



Central Coast Council  
Business Paper  
Ordinary Council Meeting  
**28 September 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.



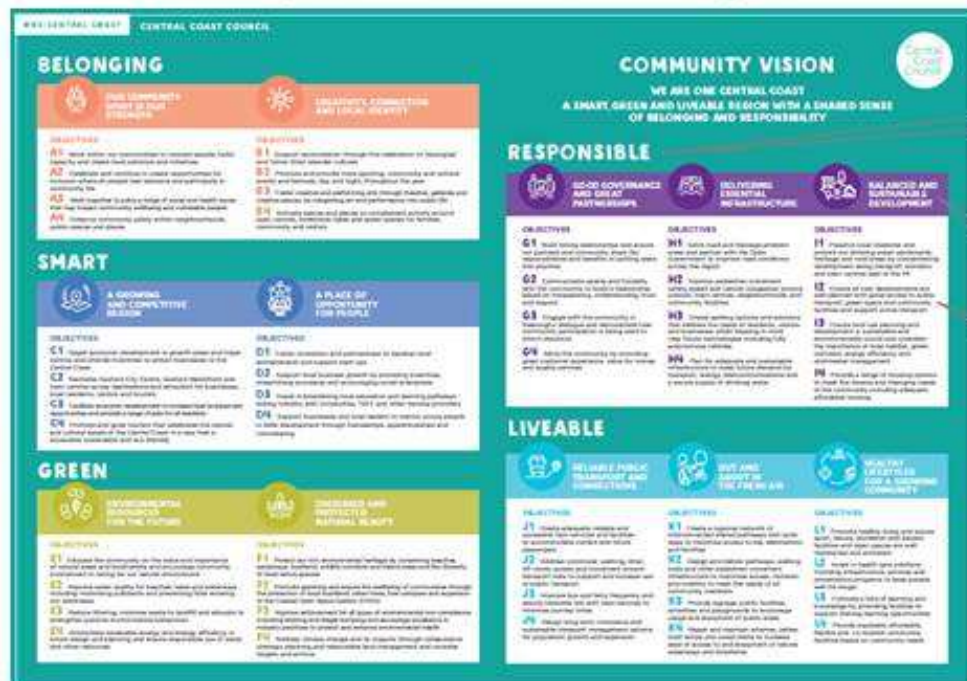
**Good governance and great partnerships**

**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

### COMMUNITY STRATEGIC PLAN 2018-2028 FRAMEWORK

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.



# Meeting Notice

**The Ordinary Council Meeting  
of Central Coast Council  
will be held Remotely - Online,  
on Tuesday 28 September 2021 at 6.30pm,  
for the transaction of the business listed below:**

## **1 Procedural Items**

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David Farmer  
**Chief Executive Officer**

**Item No:** 1.1  
**Title:** Disclosure of Interest  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2020/00039 - D14800743



## **Recommendation**

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

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 (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.

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

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28 September 2021 Ordinary Council Meeting

Reference: F2021/00035 - D14800760




### **Recommendation**

***That Council confirm the minutes of the Ordinary Meeting of Council held on 14 September 2021.***

### **Summary**

Confirmation of minutes of the Ordinary Meeting of Council held on 14 September 2021.

### **Attachments**

- 1  MINUTES - Ordinary Council Meeting – [Click here for Attachment](#) D14836672  
14 September 2021

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

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28 September 2021 Ordinary Council Meeting

Trim Reference: F2021/00035 - D14800764



## **Recommendation**

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

## **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.

## **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



**Item No:** 2.1  
**Title:** Monthly Finance Report - August 2021  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2019/00039 - D14843342

Author: Peter Correy, Unit Manager, Finance

Executive: Natalia Cowley, Director Corporate Affairs and Chief Financial Officer

## **Recommendation**

- 1 That Council receive the report Monthly Finance Report – August 2021**
- 2 That Council adopt the amendments to the 2021-2022 Capital Works Program detailed in Attachment 8**

## **Report purpose**

To present to Council the monthly financial reports for August 2021.

## **Executive Summary**

This report presents the August 2021 monthly financial reports for Central Coast Council. The reports cover the period 1 July 2021 to 31 August 2021.

## **Background**

The monthly 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 and Australian Accounting Standards.

## **Report**

The reports disclose the year to date financial results in Operating Statement format, they reflect the organisational structure and are presented by Department and Unit. The reports include a traffic light indicator of current status – on track (green light), off track (red light) continue to monitor status (orange light). Relevant supporting comments are included, as well as a graphical representation of the financial results.

The Local Government Code of Accounting Practice and Financial Reporting (Guidelines) require Council to recognise rates income at the beginning of the financial year when levied. However, for internal reporting purposes Council recognises rates revenue on a continual

## 2.1 Monthly Finance Report - August 2021 (contd)

basis throughout the financial year thereby aligning revenue with Council's expenditure for the delivery of services to the community.

### Consultation

In the preparation and finalisation of the monthly reports for August 2021, all business areas of Council contributed to the information contained within the financial reports.

### 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.

These financial reports show the August 2021 monthly results and how year to date actual trading is tracking against the year to date and full year budget of Council for the reporting period 1 July 2021 to 31 August 2021.

|  | CURRENT MONTH |                |                | YEAR TO DATE   |                |                |                       | FULL YEAR        |                 |                   |
|--|---------------|----------------|----------------|----------------|----------------|----------------|-----------------------|------------------|-----------------|-------------------|
|  | Actuals       | Adopted Budget | Variance       | Actuals        | Adopted Budget | Variance       | Last Year YTD Actuals | Last Year Actual | Original Budget | Year End Forecast |
|  | \$'000        | \$'000         | \$'000         | \$'000         | \$'000         | \$'000         | \$'000                | \$'000           | \$'000          | \$'000            |
| <b>Operating Income</b>  |               |                |                |                |                |                |                       |                  |                 |                   |
| Rates and Annual Charges   | 32,067        | 33,396         | (1,330)        | 58,263         | 59,175         | (913)          | 52,812                | 331,384          | 361,871         | 361,871           |
| User Charges and Fees  | 10,579        | 11,544         | (965)          | 20,896         | 21,936         | (1,040)        | 21,300                | 142,283          | 142,512         | 142,512           |
| Other Revenue  | 1,904         | 1,429          | 476            | 2,876          | 2,490          | 386            | 2,123                 | 17,703           | 15,009          | 15,009            |
| Interest   | 434           | 362            | 72             | 1,441          | 724            | 717            | 857                   | 5,598            | 4,442           | 4,442             |
| Grants and Contributions   | 5,724         | 4,344          | 1,380          | 5,971          | 5,910          | 61             | 7,292                 | 42,409           | 49,491          | 49,491            |
| Gain on Disposal   | -             | -              | -              | -              | -              | -              | -                     | 2,609            | -               | -                 |
| Internal Revenue   | 5,159         | 7,573          | (1,414)        | 11,375         | 14,974         | (3,597)        | 13,530                | 74,557           | 93,467          | 94,259            |
| <b>Total Income attributable to Operations</b>                     | <b>56,865</b> | <b>58,647</b>  | <b>(1,782)</b> | <b>100,822</b> | <b>105,209</b> | <b>(4,387)</b> | <b>97,914</b>         | <b>616,542</b>   | <b>666,792</b>  | <b>667,584</b>    |
| <b>Operating Expenses:</b>   |               |                |                |                |                |                |                       |                  |                 |                   |
| Employee Costs   | 12,452        | 12,843         | 391            | 22,543         | 26,497         | 3,954          | 32,466                | 222,617          | 175,833         | 175,833           |
| Borrowing Costs  | 1,117         | 1,185          | 68             | 2,074          | 2,161          | 87             | 2,365                 | 16,414           | 17,471          | 17,471            |
| Materials and Contracts  | 6,925         | 5,131          | (1,794)        | 12,238         | 14,372         | 2,134          | 18,062                | 123,009          | 114,163         | 114,163           |
| Depreciation and Amortisation                                      | 13,180        | 13,657         | 477            | 25,947         | 28,619         | 2,672          | 25,859                | 156,305          | 177,106         | 177,106           |
| Other Expenses   | 6,311         | 6,435          | 124            | 16,323         | 18,854         | 2,532          | 16,548                | 90,612           | 100,822         | 100,822           |
| Loss on Disposal   | -             | -              | -              | -              | -              | -              | -                     | 9,660            | -               | -                 |
| Internal Expenses  | 5,761         | 5,777          | 16             | 10,693         | 11,764         | 1,071          | 10,446                | 59,051           | 74,354          | 75,145            |
| Overheads  | (0)           | (0)            | -              | 0              | 0              | -              | (0)                   | (0)              | (0)             | (0)               |
| <b>Total Expenses attributable to Operations</b>                   | <b>45,745</b> | <b>45,028</b>  | <b>(717)</b>   | <b>89,818</b>  | <b>102,268</b> | <b>12,450</b>  | <b>105,746</b>        | <b>677,668</b>   | <b>659,749</b>  | <b>660,541</b>    |
| <b>Operating Result after Overheads and before Capital Amounts</b> | <b>11,120</b> | <b>13,619</b>  | <b>(2,499)</b> | <b>11,005</b>  | <b>2,942</b>   | <b>8,063</b>   | <b>(7,832)</b>        | <b>(61,126)</b>  | <b>7,043</b>    | <b>7,043</b>      |
| Capital Grants   | 981           | -              | 981            | 1,838          | -              | 1,838          | 2,569                 | 36,893           | 8,445           | 8,445             |
| Capital Contributions  | 691           | 2,870          | (2,179)        | 1,402          | 5,741          | (4,339)        | 3,901                 | 46,810           | 34,445          | 34,445            |
| <b>Grants and Contributions Capital Received</b>                   | <b>1,672</b>  | <b>2,870</b>   | <b>(1,198)</b> | <b>3,240</b>   | <b>5,741</b>   | <b>(2,501)</b> | <b>6,471</b>          | <b>83,703</b>    | <b>42,890</b>   | <b>42,890</b>     |
| <b>Net Operating Result</b>  | <b>12,793</b> | <b>16,489</b>  | <b>(3,697)</b> | <b>14,245</b>  | <b>8,682</b>   | <b>5,562</b>   | <b>(1,361)</b>        | <b>22,878</b>    | <b>49,933</b>   | <b>49,933</b>     |

Council's net operating result excluding Grants and Contributions for capital purposes for August is showing an unfavourable variance to budget of \$2.5M, consisting of an actual surplus of \$11.1M compared to a budget surplus of \$13.6M.

Year to date, Council's net operating result excluding Grants and Contributions for capital purposes is showing a favourable variance to budget of \$8.1M, consisting of an actual surplus of \$11.0M compared to a budget surplus of \$2.9M.

Council's net operating result including Grants and Contributions for capital purposes for August is showing an unfavourable variance to budget of \$3.7M, consisting of an actual surplus of \$12.8M compared to a budget surplus of \$16.5M.

Year to date, Council's net operating result including Grants and Contributions for capital purposes is showing a favourable variance to budget of \$5.5M, consisting of an actual surplus of \$14.2M compared to a budget surplus of \$8.7M.

Year to date capital expenditure was \$9.7M against budget of \$17.6M. There are currently 424 projects in various stages of completion.

The Capital Committee met for the first time on 14 September 2021 and endorsed submissions from Open Space and Recreation and Infrastructure Services, requesting amendments to the 2021-2022 capital works program.

The proposed amendments do not result in a change to the financial total of Capital Works Program and are detailed in Attachment 8.

### 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

|   |  |                                |           |
|---|--|--------------------------------|-----------|
| <b>1</b>  | Financial Performance - Monthly Finance Report | <a href="#">Click here for</a> | D14850948 |
|  | August 2021                                    | <a href="#">Attachment</a>     |           |
| <b>2</b>  | Consolidated and By Fund August 2021 Monthly   | <a href="#">Click here for</a> | D14845725 |
|  | Financial Report                               | <a href="#">Attachment</a>     |           |
| <b>3</b>  | CEO August 2021 Monthly Financial Report       | <a href="#">Click here for</a> | D14845726 |
|  |  | <a href="#">Attachment</a>     |           |
| <b>4</b>  | Community and Recreation Services August 2021  | <a href="#">Click here for</a> | D14845729 |
|  | Monthly Financial Report                       | <a href="#">Attachment</a>     |           |

|   |   |   |           |
|---|---|---|-----------|
| 5 | Infrastructure Services August 2021 Monthly Financial Report  | <a href="#">Click here for Attachment</a> | D14845732 |
| 6 | Water and Sewer August 2021 Monthly Financial Report          | <a href="#">Click here for Attachment</a> | D14845716 |
| 7 | Environment and Planning August 2021 Monthly Financial Report | <a href="#">Click here for Attachment</a> | D14845717 |
| 8 | Corporate Affairs August 2021 Monthly Financial Report        | <a href="#">Click here for Attachment</a> | D14845718 |
| 9 | Amendments to the Capital Works Program                       | <a href="#">Click here for Attachment</a> | D14850999 |

**Item No:** 2.2  
**Title:** Investment Report for August 2021  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2004/06604 - D14442924  
Author: Devini Susindran, Team Leader  
Executive: Natalia Cowley, Director Corporate Affairs and Chief Financial Officer

## **Recommendation**

- 1 That Council notes the Investment Report for August 2021;**
- 2 That Council notes that internally restricted funds are unrestricted funds that have been internally allocated to a certain purpose; and**
- 3 That Council where possible allocates sufficient internally restricted funds to meet its August 2021 unrestricted funds deficit of \$49.7M as set out in this report.**

## **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 or not 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 31 August 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.

