



Central Coast Council
Business Paper
Ordinary Council Meeting
23 March 2021





COMMUNITY STRATEGIC PLAN 2018-2028

ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA

ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE

ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

G2 Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect

There are 5 themes, 12 focus areas and 48 objectives



All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.

The infographic details the following structure:

- THEME: BELONGING**
 - Focus Area: OUR COMMUNITY (Objectives: A1, A2, A3, A4)
 - Focus Area: COMMUNITY CONNECTION AND LOCAL IDENTITY (Objectives: B1, B2, B3, B4)
- THEME: SMART**
 - Focus Area: A GROWING AND COMPETITIVE REGION (Objectives: C1, C2, C3, C4)
 - Focus Area: A PLACE OF OPPORTUNITY FOR PEOPLE (Objectives: D1, D2, D3, D4)
- THEME: GREEN**
 - Focus Area: ENVIRONMENTAL RESOURCES FOR THE FUTURE (Objectives: E1, E2, E3, E4)
 - Focus Area: INCREASED AND PROTECTED NATURAL BEAUTY (Objectives: F1, F2)
- THEME: RESPONSIBLE**
 - Focus Area: GOOD GOVERNANCE AND GREAT PARTNERSHIPS (Objectives: G1, G2, G3, G4)
 - Focus Area: BELIEVING ESSENTIAL INFRASTRUCTURE (Objectives: H1, H2, H3, H4)
 - Focus Area: BALANCED AND SUSTAINABLE DEVELOPMENT (Objectives: I1, I2, I3, I4)
- THEME: LIVEABLE**
 - Focus Area: BELIEVING PUBLIC TRANSPORT AND ECONOMIC VIBES (Objectives: J1, J2, J3, J4)
 - Focus Area: SAFE AND SOUND FOR ALL (Objectives: K1, K2, K3, K4)
 - Focus Area: BELIEVING LIFE IS ALL ABOUT A GROWING COMMUNITY (Objectives: L1, L2, L3, L4)



Meeting Notice

**The Ordinary Council Meeting
of Central Coast Council
will be held in the Council Chamber,
Level 1, 49 Mann Street, Gosford on
Tuesday 23 March 2021 at 6.30 pm,
for the transaction of the business listed below:**

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Rik Hart
Acting Chief Executive Officer

Item No: 1.1
Title: Disclosures of Interest
Department: Corporate Affairs



23 March 2021 Ordinary Council Meeting

Trim Reference: F2021/00035 - D14495026

Chapter 14 of the *Local Government Act 1993* ("LG Act") regulates the way in which the councillors and relevant staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public functions.

Section 451 of the LG Act states:

- (1) *A councillor or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.*
- (2) *The councillor or member must not be present at, or in sight of, the meeting of the council or committee:*
 - (a) *at any time during which the matter is being considered or discussed by the council or committee, or*
 - (b) *at any time during which the council or committee is voting on any question in relation to the matter.*
- (3) *For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or member has an interest in the matter of a kind referred to in section 448.*
- (4) *Subsections (1) and (2) do not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting, if:*
 - (a) *the matter is a proposal relating to:*
 - (i) *the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or*
 - (ii) *the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and*
 - (a1) *the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person*

1.1 Disclosures of Interest (contd)

(whose interests are relevant under section 443) in that person's principal place of residence, and

- (b) the councillor made a special disclosure under this section in relation to the interest before the commencement of the meeting.*

- (5) The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:*
 - (a) be in the form prescribed by the regulations, and*
 - (b) contain the information required by the regulations.*

Further, the Code of Conduct adopted by Council applies to all councillors and staff. The Code relevantly provides that if a councillor or staff have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed as well as providing for a number of ways in which a non-pecuniary conflicts of interests might be managed.

Recommendation

That Administrator and staff now disclose any conflicts of interest in matters under consideration by Council at this meeting.



Item No: 1.2
Title: Confirmation of Minutes of Previous Meeting
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Trim Reference: F2021/00035 - D14495030

Summary

Confirmation of minutes of the Ordinary Meeting of Council held on 9 March 2021.

Recommendation

That Council confirm the minutes of the Ordinary Meeting of Council held on the 9 March 2021.

Attachments

1  Minutes - Ordinary Meeting - 9 March 2021 [Click here for Attachment](#) D14517398

Item No: 1.3
Title: Notice of Intention to Deal with Matters in Confidential Session
Department: Corporate Affairs



23 March 2021 Ordinary Council Meeting

Trim Reference: F2021/00035 - D14495039

Summary

It is necessary for the Council to adopt a resolution to formalise its intention to deal with certain matters in a closed and confidential Session. The report is incorporated in the "Confidential" business paper which has been circulated.

The *Local Government Act 1993* requires the Chief Executive Officer to identify those matters listed on the business paper which may be categorised as confidential in terms of section 10A of the *Local Government Act 1993*. It is then a matter for Council to determine whether those matters will indeed be categorised as confidential.

Recommendation

That Council note that no matters have been tabled to deal with in a closed session.

Context

Section 10A of the *Local Government Act 1993* (the Act) states that a Council may close to the public so much of its meeting as comprises:

- 2(a) personnel matters concerning particular individuals (other than Councillors),*
- 2(b) the personal hardship of any resident or ratepayer,*
- 2(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,*
- 2(d) commercial information of a confidential nature that would, if disclosed:*
 - (i) prejudice the commercial position of the person who supplied it, or*
 - (ii) confer a commercial advantage on a competitor of the Council, or*
 - (iii) reveal a trade secret,*
- 2(e) information that would, if disclosed, prejudice the maintenance of law,*

- 2(f) *matters affecting the security of the Council, Councillors, Council staff or Council property,*
- 2(g) *advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,*
- 2(h) *information concerning the nature and location of a place or an item of Aboriginal significance on community land.*
- 2(i) *alleged contraventions of any code of conduct requirements applicable under section 440.*

It is noted that with regard to those matters relating to all but 2(a), 2(b) and 2(d)(iii) it is necessary to also give consideration to whether closing the meeting to the public is, on balance, in the public interest.

Further, the Act provides that Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public (section 10A(3)).

As provided in the Office of Local Government Meetings Practice Note August 2009, it is a matter for the Council to decide whether a matter is to be discussed during the closed part of a meeting. The Council would be guided by whether the item is in a confidential business paper, however the Council can disagree with this assessment and discuss the matter in an open part of the meeting.

Attachments

Nil

AMENDED ITEM

Item No: 2.1
Title: Central Coast Council Financial Plan
Department: Chief Executive Officer's



23 March 2021 Ordinary Council Meeting

Reference: F2021/00035 - D14526614

Executive: Malcolm Ryan, Chief Operating Officer

Report purpose

The purpose of this report is to inform the Council and the community as to the current financial position that Council is in and the proposed plan to move to a sustainable future. The report deals with five key elements, these are;

- 1 Current financial position
- 2 Debt
- 3 Key assumptions
- 4 Reduction in services
- 5 Long term financial plan (LTFP)

Executive Summary

Council's current financial position is not sustainable. The adoption of a Long Term Financial Plan (LTFP) is a method of providing a model of future income and expenditure to give greater insights as to the trends affecting Council's financial future. The model and the assumptions are explained in this report and there are conclusions drawn that will have significant material affect on how Council will operate in the future

Chief Executive Officer's Recommendation

- 1 *That Council adopts the following Long Term Financial Plan (LTFP)*

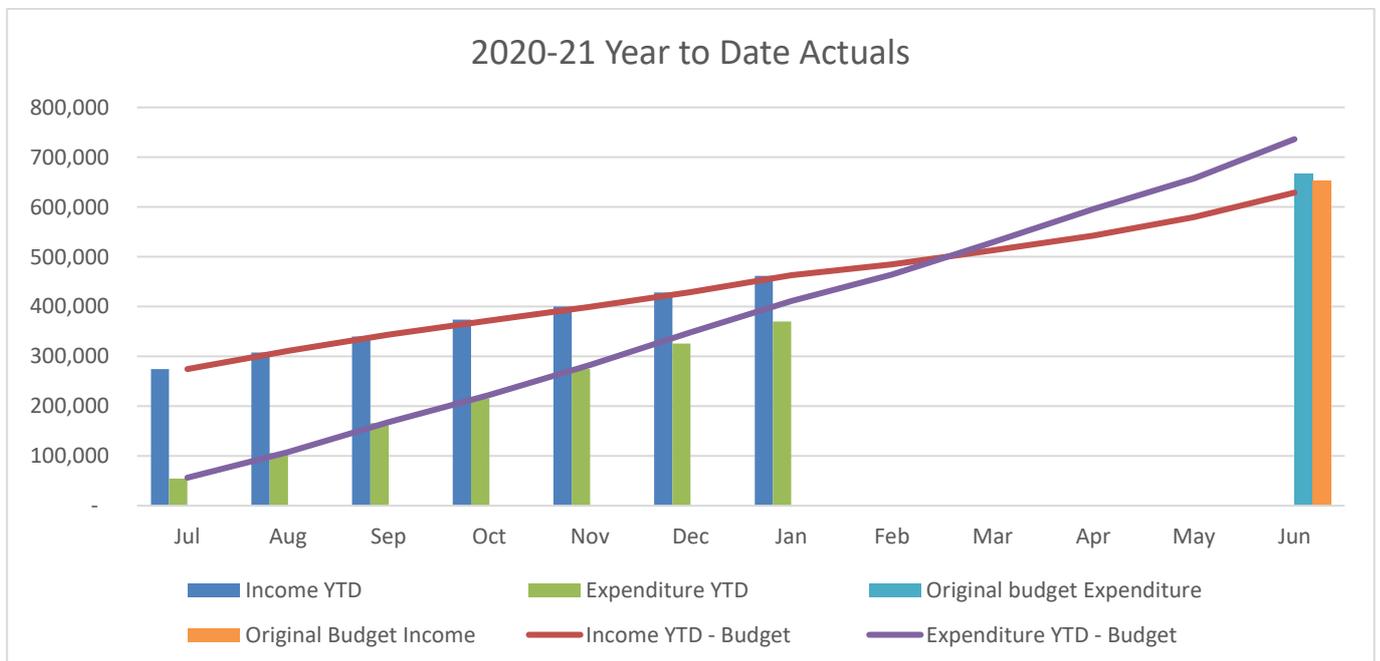
2.1 Central Coast Council Financial Plan (contd)

	1	2	3	4	5	6	7	8	9	10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income										
Rates	179,357	183,841	188,437	193,148	197,977	202,926	207,999	213,199	218,529	223,992
SRV	22,859	23,431	24,016	24,617	25,232	25,863	26,510	27,172	27,852	28,548
Annual and User Charges and Other Income	415,084	437,160	439,345	441,542	443,750	445,969	448,198	450,439	452,692	454,955
Operating Grants	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856
Operating Contributions	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635
Total Income attributable to Operations	666,792	693,922	701,290	708,798	716,450	724,249	732,198	740,302	748,564	756,987
Operating Expenses										
Employee Costs	175,832	180,228	184,733	189,352	194,086	197,967	201,927	205,965	210,084	214,286
Borrowing Costs	17,471	17,351	17,231	17,111	16,991	16,871	16,751	16,631	16,511	16,391
Materials and Contracts	188,517	189,460	190,407	191,359	192,316	193,277	194,244	195,215	196,191	197,172
Depreciation	177,106	182,606	188,106	193,606	199,106	204,606	210,106	215,606	221,106	226,606
Other Expenses	100,822	100,822	100,822	100,822	100,822	100,822	100,822	100,822	100,822	100,822
Total Expenses attributable to Operations	659,748	670,467	681,300	692,250	703,321	713,544	723,850	734,239	744,715	755,277
Operating Result	7,043	23,456	19,990	16,548	13,129	10,705	8,349	6,063	3,849	1,709

2 That Council uses this LTFP as the basis for the preparation of the draft Operational Plan for the 2021/2022 financial year.

