



Central Coast Council
Business Paper
Ordinary Council Meeting
10 August 2020





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.

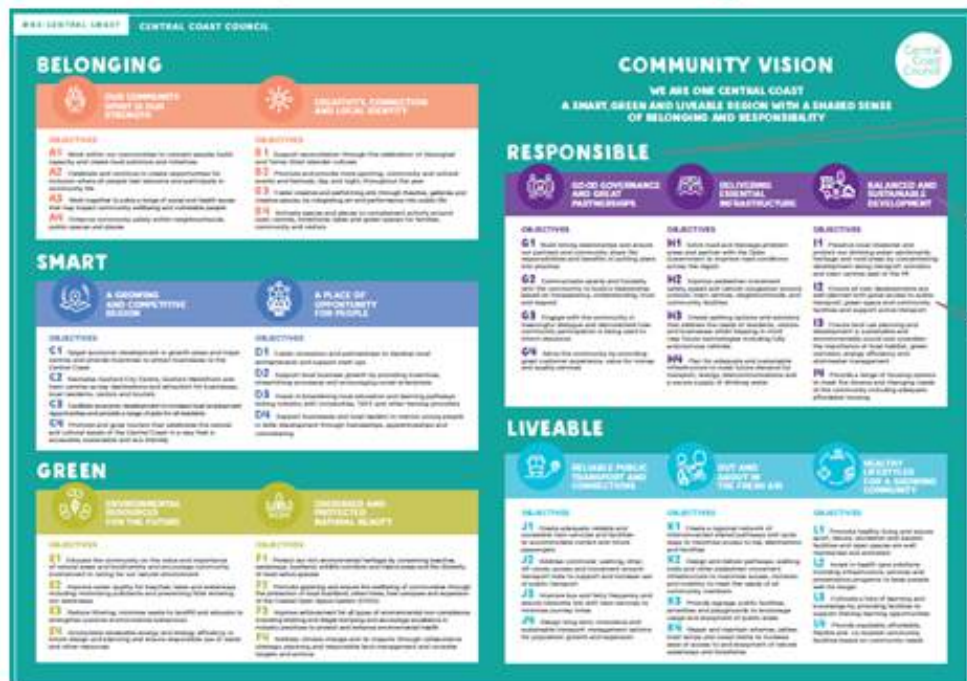
 **Good governance and great partnerships**

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 in the Council Chamber 2 Hely Street, Wyong

Monday 10 August 2020 at 6.30 pm,
for the transaction of the business listed below:

1 Procedural Items

1.1	Disclosures of Interest	5
1.2	Confirmation of Minutes of Previous Meeting.....	7
1.3	Notice of Intention to Deal with Matters in Confidential Session	21

2 General Reports

2.1	Deferred item - Proposal to Purchase Land known as the Davistown Wetland.....	23
2.2	Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy.....	29
2.3	Community Support Grant Program - May 2020.....	76
2.4	Central Coast Stadium Business Strategy.....	82

3 Information Reports

3.1	Meeting Record for the Catchments and Coast Committee Tuggerah Lakes meeting held on 24 June 2020	129
3.2	Meeting Record of the Coastal Open Space System (COSS) Committee meeting held on 25 June 2020.....	135
3.3	Meeting Record of the Heritage Advisory Committee meeting held on 1 July 2020	141
3.4	Meeting Record of the Water Management Advisory Committee meeting held 30 June 2020	143
3.5	Meeting Record of the Social Inclusion Advisory Committee meeting held on 10 June 2020.....	147
3.6	Working Together Staying Strong COVID Grants – June 2020.....	153
3.7	Youth Strategy Progress Report	159
3.8	Investment Report for June 2020	191

4 Questions With Notice

4.1	Questions with Notice	200
	• Catherine Hill Bay Water and sewer services	
	• Metres of footpath and curb and guttering laid from July 2017 to the present by Central Coast Council	
	• Land Ownership	

5 Notices Of Motion

5.1	Notice of Motion – Reporting of Councillor Attendance.....	202
5.2	Notice of Motion - WAR Act Repeal and declassification of airport contract damages.....	203
5.3	Notice of Motion - Wamberal - North Entrance - Artificial reefs to the Rescue.....	208
5.4	Notice of Motion - Local Planning Panels - changes to operations.....	210
5.5	Notice of Motion - Options for a dedicated MTB Facility.....	218
5.6	Notice of Motion - Broadwater Hotel site in Mann St Gosford.....	219

6 Confidential

6.1	Central Coast Airport Review (Phase 2) Final Report.....	220
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Gary Murphy
Chief Executive Officer

Item No: 1.1
Title: Disclosures of Interest
Department: Governance



10 August 2020 Ordinary Council Meeting

Trim Reference: F2020/00039 - D14078488

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

Section 451 of the LG Act states:

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

1.1 Disclosures of Interest (contd)

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

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

(5) The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:

(a) be in the form prescribed by the regulations, and

(b) contain the information required by the regulations.

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

Recommendation

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

Item No: 1.2
Title: Confirmation of Minutes of Previous Meeting
Department: Governance

10 August 2020 Ordinary Council Meeting

Trim Reference: F2020/00039 - D14078496



Summary

Confirmation of minutes of the Ordinary Meeting of Council held on 27 July 2020.

Recommendation

That Council confirm the minutes of the Ordinary Meeting of Council held on the 27 July 2020.

Attachments

1 Minutes - Ordinary Meeting - 27 July 2020 D14091300



Central Coast Council

Minutes of the Ordinary Meeting of Council Held remotely - online on 27 July 2020

Present

Mayor Lisa Matthews and Councillors Greg Best, Jillian Hogan, Kyle MacGregor, Doug Vincent, Chris Burke, Chris Holstein, Bruce McLachlan, Jilly Pilon, Rebecca Gale, Louise Greenaway, Jeff Sundstrom, Richard Mehrtens and Jane Smith.

In Attendance

Gary Murphy (Chief Executive Officer), Boris Bolgoff (Director Roads, Transport, Drainage and Waste), Julie Vaughan (Director Connected Communities), Scott Cox (Director Environment and Planning), Jamie Loader (Director Water and Sewer), Ricardo Martello (Executive Manager Innovation and Futures), Carlton Oldfield (Acting Chief Finance Officer) and Shane Sullivan (Unit Manager Governance and Business Services).

The Mayor, Lisa Matthews, declared the meeting open at 6.33pm.

Councillor Best joined the meeting at 6.37pm.

At the request of the Mayor, Mr Gary Murphy, Chief Executive Officer advised that the meeting will be held remotely in accordance with section 747A of The Local Government Act 1993 clause 1(a)(i). Councillors were also reminded to adhere to the relevant policies and procedures including the Code of Meeting Practice and Code of Conduct.

The Mayor, Lisa Matthews, advised in accordance with the Code of Meeting Practice that the meeting is being recorded and read an acknowledgement of country statement.

The reports are recorded in their correct agenda sequence.

Apologies

Councillor Greenaway left the meeting at 6.40pm and did not vote on this item.

Moved: **Councillor Gale**
Seconded: **Councillor Burke**

Resolved

672/20 That Council accept the apology received from Councillor Marquart.

673/20 That Council grant a leave of absence to Councillor Marquart for the 10 August 2020 Ordinary Meeting.

For:
Unanimous

1.1 Disclosures of Interest

Councillor Greenaway returned to the meeting at 6.42pm.

5.1 Deferred Item – Notice of Motion – The Mast of the Ex HMAS Adelaide – What’s Happening?

Councillor Gale declared a less than significant non pecuniary interest in the matter as she has been in contact with the key stakeholders. She chose to stay in the meeting and participate in discussion and voting on this matter as it does not prejudice or influence her decision on the matter.

Councillor Smith declared a less than significant non pecuniary interest in the matter as she has connections to individuals advocating for this through the diving community and perceived conflicts through Marine Discovery Centre. She will leave the meeting due to the Marine Discover Centre having displays and resources focused on the Ex HMAS Adelaide and perceived conflicts.

This item was resolved by the exception method.

5.3 Notice of Motion – East Coast Low Devastation, Protecting Lives, Public and Private Property

Councillor Pilon declared a less than significant non pecuniary interest in the matter as she owns property on Ocean View Drive, Wamberal. She chose to stay in the meeting and participate in discussion and voting on this matter as the issues being discussed is specific to the emergency crisis and erosion issues at Wamberal and North Entrance and her property is not exposed to these current issues and as a ratepayer and resident of Wamberal on Ocean View Drive, like hundreds of others, and a Ward Councillor representing effected residents in both Wamberal and North Entrance she is capable of managing this situation and speaking on behalf of the community.

Councillor McLachlan declared a less than significant non pecuniary interest in the matter as he is known to the residents that are affected by the recent events, however he is not currently managing any property in the location and he is also a beachfront property owner but is not affected by the current events. He chose to stay in the meeting and participate in discussion and voting on this matter as it does not prejudice or influence his decision on the matter.

Moved: **Councillor Vincent**

Seconded: **Councillor Gale**

Resolved

674/20 That Council receive the report on Disclosure of Interest and note advice of disclosures.

For:

Unanimous

1.2 Confirmation of Minutes of Previous Meeting

Moved: **Councillor MacGregor**

Seconded: **Councillor Holstein**

Resolved

675/20 That Council confirm the minutes of the Ordinary Meeting of Council held on the 13 July 2020 and of the Extraordinary meeting of Council held on the 20 July 2020.

For:

Unanimous

1.3 Notice of Intention to Deal with Matters in Confidential Session

Moved: **Councillor Burke**

Seconded: **Councillor Holstein**

Resolved

676/20 That Council resolve that the following matter be dealt with in closed session, pursuant to s. 10A of the Local Government Act 1993 for the following reason:

Item 2.5 – Central Coast Airport Review (Phase 2) Final Report

Reason for considering in closed session:

2(a) personnel matters concerning particular individuals (other than Councillors)

For:
Mayor Matthews, Councillors Burke, Hogan, Holstein, MacGregor, Mehrtens, Smith and Sundstrom

Against:
Councillors Best, Gale, Greenaway, McLachlan and Pilon

Abstained: Councillor Vincent

Procedural Motion – Exception

Moved: Councillor Vincent
Seconded: Councillor Sundstrom

Resolved

677/20 That Council adopt the following items as a group and in accordance with the report recommendations:

Item #	Item Title
2.4	Meeting Record of the Catchments and Coast Committee Brisbane Water and Gosford Lagoons and Terrigal Water Quality Sub-Committee meetings held 20 May 2020
2.5	Central Coast Airport Review (Phase 2) Final Report
5.1	Deferred Item - Notice of Motion - The Mast of the Ex HMAS Adelaide II - What's Happening?

678/20 That Council discuss the following items individually:

Item #	Item Title
2.1	Consideration of Submissions and Adoption of the Operational Plan 2020-21
2.2	Actions in response to Resolution - Integrity and Ethical Standards
2.3	Amalgamation Process Update
3.1	Long Term Water Security
5.2	Notice of Motion - Drainage Investigation for Davistown
5.3	Notice of Motion - East Coast Low Devastation, Protecting Lives, Public and Private Property
6.1	Rescission Motion - Councillor Remuneration

For:
Unanimous

Procedural Motion – Motion of Urgency**Moved:** Councillor MacGregor**Seconded:** Councillor Hogan**Resolved**

679/20 That Council consider the Woolworths Warnervale Lockout as a matter of urgency for the significant impact that this dispute has on our local economy, workers and their families. The time critical nature of resolution of this issue is what necessitates it being urgently discussed at tonight's council meeting, the time being 6.46pm.

680/20 That Council defer consideration of this Motion of Urgency until after item 3.1 – Long Term Water Security.

For:**Unanimous**

The Mayor declared it is appropriate that Council should consider the matter as a matter of urgency.

2.1 Consideration of Submissions and Adoption of the Operational Plan 2020-21

Time commenced: 6.51pm

Moved: Mayor Matthews**Seconded:** Councillor Smith**Resolved**

681/20 That Council note that the draft Operational Plan for the 2020-21 financial year ("Operational Plan 2020-21") was publicly exhibited from Tuesday 31 March to Monday 4 May 2020, as required by ss. 405(3) of the Local Government Act 1993.

682/20 That Council consider, as required by ss. 405(5) of the Local Government Act 1993, the submissions received by Council during the public exhibition of the draft Operational Plan 2020-21 as per Attachment 2.

683/20 That Council note the amendments to the draft Operational Plan 2020-21 that are set out in Attachments 3 and 4 to this report.

684/20 That Council adopt, pursuant to s. 405 of the Local Government Act 1993, the Operational Plan 2020-21 as per Attachment 1.

- 685/20** That Council authorise, subject to resolution 684/20, the Chief Executive Officer to make final editorial amendments to the Operational Plan 2020-21 to ensure correctness and clarity.
- 686/20** That Council authorise, subject to resolution 684/20, the Chief Executive Officer to make final editorial amendments with the inclusion of the Mayor's Message and Chief Executive Officer's Message prior to publication.
- 687/20** That Council note the projects set out in amended Attachment 5 will form the basis of quarterly adjustments.
- 688/20** That Council approve the estimates of income and expenditure as detailed in the Operational Plan 2020-21, as adopted by resolution 684/20.
- 689/20** That Council authorise the Chief Executive Officer to borrow up to a total of \$50 million from approved institutions as per the Long Term Financial Plan contained with the Operational Plan 2020-21, noting that 87% will be used to refinance existing loan repayments and the remaining 13% will go towards funding capital works.
- 690/20** That Council endorse, for public exhibition pursuant to s. 610F of the Local Government Act 1993, the proposed amendments to Fees and Charges 2020-21 as set out in Attachment 6 to this report.
- 691/20** That Council note for proposed fees subject of resolution 10 have not been adopted and that a further report will be presented to Council after the public exhibition of those fees has been completed.
- 692/20** That Council adopt the proposed amendments to the 2020-21 Fees and Charges as set out in Attachment 7 and Attachment 8.
- 693/20** That Council authorise the Chief Executive Officer to waive or reduce fees in appropriate cases.
- 694/20** That Council note that as resolved on 22 June 2020 (580/20 and 582/20) a report will be provided to the 24 August 2020 Ordinary Meeting to consider an approach to the installation of vandal resistant soap dispensers in identified public toilets. And further that Council now allocate \$100,000 as part of the 2020/21 Operational Plan for the purpose of installing vandal resistant soap dispensers in identified public toilets noting that the actual endorsement of expenditure of these funds would be subject to any determination of Council as a result of the report to the 24 August 2020 Ordinary Meeting.

For:
Mayor Matthews, Councillors Burke,
Hogan, Holstein, Mehrrens, Smith and
Sundstrom

Against:
Councillors Best, Gale, MacGregor,
McLachlan, Pilon and Vincent

A division was called by Councillors Best and Mayor Matthews.

For:
Mayor Matthews, Councillors Burke, Hogan, Holstein, Mehrrens, Smith and Sundstrom

Against:
Councillors Best, Gale, MacGregor, McLachlan, Pilon and Vincent

Abstained: Councillor Greenaway

The vote was declared CARRIED on the casting vote of the Mayor.

The meeting was adjourned at 7.55pm and resumed at 8.04pm.

2.2 Actions in response to Resolution - Integrity and Ethical Standards

Time commenced: 8.05pm.

Councillor Vincent left the meeting at 8.07pm and did not vote.

Moved: Councillor Smith
Seconded: Councillor MacGregor

Resolved

695/20 That Council receive and note the report on Actions in response to Resolution – Integrity and Ethical Standards.

696/20 That Council request the Chief Executive Officer provide a further report to Council in early 2021 assessing if the actions identified have achieved the desired outcomes.

697/20 That the Dashboard be discussed at a Councillor Briefing before the end of September 2020 for the purpose of ensuring the dashboard includes appropriate Governance focussed measures and process for reporting to Council.

For:
Unanimous

2.3 Amalgamation Process Update

Time commenced: 8.08pm.

Councillor Vincent returned to the meeting at 8.08pm.

Moved: Councillor Smith
Seconded: Councillor MacGregor

Resolved

- 698/20** That Council note the amalgamation costs and progress on consolidation projects as outlined in this Report.
- 699/20** That Council note that the Independent Local Government Review Panel Recommendations in 2013 that led to the amalgamation of Councils recommended that for larger Councils there should be the establishment of Local Boards or similar to ensure local identity and representation. And further to this that the Chief Executive Officer in consultation with Councillors present options in terms of Governance models to assist Council to better meet the needs of our diverse community and the Central Coast. This is to include consultation with Councillors at a workshop, potentially as part of the budget process.
- 700/20** That Council resolve that this report be forwarded to the Minister for Local Government, the Office of Local Government and Local Government NSW.

For:
Mayor Matthews, Councillors Best, Greenaway, Hogan, Holstein, MacGregor, McLachlan, Mehrtens, Pilon, Smith and Sundstrom

Against:
Councillors Burke, Gale and Vincent

2.4 Meeting Record of the Catchments and Coast Committee Brisbane Water and Gosford Lagoons and Terrigal Water Quality Sub-Committee meetings held 20 May 2020

This item was resolved by the exception method.

Moved: Councillor Vincent
Seconded: Councillor Sundstrom

Resolved

- 701/20** That Council note the report on Meeting Record of the Catchments and Coast Committee Brisbane Water and Gosford Lagoons and Terrigal Water Quality Sub-Committee meetings held 20 May 2020.
- 702/20** That Council extend the tenure of the Terrigal Water Quality Sub-Committee to the end of July 2021, with the next meeting to be scheduled for August 2020.
- 703/20** That the frequency of future meetings be further discussed at the August 2020 meeting of the Terrigal Water Quality Sub-Committee, and that discussions consider that the frequency of the meeting be changed to twice yearly to align with the twice yearly report on the audit that is prepared by Council staff.

704/20 *That Council note the membership resignation of community representative Nada Pantle, and consequent nomination of Laurie Lewington as community representative for the Terrigal Sea Urchins Group.*

For:
Unanimous

2.5 Central Coast Airport Review (Phase 2) Final Report

This item was resolved by the exception method.

Moved: **Councillor Vincent**
Seconded: **Councillor Sundstrom**

Resolved

705/20 *That consideration of this matter be deferred to allow for the conduct of a Councillor Briefing.*

For:
Unanimous

3.1 Long Term Water Security

Time commenced: 8.41pm.

Councillor Smith left the meeting at 9.08pm and returned at 9.10pm.

Moved: **Councillor Greenaway**
Seconded: **Councillor MacGregor**

Resolved

706/20 *That Council receives and notes the contents of this report.*

For:
Unanimous

U4/20 Motion of Urgency - Woolworths Warnervale Lockout

Time commenced: 9.14pm.

Moved: **Councillor MacGregor**
Seconded: **Councillor Hogan**

Resolved

- 707/20** *That Council note the importance of secure high quality local jobs for our local economy particularly in these perilous economic times.*
- 708/20** *That Council note recent media reports that Woolworths have locked out employees from working on site since last week as part of EBA negotiations for the workplace. Over 500 workers have been locked out of the workplace negatively impacting directly on hundreds of local workers and thousands of local residents and their families.*
- 709/20** *That Council note that this dispute will have an impact on local residents, families, workers and the local economy.*
- 710/20** *That Council calls on both parties to recommence negotiations and allow workers back on site to work as soon as possible.*

For:

Unanimous

5.1 Deferred Item - Notice of Motion - The Mast of the Ex HMAS Adelaide II - What's Happening?

Councillor Gale declared a less than significant non pecuniary interest in the matter as she has been in contact with the key stakeholders. She chose to stay in the meeting and participate in discussion and voting on this matter as it does not prejudice or influence her decision on the matter.

Councillor Smith declared a less than significant non pecuniary interest in the matter as she has connections to individuals advocating for this through the diving community and perceived conflicts through Marine Discovery Centre. She will leave the meeting due to the Marine Discover Centre having displays and resources focused on the Ex HMAS Adelaide and perceived conflicts.

This item was resolved by the exception method.

Moved: **Councillor Vincent**

Seconded: **Councillor Sundstrom**

Resolved

- 711/20** *That Council request the Chief Executive Officer provide a report before the 24 August 2020 on the progress towards and/or any obstacles affecting, the installation of the Mast of the ex HMAS Adelaide II at "site 1" as adopted by Council at the 14 May 2018 Ordinary Meeting.*

For:

Unanimous

5.2 Notice of Motion - Drainage Investigation for Davistown

Time commenced: 9.28pm.

Moved: Councillor Gale
Seconded: Councillor Burke

Resolved

712/20 That Council investigate drainage issues in Davistown in locations of Davis Ave, McCauley St, Kyoga Ave, Lilli Pilli Bus Stop, Restella Ave (Boat Ramp end), Pyang Ave, Mireen Ave (For Boat Ramp end) for drainage needs including but not limited to drain Pitts, flood gates and general drainage upgrades.

713/20 That Council apply for all NSW State Government and any Federal Government grants for water infrastructure with the view to fixing the drainage issue in Davistown.

For:
Unanimous

The meeting adjourned at 9.35pm and resumed at 9.42pm.

5.3 Notice of Motion - East Coast Low Devastation, Protecting Lives, Public and Private Property

Time commenced: 9.43pm.

Councillor Pilon declared a less than significant non pecuniary interest in the matter as she owns property on Ocean View Drive, Wamberal. She chose to stay in the meeting and participate in discussion and voting on this matter as the issues being discussed is specific to the emergency crisis and erosion issues at Wamberal and North Entrance and her property is not exposed to these current issues and as a ratepayer and resident of Wamberal on Ocean View Drive, like hundreds of others, and a Ward Councillor representing effected residents in both Wamberal and North Entrance she is capable of managing this situation and speaking on behalf of the community.

Councillor McLachlan declared a less than significant non pecuniary interest in the matter as he is known to the residents that are affected by the recent events, however he is not currently managing any property in the location and he is also a beachfront property owner but is not affected by the current events. He chose to stay in the meeting and participate in discussion and voting on this matter as it does not prejudice or influence his decision on the matter.

Moved: Councillor Best
Seconded: Councillor McLachlan

Resolved

- 714/20** *That further to Council's recent Urgency Motion U3/20, 9 June 2020 and the numerous representations made by Councillors and the beachside Communities of North Entrance and Wamberal, Council now formally write to the Parliamentary Secretary for the Central Coast and Member for Terrigal, Mr Adam Crouch expressing Council's appreciation on behalf of our Community for his urgent action in assisting with this Coastal disaster.*
- 715/20** *That further Council welcomes the recent appointment of the highly regarded Local Disaster Recovery Coordinator for the Wamberal area, Ms Lee Shearer APM and also recognises the outstanding contribution to date of Superintendent Tony Joice for his emergency works as Local Emergency Operation Controller (LEOCon).*
- 716/20** *That Council recognises the extraordinary hardship and difficulties that have arisen from the recent Coastal Erosion Disaster and takes this opportunity to recognise the Mayor's contributions in these difficult times and thank our frontline Staff who have worked tirelessly with the Community to bring about the urgent works critically necessary, with particular thanks to the Chief Executive Officer – Mr Gary Murphy, Environment and Planning Director – Mr Scott Cox, Connected Communities Director - Ms Julie Vaughan, Unit Manager Roads Maintenance and Asset Evaluation – Mr Steve Dignam, Unit Manager Environmental Management – Mr Luke Sulkowski and Unit Manager Roads Assets Planning and Design – Mr Jay Spare and their teams.*
- 717/20** *That Council extend an invitation to Ms Shearer to brief the Full Council via Zoom around emergency actions to date including more permanent initiatives going forward for the Wamberal area.*
- 718/20** *That Council invite expressions of interest from affected residents to be considered to join the Coast and Catchments Committee (Brisbane Waters).*

For:
Unanimous

6.1 Rescission Motion - Councillor Remuneration

Time commenced: 10.17pm.

Moved: Councillor Best
Seconded: Councillor McLachlan

That the following resolution carried at the Ordinary Meeting of Council held on 13 July 2020 be rescinded:

- 631/20 *That Council note the determination made by the Local Government Remuneration Tribunal made 10 June 2020 in respect of Councillor and Mayoral fees.*
- 632/20 *That Council fix the annual fee to be paid to each Councillor at \$32,040 pursuant to s.248(2) of the Local Government Act 1993.*
- 633/20 *That Council fix the annual fee to be paid to the Mayor at \$99,800 pursuant to s.249(3) of the Local Government Act 1993.*
- 634/20 *That Council determine, pursuant to s.249(5) of the Local Government Act 1993, that an annual fee of \$9,980 be paid to the Deputy Mayor, with that fee to be deducted from the annual fee paid to the Mayor in accordance with resolution 3 above.*

*For:
Councillors Best, Burke, Gale, McLachlan,
Pilon and Vincent*

*Against:
Mayor Matthews, Councillors Greenaway,
Hogan, Holstein, MacGregor, Mehrtens,
Smith and Sundstrom*

The Motion was put to the vote and declared LOST.

The Meeting closed at 10.41 pm.



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

10 August 2020 Ordinary Council Meeting

Trim Reference: F2020/00039 - D14078501

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 included in the business paper with the recommendation below providing that this is discussed in closed session.

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

Recommendation

That Council resolve that the following matter be dealt with in closed session, pursuant to s. 10A of the Local Government Act 1993 for the following reason:

Item 6.1 – Central Coast Airport Review (Phase 2) Final Report

Reason for considering in closed session:

2(a) personnel matters concerning particular individuals (other than Councillors)

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.*

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: Deferred item - Proposal to Purchase Land known as the Davistown Wetland
Department: Innovation and Futures

10 August 2020 Ordinary Council Meeting

Reference: F2020/00878 - D13889153
Author: Simone Barwick, Property Officer Land Sales Acquisitions
Susan Loder, Property Officer
Paul Forster, Section Manager, Property and Infrastructure
Manager: Jamie Barclay, Unit Manager Economic Development and Project Delivery
Executive: Ricardo Martello, Executive Manager Innovation and Futures

Report Purpose

At its Ordinary Meeting on 23 March 2020, Council resolved:

238/20 That Council, in response to the evolving situation with Coronavirus (COVID – 19), defer consideration of this item to a future Ordinary Council Meeting.

Summary

Reporting on the updated valuations and the continued negotiations to purchase the following land known as the Davistown Wetlands:

- 11 Lilli Pilli Street Davistown- Lot 1 DP547660
- 51 Pine Avenue Davistown- Lot 30 DP 456234
- 1 Cross Road Davistown- Lot 31 DP 5820
- 3 Cross Road Davistown- Lot 32 DP 5820
- 10-20 Kincumber Crescent – Lot 52 DP 6014
- 11-29 Kincumber Crescent Davistown– Lot 53 DP 6014
- 108A Malinya Road Davistown- Lot 92 DP 12206
- 83 Malinya Road Davistown- Lot 93 DP 12206

Recommendation

- 1 That Council receive the Deferred Item – Proposal to Purchase Land known as the Davistown Wetland.**
- 2 That Council does not pursue further the purchase of the land known as Davistown Wetland as agreement cannot be reached for an amount that represents market value for the land.**

2.1 Deferred item - Proposal to Purchase Land known as the Davistown Wetland (cont.)

- 3** *That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachments 2-6 to this report remain confidential in accordance with section 10A(2)(d) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed would confer a commercial advantage on a competitor of the Council. Consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Council's ability to obtain value for money services for the Central Coast community.*

Context

At the Ordinary Meeting of Council on 23 March 2020, Council deferred a report that provided to Council a second independent market valuation of the land known as Davistown Wetlands (Attachment 1).

A letter confirming Council's offer was hand delivered to the Owner c/- W T Martin & Associates, East Gosford on 25 May 2020 (Confidential Attachment 4) and another letter of offer was emailed to One Agency Platinum on 26 May 2020 (Confidential Attachment 5).

The offer was in line with the first and second independent valuation obtained by Council Officers (Confidential Attachment 2 and 3) and both assessments supported the offers made by Council's reflecting the market value of the land.

A representative from Illoura Waters Pty Ltd, the owner of the land, has now responded, advising that Council's offer is rejected and offered the land, known as the Davistown Wetlands, for sale to Council for a price not supported by the market evidence. The details have been summarised in Confidential Attachment 6.

The counter offer from Illoura Waters Pty Ltd is so far above the two independent valuations obtained by Council that it is unrealistic that a mutually agreeable price will be reached. Due to this reason and to comply with both the former Gosford and Wyong Council Land Transaction Policies, it is recommended that Council cease negotiations immediately.

Link to Community Strategic Plan

Theme 4: Responsible

Goal F: Cherished and protected natural beauty

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

2.1 Deferred item - Proposal to Purchase Land known as the Davistown Wetland (cont.)

Attachments

- | | | |
|----------|---|-----------|
| 1 | Report to Council 23 March 2020 - Proposal to Purchase Land known as the Davistown Wetlands | D13837145 |
| 2 | Confidential - MJD Valuation Report - Davistown Wetlands Davistown - | D13837202 |
| 3 | Confidential - K&T Property Consultants Valuation - | D14000335 |
| 4 | Confidential - Letter to Illoura Waters submitting offer - | D13994050 |
| 5 | Confidential - Letter to One Agency Platinum forwarding offer and requesting response - | D13993844 |
| 6 | Confidential - Summary of Response from Illoura Waters Pty Ltd to Central Coast Council - | D14017691 |



Item No: 3.1
Title: Proposal to Purchase Land known as the Davistown Wetlands
Department: Innovation and Futures

23 March 2020 Extraordinary Council Meeting

Reference: F2020/00878 - D13837145
Author: Paul Forster, Section Manager, Property and Infrastructure
Manager: Jamie Barclay, Unit Manager, Economic Development and Project Delivery
Executive: Ricardo Martello, Executive Manager Innovation and Futures

Report Purpose

This report provides advice to Council on the outcome of negotiations for the proposed purchase of land known as the Davistown Wetlands.

Summary

Reporting on the negotiations to purchase the following land known as the Davistown Wetlands:

- 11 Lilli Pilli Street Davistown- Lot 1 DP547660
- 51 Pine Avenue Davistown- Lot 30 DP 456234
- 1 Cross Road Davistown- Lot 31 DP 5820
- 3 Cross Road Davistown- Lot 32 DP 5820
- 10-20 Kincumber Crescent – Lot 52 DP 6014
- 11-29 Kincumber Crescent Davistown– Lot 53 DP 6014
- 108A Malinya Road Davistown- Lot 92 DP 12206
- 83 Malinya Road Davistown- Lot 93 DP 12206

Recommendation

That Council, in response to the evolving situation with Coronavirus (COVID – 19), defer consideration of this item to a future Ordinary Council Meeting.

Context

Council at its Ordinary Meeting held on 11 June 2019 resolved the following in respect of the Davistown Wetlands land:

548/19 *That Council authorise the Chief Executive Officer to commence negotiations for the purchase of the combined 19.26ha bundle of land parcels and offer a fair and reasonable purchase price having regard to market value.*

Council based on valuation advice from K and T Property Consultants Pty Ltd on 5 July 2019 offered the Vendors solicitor to purchase the Davistown Wetlands land for the sum determined.

The response to Council's offer from the solicitor suggested that the owner may get its own valuation, to satisfy itself as to a proper market value. No further advice has been received.

Council also made the offer to One Agency Platinum, the agent marketing the property for sale on behalf of the owner, to ensure all avenues are covered regarding a potential purchase. At the time of publication of this report, a response to the offer had not been received.

Council at its meeting held on 25 November 2019 further resolved:

1207/19 *That Council request the Chief Executive Officer to provide another valuation.*

MJD Valuers and Property Consultants provided a second valuation of the market value of the land known as the Davistown Wetlands and it determined the market value to be slightly lower.

Both valuations obtained by Council adopt the same methodology and the determination of both satisfy that the market value of the land is no more than the value assessed by K and T Property Consultants.

It should also be noted that the properties were identified by Council officers, in consultation with councillors, to be included as potential National Park sites, confirmed in a letter to Minister for Energy and Environment Matt Kean MP.

Options

That Council pursue a negotiated purchase of the land for a market value that is based on and supported by the initial valuation by K and T Property Consultants Pty Ltd.

Council cannot commence the process to compulsory acquire the lots known as Davistown Wetlands until such time as the properties are withdrawn from the Market.

Alternatively, as there has been no response to Council's offer, and as the land is not required for an essential public purpose, Council forego further pursuit of the purchase of the Davistown Wetlands land.

