendices

Recommendation:

That Council in its role as the Corporate Manager of the Coffs Coast State Park:

- 1. Endorse the public exhibition of the North Coast Regional Botanic Garden Second Draft Strategic Plan 2017 - 2020 for a period of 28 days.**
 - 2. Receive a further report on the Draft Strategy following the exhibition period.**
-

EXECUTIVE SUMMARY

The purpose of this report is to gain Council's endorsement to publically exhibit the Second Draft of the North Coast Regional Botanic Garden Strategic Plan 2017-2020 and receive submissions on the Draft Plan from interested parties and stakeholders.

The draft plan was commissioned by Council in its role as Corporate Manager of the Coffs Coast State Park Trust with the aim of setting a renewed strategic direction for the Crown Reserve known as the North Coast Regional Botanic Garden (NCRBG).

The existing Management Strategy for the NCRBG was originally prepared in 1997.

REPORT

Description of Item:

The North Coast Regional Botanic Garden Second Draft Strategic Plan 2017 – 2020 was commissioned by Coffs Harbour City Council (CHCC) in their role as Corporate Manager of the Coffs Coast State Park Trust. The plan aims to set the strategic direction for the Crown Reserve known as the North Coast Regional Botanic Garden (NCRBG).

The draft plan outlines the strategic requirements for the NCRBG for the next 3-5 years, and includes:

- A review and assessment of the current situation in terms of compliance with the Crown Lands Act.
- A review and refinement of a proposed vision and strategic direction for the site.
- The development of, and proposal for, a compliant management model and implementation process for moving forward.

Issues:

The plan was prepared in response to the following:

- The current Management Strategy for the NCRBG was prepared in 1997.
- Absence of tenure arrangements with the Friends of the North Coast Regional Botanic Garden Incorporated (Friends of the NCRBG Inc) who occupy a number of sites within the Garden from which they operate commercial activity.
- Requests for funds for capital improvements to repair, expand, or replace aging infrastructure.
- The NCRBG reserve generates no income to cover its operating or capital costs.

As the appointed Corporate Manager, CHCC is responsible under the Crown Lands Act for the delivery of management over the NCRBG and for ensuring the site is operating at its highest and best use in-line with its dedication and zoning. The Strategic Plan ensures compliance with the legislation and CHCC obligations under the Crown Land Act.

Options:

Council may:

1. Endorse the North Coast Regional Botanic Garden Second Draft Strategic Plan 2017 – 2020 to be placed on public exhibition for 28 days. Submissions received will be analysed and incorporated where assessed as necessary into a final recommended Plan before being presented to Council for adoption.
2. Amend sections of the Plan before recommending that the Plan be placed on public exhibition.
3. Reject the recommendation to place the Plan on public exhibition and in its place resolve other appropriate actions to address the identified issues which currently exist.

Sustainability Assessment:

- **Environment**

The NCRBG is a significant environmental asset for the Coffs Harbour community and the wider region. The Garden preserves the existing natural plant communities of the site as well as rare and endangered species from a variety of locations. By distributing seed to other botanic gardens, the Garden's seed bank is able to establish planting of native plants in a wide range of locations, including other countries.

NCRBG has a diversity of native plants and animals and number of special ecological features which make it unique among other botanic gardens and which are vital to the health of the ecosystem. For example, mangrove, swamp forest and sclerophyll forest, reptiles, amphibians and other fauna as well as a variety of fungi, bacteria and micro-organisms.

- **Social**

The seed bank, records, herbarium and the ongoing cultivation of a wide variety of plants provide a valuable resource for scientists and students.

The NCRBG hosts social events and activities including festivals, organized leisure activities, picnic and community activities for all age groups. It is also a place for relaxation and passive recreation within walking distance of the CBD. Importantly, the NCRBG offers the social opportunity of reviving the human connection with the natural environment, and an appreciation of the benefits this will accrue for society.

Strong social values are also attached to the preservation of community stewardship of these important public assets and the need to ensure that they are passed on as an inheritance for the benefit of future generations.

- **Civic Leadership**

Council is required to maintain compliance with the Act in its management of Crown Lands. The Draft Strategic Plan has identified shortfalls in that regard and identifies potential pathways to achieve compliance with all aspects of that charter.

- **Economic**

Broader Economic Implications

The NCRBG, located so close to the Coffs Harbour CBD and dedicated to conservation is a significant economic asset to the city. CHCC, the Friends of the NCRBG Inc., the Coffs Coast State Park Trust and the community have invested in hard and soft infrastructure to develop and operate the site.

There are many existing and potential economic opportunities from events and other activities to be held at the Gardens. For example, the Australia Day Saltwater Freshwater Festival generated thousands of visitors to the city. There are existing facilities in the Gardens such as the café, the nursery and venue rental which will generate economic opportunities and boost tourism in the City.

There are also potential economic opportunities to develop technology-driven tools to enhance visitor experiences at the Garden.

Delivery Program/Operational Plan Implications

The NCRBG currently expends between \$500 000 and \$560 000 per year in operating costs. These costs are currently met by Coffs Coast State Park Trust, CHCC and Friends of the NCRBG Inc. with the Coffs Coast State Park Trust bearing the heaviest burden which averages \$400,000 per annum. The average contribution to the NCRBG by CHCC over 5 years via the Environmental Levy was \$16 000.

100% of income generated at the NCRBG goes to Friends of the NCRBG Inc, through the operation of a number of social enterprises they run from the garden.

Currently there is no budget for capital improvements, repair or maintenance and there is no strategy to raise funds. There is an absence of asset life cycle maintenance costing and there is no maintenance plan.

Risk Analysis:

The NCRBG is currently not operating in compliance with the Crown Lands Act. Appropriate tenure and insurance arrangements must be addressed as the highest priority regardless of the outcome of Council's deliberations on the draft Strategic Plan.

Whilst the status quo is maintained there is an unacceptable and possibly extreme liability exposure and level of risk to Council in its role as Corporate Manager of the Reserve Trust.

Other issues which flow naturally from the current arrangements include a moderate risk that the Gardens will lose funding and incur unsustainable expenses due to lack of management focus, as well as a risk of undue impact on the highly valued volunteers due to excessive demands on their good will.

Consultation:

CHCC commissioned R&S Muller Enterprise Pty Ltd to develop the Strategic Plan in conjunction with a project working group. Consultation meetings were held with the community, Friends of the NCFBG Inc, and other special interest groups. A series of interviews were held with CHCC staff and stakeholders of the NCRBG. A workshop was held with CHCC Councillors.

The Second Draft document presented here for Councillors review is the result of the

Related Policy, Precedents and / or Statutory Requirements:

- Crown Lands Act 1989 including the Crown Lands Regulation 2006 and the Crown Lands (General Reserves) By-Law 2006.
- Local Government Act 1993
- Environmental Planning and Assessment Act

Implementation Date / Priority:

The implementation date for exhibition should be immediate given the risk issues identified.

Conclusion:

It is recommended that Council endorse the exhibition of the Draft Strategic Plan as the first step in addressing the issues of non-compliance and financial sustainability for a very high profile and valued outstanding public asset. An exhibition period beginning in February or early March will see a Final Strategic Plan, incorporating public submissions and views, returned to Council for adoption and execution prior to May 2016.