Current financial position

Council is currently operating with projected deficit (loss) for this financial year of \$107 million which is being funded through a commercially obtained loan. The following diagram shows the actual Year to date (YTD) income and expenses together with the projected end of year results. Also shown is the originally budgeted expenses and income. The table that follows shows the distribution of these funds for the major categories.



This chart is also an example of the type of financial information that will now be published monthly to allow the community to review Council's performance. The chart and the table clearly show Council's financial situation is not sustainable.

2.1 Central Coast Council Financial Plan (contd)

	CURRENT MONTH		YEAR TO DATE		FULL YEAR	
	Actuals	Adopted Budget	Actuals	Adopted Budget	Original Budget	Adopted Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income						
Rates	23	-	173,579	173,381	173,381	173,381
Other Income	29,439	30,352	266,023	269,435	432,522	404,553
Operating Grants	1,045	991	13,785	13,038	33,223	35,293
Operating Contributions	2,614	2,146	6,927	6,838	14,289	14,679
Gain on Disposal	231	-	1,154	-	-	922
Total Income attributable to Operations	33,353	33,489	461,468	462,692	653,415	628,829
Operating Expenses						
Employee Costs	12,167	22,303	117,220	126,379	200,870	252,087
Borrowing Costs	1,208	1,316	8,111	8,258	15,038	16,571
Materials and Contracts	9,780	16,301	96,695	119,433	210,544	194,279
Depreciation	13,290	14,739	92,525	98,177	141,732	171,606
Other Expenses	7,539	8,191	55,045	58,963	98,627	101,041
Loss on Disposal	17	-	224	-	-	635
Overheads	(0)	(0)	(0)	(0)	0	0
Total Expenses attributable to Operations	44,001	62,849	369,819	411,210	666,811	736,220
Operating Result after Overheads and before Capital Amounts	(10,648)	(29,361)	91,649	51,482	(13,397)	(107,391)

Debt

Currently the total forecasted debt of \$565 million is made up of \$365 million in commercial loans forecast as at 30 June 2021 and approx. \$200 million of restricted reserves overspend as at 30 June 2020.

The commercial loans will be paid off using their individual payment schedules of principle and interest and these have been included in the proposed LTFP. The restricted reserves will be paid back using:

- Approx. \$110 million of surpluses projected for the next 10 years;
- Approx \$40 - \$60 million of proceeds from sale of assets;
- Approx \$20 - \$40 million in write off of unnecessary internal reserves;

The remainder, if needed, will need to be paid off through an additional loan at the end of the 10 years of the model.

Key Assumptions

There are a series of assumptions that must be made to determine how to return to financial sustainability. These are:

Rate Peg	2.0% for 2021/22 then 2.5% after that
CPI	0.5%
Wage index	2.5% until 2025/26 then 2.0%
SRV	13%
IPART determination	Recouping \$20 million in annual water and sewer charges from 2022/23
Loan interest rates	Remaining low

2.1 Central Coast Council Financial Plan (contd)

Depreciation	\$5.5 million annual increase mostly renewals
Employees Costs	Approx \$176 million in 2021/22

Reduction in services

In order for Council to repay the restricted debt and return to financial sustainability, given the issues outlined above, a significant reduction in expenditure is required. The three areas that represent a significant part of Council's costs as shown in the chart above for the current 2020/21 financial year are:

- Employees' Costs \$252 million
- Materials and contracts \$194 million
- Depreciation \$172 million

It is proposed to reduce employee costs from \$252 million, (inclusive of \$45 million for redundancies) to \$176 million for 2021/22 - which represents a structural reduction in wages of \$31 million. It should be noted that any money not needed to pay for redundancies reduces the deficit could be used as Working Capital. As can any other savings that occur.

Materials and Contracts will be reduced from \$194 million to \$189 million for 2021/22.

Capital asset investment will be managed so that the annual increase in depreciation will be capped at \$5.5 million. Depreciation is used to maintain Councils assets, any reduction in this amount would result in the quality of these assets reducing.

To achieve the savings in employee costs it has been necessary to embark upon a process of Voluntary Redundancies and restructures. Council commenced this financial year with a staff establishment of 2618 positions, 337 of which were vacant. These have been removed leaving 2281 positions.

The following table indicates the type of management roles that may be affected by this process that is currently subject to consultation:

	Pre structural Change	Post structural change	Reduction	Percentage reduction
Executive Leadership Team	9	5	4	44
Unit Managers	38	25	13	34
Section Managers	97	65	32	33
Team Leaders	144	110	34	23
Supervisors	38	31	7	18
Total	326	236	90	27

A significant number of staff, up to approximately 200, other than the roles outlined above, will be affected to achieve the budget savings of \$31 million. This will mean that total the total workforce will be close to the pre-merger numbers.

To achieve the other savings there are to be some significant changes in the way Council delivers services to the community. Changes can be summarised as follows a more detailed table is attached:

Infrastructure

Emergency repairs response times will still be the same. Low risk road repairs will be slower. Traffic reviews will take longer. The backlog of repairs will rise to 5% then reduce in the future. There will not be any changes to the waste service.

Water and Sewer

Slower response times for water outages. Lower priority on pro-active work such as flushing dead end mains which will reduce the frequency of this activity. Will need to rely on contractors if major damage occurs in extreme weather events

Environment and Planning

Slower processing times for applications. Reduced response times for complaints with priority given to safety or environmental issues. Reduced strategic planning projects.

Community and Recreation

Significant reduction in the number of events. Reduced number of staff in libraries and education facilities. Less frequent maintenance on playing fields during peak season. A reduced capacity to take on new assets

Long Term Financial Plan (LTFP)

The purpose of the LTFP is to establish estimates for Council's income and expenses for the next 10 years based on the assumptions outlined above. The LTFP will "roll" forward every year as each subsequent budget is adopted. Year 1 of the LTFP is always next year's budget. This approach enables the Council and the community to plan for major expenses and will also help predict when Council maybe heading in a deficit position. The LTFP needs to be reviewed at least annually during the preparation of the Operational Plan to test assumptions and current financial climate.

2.1 Central Coast Council Financial Plan (contd)

	1	2	3	4	5	6	7	8	9	10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
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Operating Grants	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856	34,856
Operating Contributions	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635	14,635
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Operating Result	7,043	23,456	19,990	16,548	13,129	10,705	8,349	6,063	3,849	1,709

The LTFP is the basis of the Operational Plan, which will be presented to Council for exhibition shortly. The Operational Plan will detail Council's proposed budget for next year and the three subsequent years in more detail than the LTFP displays. Like the LTFP the Operational Plan "rolls" forward every year as the next Operational Plan is adopted. The key features of this LTFP are:

- The Council just remains in surplus with very modest amounts but after the first 2 years the amount of the surplus declines. To arrest this decline either further funds are required or a continuous stream of savings from service improvements or both
- Loans are repaid
- Debts to the restricted funds are repaid by using the vast majority of all the accumulated surpluses
- Depreciation levels are increased by \$5.5 million

One of the key issues with the financial position Council finds itself in, is with essentially no working capital and small surpluses for the foreseeable years devoted to paying off debt. The ability to construct new assets (aside from those funded by development levies), is severely limited.

There are significant benefits to be found by engaging in one of the many business improvement methodologies to improve processes and to realise the potentials available as a result of the merger.

This LTFP is by necessity conservative. Council will need to explore every opportunity to reduce costs in its service delivery and engage with the community as to what service levels should be maintained as well as further measures to increase income. This may include discussions on further rate increases.

2.1 Central Coast Council Financial Plan (contd)

It is considered however that with a dedicated commitment to detailed service improvements, effective application of new technology and a more detailed understanding of Councils financial situation by the community the outlook provide by the LTFP can be substantially improved

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

There are no current costs involved in adopting this report's recommendations.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G2: Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.

Attachments

1 ➡ Central Coast Council Financial Plan [Click here for Attachment](#) D14544975



Item No: 3.1
Title: Consideration of Submissions and Adoption of the Long Term Financial Plan and Debt Recovery and Hardship Policy
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2020/03181 - D14520587
Author: Vivienne Louie, Unit Manager, Financial Performance
Melissa McCulloch, Unit Manager Financial Services
Executive: Natalia Cowley, Director, Corporate Affairs

Report purpose

The purpose of this report is for Council to consider submissions received during the public exhibition and consider any changes to the revised General Fund Long Term Financial Plan and Debt Recovery and Hardship Policy from submissions received.

Executive Summary

As part of the Special Rate Variation (SV) application a revised General Fund Long Term Financial Plan (LTFP) and Debt Recovery and Hardship Policy were drafted. Council resolved for the documents to go on public exhibition from 9 February 2021 to 9 March 2021, with a report to be provided back to Council on the outcome.

The revised General Fund LTFP was updated based on Council's financial position and included the scenarios of no rate rise (rate peg only) or receiving a potential SV.

The draft Debt Recovery and Hardship Policy was reviewed and updated in accordance with the Office of Local Government's Debt Management and Hardship Guidelines and with consideration around the community's capacity to pay, particularly for those experiencing hardship.

Both documents were placed on exhibition and open for public comment for a total of 29 days. During this time 33 submissions were received (24 submissions on the revised General Fund Long Term Financial Plan and 9 submissions on the draft Debt Recovery and Hardship Policy). A summary of the submissions and staff recommendations is contained in Attachment 1. While the submissions have been reviewed and considered, no changes have been made based on the submissions received and it is recommended that the revised General Fund Long Term Financial Plan (Attachment 2) and Debt Recovery and Hardship Policy (Attachment 3) are adopted.

3.1 Consideration of Submissions and Adoption of the Long Term Financial Plan and Debt Recovery and Hardship Policy (contd)

Corporate Affairs Recommendation

- 1 *That Council note the submissions received and write to each submission maker thanking them for their submission and advising of the outcome as per Attachment 1*
- 2 *That Council adopt the General Fund Long Term Financial Plan as per Attachment 2*
- 3 *That Council adopt the Debt Recovery and Hardship Policy as per Attachment 3*

Background

At the 8 February 2021 Council meeting, Council resolved in part as follows:

30/21 Resolved

- 2 *That Council adopt the revised Long-Term Financial Plan (General Fund) for the purpose of public exhibition.*
- 3 *That Council adopt the draft Debt Recovery and Hardship Policy for the purpose of public exhibition.*
- 4 *That a further report be provided following public exhibition of Long-Term Financial Plan and draft Debt Recovery and Hardship Policy to meeting of 22 March 2021 as a late report.*

Current Status

In accordance with resolutions 2, 3 and 4 above, the revised General Fund LTFP and draft Debt Recovery and Hardship Policy have both been publicly exhibited, with this report detailing the outcome of the exhibition.

Both documents were publicly exhibited for a total of 29 days, with 33 submissions received. While the submissions have been reviewed and considered, no changes have been made based on the submissions received to the General Fund LTFP and the bold italics and strikethrough that were included in the draft Debt Recovery and Hardship Policy (for the purpose of exhibition) have been accepted. It is recommended that both documents, as set out in Attachments 2 and 3, are adopted.

Consultation

The revised General Fund LTFP and draft Debt Recovery and Hardship Policy were publicly exhibited for a period of 29 days, from Tuesday 9 February to Tuesday 9 March 2021.

3.1 Consideration of Submissions and Adoption of the Long Term Financial Plan and Debt Recovery and Hardship Policy (contd)

The documents were electronically available via the <https://www.yourvoiceourcoast.com/> website, with public comment able to be provided via email, post or an online submission form.