Link to Community Strategic Plan

Theme 4: Responsible

Goal F: Cherished and protected natural beauty

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

Attachments

Nil



Item No: 2.2
Title: Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy
Department: Connected Communities

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14005677
Author: Phil Cantillon, Unit Manager Leisure and Lifestyle
Executive: Julie Vaughan, Director Connected Communities

Summary

Following a Council resolution on 9 March 2020, Council's Draft Facilities Leasing and Licensing Policy was placed on public exhibition from 16 March 2020 for a period of 60 days. The exhibition period was due to close on 17 May 2020, however due to the COVID-19 pandemic, the exhibition period was extended until 30 June 2020.

A total of twenty-five submissions were received.

This report recommends that Council consider the submissions received during the public exhibition period and adopt the final Facilities Leasing and Licensing Policy (Attachment 2).

Recommendation

- 1 That Council note that the Draft Facilities Leasing and Licensing Policy was publicly exhibited for a period of 60 days from 16 March 2020 to 17 May 2020.**
- 2 That Council note that this period was extended until 30 June 2020 due to the COVID-19 pandemic.**
- 3 That Council consider the submissions and feedback received during the public exhibition period (Attachment 1).**
- 4 That Council adopt the Facilities Leasing and Licensing Policy (Attachment 2) and make it available on Council's website.**

Context

At the Ordinary Council Meeting of Council on 9 March 2020, Council resolved as follows:

- 182/20 *That Council receive the report on the Community Facilities Review and its recommendations.*

2.2 Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy (contd)

- 183/20 *That Council place the Draft Facilities Leasing and Licensing Policy on public exhibition for a period of 60 days.*
- 184/20 *That Council write to all organisations directly affected by the Policy advising of the exhibition period and noting that staff are available to explain how the draft Policy is relevant to their circumstances.*
- 185/20 *That Council include in the draft policy the airport as an excluded facility and note that this policy should be considered in any future lease or licence (or equivalent) negotiations.*
- 186/20 *That Council request the Chief Executive Officer to consider submissions receiving during the exhibition period and provide a report back to Council:*
- a Addressing the submissions received from the public during the exhibition period.*
 - b Proposing appropriate amendments to the Policy with consideration of those submissions and seeking adoption of the Policy by Council.*
- 187/20 *That Council acknowledge and thank staff for their work in developing the draft Strategy.*

Current Status

Following a Council resolution on 9 March 2020, Council's Draft Facilities Leasing and Licensing Policy was placed on public exhibition from 16 March 2020 for a period of 60 days. The exhibition period was due to close on 17 May 2020, however due to the COVID-19 pandemic, the exhibition period was extended until 30 June 2020.

A total of twenty-five submissions were received.

This report recommends that Council consider the submissions received during the public exhibition period and adopt the final Facilities Leasing and Licensing Policy (Attachment 2).

Consultation

In accordance with the resolution 184/20, a copy of the Draft Facilities Leasing and Licensing Policy and the Council and Tenant Maintenance Responsibilities documents were emailed to all tenants on two separate occasions. Tenants were also invited to attend Skype meetings with their Property Officer. Staff also communicated with tenants during this period to answer any concerns or questions via email and telephone. A total of twenty-five submissions were received.

2.2 Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy (contd)

Due to the Covid-19 pandemic, the planned tenant face to face information sessions had to be cancelled and the Policy document was unable to be made available for viewing at the administration buildings or libraries. Therefore, the Policy was only available online via – Your Voice Our Coast, and skype meetings were offered to all tenants.

Exhibition activities included:

- Advertisement in local print media

A total of twenty-five submissions were received via:

- Your Voice Our Coast
- Ask@centralcoast

There were 676 visits to the page on Your Voice Our Coast, with 209 downloads of the Draft Facilities Leasing & Licencing Policy and 90 downloads of the Council & Tenant Maintenance Responsibilities document.

Submission Analysis

The majority of submissions were supportive of the Policy, and the transparency and support it provides.

The key points made via submission and feedback of the Public Exhibition period are:

- Possible longer tenure beyond the 5 or 10 years
- Reduction of the 3% Consumer Price Index (CPI) increase
- Previous expenditure to be considered to allow longer tenure
- How the Expression of Interest renewal process will be implemented
- Allowance for flexibility in exceptional circumstances and negotiating conditions
- Requirement of \$20 million Public Liability Insurance
- New category for land leases is created
- The income threshold of \$1million of small to medium not for profit groups to be higher

In the development of the Policy a range of consultation was undertaken with workshops, interviews, Councillor working groups, and a community reference group established to provide feedback and community insights.

A summary of the submissions and action taken is presented in Attachment 1. Whilst the public exhibition submissions are welcomed feedback, it's recommended that no changes are made to the Policy due to the extensive community engagement undertaken and the general support of the Policy.

2.2 Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy (contd)

Options

- 1 Final adoption of the Facilities Leasing and Licensing Policy. **This is the recommended option.**
- 2 Further amend the Facilities Leasing and Licensing Policy. **This is not recommended**

Financial Impact

The Facilities Leasing and Licensing will have an impact on tenants, with the majority being in a favourable position.

As reported in the Council report on 9 March 2020, it is anticipated that the financial impact of this policy will be a reduction in income by approximately \$170,000, following the adoption of the Policy which will include a proposed:

- Reduction of \$70,000 in land rates per year
- Reduction of \$100,000 in income from leases and licences per year

The reduction will only come into effect once new leases and licences are implemented, with a transitional approach. Leasing and Asset Management Unit may need to reduce income projections if this cannot be absorbed, via a budget readjustment in 2020/21, to address any proposed shortfall.

Following the clarity of Council and Tenant Maintenance Responsibilities (Attachment 3). Council has budgeted a total of \$3.21m for maintenance requirements in 20/21. This is based on 1.5% of Gross Replacement Costs for the relevant community buildings, which is a similar figure to previous years budgets. Council will need to improve its current approach to maintenance of its community facilities. This will need to be phased over multiple years to address the asset maintenance backlog.

Council has completed detailed financial modelling to understand the financial impact for all organisations, and market rent assessments have been completed. There is a provision in the Policy to support community organisations that may suffer financial hardship with any rental increase on a case by case basis. This will be further communicated to tenants when required

Link to Community Strategic Plan

Theme 5: Liveable

Goal L: Healthy lifestyle for a growing community

L-L4: Provide equitable, affordable, flexible and co-located community facilities based on community needs.

2.2 Consideration of Submissions and Adoption of the Facilities Leasing and Licencing Policy (contd)

Risk Management

A risk management plan was developed as part of the review, to help identify a priority list of leases and licences that need to be renewed, with over 100 on holdover provisions that will be prioritised based on chronological order from oldest to present date, high risk sites, and to align with the Plan of Management project.

Attachments

- | | | |
|----------|---|-----------|
| 1 | Public Exhibition Submissions – Facilities Leasing and Licensing Policy | D14054687 |
| 2 | Draft Facilities Leasing Licensing Policy | D14054677 |
| 3 | Council and Tenant Maintenance Responsibilities | D13835779 |

Submission number	Detail of Submission	Action taken
1	<p>You have listed in table 3 the responsibilities of a group that rents the facility. I find this impossible to understand how you expect a small group like Mannering Park Progress, who meet one evening per month, to be able to pay for such expenses as insurance policies, paying for utilities, waste collection, cleaning, grounds maintenance, general maintenance, pest control. I would also be interested to see how they would be charged for such expenses as you list in table 5 that council will be subsidising the hall rental 100%. Another part of the document states that a minimal rental for \$1 exists. It would cost council more than \$1 to collect such rent. I would also like to add that our Progress group is not incorporated or any other such thing. We are just concerned citizens who try to help out in our local community in a hall that originally this group helped to build and our funds were used to build it. Where would a small group of less than 10 people find the funds to pay for these inclusions? Are you trying to get rid of small groups by making such ridiculous demands?</p>	<p>Comments noted. No change to the Policy. Property Officer has responded back directly to the tenant advising the Policy does not pertain to casual and regular user groups.</p>
2	<p>Tenure Council should consider the tenure of the lease in line with the required investment of the person seeking the lease. ie if the investment of the machinery is great, then Council should give some weight to the length of time that the lessor could pay off the machinery and see some return for their efforts.</p>	<p>Comments noted. No change to the Policy. Investment into the asset and longer tenure is referenced in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
3	<p>I submit herein my comments on the Community Facilities Review – Draft Leasing Licensing Policy currently available for community feedback until 14 May 2020.</p> <p>My comments represent my views as a local elected representative as well as ongoing engagement I have regularly with many community groups, sporting clubs and senior citizens centres in my electorate.</p> <p>The primary concerns I have in the draft are:</p> <ol style="list-style-type: none"> 1. The requirement for all tenants to maintain a public liability insurance policy of at least \$20million. This is a blunt requirement which is made without any supporting justification. It would appear to apply to all on-going tenants no matter the length and frequency of their occupation of the premises and without risk assessment. I understand that the Ourimbah Residents & Ratepayers Association (ORRA), which has a monthly meeting at Bill Sohler Park Hall in Ourimbah, has been advised they need this level of insurance. It's difficult to imagine a circumstance where a \$20million coverage would be needed to cover any mishap this group might cause. 	<p>Comments noted. No change to the Policy. The level of Public Liability Insurance is a requirement under Council's insurance. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>2. The requirement that a market rent be applied against all activities deemed 'commercial' needs to be reviewed. There are, I would think, many circumstances where Council might wish to encourage economic activity in a location and as long as Council's costs were recovered the need for market rents would be un-necessary.</p> <p>3. The Policy is unclear as to the interaction with Council's casual or short term hire arrangements. I note a brief review of casual hire arrangements found little information of the cost for such arrangements or the definition of same. For example, is a regular booking for one night per month, a common community group hiring, a short term hire or a lease? Information on hire costs of halls managed by 355 committees is likewise unclear. Council website carries little information on the cost of hire beyond providing a contact phone number.</p> <p>4. Council residential rentals should be provided on purely non-market terms and in accordance with Council's Affordable Housing Policy.</p> <p>I look forward to your response.</p>	
4	<p>Thank you for the opportunity to provide a submission on the Draft Facilities and Licensing Policy. As a Recreation Club and lessee of Council property we have significant interest in the Review and Draft Policy and appreciate the opportunity to make comment on the proposal.</p> <p>We have previously sought advice from Central Coast Council, through Sean Cumming, on the Review and Draft Policy and are generally in support of the proposal even though we believe our existing 21-year lease is suitable for our ongoing arrangements with Council. We do not believe there have been any issues with the existing lease and its terms and we have always maintained and improved the facilities in the best interest of the Community and Council. We also understand that if the Draft Policy is adopted then Breakers will be entering into a land-only lease.</p> <p>Breakers does not believe the proposed length of future leases or licences is sufficient and if these were longer than what is proposed there would be no additional risk to Council "with the management of its assets". What the proposed five- and ten-year tenures do is create greater angst, uncertainty, and costs for the many tenants who in the main are voluntarily managing community facilities on behalf of the Council and the community as a whole.</p>	<p>Comments noted. No change to the Policy. Significant investment into the asset and longer tenure is referenced in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>These proposed terms do not allow organisations to plan and make informed and appropriate decisions on investing in and maintaining these assets. The associated lease agreements provide more than enough opportunity for Council to ensure these properties are being correctly managed and operated. We believe there is no impediment to Council providing a greater length of lease or licence and they should be ten and twenty years rather than the proposed five and ten years.</p> <p>We support the extended term of lease that is available should the tenant plan to spend over \$50,000 on the renewal or upgrade of the facility and would like to further discuss the “documented evidence” required. We also believe that past expenditures on renewals and upgrades should be taken into consideration especially those that have taken place in recent years. These give a clear indication of the organisation’s long-term commitment and also recognise the investments the tenant has made whilst the negotiations on future leases have been on hold during the lengthy Community Facilities Review process.</p> <p>Our Club has spent some \$2 million on Capital upgrades to the course over the past ten years and have plans to spend similar amounts on future Capital improvements should we receive a long-term lease agreement.</p> <p>In addition to our capital commitments we have spent an average of \$500,000 per year on general maintenance and upkeep of the golf course that is used by the community, with an average of 37,522 players each year for the past five years and with improved facilities we have seen these numbers improve..</p> <p>We would appreciate being given the opportunity to expand on these issues in person at a future forum and look forward to your response.</p>	
5	<p>Thank you for the opportunity to provide a submission on the Draft Facilities and Licensing Policy. As a Local Community Sporting Club and lessee of Council property, we have significant interest in the Review and Draft Policy and appreciate the opportunity to make comment on the proposal.</p> <p>We have previously sought advice from Central Coast Council, through Sean Cumming, on the Review and Draft Policy and are generally in support of the proposal even though we believe our existing 10 x 10 year lease is suitable for our ongoing arrangements with Council. We do not believe there have been any issues with the existing lease and its terms and we have always maintained and improved the facilities in the best interest of the Community and Council.</p>	<p>Comments noted. No change to the Policy. Significant investment into the asset and longer tenure is referenced in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>The Trojans do not believe the proposed length of future leases or licences is sufficient and, if these were longer than what is proposed, there would be no additional risk to the Council with the management of its assets. What the proposed five and ten year tenures do is create greater angst, uncertainty and costs for the many tenants who in the main are voluntarily committees, managing community facilities on behalf of the Council and the community as a whole.</p> <p>We support the proposed extended term of lease that is available should the tenant plan to spend over \$50,000 on the renewal or upgrade of the facility and would like to further discuss the “documented evidence” required, as we generally support it. We also believe that past expenditures on renewals and upgrades should be taken into consideration, especially those that have taken place in recent years. These give a clear indication of the organisation's long term commitment and also recognise the investments the tenant has made whilst the negotiations on future leases have been on hold during the lengthy Community Facilities Review process.</p> <p>We would appreciate being given the opportunity to expand on these issues in person at a future forum and look forward to your response.</p>	
6	<p>I am happy with most of the Community Facilities Review Document. However, pertaining to Step 3, figure 1: I would like to see that a prospective lessee or licensee has some input into the particular conditions relating to the lease or licence as some conditions Council may propose may not be realistic or achievable in certain circumstances. In general, a commercial tenant should have the right to run a business as they see fit (obviously within any government laws or guidelines) and not be restricted by Council's perception of how that business should be run. Also: The rate of annual indexation should be set at a figure more in line with realistic annual inflation rates. 3% is almost double the inflation rate for Australia over the past 5 years. 2% is a much fairer figure.</p>	<p>Comments noted. No change to the Policy. Tenants can propose conditions were appropriate into Council lease agreements. CPI was set at 3% for consistency purposes following review of current arrangements. Property Officer will respond directly back to the tenant with specific feedback.</p>
7	<p>The Central Coast Sports Council (CCSC) Executive and Members are in favour of a separate Facilities Leasing & Licensing Policy for sport. The reason being - sport is unique in its delivery of service to the community. The field based sporting community on the Central Coast are not for profit (except for one code) and they have contributed and continue to contribute to the renewal and upkeep of sporting facilities. Central Coast Sports Council is making the following comments to Council on the above plan.</p>	<p>Comments noted. No change to the Policy. Council provided Section 355 Committees delegations to operate in the interim on 12/6/19. Council and tenant maintenance responsibilities clarify roles and responsibilities, with Council taking on more responsibility than what is currently in place.</p>

Submission number	Detail of Submission	Action taken
	<ol style="list-style-type: none"> <li data-bbox="355 271 1107 479">1. CCSC executive & members are unaware as to what is the current legal status of 355 committees within Council. We have searched the Council website and have been unable to find any information pertaining to 355 committees. The CCSC requests information on 355 committees be provided and to the community in general. <li data-bbox="355 479 1107 687">2. In the current environment & the impact of COVID19 the CCSC request that the Draft Facilities Leasing & Licensing Policy Document be deferred until 01/02/2021. This will allow Council & the community to better analyse the document, along with the immediate & potential lasting impacts of the COVID19 pandemic. <li data-bbox="355 687 1107 1008">3. Leasing/Licensing agreements pertaining to sporting facilities should be limited to only local sporting clubs/organisations. The DFLLP states in Point 1 second paragraph – community facilities, commercial buildings, & residential properties may be leased & licenced by individuals, organisations & businesses. Leases or licences being granted individuals, organisations & businesses outside the sporting community could be detrimental to the sporting codes/clubs using facilities. <li data-bbox="355 1008 1107 1290">4. Point 10 – Page 9 - Lease & Licence Lengths by tenant category Table 2 – The suggested Leasing term is five (5) years unless they have documented evidence it plans to spend of \$50,000 spend facility renewal or upgrade and then it is 10 years. A lot of sporting and community clubs under category 1-4 have several maintenance responsibilities they must undertake, and five years is may not allow lessee's enough time to recoup costs. <li data-bbox="355 1290 1107 1541">5. Page 11 - Table 3: High level responsibilities for Council and Category 1-4 tenants There are several responsibilities under the agreement that will transfer costs to clubs. In the environment that will be presented to sporting communities post COVID19, Council should reconsider some of the eleven (11) High Level Responsibilities in the High Level Tenant Responsibilities? <li data-bbox="355 1541 1107 1995">6. Item 12 - page 13 Lease and Licence Rental Charges page 13 point g Rents will be increased each year by 3%, for Category 3 to 7 tenants. Leases and Licences for a term of more than five years will be subject to a market rent review every five years. We suggest any Lease & Licence on a sporting facility should only pay \$1.00 The clubs/associations are making improvements to sporting facilities all the time to the benefit not only to sporting organisations but to the whole community. The Central Coast Sports Council have completed this submission after consultation member sports and request that the Central Coast Council strongly consider adopting the suggestions put forward in the submission. Yours in Sport 	<p data-bbox="1137 271 1474 405">Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
8	<p>We have been a tenant at the Heliport site for over 10 years and own the improvements on the site (Hanger and apron etc). We have been seeking to renew our tenure (ground lease is preferred rather than license) for some time now. Nowhere in the document is there any mention of leases or licenses of Council owned land where the tenant or licensee owns the improvements that have been erected on the site. We provide a very unique tourist attraction and Charter Service on the Coast and in addition provide a very valuable community service with regard to the position of our emergency firefighting aircraft at the Erina heliport. We are keen to enter into a new ground lease of the heliport to continue these services long into the future.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
9	<p>I am Treasurer for the Spencer Community Progress Group. We lease the Spencer Community Hall from Central Coast Council. I have reviewed the draft Facilities Leasing and Licensing Policy and approve and agree with it.</p> <p>Can you please advise when the policy will come into force so that our community group can switch our lease to the \$1 per year option described in the draft Policy.</p> <p>Please also let me know what process we need to follow.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
10	<p>I understand that based on the valuation of our Peninsula site 20A McMasters Road Woy Woy the lease expense would be \$780 +GST per annum and our Norther site 7 Rose Street Wyong would be \$1,040 + GST per annum. Can you please confirm if these rates are based on the land value only or the land and any improvements?</p> <p>As discussed, I confirm that we own two high quality out buildings (one on each site) and would like to confirm that these buildings have not been included in the calculation if the market value is considering land improvements. Can you let me know if this is right? I would also like to know if these buildings could be considered as a long term commitment by us and therefore, would we be able to negotiate a longer lease?</p> <p>Considering we are a community service, we also discussed that in regard to the lease renewal, as long as we continue to maintain our community service and maintain the property in good order including lease payment on time, it would be unlikely we would face the path B option of lease renewal. We would appreciate some assurance in our lease agreement regarding this so if the policy can be expanded to capture organisations like ours to offer more certainty, that would be most helpful for our long term planning.</p>	<p>Comments noted. No change to the Policy. Council does provide provisions for organisations requesting and able to evidence hardship in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>We note that our organisations is currently categorised as category 3 therefore we are entitled to a 95% rebate on our rent payment. As our grants are indexed we are creeping up over the \$1m but are far from being on a commercial growth trajectory. Reducing from 95% to 90% rebate will more than double our costs as we are not currently paying any rent for the Wyong centre so it is potential that we would move from \$1,092 pa (which is what we pay for Woy Woy) to \$3,640 +GST for both sites if we are assessed at 90%. We would like this threshold impact considered in the policy review.</p> <p>Thanks again for your help to answer our questions and the opportunity to provide feedback on the draft policy.</p>	
11	<p>Regarding your recent draft submission on Leasing and Licencing Policy. This submission was studied by our Committee at a recent meeting and all agreed it was most acceptable. The five year lease for Long Jetty Seniors expired in 2019 and we look forward to receiving your new lease. During 2019 we incurred above average expenditure on maintenance.</p> <p>1. Replacement of half the roof in main hall, Thompson street side - \$28.000 2. Replacement of the bitumen driveway with heavy duty concrete, Thompson street side - \$12.000 Hopefully, with a little luck, this year should see an improvement.</p> <p>President Long Jetty Over 50's Club (formerly Long Jetty Senior Citizens Club)</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
12	<p>I'm happy with the policy but really wish it could have been completed sooner as it has placed a lot of strain on the members of 355 Committees and Senior Staff of Neighbourhood Centres that use Community Facilities. The uncertainty around when new leases will be offered has been very stressful and left vulnerable community centres paying over \$25,000 per year in hire fees while those who already have leases pay less than \$2000 per year. Some community centres have been pressured to pay the scheduled fee for their centres which can equate to \$800 per week. As the manager of a neighbourhood centre, I am looking forward to the day we will only pay \$1200 per year and not have to manage the bookings for council spaces for little or no reward.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
13	<p>In reference to the Council's <i>Draft Leasing and Licencing Policy</i> document of March 2020, we request consideration be given to following comments.</p> <p>Records show that about 1939 Erina Shire Council (now Central Coast Council) granted The Entrance Bowling Club (The Greens) the use of the land on which the Club now stands for a 'peppercorn' rental of 10/- a year. The site was a swamp and densely lined covered with ti-tree, with a shallow water course about six feet wide running where the entrance to the Club now is.</p>	<p>Comments noted. No change to the Policy. Significant investment into the asset and longer tenure is referenced in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>Topsoil was carted from Berkeley Vale, and stones for the green's foundation were gathered from the hill behind Tumbi Umbi. Members loaded these by hand and carted them by truck to the site. The first green was officially opened on April 9th, 1944. A tent was used to serve as the clubhouse.</p> <p>In 1946 the clubhouse was a relocated post office building from Rutherford Military Camp. Original members Mr & Mrs Jim Duffy are said to have purchased this and donated it to the Club. The second green was opened in 1947 and was followed by a third green in 1962.</p> <p>In November 1975, the 2-storey clubhouse as it now stands, minus the eastern lounge, was completed. The eastern lounge extension was completed by the club in 1995.</p> <p>In 2002 internal renovations were undertaken at a cost to the club of approximately \$430,000.</p> <p>Club and Council records indicate that all development and maintenance of the land and buildings have been entirely funded by the Club since 1939. Essentially, The Greens has operated under a land-only lease arrangement with Council for over 80 years.</p> <p>This is a long-term legacy arrangement that has in the past and will in the future, require the Club to inject significant capital contributions to improve the land and buildings.</p> <p>We request that Council includes an additional tenant category 9. <i>Land-only Lease</i> that provides for a long-term lease enabling the Club to benefit from "quiet enjoyment" and release Council from building maintenance responsibilities.</p> <p>Due to the Club's significant ongoing investment, we further ask that Council's additional category 9. <i>Land-only Lease</i> provides for a 20-year lease with at least two options of 10 years each.</p>	

Submission number	Detail of Submission	Action taken
14	As per below	Comments noted. No change to the Policy. Organisation currently operates on a lease and is currently investing in the property. Property Officer will respond directly back to the tenant with specific feedback.

PAGE NO	ISSUE	COMMENT BY GMS
4	Definition	We have a land-only lease and have exclusive right of use.
5	Policy Scope	I feel we are what Council refers to as a Section 355 Committee - we have some say in the management of the facility (our Shed, which Council calls The Annex). We have all the say in the management of it.
7	Categories	I see us as being a Category 3 tenant, although we are not a registered charity.
8	Terms	We have legacy arrangements - which is a land-only lease. Our lease (10 year) runs out in December 2023 and we have a 10 year option. I would expect this to continue as it is
8	Terms	Section 9 (c) - Council stating they remain the owner of land AND ANY ASSETS CONSTRUCTED UPON IT. We have always maintained the building and carried out any work which has been needed. We own the building so how will that work?
9	Lengths	Section 10(d) certainty of tenure was the biggest issue for all groups who attended the workshops to discuss the use of Council facilities (last year). Table 2 would indicate we would be eligible for a 5 year lease - BUT \$50K is a lot to spend every five years to entitle us to a 10 year term.
13	Rental charges	Looks like we would have to pay 5% of UCV. Table 5 point 3.
14	Processes	Table 6 indicates Council will consider complying with terms of our lease
16	Processes	Figure 2 – quite worrying – somebody can come along, lodge an objection and we could be out – see Path B, Step 7 – Council to recommend the preferred tenant. Minister to approve
17	Related documents	If Council wishes to change the use of the land we have to be notified. S46 of the Act will allow a 21 year lease. Can we rely on our current lease with the 10 year option?
Attachment 2	Responsibilities	The majority of the responsibilities listed are undertaken by Gosford Musical Society as owners of the building.

I look forward to receiving your comments in relation to the above issues.

Submission number	Detail of Submission	Action taken
15	<p>These comments are made on behalf of Central Coast Steam Model Co-op Ltd which operates the miniature trains at Narara.</p> <p>Thank you for the opportunity to comment on the Draft Facilities Leasing and Licencing Policy (March 2020).</p> <p>In general we welcome the draft policy as increasing the level of transparency in this aspect of council business.</p> <p>We are uncertain as to how our present arrangements with Council (no maintenance or insurance support sought from or provided by Council, but also no rent collected by Council) correspond with those of the draft policy. However, as a local community group in terms of S.8 of the document, we can see advantages in the proposed policy in terms of the increased responsibility to be taken by Council for many of the items listed in Attachment 2 to the draft.</p> <p>At present, along with many other community groups on the Central Coast, we occupy community land on a year-to-year holding-over arrangement.</p> <p>Implementation of the proposed policy, either as a replacement land-only lease (paragraph 9b) or as a Category 1 facilities lease, for five or ten years would give increased certainty to our tenure and so help our ability to plan and raise funds for further improvements to the site.</p> <p>Paragraph 9h appears to be directed at commercial subletting. For clarity we suggest that it be amended to avoid the need for a rent review if the leased facility is shared with a non-profit service club (e.g. Lions, Scouts etc.) for purposes such as regular sausage sizzles etc. These arrangements provide a service to our hungry visitors while also helping the service club to raise funds to support their charitable activities.</p> <p>We do have a minor concern about garbage collection. The public uses our grounds in small numbers every day, and in large crowds once each month. It would help us if Council were to provide and empty the six bins that crowd fills on one day each month. At present we can put out only four bins for collection which means that we have to keep two for a week to put out for the next collection. Similarly a council-managed dog litter bin would be useful. Under the draft policy (Table 3), organising and paying for waste collection services are listed as tenant responsibilities. Some flexibility would be helpful.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
16	<p>Thank you for providing the opportunity to comment on Council's Draft Facilities Leasing & Licensing Policy (the Draft Policy) in respect of community facilities.</p> <p>Coast Shelter presently occupies 3 premises under lease or licence from Council, being:</p> <ul style="list-style-type: none"> • 346 Mann Street, Gosford NSW 2250 • Rumbalara Lodge, Rear Henry Wheeler Drive, Gosford NSW 2250 • A portion of the Berkeley Vale Neighbourhood Centre under licence. <p>The Draft Policy is particularly relevant to Coast Shelter's operations from the first two of these sites and we make the following comments for your consideration:</p> <p>Clause 8. Lease and Licence Categories</p> <p>Coast Shelter proposes a third category of "medium not-for-profit" which captures organisations in the range of \$1 million to \$10 million annual income. Organisations of this size have a degree of financial capacity to meet administrative costs. However, they often lack the asset base of large national not-for-profits and rely on grant and service delivery funding to meet expenses such as rent.</p> <p>Clause 10. Lease and Licence Lengths</p> <p>Coast Shelter agrees with Council's comment at 10(d) that tenants need to have certainty of tenure in order to seek capital (and operational) funding. We submit that this cannot be achieved with a maximum term of 5 years with no option to renew.</p> <p>We request Council consider increasing the maximum lease term to 10 years with the capacity for an option to renew for periods of 5 years thereafter. This should not be contingent on capital upgrades, given the tenant's role in ongoing maintenance.</p> <p>Clause 12. Lease and Licence Rental Charges</p> <p>Coast Shelter acknowledges Council's support for not-for-profit organisations in the scaled proportion of market rent payable.</p>	<p>Comments noted. No change to the Policy. Investment into the asset and longer tenure is referenced in the Policy. Council does provide provisions for organisations requesting and able to evidence hardship in the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>Following from our earlier comment, we submit the category of medium not-for-profit be included with a rental contribution of 5%, in recognition of the reduced capacity of organisations in the \$1-10million bracket to meet the costs of rent for large facilities.</p> <p>The Coast Community Centre at 346 Mann Street delivers a service which is only partially funded by Government and relies on the donations of community and local businesses to operate. Payment of 10% of market rent for this site would place ongoing operation of essential and unfunded services at risk.</p> <p>In respect of Clause 12(g) we submit a rental increase of 2% would more closely align to CPI.</p> <p>Further, we query how the market value of an asset will be determined, where use of that asset is limited to a specific function. For example, the Rumbalara Lodge site was purpose-built in 1985 as a crisis youth hostel. Would the specific features of the site be factored into the market valuation, noting that the facility is unlikely to be let as a residence or commercial property is realistically only suited to its current purpose?</p> <p>Clause 16. Reporting</p> <p>This clause suggests that a further lease period will be contingent on an organisation's willingness and capacity to make capital improvements to the asset. We submit that an assessment of community utility should be the determining factor.</p> <p>Attachment 2 – Council and Tenant Maintenance Responsibilities</p> <p>Coast Shelter supports the breakdown of responsibilities as outlined in the Attachment. However, we request an amendment to Item 16 Landscaping, to clarify Council's responsibility for the creation of Asset Protection Zones on/around sites in bushfire prone areas.</p> <p>Thank you for your time in considering these matters.</p>	
17	I have perused both the Draft Facilities Leasing Licencing Policy and the Council & Tenant Maintenance Responsibilities	Comments noted. No change to the Policy.