## Current Status

Council's current cash and investment portfolio totals \$528.3M as at 31 August 2021

### Council's Cash and Investment Portfolio by Source of Funds

| Source of Funds                         | Value (\$'000) August 2021 |
|---|----------------------------|
| Investment Portfolio                    | \$485,719                  |
| Transactional accounts and cash in hand | \$42,583                   |
| <b>Total</b>                            | <b>\$528,302</b>           |
| Restrictions at 31 August 2021          | \$429,793                  |
| Unrestricted Funds at 31 August 2021    | \$98,509                   |
| <b>Total consolidated Funds</b>         | <b>\$528,302</b>           |

Council's Portfolio is held in separate funds by purpose and is summarised as follows:

| Fund                       | General Fund     | Water Fund       | Sewer Fund       | Drainage Fund  | Waste Fund       |
|----------------------------|------------------|------------------|------------------|----------------|------------------|
| External Restricted Funds  | \$178,563        | \$6,363          | \$22,620         | \$36,296       | \$91,877         |
| Internal Restricted Funds  | \$92,116         | \$1,026          | \$877            | \$55           | -                |
| Total Restricted Funds     | \$270,679        | \$7,389          | \$23,497         | \$36,351       | \$91,877         |
| Unrestricted Funds         | \$23,277         | (\$12,477)       | \$109,964        | (\$37,223)     | \$14,968         |
| <b>Total funds by Fund</b> | <b>\$293,956</b> | <b>(\$5,088)</b> | <b>\$133,461</b> | <b>(\$872)</b> | <b>\$106,845</b> |

During August, Council's total cash and investments increased by \$63.32M from \$464.97M to \$528.30M, due to quarterly and annual rates and charges due and received in August.

Detailed restrictions have been provided in Attachment 2. Council is managing the previously reported negative unrestricted funds balance, as part of Council's Business Recovery Plan. The negative unrestricted balance as at 31 August 2021 is \$49.7M – made up of unrestricted fund deficits in the Water and Drainage Funds, as per the table above.

## 2.2 Investment Report for August 2021 (contd)

The unrestricted funds deficit of \$49.7M as at 31 August 2021 will increase and decrease during the 2021 financial year, as rates revenue and property sale settlements occur. In the meantime, this deficit is proposed to be funded through the General Fund's internally restricted reserves, which amount to \$92M as at 31 August 2021.

### Portfolio management

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 August, comprising entirely of interest earned, was \$383k. The total value of the Council's investment portfolio as at 31 August 2021 is outlined in Table 1 below.

**Table 1 – Portfolio Movement**

| Description             | 2019-20<br>Financial Year<br>\$'000 | Jul-21<br>2020/21<br>\$'000 | Aug-21<br>2020/21<br>\$'000 | FYTD<br>2020/21<br>\$'000 |
|-------------------------|-------------------------------------|-----------------------------|-----------------------------|---------------------------|
| <b>Opening Balance</b>  | <b>348,210</b>                      | <b>447,221</b>              | <b>450,268</b>              | <b>447,221</b>            |
| Movement for the period | 99,011                              | 3,047                       | 35,451                      | <b>38,498</b>             |
| <b>Closing Balance</b>  | <b>447,221</b>                      | <b>450,268</b>              | <b>485,719</b>              | <b>485,719</b>            |
| Interest earnings       | 4,508                               | 375                         | 383                         | 758                       |

The market value of Council's investment portfolio as at 31 August 2021 is \$485.72M.

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 at 31 August 2021**

| Time Horizon  | Percentage<br>Holdings | Maturity on or before | Value \$'000   |
|---|------------------------|-----------------------|----------------|
| <b>At Call</b>  | 10.33%                 | Immediate             | 50,176         |
| <b>Investments</b>  |                        |                       |                |
| 0 - 3 months  | 10.81%                 | Nov-2021              | 52,502         |
| 4 - 6 months  | 5.13%                  | Feb-2022              | 24,913         |
| 7 - 12 months   | 10.29%                 | Aug-2022              | 49,964         |
| 1 - 2 years   | 6.72%                  | Aug-2023              | 32,664         |
| 2 - 3 years   | 13.54%                 | Aug-2024              | 65,762         |
| 3 - 4 years   | 16.15%                 | Aug-2025              | 78,430         |
| 4 - 5 years   | 27.03%                 | Aug-2026              | 131,308        |
| <b>Total Investments</b>  | <b>89.67%</b>          |                       | <b>435,543</b> |
| <b>Total Portfolio</b>  | <b>100.00%</b>         |                       | <b>485,719</b> |
| Interest Accrued to 31 August 2021 (excluding Interest on call Accounts)  |                        |                       | 1,146          |
| Market Value of Investments Per Portfolio Valuation Report (Attachment 5) |                        |                       | 486,865        |

The investment portfolio is concentrated in AA above (13.45%), A (41.11%), and BBB (45.44%). 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.

Council's investments were in excess of its 3-5 year trading limit by \$7.87M in July 2021 due to fall in the Portfolio value at 21 July 2021. This has now been corrected with quarterly rates revenues to be received in August. Funds held with Macquarie Bank exceeded counter party limits by \$13.7M as at 31 August 2021 due to increased cash at call held from quarterly and annual rates received toward the end of the month. Macquarie bank provides the best return on funds at call at present. Further investments are being placed with other ADIs in September to reduce at call funds held with Macquarie Bank.

The current spread of investments and counterparty exposure for August 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 August there have been no new green investments undertaken.

Council currently holds 5.98% or \$29.03M in ESG investments as at 31 August 2021.

### **Portfolio Return**

Interest rates on investments in the month, ranged from 0.30% to 3.18%, all of which exceeded the monthly Bank Bill Swap Rate (BBSW) benchmark of 0.01%.

The weighted running yield for August of 0.95% for Central Coast Council is favourable compared to the rolling three-year benchmark bank bill swap (BBSW) Index of 0.74% as shown in Graph 3 - Portfolio Returns in Attachment 3.

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**

|   |  |   |           |
|---|--|---|-----------|
| <b>1</b>  | Summary of Investments as at 31 August 2021                  | <a href="#">Click here for Attachment</a> | D14836930 |
|    |  |   |           |
| <b>2</b>  | Summary of Restrictions as at 31 August 2021                 | <a href="#">Click here for Attachment</a> | D14836932 |
|  |  |   |           |
| <b>3</b>  | Investment Report for August 2021 - Graphs 1, 2 and 3        | <a href="#">Click here for Attachment</a> | D14836933 |
|  |  |   |           |
| <b>4</b>  | Treasury Direct Trading Limits Report at 31 August 2021      | <a href="#">Click here for Attachment</a> | D14836934 |
|  |  |   |           |
| <b>5</b>  | Treasury Direct Portfolio Valuation Report at 31 August 2021 | <a href="#">Click here for Attachment</a> | D14836935 |
|  |  |   |           |



**Item No:** 2.3  
**Title:** Special Rate Variation application by Council  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2020/00039 - D14820440  
Author: Melissa McCulloch, Section Manager Rates and Revenue  
Manager: Peter Correy, Unit Manager, Finance  
Executive: Natalia Cowley, Director Corporate Affairs and Chief Financial Officer

### **Recommendation**

- 1** *That Council endorse the making of an application to the Independent Pricing and Regulatory Tribunal to maintain the Special Variation (SV) increase that was implemented in the 2021/2022 year for another 7 years.*
- 2** *That the funds raised from this Special Variation are to continue to fund the financial commitments that enabled Council's financial sustainability.*
- 3** *That Council notify IPART accordingly.*
- 4** *That Council staff update the integrated planning and reporting documents with information relevant to the proposed SV application.*
- 5** *That Council staff undertake community consultation in relation to service levels to inform the proposed SV.*
- 6** *That Council undertake recruitment of a representative sample, of randomly selected rate payers, to participate in a Community Reference Group in relation to the proposed SV application to commence by late October 2021.*
- 7** *That a budget of \$150,000 be set aside from general ledger 10.11202.870030.000.00000 to fund the community engagement program.*

### **Report purpose**

To seek Council's endorsement to notify the Independent Pricing and Regulatory Tribunal (IPART) of Council's intention to prepare a Special Variation.

### **Executive Summary**

The process outlined by IPART for Councils applying for a Special Variation includes a requirement to notify IPART of its intention to do so by the date yet to be released by IPART in November 2021. It also requires Councils to update their Integrated Planning and

Reporting documentation with information that is relevant to the proposed Special Rate Variation and to undertake extensive community engagement and consultation in relation to the application.

It is recommended that Council resolve to notify IPART of its intention to prepare an application to maintain the existing Special Variation from 2024/25 for the next 7 years (inclusive) satisfying the requirements of the process determined by IPART.

It is important to note that notifying IPART does not pre-determine an outcome as the process requires community consultation and preparation of a submission for IPART's consideration.

### **Background**

In February 2021 Council applied to IPART for a one-off (single year) 15% increase, effective from 1 July 2021, that remains permanently in the rate base, under section 508(2) of the *Local Government Act 1993*.

In May 2021 IPART approved a temporary increase of 15% (including the rate peg) in 2021-22 which is retained in the rate base for three years and removed from the rate base at the end of the 2023-24 year.

In IPART's final report issued in May 2021 IPART states *"During this 3-year period, the council will be able to implement its proposed business recovery plan, consult with its ratepayers regarding appropriate service levels, and if required, apply for a permanent SV."*

This report confirms Council's intent to retain the option to apply to the Independent Pricing and Regulatory Tribunal to consider a Special Variation, providing the community and other stakeholders with appropriate notice of this intention. It is important for the community to be aware that this is being considered and that appropriate consultation will be had over the coming months with Council to provide a variety of mechanisms for affected stakeholders to have their say over this important matter.

### **Consultation**

It is proposed that extensive community consultation and engagement in relation to the proposed SRV application be undertaken. In 2020/2021 Council undertook community consultation for the current SRV and it is proposed that this year builds on the foundations of that engagement program.

It is proposed that a randomly selected Community Reference Group be formed to provide advice to Council about the key messages, the community engagement activities and the general rates proposal and to explore options in relation to service cuts should an application to maintain the current rate not be successful.

### **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.

That a budget of \$150,000 be allocated in 2021/2022 from general ledger 10.11202.870030.000.00000 for a community engagement program to facilitate consultation with the community, in regard to the proposed application to IPART for a Special Variation.

### **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 could determine to delay submission of an application and consider a submission for 2023/2024. Delaying would have a potentially negative impact on Council's loan refinancing exercise, in the event that the maintenance of the SV is not approved by IPART.

### **Attachments**

*Nil.*

**Item No:** 2.4  
**Title:** Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan  
**Department:** Environment and Planning

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28 September 2021 Ordinary Council Meeting

Reference: F2014/01538-002 - D14784369  
Author: Shannon Turkington, Senior Strategic Planner  
Manager: David Milliken, Unit Manager Strategic Planning  
Executive: Scott Cox, Director Environment and Planning

### **Recommendation**

- 1 That Council adopt the draft Warnervale District Contribution Plan 2021 and Technical Document (as amended) as outlined in Attachment 1 and 2.**
- 2 That Council give public notice of its decision within 28 days of its resolution in accordance with the requirements of the Environmental Planning & Assessment Regulation 2000.**
- 3 That Council advise all those that made a submission of the decision.**

### **Report purpose**

To consider the submissions received in response to the public exhibition of the draft Warnervale District Contributions Plan and seek Council adoption of the draft Plan.

### **Executive Summary**

A comprehensive review of the Warnervale District Contributions Plan 2014 has been undertaken to simplify the way contributions are levied, update land valuations and review the infrastructure to be provided under the plan. Key changes to the plan include:

- A reduction in the infrastructure costs by approximately 25% based on Quantity Surveyor estimates and land valuations;
- \$88M less in transport works, by removal of the Railway Link Road and Sparks Road and Pacific Highway intersections, as these works are State infrastructure;
- Update to the catchment area of the plan to include Wadalba South;
- Inclusion of 3 new intersections, additional collector roads, public reserves and new stormwater infrastructure in Wadalba South;
- Contribution rates expressed as per person or dwelling instead of per Development Units which better aligns with section 7.11 legislation and best practice; and