The outcome of the public exhibition saw 33 submissions received (24 submissions on the revised General Fund Long Term Financial Plan and 9 submissions on the draft Debt Recovery and Hardship Policy). A summary of those submissions and staff recommendations is set out in Attachment 1.

A large number of the submissions were objections to Council's Special Variation application rather than the revised General Fund Long Term Financial Plan and draft Debt Recovery and Hardship Policy which were on public exhibition.

The submissions that Council has received on the revised General Fund Long Term Financial Plan and draft Debt Recovery and Hardship Policy will be forwarded to IPART.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

There is no financial implication associated with the recommended action.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G2: Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.

Options

Council has the option to:

- 1 Adopt the General Fund LTFP and Debt Recovery and Hardship Policy (recommended). Both documents were updated to reflect the current situation and in line with prescribed requirements and then exhibited for public comment. 33 submissions were

3.1 **Consideration of Submissions and Adoption of the Long Term Financial Plan and Debt Recovery and Hardship Policy (contd)**

received during this time. A large number of the submissions were objections to Council's Special Variation application rather than the revised General Fund Long Term Financial Plan and draft Debt Recovery and Hardship Policy which were on public exhibition.

- 2 Resolve not to adopt the General Fund LTFP and Debt Recovery and Hardship Policy (not recommended). Although the 33 submissions were largely objecting Council's Special Variation application and they were not specific to the revised Long Term Financial Plan and draft Debt Recovery and Hardship Policy.

Attachments

- | | | | |
|----------|---|---|-----------|
| 1 | Summary of Submissions for Revised LTFP and Draft Debt Recovery and Hardship Policy | Click here for Attachment | D14536429 |
| 2 | Long Term Financial Plan | Click here for Attachment | D14480010 |
| 3 | Debt Recovery and Hardship Policy | Click here for Attachment | D14536386 |



Item No: 3.2
Title: Investment Report for February 2021
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2004/06604 - D14442777
Author: Peter Correy, Financial Controller
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report purpose

To present Investment Reports on a monthly basis in accordance with cl. 212 of the *Local Government (General) Regulation 2005* which states as follows:

- 1 *The responsible accounting officer of a council*
 - a) *must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:*
 - i. *if only one ordinary meeting of the council is held in a month, at that meeting, or*
 - ii. *if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and*
 - b) *must include in the report a certificate as to whether the investment has been made in accordance with the Act, the regulations and the council's investment policies.*
- 2 *The report must be made up to the last day of the month immediately preceding the meeting.*

Executive Summary

This report details Council's investments as at 28 February 2021.

Corporate Affairs Recommendation

That Council receive the Investment Report for February 2021.

Background

Council's investments are made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005, the amended Investment Policy adopted at the Ordinary Council Meeting on 3 February 2021, Ministerial Investment Order issued February 2011 and Division of Local Government (as it was then known) Investment Policy Guidelines published in May 2010.

3.2 Investment Report for February 2021 (contd)

Current Status

Council's current cash and investment portfolio totals \$492.33M at 28 February 2021.

Source of Funds	Feb 2021 Value (\$'000)
Investment Portfolio	\$446,205
Transactional accounts Per Bank Statement and cash in hand	\$46,126
Total	\$492,331

Report

Council's Investment Portfolio is managed through term deposits and floating rate note maturities and placements.

Total net return on the portfolio for Council in February, comprising entirely of interest earned, was \$366k. The total value of the Council's investment portfolio as at 28 February 2021 is outlined in Table 1 below.

Table 1 – Portfolio Movement

Description	2019-20 Financial Year \$'000	Jul-Sep Qtr 2020/21 \$'000	Oct-Dec Qtr 2020/21 \$'000	Jan-21 2020/21 \$'000	Feb-21 2020/21 \$'000	FYTD 2020/21 \$'000
Opening Balance	445,661	348,210	299,678	371,131	451,961	348,210
Movement for the period	-97,451	-48,532	71,453	80,830	-5,756	97,995
Closing Balance	348,210	299,678	371,131	451,961	446,205	446,205
Interest earnings	8,547	1,152	1,012	368	366	2,898

The market value of Council's investment portfolio at 28 February 2021 is \$446.2M.

During February, Council's transactional cash holdings increased by \$9.4M through receipt of rate instalments, investment maturities offset in part by increased payroll costs relating to redundancies. Total cash and investments increased \$3.6M for the month. At the time of this Report \$18.8M had been transferred from transactional accounts to Investments during March.

3.2 Investment Report for February 2021 (contd)

Council's investments are evaluated and monitored against a benchmark appropriate to the risk (APRA Standards BBB long term or above) and time horizon of the investment concerned.

A summary of the term deposit and floating rate notes maturities are listed in Table 2 below.

Table 2 - Investment Maturities as at 28 February 2021

Time Horizon	Percentage Holdings	Maturity on or before	Value \$'000
At Call	12.37%	Immediate	55,184
Investments			
0 - 3 months	21.65%	May-2021	96,603
4 - 6 months	19.23%	Aug-2021	85,807
7 - 12 months	9.31%	Feb-2022	41,544
1 - 2 years	8.10%	Feb-2023	36,129
2 - 3 years	6.80%	Feb-2024	30,354
3 - 4 years	11.82%	Feb-2025	52,756
4 - 5 years	10.72%	Feb-2026	47,828
Total Investments	87.63%		391,021
Total Portfolio	100.00%		446,205

The investment portfolio is concentrated in AA above (42.97%), A (37.56%), and BBB (19.47%).

Council monitors and manages the portfolio taking into consideration credit ratings of financial institutions, interest rates offered for the maturity dates required and counterparty exposure.

The current spread of investments and counterparty exposure for February 2021 are shown in Graphs 1 and 2 respectively in Attachment 3.

Environmental, Social and Green (ESG) Investments

Council continues to look for 'ESG' investment opportunities subject to prevailing investment guidelines. A list of current ESG investments held is contained on the investment listing, highlight in green. For the month of February, there have been no new green investments undertaken.

Council currently holds 6.44% or \$28.75M in ESG investments as at 28 February 2021.

Portfolio Return

Interest rates on investments in the month, ranged from 0.33% to 3.18%, all of which exceeded the monthly Bank Bill Swap Rate (BBSW) benchmark of 0.01%.

3.2 Investment Report for February 2021 (contd)

The annualised financial year to date return for February of 1.07% for Central Coast Council is favourable compared to benchmark bank bill swap (BBSW) *financial year to date* Calculated Bank Bill Index of 0.95% as shown in Graph 3 - Portfolio Returns in Attachment 2.

Council's Portfolio by Source of Funds

Council is required to restrict funds received for specific purposes. Restricted funds consist of funds in the investment portfolio and in transactional accounts as follows:

Source of Funds	Value (\$'000) February 2021
Investment Portfolio	\$446,205
Transactional accounts and cash in hand	\$46,126
Total	\$492,331
Restrictions as at 28 February 2021	\$446,167
Unrestricted Funds as at 28 February 2021	\$46,164

Council is managing the previously reported negative unrestricted funds balance, as part of Council's Business Recovery Plan.

Market values reflected in the Portfolio valuation report in Attachment 5 have been used to record the unrecognised gains in tradeable fixed rate bonds and floating rate notes. Interest accrued has been recorded separately and is not reflected in portfolio valuations.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

Council's investment portfolio includes rolling maturity dates to ensure that Council has sufficient liquidity to meet its ongoing obligations.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G4: Serve the community by providing great customer experience, value for money and quality services.

Attachments

1	Summary of Investments as at 28 February 2021	Click here for Attachment	D14539893
			
2	Summary of Restrictions as at 28 February 2021	Click here for Attachment	D14539894
			
3	Investment Report for February 2021- Graph 1, 2 and 3	Click here for Attachment	D14540061
			
4	Treasury Direct Trading Limit Report February 2021	Click here for Attachment	D14539898
			
5	Treasury Direct Portfolio Valuation Report February 2021	Click here for Attachment	D14539897
			

Item No: 3.3
Title: Internal Restriction Write Offs
Department: Corporate Affairs



23 March 2021 Ordinary Council Meeting

Reference: F2020/01876 - D14511407
Author: Peter Correy, Financial Controller
Executive: Natalia Cowley, Director, Corporate Affairs

Due notice is given of this matter in accordance with Council's Code of Meeting Practice. The report and any relevant attachments will be provided prior to the Ordinary Meeting of 23 March 2021. The reason for providing this report as a late item is so that it can reflect as far as practicable the current situation with regard to Council's actions and response.



Item No: 3.4
Title: Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Trim Reference: F2020/00030 - D14189479
Author: Peter Correy, Acting Unit Manager Financial Performance
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report Purpose:

The purpose of this report is for Council to consider the draft 2019-20 unaudited Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority.

Executive Summary

The Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority set out the financial performance, financial position and cash flows of Council and Council's Water Supply Authority for the financial year ended 30 June 2020.

Corporate Affairs Recommendation

- 1 *That Council note that the draft Consolidated Financial Reports for Central Coast Council for the period from 1 July 2019 to 30 June 2020 are presented to Council. The Consolidated Financial Report includes the General Purpose financial report, Special Purpose financial report and Special Schedules, which is Attachment 1 to the business paper.*
- 2 *That Council also note that the draft Consolidated Financial Reports have been prepared in accordance with the requirements of the Local Government Act 1993 ("LG Act"), the Local Government (General) Regulation 2005 ("LG Reg") and the relevant accounting and reporting requirements of the Office of Local Government prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.*
- 3 *That Council note that the draft Financial Reports for Central Coast Council Water Supply Authority for the period from 1 July 2019 to 30 June 2020 is presented to Council, which is Attachment 2 to the business paper.*
- 4 *That Council note that the draft Financial Reports for Central Coast Council Water Supply Authority as presented in accordance with section 41B of the Public Finance and Audit Act 1983 (PF&A Act) and the Public Finance, the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board,*

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

the Local Government Act 1993 (NSW) and the relevant accounting and reporting requirements of the Office of Local Government prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.

- 5 *That Council authorise, the Interim Administrator, given the suspension of the Mayor, to execute all documents related to the draft Consolidated Financial Reports in accordance with s413(2)(c) of the LG Act, and cl. 215(1)(b)(i) of the LG Reg.*
- 6 *That Council authorise, the Chief Executive Officer to execute all documents related to the draft Consolidated Financial Reports in accordance with s413(2)(c) of the LG Act, and cl. 215(1)(b)(iv) of the LG Reg.*
- 7 *That Council authorise, the Responsible Accounting Officer of the Council, to execute all documents related to the draft Consolidated Financial Reports with s413(2)(c) of the LG Act, and cl. 215(1)(b)(iii) of the LG Reg.*
- 8 *That Council authorise, for the purposes of s. 41C(1C) of the Public Finance and Audit Act 1983, its Interim Administrator (given the suspension of the Mayor), Chief Executive Officer and Responsible Accounting Officer to execute all documents related to the draft Financial Reports for Central Coast Council Water Supply Authority.*
- 9 *That Council resolve, for the purposes of s. 413(1) of the LG Act, to refer the Consolidated Financial Reports for Central Coast Council and the Financial Reports for Central Coast Council Water Supply Authority for the period from 1 July 2019 to 30 June 2020 to the Audit Office of New South Wales, for external audit.*
- 10 *That Council delegate to the Chief Executive Officer to set the date for the meeting to present the audited 2019-20 financial reports, together with the auditor's reports, to the public in accordance with s418(1)(a), (b) of the LG Act.*

Context

The financial statements for the 2019-20 reporting period are the formal record of the business performance of all Council activities.