Submission number	Detail of Submission	Action taken
	<p>policies. I found both documents to adequately cover the needs and responsibilities of both parties, and are reasonably commercial in nature for all 8 Tenant Categories. The only part I noted that was not clear under 10. Table 2 was option terms and how these apply to the original lease document.</p>	<p>Property Officer will respond directly back to the tenant with specific feedback.</p>
18	<p>We have been over the draft policy and it all looks good.</p> <p>We were wondering if the club needs to become an "incorporated association"? We are currently investigating what we need to do for this, as it was mentioned in a grant application.</p> <p>We look forward to signing off on a new lease soon. With another \$250k grant approved for further upgrades we should be eligible for a 10 year lease, which is exciting.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
19	<p>I am a ratepayer and a member of Long Jetty Senior Citizens Club (now called Long Jetty Over 50's Club (Inc). As a member of their Committee of Management I have argued for at least the last 5 years against CCC trying to gouge General Rates out of an organisation which is completely run by volunteers. We have spent a very large amount of money over the several years we have leased the council-owned premises, maintaining the interior and additionally over recent years, the exterior of the buildings, are quite happy to pay for all utilities which service the club, and provide a community centre which provides a wide variety of activities at very low cost to the more mature local residents. The review seems to have realised at long last that having volunteers running these and similar facilities, is saving CCC the huge cost of wages, repairs, maintenance, provision of all equipment etc.. CCC needs to support the volunteers in their efforts to run a quality low-cost community service - charging general rates for a council-owned building when the facility is run at little or no cost to Council may well be the straw that breaks the camel's back - volunteers are fed-up!</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
20	<p>I have tried to list my suggestions/comments under the headings as they appear in the document. 8. Lease and Licence categories Currently we are classed as category 3 and have an annual income of less than one million dollars-will limit will need to increase each year or else a small service's annual turnover will quickly reach that of a large service 10. Lease and licence lengths 5 years is a very short lease for a preschool. I would like to see this as 10 years standard and longer if paying for upgrades to the premises. Concerns over Council evicting preschool to put in a more lucrative tenant –lack of assured space to develop the preschool. 12.</p>	<p>Comments noted. No change to the Policy. CPI was set at 3% for consistency purposes following review of current arrangements. Council understands that the level of maintenance will need to increase on its community buildings. Investment into the asset and longer tenure</p>

Submission number	Detail of Submission	Action taken
	<p>Rental charges Increasing rent each year by 3% is much higher than CPI – could it be aligned with CPI instead of a flat 3% Council and Tenant Maintenance responsibilities High levels of concern over the scope of work that council is suggesting they will be responsible for. Has council costed out the expense of their proposals and wait times on projects that need to be completed and maintained.</p>	<p>is referenced in the Policy. Property Officer will respond directly back to the tenant with specific feedback</p>
21	<p>The Crommelin Native Arboretum Inc, is a small community group which has managed and maintained the Arboretum at Pearl Beach for over 40 years. Our licence is until June 2022 and before that date we would want to discuss the conditions expected by the Council.</p> <p>While the document is a good and comprehensive one there are some aspects that would not work well for the Arboretum. We are not a community building, tennis court, or commercial property that can be used to raise revenue. We do not use the property for our benefit. In fact we undertake significant work to maintain the 5.5 hectares of bushland, saving the Central Coast Council significant amounts of money and have added significantly to the value of the property.</p> <p>The Arboretum is open free to the public 24/7.</p> <p>We would hope that the final policy has enough flexibility so that in 2022 when we approach the end of our licence, we can negotiate the conditions including the length of the lease and costs such as water, electricity, tree pruning and green waste removal.</p>	<p>Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.</p>
22	<p>General comment. It is worrying that the Policy Summary and Policy Purpose appear to intend that the policy is obligatory and leave no room for flexibility. For example:</p> <p>“This Policy sets out the way in which community facilities, commercial buildings and residential properties may be leased and licenced by individuals, organisations and businesses. It provides direction on lease and licence terms, responsibilities and rental charges, as well as the process for offering new leases and licences. ”</p> <p>While a document such as this should set out clear principles on these matters, it should not fetter Council’s ability to be flexible and respond to different circumstances when warranted. At present, in its prescriptive approach it simply becomes a barrier to otherwise innovative or different but worthy proposals because they do not fit into the documented “pigeon holes”. If nothing else, it should specifically make it clear that these are principles which are intended as a guide only. Council must have the ability, contemplated in the document, to take a different course to the ones prescribed in the document.</p> <p>The existence in this document of arbitrary or irrelevant parameters (organisation structure, number of employees etc)</p>	<p>Comments noted. No change to the Policy. Tenants can propose conditions were appropriate into Council lease and licence agreements. Property Officer will respond directly back to the tenant with specific feedback.</p>

Submission number	Detail of Submission	Action taken
	<p>skews any value it could have because Council officers and Councillors will be distracted by these irrelevancies instead of focusing on the things that matter: the organisations objects, its charity/tax deductible status, the benefits it brings to the community or its members, the commercial terms offered by a “for profit” enterprise compared to what is available in the market etc</p> <p>1. Tenure length In this regard, the policy is commercially naïve. No organisation will invest significant capital in infrastructure on Council owned land with a tenure of 5 years (maximum 10 years) as prescribed in the para 10 table. The document does not provide for compensation is Council takes back its land after the first term and obtains a windfall it can pass on to a new tenant at a return for Council. If investment for improvements on leased/licensed land is by debt funding, banks will not lend on these tenures. The tenure length should not have a maximum length ,prescribed in all circumstances. It should be measured by the capital and other commitment of the organisation if Council wants quality tenants, with good infrastructure contributing the best outcome for the community and, if the organisation is a commercial tenant, the rent and other terms negotiated. NSW Government recognises significant investment on its land by granting 99 year leases (most of Darling Harbour, Walsh Bay and Woolloomooloo). Marina berths are leased for 25 years. The terms are tailored to the level of investment and contribution in kind to the community. No lease or licence of Council land is likely to qualify for a 99 year term but the principle involved holds true to Council leases/licences nonetheless.</p> <p>2. Structure irrelevant The assumed structure of organisations in the para 8 table (incorporated association, company etc) is irrelevant and potentially misleading. What is relevant is whether the organisation’s founding document:</p> <ul style="list-style-type: none"> • Establishes it as profit or not for profit • If not for profit, contains objects which align with providing community or member services and facilities • Allows it to be a registered charity (and it has ACNC approval) • Prevents distribution of income or assets to members • Requires its assets to be transferred to a like organisation if it ceases to operate. <p>Many charities are national. Many are incorporated as companies but qualify as registered charities and have tax deductible donations status. They are not incorporated</p>	

Submission number	Detail of Submission	Action taken
	<p>associations (a structure suitable for a State based organisation only).</p> <p>3. Number of employees irrelevant This is irrelevant = a complete red herring. Many successful charities have a significant number of employees. The numbers quoted are wholly arbitrary and establish nothing.</p> <p>4. Lease and licence responsibilities These are prescriptive and fail to respond to commercial terms in individual cases. While they may certainly be valid to adopt as the default position, the paragraph should make it clear that in circumstances it may be appropriate to change these.</p> <p>5. Calculation of rent and Council subsidy Again these are unnecessarily prescriptive and inflexible. It would be preferable to set out guidelines relative to the organisations objects and the benefits it will bring to the community.</p>	
23	I had a look at the draft policy and it looks really fair to me. Well done.	Comments noted.
24	<p>Mannering Park Amateur Sailing Club has reviewed your Draft Facilities Leasing/Licencing Policy and the Council and Tenant Maintenance Responsibilities and are happy with the content.</p> <p>Can you advise a timeline for when council expects the policy to be ratified and when we are able to have a lease established with council. Your policy document Table 2 Tennant Category 2 states that a 5 year lease agreement will be applicable to our club unless the leasee has documented evidence that they PLAN to spend over \$50000 on facility renewal or upgrade. On the 17th April 2020 Catherine Cusak MLC, Parliamentary Secretary for the Hunter, announced a grant of \$197,800 had been awarded to Mannering Park Amateur Sailing Club for the extension and upgrade of our facilities to provide disabled amenities and storage for disabled sailing boats, which will allow us to finally introduce Sailability at our club and allow people with disabilities to participate in our sport of sailing. In accordance with Council's Draft Facilities Leasing Licencing Policy, Section 10, Table 2, we would therefore be seeking to have a 10 year lease with Council instead of a 5 year lease. Council has already given their owners consent for this project as well as D.A. approval. Can you please confirm this will be the case?</p>	Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.
25	<p>We have reviewed your draft document and how it will affect Kariong Neighbourhood Centre.</p> <p>Firstly I would like to point out the significant difficulty that Neighbourhood Centres face. The Community facilities should</p>	Comments noted. No change to the Policy. Property Officer will respond directly back to the tenant with specific feedback.

Submission number	Detail of Submission	Action taken
	<p>be provided for whole community benefit and access should be equitable for community members. However, Neighbourhood Centres also receive little funding from DcJ (FaCS) who also dictate to whom they would like the Neighbourhood Centre to align services and activities. Their cohort of programs and services only align to young children and youth, and therefore senior members are not considered in programs and activities that are provided. I am not sure if Council talk with DCJ (FaCS) about this dilemma faced by Neighbourhood Centres, but it is indeed an on-going issue particularly in Kariong Neighbourhood Centre that has had no changes to the building that was originally erected in 1989 and is bursting at the seams.</p> <p>Section 10 : it is not clear to me if our existing lease falls into a new lease category or a renewal?</p> <p>Section 12: Lease and Licence Rental Chares. Rents will be increased by 3% for category 3 to 7 tenants. This clause presents a couple of questions. Firstly the 3% pa is grossly in excess of CPI and current rents, and when does the market rent review actually happen e.g. What is the market commercial rent for a Community Centre?</p>	



Leasing and Licensing Facilities **Policy**

August 2020

Policy No: CCC 077

Policy owner:	Leasing and Asset Management, Connected Communities
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Contents

Contents	2
Purpose	3
Policy summary	3
Scope	3
Vision for Community Facilities	4
General	4
Purpose of Facilities	4
Principles for Facilities	4
Lease and Licence Categories	5
Lease and Licence Terms	7
Lease and licence lengths	8
Lease and licence responsibilities	9
Responsibilities for category 1-4 tenants	9
Responsibilities for category 5-7 tenants	10
Lease and licence rental charges	10
Leasing and Licensing Processes	12
Compliance, monitoring and review	13
Reporting	13
Definitions	13
Related resources	15
Council policy documents	16
Council Strategies and Plans	16
Legislative documents	16
Appendix 1: Insert title <delete if not required>	17
Subheading	17
Appendix 2: Insert title <delete if not required>	18
Subheading	18
History of revisions	19

Purpose

To provide a clear, consistent and equitable approach to the leasing, licensing and management of Council owned facilities and land.

Policy summary

Central Coast Council (Council) provides a wide range of community facilities which help meet the diverse needs of its residents. It also owns, manages and leases land and buildings to provide these community facilities, and serve a commercial return.

This policy sets out the way community facilities, commercial buildings and residential properties may be leased and licenced by individuals, organisations and businesses. It provides direction on lease and licence terms, responsibilities and rental charges, as well as the process for offering new leases and licences.

Definitions

1. The definitions used in this Policy are set out below:
 - a. **Facility maintenance:** Regular day-to-day work necessary to keep an asset safe, and operational, and to achieve its optimum life expectancy. Examples of facility maintenance include painting, glazing, replacing light globes and fittings, air conditioning repairs, tap seal repairs and cleaning gutters.
 - b. **Facility renewal:** Capital works which return an asset to its 'as new' condition and/or restore it to its original life expectancy. This includes renewal of related infrastructure such as pathways, retaining walls and drainage.
 - c. **Facility upgrade:** Capital works carried out to provide a higher level of service of an asset.
 - d. **Land rates:** All local government rates, levies and other charges imposed in relation to the leased premises and/or the tenant's use of the land. Land rates exclude charges for the removal of waste.
 - e. **Land-only lease:** A lease or licence over Council owned land on which a building or facility constructed by the lessee or licensee is located.
 - f. **Lease:** The exclusive right to use land and/or facilities for agreed purpose and term.
 - g. **Licence:** The generally non-exclusive right to use land and/or facilities for agreed purpose and term, in consultation with all relevant stakeholders.

- h. **Market appraisal:** An estimate of market rent based on an assessment of comparable properties in the current market.
- i. **Market rent:** The rent paid for leasing or licensing a facility on the private market as determined by an independent valuer.
- j. **Market valuation:** A valuation of market rent provided by an appropriately qualified and experienced professional independent to Council.
- k. **Residential building:** A Council owned building leased under the *Residential Tenancies Act 2010*.
- l. **Sports ground buildings and facilities:** A clubroom, grandstand, change room, kiosk, sports field, sports court or other building or works associated with a sports ground and primarily used to support recreation and leisure activities.
- m. **Structural repairs:** Repair works that Council considers are essential to maintain the basic functions of stability and weather resistance in the floors, walls and roofs of an asset. This includes repairs and replacements to the footings and foundations, columns, beams, joists, bearing walls, perimeter walls and floor slab and roof structure of the building.
- n. **Utility service account:** Includes electricity, gas, telephone and internet services, as well as water usage.
- o. **Wider community services:** Service or programs available to all Central Coast residents and community members, beyond the specific members of an organisation or group.

Scope

- 2. This Policy applies to:
 - p. Community facilities and/or land which Council provides to help serve community needs
 - q. Commercial buildings and/or land which Council owns or manages to deliver a financial benefit to Council
 - r. Residential properties which Council owns.
- 3. For the purposes of this Policy, community facilities may include:
 - a. Arts and cultural facilities
 - b. Childcare facilities
 - c. Community centres
 - d. Community halls

- e. Recreation and aquatic centres
 - f. Senior citizens centres
 - g. Sports ground buildings and facilities
 - h. Tennis facilities
 - i. Youth centres.
4. This Policy does not apply to:
- a. Seasonal hire or short-term arrangements
 - b. Community facilities which are managed by staff or Section 355 committees
 - c. Surf clubs
 - d. Telecommunication facilities
 - e. Licences for exploration, land access and monitoring under the *Mining Act 1992*
 - f. Consents for roads under the *Roads Act 1993*
 - g. Central Coast Airport - However this policy should be considered in any future lease or licence (or equivalent) negotiations

General

Vision for community facilities

5. The following vision reflects what is most important to the community for the future use and management of facilities in the Central Coast:

Central Coast Council provides and supports a network of affordable and well-maintained facilities which form the active hearts of local communities.

6. The vision was developed from consultation with the community and people who use and manage facilities.

Purpose of facilities

7. The following purpose statements help support and achieve the vision:
- a. Central Coast Council provides **community facilities** to encourage:
 - activities which improve individual and collective health and wellbeing

- provision of social, cultural, recreational, educational, environmental and other services which provide community benefits
- events and activities which strengthen community connections and local identity.
- b. Central Coast Council provides **commercial buildings** to generate a financial return. This assists Council to fund its services and reduce pressure on other incomes sources, such as rates.

Principles for facilities

8. This Policy was developed and will be implemented in accordance with the following principles:
- a. **Community:** Community facilities are provided for community benefit and to meet community need
 - b. **Equity:** Access to community facilities is equitable for community members
 - c. **Affordability:** Community members can afford to use community facilities
 - d. **Utilisation:** Council seeks to maximise community use of community facilities
 - e. **Quality:** Community facilities are managed, operated and maintained to a consistent quality
 - f. **Transparency:** The management and governance of community facilities and commercial buildings is transparent, and decisions are based on clear policies and procedures
 - g. **Accountability:** Responsibilities for the management, operation and governance of community and commercial buildings are clearly identified and undertaken legally and ethically.

Lease and licence categories

9. There are eight categories of tenant to which Council may lease or licence a community facility or commercial building. These are set out in Table 1.
10. The most appropriate tenant category will be determined by Council, based on information provided by the prospective lessee or licensee and any other information Council considers relevant.

Table 1 Categories of tenant to which facilities may be leased or licenced

Tenant category	Description
1. Local community group	<p>This type of tenant is likely to:</p> <ul style="list-style-type: none"> • be leasing or licensing a community facility or land • be an incorporated association • have no paid staff • have low or no membership fees • receive no recurrent funding from government • may receive project and/or program funding.
2. Local community sporting club	<p>This type of tenant is likely to:</p> <ul style="list-style-type: none"> • be leasing or licensing a community facility or land • be an incorporated association • focus on one sport or interest • have five or fewer paid staff who deliver coaching, administration and associated services, typically on a part time basis • receive limited income from local sources • not have a liquor licence other than a limited licence • not have a gaming licence.
3. Small to medium not-for-profit provider of community services	<p>This type of tenant is likely to:</p> <ul style="list-style-type: none"> • be leasing or licensing a community facility or land • be operating on a not-for-profit basis • be a registered charity • provide wider community services (beyond members) • have paid staff, as well as volunteers • be classified by the Australian Charities and Not-for-profits Commission having annual income under \$1 million (averaged over the previous five years).
4. Large not-for-profit provider of community services	<p>This type of tenant is likely to:</p> <ul style="list-style-type: none"> • be leasing or licensing a community facility or land • be operating on a not-for-profit basis • be a registered charity • provide wider community services (beyond members) • have paid staff, as well as volunteers • be classified by the Australian Charities and Not-for-profits Commission as having an annual income over \$1 million (averaged over the previous five years).

5. Recreation club	This type of tenant is likely to: <ul style="list-style-type: none"> • be leasing or licensing a community facility or land • be an incorporated association, registered club and/or registered charity • have more than five paid staff • receive recurrent commercial income • have a liquor licence • have a gaming licence.
6. Government entity providing community services	This type of tenant is likely to: <ul style="list-style-type: none"> • be leasing or licensing a community or commercial facility or land • be a government agency or government organisation • provide multiple community programs and/or services.
7. Commercial business	This type of tenant is: <ul style="list-style-type: none"> • leasing or licensing a Council facility or land for the purpose of generating a profit • a sole trader, company, partnership, joint venture or trust.
8. Residential tenant	This type of tenant is leasing a residential property.

Lease and licence terms

11. Leases and licences will generally only be available for facilities, including the land on which those facilities are located.
12. In exceptional circumstances, typically relating to legacy arrangements, Council may consider entering into a land-only lease or licence.
13. In all cases, Council will remain the owner or manager of the land and any assets constructed upon it.
14. In signing a lease or licence agreement, the lessee or licensee must comply with all conditions within the agreement.
15. Lessees and licensees must ensure maintenance and repairs are undertaken by appropriately qualified and registered tradespeople.
16. Lessees and licensees must report structural maintenance requests and facility damage to Council in a timely manner, in accordance with Council's processes.
17. Lessees and licensees may not undertake, or submit a funding or development application to undertake, capital works without the prior written approval of Council in its capacity as owner and lessor of the asset.

18. Subletting will be permitted subject to prior written approval from Council consent and the conditions in the lease or licence agreement. For Category 1-4 leases and licences, subletting for a commercial purpose will trigger a market rent review.
19. Where Council proposes to enter into a new lease or licence for part of a community facility which is subject to an existing lease or licence, Council will communicate with the existing tenant before entering into the new lease or licence.
20. Category 1 and 2 leases and licences cannot be assigned. Other categories of leases and licences may be assigned subject to Council consent and the conditions in the lease or licence agreement.
21. Lease and licence agreements will include processes relating to breaches of the agreement, along with the associated consequences.
22. Council reserves the right to terminate any lease or licence of a community facility or commercial building for breach of agreement.

Lease and licence lengths

23. The length of a lease or licence which Council may offer to each category of tenant discussed in Section 5 is set out in Table 2.
24. The process for offering a new lease or licence on expiry of an existing lease or licence is set out in Section 13.
25. New lease and licence agreements will not include as-of-right renewal options or entitlements to additional lease terms.
26. The lease or licence terms recognise the need for Council to respond to changing community needs over time, as well as the need for tenants to have certainty of tenure if they are seeking to invest in capital improvements to a facility. The lease or licence terms also recognise the need for Council to minimise risk associated with the management of its assets.
27. Proposed large investments into or onto Council owned or managed assets may be subject to specific detailed agreements between Council and the proponent.
28. The length of leases and licences of Crown land are subject to transitional restrictions under the *Crown Land Management Act 2016*.

Table 2 Length of lease or licence by tenant category

Tenant category	Lease or licence term
1. Local community group	5 years, unless the lessee or licensee has documented evidence it plans to spend over \$50,000 on facility renewal or upgrade, in which case the term is 10 years
2. Local sporting club	5 years, unless the lessee or licensee has documented evidence it plans to spend over \$50,000 on facility renewal or upgrade, in which case the term is 10 years
3. Small to medium not-for-profit provider of community services	5 years, unless the lessee or licensee has documented evidence it plans to spend over \$50,000 on facility renewal or upgrade, in which case the term is 10 years
4. Large not-for-profit provider of community services	5 years, unless the lessee or licensee has documented evidence it plans to spend over \$50,000 on facility renewal or upgrade, in which case the term is 10 years
5. Recreation club	5 years, unless the lessee or licensee has documented evidence it plans to spend over \$50,000 on facility renewal or upgrade, in which case the term is 10 years
6. Government entity providing community services	5 years, unless the lease has been tendered, in which case the term is 10 years
7. Commercial business	5 years, unless the lease has been tendered, in which case the term is 10 years
8. Residential building	6 to 12 months

Lease and licence responsibilities

29. High level responsibilities of Council and of lessees and licensees are shown in Tables 3 and 4. Further details on these responsibilities will be contained within the lease or licence agreement between Council and the tenant. Maintenance responsibilities for residential tenants (Category 8) will be in accordance with the *Residential Tenancies Act 2010*.

30. In addition to the responsibilities set out in Tables 3 and 4, Council will plan for and undertake structural repairs, facility upgrades and facility renewals in accordance with its adopted asset management plans, budgets and capital works programs.

31. Council officers will provide an induction to a tenant's responsibilities at the start of a lease or licence.

Table 3 High level responsibilities for Council and category 1-4 tenants

High level Council responsibilities	High level tenant responsibilities
<p>Council will be responsible for:</p> <ul style="list-style-type: none"> paying land rates maintaining a building insurance policy maintaining fire safety compliance undertaking: <ul style="list-style-type: none"> - graffiti removal - termite control - major tree removal undertaking facility inspections. 	<p>Tenants will be responsible for:</p> <ul style="list-style-type: none"> • maintaining a building contents insurance policy • maintaining a public liability insurance policy of at least \$20 million • organising and paying for utility services • organising and paying for waste collection services • paying water accounts and charges • undertaking facility cleaning and grounds maintenance • repairing damage caused by users of the facility • undertaking facility maintenance as outlined in the lease • undertaking pest control other than termites • enabling facility inspections by Council and its agents • undertaking annual use surveys and end of lease or licence reporting.

Table 4 High level responsibilities for Council and Category 5-7 tenants

High level Council responsibilities	High level tenant responsibilities
<p>Council will be responsible for:</p> <p>maintaining a building insurance policy maintaining fire safety compliance undertaking:</p> <ul style="list-style-type: none"> - termite control - major tree removal <p>undertaking facility inspections.</p>	<p>Tenants will be responsible for:</p> <ul style="list-style-type: none"> • maintaining a building contents insurance policy • maintaining a public liability insurance policy of at least \$20 million • paying land rates • paying any land taxes levied by NSW Government • organising and paying for utility services • organising and paying for waste collection services • paying water accounts and charges • undertaking facility cleaning, graffiti removal and grounds maintenance • repairing damage caused by users of the facility • undertaking facility maintenance as outlined in the lease • undertaking pest control other than termites • enabling facility inspections by Council and its agents • undertaking annual use surveys and end of lease or licence reporting • returning the property to its original state at the end of a lease or licence.

Lease and licence rental charges

32. Council seeks to ensure that costs associated with rental charges and subsidies are transparent for community facilities. It provides subsidies to community organisations based on their ability to raise revenue, and the subsequent level of support required from Council.
33. Table 4 sets out the proportion of market rent which will be charged to each category of tenant discussed in Section 5 of this policy, as well as the corresponding subsidy provided to that

category of tenant by Council. Market rents will be established through assessments undertaken or commissioned by Council.

34. Rental charges for facilities of the same type (such as community centres) will vary, based on both the market rent for that facility and the tenant category. Rental charges associated with any land-only leases will be based on the unimproved value of the land.
35. Any not-for-profit provider of community services that can evidence financial hardship through the charging of rental charges under this policy may have phased increments or be further supported by Council during this transition.
36. Rents will be increased each year by 3%, for category 3 to 7 tenants. Leases and licences for a term of more than five years will be subject to a market rent review every five years.
37. The minimum rental charge for any leased or licenced community facility, land or building shall be \$1.

Table 5 Lease and licence rental charges and subsidies

Tenant category	Percentage of market rent paid by tenant	Subsidy provided by Council
Local community group	0%	100%
Local community sporting club	0%	100%
Small to medium not-for-profit provider of community services	5%	95%
Large not-for-profit provider of community services	10%	90%
Recreation club	100%	0%
Government entity providing community services	100%	0%
Commercial business	100%	0%
Residential tenant	100%	0%

Leasing and licensing processes

38. The process Council will follow when leasing or licensing a new or vacant community facility or commercial building is shown in Figure 1.
39. The process Council will follow on expiry of a lease or licence for a community facility or Council building is shown in Figure 2.
40. If Council is transferring management of a community facility from a Section 355 committee to a lease or licence, it will follow the Path A process set out in Figure 2.
41. The criteria Council will use when making decisions about the following matters are set out in Table 6 below:
- whether to offer a lease or licence for a new or vacant facility
 - whether to offer a new lease or licence on expiry of an existing lease or licence
 - the lease or licensing pathway to follow.
42. If a tenant or potential tenant believes any aspect of a lease or licensing processes under this policy has not been undertaken fairly, they should lodge a complaint, which will be managed in accordance with Council's Complaints and Feedback Management Policy and Procedure.

Table 6 Decision making criteria for leases and licences

Criteria
<p>Criteria Council will consider when making decisions about leases and licences include:</p> <ul style="list-style-type: none"> • Alignment with Council's Community Strategic Plan • Alignment with the principles set out in Section 7 of this Policy • Understanding of community needs in the area • Strategic planning undertaken by Council • Compliance with the terms of any previous lease or licence agreement • Ability to manage the facility • Ability to meet any rental charge payments • Timeliness of any previous rental charge payments • Compliance with any capital works expenditure commitments • Compliance with legislative requirements.

Figure 1 Process for a lease or licence for a new or vacant facility

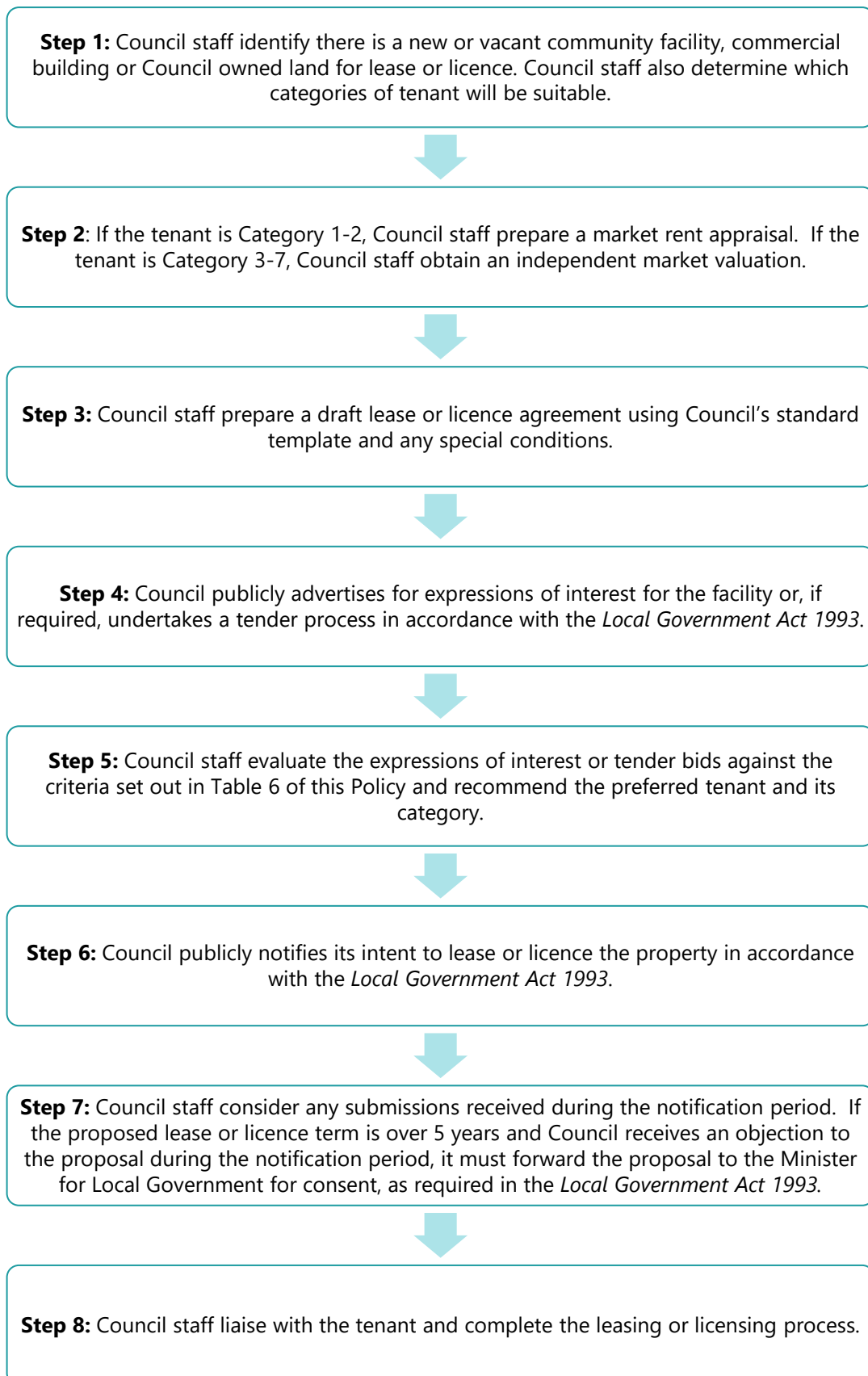


Figure 2 Process for a new lease or licence on expiry of an existing lease or licence

<p>Step 1: 12 months before the lease or licence expires</p> <p>Council staff contact the tenant requiring a report to be provided within 3 months on:</p> <ul style="list-style-type: none"> • Use of the facility and/or land and any community benefit provided • Legal status of the organisation and funding sources • Any business, management and development plans, as well as recent annual reports • Any improvements made to the facility and/or land, including capital expenditure • Plans for future improvements and capital expenditure, including identified funding sources. 	
<p>Step 2: Council staff have 3 months to review the report, the lease or licence history and the criteria set out in Table 6 of this Policy and discuss any issues raised with the tenant.</p>	
<p>Step 3: At least 6 months before lease or licence expires, Council staff notify the lessee or licensee of their intent to follow:</p> <ul style="list-style-type: none"> • Path A: publicly notify of intent to offer a new lease or licence to the existing lessee or licensee, or • Path B: seek EOIs or tenders for the facility or building. 	
Path A	Path B
<p>Step 4: If the tenant is a Category 1-2, Council staff prepare a market rent appraisal.</p> <p>If the tenant is a Category 3-7, Council staff obtain an independent market valuation.</p>	<p>Step 4: Council determines which categories of tenant will be suitable. If the tenant is Category 1-2, Council staff prepare a market rent appraisal. If the tenant is Category 3-7, Council staff obtain an independent market valuation.</p>
<p>Step 5: Council staff provide the tenant with a draft lease or licence agreement, including annual rental charge and any special conditions.</p>	<p>Step 5: Council staff prepare a draft lease or licence agreement, including special conditions.</p>
<p>Step 6: Council publicly notifies of intent to lease/licence the property, in accordance with <i>Local Government Act</i>.</p>	<p>Step 6: Council publicly advertises for expressions of interest for the facility or, if required, undertakes a tender process in accordance with the Local Government Act 1993. Existing lessee's can submit as part of this process.</p>
<p>Step 7: Council staff consider submissions received during the notification period. If the proposed lease or licence term is over 5 years and Council receives an objection to the proposal during the notification period, it must forward the proposal to the Minister for Local Government for consent, as required in the Act.</p>	<p>Step 7: Council staff assess expressions of interest against the criteria set out in Table 6 of this Policy and recommend the preferred tenant and its category.</p>
<p>Step 8: Council staff liaise with tenant and complete leasing process.</p>	<p>Step 8: Council publicly notifies of intent to lease/licence the property, in accordance with the Act.</p>
	<p>Step 9: Council staff consider any submissions received during the notification period. If the proposed lease or licence term is over 5 years and Council receives an objection to the proposal during the notification period, it must forward the proposal to the Minister for Local Government for consent, as required in the Act.</p>
	<p>Step 10: Council staff liaise with tenant and complete leasing process.</p>

Reporting and review

43. Leasees and licensees will complete a short annual survey on their use and management of the facility.
44. Twelve months prior to the expiry of a lease or licence with a Category 1-7 tenant, Council will request a report from the tenant containing information about:
 - Use of the facility and/or land and any community benefit provided
 - Legal status of the organisation and funding sources
 - Any business, management and development plans, as well as recent annual reports
 - Any improvements made to the facility and/or land, including capital expenditure
 - Plans for future improvements and capital expenditure, including potential funding.
45. Council will review the report, the tenant's history and the criteria set out in Table 6 of this policy.
46. At least six months prior to the expiry date of the lease or licence, Council will inform the tenant of its intention to either offer a new lease or licence or seek expressions of interest for the facility or building.
47. This policy will be reviewed at least every four years.