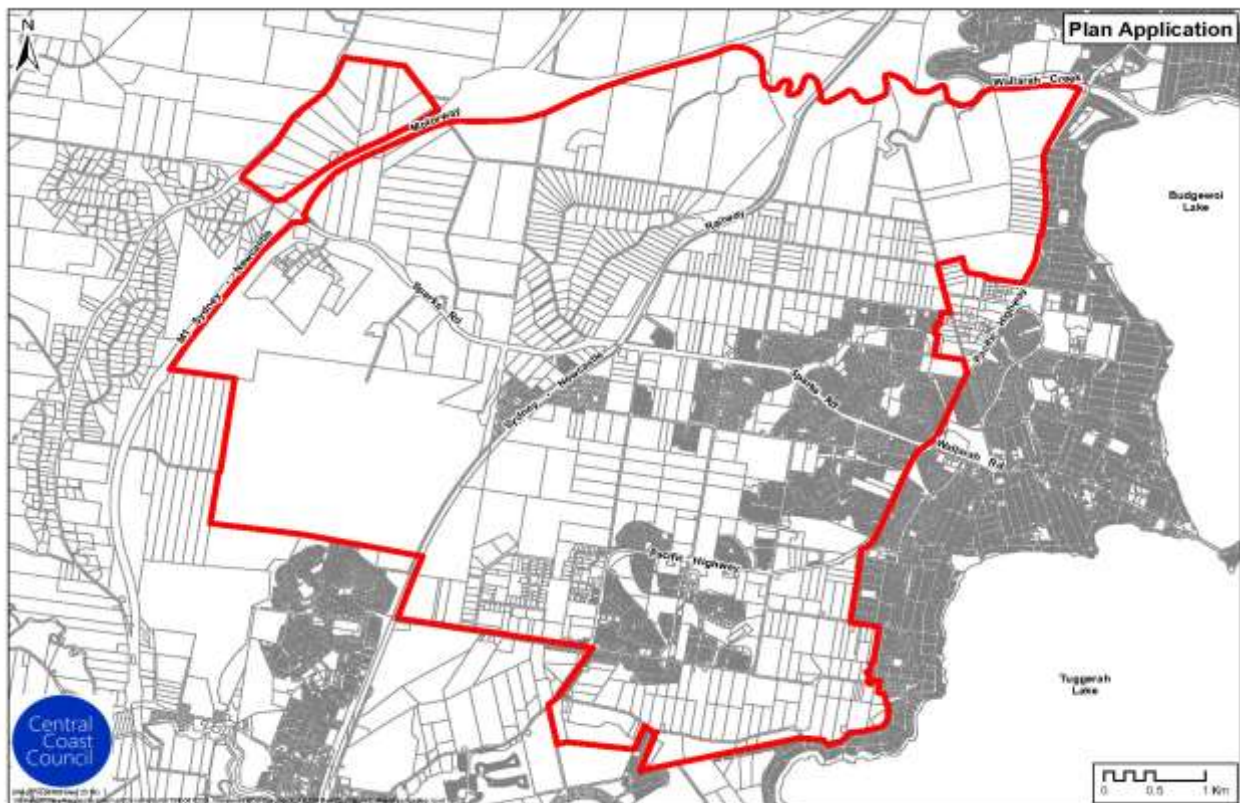
- With the inclusions and exclusions, the Warnervale District Contribution Plan 2021 (WDCP) has a lower local infrastructure contribution rate overall.

Council at its Ordinary Council Meeting of 28 September 2020 resolved to exhibit the draft WDCP for 28 days. The WDCP was exhibited from 9 November to 7 December 2020 with 10 submissions being received. Following review and consideration of the submissions, the WDCP was updated and re-exhibited from 26 May to 25 June 2021 with a further 5 submissions received.

This report provides a summary of the submissions and outlines changes to the WDCP and Technical Document made following the second exhibition period.

## Background

The Warnervale District is the fastest growing area in the Central Coast Local Government Area. By 2036, it is planned to accommodate 36,200 people, almost 11,900 new dwellings and generate significant employment growth. Local Infrastructure Contribution Plans are the key legal mechanism to provide the necessary funds to provide local infrastructure for an incoming population.



**Figure 1 – Catchment Area of Plan**

A comprehensive review of the current WDCP has been undertaken to simplify the way contributions are levied, update land valuations and review the infrastructure to be provided under the plan.

The catchments in the plan have been reduced from 41 drainage sub catchments and 15 transport sub catchments to 1 drainage catchment and 5 transport sub catchments. The catchments were recast to achieve simplicity and maximise future revenue, while still achieving the nexus requirements of the plan.

A quantity surveyor was engaged to provide updated costing for the outstanding roadworks and other infrastructure works in the draft WDCP. A land valuation report was undertaken to provide updated land valuations required for the provision of the various infrastructure. The recommendations from the quantity surveyor and land valuer form the basis for the value of the works and land in the draft WDCP.

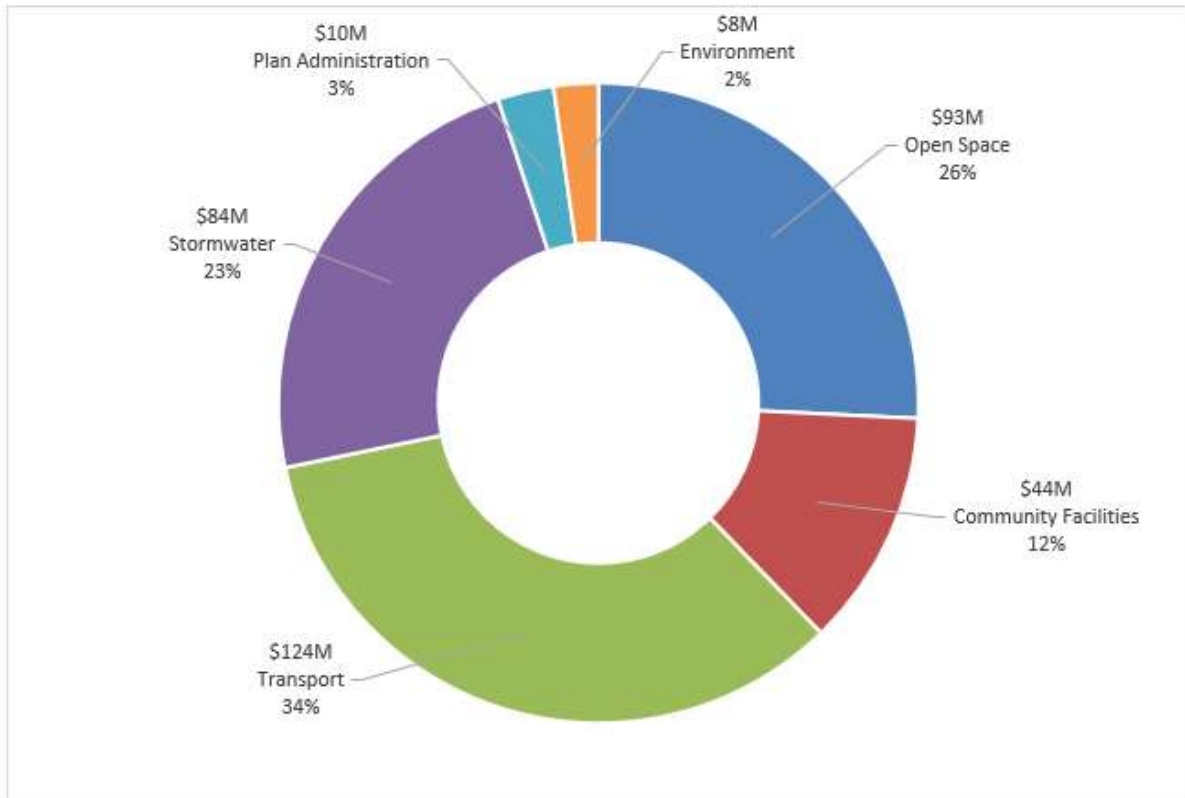
The WDCP has provided, and continues to provide:

- Transport network requirements - 32 new/upgraded roadwork segments, 34 new/upgraded intersections, 3 cycleways and 3 riparian crossings;
- Drainage works including open channels, culverts (21) and the Porters Creek Diversion Scheme;
- Stormwater quality treatment works where treatment not already provided by development on site (these areas are exempt from stormwater quality contributions);
- Acquisition of drainage land including 80ha for drainage channels, 25ha for floodways and 247 ha for the major floodplain (deed in place with existing landowner for 130 ha in Precinct 7);
- Various parks (30) and playing fields – 15 small parks, 2 large parks and 2 semi natural areas in Warnervale Wadalba and Hamlyn Terrace; 6 small parks in Precinct 7A, 2 small parks in Warnervale Town Centre, 1 small park and 1 large park in South Wadalba, 1 District Hill Top Park and additional courts and playing fields in the Warnervale Town Centre and Wadalba South;
- Five community facilities including the Warnervale Community Hub (with library and multi-purpose district space) and Indoor Recreation Centre (27% apportioned to Warnervale);
- Environmental corridor land and works; and
- Precinct7A Floodplain restoration works.

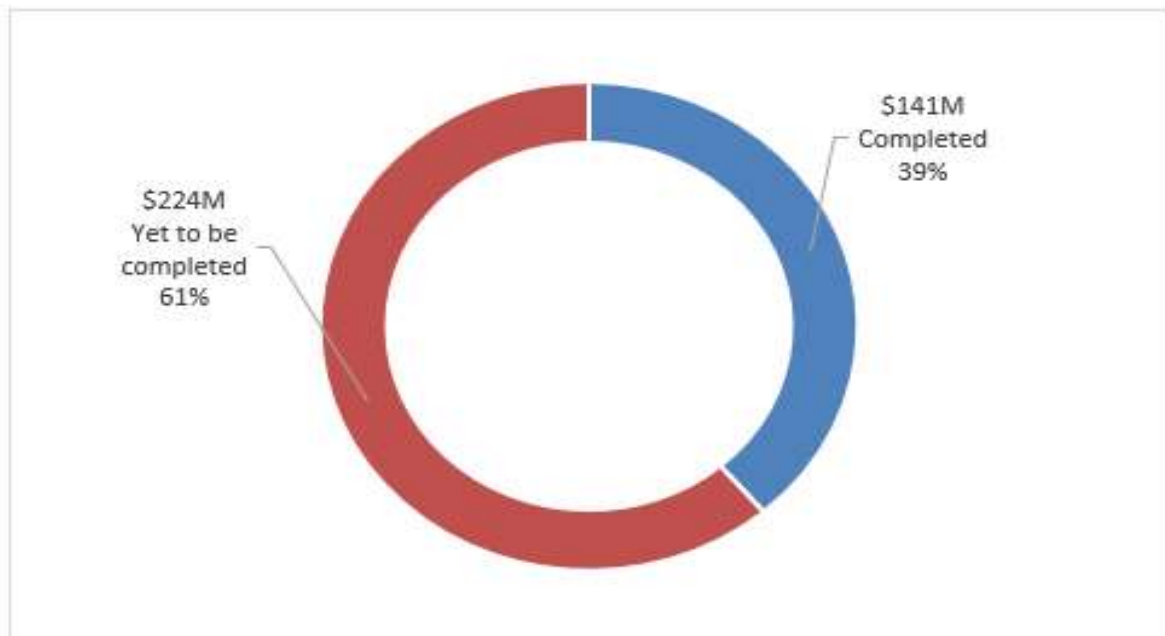
**2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)**

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A breakdown of costs for the various infrastructure items is provided in Figure 2.



**Figure 2 – Distribution of Costs – Warnervale District Contribution Plan 2021**



**Figure 3 – Project Status – Warnervale District Contribution Plan 2021**



## **2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)**

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Council at its meeting of 28 September 2020, considered a report on the Draft Warnervale District Contributions Plan 2021 and resolved to place the draft Plan on public exhibition in accordance with the *Environmental Planning and Assessment Regulations 2000*.

Council resolved:

- 919/20      *That Council request the Chief Executive Officer to exhibit the draft amended Warnervale District Contributions Plan 2020 for 28 days to allow for public consultation.*
- 920/20      *That a further report be presented to Council on the outcomes of the public exhibition and that such report include correspondence confirming the binding written commitments from the State Government relating to infrastructure that it will provide at specific locations and which notes both the budgeted amount and the delivery dates for such infrastructure.*
- 921/20      *That Council hold discussions with the Department of Planning, Environment and Industry during the exhibition period to determine how the Special Infrastructure Contributions will be utilised for the Warnervale District. The background should include relevant previous resolutions or legislation that is relevant.*

### **Public Consultation**

The draft WDCP was placed on public exhibition from 9 November 2020 to 7 December 2020, 10 submissions were received. Following review and consideration of submissions, the plan was amended to include updated/additional infrastructure items and correct minor errors in the plan. The Plan was exhibited for a further 28 days between 26 May and 25 June 2021 with 5 submissions received.

A summary of submissions and Council's response is provided in Attachment 3.

An internal submission was received in relation to the district playing fields at Jensen Road Wadalba. As the submission relates to Council land the submission has been independently reviewed; the recommendations of the review were included in the plan and exhibited as part of the second exhibition. The independent assessment of the district playing fields is provided as Attachment 4.

To address resolution 920/20 and 921/20, noted above, Council staff wrote to DPIE, on 5 November 2020, requesting information on how the Special Infrastructure Contributions will be utilised for the Warnervale District. Council staff were advised to resend their request to the "DPIE Planning Agreements Section". A second request was sent as advised and at the time of writing this report, no written response has been received by DPIE.

The Warnervale Town Centre and Warnervale State Infrastructure Contribution (determined in October 2008) continue to apply in the Warnervale area. The State contributions are collected by the Department of Planning, Industry and Environment (DPIE) for sub-regional roads, connections to adjoining motorways, additional bus services and biodiversity offsets. State contributions are levied in addition to Council's local infrastructure contributions. Further consultation is being undertaken with the DPIE on State contributions for Warnervale as part of the review of the Central Coast Regional Plan.

The resolution has been satisfied as the draft WDCP has been prepared to be consistent with the Department of Planning, Industry and Environment's (DPIE) Local Infrastructure Contribution Practice Notes and collects local infrastructure contributions for infrastructure that Council has a responsibility to deliver.

The DPIE is undertaking a review of infrastructure funding in NSW. The draft reforms are proposed to be publicly exhibited in October and November 2021 and DPIE have advised they will include a regional infrastructure contributions system to collect levies on development in Greater Sydney, Central Coast, Hunter and the Illawarra Shoalhaven.

Once the detail has been released on the regional contributions system, further discussions can be undertaken with DPIE to see how they will be implemented in Warnervale and across the Central Coast.