The draft Consolidated Financial Reports, which includes the General Purpose financial report, Special Purpose financial report and Special Schedules, includes all of Council's business activities including the business activities of Council which are regulated under the *Water Management Act 2000*. The draft Consolidated Financial Reports comprise Attachment 1 to this business paper.

The draft Consolidated Financial Reports have and has been prepared in accordance with the requirements of the *Local Government Act 1993* ("LG Act"), the *Local Government (General) Regulation 2005* ("LG Reg") and the relevant accounting and reporting requirements of the

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

Office of Local Government (OLG) prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.

The draft 2019-20 Financial Reports for Council's Water Supply Authority functions are Attachment 2 to this business paper.

The Financial Reports have and has been prepared in accordance with the requirements of the *Public Finance and Audit Act 1983* ("PFA Act"), *Local Government Act 1993* ("LG Act"), the *Local Government (General) Regulation 2005* ("LG Reg") and the relevant accounting and reporting requirements of the Office of Local Government (OLG) prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.

In accordance with s. 413(1) of the LG Act, Council must prepare financial reports for each year, and must refer them for audit as soon as practicable after the end of that year. Council is required to formally resolve to refer the draft financial reports to audit and then at a later date to formally present (to the Community) the final reports complete with the auditor's reports.

Council's external auditor, The Audit Office of New South Wales ("Audit Office") will sign-off and provide the formal audit opinion to Council. This is the standard practice and in accordance with legislative requirements.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1036/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

The audit of Council's General Purpose financial report, Special Purpose financial report, Special Schedules and Council's Water Supply Authority financial report will be undertaken by the Audit Office at an agreed engagement fee which is included in Council's budget.

Proposal

Council will work with the Audit Office, to ensure that all legislative requirements are met. Should any changes be required from the external audit these changes will be made in readiness for the Council meeting on 27 April 2021 to adopt the audited Financial Reports. It is proposed Council authorise the Interim Administrator, Chief Executive Officer and Responsible Accounting Officer to execute all documents related to:

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

- draft 2019-20 Consolidated Financial Reports (Central Coast Council)
- draft 2019-20 Financial Reports for Council's Water Supply Authority functions

Completion of Audit

Council's draft 2019-20 Consolidated Financial Reports and the draft 2019-20 Financial Reports for Council's Water Supply Authority functions are presented to Council in draft form at this stage and are required to be audited in accordance with s. 415, 416 and 417 of the LG Act and s. 41C of the PFA Act.

Once Council's draft 2019-20 Consolidated Financial Reports and the draft 2019-20 Financial Reports for Council's Water Supply Authority functions have been referred to audit and the formal audit reports received, the Audited Financial Reports will subsequently be presented to the Council at its meeting on 27 April 2021, in accordance with s. 419 of the LG Act.

Once Council receives the formal audit opinion the financial statements will then be updated to include the audit opinions and notice of public meeting to be held on 27 April 2021, at which time Council can invite the external auditor, David Daniels of the Audit Office, or his delegate to formally present the report.

Council applied to the Office of Local Government (OLG) for an extension of time to prepare and lodge the 2019-20 Financial Reports and has been granted an extension to 30 April 2021.

Central Coast Council General Purpose Financial Reports

In accordance with s. 413(2)(a) of the LG Act, Council's Financial Reports must include General Purpose Financial Reports.

Section 413(2)(c) of the LG Act requires Council to prepare a statement in the approved form as to its opinion on the General Purpose financial reports.

Council's Chief Executive Officer and Responsible Accounting Officer certify that the 2019-20 General Purpose financial reports for Central Coast Council have been prepared in accordance with the LG Act, LG Reg, Office of Local Government prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.

Analysis – 2019-20 Financial Statements

This analysis aims to provide an overview of the financial performance and the financial position of Central Coast Council for the reporting period from 1 July 2019 to 30 June 2020.

Key statements and notes summarised in this analysis include:

- Income statement

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

- Statement of financial position
- Statement of performance measures (Note 28(a) to the financial statements)
- Report on infrastructure assets

Council's primary financial statements are in the format required by accounting standards and must conform to the provisions of the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) issued by the Office of Local Government (OLG).

In this report the General Purpose financial statements, Special Purpose financial statements and Special Schedules for the consolidated entity are referred to as "Consolidated Financial Reports".

Council is required to publish in the Consolidated Financial Reports the 2019-20 original budget, in line with the Local Government Code of Accounting Practice and Financial Reporting update number 28 issued in March 2020. To provide context for the actual results for the reporting period, the tables in this report also reference the original budget for 2019-20.

Consolidated Financial Reports

The comparison of the financial performance for Central Coast Council in the 2019-20 Financial Statements (1 July 2019 to 30 June 2020 – 12 months) is to the 2018-19 financial year (1 July 2018 to 30 June 2019 – 12 months).

Income Statement

Council's original adopted budget for 2019-20 financial year was an operating deficit (excluding capital grants and contributions) of \$18.6 million. Council's actual operating result (excluding capital grants and contributions) is a deficit of \$88.7 million which is an unfavourable variance of \$70.1 million. The operating result including capital grants and contributions (of \$66.9 million) is \$21.8 million deficit.

	2019-20 Actual \$'000	2019-20 Original Budget \$'000	Variance to Original Budget Favourable/(Unfavourable) \$'000
Income Statement			
Income from operations	525,606	537,791	(12,185)
Expenditure from operations	614,344	556,381	(57,963)
Net operating result (excluding capital grants and contributions)	(88,738)	(18,590)	(70,148)
Income from capital grants and contributions	66,901	52,419	14,482
Net operating result (including capital grants and contributions)	(21,837)	33,829	(55,666)

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

Statement of Financial Position

The Statement of Financial Position, also commonly known as the Balance Sheet, lists the value of what Council owns ("assets") and what Council owes ("liabilities").

Within these headings, "current" means that an amount is due to be paid or likely to be paid within the next 12 months. "Non-current" indicates an asset or liability that is longer term in nature. For the movement between financial years, a positive movement means that the values have increased from 30 June 2019 to 30 June 2020. A negative movement means that the values have decreased from 30 June 2019 to 30 June 2020.

Statement of Financial Position	30 June 2020 \$'000	30 June 2019 \$'000	Movement \$'000
Assets			
Current Assets	347,765	460,477	(112,712)
Non-Current Assets	7,317,837	7,186,293	131,544
Total Assets	7,665,602	7,646,770	18,832
Liabilities			
Current Liabilities	219,791	207,221	12,570
Non-Current Liabilities	280,327	258,621	21,706
Total Liabilities	500,118	465,842	34,276
Net Assets			
Accumulated Surplus	6,952,892	6,989,141	(36,249)
Revaluation Reserve	212,592	191,787	20,805
Net Equity	7,165,484	7,180,928	(15,444)

Statement of Performance Measurement (Note 28(a))

Note 28 (a) Statement of Performance Measures – includes various indicators mandated by the Office of Local Government (OLG). The following indicators provide a 'snap shot' of financial performance and comparability between Councils.

Local Government Industry Indicators	2019-20	OLG Benchmark	2019-20 Result
Operating Performance Ratio	(16.49%)	> 0.00%	x
Own Source Operating Revenue Ratio	81.13%	> 60.00%	✓
Unrestricted Current Ratio	0.72x	> 1.50	x
Debt Service Cover Ratio	1.38x	> 2.00x	x
Rates, Annual Charges, Interest Outstanding Percentage	9.01%	< 5.00%	x
Cash Expense Cover Ratio	7.44	> 3 months	✓

The "benchmark" figures for the indicators reported represent the OLG's benchmarks. In evaluating performance against these benchmarks' consideration should be given to

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

Council's situation as a multi-purpose authority with continuing and significant green field development.

Report on Infrastructure Assets as at 30 June 2020

The report on infrastructure assets provides information on Council's assets in addition to that contained in Note 10 Infrastructure, Property, Plant and Equipment. The nature of the information in the report on infrastructure assets is related to the condition, maintenance and renewal of infrastructure assets. It should be noted that this is not an audited schedule and is only included here for completeness.

Report on Infrastructure Assets	Estimated Cost to bring to satisfactory 2019-20 \$'000	Required Annual Maintenance Expense \$'000	Actual Annual Maintenance Expense \$'000	Annual Maintenance over / (under) \$'000
Buildings	1,180	16,914	9,764	(7,150)
Other Structures	244	662	238	(424)
Roads	62,935	17,362	23,209	5,847
Water Supply Network	48,293	26,422	22,012	(4,410)
Sewerage Network	73,226	14,215	24,960	10,745
Stormwater Drainage	16,917	8,521	7,328	(1,193)
Open Space / Recreational	967	2,109	8,484	6,375
Other Assets	1,666	728	61	(667)
Total	205,428	86,933	96,056	9,123

Central Coast Council Special Purpose Financial Reports

The Office of Local Government Code of Accounting Practice and Financial Reporting – Update No. 28 requires Council to make a statement as to its opinion on Council's Special Purpose Financial Reports.

Council's Chief Executive Officer and Responsible Accounting Officer certify that the 2019-20 Special Purpose Financial Reports for Central Coast Council have been prepared in accordance with the NSW Government Policy Statement "Application of National Competition Policy to Local Government", the Division of Local Government Guidelines "Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality", the Office of Local Government prescribed Code of Accounting Practice and Financial Reporting - Update No. 28, the NSW Office of Water guidelines and Australian Accounting Standards.

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

Central Coast Council Water Supply Authority Financial Statements

In addition to the General Purpose and the Special Purpose Reports a separate set of financial statements as required by the *Public Finance and Audit Act 1983* have been prepared for Central Coast Council Water Supply Authority functions. The PFA Act requires Council to make a statement as to their opinion on the financial statements.

Council's Chief Executive Officer and Responsible Accounting Officer certify that the financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, applicable Australian Accounting Standards, the requirements of the *Water Management Act 2000* and other mandatory professional reporting requirements.

Water Supply Authority (WSA) Financial Statements

Operating Result

	2019-20 Actual \$'000	2018-19 Actual \$'000
Income from operations	161,019	201,473
Expenditure from operations	209,308	196,032
Net operating result (excluding capital grants and contributions)	(48,289)	5,441
Income from capital grants and contributions	16,765	25,877
Net operating result (including capital grants and contributions)	(31,524)	31,318

Below is a table comparing the 2019-20 actual results to the original budget adopted.

	2019-20 Actual \$'000	2019-20 Original Budget \$'000	Variance to Original Budget Favourable / (Unfavourable) \$'000
Income Statement			
Income from operations	161,019	166,431	(5,412)
Expenditure from operations	209,308	186,157	(23,151)
Net operating result (excluding capital grants and contributions)	(48,289)	(19,726)	(28,563)
Income from capital grants and contributions	16,765	24,422	(7,657)
Net operating result (including capital grants and contributions)	(31,524)	4,696	(36,220)

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

Consultation

All areas of Council contribute to the information contained within the draft 2019-20 Consolidated Financial Reports.

The draft 2019/20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority were tabled at the 10 December 2020 Audit, Risk and Improvement Committee for their comment and consideration.

Options

The referral of the draft 2019-20 Financial Reports to audit is a legislative requirement.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G2: Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.

Risk Management

Council has worked with the Audit Office of New South Wales to meet our legislative reporting requirements.