Related resources

48. There are a range of legislative requirements relating to the management and use of council-owned facilities and buildings in NSW. These include requirements under the Local Government Act 1993 about the leasing and licensing of facilities.
49. Section 46 of the Act allows a council to grant a lease or licence for a community facility, if authorised in a plan of management that applies to the land. A lease or license agreement can be negotiated at any time and is for a set term. The maximum period for leases and licences on community land under the Act, without the approval of the Minister, is 21 years. Under Sections 47 and 47A of the Act, proposed leases or licences must be publicly notified for a period of at least 28 days. If the proposed lease or licence term is greater than five years, and the council receives an objection to the proposal, the Minister must provide consent before the lease or licence can be granted.
50. Community land is also regulated by plans of management. Under Sections 35 and 36 of the Act, these must be prepared for all community land, and must include the:
 - a. objectives and performance targets for the land

- b. means by which the council proposes to achieve the plan's objectives and performance targets
- c. way in which the council proposes to assess its performance against the plan
- d. activities which require the prior approval of the council before they can be carried out.

51. Other important sections of the Act which are relevant to this policy are:

- e. Section 440, which requires councils to adopt a code of conduct to guide the behaviour of councillors, staff members and council delegates in carrying out their functions
- f. Section 610F, which requires councils to publicly advertise all proposed fees and charges for at least 28 days, as part of their draft operational plan.

52. Under the *Crown Land Management Act 2016*, Crown land must be managed as if it were community land under the *Local Government Act 1993*, unless the land has been classified as operational land with the consent of the Minister.

53. This policy will be implemented in accordance with these and other provisions of the Act and the following related legislation, regulations, policies and plans:

Council policy documents

- a. Code of Conduct
- b. Statement of Business Ethics
- c. Complaints and Feedback Management Policy
- d. Complaints and Feedback Management Procedure

Council strategies and plans

- a. One – Central Coast Community Strategic Plan
- b. Asset Management Strategy
- c. Relevant Plans of Management

Legislative documents

- a. Local Government Act 1993
- b. Local Government (General) Regulation 2005
- c. Aboriginal Land Rights ACT 1983
- d. Crown Land Management Act 2016
- e. Retail Leases Act 1994
- f. Conveyancing Act 1919
- g. Residential Tenancies Act 2010
- h. State Records Act 1998
- i. Work Health and Safety Act 2011
- j. Native Title Act 1993 (Commonwealth)
- k. Native Title (New South Wales) Act 1994

History of revisions

Amendment history	Details
Original approval authority details	Chief Executive Officer / Council <hr/> XX/XX/20XX <insert Council Meeting date and minute number of resolution adopting the policy <remove if not needed> <hr/> State reasons for creation of policy <hr/>

No.	Item / Activity	Frequency	Tenant Category 1-4		Tenant Category 5-7		Tenant Category 8		Comments
			Responsibility		Responsibility		Responsibility		
			Council	Lessee	Council	Lessee	Council	Lessee	
1	Air conditioning								
	Ducted or split system (maintenance)	As required	✓			✓	✓		
	Mobile (maintenance)	As required		✓		✓		✓	
2	Car parking and driveway								
	Surface maintenance	As required	✓			✓	✓		Category 5 - 7 is Lessee responsibility if they have exclusive use of the carpark.
	Report potential hazards	As required		✓		✓		✓	
3	Cleaning								
	Internal surfaces (eg. sweep/vacuum/mop floors, remove mould/clean, walls, bathroom and kitchen surfaces, remove garbage)	Ongoing		✓		✓		✓	
	External building and grounds (eg. under awnings, eaves, light fittings, sweep hard surfaces, wash windows)	Monthly		✓		✓		✓	
4	Doors, roller doors, door furniture and door closers								
	<u>External</u> Maintenance and repairs	As required	✓		✓		✓		
	<u>Internal</u> Maintenance and repairs	As required	✓			✓	✓		Cat 5-7 is the lessee responsibility when they have undertaken the internal fit out.
5	Electrical								
	<u>Earth leakage circuit breaker</u> Installation and maintenance	As required	✓		✓		✓		
	<u>Supply mains, submains and switchboards</u> Replacement or repair if faulty	As required	✓		✓		✓		
	Upgrade due to additional demand or alterations to equipment as installed	As required		✓		✓		✓	Tenant responsibility with prior Council approval and compliance with Council conditions or consent.
	<u>Wiring, power points and light fittings</u> Replacement of faulty fixtures, fittings and wires	As required	✓		✓		✓		
	Minor maintenance (eg. replacement of light globes and fluorescent tubes, safety covers)	As required		✓		✓		✓	As per tenancy act.

No.	Item / Activity	Frequency	Tenant Category 1-4		Tenant Category 5-7		Tenant Category 8		Comments
			Responsibility		Responsibility		Responsibility		
			Council	Lessee	Council	Lessee	Council	Lessee	
6	Emergency signs and lighting								
	<u>Evacuation diagrams</u>	Twice a year	✓		✓		✓		
	Inspections (as required by legislation)								
	<u>Exit signs and emergency lighting</u>	Twice a year	✓		✓		✓		
<u>Inspections, testing and servicing</u> (as required by legislation)									
7	Boundary Fences and gates (installed by Council)								
	Repair and replacement	As required	✓		✓		✓		
8	Fire safety								
	<u>General compliance</u>	Twice a year	✓		✓		✓		Residential cottages in line with the Residential Act
	Inspection and equipment testing (as required by legislation)								
	<u>Portable firefighting equipment</u>	Twice a year	✓		✓		n/a	n/a	
	Inspections, testing and servicing (as required by legislation)								
	Replacement of items that are missing or stolen	As required		✓		✓		✓	
	Recharging after a fire related discharges	As required	✓		✓		n/a	n/a	
	Recharging after a non-fire related discharge	As required		✓		✓	n/a	n/a	
	<u>Smoke detectors</u>	Annual	✓		✓		✓		Only if hard wired
Testing, installation and repairs									
Replacement of batteries, if not hard wired	Annually		✓		✓		✓		
9	Fixtures, fittings and equipment								
	<u>Internal</u>	As required	✓		✓		✓		Any additional items supplied and installed by the tenant (with Council approval) are the Lessee's responsibility.
	All free-standing or permanent built-in equipment, furniture and appliances. Including but not limited to:								
	· Window coverings								
	· Hand driers								
	· Ovens, stove tops and range hoods								
	· Dishwashers								
	· Ceiling fans								
	Repairs, maintenance and replacement								
	<u>External</u>	As required by Australian Standards and regulations	✓			✓			
Including play equipment and softfall surfaces									
Repairs, maintenance and replacement									
Pathways, concrete surfaces etc		✓		✓		✓			

No.	Item / Activity	Frequency	Tenant Category 1-4		Tenant Category 5-7		Tenant Category 8		Comments
			Responsibility		Responsibility		Responsibility		
			Council	Lessee	Council	Lessee	Council	Lessee	
Floor coverings									
10	Repair and maintenance	Ongoing		✓		✓	✓		
	<u>Replacement</u>	As required		✓		✓		✓	
	With Council's approval								
	By Council	10 – 15 years	✓		✓		✓		
Guttering and downpipes									
12	Repairs and replacement	As required	✓		✓		✓		
	Cleaning, including leaf and debris removal	as per identified as scheduled maintenance	✓			✓	✓		
Improvements to building or land									
13	That are permitted and with approval, where required.	As required		✓		✓	✓		
Inspections									
14	Condition inspection - includes Structural – to identify and prioritise maintenance works	As required	✓		✓		✓		by Asset Inspector's
	Condition and tenant inspections	6 monthly							by Property Officer's
	General - to identify damaged or neglected items/surfaces and carry out works, repairs or reports as required.	Ongoing	✓		✓		✓		
Keys, locks, cylinders, padlocks									
15	<u>External doors</u>	As required	✓		n/a	✓	n/a	n/a	
	Repair damage by vandals, check system integrity								
	<u>Internal doors</u>								
	Repair damage to locks etc by vandals to internal doors.		✓		✓		✓		
	<u>General</u>	As required							
	Cost of repairs or replacement of all locks, cylinders and keys (including extra keys) for all doors installed by Council	As required	✓		✓		✓		
	Supply of keys to Council for maintenance inspections and access.	As required	✓		✓		✓		

No.	Item / Activity	Frequency	Tenant Category 1-4		Tenant Category 5-7		Tenant Category 8		Comments
			Responsibility		Responsibility		Responsibility		
			Council	Lessee	Council	Lessee	Council	Lessee	
16	Landscaping								
	General maintenance of lawns, edges and garden beds, including removal of weeds and litter	Daily		✓		✓		✓	
	Trees, shrubs and plants (maintenance)			✓		✓		✓	
	Trees (branch trimming above head height, and removal)	As required	✓		✓		✓		
	Upgrades and improvements (with Council approval)	As required		✓		✓		✓	Council approval required - works approved would be determined if Council want the improvements when tenant vacates.
	Report potential hazards	As required		✓		✓		✓	
17	Painting (internal)								
	Routine repainting	5 yearly (dependent on condition report)	✓		✓		✓		
	Due to desire to redecorate (with Council approval)			✓		✓		✓	
	Due to damage through misuse	As required		✓		✓	✓		Category 8 tenants - Extent of damage would be considered along with remediation method and cost. Council would undertake works and take cost from bond/bill tenant.
18	Pest control								
	<u>Termites</u> Inspection, treatment, remedial works resulting from previous or current termite activity	Annually	✓		✓		✓		
	<u>General</u> Inspection, treatment and eradication of general pests (eg. cockroaches, spiders, mice).	Annually		✓		✓		✓	
19	Plumbing - hot water service and water								
	Connections and replacement of faulty fixtures, fittings and piping	As required	✓		✓		✓		
	Minor maintenance (eg. replacement of washers on taps, cisterns)	As required		✓		✓	✓		
	Plumbing - roof plumbing, and stormwater								
	Roof sheeting, flashing downpipes and stormwater	As required	✓		✓		✓		
	Minor maintenance	As required	✓		✓		✓		
20	Plumbing – sewer blockages								
	General	As required	✓		✓		✓		
	As a result of misuse by, or the conduct of, the tenant	As required		✓		✓		✓	Lessee will be invoiced if blockage found to be from misuse
21	Roof (including skylights)								
	Maintenance and repairs	As required	✓		✓		✓		

No.	Item / Activity	Frequency	Tenant Category 1-4		Tenant Category 5-7		Tenant Category 8		Comments
			Responsibility		Responsibility		Responsibility		
			Council	Lessee	Council	Lessee	Council	Lessee	
	Security								
22	<u>Grills, screens and doors</u>	As required	✓		✓		✓		Council responsible for all fixtures installed by Council.
	To be maintained to Australian Standard								
	<u>Lighting</u>	As required	✓		✓		✓		Council is responsible for all fixtures originally supplied by Council.
Attached or wired to the building									
	<u>Systems and alarms</u>	As required		✓		✓		✓	
	Monitoring fees, maintenance, repairs of alarms, call out costs								
	Structure (external)								
23	Repairs and maintenance	As required	✓		✓		✓		
	Report any potential hazard	As required		✓		✓		✓	
	Telephone and internet wiring, television antennas								
24	Installation with Council's prior approval	As required		✓		✓	✓		Council for Category 8 (providing the infrastructure only)
	Tennis Courts/Sports facility								
	Playing surface (synthetic grass, concrete) - repairs & maintenance			✓		✓			
	Playing surface (synthetic grass, concrete) - replacement		✓		✓				
	Sportsfield surface - repairs and maintenance			✓		✓			
	Sportsfield surface - replacement/upgrade		✓		n/a	n/a			
	Tennis court fencing - repairs and maintenance			✓		✓			
	Tennis Court Fencing - replacement		✓		✓				
	Sportsground lighting - repairs and maintenance			✓		✓			
	Sportsground lighting - replacement		✓		✓				
	Vandalism (including break-ins) repairs								
25	Repairs to the building structure and external doors, windows and/or locks	As required	✓		✓		✓		
	Removal of graffiti from external areas								



Item No: 2.3
Title: Community Support Grant Program - May 2020
Department: Connected Communities

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14069280
Author: Stuart Slough, Team Leader, Community Planning and Funding
Manager: Glenn Cannard, Unit Manager, Community Partnerships
Executive: Julie Vaughan, Director Connected Communities

Report Purpose

This report considers the applications and recommendations for the Community Support Grant Program, which supports the community to deliver community activities which require a small amount of funding and/or in-kind support.

Recommendation

- 1 That Council support the recommendations in principle to allocate \$20,177.00 from the 2019/20 grants budget to the community support grant program as outlined in the following report and Attachment 1.**
- 2 That Council decline applications for the reasons indicated in Attachment 2 the applicants be advised and where relevant, directed to alternate funding.**
- 3 That Council request the Chief Executive Officer to review the proposals and identify those that may not be able to proceed at this stage due to the COVID-19 pandemic and only allocate to those able to deliver proposed projects.**

Context

Council's grant programs are provided to support the community to deliver quality programs, projects or events that build connections, celebrate our local community, that align with the One-Central Coast Community Strategic Plan and build capacity across the entire Central Coast community.

The Community Support Grant Program is provided to support the community to deliver activities which require a small amount of funding and/or in-kind support. The Community Support Grant Program remains open throughout the year to provide assistance for community activities that require:

- 1 In-kind support through the provision of subsidised access to Council services.
- 2 Financial assistance for community activities that require a smaller amount of support.

2.3 Community Support Grant Program - May 2020 (contd)

The Community Support Grant Program provides a combined budget of \$300,000 annually as detailed in table one below.

Table one: Community Support Grant Program

Program	Budget	Opening Period	2019/2020 allocation to date	Recommendation allocation within this report	Allocation to date + Recommendation within report
Community Support Grant Program	\$300,000	Ongoing	\$0	\$20,177.00	\$20,177.00
TOTAL			\$0	\$20,177.00	\$20,177.00

Current Status

The Community Support Grant Program remains open for applications throughout the year and the closing date for each assessment period is the last day of each month.

The Community Support Grant Program provides up to \$5,000 per project per financial year in combined funding and in-kind Council services to applicants who are a legally constituted not-for profit organisations, or auspiced by one.

Assessment

Nine applications were received and assessed by 31 May 2020 with six recommended for funding in this Council report.

The Community Support Grant applications were assessed by Council's Unit Manager Community Partnerships and the Community Planning and Funding Team, against the Community Support Grant Program guidelines.

Consultation

Information on Council's Community Grants program is provided on Council's website and promoted through Council's social media platforms.

Regular emails with relevant information were provided to the community grants database.

Council staff also provided information and individual appointments with interested applicants to assist with their submissions where required.

Options

- 1 Approval of all recommended applications as submitted will provide a community benefit to residents of the Central Coast Local Government Area.
- 2 Non approval of some or all applications, as recommended, may result in projects not being undertaken if the respective proponents are unable to secure alternate funding.

Financial Impact

Council's 2019/2020 Council Operational Expenditure budget allocates \$300,000 to the Community Support Grant Program.

Expenditure is approved until the end of the 2019-20 financial year. Unspent funds will lapse on 30 June 2020.

Link to Community Strategic Plan

Theme 1: Belonging

Goal A: Our community spirit is our strength

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

Risk Management

All successful applications will receive a letter of offer outlining Council's requirements of funding, service delivery and accountability for both Council and the funded organisation.

All successful applicants are required to submit a final project acquittal report no later than twelve weeks after the agreed completion date of the activity/project with copies of any photos, promotional materials and evidence of payment/purchase for each funded item.

Critical Dates or Timeframes

Many of these grant applications are dependent upon support via Council's grant program. Should decisions be delayed or not supported projects may not be undertaken.

Attachments

- | | | |
|----------|--|-----------|
| 1 | Community Support Grants- May 2020 - Recommended for Funding | D14094210 |
| 2 | Community Support Grants- May 2020 - Not Recommended | D14094215 |

Recommended for Funding – May 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Crestani Scholarships Limited	2020 Twilight Soiree Function - In-Kind Council Services and Cash Contribution for the 2020 Twilight Soiree	\$2,175.00	Recommended for part funding for venue hire from budget as per application. Community benefit is demonstrated and all required information is provided.
Central Coast Bonsai Club Inc	Bonsai & Shohin Open - Funding to allow the Bonsai and Shohin Open events to occur, enhancing Central Coast resident's lifestyle and increasing hospitality due to the many external visitors	\$4,355.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Matcham Holgate Cricket Club Incorporated	Repair and Upgrade Duffys Oval Cricket Net Facility - Repair damaged synthetic grass and install partition to increase sustainability of practice cricket net asset	\$4,983.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Central Coast Steam Model Co-op Ltd	Purchase of a Defibrillator	\$2,495.00	Recommended for funding as community benefit is demonstrated and all required information is provided.

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Salvation Army	Hargraves Street Hub - A community centre for disadvantaged people to interact and gain support, skills and sense of local community.	\$5,000.00	Recommended for funding as community benefit is demonstrated and all required information is provided on condition that a program is provided prior to the release of funds.
Brisbane Water Historical Society Inc.	Equipment Replacement – Purchase of refrigerator	\$1,169.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
	TOTAL	20,177.00	

Not Recommended for Funding – May 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
San Remo Community Projects Inc	New BBQ Area for Community Garden	\$0.00	Not recommended for funding as currently proposed as insufficient information is provided to make an accurate assessment. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Central Coast Chinese Association (CCCA)	Community Digital Learning Courses - Teaching the Community how to become familiar in: Using Internet Create account Order/pay bills online Stay safe from Scammers and much more	\$0.00	Not recommended for funding as currently proposed as insufficient information is provided to make an accurate assessment. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Rotary Club of East Gosford Inc	East Gosford Community Garden - Safety and Maintenance of the Garden - Regular mowing of the Lawn and Council Nature Strip by a Professional operator.	\$0.00	Not recommended for funding as currently proposed as insufficient information is provided to make an accurate assessment. Recommend applicant liaise with Council Grants Officers and resubmit in a subsequent Community Support Grant Program round.

Item No: 2.4
Title: Central Coast Stadium Business Strategy
Department: Roads Transport Drainage and Waste



10 August 2020 Ordinary Council Meeting

Trim Reference: DR/018047 - D13746797

Author: Kath Casey, Stadium Manager

Manager: Janine McKenzie, Unit Manager, Business Enterprise

Executive: Boris Bolgoff, Director Roads Transport Drainage and Waste

Report Purpose

The purpose of this report to outline the Central Coast Stadium Draft Business Strategy.

The report and the attachments address the following:

- Defining the vision, purpose and strategic objectives for the Central Coast Stadium (the Stadium);
- The financial, economic and non-financial contributions made by the Stadium;
- The relative merit of the options for the ongoing ownership and management of the Stadium;
- The value of a naming rights sponsor for the Stadium

Recommendations

- 1 That Council receive the Draft Central Coast Stadium Business Strategy.***
- 2 That Council place the Draft Business Strategy on public exhibition for a period of 28 days. Once public exhibition is completed a report will be prepared and sent to Councillors summarising public comment.***
- 3 That Council commence the process to seek Expressions of Interest from suitably experienced parties to manage and operate the Central Coast Stadium including Public Private Partnerships or other innovative opportunities.***
- 4 That Council receive a confidential report on the completion of the Expression of Interest process for the management and operation of the Stadium to determine whether to proceed to tender.***
- 5 That Council commence a Request for Tender process for naming rights sponsorship of the Central Coast Stadium.***
- 6 That Council receive a confidential report on the completion of the tender process to determine whether to appoint a naming rights sponsor for the Stadium.***

- 7 That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachments 1 and 2 to this report remain confidential in accordance with section 10A(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. Consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Council's ability to obtain value for money services for the Central Coast community.**

Background

The Stadium was built in 1999 and opened in 2000. It was managed by Central Coast Stadium Pty Limited (a private operator) until 2014, when the management rights were handed back to Gosford City Council.

When Gosford City Council took back the management of the Stadium, the strategic direction set was to endeavour to break even on event operations. Gosford Council sought to review the management and strategy for the Stadium after two (2) years of internal management. However, this review was postponed due to the merger and creation of Central Coast Council occurred in May 2016.

Central Coast Council has now commissioned KPMG to:

- Undertake a review of all the strategic documentation around the Central Coast Stadium
- Provide an estimate of the economic value generated in the Gosford CBD and the Central Coast region as a result of the events held at the Stadium
- Identify and analyse the strategic options available to Council for the future ownership and management of Central Coast Stadium
- Develop a Business Strategy to ensure sound management of Central Coast Stadium that:
 - ✓ Provides the best value for money to Council
 - ✓ Optimises the economic potential of the Stadium, and
 - ✓ Is best able to meet current and future market demand for content at the Stadium.

In addition, Council also commissioned a specialist report to provide an estimate of the value that could be expected from a Naming Right Sponsor for the Stadium in comparison to the Economic and Brand Value of maintain the name "Central Coast" Stadium.

This report outlines the outcomes of this work and presents the Draft Central Coast Business Strategy (the Strategy) for public exhibition.

Key Findings

Strengths

The Stadium's core strengths provide a strong foundation. Overall, the Stadium is a valuable community asset, delivering significant economic benefits to the region and acting as a focal point for community pride and sense of place within the Central Coast.

The Stadium is set in a central location on the Gosford Waterfront with an iconic view to the Brisbane Water to the south. At 20,000 capacity, it is of a good scale to service the Central Coast region and attract elite sports and entertainment hirers.

The infrastructure is in good condition and the Stadium set up for convenient and easy access for hirers. There is good access to the venue via road and train, with parking and public transport connections in close proximity.

The venue management team is experienced, stable and has a reputation for dedication to working with and supporting hirers.

The stadium has hosted numerous events including the Mariners, Roosters, concerts, carols and recently is the home ground for the New Zealand Warriors and other NRL teams. There are also great opportunities to potentially host further international and national events.

Challenges

While the Stadium has been well maintained over 20 years and there are no major issues with the building or current uses of the venue, the following have been identified as challenges within the current arrangements for the Stadium:

- Food and beverage facilities, as well as spaces for functions are limited. The corporate food offering could be improved with an onsite commercial kitchen.
- Events could attract more spectators with improved parking and public transport options
- Pre and post event spending in the local area could be enhanced through better activation of the Stadium precinct and more accommodation options to keep guest from Sydney and Newcastle on the Central Coast longer.
- The costs on hosting community events are prohibitive for community groups, Council offers better value alternatives elsewhere.
- The ability to host concert events is also limited as they can have a detrimental impact on the quality of the playing surface.
- The Stadium is reliant on a single tenant hirer and finds it difficult to compete as a stand-alone venue in attracting content to the Central Coast.

Management Rights

The current 'in-house' management model at the Stadium is like models at other regional stadia and could well continue. However, Council is also aware of strong interest in the management rights for the Stadium. There are potential benefits for Council (and thus the community) if the Stadium was operated by a third party, including:

- Reducing the risk, financial and operational burden for Council of managing the Stadium.
- Potential stronger focus on revenue maximisation and commercialisation of the asset, and;
- More ability for quick, innovative decision-making in a competitive environment.

As a result, it is recommended that Council commence the process to seek expressions of interest from suitably qualified third party to manage and operate the Stadium to compare directly with the current in-house management model.

On completion and analysis of responses to the Expressions of Interest for Management Rights, a further confidential report will come to Council to determine whether to proceed to tender.

It should be noted that under the Expression of Interest process there is no definite decision to move to an outsourced management provider. An Expression of Interest would allow the variety of outsource models to be compared to the current in-house model. Only when the Council resolves to progress to tender where there would be an intention to move engage an outsourced provider, as per s377(i) of the Local Government Act 1993.

Naming Rights

Analysis of the opportunity for a naming rights sponsor looked at:

- The direct revenue that could be generated through a naming rights sponsor
- The impact on the Central Coast brand value of losing the name Central Coast Stadium.

The risk to relinquishing the Central Coast Stadium name would need to be mitigated through strong alignment of a potential naming rights sponsor with regional attributes and community attitudes. As well as a long-term commitment that equitably compensates for the loss of the Stadium brand name.

It is also vital that the naming rights partner aligns with the Central Coast Council's core values and brings a positive association to the stadium.

As initial exploration has indicated there are potential interested sponsors in the market, it is recommended that Council commence a Request for Tender process for the naming rights sponsorship of the Stadium.

On completion and analysis of responses to the tender responses, a further confidential report will come to Council to determine whether to proceed to appointment.

The Central Coast Stadium Draft Business Strategy

Council's ambition for the Stadium is to be recognized by patrons, event owners and the Central Coast community as a premier 'Tier 2' venue within NSW and Australia, delivering a vibrant and diverse event calendar and providing a high-quality event day experience.

In NSW, the Stadium sits among eleven other Tier 2 venues which are defined as such by a total capacity of between 20,000 and 40,000, the provision of corporate facilities the ability to provide a home ground for sporting teams within a national competition.

The purpose of the Stadium is to provide a fit-for-purpose major stadium facility to host elite sports and professional entertainment events for the benefit of the Central Coast community – enhancing livability, delivering economic value, and providing exposure to national and international level competition and events within the region.

Strategic Priorities for the Stadium

- 1 **Deliver an expanded event calendar** that leverages the Stadium's major tenant and existing event content while attracting and creating new events that deliver commercial value for the Stadium and economic value for the region.

The Stadium is currently underutilised and has the capacity to provide more events, as well as a greater variety of events. Delivering expanded content would focus on professional sports and entertainment.

While community events will be supported, there are many other more suitable and affordable venues for hosting local community events across the Central Coast.

- 2 **Ensure Stadium infrastructure meets the needs** and expectations of hirers and patrons, delivering a modern, high-quality event day experience.

Providing a fit-for-purpose venue will ensure that the Stadium remains competitive amongst other Tier 2 venues across NSW and continues to provide a quality venue to the community.

- 3 **Enhance how the Stadium, and its patrons engage with the broader precinct** in order to deliver a high-quality overall event experience.

The precinct around the Stadium includes the Brisbane Water foreshore, Leagues Club Park, the route from the Gosford Train Station to the Stadium and Dane Drive.

By activating this precinct on both event days and non-events days, the Stadium precinct will help stimulate and grow the local economy.

- 4 **Define and establish clear governance structures** to help realise and maintain accountability in delivering the purpose and ambition of the Stadium.

Good governance is central in delivering all elements of the Strategy efficiently and effectively. The implementation of key strategy elements will require extensive collaboration and cooperation by internal and external stakeholders.

- 5 **Optimise Stadium operations** to deliver greater returns to Council – through cost efficiencies, increased revenues, and a decrease in risk worn by Council.

The overall aim of the Strategy is to deliver the best possible sporting and entertainment offering to the local community in the most cost-effective way possible. By tightening the approach to the marketing of the Stadium, the team will be better placed to attract and promote events. Investigating different business models will provide an informed pathway to improving the efficiency of event operations.

Financial Impact

The strategic elements, once implemented, will improve the financial impact of the Stadium to Council by improving revenue streams, reducing operational costs and mitigating risk. However, it is unlikely that the Stadium will ever be a profit generating asset for Council. This is common across Tier 2 venues in NSW and stadia generally.

Council will need to determine their appetite for direct investment in the attracting content to the Stadium once the Event Strategy (item 1.2 of the strategy) is developed.

Consultation

In the development of the business strategy, the following consultation was undertaken:

- Interviews with current and potential hirers of the stadium, including the Central Coast Mariners (the tenant hirer), and the Rabbitohs and Roosters, who have multi-year contracts at the Stadium
- A customer satisfaction survey
- Interviews with local business owners in vicinity of the Stadium
- Three (3) Councillor briefings and individual Interviews with interested Councillors
- A workshop with senior Council staff

It is recommended that the Strategy go to public exhibition for a period 28 days, with a further report to Council to endorse the final Strategy after the exhibition period.

Link to Community Strategic Plan

Theme 1: Belonging

Goal B: Creativity connection and local identity

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

Attachments

- | | | |
|----------|--|-----------|
| 1 | Confidential - Central Coast Stadium Rights and Valuation Final 310119 | D13849868 |
| | - | |
| 2 | Confidential - KPMG Strategy - | D13956573 |
| 3 | Central Coast Stadium Report for Public Exhibition | D14064385 |



Central
Coast
Stadium



strategy

MAY 2020 - DECEMBER 2023



2 centralcoaststadium.com.au

INTRODUCTION

The Central Coast Stadium (Stadium) is a unique location for sporting, entertainment and community events, overlooking the Brisbane Water. It is a 20,000 all-seated stadium, ideal for a regional population, and has been well-maintained over its history.

With the 20-year anniversary of the Stadium in 2020, Council has developed a business strategy for the Stadium to ensure it remains a highly valued community asset, delivering significant economic benefits to the region and acting as a focal point for community pride and sense of place within the Central Coast. Now is the time to focus on the Stadium and to develop a strategic direction and business plan for the Stadium.

This Central Coast Stadium Strategy (Strategy) provides Council with a strategic framework to improve the Stadium as the major sporting and entertainment facility in our region and harness commercial opportunities for the benefit of the community.

The Strategy seeks to build on the economic, social, sporting and financial value of the Stadium to the Central Coast.



We acknowledge the traditional owners of the land on which we live and pay respects to elders past and present.

ABOUT THE STADIUM

Situated along the waterfront in the suburb of Gosford, the Stadium is one of Australia's most picturesque venues.

The Stadium has a U-shaped design with permanent stands along the western, eastern and northern sides of the venue with an open southern end. The upper tiers on the west and east stands are roofed.








The Stadium is accessible via the main north/south rail line and major road networks, making the Stadium accessible for residents as well as key adjacent markets of Sydney and Newcastle.

The Stadium is owned by the Council and, since 2014, has also been managed by the Council.

THE STADIUM

-  **Seating Capacity**
20,059
-  **Build Date**
The year 2000
-  **Home Ground**
Central Coast Mariners
-  **Major Events Hosted**
NRL, Rugby Union, Boxing,
Motorcross, Concerts & Carols
-  **Events Per Year**
20-30

FACILITIES

-  **Corporate/premium**
Corporate/premium seating including
3 corporate lounges, 39 premium suites,
and 58 open-air corporate enclosures
-  **Food and beverage**
6 food outlets
6 bar areas
Ability to set up mobile vendors on
warm-up field and around concourse
-  **Wheelchair and carer seating**
200 seats including carers
-  **Public toilets**
10 toilet blocks
-  **Change rooms**
2 home change rooms
2 visitor change rooms
-  **Parking**
Free parking for hirers and VIPs next to
Stadium
Public parking available around Stadium
-  **Public transport**
700m from Gosford Railway Station

COUNCIL'S AMBITION FOR THE STADIUM

Council's ambition for the Stadium is to be recognised by patrons, event owners and the Central Coast community as a premier 'Tier 2' venue within NSW and Australia, delivering a vibrant and diverse event calendar and providing a high quality event day experience.

In NSW, Tier 2 venues are defined as those with a capacity between 20,000 and 40,000, the provision of corporate facilities and the ability to provide a home ground for national sporting teams.

The Council is focused on developing a refreshed strategy for the Stadium to ensure it meets the community's and hirer's needs for major events facilities, supports the activation of the Stadium precinct, on a sound financial basis for Council. The strategic direction and business plan will build on the foundations of the Stadium's current strengths and recent significant investment to upgrade the change room facilities and video scoreboard.



For individuals and families

More opportunities to participate in and view home-team, national and international sports at a local venue

Greater diversity of world-class entertainment and regional cultural events

High quality services and amenities at a reasonable price and proximity, e.g. food and beverage options, public transport and parking



For the Central Coast community

A focal point for sporting, entertainment and community events

A sense of place and pride within the Central Coast

An activated Stadium precinct for event days and non-event days

Revenue generation for the region's economy



For hirers and businesses

High quality infrastructure that attracts major events

Stadium amenities and services that encourage 'retained' spending from residents and 'in-bound' spending from visitors on event and non-event days

Sound commercial arrangements with a Stadium operator focused on hirer, business and supplier satisfaction



For Council as owner of the Stadium

A clearly defined strategic plan for a substantial and valued community asset

An exciting events calendar that supports a sustainable business model

Management of risk, investment and operational issues

WHY THIS AMBITION?



A Tier 2 venue, with a capacity of 20,000, is well matched with the needs of the Central Coast region.



The Stadium's current strengths demonstrate potential for the Stadium to be a market leading Tier 2 venue, which would help to attract the highest quality events to the Central Coast.



The events calendar needs to be expanded to achieve the goal of a vibrant and diverse calendar including new sporting, entertainment and other events.



The Stadium is already well known as a valuable community asset, and there is an imperative for the Council to ensure this is maintained and enhanced through increasing the use, profile and event day experience of the venue.