### **Current Status**

Following the first exhibition period (November/December 2020) the following changes were made to the draft WDCP and Technical Document and the draft plan and technical document were exhibited for a further 28 days:

- Administrative amendments to correct indexing anomalies which caused errors in the schedule of works;
- Inclusion of culvert works for Hakone Road;
- Amendment to the schedule works to update the cost of culvert works (Abox) under Warnervale Road;
- Amendment to the schedule of works to update the cost of Basin N1A (works);
- Mapping amendments to ensure consistency with WELOG Planning Proposal;
- Amendment to the schedule of works to better reflect the cycleways to be constructed in Wadalba South and Precinct 7A;
- Amendment to the schedule of works for open space in Precinct 7A to be consistent with Planning Proposal (RZ/6/2016);
- Amendment to the schedule of works to reflect outcome of independent review of the proposed playing fields at Jensen Road, Wadalba; and
- Amendments to the schedule of works for small park S11-1 and S11-2 to provide clarity on embellishment costs.

## 2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)

A summary of submission and Council's response is provided in Attachment 3.

The following amendments have been made to the Warnervale District Contribution Plan and Technical Manual following the second exhibition period:

| Amendment   | Reason   | Financial Impact on Plan  |
|---|--|---|
| <i>Update the works schedule in the Technical Document to remove the previous specifications for culvert works under Hakone Road and replace with a single 900 x 2700 reinforced concrete box culvert, priced at \$530,000.</i> | <p>The drainage study for the Warnervale Town Centre did not consider any works along Hakone Road as it was outside the study area. The culvert is necessary to manage flood events in the area. A submission was received during the first exhibition period and the works were included in the draft plan.</p> <p>Following a meeting with the Council staff relating to the size and design of the culvert a second submission was received which proposed a new culvert design and updated the cost.</p> | The inclusion of the culvert in the CP technical document, adds a cost of \$720 per hectare of Net developable area (NDA)   |
| Update the cost of basin N1B in the Technical Document from \$325,618 to \$629,074  | <p>The draft CP estimates the cost of the N1B basin works to be \$325,618.</p> <p>The request has been reviewed by Council staff and determined the additional cost is reasonable as this site is at the top of the catchment and the Water Quality Study undertaken in 2004/2005 did not consider the downstream impacts of this development.</p>   | The inclusion of the updated cost in the CP technical documents, increased the per hectare of NDA contribution rates by \$605. The rate has increased from \$561 to \$1,083 |
| Update the draft Contribution Plan as follows to provide clarity in the levying of transport contributions in the East Warnervale Traffic Catchment:  | To provide clarity on how transport contributions are levied in the East Warnervale Traffic Catchment.   | NIL   |

| <b>Amendment</b>   | <b>Reason</b>  | <b>Financial Impact on Plan</b>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Inclusion of net developable area figures in Table 11</li> <li>• Table 11 amended to include split of transport costs between land and works (no change to total cost)</li> <li>• Amendments to wording and formulas in transport section to include methodology for DVT basis</li> <li>• Updating definitions in plan to include Net Developable area (NDA) and Daily</li> </ul> |  |  |
| Remove Large Park L2-1 – 10W Woodcutters Road, Woongarra from the works schedule and location map in the Technical Document.   | Council resolved at the Ordinary Council meeting of 27 July 2021 to sell 10W Woodcutters Road, Woongarra to the adjoining neighbor and reclassify the land from community to operation.  | The project cost of \$31,492 has been removed from the technical document and reduced the contribution rate by \$3.20 per residential lot. |
| Remove embellishment costs of Small Park S11-1 and Small Park S11-2  | <p>The embellishment of the small parks is being removed to ensure consistency with Council's adopted Playspace Strategy and advice from Council staff.</p> <p>The funds proposed for embellishment of the spaces is being redirected to further embellish six small parks in Hamlyn Terrace and Woongarra</p> | No change, embellishment costs have been reallocated to other projects.  |
| <p>Reallocation of embellishment costs of Small Park S11-1 and S11-2 to the following:</p> <ol style="list-style-type: none"> <li>1. Woongarra Sports field Playspace Upgrade - \$105,000 (F1)</li> </ol>  | The embellishment costs of Small Park S11-1 and S11-2 have been reallocated to upgrade 6 surrounding playspaces to ensure consistency with the Central Coast Playspace Strategy.   | Nil, work cost has been reallocated from embellishment of S11-1 and S11-2.   |

| <b>Amendment</b>  | <b>Reason</b>  | <b>Financial Impact on Plan</b> |
|---|--|---------------------------------|
| 2. Hamlyn Terrace Sports Field playspace Upgrade - \$111,396 (F2)<br>3. Skyhawk Playspace Upgrade - \$105,000 (S14-1)<br>4. Peppercorn Park BMX Pump Track - \$120,000 (S7)<br>5. Mataram Ridge Park Playspace Upgrade - \$105,000 (L1-1 & L1-2)<br>6. Isaac Park, Sorrento Way adult exercise equipment - \$30,000 (S13) |  |                                 |
| Update the contribution plan and technical document to change the reference from Smart Hub to Community Hub   | The change is being made to reflect the correct name of the community facility   | NIL                             |
| Minor administrative changes in Contribution Plan and Technical Document.   | Monetary figures and contribution rates have been updated to reflect changes in infrastructure costs in the Technical Document | NIL                             |

### **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.

A financial impact analysis has been prepared to assess the feasibility of the plan. The financial impact analysis considered potential total income to be received under the plan, remaining expenditure costs and existing contribution balances held by Council.

Under State Government policy, development areas in NSW are subject to a limit on residential contributions whereby development cannot be charged a contribution above a maximum limit without a review of the contributions plan by IPART. When the current capping framework was first introduced by the State Government in 2009, the State Government provided an exemption from the maximum limits for areas in NSW where more than 25% of the planned development had been completed. The Warnervale District was included among the exempted areas and this policy still applies.

## **2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)**

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Therefore, there are no maximum amounts which apply to contributions for residential development in the Warnervale District, apart from a small area of land in East Warnervale which was outside the original boundary for Warnervale District and is capped at \$20,000 per lot. The capped land relates to part of the WELOG rezoning which has been included in the WDCP 2021.

Contributions are approximately \$31,976 per lot in East Warnervale and therefore the cap represents 61.4% of the total amount for per lot contributions. Studios, one bedroom and two bedroom dwellings are not affected by the cap as the contributions are less than \$20,000. The \$20,000 capped amount has been included in the financial impact analysis.

The financial impact analysis showed the infrastructure within the plan could be funded based on the proposed contribution rates.

The Warnervale District is a greenfield development area; therefore, the works and land listed in the schedules present the actual cost and recoverable cost that are to be fully funded (100%) by the WDCP.

However, an exception to that 'fully funded model', is that the WDCP will only provide 27% of the cost for the Indoor Recreation Centre, as this facility will also service the broader community outside of the Warnervale District Contribution Plan "Catchment". To enable the Centre to be built, the shortfall in funds for the Indoor Recreation Centre would need to be sourced from grant funding and other revenue sources over time. With the inclusion of the Indoor recreation centre costs, the plan is approximately 92% fully funded and 8% of the plan cost (the remainder of the Indoor Recreation Centre), will be required to be funded from other sources.

The WDCP 2014 (current contribution plan) includes approximately 39% of the cost of the Indoor Recreation Centre in the plan. The scope and catchment area of the Indoor Recreation Facility was reviewed through the completion of the *Strategic Analysis for New Leisure and Aquatic Provision in the Northern Region of the Central Coast* (Otium Planning Group, 2018). The Strategic Analysis advised the Indoor Recreation Centre catchment is approximately 134,451 people with 36,200 to live within the Warnervale District, equaling 27% of the facility catchment. The source of funds for the Indoor Recreation Centre is shown below:

| Description   | Cost Source                      | Required area (M <sup>2</sup> ) | Actual Cost  | Apportioned cost for WDCP (%) | Apportioned cost for WDCP | Funded from other sources |
|---|----------------------------------|---------------------------------|--------------|-------------------------------|---------------------------|---------------------------|
| 7,747m <sup>2</sup> - building area includes aquatic hall and pools, health and fitness areas, amenities and external areas | Turner and Townsend QS, \$July18 | 7,700                           | \$44,949,374 | 27%                           | \$12,136,331              | \$32,813,043              |

Table 2 Source of funds Indoor Recreation Centre

The adoption of the Contributions Plan will commit Council to the works and costs as outlined in the contributions plan. A contribution plan can only collect funds on a nexus basis and then apportion contribution amounts as each development application is approved. It follows that projects outside the CP 'catchment' must be funded either by other contributions plans (in nearby 'catchments') or from other source funds.

Council is undertaking a review of all the local infrastructure contribution plans to reduce the number of contribution plans across the Central Coast, review the population forecasts within the plans and ensure that the local infrastructure to be provided in the plans meets the needs of the community. As part of this process, a review will be undertaken of the regional and district infrastructure needs across the Central Coast and the funding options available, the indoor recreation centre will be included in this review.

Overall, it is anticipated that the works included within the WDCP will be able to be delivered, as outlined in the draft plan. However, the impact of COVID 19 on the construction industry on the Central Coast is yet to be realised and monthly monitoring of development approvals, income received, and expenditure will be undertaken to track the financial impact on the plan.

### **Link to Community Strategic Plan**

Theme 4: Responsible

### **Goal I: Balanced and sustainable development**

R-12: Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport.

### **Risk Management**

The population and development forecasts in the plan, as well as the infrastructure costs, have been prepared using the best available information and data. Given the uncertainty around COVID-19 and the impact on the construction industry, development within the

## **2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)**

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WDCP catchment area will be monitored monthly to understand if development is meeting assumptions made in the plan and how income and expenditure is tracking.

In August 2020, the Auditor-General for New South Wales released a report on the management of Local Infrastructure contributions during the 2017/2018 and 2018/2019 Financial years. The report focused on Central Coast Council, Liverpool Council, Blacktown Council and the City of Sydney. 13 recommendations were included in the report for Central Coast Council including:

- Regularly report to senior management on the projected financial status of contributions plans; and
- Consolidate existing plans, ensuring the new contribution plan include a regular review cycle.

To reduce risks associated with the funding and delivery of local infrastructure, Council is reviewing all 54 local infrastructure contribution plans, this includes a financial impact analysis and ongoing monitoring of plan performance for all contribution plans. Proposed plan changes and financial performance is reported through Council's internal Contributions Working Group and Contribution Committee

### **Options**

#### **Option 1 – Adopt the Warnervale District Contribution Plan 2021 This is the recommended option**

The Warnervale District Contributions Plan 2021 provides a simpler plan, that is easier to administer and meets the local infrastructure needs of the incoming population in Warnervale. The removal of multiple drainage and transport catchments enables the pooling of funds across categories in the plan and will assist in the timely delivery of infrastructure.

The plan also includes the infrastructure required to support future development on the WELOG site.

#### **Option 2 – Continue with the Current 2014 Plan**

In reviewing the current 2014 Contributions Plan, it was identified that the document structure creates a potential risk for errors in calculation of contributions because:

- The works schedule consists of around 286 worksheets in 10 spreadsheets; and
- There are 50 different contributions types applicable to developments.






Therefore, it is not recommended to continue with the 2014 version of the plan.



## 2.4 Draft Warnervale District Contribution Plan 2021 - Outcomes of Public Exhibition and Adoption of Plan (contd)

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### Attachments

|   |  |   |           |
|---|--|---|-----------|
| <b>1</b>  | Warnervale District Contributions Plan August 2021                     | <a href="#">Click here for Attachment</a> | D14808169 |
|  |  |   |           |
| <b>2</b>  | Warnervale District Contributions Plan Technical                       | <a href="#">Click here for Attachment</a> | D14808170 |
|  | Document August 2021   |   |           |
| <b>3</b>  | Summary of Submissions WDCP 2021                                       | <a href="#">Click here for Attachment</a> | D14808171 |
|  |  |   |           |
| <b>4</b>  | Independent Assessment Open Space Submission                           | <a href="#">Click here for Attachment</a> | D14808166 |
|  |  |   |           |
| <b>5</b>  | Ordinary Council Meeting Report - 28 September 2020                    | <a href="#">Click here for Attachment</a> | D14831010 |
|  | - Review of Warnervale Section 7.11 Plan Request for Public Exhibition |   |           |

**Item No:** 2.5  
**Title:** Draft Central Coast Tennis Facilities Action Plan  
**Department:** Community and Recreation Services

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28 September 2021 Ordinary Council Meeting

Reference: F2010/01158 - D14840839  
Author: Brett Sherar, Unit Manager Open Space and Recreation  
Executive: Julie Vaughan, Director Community and Recreation Services

## **Recommendation**

- 1 That Council endorse the draft Central Coast Tennis Facilities Action Plan for the purpose of communication consultation.**
- 2 That Council place the draft Central Coast Tennis Facilities Action Plan on public exhibition for a period of 28 days.**
- 3 That Council request the Chief Executive Officer provide a further report back to Council on the outcomes of the public exhibition.**

## **Report purpose**

To enable Council to consider the draft Central Coast Tennis Facilities Action Plan (Action Plan) for the purpose of public exhibition and community consultation.

## **Executive Summary**

The draft Central Coast Tennis Facilities Action Plan 2021 is a result of a partnership with Tennis NSW that seeks to improve community tennis participation rates and provide strategic direction for the development, activation and sustainable management of Council's thirty tennis facilities across the Local Government Area (LGA).

## **Background**

Council provides a range of sport and recreation facilities that seek to enhance the community's access to healthy lifestyle options. Part of that suite of sports assets is thirty Council tennis centres categorised into a facility hierarchy ranging from small two court community sites to regional operations with 16 plus courts. There is also a small number of privately owned and publicly accessible tennis centres within the LGA.