The Financial Statements are audited by the Audit Office of New South Wales who, amongst other things, form an opinion on the Financial Statements whether:

- the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13, part 3 Division 2; and
- the Financial Statements:
 - have been presented in accordance with the requirements of this Division;
 - are consistent with the Council's accounting records;
 - present fairly the Council's financial position, the results of its operations and its cash flows; and
 - are in accordance with applicable Accounting Standards and other mandatory
 - professional reporting requirements in Australia.
- all information relevant to the conduct of the audit has been obtained; and

3.4 Draft 2019-20 Financial Reports for Central Coast Council and Central Coast Council Water Supply Authority (contd)

- there are no material deficiencies in the accounting records or financial statements that the auditors have become aware of during the course of the audit

Critical Dates or Timeframes

Council must refer the draft 2019-20 Financial Reports before the External Auditor will provide their formal opinion to enable Council to lodge the 2019-20 Financial Reports for Central Coast Council with the OLG by 30 April 2021.

Council applied for and was granted an extension of time to prepare, audit and lodge the 2019-20 financial statements to 30 April 2021 due to ongoing issues with Council's current financial position, forensic audit and the complexities associated with the appointment of the Interim Administrator. This has extended the preparation time for this reporting period.

Conclusion

The preparation of Financial Reports is a legislative requirement under the *Local Government Act 1993* ("LG Act"), the *Local Government (General) Regulation 2005* ("LG Reg") and *Public Finance and Audit Act 1983* ("PFA Act")

The Financial Reports have been prepared in accordance with the legalisation listed above and the relevant accounting and reporting requirements of the Office of Local Government (OLG) prescribed Code of Accounting Practice and Financial Reporting - Update No. 28 and Australian Accounting Standards.

Comparatives for the statutory reporting period 1 July 2018 to 30 June 2019 (12 months) are included in accordance with requirements set down by the Office of Local Government.

The presentation of the draft Financial Reports and referral to audit is a statutory requirement.

Once the Audit Reports are received a further report will be prepared for Council and is scheduled for the ordinary meeting on 27 April 2021.

Attachments

1	Central Coast Council Draft 2019-20 Consolidated Financial Statements	Click here for Attachment	D14314678
2	Central Coast Council Water Supply Authority Draft 2019-20 Financial Statements	Click here for Attachment	D14314676
3	OLG letter to Central Coast Acting CEO approving extension	Click here for Attachment	D14363386



Item No: 3.5
Title: Councillor and Staff Interaction Policy
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2010/00500 - D14500969
Author: Shane Sullivan, Unit Manager, Governance and Risk
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report purpose

To adopt a revised Councillor and Staff Interaction Policy.

Executive Summary

The attached draft Policy recommends the following changes/additions:

- Move to new format
- Explanation of social interactions
- Clarification of access to Council staff
- Clarification of hours of access to premises
- Reference to adopted Social Media Policy
- Process for the management of requests from Councillors (including a workflow)
- Requirement that responses to all Councillor requests will be made available to all Councillors
- Inclusion of service levels.

It is recommended that the draft Policy be adopted.

Corporate Affairs Recommendation

That the attached Councillor and Staff Interaction Policy be adopted.

Background

The *Local Government Act 1993* (the Act) outlines the role of *Councillor* (section 232) and the role of the *General Manager* (section 335). There is a separation of responsibilities and accountabilities for both these roles under the Act, which has implications for access to information, the management of Council staff and access to Council premises for Councillor.

The role of a Councillor is largely a strategic one as an active and contributing part of Council's governing body. Council's Chief Executive Officer is responsible for day-to-day

3.5 Councillor and Staff Interaction Policy (contd)

running of the organisation, including appointing and directing staff and implementing Council's plans, programs, strategies and policies. Both roles are essential to support an effective and well-run organisation

The Councillor and Staff Interaction Policy provides a framework to guide interactions between Central Coast Council's elected representatives and Council staff. It has been prepared in accordance with the *Local Government (General) Regulation 2005* the Act which stipulates the separate roles and responsibilities of Councillor and Council staff.

The Policy has been reviewed to clearly articulate the expectations with regards to Councillor and Council staff interactions. The community should know how Councillors and staff interact, and have a reasonable expectation that those interactions are appropriate, transparent and in accordance with good corporate governance.

Adoption of the *Councillor and Staff Interaction Policy* supplements the provisions of Council's *Code of Conduct* and ensures compliance with Council's legislative obligations.

Policy

The following changes to the Policy are recommended and are set out in the attached with additions in ***bold italics*** and deletions in ~~striketrough~~.

Social and community events – clause 8

Clarification is included about Councillor and staff interactions at social and community events. It is recognised that a significant proportion of the Central Coast Council workforce live on the Central Coast and there may be instances where they interact with Councillors in a social setting.

Access to Council staff – clause 36

This section has been updated to specify some roles for which interaction is appropriate. It also proposed a change to allow the Chief Executive Officer to identify appropriate contact staff as required. This reflects current practice and allows for flexibility.

Access to Council premises – clause 43

This has been revised to specify that time for which access will be granted is to be determined by the Chief Executive Officer. This emerged as a requirement during Council's COVID response where some areas were closed down or unavailable due to limitations as to numbers of people or cleaning requirements.

Social Media – clause 46

This section now references Council's adopted Social Media for Councillors Policy.

3.5 Councillor and Staff Interaction Policy (contd)

Managing Councillor requests – new provisions

A workflow is provided setting out the process for Councillor requests. The key change to the process is that requests on behalf of residents are to flow through Council's customer request system. Council has a specific system for managing customer requests. It is more efficient and effective that customer requests all flow through this system with the appropriate time frames. It is recognised that in some cases a customer request may not be responded to within the agreed timeframes and in this case a Councillor may escalate that as a Councillor request.

A further change is the recommendation that all responses to Councillor requests (those not progressed through the Customer request system) be shared with all Councillors. It is reasonable to assume that a question asked by one Councillor is likely to be of interest to one or more other Councillors. Sharing the responses will provide greater information to all Councillors in an open and transparent way. It may also reduce duplication in responding to requests.

The Code of Conduct states that information provided to one Councillor must be provided to any other Councillor should they request it. This change is a proactive response to that provision.

It is also noted that requests that will require the expenditure of funds or redirection of resources (including staff effort) will be directed to the Notice of Motion process as provided in the Code of Meeting Practice.

A provision is also recommended that the Chief Executive Officer may ask a Councillor to review or redefine a request due to the potential impact on resources.

Service standards – new provision

A table setting out the service levels that can be expected has been added to the Policy. This is to give Councillors clarity and confidence as to the timeframes in which responses should be provided.

Administrative changes

The Policy has been moved across to the new corporate format. In addition, the previous clause 40 has been moved in the Policy to the Compliance, monitoring and review section.

Consultation

Consultation has been undertaken with the Office of Local Government. In addition, the recently adopted Policy for Armidale Regional Council was reviewed on the advice of the Office of Local Government.

3.5 Councillor and Staff Interaction Policy (contd)

It is not required that this Policy be placed on public exhibition. It is an ancillary Policy to Council's Code of Conduct. However, Council may wish to place the draft Policy on public exhibition for a period of 28 days.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

The revisions in the Policy seek to balance Council's resource availability with the need to support Councillors in their civic role. It is unclear how the Councillor request system will impact current resources levels so this will need to be monitored and reviewed.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G2: Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.

Options

Council may determine to:

- Make no changes to the Policy. This is not recommended. The changes proposed seek to reflect better practice and provide greater clarity to Councillors and staff.
- Make further changes to the Policy.
- Adopt the Policy as attached.

Critical Dates or Timeframes

There are no critical dates or timeframes.

Attachments

3.5 Councillor and Staff Interaction Policy (contd)

- 1 Councillor and Staff Interaction Policy - March 2021 [Click here for Attachment](#) D14505451



Item No: 3.6
Title: Proposed Changes to Advisory Groups and Committees
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2018/00220 - D14501874
Author: James Taylor, Section Manager Governance
Manager: Shane Sullivan, Unit Manager, Governance and Risk (including Internal Audit)
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report purpose

To propose changes to Council's current Advisory Groups, to achieve better outcomes and effectively manage the impact on Council's resources.

Executive Summary

Advisory Groups currently have a one size fits all format and have been established in an adhoc way since amalgamation. Feedback was obtained from stakeholders to understand how the existing format might be improved to facilitate greater community engagement and effectively measure achievements.

This report is both in response to the feedback received and in consideration to the impact that such groups have on Council's resources. This is balanced with recognition of the contribution of these Groups and their members.

A changed structure is recommended so that instead of 15 Advisory Groups there would be 10 revised consolidated groups classified as either Advisory Groups, Working Groups or Networking Groups, as listed below:

Advisory Groups

- 1 Catchments to Coast Advisory Committee;
- 2 Coastal Open Space System (COSS) Advisory Committee;
- 3 Heritage and Culture Advisory Committee;
- 4 Mangrove Mountain and Spencer Advisory Committee;
- 5 Pedestrian Access and Mobility Advisory Committee;
- 6 Social Inclusion and Advocation Advisory Committee; and
- 7 Water Management Advisory Committee.

Working Groups

- 8 Companion Animals Working Group; and
- 9 Playspaces Working Group.

Networking Groups

- 10 Economic Development and Regional Activation Network.

It is proposed that the existing membership composition be retained.

Corporate Affairs Recommendation

- 1 *That Council implements the revised Advisory Group formats as detailed in Attachment 1 for the remainder of the current Council term.*
- 2 *That Council invites existing Advisory Group members to confirm their membership for the remaining Council term, thanks them for their contribution to date and updates the Terms of References as required.*
- 3 *That Council develops a framework for management of Advisory Groups, Working Groups and Networking Groups for consideration by the new Council following the conduct of the 2021 Local Government election*

Background

Since October 2017, Council has established the below 15 Advisory Groups and one Sub-Committee to provide advice and feedback on matters relating to their area of expertise:

- 1 Catchments and Coast Committee – Brisbane Water and Gosford Lagoons;
 - a. Terrigal Water Quality Sub-Committee
- 2 Catchments and Coast Committee – Tuggerah Lakes;
- 3 Coastal Open Space System (COSS) Committee;
- 4 Companion Animals Advisory Committee (CAAC);
- 5 Employment and Economic Development Committee;
- 6 Gosford CBD and Waterfront Advisory Committee;
- 7 Heritage Advisory Committee;
- 8 Mangrove Mountain and Spencer Advisory Committee;
- 9 Pedestrian Access and Mobility Advisory Committee;
- 10 Playspaces Advisory Committee;
- 11 Social Inclusion Advisory Committee;
- 12 Status of Women Advisory Committee;
- 13 Tourism Advisory Committee;
- 14 Town Centre Advisory Committee; and
- 15 Water Management Advisory Committee.

The above list does not include Council's Statutory Committees, Community Reference Groups, Taskforces, Action Teams, Trust Committees or Internal Committees. This report only addresses the 15 Advisory Groups.

3.6 Proposed Changes to Advisory Groups and Committees (contd)

In 2020 feedback was sought from the following key stakeholders involved in the Advisory Groups:

- 1 Chairs – a nominated Councillor member of an Advisory Group responsible for facilitating meetings, and approving documentation along with the Convenor;
- 2 Convenors – a Council staff member responsible for coordinating information and approving documentation for an Advisory Group as the Subject Matter Expert; and
- 3 Community Representatives – voting members of an Advisory Group who have been appointed by Council to represent their community following an Expression of Interest process.

A report on the *Advisory Group Feedback Summary* was circulated to Councillors in the 28 August 2020 Councillor Support Update (CSU) and is included at Attachment 2 to this report.

Despite the suspension of the Councillors by the Minister for Local Government on 30 October 2020, Advisory Groups have been operating without Councillor representatives. The Convenor or relevant Executive Leadership Team member have temporarily assumed the position of Chair and meetings have continued via *Zoom*.

The Advisory Group model has been reviewed to be more efficient, reduce financial implications, and provide improved outcomes. This is in part in response to Council's current financial situation and resource levels.