CONTENT

Introduction	4
About the Stadium	5
Stadium facilities	5
Council's ambition for the Stadium	6
Why this ambition?	7
The purpose of the Stadium	8
Why this purpose?	8
Assessment of the Stadium and emerging issues	9
Strengths of the current Stadium model	10
Challenges within the current Stadium model	12
Opportunities for the Stadium	14
Emerging issues	16
The business case for the Stadium Strategy	18
Events, attendances and returns	20
Other commercial revenue streams	24
Capital investment	25
Strategic priorities for the Stadium	27
The Stadium Strategy and One Central Coast	36
What is the NSW Government plan for stadia?	37
Development of the Stadium Strategy	38



THE PURPOSE OF THE STADIUM

The aim of the Stadium is to provide a fit-for-purpose major stadium facility to host elite sports and professional entertainment events for the benefit of the Central Coast community – enhancing liveability, delivering economic value, and providing exposure to national and international level competition and events within the region.

WHY THIS PURPOSE?



The Stadium was purpose built for hosting major sporting and entertainment events. The Council owns a range of other spaces and facilities across the Central Coast that are sized and efficient for hosting many of the region's community events.



Local sportspeople can be inspired by the world-class sporting events at the Stadium and see their pathway from grassroots participation to elite sports, all within their home region of the Central Coast.



The Stadium is a key driver of economic activity within the region, both inbound spending from across NSW and interstate, and retained spending within the Central Coast area that might otherwise be spent outside of the region if sporting and entertainment options are not available locally.



The Stadium needs to contribute to the quality of life of individuals, families and businesses in the region, and the broader community, and this contribution is acknowledged so that the Stadium is widely valued.

ASSESSMENT OF THE STADIUM AND EMERGING ISSUES

Economic analyses and initial stakeholder consultation have shown the Stadium to be a valuable asset with strong potential. By harnessing this potential in a strategic and efficient way, the Stadium can address existing challenges and create even more value for the Stadium precinct and the Central Coast community.



STRENGTHS OF THE CURRENT STADIUM

The Stadium has core strengths that provide a strong foundation for the venue. Overall, the Stadium is a valuable community asset, delivering significant economic benefits to the region and acting as a focal point for community pride and sense of place within the Central Coast.



The **vista and view** of the Stadium is unique, providing a key defining feature of the venue, along with three stands.

The **physical infrastructure** of the Stadium is of good quality and fit-for-purpose. The turf playing surface is regarded as being of high quality and is a major attraction for sports hirers.

The **scale** of the Stadium is a strength for a regional venue, with an ideal size of 20,000 all-seated capacity.

The **location** of the Stadium between Sydney and Newcastle allows the venue to service two large population centres in addition to the Central Coast community.

Events held at the Stadium make an important contribution to the Central Coast **economy**. For example, Central Coast Mariners events in 2018-2019 were estimated to have increased Gross Regional Product by up to approximately \$2.1 million.

There are **existing events** in place, including the Mariners games, which prove the amenity and use of the Stadium. In particular, the Stadium is in a rugby league and sporting heartland which is attractive to hirers.

Hirers indicate that the Stadium can give them easy access to all their requirements including storage, transport links and access to the warm up field.

Parking and public transport are located within relatively close proximity.

The **venue management** team is experienced, stable and has a reputation for dedication to working with and supporting hirers.





CHALLENGES WITH THE CURRENT STADIUM

There are always opportunities to improve facilities, services and engagement with businesses, the Stadium precinct, and broader Central Coast community. As well, the expectations of users and hirers of major events facilities are increasing over time.

While the Stadium has been well maintained over 20 years and there are no major issues with the building or current uses of the venue, the following have been identified as challenges within the current arrangements for the Stadium:

Infrastructure

- The food and beverage facilities are limited. A large commercial kitchen could service the corporate/premium facilities and support additional offerings for General Admission spectators such as a BBQ deck.
- The size of the function space is currently limiting the ability to host large functions.
- Match day parking is perceived as an issue for spectators.
- Turf maintenance can impact hosting large events such as concerts with close timing to sporting events which require the highest quality turf standards.

Precinct

- Pre-event and post-event spending at the Stadium or within the Gosford central business district is limited by a lack of precinct activation.
- Accommodation in the area is limited, impacting the ability to leverage potential economic contribution from large-scale events attracting out-of-area visitors.

Strategy and operations

- Since management rights reverted to Council in 2014, the direction was to focus on financial performance which limited the effectiveness of the management of the Stadium. Now that Council amalgamation is embedded, Council's focus has turned to reinvigorating the Stadium's strategic direction.
- With around half of all events provided by Central Coast Mariners, the success of the Stadium is related to the team's ability to attract crowds.
- The opportunities for scale in operations is challenged by the Stadium's status as a stand-alone venue (i.e. not part of a privately owned or NSW Government owned group of stadia).

OPPORTUNITIES WITH THE CURRENT STADIUM

Opportunities for the Stadium present an exciting vision for the future of the venue, to help meet the Stadium's purpose of enhancing liveability, delivering economic value, and providing exposure to national and international level competition and events within the region.



Opportunities have been identified to address the growing needs of the community and hirers for venues like the Central Coast Stadium:

Infrastructure

- Improve the corporate/premium product offering at the Stadium by refurbishing the corporate lounge spaces and adding a commercial kitchen.
- Expand capacity for game day functions and non-event day conferences and events by providing a larger dining and conference facility, e.g. up to 400 people.
- Increase event day amenity by establishing new seating and food and beverage products within the Stadium, e.g. a BBQ deck.
- Increase the profile of the Stadium by replacing existing static signage with LED signage, and exploring additional advertising signage opportunities.
- Support hirers by establishing a merchandise outlet.
- Improve connectivity and technology at the Stadium, e.g. WIFI, mobile apps for event days, digital signage, video walls, event space screens, menu boards for screens near food and beverage stands.

Precinct

- Create a vibrant precinct around the Stadium that people want to visit, by engaging with the local environment and connecting with local businesses through a local precinct strategy or plan.
- Develop new and complementary commercial opportunities such as hotels, gyms, pools, retail, training facilities, to further activate the Stadium precinct and generate economic returns.

Strategy and operations

- Generate additional commercial revenue by securing a naming rights partner (noting there is value in potentially seeking to retain the name 'Central Coast' in some form if possible).
- Develop a strong relationship with Destination NSW to help attract hirers, events and visitors to the Stadium and region.
- Enhance the event day experience by transforming event day planning through better coordination across Council departments.
- Encourage visitation to the Stadium and precinct by improving wayfinding, e.g. making transport options more convenient to use on event days.
- Develop an events strategy for the Stadium events calendar.
- Consider management rights models and implement the most efficient and effective model for the Stadium with the greatest benefits for Council and the community.

EMERGING ISSUES

Owning and managing a major events asset like the Central Coast Stadium requires a clear and achievable strategy, taking account of the operating environment.

Factors in the overall environment for stadia include the increasingly competitive market and rising expectations of hirers, businesses and users (participants and spectators). Other Councils and venue managers are competing aggressively for events and often include financial incentives above those on offer from Central Coast Council to attract events to their venues. The NSW Government is investing in government-owned stadia, which does not include the Central Coast Stadium. While the Stadium is well located between Sydney and Newcastle, these large population centres also have major venues.

Factors in the environment for Central Coast Stadium include the reliance on the Mariners hiring and attendance patterns, the current financial performance of the Stadium (which is an overall cost to Council), and the ageing of the asset.

These factors require careful consideration in the Stadium Strategy.



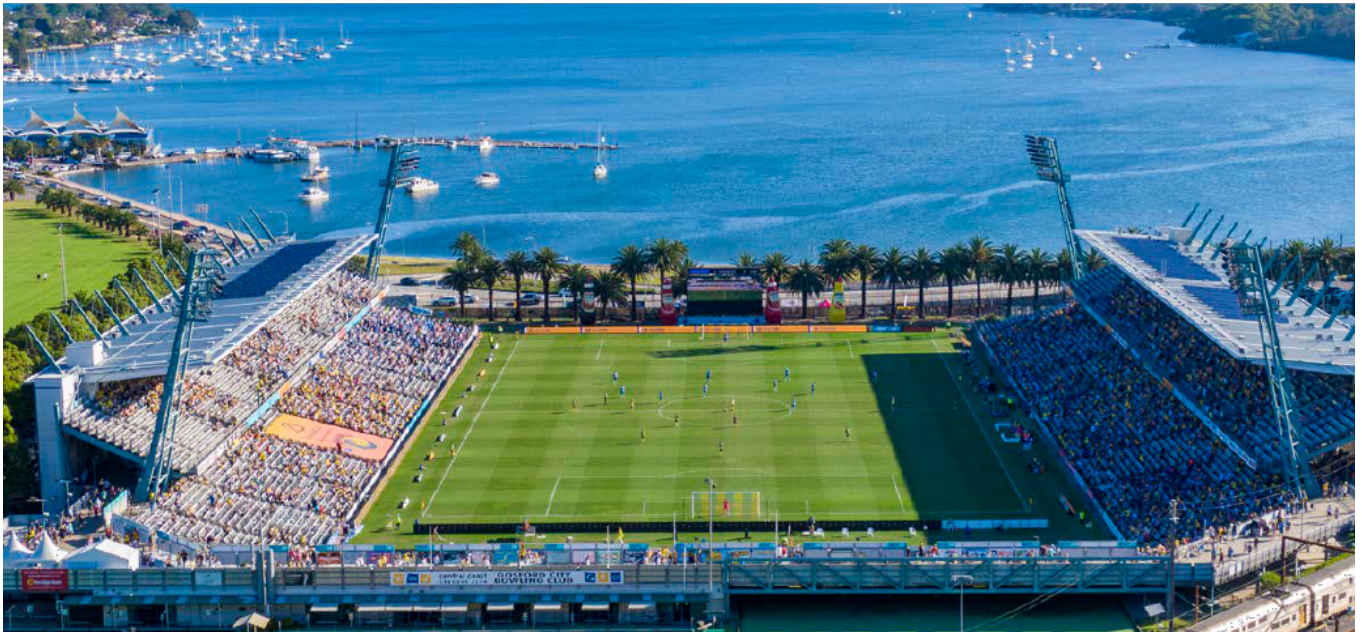
Management rights for the Stadium

A crucially significant issue for the future of the Stadium is the management model for the venue. Between 2000 and 2014 Council out-sourced the management of the Stadium to a third-party venue manager, and the venue was operated autonomously of Council. Management responsibility for the Stadium reverted to Council in 2014, making Council both the owner and manager of the venue for the first time.

The current 'in-house' management model at the Stadium is like models at other regional stadia and could well continue into the future. However, Council is also aware of strong interest in the management rights for the Stadia. There are potential benefits for Council (and thus the community) if the Stadium was operated by a third party, including:

- Reducing the risk, financial and operational burden for Council of managing the Stadium.
- A third party may bring a stronger focus on revenue maximisation and commercialisation of the asset and quick, innovative decision-making in a competitive environment.

Venue management rights need to be addressed in the Stadium Strategy and this issue will form a part of the strategic direction for the Stadium beyond 2020. Refer to priority 5.7 on page 34 which outlines the recommendation to go to an EOI for management rights.



THE BUSINESS CASE FOR THE STADIUM STRATEGY

The Stadium Strategy needs to provide a sustainable financial model for ownership and management of the venue. Implementation of an invigorated financial model will align to Council's ambition for the Stadium as a premier Tier 2 venue within NSW and Australia, delivering a vibrant and diverse event calendar and providing a high quality event day experience.

A detailed analyses of Stadium use, commercial revenue streams and capital investment needs forms the business case for the Stadium Strategy. In summary, the challenging financial performance of the Stadium reflects a relatively common theme for regional venues with a single tenant. The Stadium has not been able to achieve 'break even' financial performance since its return to Council management in 2014. There are options to address these issues and improve the financial situation through the Stadium Strategy.

Stadia can generate revenue through a variety of sources, including:

- Gate/tickets
- Food and beverage
- Ticketing rights and fees
- Naming rights sponsorship
- Other signage rights
- 'Pourage' rights (alcoholic and non-alcoholic beverages)
- Other supplier rights (food, audio visual, etc.)
- Merchandise
- Non-event day functions and events
- Car parking
- Office/storage lease.

Stadia also incur management and operational expenses including:

- Event day expenses, e.g. security, event cleaning, ushers, traffic management, event presentation.
- Venue expenses, e.g. employee expenses, regular repairs and maintenance, turf maintenance, insurances, promotion and marketing, legal and accounting and general administrative expenses.

KEY FACTS

- The Stadium is underutilised with a relatively limited event calendar both in quantity and diversity of events.
- Council is not currently offering a competitive commercial arrangement for visiting sporting teams when compared with other similar venues, who often offer substantial financial incentives. This limits event 'content' able to be secured for the Stadium.
- Events held at the Stadium make an important contribution to the Central Coast economy.
- Mariners events in 2017-2018 increased Gross Regional Product (GRP) by around \$2.1 million.
- NRL events delivered increased GRP of around \$287,3000 per event.
- Concerts delivered increased GRP of around \$250,000 per event.
- Currently the Stadium represents a net financial cost to Council, with annual operating losses between \$841,000 to \$1.4 million. Ongoing capital expenditure requirements are estimated in excess of \$1 million per annum on average.



EVENTS, ATTENDANCES AND RETURNS

Typically stadia hiring agreements across Australia include components relating to the cost of hiring, net ticketing revenue, gross catering revenues, ticketing charges, naming rights and supply rights, and event day expenses. Hiring agreements also include a term of the agreement, number of events, and any appearance fee paid by the Stadium to the hirer. All these elements are part of the existing commercial hiring agreements in place for the Stadium.

The event calendar is perhaps the single most important driver of a venue's performance.

The event calendar supports average attendance levels and related revenue such as ticketing and catering revenue. The number of event days and annual overall event attendance also drives the value of non-event day revenue streams such as naming rights, sponsorship, signage and supply rights. Designing an events calendar requires a careful balance between ensuring the venue is not under-utilised and maintaining the quality of the turf. Over-using the playing surface with high intensity activities (such as concerts) could impact the viability of the Stadium for use as a world-class sporting field.

KEY FACTS

Overall, the Stadium hosted 27 events in 2017/18 and 21 events in 2018/29, including 13 home A-League Mariners games and at least two other major events in each year (see Table 1).

The event calendar is in line with that of the Wollongong Stadium and Newcastle Stadium, though the Newcastle Stadium had the highest number of events by reason of hosting two national sporting franchises.

Stadia are generally used more frequently in winter months, aligning to the NRL, Super Rugby and AFL seasons. For the Stadium, this is offset by the A-League season running from October to April. Consequently a lower number of events are held during winter months than the A-League season.

The Central Coast region is important for the rugby league, with strong local fan bases and high junior rugby league participation. This could be a focus for development of the events calendar for the Stadium.

TABLE 1: SUMMARY OF STADIUM EVENT CALENDAR 2017/18-2018/19

Event	Hirers	2017/18	2018/19
A-League	Central Coast Mariners	13	13
NRL – regular season	Roosters, Rabbitohs	3	0
NRL - trials	Roosters	1	1
Exhibition	Legends of League, CCF Select	1	2
Concerts	Lionel Richie	1	0
Community events	Local Finals, Carols	8	5
Total		27	21

Major hirers are the A-League Central Coast Mariners, the NRL Sydney Roosters, and the NRL South Sydney Rabbitohs.



COMMUNITY EVENTS

Community events are also part of the Stadium events calendar, including Carols and grand final days for local sporting clubs. While the Stadium is generally underutilised, these events may not be the most suitable events to fill out the events calendar, because:

- Community hirers are generally unable to pay commercial rates for the venue, and there are other facilities that may be more suitable for such events.
- Community use may clash with other uses e.g. designated game days.
- Community use can affect the quality of the turf playing surface, to the detriment of commercial hirers.

However, there is an opportunity to host existing and/or new large-scale community-focused events and festivals that enhance the event calendar and engage the community directly with the Stadium. These events could include major cultural events, community fitness events, e.g. fun runs, and community focused concerts and exhibitions, e.g. wine festivals.

A clearly defined events strategy is critical to optimise the Stadium's events calendar (and therefore its revenue), especially in the context of an increasingly competitive landscape for attracting content to venues. The events strategy is part of a broader economic plan for a region.

Attendances at the Stadium drive revenue both for event days (e.g. tickets, food and beverages) and non-event days (e.g. naming rights and sponsorship).

Table 2: Summary of Stadium average and total attendance 2017/18-2018/19

Event	Hirers	2017/18	2018/19
Average attendance			
A-League	Central Coast Mariners	6,795	5,032
NRL – regular season	Roosters, Rabbitohs	12,689	-
NRL - trials	Roosters	6,232	5,310
Exhibition	Legends of League, CCF Select	7,349	6,793
Concerts	Lionel Richie	10,069	-
Community events	Local Finals, Carols	3,032	3,380
Total attendance		2017/18	2018/19
A-League	Central Coast Mariners	88,341	65,419
NRL – regular season	Roosters, Rabbitohs	38,067	-
NRL - trials	Roosters	6,232	5,310
Exhibition	Legends of League, CCF Select	7,349	13,586
Concerts	Lionel Richie	10,069	0
Community events	Local Finals, Carols	24,252	16,900
Total		174,310	101,215

KEY FACTS

Average attendance to Mariners fixtures declined from 6,795 to 5,032 between the 2017/18 and 2018/19 seasons (see Table 2).

Total attendance fell in 2018/19 (101,215) compared to 2017/18 (174,310)(see Table 2). This was due to the same number of NRL fixtures in the previous playing season being scheduled after the close of the 2018/19 financial year. In other words the same number of events were held but later in the calendar year, impacting on financial year calculations.

NRL fixtures tend to record relatively strong attendances compared to A-League events, but overall there are more A-League attendances per annum.

Attendances are influenced by several factors:

- On-field performance of sporting teams with regular fixtures at the Stadium
- Increased competition from other entertainment products
- Ongoing improvements to the 'in-home' entertainment experience
- Broader trends in sport attendance.

Event returns include ticketing commission, food and beverage commissions, corporate commissions and hire fees.

KEY FACTS

Modest returns have been generated from Mariners' games, driven mostly by recent lower attendances.

NRL game returns vary, with the appearance fee having a significant impact on revenue.

The Lionel Ritchie concert in 2017/18 was managed as a 'loss leader', meaning that it was held at below a commercial price to demonstrate the Stadium's potential to attract and hold a successful major concert event.

OTHER COMMERCIAL REVENUE STREAMS

Other revenue streams that can be generated by the Stadium relate to sponsorship and supply rights. As with attendances, the value of these revenue streams is closely related to the strength of the events calendar.

- **Naming rights:** there is currently no naming rights partner at the Stadium. Council recently engaged a specialist to estimate the potential value of naming rights.
- **Ticketing rights:** The Stadium has an exclusive contract with Ticketek for all events at the Stadium. The Stadium receives a proportion of the Booking Fees of each ticket.
- **Sponsorship and supply rights:** There are existing contracts in place for non-alcoholic beverages, alcoholic beverages (wine and beer), food/beverage and signage.



Capital investment

The nature of stadia means that significant capital replacement needs to occur over the life of the asset to maintain its quality and usefulness. As well, there is a constant need to match event day experiences in line with hirer and patron expectations. Since 2014 Council has made significant investments including:

- Corporate suite upgrades to the eastern and western sides.
- Two new screens and scoreboards on the southern side.
- Upgrade of the player change facilities, public amenities, sound system, food outlets and tunnel area.

Council has planned expenditure as follows:

Maintenance

Project maintenance to 2038 is around \$1 million per annum, however this will need to be reviewed as part of a new Stadium Strategy

Renewal and replacement

Project expenditures on renewal and replacement (e.g. pavement reconstruction) are around \$1 million per annum, with some years requiring more funds than others

Upgrade/New

To 2022 there is \$3.2 million forecast for upgraded or new facilities. There is no significant projection for new assets, however this will need to be reviewed as part of a new Stadium Strategy

Council's Operational Plan 2019-20 and Asset Management Plan 2018-2028 commit to ongoing investment in the Stadium including:

- Replacing 20,000 seats
- Upgrading lighting towers
- Replacing perimeter fencing
- Upgrading the CCTV and security gate access at the East and West
- Renovating the eastern corporate suites.
- Resurfacing the stadium field of play.



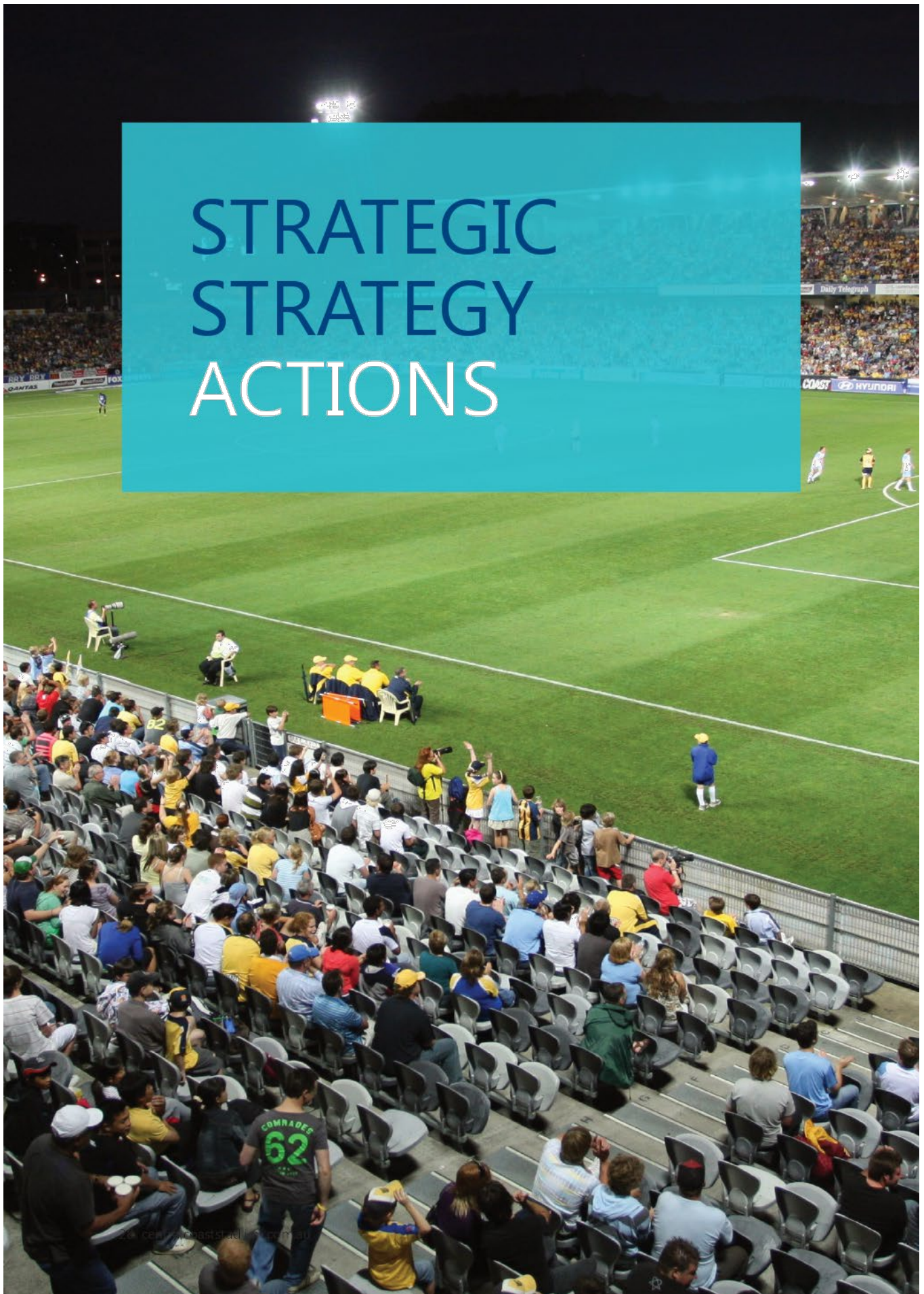


STRATEGIC PRIORITIES FOR THE STADIUM

The 20 year anniversary of the Stadium in 2020 provides a great opportunity to celebrate the Stadium, re-engage with the community and launch a new Stadium Strategy. This campaign is currently on hold due to COVID-19 restrictions.

The Central Coast Stadium Strategy has five strategic priorities, with related focus areas and targets:





Strategic Priority 1 : Content

1.1 Continue to build a more productive relationship with our Hirers

The Mariners are the key tenant of the Stadium and the only national sporting franchise located on the Central Coast. Ensuring the Stadium and all Hirers are working together to achieve mutually beneficial outcomes is important to the success of both the Stadium and the Hirers

- 1.1.1** Continue to build a more productive relationship with all hirers and work collaboratively for the mutual benefit of both parties
- 1.1.2** Renew and re-energise existing meetings / forums between parties
- 1.1.3** Re-evaluate all hiring arrangements
- 1.1.4** Enact any approved changes to the current relationship as required



Commencing immediately and on an ongoing basis

1.2 Develop an events strategy

The Stadium will require a proactive and targeted events strategy to deliver a vibrant and diverse events calendar

- 1.2.1** Develop a desired annual calendar of events, including but not limited to:
 - Mariners (A-League and W-League)
 - NRL (pre-season and regular season)
 - Other sports content (e.g. women's sport, rugby union, elite training camps)
 - Concerts and music festivals
 - Entertainment events (e.g. Nitro circus)
 - Other events (e.g. outdoor exhibitions, food and beverage festivals)
 - Large-scale community events (e.g. Carols)
- 1.2.2** Develop an implementation plan to attract / develop the identified events
- 1.2.3** Develop a rights / content owner engagement strategy, defining who is responsible and how they will interact with 'content owners' of the events
- 1.2.4** Hold preliminary discussions with rights / event owners to understand appetite and requirements to attract content to the Stadium (e.g. hiring deals, scheduling)
- 1.2.5** Develop indicative forecasts for the event calendar, including, for example, event project returns, annualised impact on Stadium performance, event economic impact and annualised economic impact, 'attraction funding' and other incentives, and Council investment and return on investment



Completed by April 2021

1.3 Establish an event attraction fund / budget

Establishing a defined fund / budget and criteria for event attraction will allow the Stadium to more confidently enter negotiations with rights / content owners and to effectively manage available funding for maximum impact

- 1.3.1** Agree on an annual level of event attraction support from Council, based on the indicative forecasts
- 1.3.2** Agree the key criteria required to access the fund
- 1.3.3** Agree a governance structure for administering event attraction support funds



September 2020 to October 2021

Strategic Priority 2: Infrastructure

2.1 Implement findings from the LED signage business case

The Stadium currently has limited LED signage opportunities, with hirers having to 'bump-in' LED signage as required. Implementing LED signage will likely reduce cost to hirers, and deliver a new revenue source for the Stadium

- 2.1.1** Finalise LED signage business case
- 2.1.2** Implement findings of LED signage business case, where the ROI is viable, in a staggered approach
- 2.1.3** Review external advertising opportunities



Completed by July 2023

2.2 Undertake a mid-life design review / master plan of the Stadium

The Stadium is entering its 20th year of operations, which represents the mid-point of its useful life. A design review would evaluate any opportunities to improve amenities throughout the Stadium focusing on efficiency, fan experience, hirer expectations and new revenue opportunities.

- 2.2.1** Agree scope of design review / master plan, potentially including:
 - Food and beverage infrastructure (e.g. outlets, commercial kitchen, kitchenettes)
 - Corporate facilities (e.g. dining / lounge facility, product mix such as BBQ deck)
 - Merchandising outlet
 - In-stadium technology and connectivity (e.g. WIFI and wayfinding)
 - Access and accessibility (e.g. circulation space, entry points, ticket booths)
 - Longer-term solutions (e.g. car park, roof extension, development over the bowls club)
- 2.2.2** Undertake the review, including engagement of specialists as required e.g. architects



December 2020 to December 2023

2.3 Develop a turf maintenance strategy

An expanded event calendar will require a revised turf maintenance strategy to manage the impacts of additional events at the Stadium

- 2.3.1** Engage specialist consultants to develop a turf maintenance strategy that aligns to the event strategy, also considering the feasibility of investing in protective coverings to minimise impact of other events on turf quality, and opportunities to partner with Venues NSW or others to achieve economies of scale with respect to turf replacements



October 2020 to October 2021

Strategic Priority 3: Precinct

3.1 Develop a precinct master plan

A precinct master plan will help to improve connectivity between the City and the Stadium, lead to better activation of event days, and enhance the overall event and non-event day experience of the Stadium. This is expected to lead to greater community, economic, and financial impacts of events held at the Stadium, to both the Stadium and surrounding businesses

- 3.1.1** Council will develop the scope of the master plan, including consideration (at a minimum) of:
- Connectivity to transport links, CBD and local businesses
 - Engagement with Brisbane Water and Leagues Park
 - Parking
 - Non-event day activation
- 3.1.2** Engage a specialist consultant to deliver the master plan in partnership with Council and key stakeholders



December 2020 to December 2023

Strategic Priority 4: Governance

4.1 Develop an Inter-Council Committee focused on delivering the ambition of the Stadium

Consultation identified the need for strategic direction and coordination from Council for the Stadium. An Inter-Council Committee will assist the Strategy is delivered effectively to achieve the ambition for the Stadium

- 4.1.1** Identify the most appropriate governance structure / mechanism within Council's existing frameworks to deliver the Strategy
- 4.1.2** Identify appropriate personnel from across Council to form the Committee, including representatives from Connected Communities, Environment and Planning, and Finance

- 4.1.3** Define and document the Charter for the Committee, including but not limited to:
- Primary governance responsibility for the Event Attraction Fund
 - Accountability for delivering the Stadium Strategy
 - Promoting a 'one-Council' approach to operations at the Stadium
 - Streamlining broader Council policies and procedures with respect to operations at the Stadium
 - Ongoing governance and accountability for the Stadium Strategy



June 2021 to April 2022

Strategic Priority 5: Venue Operations

5.1 Develop a 20th anniversary event calendar and promotional program

The 20th anniversary represents an opportunity for Council to unveil to the community its recommitment to the success of the Stadium through an expanded event calendar and reinvigorated Strategy

- 5.1.1** Organise 20th anniversary promotional and celebratory activities, including events / festivals
- 5.1.2** Deliver 20th anniversary activities, alongside launching Council's refreshed Stadium Strategy (and potentially a naming rights partner)
- * Due to COVID-19, this campaign has been paused. We will look at 21st Birthday opportunities.



October 2019 to January 2021

5.2 Agree approach to naming rights and pursue Expression of Interest (EOI)

The Council has commissioned a report into the potential value of naming rights for the venue. Pursuing an EOI for naming rights will deliver new revenue sources for the Stadium.

- 5.2.1** Confirm Councillor parameters regarding naming rights for the Stadium. Council will ensure that the naming rights align with the purpose and ambition for the Stadium. A key issue in naming rights is ensuring a commercial arrangement reflects increased exposure levels as events and attendances increase as planned under this Strategy.
- 5.2.2** Undertake EOI for naming rights - subject to 5.2.1



January 2021 to January 2022

5.3 Create scale across operation through internal or external partnerships

Council has a number of venues within its portfolio that could be 'bundled' to create scale in procurement and commercial rights (e.g. ticketing). There is also an opportunity to explore partnerships with external bodies to generate scale and efficiencies

5.3.1 Develop a strategy to generate benefits for the Stadium through scale, especially for supplier rights and procurement opportunities. This could include:

- Aggregating commercial rights from across Council's portfolio (e.g. ticketing and pourage rights at the Stadium and Laycock Street Theatre)
- Aggregating similar assets within the same business unit of Council
- Partnering with a third party that has already achieved scale



May 2021 to July 2022

5.4 Develop a marketing and promotions strategy for the Stadium

To promote the reinvigorated approach to the Stadium, Council should develop an integrated marketing and promotions strategy for the venue

5.4.1 Develop an annual, integrated marketing and promotions strategy and plan for the venue

5.4.2 Develop materials and collateral to support the strategy (e.g. brochures, website)

5.4.3 Monitor the performance of the strategy, including through a community survey and refine as appropriate



November 2019 to June 2021

5.5 Develop a targeted stakeholder engagement strategy

Collaborative and strategic engagement with stakeholders help to identify needs that can subsequently be incorporated into organisational goals and strategic decision making

5.5.1 Develop a targeted and ongoing stakeholder engagement strategy, with stakeholders including but not limited to:

- Key hirers
- Council
- Service providers
- Sponsors
- Other industry stakeholders (e.g. event promoters)



October 2020 to June 2022

5.6 Develop a staff capability plan

Staff capability is a critical component of operational success. A staff capability plan will help ensure that Stadium staff skills and expertise continue to support the operations of the venue, including investing in new business development / sales capability for the venue and considering succession planning for key roles.