Whilst participation figures are not available for all locations, it is known that there are 15 clubs affiliated with Tennis NSW operating on the Council owned facilities with more than 3,000 members. Tennis NSW engaged with these clubs to ascertain participation numbers, asset condition and financial health.

Aligned with the engagement noted above, a comprehensive independent tennis court inspection audit was prepared for all Council owned facilities that will inform future asset management decision making. The Action Plan will ensure that Council's tennis facility hierarchy is fit for purpose, promoted, accessible and managed sustainably to meet future community needs.

### **Current Status**

Council's tennis facilities are located in a range of open space settings across the region. Half of these facilities are operated by Council and the balance are leased by for profit and not for profit service providers. Condition audits are undertaken every three years, ensuring existing facilities are maintained to meet current Australian standards.

### **Report**

The draft Central Coast Tennis Facilities Action Plan 2021 (Attachment 1) is the result of a review of the former Gosford City Council and former Wyong Shire Council strategies and sets the direction for planning new and upgrading existing tennis facilities across the Central Coast Region. It also has an action to develop renewal program based on life expectancy of infrastructure and meeting current Australian Standards.

The draft Action Plan sets the vision for the Region, which is to have a network of high-quality, inclusive tennis facilities that contribute to active lifestyles, support social engagement, are creative, enjoyable, appropriately sited, equitably distributed and sustainably managed.

The objectives of the draft Action Plan are to:

- 1 Increase community awareness and participation in tennis
- 2 Respond to major drivers, challenges and opportunities for tennis on the Central Coast
- 3 Improve facility governance and business modelling
- 4 Engage partners and agencies in delivery of facility improvements
- 5 Manage tennis assets sustainably

Tennis facility planning and development on the Central Coast is guided by existing planning strategies, user trends as well as engagement with Council's major delivery partner, Tennis NSW. These factors, as well as the existing settlement patterns and urban form of the Central Coast, have influenced the development of a hierarchy of tennis facilities ranging from small two court, unlit, free entry locations to the large-scale multi-court complexes in Gosford and Wyong where professional competitions can be staged.

The draft Action Plan outlines the principles for the provision of quality tennis facilities as well as the identifying of management models relevant to the asset portfolio. In 2019 Tennis NSW visited all sites on the Central Coast to develop a State of Play Report that examined user

number trends, financial health and asset condition. The NSW Tennis State of Play report was considered when preparing this action plan.

### Consultation

In developing the draft Action Plan, Council and Tennis NSW staff have met with tennis facility managers over the last two years to seek input into decision making around management models, community awareness campaigns and the identity of tennis as a whole of life sport. Whilst the engagement has revealed that tennis participation is stable on the Central Coast, there is room for a range of facility improvements such as lighting and online booking that value add to the service levels currently on offer.

Community engagement will continue to inform the planning, design and sustainable management of tennis facilities throughout the region. Site specific community engagement will be undertaken on individual designs particularly for district and regional locations.

A communication and engagement plan will inform the community about the draft Action Plan during exhibition that has been prepared to gain stakeholder endorsement. Due to the COVID-19 response, consultation will be delivered via Council's Your Voice Our Coast online engagement platform.

### 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 twelve-year renewal program to sustainably manage the lifecycle of tennis facilities provides a long-term strategy for repair, replacement and facility upgrade and will form part of Councils annual Capital Works program. This is informed by operational inspections, independent condition and compliance audits.

The draft Action Plan will support requests for funding in Council's capital works program.

The draft Action Plan will also assist with securing additional funding through Tennis Australia and State and Federal Government grant programs for renewals, upgrades and new tennis facilities.

Consultation for the exhibition period will be undertaken in conjunction with Tennis New South Wales (TNSW). It is expected the consultation will cost \$1,000 and will be funded through Council's Operational Budget.

## 2.5 Draft Central Coast Tennis Facilities Action Plan (contd)

The following table outlines the proposed funding for operational maintenance and capital budgets for tennis facilities over the next four years:

Table 1: Proposed funding

| Budget Year | Operational Maintenance Budget * | Capital Renewal Budget # | Total Tennis Facility Budget |
|-------------|----------------------------------|--------------------------|------------------------------|
| 2020/21     | \$153,851                        | \$144,835                | \$298,686                    |
| 2021/22     | \$153,934                        | \$0                      | \$153,934                    |
| 2022/23     | \$154,016                        | \$0                      | \$154,016                    |
| 2023/24     | \$154,099                        | \$0                      | \$154,099                    |
| 2024/25     | \$154,183                        | \$110,000                | \$264,183                    |

*\* The operational maintenance budget is based on the 2020-2021 full year approved budget and includes depreciation and overheads with future years based on this budget plus 2.5% per annum increases for employee costs and 0.5% increase for materials and contracts. The Capital budgets are based on 2020-2021 approved budget and the draft four-year Capital budget*

The draft Action Plan will inform both the short and long term projects in Council's capital works program with budgeted projects. The draft Action Plan will also assist with securing additional funding through Tennis Australia and State and Federal Government grant programs for renewals, upgrades and new tennis facilities.

### Link to Community Strategic Plan

Theme 5: Liveable

### Goal L: Healthy lifestyle for a growing community

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

### Risk Management

There are no risks to Council in placing the draft Central Coast Draft Tennis Facilities Action Plan on public exhibition.

### Options

- 1 To exhibit the draft Central Coast Tennis Facilities Action Plan. This will provide an opportunity to comment on the final actions and ensure inclusive community engagement. **This is the recommended option.**

- 2 To not exhibit the draft Central Coast Tennis Facilities Action Plan. Not recommended.

**Critical Dates or Timeframes**

The draft Central Coast Tennis Facilities Action Plan needs to be exhibited for 28 days to ensure adequate time for the community to provide feedback.

**Attachments**

- 1 Draft Central Coast Tennis Facility Action Plan [Click here for Attachment](#) D14840899



**Item No:** 2.6  
**Title:** Facility Fee Relief Due to COVID Restrictions  
**Department:** Community and Recreation Services

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28 September 2021 Ordinary Council Meeting

Reference: F2021/00022 - D14845623  
Author: Brett Sherar, Unit Manager Open Space and Recreation  
Phil Cantillon, Unit Manager Leisure Beach Safety and Community Facilities  
Executive: Julie Vaughan, Director Community and Recreation Services

## **Recommendation**

- 1 That Council approve Option 1 as the preferred fee relief to sporting associations and clubs, that offer to refund players, commensurate to the period that the sporting facilities were not available for the sports to operate due to the NSW Government lockdown.**
- 2 That Council approve Option 1 as the preferred rent relief to community organisations operating under a community lease or licence, that are suffering from financial hardship due to the impact of NSW Government lockdown and do not have the capacity to pay their rental fee.**

## **Report purpose**

To provide Council with information and options to make an informed decision on fee relief to local sporting organisations and community organisations due to the COVID lockdown enforced by the NSW State Government.

Rental relief assistance to community organisations would apply to those operating under a community lease or licence, that are suffering from financial hardship due to the impact of COVID restrictions and do not have the ability to pay their rental fee. For Sporting Associations it would relate to the portion of their seasons that needed to be abandoned due to COVID lockdown.

## **Executive Summary**

Due to COVID lockdown enforced by the NSW State Government, all local sport was forced to pause and then cancel the remainder of their season. The Central Coast Sports Council and most sporting associations have requested fee relief for the portion of the season that was abandoned. Additionally, several community organisations, surf clubs and commercial tennis operators have also requested rental relief due to their inability to operate services. This report provides options and recommendations for the level of fee relief to be provided.

**Background**

On Saturday, 26 June 2021 the NSW State Government announced that Greater Sydney, including Central Coast, would go into a lockdown from 6pm that day and this included the requirement to cease all local sporting competitions and close community facilities and services.

**Current Status**

In line with these orders, all local sport put their seasons on pause until the lockdown ceased. Council worked closely with the sporting associations to try to provide options to be able to finalise their season if lockdown finished. This included negotiating a one month delayed start to the summer season to allow winter sports to operate on Council grounds until late October.

The lockdown was continually extended to beyond a date that the seasons could resume, forcing all winter sports to cancel the remainder of their season. Due to the lockdown, several community organisations, surf clubs and commercial tennis operators have not been able to operate from Council assets.

**Report**

Seasonal winter users of sporting facilities are provided 24 weeks access to these facilities for the seasonal fee they pay for both training and playing. The season commences on the first weekend in April and ends the second last week in September. This year the users had access to the facilities for 12 weeks prior to the enforced lockdown, and as such, did not have access for the final 12 weeks of their booked season. This is equivalent to 50% of the usage they booked not being utilised.

Since all the sports have cancelled their seasons, Council has received requests from nearly all sporting organisations for fee relief. Staff also emailed all associations to identify what fee relief they were offering to their players to help inform Council's decision on any fee relief.

For the proceeding winter season that was impacted by COVID lockdown, a pro rata approach was taken to fees charged, but as this lockdown was at the commencement of the season and not mid-season, fees had not yet been charged.

Council's expenditure on maintaining facilities is not linear with the usage and has spikes before the season commences in preparation for the different sports users and once the season concludes, repairing damage to the surface.

Council also manages a range of community leases and licences including surf clubs, sport and recreation facilities, community centres, senior centres and youth facilities. Community based organisations operating out of Council assets receive a subsidy on their annual rent fee which is in line with Council's Leasing and Licensing Policy. There have been several requests for rent relief from tenants operating under a community lease. These requests are based on



the tenant's inability to operate facilities since the June 2021 COVID-19 lockdown, which has impacted on their ability to generate revenue.

Requests for rent relief assistance will be assessed on a financial hardship assessment basis, with documentation needing to be provided by all organisations to evidence the impact of COVID, decline in revenue, and lack of financial capacity to cover the rental fees.

### **Consultation**

Consultation has come in the form of requests from the sporting bodies for Council to refund them the portion of the season that they cancelled due to the NSW State Government enforced lockdown. Community organisations have requested the pausing of rental fees during the lockdown period.

Groups have been informed that Council is considering options on the request for fee relief before any decisions are made.

### **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 winter season, seasonal users were invoiced in May for the entire winter season. The total amount charged to all winter users was \$387,686.83. Of this funding, \$198,558 was journaled into 2021/22 financial year in recognition of when the facility usage would occur. If a 50% fee reduction is approved, \$193,843 (being the portion of the seasonal fees charged for the period 1 July to 26 September which was not available to the community due to the lockdown) would need to be refunded.

Community leasing/licensing rent relief requests will be assessed on a case-by-case basis, based on financial hardship, decline in organisation's revenue and lack of financial capacity to cover the rental fees. Council manages over 300 community leases/licences. The budgeted rental income from July to October 2021 is \$92,384, this does not include facility hire or recovery of outgoings such as utility bills.

### **Link to Community Strategic Plan**

Theme 4: Responsible

### **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 primary risk for Council in not approving a fee relief on community and sporting facilities is the potential collapse and/or ongoing viability of groups due to financial stress from COVID.

### **Options**

- 1 Provide fee relief to sporting associations and clubs, that offer to refund players, commensurate to the period that the sporting facilities were not available for the sports to operate due to the NSW Government lockdown.

Provide fee relief to community organisations operating under a community lease or licence, that are suffering from financial hardship due to the impact of NSW Government lockdown and do not have the capacity to pay their rental fee.

**This is the Recommended option.**

- 2 Provide no fee relief for the period the sporting facilities and community organisations were not available for the sports to operate due to the NSW Government lockdown. Not Recommended due to reputational risk.
- 3 Provide 100% fee relief as requested by Central Coast Football to support the local sporting codes due to the financial stress caused by the NSW Government lockdown. Not Recommended due to Council's current financial situation.
- 4 Provide fee relief commensurate to what the sporting associations are providing to their players. Not Recommended due to the complexity of administration required to make these refunds.

### **Critical Dates or Timeframes**

While there are no critical dates, many associations have not finalised their fee payments for the season that has just been cancelled. Administratively it would be an easier process to create a credit note rather than provide a refund.

### **Attachments**

*Nil.*

**Item No:** 2.7  
**Title:** Public exhibition of the Central Coast Green Grid Plan  
**Department:** Environment and Planning

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28 September 2021 Ordinary Council Meeting

Reference: F2019/01294 - D14715419  
Author: Chris McLean, Principal Strategic Planner - Centres Planning and Urban Design  
Manager: Jared Phillips, Section Manager, City Planning and Design  
Executive: Scott Cox, Director Environment and Planning

## **Recommendation**

- 1 That Council endorse the draft Central Coast Green Grid Plan: Our Place for the purpose of community consultation.**
- 2 That Council place the draft Central Coast Green Grid Plan: Our Place on public exhibition for a period of 28 days.**
- 3 That Council request the Chief Executive Officer provide a further report back to Council on the outcomes of the public exhibition.**

## **Report purpose**

To adopt the draft Central Coast Green Grid: Our Place for the purpose of community consultation.

## **Executive Summary**

Council obtained a grant in 2019 as part of the NSW Government's Metropolitan Greenspace Program to undertake the production of the Central Coast Green Grid: Our Place (referred to hereafter as the '**Plan**'). The Plan is a strategic planning document that examines the key attributes of the region and establishes a framework for fine scale, place-based planning and identification of future projects.

A first of its kind for regional NSW, the Central Coast Green Grid: Our Place builds on the Sydney Green Grid and divides key attributes of the region into Grids that are then mapped. It is intended that this Plan will be used as a key basis for future strategic planning in the region for the next two decades and beyond.