Report

In reviewing the Advisory Groups, the following actions are proposed:

- No change;
- Consolidation;
- Change to Working Group; and
- Change to Networking Group.

These recommendations are in response to Chair, member and staff feedback.

No change

It is recommended that there be no change to the following Advisory Groups:

- 1 Coastal Open Space System (COSS) Advisory Committee;
- 2 Heritage and Culture Advisory Committee;
- 3 Mangrove Mountain and Spencer Advisory Committee;
- 4 Pedestrian Access and Mobility Advisory Committee; and
- 5 Water Management Advisory Committee.

3.6 Proposed Changes to Advisory Groups and Committees (contd)

Consolidation

Some groups have shared topics and interests. Over the past few years there was duplication in information being provided to groups. The following groups are proposed to be consolidated:

Previous Advisory Groups	Consolidated Advisory Group
Catchments and Coast Committee – Brisbane Water and Gosford Lagoons	Catchments to Coast Advisory Committee
Terrigal Water Quality Sub-Committee	
Catchments and Coast Committee – Tuggerah Lakes	
Social Inclusion Advisory Committee	Social Inclusion and Advocacy Advisory Committee
Status of Women Advisory Committee	

Advisory Groups make recommendations to Council but do not make decisions. Members are appointed by Council following an Expression of Interest process and retain their position for the duration of the Council term.

A quorum is required for meetings, with a formal Meeting Record being reported to Council, along with any recommendations made by the group.

Meetings currently occur remotely via *Zoom* on a quarterly or bi-monthly basis, however it is recommended that moving forward all Advisory Groups meet quarterly to promote consistency and manage resource impacts. Any additional meetings can be conducted as a Working Group without formal meeting support.

Working Groups

It is recommended that the following two Working Groups be established to replace the *Companion Animals Advisory Committee* and the *Playspaces Advisory Committee*:

- 1 Companion Animals Working Group; and
- 2 Playspaces Working Group.

A Working Group is established for the period during which a project is live.

Meetings will be relatively informal and occur as required with no formal Meeting Record being produced. An Action Log would be maintained for the Working Group and updated at each meeting, with a summarising report to Council when the project deliverables have been met.

3.6 Proposed Changes to Advisory Groups and Committees (contd)

It is expected the Convenor would predominantly manage the group as subject matter expert and maintain the Action Log, with limited administrative support being provided.

Networking Group

It is recommended that an Economic Development and Regional Activation Network be established. This Networking Group is a consolidation of the following four Advisory Groups:

- 1 Employment and Economic Development Committee;
- 2 Gosford CBD and Waterfront Advisory Committee;
- 3 Tourism Advisory Committee; and
- 4 Town Centre Advisory Committee.

A Networking Group is a forum to share information and receive important updates on a common interest.

There would be no formal meetings and it is recommended events/seminars be held as required. Events will offer an opportunity for networking between key stakeholders and any presentations would ideally be recorded or livestreamed for greater access by interested communities.

Way forward

It is proposed that the changes suggested in this report will be implemented now on an interim basis for review and reporting back to Council.

It is noted these changes do not affect Council's other Statutory Committees, Community Reference Groups, Taskforces, Action Teams, Trust Committees or Internal Committees.

Until otherwise determined, the existing membership composition will continue. Members would be asked to confirm their commitment to the relevant group following the proposed changes. It is acknowledged that some members of Council's existing Advisory Groups may have mixed feelings about the proposed changes, however it is considered that new format will provide improved opportunities for engagement and allow greater networking.

It is also proposed, for the new Council term commencing September 2021, to have a documented procedure for re-establishing current and establishing any new Advisory Groups, Working Groups and Networking Groups. These procedures would include, but not be limited to the following:

- a requirement that the Councillor/s interested in establishing/re-establishing a group meets with the relevant Director to discuss:
 - how the community is currently being engaged in this space and the need for the group;

3.6 Proposed Changes to Advisory Groups and Committees (contd)

- the form of the group (Advisory Groups, Working Groups and Networking Groups);
 - any budget/funding issues and resourcing impacts; and
 - the structure of the group – including the role, objectives and proposed membership.
- a standard Terms of Reference for each group based on the Code of Meeting Practice, as well as sections that Councillors (and then the groups) can tailor for their group's needs.
 - following this the Councillor would then present the proposed group to Council through a Notice of Motion which would be accompanied by a commentary from the relevant Director (via a Chief Executive Officer report) and the proposed bespoke Terms of Reference.

Consultation

The changes proposed in this report are underpinned by consultation that took place in 2020 as detailed in Attachment 2.

Convenors and the Executive Leadership Team (ELT) were provided with a draft of the revised group formats in February 2021 to provide comment. Feedback was received and confirmed with all Convenors regarding the consolidation.

While there has been no additional consultation with the current Advisory Group members regarding the revised formats and consolidation of groups to date, the topic of exploring different meeting formats and opportunities for collaboration with other groups has been requested at various Advisory Group meetings.

It is proposed that all Advisory Group members will be notified of the outcomes of this report, along with details of their new group. All current Advisory Group members will be part of a Group under the proposed changes. It is also proposed that Council take this opportunity to thank members for their commitment to Council and the advice provided to date.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

3.6 Proposed Changes to Advisory Groups and Committees (contd)

The changes recommended in this report would result in consolidation of Council's current 15 Advisory Groups to 10 revised groups as detailed in Attachment 1. In addition, it is recommended that all Advisory Group meetings be held on a quarterly basis, as opposed to some being held bi-monthly.

The proposed consolidation will result in more efficient service delivery and reduce resource requirements for support of the groups. Support for the groups is provided both across the organisation (from subject matter experts) and from the Governance and Risk area. The Governance and Risk area predominately provides services required under legislation or with statutory deadlines.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G3: Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions.

Options

Council may wish to consider the following options:

- 1 Continue with the current Advisory Group format with no changes. This option is not recommended as feedback received shows the current format needs review. Given Council's current financial situation there are reduced resources available and the service level at present is not sustainable. If this option were endorsed, it would be necessary to identify a service reduction elsewhere.
- 2 Implement the changes proposed in Attachment 1 on an interim basis with the existing membership composition for the remainder of the current Council term. This option is recommended as it provides opportunity to trial change that may significantly improve outcomes for Advisory Groups moving forward. The change would also result in improved financial implications for Council given the moderate reduction in resources required.
- 3 Cease all Advisory Groups until following the Local Government Elections in September 2021, at which point a revised framework with consolidated groups and new membership may be established. This option is not recommended as Advisory Groups are one of the consultation methods in which Council engages with the community. The contribution of members on these Groups is valuable to Council and the community.

Attachments

- 1  Changes in Advisory Group Format [Click here for Attachment](#) D14504443
- 2  Advisory Group Feedback Summary [Click here for Attachment](#) D14158813



Item No: 3.7
Title: Waterfront Addressing
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2004/00552 - D14484474
Author: Roslyn Young, Section Manager
Sharon Gawne, Unit Manager
Executive: Natalia Cowley, Director, Corporate Affairs

Report purpose

To support the allocation of waterfront addressing to water access only properties which are within the Central Coast Local Government Area and located on the Hawkesbury River and associated tributaries.

Executive Summary

As the designated local addressing authority, Council assigns property addresses in line with the Australian/New Zealand Standard 4819:2011 - Rural and Urban Addressing; NSW Address Policy and NSW Retrospective Address Policy.

This report focuses on the water access only properties located on the Hawkesbury River and associated tributaries. The current addressing for these properties, (Lot # Hawkesbury River), is problematic for owners, residents, service providers and emergency services. It is also does not comply with the above standards and policies.

It is proposed to re-address these properties in accordance with Section 6.6 Principles for Water-Based Numbering of the NSW Address Policy and User Manual (October 2019).

There are approximately 550 properties to be re-addressed.

Corporate Affairs Recommendation

- 1 *That Council resolve to adopt waterfront addressing for properties along the Hawkesbury River and its tributaries in accordance with Australian/New Zealand Standard 4819:2011 - Rural and Urban Addressing; NSW Address Policy and NSW Retrospective Address Policy for the purpose of public exhibition.*
- 2 *That Council commence 28-day consultation period and seek comment from all affected property owners and other government departments.*
- 3 *That following the consultation period, a further report be provided to Council for the purpose of considering submissions received.*

Background

The basis for addressing is to enable timely location of properties for service providers and emergency services. A complete address is also required for business transactions such as:

- application for passports
- drivers licences
- telephone/NBN and energy connections
- swimming pool registrations.

Council allocates addresses in accordance with Australian/New Zealand Standards AS/NZS 4819:2011 – Rural and urban addressing, NSW Address Policy and NSW Retrospective Address Policy. The principles of these policies are outlined in the NSW Address Policy and User Manual (October 2019).

The former Gosford City Council commenced preliminary consultation with affected property owners prior to amalgamation, who were predominately in favour of the waterfront addressing and highlighted difficulties encountered through the absence of a formal address.

The subject properties are located on the

- Hawkesbury River,
- Patonga Creek,
- Mullet Creek and
- Mooney Mooney Creek.

These properties fall within the suburbs of

- Patonga,
- Little Wobby,
- Wondabyne,
- Cogra Bay,
- Mooney Mooney Creek,
- Bar Point and
- Marlow.

Current Status

Properties located on the Hawkesbury River and tributaries are currently addressed in Council's property system as Lot # Hawkesbury River. In many instances, duplicate lot numbers exist, which has resulted in confusion for emergency services and many service providers.

In addition, the use of localised terminology for property identification has been adopted over time by some communities within the subject areas. Whilst valuable for preserving the

3.7 Waterfront Addressing (contd)

history and maintaining uniqueness of these areas, localised terminology is non-compliant with the above standards and policies and can cause confusion.

Council has received requests and complaints from residents who are unable to complete business transactions that require a complete address. The use of lot numbers as a house number has proven to be incompatible with the format of many government and private organisation databases. This has resulted in difficulty for many residents to perform daily transactions such as applying for a driver's licence or connecting to NBN.

Australia Post has also advised of problems with the redirection of mail as the current address format does not meet the standards.

Report

Alignment with the above standards and policies enables Council to apply a consistent methodology across all affected properties in the Hawkesbury River and its tributaries. This will ensure a system suitable for timely identification of properties and especially emergency response.

The following guiding principles and methodology as outlined in the NSW Address Policy and User Manual, have been used to determine the format of the proposed waterfront addresses:

- Water based addressing is applied to properties accessible by water only
- The river/creek name is adopted in lieu of a road name
- Properties accessible by water and a named road are addressed to the named road
- The gazetted suburb is adopted as the locality
- Each property is allocated a unique house number based on its distance from the zero datum point of the respective river/creek;
- Zero datum point is established at the centre of the river/creek mouth with numbering increasing upstream from that point
- Formula for the house number is derived by dividing the distance (metres) by 10 and rounding to the nearest number.

(Section 6.6 Principles for Water-Based Numbering - Section 6.6.1 Water Access, Section 6.6.2 Use of Water Name, Section 6.6.3 Sequence, Section 6.6.4 Datum Point for Waterways).

Sample address: 600 Hawkesbury River, PATONGA, NSW, 2256

In the above example, the property is 6000m (6km) from the zero datum point at the mouth of the Hawkesbury River.

To note, distance calculations have been based on the river/creek centrelines as opposed to the shoreline. Chainage points at 500m intervals were calculated along each of the

3.7 Waterfront Addressing (contd)

centrelines from the respective zero datum points. Properties have been allocated house numbers based on their proximity to their respective centreline.