- 5.6.1** Undertake a skills and capability assessment of Stadium staff; upskill and train staff where necessary, and recruit to fill capability gaps as necessary
- 5.6.2** Based on the above, identify any need to invest in dedicated business development / sales capability to deliver the events strategy
- 5.6.3** Undertake succession planning to mitigate the risk of loss of key staff and institutional knowledge



September 2020 to June 2022

5.7 Go to market for the venue management rights for the Stadium

Council has identified sufficient interest and potential benefit to pursue an Expression of Interest (EOI) for the management rights of the Stadium (but retaining full ownership). Council can participate in the EOI to provide a public sector comparator. Council may still decide to retain management of the Stadium if the EOI shows this to be the most appropriate model.

- 5.7.1** Develop EOI documenting including summary of the venue, statement of requirements and summary of key terms (e.g. term, financial structure)
- 5.7.2** Develop evaluation plan for the EOI responses, including criteria and weightings. These may include but are not limited to:
 - Mandatory compliance (e.g. insurances)
 - Compstability of organisation to manage the Stadium
 - Capability (e.g. experience and business capability)
 - Financial strength
 - Management approach and methodology
 - Proposed commercial terms and arrangements

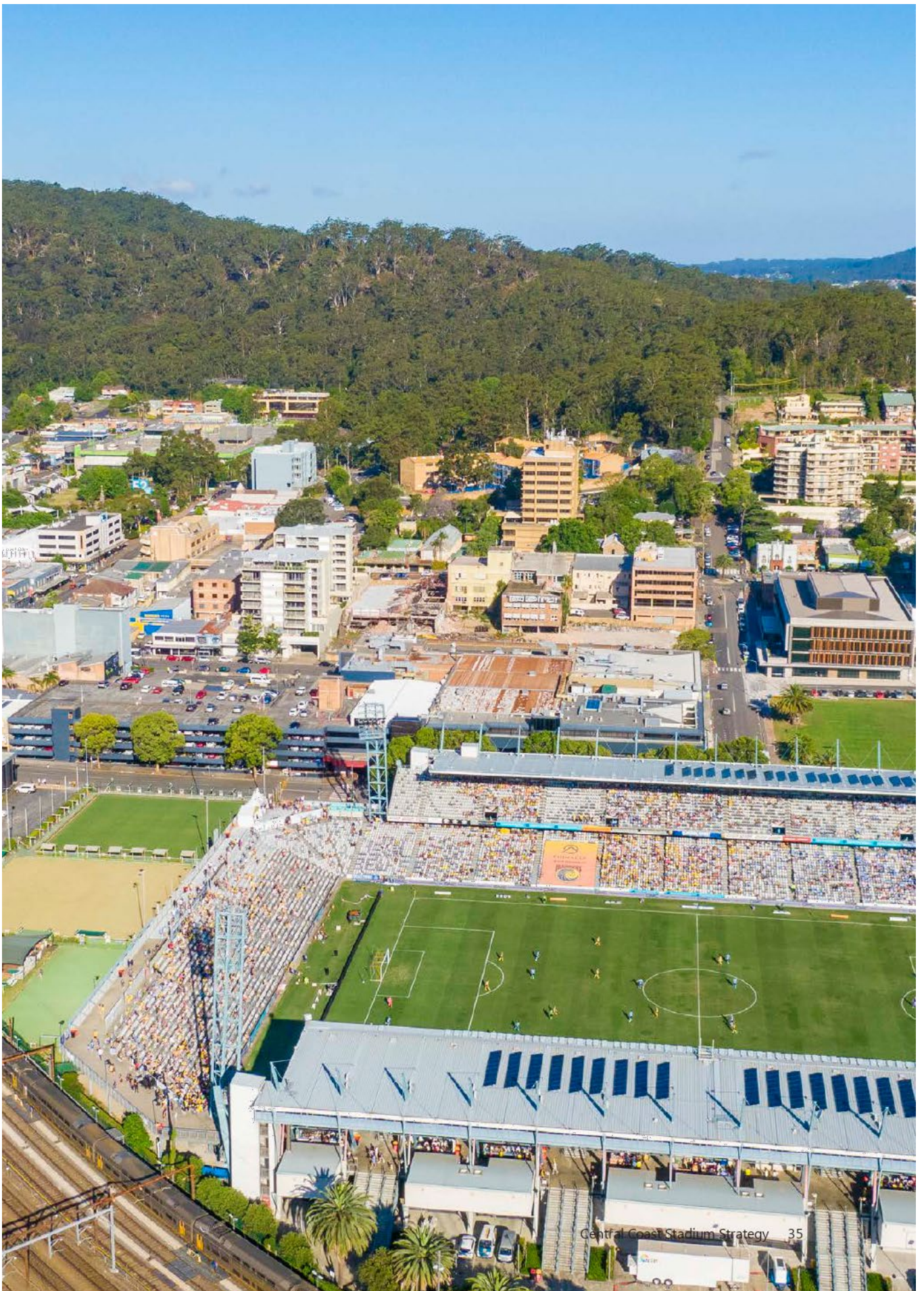
Go to market for venue management rights

Assess responses in line with evaluation criteria

Decide whether to proceed to Request For Proposal stage



February 2021 to December 2021



THE STADIUM STRATEGY AND ONE CENTRAL COAST

The Stadium is a key asset for the Council and Central Coast community, and provides a location for many sporting, entertainment and community events. Accordingly, the Stadium Strategy links to a range of Council plans and strategies, including:

- Community Strategic Plan – One Central Coast 2018-2028
- Delivery Program and Operational Plan 2019-2020
- Engagement Framework 2017
- Tourism Opportunity Plan 2019-2024
- Economic Development Strategy (underway as at February 2020)

The Community Strategic Plan - One Central Coast 2018-2028, encapsulates the voice and values of the Central Coast community through five themes:

1. Belonging
2. Smart
3. Green
4. Responsible
5. Liveable

The Stadium Strategy incorporates these themes to ensure the Stadium is a fully realised part of the Central Coast community by directly contributing to the following objective from the Community Strategic Plan;

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



WHAT IS THE NSW GOVERNMENT PLAN FOR STADIA?

The NSW Government also has a policy framework relating to stadia, the NSW Stadia Strategy. The NSW Stadia Government Network (i.e. NSW Government owned venues) does not directly incorporate the Central Coast Stadium, but the NSW Stadia Strategy can provide Council with strategic direction for the Stadium by highlighting issues such as:

- Providing the community with increased access to stadia.
- Encouraging the multi-purpose use of stadia.
- Improving facilities for participants and spectators.
- Improving the competitive position of NSW when attracting major events.

The Central Coast Stadium was defined in the NSW Stadia as a Tier 2 stadium, having total capacity between 20,000 to 40,000 people, some corporate facilities, and being the home ground for a sporting franchise playing in a national sporting competition.

Design principles for Tier 1 and Tier 2 stadia were articulated in the NSW Stadia Strategy as follows:



Multi-tenant, multi-use

All stadia should host the majority of home matches for at least two national sporting teams.



Utilisation

Greater use of Tier 1 stadia will be prioritised. The aim was to have an increased number of sport and entertainment event days held at stadia included in the NSW Stadia Strategy.



Capacity

Seating capacity should be sufficient to meet the current and short to medium-term requirement. Tier 2 stadia should have the capacity to expand to accommodate future demand.



Quality of facilities

All stadia should meet the minimum requirements of key hirers and, through continued investment, have the potential to meet future requirements, including facilities for players, spectators, media and broadcasting.



Transport connectivity

All stadia should have good public transport access and appropriate parking capacity.



Entertainment capacity

Stadia should be surrounded by a vibrant entertainment precinct to enhance the match day experience.

The approach by the NSW Government to invest in the venues owned by the NSW Government means that the Central Coast Stadium is outside of any planned future investment by the NSW Government. It is also not within the plans of the NSW Government to consider taking ownership of any further venues.

DEVELOPMENT OF THE STADIUM STRATEGY

In 2019 Council commissioned a report, including economic analyses and business strategy, from KPMG. KPMG assessed the current state of operations of the Stadium and compared it to other similar venues across NSW and Australia. The analyses considered Stadium infrastructure and the venue precinct, use of the Stadium and events, strategy and operations, and financial sustainability.

As part of the KPMG project targeted consultation was undertaken in 2019 to collate insights from a range of stakeholders, including:

- Councillors
- Stadium management
- Commercial hirers
- Community hirers
- Associated organisations (e.g. catering company)
- Other venue operators
- Government bodies
- Local business leaders.

A workshop was also held with Council business units and Stadium management in August 2019.

The Strategy has now been developed for Council endorsement and public exhibition, to ensure Council has access to the broadest range of community views about the future direction of the Stadium.





Central Coast Stadium
Corner Dane Drive and Central Coast Highway Gosford, NSW, 2250
T 02 4304 7600
E ccstadiuminfo@centralcoast.nsw.gov.au
W centralcoaststadium.com.au



Item No: 3.1
Title: Meeting Record for the Catchments and Coast Committee Tuggerah Lakes meeting held on 24 June 2020
Department: Environment and Planning

10 August 2020 Ordinary Council Meeting

Reference: F2018/00098 - D14072829
Manager: Luke Sulkowski, Unit Manager, Environmental Management
Executive: Scott Cox, Director Environment and Planning

Summary

The purpose of this report is for Council to note the Meeting Record of the Catchments and Coast Committee Tuggerah Lakes meeting held on 24 June 2020.

Recommendation

That Council receive the report on Meeting Record for the Catchments and Coast Committee Tuggerah Lakes meeting held on 24 June 2020.

Background

The Catchments and Coast Committee Tuggerah Lakes held a meeting on 24 June 2020. The Meeting Record of that meeting is Attachment 1 to this report.

There are no actions recommended to Council. The Meeting Record is being reported for information only in accordance with the Terms of Reference.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

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

Attachments

- 1 Catchments and Coast Committee Tuggerah Lakes Meeting Record - 24 June 2020 D14072426

Catchments and Coast Committee Tuggerah Lakes Meeting Record 24 June 2020



Location:	Zoom Meeting	
Date:	24 June 2020	
Time	Started at: 4.09pm* (no quorum until 4.40pm)	Closed at: 6.42pm
Chair	Councillor Jane Smith	
File Ref	F2018/00098	

Present:

Councillor Jane Smith, Councillor Doug Vincent (arrived 4.40pm), Doug Darlington, Graham Hankin, Robert Davies, Samantha Willis

External Representatives present:

Neil Kelleher – Department of Planning, Industry and Environment, Richard Murphy – Department of Planning, Industry and Environment

Council Staff present:

Luke Sulkowski – Unit Manager Environmental Management, Ben Fullagar – Section Manager Catchments to Coast, Peter Sheath – Section Manager Flood Strategy and Planning, Parissa Ghanem – Team Leader, Floodplain Management and Senior Planner, Vanessa McCann – Team Leader Estuary Management and Projects (left 6.29pm), Paul Donaldson – Senior Estuary Management Officer, Zoie Magann – Advisory Group Support Officer

**Quorum was not achieved in accordance with Section Three of the Terms of Reference until 4.40pm, with the arrival of a second Councillor member. The Advisory Group commenced informal discussion of items before this time, however no actions were agreed until quorum was met.*

Item 1 Welcome, Acknowledgement of Country and Apologies

Apologies received: Michael Campbell, Marlene Pennings

Councillor Jane Smith welcomed the Advisory Group and completed an Acknowledgement of Country.

Item 2 Disclosures of Interest

Graham Hankin declared a less than significant non-pecuniary interest for Item 5 as a resident of Chittaway Point, with regard to the floodplain projects discussed.

Doug Darlington declared a less than significant non-pecuniary interest for Item 5 as a resident of Long Jetty, with regard to the floodplain projects discussed.



Item 3 Confirmation of Previous Meeting Record

The Advisory Group confirmed the Meeting Record from 29 April 2020.

The Advisory Group discussed the Action Log with the below updates noted:

Action 36: Stormwater Management Plan project has commenced. Further updates will come as project progresses (remain pending).

Action 79: Staff met with Wyong Nursing Home along with the SES, and provided advice about how to address risk of flooding in area (action complete).

Item 4 Feedback from Previous Meeting

No feedback was provided.

Item 5 Update on Flood and Stormwater Management (Standing Item)

Parissa Ghanem (Team Leader Floodplain Management and Senior Planner) provided a presentation on current flood and stormwater management items.

The below key points were noted:

- Flood project update:
 - Wyong River Floodplain Risk Management Study and Plan (FRMSP) and Ourimbah Creek FRMSP have been adopted by Council.
 - Killarney Vale/Long Jetty FRMSP and Wallarah Creek FRMSP to be publicly exhibited 25 June 2020 to 5 August 2020.
 - Lake Macquarie Overland Flood Study – final draft being prepared by consultant.
 - Northern Lakes FRMSP – final draft being prepared by consultant.
 - Flood Gauging Network Audit has been complete.
- Council currently has three grant applications pending with DPIE for various flood projects.
- Public Exhibition of two FRMSPs is occurring on Council's www.yourvoiceourcoast.com page:
 - Wallarah Creek FRMP – 5,000 letters were sent to residents in June 2020, and advertisement appeared in northern LGA newspapers to promote online engagement.
 - Community members have option to book an online meeting or phone call to discuss project with Consultant and Council's Project Manager.
 - A Q&A Board and interactive map is being used to keep residents informed.
- Gross Pollutant Traps (GPTs) construction projects: Blue Haven GPT is completely constructed. Gorokan GPT is expected to be complete by end of next week.
- David Mehan MP letter about flood markers:
 - MP wrote to Council 25 May 2020 and requested Council review the need for more water level markers in areas affected by flood.
 - Concerns noted that new residents in flood prone areas don't understand severity of flooding and often leave it too late to leave area.
 - Staff showed design examples from Tweed River and Murray River and invited comments:
 - Suggested that markers also include risk of associated water level.
 - Good idea to have educational flood posts in public areas such as those in Tweed River and Murray River, but also need more functional depth markers alongside roads (i.e. a holistic approach is best).



Action: Staff to provide proposal on flood markers including suggested locations and format to future Advisory Group meeting.

Item 6 Update on Coastal Management (Standing Item)

Ben Fullagar (Section Manager Coastal Protection) provided a presentation on coastal management.

The below key points were noted:

- Update on Scoping Studies:
 - Open Coastline and Coastal Lagoons – works are underway and expected to be complete September/October 2020.
 - Lower Hawkesbury/Brisbane Water – study recently completed. An application for Coast and Estuary Grant to be made for next stage of the Coastal Management Program (CMP).
 - Tuggerah Lakes Estuary – study being completed in-house. 'Strategic Context' report recently drafted which will support development of other CMPs. Project being assisted by Expert Panel.
- Lake Macquarie CMP: Staff are working with Lake Macquarie City Council to address parts of Central Coast LGA impacted by the CMP. Council staff have been engaged in initial stakeholder forums and will be involved in ongoing development of the CMP

Item 7 Reported Commercial Wild Harvest Landings for Tuggerah Lakes

The Department of Primary Industries (Fisheries) previously provided two graphs to report commercial wild harvest landings for Tuggerah Lakes for the Advisory Group's information as requested. The graphs were circulated via email on 20 April 2020. It was noted there didn't appear to be any decline in fish numbers over years, and no further information was requested at this stage.

Item 8 Entrance Channel Update

Peter Sheath (Section Manager Flood Strategy and Planning) provided a presentation on The Entrance Channel.

The below key points were noted:

- Tuggerah Lakes flood education is being considered by staff. Draft education slides were shown to the Advisory Group, which include images and data to communicate key info about flooding events.
- Review of February 2020 storm event:
 - There was average of 440mm rain in 4 days across whole catchment. Heavy rainfall coincided with king tides and storm surges resulting in a 1 in 10 year flood event. Manly Hydraulics Laboratory (MHL) data indicates rainfall intensities were highest on record since 1998.
 - Noted that the Channel was open and being monitored by Council before the flood peaked on Monday 10 February. Staff opened a second outlet on Tuesday 11 February once waves subsided enough to limit ocean flow back to lake.
 - Staff currently working on entrance management procedures and support tool in collaboration with MHL.
- Review of Tuggerah Lakes since January 2020:
 - Noted community concerns that lake level had been low leading up to February 2020.
 - Large ocean swell in May 2020 resulted in significant coastal erosion in region.



Graham Hankin previously provided some information on berm management that suggested if the berm had been opened earlier during the February storm event, the impact of flooding could have been reduced. Staff noted that the ocean level also had to be considered as the significant wave height meant ocean water would continue to flow into lake. Staff are continuing to investigate berm management options and impacts/benefits in collaboration with MHL.

Ben Fullagar (Section Manager Catchments to Coast) provided an update on The Entrance Dredging Program.

The below key points were noted:

- The Channel continues to be wide open and very dynamic with moving sand shoals.
- A bathymetric survey was recently completed to identify areas where dredging may be needed.
- Consultants are assisting with development of a dredge plan and environmental assessments.
- A key challenge is to identify a suitable space to settle out the dredge spoil to meet environmental water quality requirements. Council have applied to the Environmental Protection Authority (EPA) for an Environment Protection Licence to address these concerns.
- The Advisory Group noted support of staff continuing to work with EPA and keeping the community informed of any action taken.

Item 9 Coastal Erosion Update – The Entrance North

Ben Fullagar (Section Manager Catchments to Coast) provided an update on coastal erosion in The Entrance North.

The below key points were noted:

- Photos were shown to the Advisory Group of exposed rock boulders and coastal erosion at North Entrance Beach.
- Surveys conducted in February 2020 indicate profiles are at most eroded state since 2018. A new LiDAR survey was flown on 18 June 2020. Staff expect results will show further sand has been lost since February 2020.
- There was a Council Resolution on 9 June 2020 regarding emergency beach stabilisation works. Staff have been working towards the Resolution and have conducted some sand scraping in inter tidal zone to improve immediate safety in area.
- Sand bags had been suggested in the Chamber as a possible solution, but it was noted by DPIE that this approach may not be effective in The Entrance.

Action: Neil Kelleher (DPIE) to bring info on coastal stabilisation techniques and effectiveness of sand bags to next Advisory Group meeting.

Item 10 General Business and Close

- a) Porters Creek Wetland: Advisory Group members were shown a boundary map of the wetland. Good news story that project is progressing, and boundary aligns with suggestions previously made.
- b) Tuggerah Lakes Expert Panel: five meetings have been held so far. Information can be found here: <https://www.environment.nsw.gov.au/topics/water/estuaries/protecting-and-managing-estuaries/tuggerah-lakes-expert-panel>. There is an identified gap in community engagement. Spectrum

Catchments and Coast Committee – Tuggerah Lakes Meeting Record
24 June 2020



have been engaged as consultants to help with involving the community. It was noted that Tuggerah Lakes is in pretty good condition based on number of people in catchment.

- c) National Tree Day is 2 August 2020. Advisory Group members were encouraged to keep their eyes out for details.
- d) Wrack removal by residents and community groups: concerns were noted on behalf of community members that machinery used for wrack removal is damaging, and there remains high levels of wrack in the lake. Staff noted Fisheries are the authority on wrack removal and advise individuals can take up to 20kg of wrack per day for disposal. Discussions are occurring about how to support Landcare groups in achieving outcomes.

Action: Topic of wrack removal to be added to agenda for next meeting with view to consider how community groups can be involved in foreshore management, as well as staff efforts in this area and Expert Panel findings.

The meeting closed at 6.42pm

Next Meeting: **Wednesday 26 August 2020**
 2pm – 4pm
 Location TBC



Item No: 3.2
Title: Meeting Record of the Coastal Open Space System (COSS) Committee meeting held on 25 June 2020
Department: Environment and Planning

10 August 2020 Ordinary Council Meeting

Reference: F2018/00099 - D14072973
Manager: Luke Sulkowski, Unit Manager, Environmental Management
Executive: Scott Cox, Director Environment and Planning

Summary

The purpose of this report is for Council to note the Meeting Record of the Coastal Open Space System (COSS) Committee meeting held on 25 June 2020.

Recommendation

That Council receive the report on Meeting Record of the Coastal Open Space System (COSS) Committee meeting held on 25 June 2020.

Background

The Coastal Open Space System (COSS) Committee held a meeting on 25 June 2020. The Meeting Record of that meeting is Attachment 1 to this report.

There are no actions recommended to Council. The Meeting Record is being reported for information only in accordance with the Terms of Reference.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships


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

Attachments

1 COSS Committee Meeting Record - 25 June 2020 D14072430

Coastal Open Space System (COSS) Committee Meeting Record 25 June 2020



Location:	Zoom Meeting	
Date:	25 June 2020	
Time	Started at: 4.04pm	Closed at: 6.02pm
Chair	Councillor Jane Smith	
File Ref	F2018/00099	

Present:

Councillor Chris Holstein, Councillor Jane Smith, Councillor Jeff Sundstrom (left 5pm), David Holland, Deb Holloman, Paul Links, Douglas Williamson, Barbara Wills, Gary Chestnut (non-voting, arrived 4.23pm)

External Representatives present:

Steve Atkins – NPWS Central Coast Area Manager, David Green – Local Land Services (Greater Sydney)

Council Staff present:

Luke Sulkowski – Unit Manager Environmental Management, Karen Tucker – Unit Manager Project Management Environment and Planning, Larry Melican – Section Manager Natural Assets and Biodiversity, Dr Anumitra Mirti – Section Manager Environmental Strategies, Breanne Bryant – Principal Strategic Planner (left 5.04pm), Rochelle Lawson – Senior Ecologist, Rod Mergan – Senior Strategic Planner (left 5.04pm), Jenny Mewing – Principal Strategic Planner (left 5.04pm), Kelly Drover – Advisory Group Support Officer

Item 1 Welcome, Apologies and Acknowledgement of Country

Apologies received: Nil

The Chairperson, Councillor Jane Smith declared the meeting open and completed an Acknowledgement of Country and Connection to Land Statement.

Councillor Smith, on behalf of the Advisory Group, acknowledged Malcolm Brookes who passed away last week. Malcolm was instrumental in the formation of COSS including serving on the COSS Committee in Former Gosford City Council and his contribution to the Central Coast, in particular Gosford, leaves a great legacy and he will be sadly missed. The Advisory Group passes on condolences to Malcolm's family.

Item 2 Disclosures of Interest

The Chair called for any declarations of interest.

No disclosures were received.

Coastal Open Space System (COSS) Committee Meeting Record
25 June 2020



Item 3 Confirmation of Previous Meeting Record

The Advisory Group confirmed the Meeting Record from 30 April 2020.

The Advisory Group reviewed the Action Log.

Item 4 Clarification History of Bonus Lot Provisions for 7(c)2 Zoning (Action 80)

Jenny Mewing (Principal Strategic Planner) provided an update on the current status of 7(c)2 lands, in particular the Beaufort Road site which was zoned 7(c)2 and was rezoned last year to R2 under the Gosford Local Environmental Plan. Any future subdivision on this land will not be subject to the contribution scheme of the IDO.

A memo from Director Environment and Planning on Planning Proposal No PP/90/2016 – Beaufort Road, Terrigal has been circulated to Advisory Group members.

Item 5 Discussion on Deferred Matters Land and the Zoning of “E” Zoned Land in the Comprehensive LEP

The Advisory Group discussed deferred lands that are due to go across to unexpected zoning that the Advisory Group did not consider to be an equivalent zone, in particular 29 Bidjiwong Road, Matcham which is currently split between 7a and 7(c)2 and is proposed for E4 zoning. A subdivision of this land was approved in March 2020.

Breanne Bryant (Principal Strategic Planner) provided members with an aerial of the site. It was advised that staff had made recommendation to Council to defer the rezoning of those DM lands that are zoned under IDO 122 and are outside of the current COSS to allow for further consideration as part of an LGA wide Environmental Lands Review.

The Advisory Group discussed the role of the COSS Committee as a reference group to review lands considered as deferred matters and the importance of the COSS Committee having input into this criteria.

Action: Specific information on approval of this subdivision to be provided to Advisory Group Members including whether it took advantage of the 7(c)2 Bonus Lot Provisions and if so, what was the contribution to COSS. If not, why was it not enacted?

Action: Staff to consider a process regarding the deferred lands that involves the COSS Advisory Group as a reference group in the process and brings further options back to the next COSS Advisory Group meeting.

Action: The COSS Committee Chair, Councillor Holstein and Councillor Sundstrom to meet with relevant staff within the next month to discuss a process moving forward.

Item 6 Land Acquisition and Prioritisation (Standing Agenda Item)

No further acquisitions at this time, negotiations with potential vendors are continuing.

Coastal Open Space System (COSS) Committee Meeting Record
25 June 2020



Item 7 Update on Invitation for Council Lands to be added to National Parks Estate

Steve Atkins (NPWS Central Coast Area Manager) advised that all parcels have been assessed and considered by the Parks Reserve Establishment Team. Recommendations have been made and are being packaged up to go back to the Minister.

Larry Melican (Section Manager Natural Assets and Biodiversity) provided an update on the Regional Park concept, in particular the Coffs Coast Regional Park.

Steve Atkins will speak with Karen Eardley from the NPWS Reserve Establishment Team and advise that the Advisory Group is considering this as an option.

Action: Staff to investigate the Coffs Regional Park model and invite a representative from Coffs Harbour Council to give a presentation to the next COSS Advisory Group meeting.

Item 8 Update on Draft Biodiversity Strategy

The Draft Biodiversity Strategy was presented to Council at the Ordinary Meeting on 22 June 2020 for consideration. Council resolved for staff to undertake more work on the strategy and a workshop will be held with interested Councillors and relevant staff in July to review the draft strategy and discuss any further amendments including further information about the costing and an additional theme: *Protect and expand the Coastal Open Space System*.

A further report to be provided at the first Council meeting in September 2020 for the adoption of the draft Central Coast Biodiversity Strategy.

Councillor Smith acknowledged the work that Rochelle Lawson and other staff have undertaken and that the quality of the work in the strategy was outstanding.

The Advisory Group discussed the use of accumulated funds for voluntary acquisition of lands.

Luke Sulkowski provided further clarification on a number of matters in the draft Biodiversity Strategy including:

- The draft strategy is inclusive of a voluntary land acquisition program labelled the Environmental Lands Acquisition Program.
- The draft strategy was not solely reliant on sale of credits through the Biodiversity Offset Scheme, but also considered other potential revenue sources such as a revised Bonus Lots Provision Scheme.
- The draft strategy does not take a philosophical or ethical position on Biodiversity Offset schemes, but instead seeks to maximise Council's capacity to benefit local conservation outcomes within the current legal framework.
- One of the objectives of the draft strategy is to maintain biodiversity offsets required from development within the Central Coast in the local region. Lack of such an approach is likely only to see the impacts of development experienced in the Central Coast, with the benefits of the biodiversity offsets going to other regions.

Coastal Open Space System (COSS) Committee Meeting Record
25 June 2020



Action: Advisory Group Support Officer to circulate the Council Resolution on the Draft Biodiversity Strategy from the 22 June 2020 Ordinary Meeting to Advisory Group members.

Item 9 Update from External Representatives (Standing Agenda Item)

David Green – Local Land Services (Greater Sydney) advised that staff are still working from home and continue to work closely with Council on a few issues. There are currently 14 projects on the ground with just over \$250,000 of grant funding for those projects, predominantly in the Central Coast Area.

Steve Atkins – NPWS Central Coast Area Manager advised that the Koolewong Fire Trail and Somersby Falls Upgrade Capital Projects are progressing. The Bouddi Coastal Walk works have commenced; however, this is a long term project over the next couple of years. The Crackneck lookout project is also moving through the design and assessment stage.

The team have been reacting to the easing of restriction in relation to COVID-19. Camping is now possible and access to certain parks which were previously restricted have eased and the parks have reopened. The NPWS office has also reopened.

Hazard reduction burning commenced prior to the wet weather and a plan is being developed working towards Spring.

NPWS responded to the recent shipping container situation with a salvage operation for the containers that washed up on Birdie Beach in Munmorah State Conservation Area and Crackneck Point in Wyrabalong National Park.

The Draft Bouddi Plan of Management is currently with the Minister for consideration and will hopefully be endorsed soon.

Dog trapping and baiting programs are continuing in the western Parks including Popran, Jilliby and the Watagans.

The Advisory Group requested that Steve keep the group up to date on the Wamberal Nature Reserve.

Item 10 Scheduling of COSS Walking Track Site Inspections in August (Action 85)

Councillor Smith advised that an email had been received from the National Parks Association regarding promoting COSS walks. Councillor Smith to forward email to Advisory Group Support Officer.

Action: Advisory Group Support Officer to invite a representative of the National Parks Association to the next COSS Advisory Group meeting.

The Advisory Group discussed the scheduling of the inspection of the kinds of tracks, materials and infrastructure that are suitable for COSS and environmentally sensitive lands. A morning/daytime meeting for August was discussed. Subject to the availability of a representative from Coffs Harbour City Council to discuss Coffs Coast Regional Park a Zoom session could be held following the site inspection. Consideration to be given to other matters that could be discussed at this site visit or whether these items should be completed out of session via email.

Coastal Open Space System (COSS) Committee Meeting Record
25 June 2020



Action: Staff to investigate options for holding the next COSS Advisory Group meeting in August as a site visit.

Item 11 General Business and Close

- a) Luke advised that National Tree Day is on Sunday 2 August 2020 and Council's Landcare Team are coordinating activities for two sites.
- b) A photo of Winney Bay was provided to the Advisory Group showing natural revegetation of the site.

The meeting closed at 6.02pm

Next Meeting: August 2020 (Site Visit)
Location and Time TBC



Item No: 3.3
Title: Meeting Record of the Heritage Advisory Committee meeting held on 1 July 2020
Department: Innovation and Futures

10 August 2020 Ordinary Council Meeting

Reference: F2018/00102 - D14064790
Author: Rebecca Cardy, Heritage Officer
Manager: Scott Duncan, Section Manager, Land Use and Policy
Shari Driver, Unit Manager Strategic Planning
Executive: Ricardo Martello, Executive Manager Innovation and Futures

Summary

The purpose of this report is for Council to note the Meeting Record of the Heritage Advisory Committee meeting held on 1 July 2020.

Recommendation

That Council receive the report on Meeting Record of the Heritage Advisory Committee meeting held on 1 July 2020.

Background

The Heritage Advisory Committee held a meeting on 1 July 2020. The Meeting Record of that meeting is Attachment 1 to this report.

It is noted that quorum was not achieved for this meeting due to insufficient voting non-Councillor representatives. There are no recommendations for Council. The Meeting Record is being reported for information only in accordance with the Terms of Reference.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

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

Attachments

1 Heritage Advisory Committee Meeting Record - 1 July 2020 D14064721

Heritage Advisory Committee Meeting Record 1 July 2020



Location:	Zoom Meeting	
Date:	1 July 2020	
Time	Started at: 4.04pm	Closed at: 4.09pm
Chair	Councillor Jeff Sundstrom	
File Ref	F2018/00102	

Present:

Councillor Louise Greenaway, Councillor Kyle MacGregor, Councillor Jane Smith, Councillor Jeff Sundstrom, Margot Castles, Gary Dean, Sandra Hunt-Sharman, Verena Mauldon

External Representatives present:

Richard Waterhouse, Sarah Brookes (National Parks and Wildlife Services), Peter Rea (Area History Tours), Wesley Warren (Convict Trail Project)

Council Staff present:

Rebecca Cardy – Heritage Officer, Zoie Magann – Advisory Group Support Officer

Item 1 Welcome, Acknowledgement of Country and Apologies

Apologies received: Councillor Doug Vincent, Warren Andrews, David Benwell, Walter Billington, Joseph Murray, Prue Wyllie, Kreenah Yelds, Scott Duncan – Section Manager Local Planning and Policy

There were insufficient voting non-Councillor representatives present for the meeting, so quorum could not be achieved in accordance with Section Three of the Terms of Reference.