Throughout its development extensive consultation was undertaken with a range of stakeholders, NSW State Government, Council, the local community and industry. Three reference groups were established, and a series of workshops provided opportunities for those involved to ask questions and deliver advice as the plan evolved. An update was

provided at each workshop followed by targeted questions where the feedback received was used to inform the future stages of the document.

The Central Coast Green Grid: Our Place seeks to deliver an interconnecting network of open space that will keep the Coasts major centres cool, encourage healthy living, enhance biodiversity and ensure ecological resilience. The subsequent adoption of this draft Plan will implement the principles and actions identified in the recently adopted Greener Places Strategy and enable Council to apply for grant funding, supporting current and future capital works projects.

## **Background**

Council received a \$200,000 grant from the NSW Government's Metropolitan Greenspace Program in December 2019 to deliver the draft Central Coast Green Grid: Our Place. The aim of the Plan was to improve urban ecosystems, biodiversity resilience, urban amenity and connectivity, between public spaces for the benefit of the Central Coast community, over the next 20 years.

The Plan integrates with several of Council's future and current strategic documents including the Streetscape Design Manual, Local Character Statements and the Climate and Sustainability Action Plan. The intent of the Plan is to shape the future character of the Central Coast through understanding current natural and built assets and how these can be connected in the future.

It is intended that once the final Plan is endorsed, work will commence on Green Grid Implementation Plans for each of the 17 Social Planning Districts, which will be gradually completed over the next 5-10 years. The Implementation Plans will assess the information included in this Plan at a greater detail and include greater levels of assessment of potential projects, including their benefits to the environment, the community and the economy.

## **Current Status**

A draft Plan and Appendices have been prepared, which have satisfied the grant funding requirements.

## **Report**

The Plan identifies different components of the region and formed them into spatial grids, represented by;

- the Ecological Grid;
- Recreational Grid;
- Hydrological Grid;
- Cultural Grid;
- Agricultural Grid; and

- Transport & Public Domain Grid.

The six grids were mapped and used to understand the current extent of components of each grid. The Plan developed a project ranking criterion for future public projects to determine their benefits to each of the grids.

The Plan also includes a number of technical appendices:

- 1 Modelling the distribution of threatened flora species across the Central Coast;
- 2 Central Coast wide targeted wildlife surveys across 100 sites;
- 3 Access to open space in each Social Planning District;
- 4 Access to open space within selected centres of the Central Coast;
- 5 Potential Green Grid project list;
- 6 A study of cultural landscape values in the Mangrove Creek area;
- 7 A study of potential cultural landscapes across the Central Coast; and
- 8 A list of documents reviewed for the Green Grid Plan.

The technical appendices will be used in detail to provide guidance to the development of future Green Grid Plans at the Social Planning District level.

### **Consultation**

Extensive consultation occurred through the development of the draft Plan. This consisted of three reference groups being:

- 1 An internal reference group of Council staff from across a range of Units including strategic planning, roads, open space and environmental management;
- 2 A government agency reference group consisting of representatives from organisations such as NSW National Parks and Wildlife Service, Lake Macquarie City Council, the Department of Planning, Industry and Environment and the Office of Strategic Lands.; and
- 3 Community and industry reference group consisting of members of community groups such as Grow Urban Shade Trees, the Community Environment Network, National Parks Association, Sport Central Coast, Wyong Regional Chamber of Commerce and the Urban Development Industry Australia.

These groups met throughout the development of the Plan, both physically and virtually due to COVID restrictions and provided valuable input into the development of the Plan.

A total of 12 workshops were held across the three reference groups. Each of the workshops provided an opportunity to update all key stakeholders on the progress of the document and ask targeted questions. The feedback received at each of the workshops was used to inform the future stages of the document and draft Plan for adoption.

### **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 Plan will streamline project alignment for future public projects over the next 20 years. In this it is possible that its adoption and implementation will result in efficiencies. For each of the Social Planning Districts, a Green Grid Implementation Plan will be prepared. There is no direct cost in Plan adoption, with the Implementation Plans intended to be completed in-house by strategic planning staff and prioritised as part of the Councils future works program.

A portion of those projects that have already been identified in the Green Grid are considered business as usual (BAU) meaning they are already programed, funded and underway. The funding and prioritisation of any future Green Grid projects will be determined using the project ranking criteria specified within the plan. Any future funding will be sought via a mixture of internal Council funds (for projects on Council land), internal Government agency funds (for projects on other Government agency land) or through grant funding. For each project, an economic assessment will be made to determine the cost benefit of each project.

### **Link to Community Strategic Plan**

Theme 4: Responsible

### **Goal I: Balanced and sustainable development**

R-12: Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport.










### **Risk Management**

This Plan sets up a framework for future strategic planning and public projects on the Central Coast over the next two decades. The link between this Plan and other strategic planning documents such as the Local Strategic Planning Statement (LSPS), existing and future Strategies such as the Greener Places Strategy, the Biodiversity Strategy (both adopted) and the Active Lifestyles Strategy (in development). Figure 6 of the Plan provides an overview of the interaction between the various relevant strategic documents.

### **Attachments**

## 2.7 Public exhibition of the Central Coast Green Grid Plan (contd)

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|   |  |   |           |
|---|--|---|-----------|
| <b>1</b>  | Central Coast Green Grid Plan: Our Place.                        | <a href="#">Click here for Attachment</a> | D14771998 |
|  |  |   |           |
| <b>2</b>  | Appendix: Threatened flora modelling                             | <a href="#">Click here for Attachment</a> | D14771850 |
|  |  |   |           |
| <b>3</b>  | Appendix: Central Coast Wildlife Surveys                         | <a href="#">Click here for Attachment</a> | D14771859 |
|  |  |   |           |
| <b>4</b>  | Appendix: Access to open space in each Social Planning District. | <a href="#">Click here for Attachment</a> | D14771885 |
|  |  |   |           |
| <b>5</b>  | Appendix: Access to open space in selected urban centres         | <a href="#">Click here for Attachment</a> | D14771894 |
|  |  |   |           |
| <b>6</b>  | Appendix: Potential Green Grid project list                      | <a href="#">Click here for Attachment</a> | D14771909 |
|  |  |   |           |
| <b>7</b>  | Appendix: Cultural Landscapes Mangrove Creek case study          | <a href="#">Click here for Attachment</a> | D14771916 |
|  |  |   |           |
| <b>8</b>  | Appendix: Cultural Landscapes study                              | <a href="#">Click here for Attachment</a> | D14771980 |
|  |  |   |           |
| <b>9</b>  | Appendix: Documents reviewed for the Green Grid Plan.            | <a href="#">Click here for Attachment</a> | D14771993 |
|  |  |   |           |

**Item No:** 2.8  
**Title:** Governance Lighthouse report as at 30 June 2021  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2020/02182 - D14826543  
Author: Edward Hock, Unit Manager, Governance and Legal Counsel  
Executive: Natalia Cowley, Acting Director, Corporate Affairs

## **Recommendation**

***That Council note the Governance Lighthouse report as at 30 June 2021 as provided as an Attachment 1 to this report.***

## **Report purpose**

To provide a Governance Lighthouse report as at 30 June 2021 for the information of Council.

## **Executive Summary**

As resolved by Council, a quarterly Governance Lighthouse report is provided to Council for information.

The key points noted in the report are:

- The number of Code of Conduct complaints rose quarter on quarter, but remains lower than earlier years on average. Tier one complaints declined, and resolution rate at first point of contact remained at 100%.
- There has been a slight increase in the volume of formal and informal requests for information, but response times and review requests have decreased.
- There was a single instance of a missed statutory reporting deadline. This was proactively notified in advance and improvement opportunities identified to ensure this report is not missed again.

The report will continue to be provided quarterly, until such time as Council is able to provide governance reporting in a dashboard format.

## **Background**

The report is updated at the end of each quarter in accordance with the Council resolution of 27 July 2020 and provided to the Audit, Risk and Improvement Committee and then to Council.



The report is based upon the NSW Audit Office Governance Lighthouse themes and areas. Data is provided where appropriate with commentary.

### 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.

There is no financial impact as a result of this report.

### 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

- |          |   |   |
|----------|---|---|
| <b>1</b> | Quarterly Report Card - Governance - Q4 of Report commencing Q1 2020 21 | <a href="#">Click here for Attachment</a> D14826534 |
|----------|---|---|



**Item No:** 2.9  
**Title:** Unreasonable Complainant Conduct Policy  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2018/00020-008 - D14831612  
Author: Ellen Suarez, Customer Experience Coordinator  
Manager: Sue Ledingham, Unit Manager Communications Marketing and Customer Engagement  
Executive: Natalia Cowley, Director Corporate Affairs and Chief Financial Officer

## **Recommendation**

***That Council adopts the recommended changes to the Unreasonable Complainant Conduct Policy as per Attachment 1.***

## **Report purpose**

To seek endorsement of changes to the Unreasonable Complainant Conduct Policy. The policy has been modified to reflect changes to reporting and handling of complaints in conjunction with the 2019-20 Complaints Management Final Internal Audit Report (March 2021) as well as feedback from the Internal Ombudsman.

## **Executive Summary**

The regular revision of policies keeps them current and incorporating best practice with the aim of meeting the outcomes and community priorities which is an importance function of Council and ensures good governance.

Understanding our customers experience with Central Coast Council is a key strategic outcome. Although the Council can address concerns expressed by most customers, there are times when complainant conduct becomes unreasonable and as a result Council needs effective management strategies. This policy provides guidance on the key principles and concepts of council's complaint management processes, for reference by staff, Councillors and to members of the public who wish to make a complaint or provide feedback.

## **Background**

The Unreasonable Complainant Conduct Policy was developed to address conduct issues when complainants act unreasonably in their interactions with Council staff, Council contractors or any person acting on behalf of Council. The Policy was designed for Council to provide a way to manage complainants who behave in ways that are inappropriate and unacceptable, despite Council's best efforts to assist them.

This policy does not apply to individuals in disputes between residents. Community members cannot ask Council to apply this policy to individuals who they believe are making false, misleading or malicious requests to Council. Where Council staff, contractors or any

person acting on behalf of Council is the recipient of false, misleading or malicious requests, then this policy can be applied to individuals by limiting or adapting the ways that complainants can interact with Council and/or access council services.

**Current Status**

The Unreasonable Complainant Conduct Policy was revised in July 2019 and included updating the naming conventions of the responsible authority as well as separation of the Procedure from the Policy. The Policy has undergone review since April 2021 in conjunction with changes to the Complaints and Feedback Management Policy and Procedure.

The Procedures support the Policy and set out the operational requirements. The Procedures have been updated with minimal changes.

**Report**

Since implementation of the Policy in 2016, the Policy has not been applied to any complainant. Recently, Council was requested to apply the policy to an individual in the community. However, as outlined above, this is not the intent of the policy and this was clarified with the resident.

The Unreasonable Complainant Conduct Policy has been revised with updated titles of responsible staff. Two new items have been added to the policy related to threatening behaviour by complainants. Threatening and abusive emails may be reported to the New South Wales Police and may result in the email address being blocked. Threatening and abusive comments made via social media posts may result in Council moderating and removing the comments or access to Council social media pages.

The other change identifies that a decision may be made to take no further action on a complaint unless new information is found and to advise the complainant of this. This is to ensure the effective use of Council resources on issues that matter most to residents.

**Consultation**

After completion of the Audit, Risk & Improvement Committee internal audit of Complaints Management, recommendations were reviewed by the Director, Community Recreation Services; Unit Manager, People & Culture; Unit Manager, Governance; Unit Manager, Communication, Marketing & Customer Engagement; and the Internal Ombudsman. From these recommendations the Policy and Procedures were reviewed and revised in consultation with the Unit Manager, Communication, Marketing & Customer Engagement; and the Internal Ombudsman.

**Financial Considerations**

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

## 2.9 Unreasonable Complainant Conduct Policy (contd)

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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.

### Risk Management


The management and response to complaints in an identified risk within Council's Enterprise Risk Management Framework. The changes to the policy reflect audit recommendations and continuous better practice.

### Options

Council has the option to:

- 1 Adopt the draft Unreasonable Complainant Conduct Policy which align to Councils' Code of Conduct to support Central Coast Council officials in the performance of their duties. **This is the recommended option.**
- 2 Resolve not to adopt an updated Unreasonable Complainant Conduct Policy. This is not recommended as Council has previous versions of these policies that align to the Code of Conduct.

### Attachments

- |   |  |                                |           |
|---|--|--------------------------------|-----------|
| 1   | Draft Unreasonable Complainant Conduct | <a href="#">Click here for</a> | D14831763 |
|  | Policy                                 | <a href="#">Attachment</a>     |           |

**Item No:** 2.10  
**Title:** Complaints and Feedback Management Policy  
**Department:** Corporate Affairs

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28 September 2021 Ordinary Council Meeting

Reference: F2018/00020-008 - D14831825  
Author: Ellen Suarez, Customer Experience Coordinator  
Manager: Sue Ledingham, Unit Manager Communications Marketing and Customer Engagement  
Executive: Natalia Cowley, Director Corporate Affairs and Chief Financial Officer

### **Recommendation**

- 1 That Council endorse the recommended changes to the Complaints and Feedback Management Policy as per Attachment 1.**
- 2 That Council places on public exhibition the updated Complaints and Feedback Management Policy for a period of 28 days; and**
- 3 Receive a further report at the conclusion of the exhibition period that considers any submissions prior to adopting the policy.**

### **Report purpose**

To seek endorsement of changes to the Complaints and Feedback Management Policy. The Policy has been modified to reflect changes to reporting and handling of complaints in conjunction with the 2019-20 Complaints Management Final Internal Audit Report (March 2021).