Zero-datum points have been established as follows:

- Hawkesbury River – zero datum point was established due south of the approximate centre of Lion Island where it intersects with the centreline at the mouth of the Hawkesbury River;
- Patonga Creek - zero datum point was established near the approximate centre at the mouth of the creek;
- Mullet Creek - zero datum point was established where the creek centreline intersects with the Hawkesbury River centreline;
- Mooney Mooney Creek – zero datum point was established where the creek centreline intersects with the Hawkesbury River centreline;
- Marlows Gully – zero datum point was established near the approximate centre at the mouth of the creek;

The above methodology was applied using geo-referenced spatial data to calculate creek centrelines, zero datum points, total and cumulative distances and allocate proximity based house numbers. (*See Attachment 1 – Waterfront Addressing Overview Map*)

Properties that are accessible by water and a named road exist in the suburb of Bar Point only. There are a total of 114 properties, all of which are proposed to be addressed to Kalinda Road.

Sample address: 114 Kalinda Road, BAR POINT, NSW, 2083

Consultation

Discussions have been held with the NSW Department of Customer Service, Spatial Services section to determine priority and methodology which is consistent with the NSW addressing direction and advice.

Comments are to be sought from other Government Departments during the formal 28-day consultation period. The geo-referenced spatial data model on which calculations have been based will be provided for comment and information. This data model can be ingested with other departmental data to enable better location management and timely response.

Comments are to be sought from affected property owners during the formal 28-day consultation period. Each property owner will be provided a letter with their proposed address and respective maps.

Financial Impact

At its meeting held 19 October 2020, Council resolved the following:

3.7 Waterfront Addressing (contd)

1108/20 *That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.*

The following statement is provided in response to this resolution of Council.

The recommendation does not impact on Council's financial position.

Link to Community Strategic Plan

Theme 1: Belonging

Goal A: Our community spirit is our strength

A1: Work within our communities to connect people, build capacity and create local solutions and initiatives.

Options

Option 1

Adopt waterfront addressing for properties along the Hawkesbury River and its tributaries in accordance with Australian/New Zealand Standard 4819:2011 - Rural and Urban Addressing; NSW Address Policy and NSW Retrospective Address Policy.

Option 2

Do nothing. Addressing anomalies and difficulties will remain.

Attachments

1  Waterfront Addressing Overview Map [Click here for Attachment](#) D14515603



Item No: 3.8
Title: Update on Soap in Public Toilets
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2021/00035 - D14432555
Author: Kim Radford, Unit Manager, Facilities and Asset Management
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report purpose

To provide an update, as required by Council resolution, on the installation of soap and dispensers in all public toilets across the local government area, where possible.

Executive Summary

This report responds to the resolutions made in the Notice of Motion – Soap in Public Toilets at the Council Meeting on 24 August 2020. In summary, soap dispensers were installed in 149 public toilets by 2 November 2020 at a cost of \$58,472. Since installation there have been 27 incidents of vandalism. Savings made on installation will be directed to installing vandal guards.

Corporate Affairs Recommendation

That Council receive the report on Update on Soap in Public Toilets.

Background

At its Ordinary meeting on 24 August 2020, Council resolved in part:

- 827/20 *That Council proceed with the installation of soap as above and also investigate the possibility for sourcing external funding (eg through COVID related grants), if available, to augment the soap program into the future.*
- 828/20 *That Council request the Chief Executive Officer report back 3 months after installation has been effected, on any positive community feedback and also any issues that may have arisen.*

Current status

By 2 November 2020, installation of soap and soap dispensers was completed in 149 public toilets. This report is being provided as soon as practicable within three months of that date.

External Funding

No appropriate grant funding schemes were found. Staff explored available opportunities but nothing suitable was identified for application.

Feedback received

No formal feedback has been received by Council. 'Thank you' comments have been observed on the 'Operation Soap in Public Toilets Central Coast' Facebook page.

Vandalism

Between 29 September 2020 (the start of implementation) and 14 February 2021, there have been 27 incidents of vandalism at 21 sites. The vandalism includes:

- soap being found across the floor
- dispensers ripped off walls
- dispensers smashed and
- dispensers stolen.

It should be noted that all the dispensers vandalised did not have the vandal guard cover installed. Some sites have also been vandalised on multiple occasions. In each instance, the dispensers were replaced.

Financial Impact

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

The cost of implementation was \$58,472. This is less than original estimates due to procurement savings. This was due to sourcing the proposed unit at a lower price and receiving a discount for bulk purchase. Signage size was reduced, also enabling savings.

In light of the vandalism received, staff will utilise some of the remaining funds of \$41,528 to install vandal guards at the sites where the vandalism has been experienced.

Link to Community Strategic Plan

Theme 5: Liveable

Goal A: Our community spirit is our strength

A3: Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people.

Attachments

Nil.

Item No: 3.9
Title: Central Coast Stadium Final Strategy Report
Department: Corporate Affairs



23 March 2021 Ordinary Council Meeting

Reference: F2017/00116 - D14457922
Author: Kath Casey, Stadium Manager
Manager: Jamie Barclay, Unit Manager, Economic Development and Property
Executive: Natalia Cowley, Acting Director, Corporate Affairs

Report purpose

To report back on the public consultation results of the Draft Central Coast Stadium Strategy exhibition and to seek adoption of the Stadium Implementation Plan. To seek approval to engage a specialist consultant to provide consultancy services to inform potential commercial outcomes from a select tender for the Management Rights and a separate tender for the Naming Rights for the Central Coast Stadium. Further, to seek approval to proceed with a select tender for the Management rights for the Central Coast Stadium.

Executive Summary

At Council's Ordinary Meeting on 10 August 2020, Council endorsed the draft Stadium Strategy for the purposes of public exhibition. The strategy was placed on public exhibition from 31 August 2020 for a period of 30 days. A total of 17 submissions were received.

Based on submissions and internal review within the organisation the Stadium Strategy is defined as a Business Implementation Plan as it currently reflects a more practical implementation and operational plan than a strategic document.

To ensure best possible commercial outcomes are achieved, this report proposes the direct engagement of a specialist consultant to provide commercial support to Council through the period of marketing and transitioning the management rights of the Central Coast Stadium. This engagement may extend to the provision of advice and assistance with the processes for letting a Naming Rights tender. The term of the engagement for the specialist consultant will be limited to the time required to finalise the management rights and naming rights of the Central Coast Stadium.

This report proposes a select tender to some of the firms that responded to the Council open request for information undertaken during the review process of the Unsolicited Proposal for management of the Central Coast Stadium. The select tender will be for the Management Rights for the Central Coast Stadium.

It is proposed that a separate exercise be undertaken to identify a provider for Stadium Naming Rights.

Corporate Affairs Recommendation

- 1 *That Council note the consultation report and the findings from the public consultation (Attachment 1).*
- 2 *That Council adopt the Stadium Implementation Plan and make it available on Council's website (Attachment 2).*
- 3 *That Council delegate authority to the Chief Executive Officer to make final editorial amendments to the Stadium Implementation Plan document (Attachment 1) without changing its intent.*
- 4 *That Council delegate authority to the Chief Executive Officer to authorise approval of a selective tender to engage a suitable partner for the Management Rights for the Central Coast Stadium in accordance with the Local Government (General) Regulation 2005 – 166(b) with the candidates contained in Confidential Attachment 3.*
- 5 *That Council approve a separate approach to be determined by a specialist consultant to bring to market the Naming Rights to the Central Coast Stadium.*
- 6 *That Council approve the direct engagement of a specialist consultant from the Local Government Procurement (LGP218) Panel for Management Consultancy Services to assist in informing the procurement processes and commercial outcomes for the Management Rights and Naming Rights of the Central Coast Stadium.*
- 7 *That Council delegate authority to the Chief Executive Officer to authorise direct negotiations with one or more tenderers for the Management Rights and for the Naming Rights of the Central Coast Stadium prior to an award of contract for either service, to ensure that the most advantageous outcome is achieved.*
- 8 *The Council recognise that proceeding with the award of a contract for the Management Rights of the Central Coast Stadium has the potential to impact roles of existing Council staff.*
- 9 *That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachment 3 remain confidential in accordance with section 10A(2)(d)(i) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and because consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Council's ability to obtain value for money services for the Central Coast community.*

Background

After addressing a range of pressing issues across Council post amalgamation, Central Coast Council engaged KPMG in 2019 to develop a Business Strategy to ensure that Central Coast Stadium remains a vital community asset that meets and exceeds hirer, patron and community expectations.

The engagement of KPMG was also timely, particularly given the interest expressed by a range of parties to reassess the ownership and management model of the Stadium to ensure it is fit-for-purpose and positions the Stadium to deliver the best possible community and economic outcomes for the region.

KPMG engagement involved the development of a Business Strategy for the Central Coast Stadium (Stadium) to ensure the delivery of:

- Best value for money to Council
- Optimisation of the economic potential of the stadium
- The ability to meet current and future market demand for content at the Stadium

During the development of the Stadium business strategy council conducted an open market request seeking information from interested parties to understand the capability, capacity, and business models of the respondents in relation to stadia management. This request was put to the open market via Council's e-Tendering Portal (Tenderlink) on 26 May 2020. This open market request received responses from those firms contained in Confidential Attachment 3. This report proposes that Council approach the firms identified as most appropriate to participate as select tenderers for the proposed contract for the Management Rights of the Central Coast Stadium in accordance with cl.166 (c) of the NSW Local Government (General) Regulation 2005. The conduct of this select tender will be in accordance with cl.168 of the NSW Local Government (General) Regulation 2005.

Due to the desire to deliver the best commercial and most advantageous outcome to Council it will be necessary to conduct negotiations with one or more of the respondents to the proposed select tender before the award of the proposed contract.

Following completion of the Central Coast Stadium Strategy (now referred to as a Business Implementation Plan), Council resolved at its ordinary meeting of 10 August 2020 to endorse the Strategy and put it on exhibition. The consultation period is now concluded, and the results are part of this report (Attachment 1).

Consultation

The Draft Central Coast Stadium Strategy was placed on public exhibition from 31 August 2020 for a period of 30 days. A total of 17 submissions were received.

Exhibition promotion included:

- Advertisement in local print media
- Advertisement on Stadium external LED billboard
- Three social media posts
- Media release 31 August 2020
- Stakeholder database email 31 August 2020

A total of 17 submissions were received via [Your Voice Our Coast](#) website.

There were 696 visits to this page during consultation.

Due to Council's focus on financial recovery, there has necessarily been a delay between the consultation period and this report to Council.

Submission Analysis

At the time of the public consultation, Media was reporting that the Central Coast Mariners License was up for sale and could potentially leave the region. Most of the submissions reflected a common theme of support to retain the Mariners for the region.

The six key themes raised were:

- The future of the Mariners and the relationship between the club and Council
- Ideas/suggestions for additional/new content
- Pricing and variety of food and beverage options
- Parking options and access to the Stadium
- Creation of a precinct surrounding the Stadium for pre and post-match activities
- Closer analysis of potential threats to Stadium livelihood

A summary of the submissions and actions taken are presented in Attachment 1.

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

There is enough budget within the stadium budget this financial year to procure and engage the specialist consultant for the provision of management consultancy services to begin the support for the selective tender process for the Stadium Management Rights and the further procurement process for the Naming rights of the Central Coast Stadium.

Link to Community Strategic Plan

Theme 1: Belonging

Goal B: Creativity connection and local identity

B-B2: Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year.

Risk Management

The engagement of a select specialist consultant to assist with the assessment of applicable business models and commercial proposals for the Central Coast Stadium provides Council with the appropriate specialist commercial knowledge and expertise to guide Council in the selection of the most appropriate partner for the Naming Rights and for the Management Rights to the Central Coast Stadium for the Central Coast community.