The present members chose to remain online to receive the presentations from external representatives, and informally the discuss the agenda items. No further minutes or actions were captured.



Item No: 3.4
Title: Meeting Record of the Water Management Advisory Committee meeting held 30 June 2020
Department: Water and Sewer

10 August 2020 Ordinary Council Meeting

Reference: F2019/01200 - D14076039
Manager: Luke Drury, Section Manager Water Services and Design
Executive: Jamie Loader, Director Water and Sewer

Summary

To note the Meeting Record of the Water Management Committee meeting held on 30 June 2020.

Recommendation

That Council receive the report on Meeting Record of the Water Management Advisory Committee meeting held 30 June 2020.

Background

The Water Management Advisory Committee held a meeting on 30 June 2020. The Meeting Record of that meeting is Attachment 1 to this report.

It is noted that quorum was lost during this meeting due to insufficient Councillor representatives. There are no actions recommended to Council. The Meeting Record is being reported to Council for information only in accordance with the Terms of Reference.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

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

Attachments

1 Water Management Advisory Committee Meeting Record - 30 June 2020	D14075970
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Water Management Advisory Committee Meeting Record 30 June 2020



Location:	Zoom Meeting	
Date:	30 June 2020	
Time	Started at: 4.03pm	Closed at: 5.51pm
Chair	Councillor Jane Smith	
File Ref	F2019/01200	

Present:

Councillor Louise Greenaway (left 5.51pm), Councillor Kyle MacGregor (left 5.29pm), Councillor Jane Smith, John Asquith, Ken Brookes, Daryl Mann, Pamela McCann, Michael Redrup

External Agencies:

David Green – Local Land Services (Greater Sydney)

Council Staff present:

Danielle Hargreaves – Unit Manager Headworks and Treatment, Luke Drury – Section Manager Water Services and Design, Elizabeth Knight – Section Manager Treatment Plants and Catchments, Satpal Singh – Senior Engineer Water Resource Planning, Jessica Preston – Catchment Management Officer, Kelly Drover – Advisory Group Support Officer

Item 1 Welcome, Acknowledgement of Country and Apologies

Apologies received: Mayor Lisa Matthews, Councillor Chris Holstein, Gary Murphy – Chief Executive Officer, Jamie Loader – Director Water and Sewer

The Chairperson, Councillor Jane Smith declared the meeting open and completed an Acknowledgement of Country and Connection to Land Statement.

Item 2 Disclosures of Interest

The Chair called for any declarations of interest.

No disclosures were received.

Water Management Advisory Committee Meeting Record
30 June 2020



Item 3 Confirmation of Previous Meeting Record

The Advisory Group confirmed the Meeting Record from 27 May 2020.

Councillor Smith noted an error in her disclosure of interest from this meeting. It should read as follows: *Councillor Smith declared a less than significant non-pecuniary interest as an employee of the Department of Education, in relation to Item 8 - Water Conservation Engagement Update.*

Action: Advisory Group Support Officer to update Councillor Smith's disclosure of interest in the 27 May 2020 Meeting Record and the Council Report going to the 13 July 2020 meeting.

The Advisory Group reviewed the Action Log.

Ken Brookes noted that action items 13, 14 and 15 were showing as completed, however he doesn't recall them being discussed at the last meeting.

Luke Drury confirmed that this information was distributed with the agenda for the 27 May 2020 meeting.

Action: Advisory Group Support Officer to redistribute documents relating to action items 13, 14 and 15. Any questions relating to these items can be sent through to advisorygroups@centralcoast.nsw.gov.au and staff will provide feedback.

Item 4 Council's Catchment Management Program

Elizabeth Knight (Section Manager Treatment Plants and Catchments) provided a presentation on Council's Catchment Management Program including our catchments, Australian drinking water guidelines, hazards and activities.

Jessica Preston (Catchment Management Officer) provided an update on the February 2020 floods and future directions.

Action: The final Draft Catchment Management Plan to be provided to the Advisory Group for comment once available.

Item 5 LLS Role in Management of our Drinking Water Catchment (Action 17)

David Green (Local Land Services) provided the Advisory Group with a presentation on the role of Local Land Services, current projects and programs.

Action: Advisory Group Support Officer to provide David's contact details to Advisory Group members.

Item 6 Environmental Protection Licence Non-Compliance Summary

Luke Drury (Section Manager Water Services and Design) discussed the briefing note that was distributed to Advisory Group Members.

Water Management Advisory Committee Meeting Record
30 June 2020



Item to be deferred to the next meeting, with members to review the content provided and provide any relevant questions ahead of the meeting.

Action: Advisory Group Support Officer to include Environmental Protection Licence Non-Compliance Summary on the agenda for the next meeting.

Item 7 Water Supply System Status Report – June 2020 (Standing Item)

Satpal Singh (Senior Engineer Water Resource Planning) provided a presentation on the Water Supply System Status including Dam Storage Levels, Rainfall Statistics, status of important assets, river extractions, water demands and water restrictions.

Councillor Greenaway noted recent discussions on the operation of the stormwater harvesting scheme in the Terrigal Water Quality Sub-Committee and suggested information sharing between the two Committees could be beneficial.

With the departure of voting member Councillor Greenaway at 5.51pm, in accordance with Section Three of the Terms of Reference, there were insufficient voting members present and the meeting could not proceed due to a lack of quorum.

Members decided to continue and discuss the remaining items informally. Items 8, 9 and 10 were briefly discussed by Convenor, Luke Drury and Advisory Group members are welcome to provide any feedback via advisorygroups@centralcoast.nsw.gov.au by 10 July 2020.

Luke Drury suggested the following items for discussion at the next meeting:

- Briefing on drought response desalination readiness assessment
- Revised engagement plan for IWRP
- Questions and comments relating to material provided associated with agenda items 6 and 9.

Next Meeting: Wednesday 12 August 2020
4pm – 6pm
Zoom Meeting



Item No: 3.5
Title: Meeting Record of the Social Inclusion Advisory Committee meeting held on 10 June 2020
Department: Connected Communities

10 August 2020 Ordinary Council Meeting

Reference: F2019/00090 - D14056739
Manager: Glenn Cannard, Unit Manager, Community Partnerships
Executive: Julie Vaughan, Director Connected Communities

Summary

This report is for Council to note the Meeting Record of the Social Inclusion Advisory Committee meeting held on 10 June 2020.

Recommendation

That Council receive the report on Meeting Record of the Social Inclusion Advisory Committee meeting held on 10 June 2020.

Background

The Social Inclusion Advisory Committee held at meeting on 10 June 2020. The Meeting Record of that meeting is Attachment 1 to this report.

There are no recommendations to Council. The Meeting Record is being reported for information only in accordance with the Terms of Reference.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

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

Attachments

1 Social Inclusion Advisory Committee Meeting Record - 10 June 2020 D14056669

Social Inclusion Advisory Committee Meeting Record 10 June 2020



Location:	Zoom Meeting	
Date:	10 June 2020	
Time	Started at: 4.05pm	Closed at: 6.03pm
Chair	Councillor Kyle MacGregor	
File Ref	F2019/00090	

Present:

Councillor Chris Holstein, Councillor Kyle MacGregor, Jackie Klarkowski, Joshua Maxwell, Glitta Supernova, Deb Tipper (left 5.30pm)

Council Staff present:

Julie Vaughan – Director Connected Communities, Glenn Cannard – Unit Manager Community Partnerships, Kerrie Forrest – Section Manager Community Planning and Services, Jacqueline Svedas – Business and Economic Development Manager (left 5.35pm), Celia Pennycook – Social Planner Community Planning and Funding, Zoie Magann – Advisory Group Support Officer

Item 1 Welcome, Acknowledgement of Country and Apologies

Apologies received: Councillor Jillian Hogan, Colette Baron, Bert Cotte, Belinda McRobie – Team Leader Community and Cultural Programs

Councillor Kyle MacGregor welcomed the Advisory Group and completed an Acknowledgement of Country.

Item 2 Disclosure of Interest

No disclosures were received.

Item 3 Confirmation of Previous Meeting Record

The Advisory Group confirmed the Meeting Record from 13 February 2020, noting frustrations about the delay of the draft Social Inclusion Policy had not been captured, but would be included as part of this Meeting Record.

The Social Inclusion Policy is part of a suite of documents which need to be reviewed internally before being shared. Staff acknowledged frustrations that the draft Policy had not come to the Advisory Group yet and confirmed it would be shared as soon as practicable.

Social Inclusion Advisory Committee Meeting Record
10 June 2020



Regarding Josh Maxwell's previous resignation, Josh had since decided to remain a member of the Advisory Group following discussions with staff. The Advisory Group acknowledged the unfortunate events that led to Josh's resignation, being comments made in the Council Chamber, and reiterated their support for Advisory Group members and their associated organisations and communities.

The Advisory Group also noted concerns with how Council communicates the work they are doing. Some members feel there is a lot of great work being undertaken by staff, but issues of inaccessibility and lack of inclusion hinder the reach it has.

The Advisory Group reviewed the Action Log. It was noted there are a few actions still pending but updates would be brought back to August 2020 meeting.

Item 4 Feedback on Education Programs Surrounding Natural Disasters

Glenn Cannard (Unit Manager Community Partnerships) provided a verbal update on community programs with regard to natural disaster recovery. This is a large project that spans across different units in Council, which has been delayed given the current pandemic and restrictions.

It was noted that Council acquired some external funding to run events in local communities affected by the recent bushfires. The intent is to build a strong base of resilience in the communities by developing asset-based projects that have long-term benefits. Staff are currently finalising the scope of works and considering how communications can be improved to enable optimum outcomes. A further update will come to the next Advisory Group meeting.

Two grants went to Council on 9 June 2020 – one regarding bushfire recovery infrastructure and promoting agritourism in the hinterland region, and one regarding a project called 'Front Yard Fridays' which involves community engagement as part of a broader resilience program. The current conditions make it difficult to bring groups of people together, however are good examples of programs being implemented to support the Central Coast region.

Advisory Group members made some further suggestions about how to support the community during natural disasters:

- Offer first aid workshops for both physical and mental health to promote awareness and ability to help others.
- Consider body of work completed by Amanda Howard (University of Sydney) regarding recovery from disasters and the 'Walk With' program.
- Promote a 'buddy system' to encourage connections and accountability for community. It was noted that a community group was established by local residents in Killcare to provide support during the pandemic, particularly to the elderly and those in greater need.

Staff confirmed they have looked at existing projects such as those in Victoria, Canada and New Zealand. Need to consider the sustainability of projects and enable groups to ultimately become self-sufficient. It's anticipated that projects will vary in approach, but the goal is to strengthen existing groups and support establishment of new groups.

Staff also noted there was a community centre open for flood support when the pandemic first started. Many people in the community have still been trying to recover from floods/bushfires during pandemic.



Item 5 Update on Economic Development

Celia Pennycook (Social Planner, Community Planning and Funding) provided a presentation on economic disadvantage.

The following key points were noted:

- The 'Dropping off the Edge Report 2015' reveals that Central Coast is one of most economically disadvantaged areas in NSW.
- The Socio-Economic Indexes for Areas (SEIFA) Index of Disadvantage shows the northern area of LGA as more disadvantaged than southern area.
- While the average household income is lower in the northern LGA, there are slightly more low-income households (<\$650/week) in the southern LGA (ABS, 2016).
- The Central Coast has higher levels of schooling complete in comparison with Greater Sydney for all years except for completion of Year 12.
 - Tertiary education (Bachelor or higher degree) completion rates (14%) are lower than Greater Sydney (28.3%) and NSW average (23.4%).
 - Vocational qualification rates (24.4%) are higher than Greater Sydney (15.1%) and NSW average (18.1%).
 - There are more people with no qualifications (41.8%) than Greater Sydney (37.3%) and NSW average (39.1%).
- Current data regarding employment/unemployment show impact of pandemic. The Central Coast usually has a higher unemployment rate, but this has declined to 4.9% in comparison to 6% for NSW as of April 2020.
 - Anticipated loss of 9,998 local jobs in June 2020 quarter (not withstanding JobKeeper recipients – estimated total would be 18,171 if included).
 - Youth unemployment is still high (9.7%).
- For children aged 0-19 years in LGA, there were over 15,000 reports of child abuse and neglect, and over 4,000 at risk of significant harm
- During period March 2019 – March 2020, Central Coast LGA had second highest number of Domestic Violence Apprehended Violence Orders of all LGAs in NSW.
- The need for assistance due to disability is higher in northern LGA but highest in Peninsula area.
- Housing stress is greater on Central Coast than in Sydney, and highest in northern LGA.

Jacqueline Svedas (Business and Economic Development Manager) provided a presentation on the draft Economic Development Strategy and Economic Recovery and Resilience Framework.

The following key points were noted:

- The draft Economic Development Strategy and Economic Recovery and Resilience Framework went to Council on 9 June 2020, and was approved for public exhibition (opens 15 June for 28 days).
- Accommodation and Food Services has been industry most impacted by pandemic.
- Under 20 years and over 70 years age groups have been greatest affected in NSW, given type of employment.
- There are over 24,000 registered businesses on the Central Coast – 97% of these have less than 15 employees and are classified as small businesses.
- All groups are affected differently by COVID-19, which has transformed from a public health crisis to an economic crisis. Unable to use historic data to address current situation as unprecedented times.
- The aim of the Economic Recovery and Resilience Framework is to reduce impact of pandemic and promote local economy.

Social Inclusion Advisory Committee Meeting Record
10 June 2020



- Good news story: a 'Business to Business' platform has been developed which as of today resulted in \$14 million in pledges (from local businesses to support one another by purchasing local etc) equating to approximately \$400 million in boost to local economy.
- Noted it's important to balance economic reality with public confidence moving forward.
- There are challenges in interpreting data given the forever evolving situation and changing restrictions.

It was noted there has been an increase in demand for support services, particularly for families with many children and older children. This has significant impact on charities, especially considering that fundraising opportunities are currently limited. Moreover, people who have previously not had to access support and resources are now needing help. It was commented that support and programs for youth should be prioritised moving forward.

Action: Presentations provided by staff to be circulated to Advisory Group members.

Action: Update on Social Task Force to be brought back to Advisory Group.

Item 6 Rainbow Community (LGBTQI+ inclusivity in everyday consideration)

The Advisory Group discussed the importance of the Rainbow Community and LGTBTQI+ inclusivity in everyday considerations.

The following points and suggestions for improved inclusivity were noted:

- Need to identify and challenge entrenched biases to make safe spaces a reality (both formal spaces and the general idea).
- Consider options for gender identity on forms/surveys (issue with forms only offering 'Male' or 'Female' and not recognising other gender identities).
- Acknowledge there is no 'norm' or 'one size fits all' (e.g. family structures, gender identity).
- Need strong workplace inclusion policies that filter through to procedures. Ensure there are consequences for non-compliance to disarm negative behaviours and establish an inclusive culture.
- Current Council policies include Code of Conduct, Bullying and Harassment Policy, and Equity Diversity and Respect Policy. Noted these documents are not all encompassing and further work is needed to ensure true inclusivity.
- Commended Council's Cultural Plan as a quality document, but noted the draft didn't include any reference to Rainbow Community which was very disappointing.
- Highlighted importance of the 'little things' as they build over time and become part of everyday considerations.

Action: Representative from People and Culture to be invited to next meeting to discuss current policies and procedures, and how these may be improved to promote inclusivity.

Item 7 General Business and Close

Action: Advisory Group Support Officer to send updated Action Log and Terms of Reference to Advisory Group members. Advisory Group members to consider documents and suggest priorities for next 12 months, with a view to clarify intent and purpose of the group.

The meeting closed at 6.03pm

Social Inclusion Advisory Committee Meeting Record
10 June 2020



Next Meeting: **Tuesday 11 August 2020**
 4pm – 6pm
 Location TBC



Item No: 3.6
Title: Working Together Staying Strong COVID Grants – June 2020
Department: Connected Communities

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14065621
Author: Stuart Slough, Team Leader, Community Planning and Funding
Manager: Glenn Cannard, Unit Manager, Community Partnerships
Executive: Julie Vaughan, Director Connected Communities

Summary

This report provides an update on the Working Together Staying Strong Grant Program for applications funded in June 2020.

Recommendation

That Council receive the report on the Working Together Staying Strong Grant Program June 2020 applications as outlined in the following report and Attachments 1 and 2.

Background

Council, at its Ordinary Meeting on 27 April 2020 resolved the following, part thereof;

- 341/20 *That Council authorise the Chief Executive Officer (or their delegate) through delegated authority to make final determination and allocation of funding on each application based on staff assessment to ensure quick allocation of funds.*
- 342/20 *That Council receive a monthly report provide an update on the program and details on funded applicants*

This report provides a monthly update to Council on the applications assessed, and funds granted during June 2020.

The Working Together Staying Strong grant program has been developed in response to the increased local demand on critical support services due to the COVID-19 situation. The aim of this program is to assist organisations, which deliver essential support to vulnerable and at-risk groups, during the COVID-19 pandemic.

It is a time-limited, rapid response funding program for service providers who are currently facing increased demand and/or operational difficulties supporting vulnerable and at-risk Central Coast community members. This grant program also allows service providers to

3.6 Working Together Staying Strong COVID Grants – June 2020 (contd)

adjust their delivery methodologies so they can still support their clients while complying with social distancing requirements.

The Working Together Staying Strong Grant Program provides a combined budget of \$300,000 between 1 May and 30 September 2020 as detailed in table one below.

Table one: Working Together Staying Strong Grant Program

Program	Budget	Opening Period	2019/2020 allocation to date	Allocation within this report	Allocation to date + Funding within report
Working Together Staying Strong Grant Program	\$300,000	1 May – 30 September 2020	\$83,874.00	\$44,959.90	\$128,833.90
TOTAL			\$83,874.00	\$44,959.90	\$128,833.90

Fifteen applications were received and assessed between 1 and 30 June with seven granted funding.

The Working Together Staying Strong grant program applications were assessed by Council’s Unit Manager Community Partnerships and the Community Planning and Funding Team, against the Working Together Staying Strong Grant Program guidelines. The final determination and allocation of funding has been made by the Director Connected Communities.

Link to Community Strategic Plan

Theme 1: Belonging

Goal A: Our community spirit is our strength

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

Attachments

- 1 Working Together, Staying Strong - June 2020 - Recommended for Funding D14094285
- 2 Working Together, Staying Strong - June 2020 - Not Recommended for Funding D14094292

Recommended for Funding June 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Catholic Care, Diocese of Broken Bay	'Mary Macs Place: COVID-19 lunch packs' - to provide food assistance and support services to increasing numbers of vulnerable people as a result of the COVID-19 situation	\$10,000.00	Recommended for funding as the project meets the program requirements.
Central Coast Community Women's Health Centre	'Audio Visual Equipment' - purchase of audio-visual equipment to support remote group therapy sessions	\$5,762.90	Recommended for funding as the project meets the program requirements.
The Salvation Army Oasis Central Coast	'Caring for our Community' - funding to create resource packs for families and young people in the northern Central Coast region to encourage well-being, social connections and positive mental health	\$3,750.00	Recommended for part funding \$3,750.00 for food hampers as per application budget as the project meets the program requirements.
Kariong Neighbourhood Centre Inc	'Hungry No More' - large fridge and freezer, 5 large gazebos with solid wall backing and shelving	\$9,649.00	Recommended for funding as the project meets the program requirements.
Central Coast Family Support Services	'Winter Warmer Packs' - to provide material items for children and families in need of warm bedding, blankets, flannelette sheets, hot water bottles etc	\$7,500.00	Recommended for part funding \$7500 for all requests less "Project Officer Coordination" as per application as the project meets program requirements.

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Toukley Neighbourhood Centre	'Together Toukley Triumphs'- to prepare and deliver care packages to vulnerable, disadvantage, isolated elderly local community member with help from friends	\$3,800.00	Recommended for part funding \$3,800.00 for food care packages and bathroom laundry as per application as budget meets program requirements.
Kincumber Neighbourhood Centre	'Social distanced Brekky Club'- to return to the Brekky Club as many families are struggling and do it socially distanced	\$4,498.00	Recommended for funding as the project meets the program requirements.
TOTAL		\$44,959.90	

Not Recommended for Funding June 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
The Lift Studio	'Recording Studio Experience' - assist COVID-19 affected businesses and families by providing opportunities to reconnect with the community, in a subsidised, low-pressure safe and exciting recording studio experience	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.
Australian Kookaburra Kids Foundation	'Kookaburra Kids Connect' - assist with the costs associated with bringing a new online forum "Kookaburra Kids Connect" to children in NSW	\$0.00	Not recommended for funding as the application is not eligible due to the funds being for retrospective costs of the program.
Iris Foundation Australia Limited	'Brighter Paths' - an online platform that connects parents and children with age-appropriate and localised information to address additional mental health needs created by COVID-19	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.
Probus Club of Kincumber Inc	'COVID-19 Prevention Measures for Vulnerable Seniors' - protect 80 highly vulnerable Central Coast seniors aged 65-95 against COVID-19 by providing face masks and hand sanitiser at club meetings	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.
Cancer Council NSW	'Meal Delivery Service - Cancer Patients' - delivery of meals to cancer patients currently undergoing treatment or recent cancer diagnosis	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Avoca Beach Football	'COVID-19 PPE Equipment' - PPE to protect players and the public from COVID-19	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.
Pacific Link Housing Inc	'Brighter Days Wellbeing Calls' - mental health wellbeing phone calls to elderly or vulnerable tenants who live alone and are self-isolating.	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.
Jopuka Productions	'Subsides Art Program' - Jopuka Productions will offer free arts program to young people affected by the economic impacts of COVID-19	\$0.00	Not recommended for funding as the application is not suited to this grant program. Recommendation is for the applicant to liaise with Council Grants Officers and identify more suitable funding programs.



Item No: 3.7
Title: Youth Strategy Progress Report
Department: Connected Communities

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14065327
Author: Kerrie Forrest, Section Manager Community Planning and Services
Manager: Glenn Cannard, Unit Manager, Community Partnerships
Executive: Julie Vaughan, Director Connected Communities

Summary

This report provides an update on the progress of the Year 1 actions of the Central Coast Youth Strategy 2019-2024.

Recommendation

That Council receive the progress report on the implementation of Year 1 actions of the Central Coast Youth Strategy as outlined in the following report and Attachment 1

Background

Council, at its Ordinary Meeting on 28 October 2019 resolved part thereof:

- 1024/19 *That Council adopt the Central Coast Youth Strategy and make available on Council's website.*
- 1026/19 *That the Chief Executive Officer provide a progress report on the actions identified in the Strategy at the last meeting in August, 2020.*

This report provides a progress report of the implementation of Year 1 actions of the Central Coast Youth Strategy.

The Central Coast Youth Strategy was developed using an evidence-based approach informed by an extensive community consultation process. Council engaged with over 1,600 young people and 67 youth services using a variety of engagement activities, both online and face-to-face. This was extremely successful and enabled wide participation from a broad range of young people both demographically and geographically.

The Strategy outlines a renewed focus on how Council engages with, works with and supports young people. It provides the strategic direction over the next 5 years for the delivery of contemporary youth services, programs, activities and events that meet the needs of a diverse population. By doing so this means that each activity, event or program we develop is guided by what young people have asked for. This Strategy is part of a broader

3.7 Youth Strategy Progress Report (contd)

planning framework, 'One Central Coast', which sets the direction for our community over the next 10 years.

Actions have been aligned to the six key themes: Including Us; Living Green; Skilled & Ready; Happy & Healthy; Feeling Safe and Somewhere to Live.

The strength of the Youth Strategy lies with what we heard from young people (the evidence) and what we're going to do about it (the actions).

Current Status

51 actions were to continue or be implemented in Year 1. Updates on the progress of these actions can be viewed in Attachment 1.

Key highlights include:

- Council being nominated as a finalist in the NSW Local Government Excellence Awards for the Central Coast Youth Strategy and the Y4Y Team
- Delivery of 'Colour Our Coast' fun run/walk as part of The Lakes Festival to promote positive health and wellbeing for young people across the coast. Over 1,200 young people and their families participated. Funds raised from registration fees were donated to three local charities who support young people
- Delivery of the 'Skills 4 Life' Expo. Aimed at 15-24 year olds, the event was attended by 110 young people including school students, home school students, TAFE and University students and young people brought by caseworkers and carers. The expo included a series of workshops, presentations, demonstrations and activities with an emphasis on teaching essential life skills that cannot be taught at school, for example, how to manage your money, maintaining your car, healthy cooking skills, job hunting, how to prepare for an interview and looking after your mental health
- A new Youth Services Outreach van. Targeted at young people aged 12-24 the van will act as a fully mobile and functional youth space and deliver information and activities where they are needed. It has the capability to store equipment for a variety of activities and enable the Youth Services Team to engage and connect with young people and their families in an innovative and exciting way
- Establishment of a shared space at Gravity Youth Centre Lake Haven, for Council and other youth service providers, to develop and deliver programs in this area
- Ongoing mentoring of eight young entrepreneurs from the 'Ignite Business Launchpad' program with one young person starting his own Central Coast based youth service business from the program

- 'Thinking Out Loud' Youth Forum around youth employment and delivery of 'Skill Me and 'Employ Me' programs with a focus on writing job applications and resumes, interview skills, and recognized training in partnership with job service providers
- Delivery of a range of indigenous programs including 'Maliga', 'Ngura', Reconciliation Touch Football and Indigenous Talent Sports ID day
- Delivery of a range of sporting related programs to develop skills and encourage participation including 'Bowl Groms', 'Central Coast Series', Build Me Skate Deck Design' and 'StreetgYm in partnership with The Y NSW at Lake Haven Recreation Centre
- Delivery of a range of creative development programs including 'Discovered', 'Battle of the Bands', 'eMerge', 'Let me Entertain You', 'Music Pathways', 'Idea to Screen' and 'Youth in Performing Arts'
- Delivery of a range of road safety education programs including a partnership with Blue Datto to deliver the 'Keeping Safe' program in Central Coast high schools
- Delivery of a range of environmental education and sustainability programs including workshops, tours, events, film nights and resources and a partnership with Take 3 and schools to reduce litter and plastic impacts on waterways and catchment
- Delivery of programs within our libraries including author talks, gaming, school holiday programs and activities, HSC and online education support and resources such as 'Studiosity' tutoring program
- Delivery of the in-school programs including 'Lovebites' and 'Youth Aware of Mental Health' in partnership with local youth service providers
- Delivery of a pilot program 'The Dash' for young council employees to build connections, provide information of local support services and understand how Council can better engage and support its young employees
- Development of an internal Youth Employment and Employability Strategy
- A doubling of participants involved in Council's undergraduate program
- Youth people being involved in the consultation process for the design of new playgrounds and/or skate parks at Narara, Green Point and Lake Munmorah

Since March implementation has been impacted by COVID-19 with several face-to-face events, programs and activities either cancelled or placed on hold. However, where possible

research has been undertaken to explore new, innovative and different options for project delivery. This can be seen through the planned delivery of several programs online/digitally. For example:

- Ignite Business Launchpad - the aim of the program is for young people to learn more about starting their own business, develop their entrepreneurial skills and establish links to the business industry. Online weekly skills sessions will now be delivered over 6 weeks in during August and September that provide explicit instruction and workshop opportunities around key business content and skills that will help these young entrepreneurs start and sustain their businesses into the future, supported by one-on-one digital mentoring
- Y4Y Sustainable Resource Project - young people aged 12-24, who live, work, study or play on the Central Coast are being invited to submit an artwork that promotes 'Living Green' – a key theme identified by young people as part of Central Coast Council's Youth Strategy. The selected artwork will be used as part of an online educational campaign to promote the use of a sustainable resource (keep cup) allowing our local young people the opportunity to positively contribute to caring for the Central Coast environment
- Y4Y 'Help A Mate' – a series of online videos, interactive session and resources around mental health and wellbeing

The Youth Strategy will continue to guide projects and programs for implementation into its second year, with many exciting opportunities ahead.