### **Executive Summary**

The regular revision of policies keeps them current and incorporating best practice with the aim of meeting the outcomes and community priorities which is an importance function of Council and ensures good governance.

Understanding our customers experience with Central Coast Council is a key strategic outcome. This policy provides guidance on the key principles and concepts of council's complaint management processes, for reference by staff, Councillors and to members of the public who wish to make a complaint or provide feedback.

### **Background**

Council's Complaints and Feedback Management Policy was last revised in July 2019, this revision included updating the naming conventions of the responsible authority as well as separation of the Procedure from the Policy.

As part of our ongoing improvement to customer experience, the policy and procedures were reviewed in July 2020 to consider changes to the definitions of feedback, compliment and sensitive complaint to coincide with changes to the Online Customer Service Centre and the CX System.

From February to April 2020 an internal audit of Complaints and Feedback Management Policy and Procedure was also undertaken and the final report recommendations, inclusive of the identified improvements from July 2020, was endorsed in March 2021.

The report recommendations identified very few changes to the policy, however the procedures (which support the Policy) have been significantly revised to address internal business changes and reporting requirements.

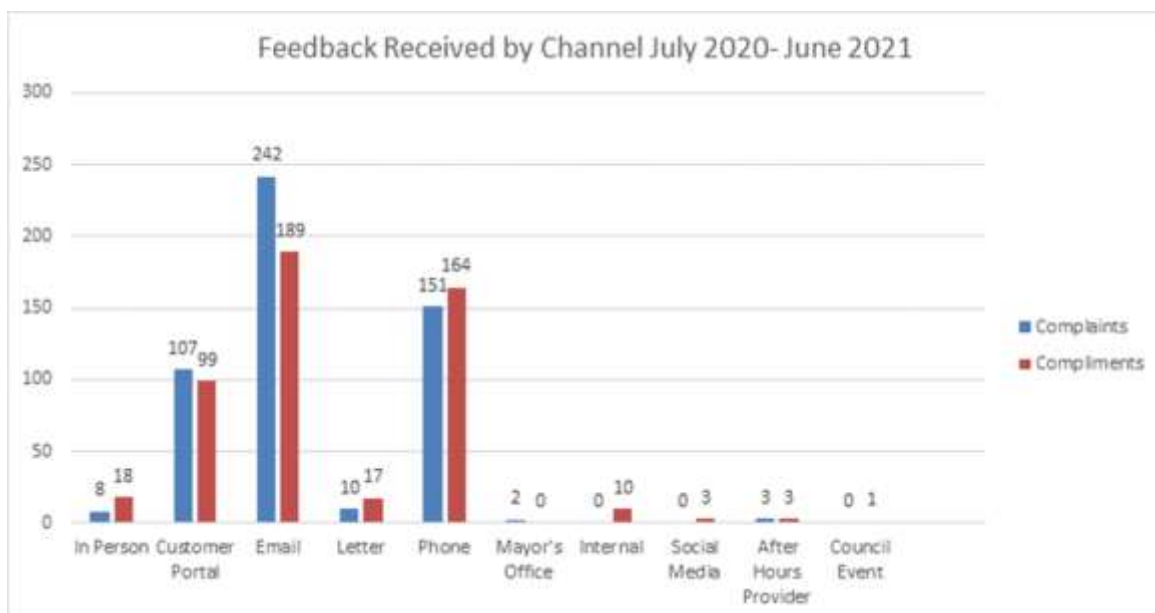
### Current Status

In fiscal year 2020/21 Council received 523 complaints and 504 compliments. This includes both community and staff (sensitive) complaints.

| Complaints   |            | Compliments  |            |
|--------------|------------|--------------|------------|
| Community    | 377        | Community    | 286        |
| Staff        | 146        | Staff        | 218        |
| <b>Total</b> | <b>523</b> | <b>Total</b> | <b>504</b> |

Customers submit complaints and compliments through various methods. Over the last 12 months, the main channels used have been email, phone and the Online Customer Service Centre (CX Portal).

The Internal Audit recommended consolidating the various ways customers provide feedback to Council by identifying one main email address, phone number and single online format. Council continues to offer customers a choice of channels to provide feedback but has streamlined the procedures to simplify the receipt, management, investigation and response to customers.



The Internal Audit also recommended that all customer complaints and compliments should be reported through the CX System, Council's Customer Relationship Management System. This is to ensure accurate reporting and capture of all feedback and the ability to investigate and respond to the customer.

### **Report**

The Complaints and Feedback Management Policy has been revised to incorporate updated definitions of feedback, defining a compliment, who is responsible for Public Interest Disclosure and removal of the Request for Services or Information. Title changes reflecting the revised organisational structure and responsibility for Complaints and Feedback Management have also been incorporated.

Where changes have been made in the Policy, previous wording has been struck through while new wording has been highlighted in red text. The only exception is in the Policy Summary where the removal of an inaccessible image has been replaced with a list of the seven principles of effective complaint management.

The main changes identified in the revised policy are as follows:

#### *Scope*

- 1 Removal of reference to elected Council members in the policy as Councillors are covered under Code of Conduct.
- 2 Inclusion of Volunteers in the policy as they are considered unpaid staff and are therefore covered under the policy.

#### *General*

- 1 A more comprehensive definition of feedback including a suggestion or compliment.
- 2 Reference that unreasonable complainants will be managed in accordance with the Unreasonable Complainant Conduct Policy.
- 3 Clarification that the Code of Conduct Procedures should be read in conjunction with the Code of Conduct Policy and this policy.

#### *Records Management*

- 1 Revised definition of Customer feedback including compliments, complaints, general feedback.
- 2 Cross referencing appropriate documents in Council's record management system, Content Manager, for tracking purposes are outlined in the Procedures.

#### *Definitions*

- 1 Revised definition of Content Manager including the use of storing Internal Ombudsman investigations for sensitive complaints.

- 2 Revised definition of Complaint regarding Council service, official, Administrator or Councillor.
- 3 Inclusion of Compliment definition which means any expression of satisfaction or gratitude made to Council regarding a Council service, Council official, Administrator or Councillor.
- 4 Revised definition of Feedback which includes a suggestion.
- 5 Revised definition of Public Interest Disclosure which is a report, made by Council officer and Councillors or contravention by Council officials.
- 6 Removal of Request for Services or Information as the request itself is not considered feedback.

Other changes include naming convention changes to responsible staff for the management and review of the policy.

Upon adoption of the Policy, an implementation program will be undertaken with all relevant managers to ensure adherence to the Complaints and Feedback Management Policy and supporting Procedures. This will provide staff with the relevant training required to ensure all feedback is captured, reported, investigated and responded to appropriately.

### Consultation

Consultation was sought with the Executive Assistants and Personal Assistants regarding the administration of the Complaints and Feedback Management Policy in early 2020 as part of Council's internal policy review. This was to ensure clarity of responsibility and adherence to the existing procedures.

After completion of the Audit, Risk & Improvement Committee internal audit of Complaints Management, recommendations were reviewed by the Director, Community Recreation Services; Unit Manager, People & Culture; Unit Manager, Governance; Unit Manager, Communication, Marketing & Customer Engagement; and the Internal Ombudsman. From these recommendations the Policy and Procedures were reviewed and revised in consultation with the Unit Manager, Communication, Marketing & Customer Engagement; and the Internal Ombudsman.

A final consultation of the Complaints and Feedback Management Policy and Procedure occurred in late August 2021 with Directors and Unit Managers. Feedback from this consultation was used to revise the Policy and Procedure where required. The Policy also aligns with NSW Ombudsman's Complaint Management Framework.

### 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.

### Risk Management

The management and response to complaints in an identified risk within Council's Enterprise Risk Management Framework. The changes to the policy reflect audit recommendations and continuous better practice.

### Options

Council has the option to:

- 1 Adopt the revised Complaints and Feedback Management Policy which align to Councils' Code of Conduct and the recommendations as outlined in the Internal Audit. Place on public exhibition for community feedback for a period of 28 days. **This is the recommended option.**
- 2 Resolve not to adopt the updated Complaints and Feedback Management Policy. This is not recommended as Council has previous versions of these policies that align to the Code of Conduct and would be conflict with the Internal Audit Recommendations.

### Attachments

- |          |  |   |           |
|----------|--|---|-----------|
| <b>1</b> | DRAFT - Complaints and Feedback Management Policy 31 August 2021 | <a href="#">Click here for Attachment</a> | D14831822 |
|----------|--|---|-----------|



**Item No:** 2.11  
**Title:** Activities of the Development Assessment Unit -  
January to June Period  
**Department:** Environment and Planning

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28 September 2021 Ordinary Council Meeting

Reference: F2020/00039 - D14532007  
Author: Andrew Roach, Unit Manager, Development Assessment  
Executive: Scott Cox, Director Environment and Planning

## **Recommendation**

***That Council notes the report on Activities of the Development Assessment and Environmental Compliance and Systems Units - January to June 2021.***

## **Report purpose**

To inform Council of development applications determined (in the period from 1 January to 30 June 2021) where there has been a variation in development standards under an Environmental Planning Instrument. This is a requirement under Planning Circular PS 2-002 – 'Variation to Development Standards'. The report also provides a summary of development activity for the January to June 2021 period.

## **Executive Summary**

The development activity report is a report to Council, highlighting development activity, statistics and trends for the Central Coast. The report also provides information regarding development applications determined where there has been a variation in standards in an Environmental Planning Instrument (as is required by *Planning Circular PS 2-002 – 'Variation to Development Standards'*).

For the January to June 2021 period, 1,613 development applications were lodged, a slight increase on the 1,562 applications lodged in the prior six months (July to December 2020). A total of 1,437 development applications were determined in the period January to June 2021 (consistent with the 1,457 in the previous six month period). 384 development applications were either withdrawn or considered to be invalid in the period which is an increase from 172 withdrawals/invalid applications made in the previous six months.

The estimated value of applications determined in the January to June 2021 period was approximately \$417m (with approx. \$1.1b in determinations for the 2020-21 year). There were 44 development applications that required a variation to standard within an Environmental Planning Instrument in the January to June 2021 period.

Average processing times for development applications is 77 days for the period January to June 2020-21 (gross calendar days). This is a slight increase on the 71 days from the July to

December period, and from the 58 day average assessment time for the last quarter of 2019- 20.

The total number of development applications outstanding at the end of this period was 694 (an increase from 581 outstanding applications as at end December 2020, and a considerable increase from the 506 outstanding applications at the commencement of the financial year in June 2020).

### **Background**

The *Central Coast Regional Plan 2036* (CCRP) provides the over-arching strategy for development for the Central Coast region. The CCRP forecast that approximately 41,500 new dwellings are required to accommodate the expected growth of over 75,500 people by 2036. In 2019 the Department of Planning Industry and Environment released updated population projections, adding another 14,350 persons, taking the growth for the 25-year period (to 2041) to just over 95,000 new residents. This is the equivalent of approximately 2,088 homes per year for the life of the plan.

Since the commencement of the CCRP in 2016, 12,241 additional dwellings have been approved; this is the equivalent of 2,448 dwelling approvals per year since the commencement of the plan. These dwellings include residential lots released, secondary dwellings, detached dwellings, dual-occupancies, seniors living, multi-dwelling housing and units within residential flat buildings. It is to be noted that these are approvals only which may not progress to construction, for a variety of reasons independent of Council.

### **Housing Approvals**

During the January to June 2021 period, a total of **1,437** development applications were determined. Of these applications:

- **1,422** were determined by Council staff under delegation (1,404 by approval)
- **15** were determined by another body, such as the Hunter Central Coast Regional Planning Panel or Central Coast Local Planning Panel (10 by approval)

Of these applications, 400 resulted in the approval of new residential dwellings (including secondary dwellings, detached dwellings, dual-occupancies, seniors living, multi-dwelling housing and units within residential flat buildings) with 633 new individual dwellings approved in the January to June 2021 period. Further details of the determination pathways are included in Attachment 1 to the report.

### **Median Turnaround Times**

The net median turnaround time for all development applications (including s.4.55 amendment applications) determined during the January to June 2021 period was **60** days (gross calendar days). This is an increase from 44 days in the last six months (July to

## 2.11 Activities of the Development Assessment Unit - January to June Period (contd)

December 2020), and a significant increase from the 29 day median processing time for the last quarter of 2019-20.

Median processing times for the entirety of the 2020-21 year was 51 days, an increase on the median processing time for 2019-20 which was 38 days.