Options

- 1 Approve the engagement of a select specialist consultant as an independent consultant, to provide advice and support in the review of proposals for the Management Rights of Central Coast Stadium and move to a select tender for the Management rights followed by a tender for Naming Rights (Recommended)**

The engagement of a select specialist consultant to advise and support the review of outcomes from the procurement processes will leverage off extensive experience in the stadia industry and provide specialist business advice in a cost effective manner. The select tender and direct negotiation processes will identify the most advantageous proposal from firms with proven capability in stadia management in timely and cost effective manner. The additional procurement process for the Naming Rights will allow applications from the wider market having interest in Naming Rights.
- 2 Not engaging a selected specialist consultant to independently provide advice and support in the review of proposals for management rights of Central Coast Stadium - Not recommended, due to potential additional time and costs associated with the procurement processes for the engagement of a Consultancy that is unfamiliar with actions in relation to the Central Coast Stadium operations.**
- 3 Not proceeding to a select tender process for the Stadium Management Rights inclusive of direct negotiation – Not Recommended.**

Not proceeding to the proposed select tender process for the Stadium Management Rights will increase the timeframes required to reach an outcome, will increase internal costs and effort by undertaking a further open market process to the small market for these services with no strong indication that this will improve the current engagement with the market.

Critical Dates or Timeframes

The Stadium Business Implementation plan states that the Management rights and naming rights will be out by June this year. It is critical that the procurement methodology contained in this report is also adopted so activities can commence immediately.

Attachments

- | | | | |
|----------|--|---|-----------|
| 1 | Central Coast Stadium Strategy - Consultation Report | Click here for Attachment | D14393655 |
| 2 | Central Coast Stadium Implementation Plan 2021 | Click here for Attachment | D14499725 |
| 3 | Confidential Attachment - Selective Tender for Stadium Management Rights - | | D14525317 |



Item No: 3.10
Title: Response to Administrator's Minute - Beach Parking
Department: Corporate Affairs

23 March 2021 Ordinary Council Meeting

Reference: F2021/00035 - D14523509
Author: Deb Streit, Project Design Officer
Manager: Jamie Barclay, Unit Manager, Economic Development and Property
Executive: Natalia Cowley, Director, Corporate Affairs

Report purpose

To provide an overview of the financial viability of introducing a visitor-based paid beach parking scheme.

Executive Summary

The Central Coast economy relies heavily on visitors. Over 5 million people visit our region annually, with a large portion attracted to our foreshore and foreshore town centres. Central Coast Council provides many services to this group who currently make no direct financial contribution towards foreshore infrastructure and services. Ratepayers carry this burden and in the current financial climate Central Coast Council believes it is necessary to explore alternative revenue options including the collection of parking fees from visitors at foreshore areas, with the clear understanding that Central Coast Council ratepayers are to be exempt from paying these parking fees.

At the 8 February 2021 Ordinary Council Meeting, Council resolved as follows:

29/21 Resolved

- 1 That Council explore the viability of introducing a visitor-based beach parking system to contribute towards defraying some of the costs of providing beach and tourist related services.*
- 2 That Council provides a report by mid-March that includes, but is not limited to, scoping the administrative cost of establishing a beach parking system that provides protection to ratepayers, projected revenue stream, potential timeline for implementation and potential beaches and beachside centres impacted.*

A high-level scoping has been undertaken to explore the viability of introducing a visitor-based paid parking scheme at foreshore areas.

Corporate Affairs Recommendation

- 1 *That Council receive the report "Response to Administrator's Minute - Beach Parking".*
- 2 *That Council resolve to go to the market and call for expressions of interest from external providers to determine willingness to partner with Council to develop and deliver a visitor-based paid parking scheme at foreshore areas, at no cost to Council.*

Background

This report is to be used as a managerial tool to assist in determining whether the introduction of a visitor-based paid parking scheme at foreshore areas could be economically viable for the Central Coast LGA and whether funding resources should be allocated towards developing this scheme. The specific purpose of this report is:

- 1 To scope the administrative cost of establishing a beach parking system that provides protection to ratepayers.
- 2 To estimate a potential projected revenue stream.
- 3 To estimate the potential timeline to the implementation.
- 4 To determine potential foreshore areas to be considered for this scheme.

Financial Considerations

The aim of a visitor-based paid parking scheme is to generate revenue for the Central Coast LGA without impacting the rate payer. Currently, Central Coast Council does not charge for parking within the LGA. The introduction of a visitor-based paid parking scheme will generate revenue from visitors and holiday makers to the Central Coast LGA. This revenue could help fund continued improvements to services and infrastructure in the foreshore areas.

It is important to note at the outset that the current resident to visitor parking usage ratio is 6.85% to 93.15%, i.e. only 6.85% of occupied parking is used by a non-resident to the area. Further study and detail is required to determine who is excluded from paying parking fees, how many per house hold etc.

Administrative Cost of Establishing a Visitor-Based Paid Parking Scheme for the Central Coast LGA

The collective cost of planning, to the point of implementation, a visitor-based paid parking scheme for foreshore areas in the Central Coast LGA, is estimated at approximately \$411,120.00.

This figure will fluctuate based on the number of foreshore areas included in the scheme. It is noted that the work required to develop a visitor-based parking scheme could be resourced internally, externally or a combination of both.

Potential Implementation Costs - Case Study

To determine indicative cost and potential revenue, a foreshore area that already has a significant amount of data collection, car park infrastructure and live monitoring of car park occupancy rates has been used.

The paid parking scheme at Nelson Bay was used as a guide to determine the capital and operation expenditure estimates for Terrigal. These costs are indicative and additional studies and costing is required.

Total Capital Expenditure - \$935 530.53 (990 spaces inclusive of sensors and meters)
Total Operational Expenditure - \$434 368.00 (990 spaces inclusive of administration)

Implementation costs will differ for each foreshore area and is dependent on the existing parking infrastructure in place.

Potential Projected Revenue Stream – Case Study

The following financial modelling uses the Terrigal foreshore area as a base model to forecast the potential revenue stream generated from approximately 590 at grade parking spaces and 400 spaces at the multi-storey car park at Wilson Road.

The revenue generated is based on the following:

- Visitor parking usage ratio of 6.85% (based on Central Coast parking strategy - Part 3: Holiday Period Coastal Parking which was completed by Bitzios Consulting in 2019)
- Occupancy rate of 50% for Wilson Road car park
- Occupancy rate of 75% for the at-grade parking spaces
- Assumption that the first two vehicles per residence are not charged for parking.
- 20.8% of households in Terrigal own 3 or more cars, therefore it is assumed that 6.93% of the resident parking usage can be charged.

As indicated in the following table, using a visitor to resident usage rate of 6.85% to 93.15% (86.22% free resident parking and 6.93% paid resident parking) the project will reach a desired benchmark hurdle rate (NPV) and this project could be financially feasible with a payback period of just over 8 years.

Other factors to consider that will impact on revenue include: the eligibility to receive a resident parking permit and fees and charges e.g. this could include owner-occupier (ratepayer) first two permits free with a fixed fee for additional permits (with max number per address).

TERRIGAL – RESIDENT TO VISITOR PARKING USAGE RATIO = 6.85% TO 93.15% AND ASSUMES FIRST TWO VEHICLES PER RESIDENCE PARKING FREE						
Cashflow	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5 etc
Capital Cost	-\$935,530.53					
Operating Expenditure		-\$434,368.00	-\$434,368.00	-\$434,368.00	-\$434,368.00	-\$434,368.00
Depreciation - Other		-\$1,622.50	-\$1,622.50	-\$1,622.50	-\$1,622.50	-\$1,622.50
Depreciation - Parking guidance assets		-\$31,475.65	-\$31,475.65	-\$31,475.65	-\$31,475.65	-\$31,475.65
Depreciation - Pay and display equipment		-\$58,832.40	-\$58,832.40	-\$58,832.40	-\$58,832.40	-\$58,832.40
Income		\$635,953.89	\$635,953.89	\$635,953.89	\$635,953.89	\$635,953.89
Profit/ Loss	-\$935,530.53	\$109,655.34	\$109,655.34	\$109,655.34	\$109,655.34	\$109,655.34
Financial Summary						
Initial Yield:	12%					
NPV (3% discount):	\$151,436.00					
IRR:	6%					
Payback Period (months):	102.38					

Funding

A funding source to further investigate, develop and implement the scheme is critical to the success of this scheme. Council is unable to fund a visitor-based paid parking scheme from rates.

It is anticipated that investigations and the implementation of a visitor-based paid parking scheme could potentially be supported by state and federal grant funding. The work required to develop a visitor-based parking scheme could be resourced internally, externally or a combination of both. It may also be possible for Council to partner with a commercial provider to implement this system. This may mean Council would not need to source the funds for implementation but would likely result in lower income levels for Council.

Estimated Timeline to Implementation

Based on previous parking studies undertaken by Council and lessons learnt from Port Stephens Council, it is anticipated that the timeline to implementation could take between 18 and 24 months.

A paid parking scheme could be researched and developed by Council staff and specialist consultants. Thorough internal consultation should be undertaken to ensure the appropriate technology and parking solutions are specified. The technology and parking solutions should

address Councils existing and future smart parking technology and infrastructure and any known issues within the targeted foreshore areas.

Foreshore Areas to be considered for this Scheme

Additional investigations and studies are required to determine the most suitable areas to be included in a visitor-based paid parking scheme as well as the sequence of introducing the scheme to these areas. Factors to be considered for the paid parking scheme include the existing parking infrastructure, line marking, suitability for installing parking sensors/CCTV cameras, parking meters, enforcement measures, and the management of the flow on effect to neighbouring streets.

Potential beach foreshore areas could include:

- Terrigal Beach
- Ocean Beach
- Soldiers Beach
- The Entrance Beach
- Avoca Beach
- Shelly Beach
- Toowoong Bay
- Copacabana Beach
- Lakes Beach/Budgewoi Peninsula
- Patonga
- Norah Head
- Killcare Beach
- Putty Beach
- North Avoca Beach
- Macmasters Beach
- Wamberal Beach
- Forresters Beach
- Ettalong Beach
- The Entrance North Beach

Lakeside and other foreshore areas could include:

- Tuggerah Lake
- Lake Munmorah
- Gosford Waterfront
- Brisbane Waters

Financial Impact

At its meeting held 19 October 2020, Council resolved the following:

3.10 Response to Administrator's Minute - Beach Parking (contd)

1108/20 *That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.*

The following statement is provided in response to this resolution of Council.

The collective cost of planning, to the point of implementation, a visitor-based paid parking scheme for foreshore areas in the Central Coast LGA, is estimated at approximately \$411,120, this figure will fluctuate based on the number of foreshore areas included in the scheme. The work required to develop a visitor-based parking scheme could be resourced internally, externally or a combination of both

Options

Should Council resolve to proceed with a visitor-based paid parking scheme at foreshore areas the following options are available:

- a) That Council include the administrative cost of \$411,120 in the 2021/22 operational budget which will require the removal of \$411,120 of other adopted operational activities and budgets for the 2021/22 year. **Not recommended.**
- b) That Council resolve to go to the market and call for expressions of interest from external providers to determine willingness to partner with Council to develop and deliver a visitor-based paid parking scheme at foreshore areas, at no cost to Council. **Recommended.**

Link to Community Strategic Plan

Theme 4: Responsible

Goal H: Delivering essential infrastructure

R-H2: Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities.

H3: Create parking options and solutions that address the needs of residents, visitors and businesses.

Attachments

- | | | | |
|---|---|---|-----------|
| 1 | Visitor Based Beach Paid Parking System Business Case Current | Click here for Attachment | D14523994 |
| 2 | Part 3 - Holiday Period Coastal Parking demands | Click here for Attachment | D14523998 |