### Mean Turnaround Times

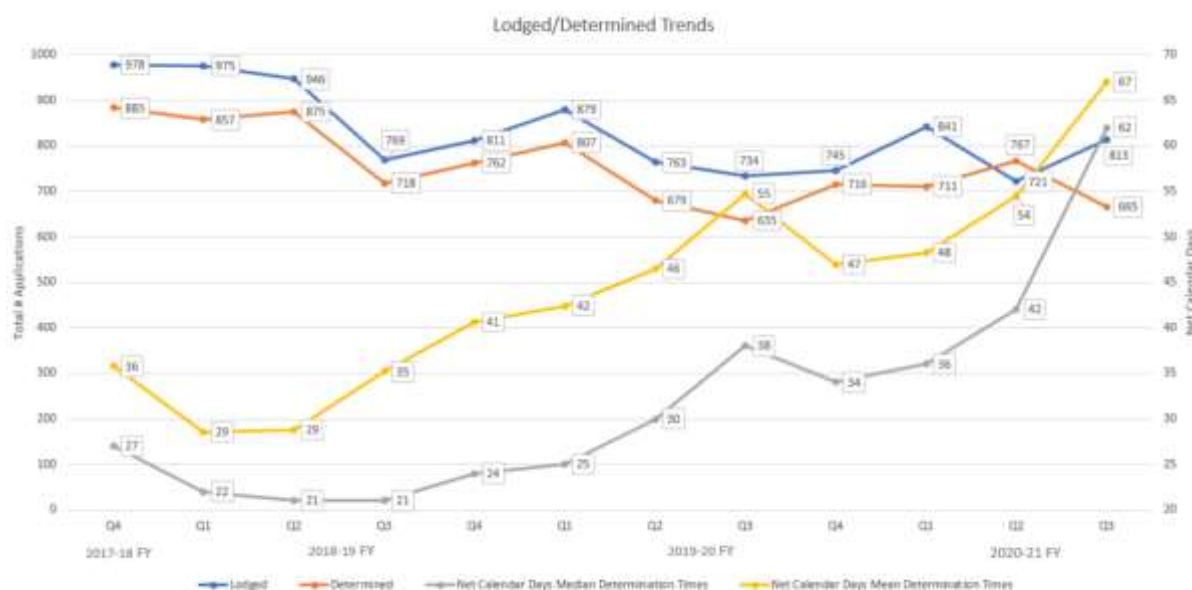
The net mean turnaround time for all development applications (including s.4.55 amendment applications) determined by Council during the January to June 2021 period was **77** (gross calendar days). This is a slight increase on the 71 days from the July to December period, and from the 58 day average assessment time for the last quarter of 2019-20.

Mean processing times for the entirety of the 2020-21 year was 74 days, an increase on the median processing time for 2019-20 which was 67 days.

Note that the mean processing times for the 2020-21 period have been impacted by a concerted effort by officers to clear a backlog of older applications, considered as those older than 12 months. The number of applications older than 12 months has been reduced from 44 at the commencement of the 2020-21 financial year, and reduced to 16 at the end of the year. The impact of determining a large number of older applications has the effect of 'pushing up' mean determination days.

### Lodged/Determined Trends

Figure 1, below (also enclosed as Attachment 3) provides trends over the past three (3) years on development application assessment, including lodgements, determinations and mean/median determination times.



**Figure 1: Development Application Processing Trends, Past 3 years**

Figure 1 demonstrates that mean and median assessment times have slowed considerably throughout the 2020-21. The slowing in determination timeframes is a result of a reduction in the number of development and building assessment staff through the restructure process, which results in reduced service levels to the community. Through the recent restructure process the organisation lost 10 development and building assessment officers (accounting for more than 20% of the assessment capacity). The organisation currently has 30 fewer development and building assessment staff than at the time of amalgamation.

### **Processing Times and Opportunities for Efficiencies**

The slowing in determination timeframes throughout 2020-21 is a result of a reduction in the number of development and building assessment staff through the restructure process which has resulted in reduced service levels to the community. This is evident in the increase in mean and median processing times for the reporting period (January to June 2021) compared to the previous six months (July to December 2020), and the significant increase in processing times compared to the final quarter of 2019-20.

As part of the realignment of services, opportunities for efficiency are being sought, including mechanisms to assist in establishing an appropriate level of service (including assessment times) for the community. This includes consolidation of systems and policies (including the forthcoming Central Coast Consolidated Local Environmental Plan, the establishment of a clear *Policy for Development Assessment Functions* (adopted at the Ordinary Meeting of Council, 14 September 2021) and a renewed focus on establishing appropriate client relationships with applicants.

The 2021/22 Operational Plan has a target of 49 day processing times and staff will strive to achieve that target.

### **Subdivision Lots Released**

The following lot releases have occurred in the January to June 2021 period:

| <b>Type</b>           | <b>Number of Lots Released</b> |
|-----------------------|--------------------------------|
| Commercial/Industrial | 0                              |
| Residential           | 113                            |
| <b>Total</b>          | <b>113</b>                     |

\*There were 20 lots effected by boundary realignments/consolidations

### Other Approvals and Certificates

| Type   | Number Determined | Number Approved |
|--|-------------------|-----------------|
| Building Information Certificates                    | 119               | 117             |
| Construction Certificates issued by Council          | 383               | 383             |
| Complying Development Certificates issued by Council | 66                | 66              |
| Occupation Certificates (Council issued)             | 103               | 103             |
| Subdivision Certificates (Council issued)            | 60                | 60              |

### Pre-lodgement Meetings

Council offers formal pre-lodgement meetings for prospective applicants. For the January to June 2021 period, 51 pre-lodgement meetings were held, with a total estimated development value of \$382 million. This is an increase from the 33 pre-lodgement meetings held in the same period last year.

### Financial Considerations

The cost of the Local Planning Panel for the January to June period was \$38,953 (noting that Council pays Panel member sitting fees, and other costs for meetings). The cost of the Local Planning Panel for the 2020-21 year was \$119,402.

### Link to Community Strategic Plan

Theme 4: Responsible

### Goal I: Balanced and sustainable development

I3: Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management.

### Attachments

|          |  |   |           |
|----------|--|---|-----------|
| <b>1</b> | Development Activity - January to June 2021      | <a href="#">Click here for Attachment</a> | D14768741 |
| <b>2</b> | Development Assessment Data from 2016 to 2021    | <a href="#">Click here for Attachment</a> | D14768758 |
| <b>3</b> | Development Application Lodged/Determined Trends | <a href="#">Click here for Attachment</a> | D14768763 |

**Item No:** 2.12  
**Title:** End of Term Report 2018-19 to 2020-21  
**Department:** Environment and Planning

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28 September 2021 Ordinary Council Meeting

Reference: F2021/01320 - D14767241  
Author: Sharon McLaren, Section Manager, Corporate Planning and Reporting  
Manager: David Milliken, Unit Manager Strategic Planning  
Executive: Scott Cox, Director Environment and Planning

## **Recommendation**

***That Council adopt the End of Term Report 2018-19 to 2020-21***

### **Report purpose**

For Council to consider and adopt the End of Term Report 2018-19 to 2020-21.

### **Executive Summary**

The End of Term Report 2018-19 to 2020-21 has been prepared in accordance with sub-section 428(2) of the *Local Government Act 1993*. It is a report that outlines the achievements in implementing the Community Strategic Plan (*One – Central Coast*) since its adoption in 2018.

The End of Term Report covers the financial years of 2018-19, 2019-20 and 2020-21 and not only details Council's achievements in implementing the Community Strategic Plan (CSP), but also details the progress against the indicators that are listed in the CSP. As well as achievements, the EOT Report also recognises the challenges over the term, showcasing where we have come from as a Council and a community, and detailing where the focus and priorities should be moving forward.

Over the term there have been many highlights, with a range of Council projects, programs and actions that have focussed on the CSP and overall aspirations of the community delivered, including:

- Construction of major infrastructure projects such as the Central Coast Regional Sporting and Recreation Complex at Tuggerah, Banjo Skate Park and BMX Track at Terrigal, Adcock Park at West Gosford, the boat ramp at Koolewong and more
- Various cultural, community and sporting events such as the Harvest Festival, Love Lanes Festival, Lakes Festival, ChromeFest, Flavours by the Sea, Chalk the Walk and more

- The development, adoption and implementation of key strategic documents such as the Disability Inclusion Action Plan, Local Strategic Planning Statement, Biodiversity Strategy and Tourism Opportunity Plan. This also includes considerable progress made towards achieving one planning instrument for the Central Coast, with the Consolidated Local Environmental Plan lodged with the Department of Planning, Industry and Environment for final approval
- Continued service delivery across Council's range of operations with over 4 million in library loans provided (electronic and physical), over 690 performances supported at the Laycock Street Community Theatre, more than 7 million people kept safe during the summer seasons with lifeguard patrols, more than 80 kilometres of road pavement renewed, over 23 kilometres of new or extended pathways constructed and over 31,000 cubic metres of wrack and algae collected from Tuggerah Lakes.

While there have been many highs, there have also been a number of challenges, including:

- Council's current financial situation, resulting in an accumulated debt of \$565 million, causing Council to be placed under Administration, the commissioning of a public inquiry and the consequent need for substantial cost-saving measures and a Special Rate Variation
- Years of drought resulting in the dams reaching below 50% and level 1 restrictions being enacted
- Catastrophic bush fire events, with the Gospers Mountain and Three Mile fires burning to the west of the Central Coast
- Major rain events, which saw Tuggerah Lakes system reach peak levels and cause flooding and extensive damage to public and private properties
- The global pandemic, with COVID-19 disrupting businesses, communities and Council in various health, economic and social aspects
- Coastal erosion emergency impacting Wamberal and North Entrance

Full details of Council's performance and progress against the CSP indicators is detailed in Attachment 1.

## Background

The End of Term (EOT) Report is a requirement under the Integrated Planning and Reporting Framework and as required under sub-section 428(2) of the *Local Government Act 1993* Council must prepare a report outlining the achievements with respect to implementing the Community Strategic Plan (CSP) in the year of a local government election.

The EOT Report effectively covers the term of the elected body and is presented at the last Council meeting of the outgoing Council. The purpose of the EOT Report is to not only detail how well the CSP has been implemented over the elected body's term, but to also inform the



incoming elected body of where their priorities could be over their term and assist with the review of the CSP.

Whilst the EOT Report may no longer be necessary given the Council is under Administration and the Local Government elections (for the Central Coast) have been postponed to 2022, there is still benefit in presenting the EOT Report to Council and publishing it on the website. These benefits include:

- Recognising that whilst Council's financial situation has occurred and has resulted in a large number of changes to Council's resources and work program, Council has still made progress in implementing the CSP over the past three financial years; and
- Acknowledging the performance against the indicators contained within the CSP, which reflect a range of social, environmental and economic factors affecting the Central Coast region and its community. This would assist with the CSP review and future Delivery Programs, identifying where we need to improve and focus on, but also ensuring we celebrate where are going well and continue to meet those standards.

It should be noted that although the purpose of the EOT Report is to detail the achievements in implementing the CSP, it does not deflect from the various challenges that Council has been through, including the current financial situation.

### **Current Status**

In light of the above, the EOT Report 2018-19 to 2020-21 has been prepared in accordance with the sub-section 428(2) of the *Local Government Act 1993* and is presented in Attachment 1.

It is recommended that the EOT Report 2018-19 to 2020-21 is adopted by Council. Once adopted the EOT Report will be published on Council's website.

### **Report**

The EOT Report 2018-19 to 2020-21, as set out in Attachment 1, includes the following key components:

- Information on the CSP (*One – Central Coast*), including the Vision and the Objectives that aim to be achieved;
- Council's achievements against the CSP, which is based on the Delivery Program and includes the past three financial years. Note: 2020-21 is based on Q3 results; and
- Details of performance against the indicators listed in the CSP. This provides information of where Council can celebrate and where Council should focus efforts.

In summary, what we as a community can celebrate, includes:

- 63% of residents agreeing that there is a sense of community on the Central Coast;
- An increase in the use of public transport for local trips;
- An increase the in the number of residents completing Year 12 or equivalent;
- The economic growth of the region with businesses and visitors increasing; and
- The number of solar customers and the amount of energy being produced

Council also completed 57% of actions in the Delivery Program and a further 31% are still underway.

Items that we need to focus on, include:

- Reducing road accidents, in particular those that are a result of speeding;
- Reducing the number of domestic violence offences and domestic violence behaviour;
- Decreasing the youth unemployment rate and the number of youth who are disengaged;
- Improving the community's confidence in Council and the decisions it makes; and
- Decreasing the number of residents experiencing psychological distress or ensuring there is adequate availability of services to assist.

It should also be noted that the EOT Report 2018-19 to 2020-21 has been designed to meet accessibility requirements.

### **Consultation**

The EOT Report 2018-19 to 2020-21 was developed using various data sources from State Government agencies, other organisations and Council. These are listed in the Appendix section.

The End of Term is not required to be placed on public exhibition but should be publicly available and published on the website.

### **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 financial implications with the recommendation.

## 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

The Local Government elections are due to be conducted in 2021, with the EOT Report required to be presented at the last meeting of the elected body. As Council is under Administration and the elections have been postponed till 2022, the EOT Report is not legislatively required. As such there are no significant risk management issues.

Presenting the EOT Report is believed to have merit in reporting the achievements that have occurred over the past three financial years (2018-19, 2019-20 and 2020-21) in implementing the CSP, celebrating the areas that are going well and identifying the areas that need more focus.

### Options

- 1      Adopt the EOT Report 2018-19 to 2020-21 as set out in Attachment 1. The EOT Report 2018-19 to 2020-21 has been prepared in accordance with the sub-section 428(2) of the *Local Government Act 1993* and is believed to have merit in publishing the report, providing details on achievements in implementing the CSP, and supporting the CSP Review once the elections are held in 2022 and the development of the next Delivery Program. **This is the recommended option.**
- 2      Resolve not to adopt the EOT Report 2018-19 to 2020-21. Whilst the EOT Report is not necessarily required as Council is under Administration, it is still deemed to have merit and will support the CSP Review once the elections are held in 2022 and development of the next Delivery Program. If it is not adopted there will not be any legislative breach of Council, however this is not the recommended option.

### Attachments

- 1      End of Term Report 2018-19 to 2020-21   [Click here for Attachment](#)   D14821509