Link to Community Strategic Plan

Theme 1: Belonging

Goal A: Our community spirit is our strength

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

Attachments

- 1 Central Coast Youth Strategy Year 1 Progress Report D14094342

Attachment 1:

Central Coast Youth Strategy Year 1 Progress Update



Including Us

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Provide opportunities for young people to have their say	Ongoing	Establish and support the Youth Action Team (Y4Y) to be the voice of, and represent young people and youth related issues on the Central Coast	Y4Y team is established and serve 15 month terms Y4Y team develop and implement 3 Actions per year A direct link is established between Council and young people on the Central Coast, providing a youth perspective on Councils policies, planning, programs and projects 10-12 young people per year develop leadership skills	Youth Services Team	Young people, Youth Sector, Y4Y members	<p>The first Y4Y team was established and served full term. The second Y4Y team commenced in 2020 with a leadership camp held at Broken Bay</p> <p>Y4Y team actively involved in the development of the Youth Strategy including engagement, theme identification, review and briefing to Council</p> <p>Y4Y Team have been supported and mentored to develop and implement three Actions:</p> <ol style="list-style-type: none"> 1 'Colour Our Coast' 2 'Skills for Life Expo' 3 'Thinking Out Loud' Youth Forum Youth Employment <p>Representatives presented at the NSW Coastal Conference on the Youth Strategy, environmental initiatives and how to best engage with young people</p> <p>Two actions are currently being implemented by this year's Y4Y Team:</p> <ol style="list-style-type: none"> 1. 'Sustainable Resource Art Project' and environmental education campaign to reduce single use plastics 2. 'Help A Mate' series of online videos, interactive session and resources around mental health and wellbeing
	Ongoing	Run annual 'Thinking Out Loud' Y4Y Youth Forum to discuss issues facing young people on the Central Coast	1 youth forum is held per year based on current/ topical issues Feedback is provided to Council and external stakeholders by the Y4Y members on any relevant information ensure that Council, schools and local services have an understanding of emerging priorities for local young people	Youth Services Team	Y4Y members, Young people, Schools, Youth Sector	The 'Thinking Out Loud' Youth Forum was held in 2019 facilitated by the Y4Y Team and attracting 67 participants from 16 different Central Coast schools, alternative education institutions, as well as young people from TAFE NSW and 17-24 year old's currently not engaged in any formal education. The forum involved presentations and involvement from multiple Central Coast based services including; Central Coast Group training, Take 3, Headspace, MMAD, The Grove and local entrepreneur – Andrew Papadopoulos. The success of the program gained coverage from NBN news, and excellent feedback

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						Planning for the 2020 event was undertaken but the Forum was cancelled due to Covid-19. This will be rescheduled to 2021 with the forum to focus on the environment and what actions young people can take to make a positive impact
	New Year 1 - ongoing	Run targeted engagement with young people for major Council projects. Engagement activities should consider different ways to engage with young people.	Major projects are identified. Youth Services Team is consulted regarding involvement from young people Engagement options are identified in consultation with Youth Services Team and Y4Y More young people are engaged	Community Engagement Team Youth Services Team	Communications Team, Marketing Team, relevant Council Units, Y4Y members, Young people	Young people were engaged in the following projects: <ul style="list-style-type: none"> Central Coast Youth Strategy Central Coast Skate Strategy Narara and Lake Munmorah Skate Park Various play space designs
	New Year 1 - ongoing	Close the feedback loop - get back to young people on the outcome of the engagement process, acknowledging their contribution and how that has informed decision-making	Outcomes of participation are communicated to young people (both those involved and wider community). Young people are aware of how their input has impacted	Community Engagement Team Youth Services Team	Communications Team, Marketing Team, relevant Council Units, Y4Y members, Young people	For the above projects the feedback loop was closed with participants on yourvoiceourcoast.com and via direct email For the <i>Draft Central Coast Youth Strategy</i> , a video was also developed and distributed via social media on the key themes and thanking young people for their participation
	New Year 1 - ongoing	Establish and maintain a youth focused and run online presence through campaigns designed to promote, raise awareness of upcoming events, programs, services and opportunities for young people	Online presence established. Media is designed specifically for young people with input from Y4Y More young people are connected to Council's youth social media outlets Young people are informed about youth-related programs/ events/ activities/ opportunities More young people attend programs/ events/ activities/ opportunities	Communications Team	Youth Services Team, Y4Y members	Youth programs, events, activities and opportunities were communicated via: Council's Coast Connect Weekly, Corporate Enewsletter, Media releases/announcements, Social media platforms including Facebook, Instagram and Twitter, Radio and Print advertising/advertorials, Corporate Website Event posts and News pages and the creation of marketing collateral including posters, flyers, programs, banners, signage and related messaging Work is currently being undertaken to establish youth specific social media platforms to improve our engagement with

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						youth people and promotion of youth programs, activities and events
Respect, appreciate and include young people from diverse backgrounds and abilities in community life	New Year 1 - ongoing	Partner with and support key organisations and Council Units to deliver targeted programs, events and activities to young people from diverse backgrounds and abilities (e.g. the ultimate gamer program, wheelchair motor cross, idea to screen, sister city youth programs) providing young people with opportunity to connect, participate and learn in a safe, social and supportive environment.	Programs, events, activities developed and delivered Increased numbers of young people from diverse backgrounds and abilities participating in programs/ activities/ events Utilising feedback from participants to create future programming	Dependant on project	Youth Services Team, relevant Council Units, Youth Sector, local businesses, non-profit organisations	<p>'Ultimate Gamer' video free gaming tournament catering to the needs of young people on the spectrum was held at shopping centres, with two heats attracting 45 participants. The remaining heats, semi-final and grand final cancelled due to COVID-19</p> <p>Delivered the 'Idea to Screen' program, 'We Dream' project to 30 young people in partnership with Terrigal High School, working on the third episode of 'I Dream' short film series across a six-month period</p> <p>'Through my Eyes' exhibition - 10 vision impaired Students from Kincumber Primary took part in this exhibition which was developed in conjunction with Vision Australia and Held at the Erina Gallery</p>
	New Year 2 - ongoing	Create places and spaces that are more welcoming of diverse young people by displaying markers of respect and appreciation for diversity (e.g. Aboriginal and Torres Strait Island, rainbow icons) on display at places where programs are run for young people	Relevant places and spaces are identified Approval sought and given for display of icons Icons are installed	Community Infrastructure Team Place Management Team	Youth Services Team, Y4Y members, Local Youth Sector, Local Businesses, Schools	This action will commence in 2020/21
	Ongoing	Develop and deliver Cultural Awareness programs, events and activities that connect young people to Place e.g. NGURA, Indigenous Surf Camp, Maliga, Refugee week, Youth Exchange program	Increased numbers of young people from Indigenous heritage participating in cultural awareness programs, events and activities Cultural awareness is increased Young Indigenous people feel more connected to Country and Place	Community and Cultural Programs Team	Local Indigenous Organisations, Community Elders, Schools, Local Businesses, Youth Services Team, relevant Council Units	Maliga: Giant lit up inflatables with Indigenous designs from the Maliga program were on display as part of the Lakes Festival in November 2019. Flags with Maliga designs from last year have been installed at The Entrance and Long Jetty. The Maliga 2020 art program and exhibition was cancelled due to COVID-19

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>Ngura: 25 young people completed the Ngura program through Berkeley Vale High and The Entrance Campus. 20 young people participated in the Ngura program through Wyong High School</p> <p>Reconciliation Touch Football: Margaret Merritt Cup was held with over 130 high school children participating. The Starr Cup held involving over 150 high school students</p> <p>Over 150 Aboriginal Students involved in Indigenous Sports Talent ID day</p> <p>Indigenous Surf Camp: Postponed due to COVID-19</p> <p>NAIDOC 2019: NAIDOC was celebrated with two dance performances by local Indigenous young people</p> <p>Sean Lonergan Indigenous Student project: This curated exhibition included 238 students from eight schools working with seven Aboriginal artists in residence and was displayed in the Main Gallery</p> <p>Bunnal: In conjunction with RYSS the Gallery curated an exhibition involving 25 Aboriginal young people to create art works for an exhibition which was displayed at Gosford Hospital and the Erina Gallery</p> <p>Reconciliation Week: 60 students from Central Coast Adventist School were involved in making lanterns for an exhibition held at the Erina Gallery to recognise reconciliation week</p>

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Build and Strengthen collaboration, skills and knowledge within and outside of the youth sector to support young people	New Year 1 - ongoing	Engage in youth sector networking opportunities to build connections, skills, knowledge and best practice approaches to working with young people	Youth Services Team participate in sector networking New connections and linkages made Youth Services Team gain updated knowledge/ skills Best practice approaches implemented	Youth Services Team	Youth Sector, Peak bodies, Schools	Members of the Youth Services Team have attended and actively participated in the Central Coast Youth Interagency, Forum of Youth Development Officers, Local Government NSW Youth Development Officers meetings, Youth Week NSW meetings and Have Your Say Northern Lakes Youth Focus Group
	New Year 1 - ongoing	Develop a communications/ awareness raising plan for the Youth Services Team to encourage all Council staff to consult the Youth Services Team as population group experts when designing projects that impact young people to ensure best practice approaches are implemented	Marketing/ Comms campaign developed and implemented for Council's Youth Services Team. Other sections/units/departments are aware of the role of the Youth Services Team. Youth Services Team is consulted by other sections/ units/ departments of Council on youth matters/ issues/ engagement Best-practice approaches are implemented when working with young people	Communications Team	Youth Services Team, Y4Y members	An internal advertising campaign has been developed with a featured article on the Youth Services Team appearing in 5+ things on 29 June FAQ's are in development to be posted on the website Youth Services Team have been consulted on projects from Workforce Development and Tourism and Marketing
	Ongoing	Continue to support the Central Coast Youth Interagency	11 Central Coast Youth Interagency Meetings are held per year Council Youth Services Team representative attends meetings Sector is connected and informed on current issues/ trends	Youth Services Team	Youth Sector, Government and non- Government Organisations	Meetings are held bi-monthly and are attended by Youth Services staff on a rotating roster
	Ongoing	Support professional development training opportunities to the youth sector	Minimum of 1 training opportunity per year for the youth sector Participants are upskilled on relevant topic	Youth Services Team	Government and non- Government Organisations, Youth Sector, Education, Employment and Training providers	Currently reviewing needs for the sector with plans to hold training in second half of 2020

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Provide funding for programs, activities, events and resources	Ongoing	Promote Council's community grants program to provide funding to support projects activities and programs that link to the priorities of the Youth Strategy and provide opportunities for initiatives led and run by young people	Grants opportunities advertised to young people and youth sector Innovative and relevant training provided to young people in grant applications Y4Y involved in assessing grant applications Projects funded and implemented and acquitted	Grants and Funding Team	Youth Services Team, Y4Y members	Community Grants programs continue to be widely promoted and attract youth related applications/projects Further work is being undertaken to ensure upcoming grant writing workshops are promoted to young people and youth service providers, with the consideration to customising future grant writing workshops specifically to young people
	Ongoing	Co-ordinate annual grant funding for youth week programs/ activities/ events/ resources	Grant rounds advertised, applications received and assessed. Projects funded and implemented and acquitted.	Youth Services Team	Y4Y members, Youth Sector, FACS	The Youth Week 2020 grant program was promoted and administered. Eight applications were received with six projects approved. Due to COVID-19, projects originally scheduled to be delivered in Youth Week (April) have been postponed and will be delivered by December 2020
Provide free and low cost place based programs/ activities/ events for young people	Ongoing	Transition away from a centre-based youth services model to an outreach model to allow greater participation from a broader range of young people in activities, programs, events, skills development	Free and affordable programs developed and implemented across locations on the Central Coast Increased number young people access programs Different locations targeted young people provide input into future programming and locations	Youth Services Team	Community and Cultural Programs Team, Events Team, Enterprise and Activation Team, Libraries, Open Space and Recreation, Local Schools	The Youth Services Team has transitioned away from a centre-based youth services model to an outreach model to allow great participation from a broader range of young people in activities, programs events and skills development across the LGA During 2019 the Youth Services team acquired a Youth Services Outreach van. Targeted at young people aged 12-24 the van will act as a fully mobile and functional youth space and deliver information and activities where they are needed. It has the capability to store equipment for a variety of activities and enable the Youth Services Team to engage and connect with young people and their families in an innovative and exciting way. Events and programs will be reactivated in late 2020 following COVID-19 restrictions

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
	New Year 1 - ongoing	Develop and facilitate a program/ activity for young people based at Lake Haven Youth Space	Program developed and implemented at Lake Haven Youth Space Young people access programs and activities Young people provide input into future programming	Youth Services Team	YMCA Lake Haven, Local schools, Young people	Shared office and activity space have been established within Gravity Youth Centre to provide the Youth Services Team and other youth sector providers, The Y and RYSS, a base to provide activities, programs and services for people in the surrounding local area and northern parts of the LGA. Programs delivered to date include: <ul style="list-style-type: none"> • 'DJ' term program with 42 participants • 'StreetgYm' partnership with The Y operating at Lake Haven Recreation Centre with 132 participants • 'Big Chair' artwork design (eMerge program) in progress in partnership with Links@San Remo. 15 young people actively engaged Programs have been cancelled/postponed since March due to COVID-19 Planning has commenced for Term 3 activities including engagement with young people to inform future programs, business, retailers and service providers to discuss current issues
	New Year 1 - ongoing	Work with Y4Y and Youth Services Team to provide youth specific activities at key community events so that young people are welcome and included	Youth Services Team and Events Team work together to identify potential events Youth specific activities are provided More young people attending community events	Events Team	Youth Services Team, Y4Y, Youth Sector, Local Businesses, Schools	The Events team worked with Y4Y and the Youth Services Team to assist in the delivery of 'Colour Our Coast' at The Lakes Festival Continuing to identify opportunities for young artists to be involved in upcoming events
	Ongoing	Partner with Council Units, local Youth Sector and Schools to provide recreation activities, events and programs to young people across the Central Coast	Free and affordable Programs developed and implemented across locations on the Central Coast. Increased number young people access programs Different locations targeted	Dependant on project	Young people, Youth Services Team, Youth Sector, relevant Council Unit, Schools, Businesses	Y4Y and the Youth Services teams delivered the 'Colour Our Coast' fun run as part of The Lakes Festival to promote positive health and wellbeing for young people across the coast. Over 1,200 young people and their families participated. Funds raised from registration fees were donated to three local charities who support young people A series of 'Bowl Groms' skate skills workshops have been held across the LGA each school holidays to develop the skate skills of young people from beginner to immediate and to empower young women to

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>start skating, with young female only and daughters and mums skate workshops also delivered. 97 young people have participated</p> <p>The first heat of the 'Central Coast Series' skate, scooter and BMX competition was held at Umina Skate Park with 44 participants. Other heats and final were cancelled due to COVID-19</p> <p>'StreetgYm' weekly recreation program has been delivered in partnership with The Y NSW at Lake Haven Recreation Centre during school terms, providing young people with an opportunity to engage in non-competitive sports and activities with 132 participants</p> <p>'Build Me Skate Deck Design' – young people design and build a skate deck they get to keep. 10 young people are engaged in the pilot project at Toukley</p> <p>During COVID-19, Council has partnered with Australian Skateboarding to attract local skaters to submit their top five tricks in an online skate competition, targeting regional areas of Australia, to be judged by three professional skaters</p>
	Ongoing	Run skills development programs for young people to explore a broad range of disciplines across wellbeing, fitness and the arts e.g. animation, DJ, engineering and production, graphic design, guitar, MMA based at The Hub Erina	Free and affordable Programs developed and implemented Increased number young people access programs Young people provide input into future programming	Dependant on project	Youth Services Team, Young people, Industry Sector Professionals, Local businesses	<p>The following programs were delivered at The Hub Erina, with a total of 63 participants:</p> <ul style="list-style-type: none"> • animation workshops • graphic design workshops • free film making course 'Behind the Lens' • free 'Drop the Beat' D-jay workshops (Hub Erina and Gravity Youth Centre) • free Mixed Martial Arts workshops across 2019 <p>The Gallery runs after school art classes 4 afternoons per week at Gosford and one afternoon per week at The Entrance (estimated participants 1,280)</p> <p>No programs have been delivered since March due to COVID-19</p>

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
	Ongoing	Promote affordable events and activities for young people	Develop and deliver Central Coast wide youth week calendar of events Promote all youth inclusive events to young people Young people are informed and attend events/activities	Youth Services Team	Communications and Marketing Teams, Young people, Youth Sector.	Youth Week 2020 Calendar developed for activities to be held across the Coast in Youth Week, but events postponed due to COVID-19 School holiday program developed each term All activities sent to schools to promote
	Ongoing	Partner with key stakeholders to provide in-school programs for young people focussed on a range of hot topic issues/ key concerns e.g. Anger management, domestic violence, bullying, social isolation, social media, mental health	Hot topic/ key concerns identified by Council and stakeholders Programs developed and implemented Young people increase skills and knowledge to address issues/ challenges	Youth Services Team	Youth Sector, Schools, Local businesses	'Lovebites' delivered in partnership with local youth providers to seven schools with 324 participants. On hold since March due to COVID-19 Representative on the Lovebites Steering Committee 'Youth Aware of Mental Health' program delivered to 129 participants Two school transition to high school programs held at Valley View and Chertsey primary schools with 55 participants In recognition of the National Day of Action Against Bullying and Violence 27 Students from three high school created works which were displayed at the Erina Gallery
Reach isolated young people	New Year 1 – ongoing	Purchase and fit-out a fully equipped van (with music/DJ , sporting, arts equipment) to provide outreach programs/ activities and events for young people in isolated communities	Free and affordable programs developed and implemented Increased number young people access programs/ activities provided from Youth Van Isolated locations targeted	Youth Services Team	Young people, Youth Sector, Local businesses, Schools	Youth Outreach Van purchased, fitted out and wrapped with youth services identifiable wrap Van related programs have been postponed due to Covid-19 and rescheduled to commence late 2020
Celebrate young people	New Year 2 – ongoing	Promote the contribution young people make to our community through local media and Council publications e.g. minimum of 6 positive stories per year and explore other third party media outlets to speak positively about young people	Increase in number of positive stories on young people in Council publications % of stories to focus on young people Increase in number of positive stories on young people in local media	Communications Team	Youth Services Team, Local media outlets, Schools, Youth Sector	2 x ABC studio interviews held with 'Battle of the Bands' participants in 2019 NBN interview held with young people taking part in the 'Ultimate Gamer program' NBN interview held with Y4Y team representatives to promote the 'Colour Our Coast' Event

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>NBN interview held with Y4Y team representatives to promote the 'Thinking Out Loud' Youth Forum</p> <p>NBN interview held with Y4Y team representatives at 'Skills 4 Life' event</p> <p>ABC studio interview with two Y4Y members and Youth Services Team to promote the Y4Y program 2020</p>
	Ongoing	Showcase the creative and artistic works of young people in Council's exhibition, galleries, venues and public spaces	Exhibition, gallery, community and public spaces identified for exhibition of young people artistic works.	Dependant on project	Youth Services Team, Arts and Culture Section, Youth Sector, Schools, Businesses, Young people	<p>Delivered 1 x 'eMerge' program and a 1 x month exhibition at Erina Centre Gallery in 2019 engaging with 30 young artists. Nine artists and 22 works of art were selected to exhibit in 'KODAN' exhibition. Approx. 16,000 people exposed to exhibition</p> <p>The 'KODAN' exhibit was held across Youth Week and for the remainder of the month to showcase the Japanese 'Manga' artform; developed with young people. The quality of work presented secured the opportunity for six artists invited to exhibit with the 'Cosplay' exhibition as organised by the Gosford Regional Gallery</p> <p>In 2020 the 'eMerge program' stepped into the public space arena, partnering with the Enterprise and Activation Team on the 'Big Chair' project. Working across three communities (San Remo, Lake Haven and Terrigal); consultation and design work has been developed with 27 young people for three site specific installation works (Budgewoi, Canton Beach and Terrigal). Each project is currently on hold due to COVID-19. Program delivery is expected for Summer 2020/21</p> <p>An exhibition component is to be developed to run in conjunction with the installation of the 'Big Chair' project. This aspect of the program has been postponed for reschedule due to COVID-19</p> <p>The following exhibitions were held at Gosford Regional Gallery:</p>

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>'Emerging 2020' - four Artists aged 18 -30 from across NSW were selected as finalists for this competition with a \$5,000 first prize. The exhibition opened on June 22 in the main Gallery</p> <p>Sean Lonergan Indigenous Student project. This curated exhibition included 238 students from 8 schools working with 7 Aboriginal artists in residence and was displayed in the Main Gallery</p> <p>'A Central Vision' - A selection of outstanding works by students from year 7 to year 12 from 16 high schools across the Central Coast. 76 students were selected from over 300 entries</p> <p>'Young Archie's/About Face' - An exhibition of portraits by young people held in conjunction with the Archibald prize This is part of an annual program. In 2020 there were 92 students entered</p> <p>'My Summer' - Held at Gosford Hospital, 8 young people were included in this exhibition which celebrated healthy activities people enjoyed over summer.</p> <p>'Operation Ar't - 50 Students were selected to be part of this exhibition which was held at Gosford Hospital</p>
	Ongoing	Recognise and celebrate the contribution of young people through various channels e.g. Central Coast Australia Day Awards - Youth of the Year, RYDON Youth Awards	More young people are nominated for awards Award winners are recognised and celebrated Award winners are recognised at annual Y4Y youth forum	Dependant on project	Youth Services Team, Youth Sector, Events Team	<p>Nominated a Y4Y team member for the 7News Young Achiever Awards 2020 and they have been selected as a Finalist. Awards ceremony postponed due to COVID-19</p> <p>As part of the Australia Day Awards, there were seven nominees for the Youth of the Year Award, which saw two people take out the joint title of Youth of the Year 2019. Two young people were nominated in categories outside of Youth of the Year 2019. The Sports person of the Year 2019 was a 23 year old female.</p>

Happy & Healthy

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Raise awareness of all aspects of youth health	New Year 1	Y4Y team hold a colour run event in late 2019 as part of the Central Coast Lakes Festival	Y4Y Team develop and run the event Utilise the event and social media platforms to highlight and raise awareness of health challenges that young people face. Provide opportunities for artistic expression of youth health issues along the colour run course Partner with Central Coast Youth and Health related services to provide information to young people	Y4Y Team	Youth Services Team, Events, Youth Sector, Youth Health, Local businesses, Community members	Y4Y and the Youth Services Team delivered 'Colour our Coast', a 5km fun run/walk and festival as part of The Lakes Festival to promote positive health and wellbeing for young people across the coast. Over 1,200 young people of all abilities and their family and friends participated in a positive way bringing the community together. Funds raised from registration fees were donated to three local charities who support young people Planning had commenced for the 2020 'Colour our Coast' event however, this will be postponed to 2021 due to COVID-19
Support and connect young people to improve their health and wellbeing	Ongoing	Partner with key internal and external stakeholders to hold a youth employee expo focusing on health, wellbeing and support e.g. The Dash	Expo concept is developed in partnership with People and Culture Young employees participate and connect with relevant services. Young employees are more supported and connected within the organisation. Young employees provide feedback regarding ongoing programs of interest and support needs	Youth Services Team	Workforce Development, Libraries, Youth Sector, Financial institutions	A pilot event called 'The Dash' was held in 2019 for young people employed by Council in collaboration between Youth Services and Workforce Development teams. 'The Dash' was provided a great platform for Council's young employees to come together and connect, listen and learn more about what services and opportunities Council could offer them as well as link with other local support services, whilst in return providing the organisation with an insight into how Council can better engage with and support its young employees. A similar event for 2020 is on hold due to COVID-19
	New Year 2 – ongoing	Explore avenues, programs and activities to further assist and support young employees with their mental health and wellbeing	Feedback from young employees reviewed Programs developed to support identified needs Young employees participate in program Young employees' mental health and wellbeing improved	Youth Services Team	Workforce Development Headspace, Youth Health	Planning to commence in 2020/21
Young people are active	Ongoing	Hold skateboard skills development workshops (Bowl Groms) for young people with a component specifically targeting young females to address gender balance within the sport	Workshops developed and run Young people participate and learn new skills Increased numbers of young women Increased utilisation of skate parks	Youth Services Team	Open Space and Recreation Unit, Schools, Young people, Local businesses	A series of 'Bowl Groms' skate skills workshops have been held across the LGA each school holidays to develop the skate skills of young people from beginner to

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						immediate and to empower young women to start skating with female only and mum and daughter workshops also introduced with a total of 97 participants
	New Year 1 – ongoing	In 2 new playgrounds (one north and one south) develop a specific section for young people e.g. Speers Point Park, Rouse Hill Park	Locations identified young people involved in design & location selection plans developed equipment installed Increased use of playgrounds by young people	Open Space and Recreation Unit	Youth Services Team, Young people, Local businesses	Young people have been involved in the consultation for the design of new local playgrounds at Green Point and Empire Bay. These designs include equipment and installations that suit young people with construction planned in 2020/21 Young people have also been involved in the consultation for a new regional playground at Lake Munmorah. The design includes equipment and installations that suit young people
	New Year 2	Promote existing and identify new trails/ walks to young people to get out and active in the natural environment	Identify all existing trails/ walks Develop youth friendly promotions materials Advertise trails/ walks Increased use of trails / walks	Open Space and Recreation Unit	Youth Services Team, Communications Team, Young people	This action is to be considered into future planning for 2020/21
	New Year 3 – ongoing	Promote the location of existing and develop new outdoor gyms that include equipment for young people e.g. Bondi Beach	Identify all existing outdoor gyms Develop youth friendly promotional materials Advertise outdoor gyms Increased use of outdoor gyms	Open Space and Recreation Unit	Youth Services Team, Young people, Local businesses	This action is to be taken into consideration and planning for 2021/22
	New Year 1 – ongoing	Maintain/upgrade existing and develop new skate parks as identified in the Skate Park Strategy e.g. Umina re-development and Lake Munmorah District Skate park	Skate parks are identified for maintenance/ upgrade New Skate parks are developed	Open Space and Recreation Unit	Youth Services Team, Y4Y members, Youth Sector, Local businesses, Schools, Young people	Youth Services staff partnered with Engagement and Open Space teams to deliver consultation with the community for upgrading Narara skate park
	Ongoing	Hold the annual Central Coast Series - Skate, Scoot and BMX competition. Locations decided by young people in the previous year	Minimum 3 events held per year Increased numbers of young people attend and compete in events Following year locations decided by young people	Youth Services Team	Youth Services, Local businesses	The first heat of the 'Central Coast Series' skate, scooter and BMX competition was held at Umina Skate Park with 44 participants. Other heats and final were cancelled due to COVID-19 During COVID-19, Council has partnered with Australian Skateboarding to attract local skaters to submit their top five tricks in an online skate competition, targeting regional areas of Australia, to be judged by three professional skaters

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						Consultation with young people and stakeholders in the skate, scooter and BMX community will be held in July and August to inform the development of a fresh, new, innovative format for the 2021 Central Coast Series

Feeling Safe

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Places and spaces are safe and welcoming	New Year 1 - ongoing	Co-design with young people youth-friendly public spaces that address a range of age specific needs such as seating, hanging out safely with friends, youth friendly cafes, multipurpose courts, playground/ parkour equipment, interactive and colourful public art, food trucks, events etc	Young people are included as key stakeholders in design of places and spaces to be more youth-friendly Young people's input is reflected in design Places and spaces are more youth friendly Young people feel part of the community and are welcomed in public places and spaces	Dependant on project	Youth Services Team, Community and Cultural Programs Team, Place Management Team, Events Team, Strategic Planning, Open Space and Recreation, Community Planning, Y4Y members, Young people	As part of the development of a Place Plan and Concept Design for Kibble Park young people will a be engaged as part of the community engagement process to help design and shape the future of Kibble Park
	New Year 2	Investigate options to provide free and advertise existing Wi-Fi in parks, town centres, skate parks, community facilities and other places where young people gather	Y4Y identify locations where Wi-Fi would be highly utilised by young people Develop proposal for Wi-Fi locations Wi-Fi is implemented Young people utilise free Wi-Fi	Place Management Team IT	Youth Services Team, Community and Cultural Programs Team, Community Infrastructure Team, Events Team, Strategic Planning, Open Space and Recreation, Community Planning, Y4Y members, Young people	This action is to be taken into consideration and planning for 2020/21
	New Year 1 – ongoing	Create safe public spaces through measures such as lighting, design, Crime Prevention Through Environmental Design (CPTED) principles with a particular focus on creating safe places for all young people	Young people are included as key stakeholders in design of safe public places and spaces Young people's input is reflected in safer design Places and spaces are safer places for young people to be Young people feel safe	Dependant on project	Youth Services Team, Community and Cultural Programs Team, Place Management Team, Events Team, Strategic Planning, Open Space and Recreation, Community Planning, Y4Y members, Young people	The <i>Lake Haven Youth Access Protocol</i> was updated in collaboration with Lake Haven Centre Management and other stakeholders. The <i>Gosford City Centre Safe Community Protocol</i> was updated with stakeholders from the Security, Council, Police and Rangers (SCRAP) Committee. The protocol provides clear and consistent guidelines for acceptable behaviours standards for all members of the community who use public and private spaces around the City Centre, explains the consequences and processes for dealing with unacceptable behaviours and defines the roles and responsibilities of Central Coast Council, NSW Police, security contractors and shopping centre management Solar lighting is planned to be installed in five large Norfolk pine trees at the Waterfront Plaza in The Entrance Town. The aim of this project is to create a safe, welcoming and vibrant

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>experience for members of the public when visiting the Town Centre in the evening and throughout the night</p> <p>The Place Plan and Concept Design for Kibble Park includes CPTED principles with a focus on creating safe places for all. Young people will be engaged as part of community engagement process to help design and shape the future of Kibble Park</p> <p>The Town Centres have Security on site from 10am through to 1pm throughout the week and across the weekend. Three high vis security guards patrol the town centre and assist in managing behaviours of some that would impact others. These guards work with shop owners to ensure the safety of the public</p> <p>ECS International Security (ECS) has been awarded a two-year Contract to provide Security in Kibble Park and Gosford CBD between 9:00am – 9:00pm Monday – Friday and other times over the weekend to create a safer, more welcoming place for all, especially for young people</p>
	New Year 1 - ongoing	Design new and review existing (where appropriate) layout of community facilities including libraries to incorporate appropriate spaces for young people	Community facilities (e.g. community centres, libraries) incorporate specific areas for young people	Community Planning Team Community Infrastructure Team Libraries	Youth Services Team, Community Infrastructure Team, Y4Y members, young people	Existing libraries such as Erina Fair and Kincumber have youth dedicated spaces, as well as study spaces young people can utilise for group study time
Getting around safely	New Year 1 - ongoing	Provide safe transport options (where appropriate) for young people to enable participation in Council services, programs, events and activities	More young people are able to participate in Council services, programs, events and activities as a result of access to transport	Dependant on project	Youth Services Team, relevant Units, Y4Y members, Young people	Young people were offered opal cards to attend the 'Thinking Out Loud' Youth Forum and 'Skills 4 Life Expo' if they were required
	Ongoing	Connect existing and provide new accessible pathway/ cycleway networks that attract young people and provide access to where they want to go	A network of safe pathways and cycleways for pedestrians, cyclists, wheelchairs etc. linking young people to key destinations across the LGA	Open Space and Recreation	Transport providers, Youth Services Team, relevant Council Units, Y4Y members, Young people	Accessible pathways are being implemented in new design areas/concepts including Kibble Park and Umina Beach

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
	Ongoing	Continue to provide existing and develop new road safety programs and initiatives designed to keep young people safe on our roads. e.g. the Blue Datto program, Supervising Learner Drivers - Graduated Licencing Scheme (GLS).	Programs developed and implemented Increased numbers of young people participating in programs Young people's behaviours and attitudes are impacted Road safety incidents decrease	Community Education Team	NSW Roads and Maritime Services (RMS), Blue Datto, Little Blue Dinosaur Foundation, NRMA	<p>Council has partnered with Blue Datto Foundation to deliver the 'Keeping Safe' program in Central Coast high schools. This follows successful delivery of the program in 2018/19. During 2019/20 the program was to be delivered to nine schools and 1,264 students. Four schools complete so far (total of 358 students) and five schools were scheduled for May/June (906 students) but cancelled due to COVID-19</p> <p>Graduated Licence Scheme (GLS) - in 2019/20 year, six GLS workshops were scheduled. Two workshops were held for Council employees at in August, two community workshops were held at Tuggerah and Erina Libraries in November with an attendance of 45 people. The two final workshops for were scheduled for May 2020 to be held in Tuggerah and Erina libraries. These have been cancelled due to COVID-19.</p> <p>In place of the physical workshops, the Road Safety team has developed an online presentation that can be accessed by members of the community and this will remain an ongoing resource post COVID-19</p>

Somewhere to Live

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
A range of appropriate housing options for young people	New Year 1 - ongoing	Support implementation of the Central Coast Affordable and Alternative Housing Strategy	Strategy is adopted by Council Implementation plan is developed. Strategy is implemented	Community and Cultural Programs Team	Youth Services Team, Community Planning, Community Housing Providers, Youth Sector	The <i>Central Coast Affordable and Alternative Housing Strategy</i> has been finalised and an Implementation Plan is being developed
	New Year 2 - ongoing	Partner with Community Housing Providers (CHP) to develop well-located Council-owned sites for multi tenure affordable housing partnerships (including young people in tenure mix)	Council owned land is identified EOI process is undertaken to partner with a CHP Development is constructed. Young people are included in development tenure mix	Community and Cultural Programs Team	Leasing and Property Management, Community Housing Providers, Youth Sector	Sites are currently being identified. An Affordable Housing Land Proposal will then be presented to Council. Two Council owned properties have been dedicated to affordable rental housing
	New Year 3 - ongoing	Partner with housing and homelessness sector to build capacity of programs for young people	Affordable accommodation options are provided for young people/ their families	Community and Cultural Programs Team	Housing Sector, Youth Services Team, Community Planning, Community Housing Providers, Youth Sector	A pilot Private Rental Market Education program in is planning, addressing strategy actions. This program will educate both agents and tenants to facilitate access into the private rental market

Living Green

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress comments
Educate young people about our natural environment	New Year 3	Develop unique youth friendly signage for recycling bins and recycle centres to help educate young people to know about what can and can't be recycled	Youth Friendly signage developed Sites for signage identified Signage installed Education campaign developed & rolled out to target young people and recycling habits	Youth Services Team	Community Education Team, Natural and Environmental Assets, Waste Services	Action to be undertaken in 2022/23
	Ongoing	Inspire, educate, and inform young people about the environmental challenges that the Central Coast faces and work together to develop innovative solutions to sustainability	Education programs are provided Young people are educated about our natural environment Attitude and behaviour change is influenced Innovative solutions to sustainability are developed Impacts on the local environment are observed/felt	Community Education Team	Youth Services Team, Young people, Local environmental community groups, Education providers	<p>A variety of environmental education and sustainability programs have been delivered. These include a combination of programs targeted specifically towards young people as well as programs available to the whole community. The programs aim to increase knowledge of issues impacting biodiversity, coastal areas, lakes and catchment areas with a focus on increasing community awareness and instilling behaviour change around sustainable living and environmental stewardship</p> <p>Projects include:</p> <ul style="list-style-type: none"> workshops, tours and events with over 1,500 participants in environmental programs and over 1,000 participants in Green Living sustainability programs distribution of sustainable produce bags, reusable straw packs, information booklets and butt bins resources developed to support and inspire environmental education include a series of multi-touch books, the Parker book series, the Tuggerah Lakes Estuary Explore App, Tuggerah Lakes and Brisbane Waters community handbook and a series of short films and animations <p>Planning for the 'Thinking Out Loud' Youth Forum 2020 event was undertaken but the</p>

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress comments
						<p>Forum was cancelled due to COVID-19. This will be rescheduled to 2021 with the forum to focus on the environment and what actions young people can take to make a positive impact</p> <p>Planning for 'New to You' has commenced. This is new program aimed to promote ethical shopping and provide sustainable solutions for young people, whilst also creating networks to follow on this practice</p>
	Ongoing	Continue the partnership with environmental groups to get into schools to increase knowledge of litter and plastics impacts on waterways and catchments	<p>School programs developed/ updated in partnership</p> <p>Programs delivered to 20 schools each year</p> <p>Students have increased knowledge of litter and plastics impacts</p> <p>Students apply their knowledge practically, reducing litter and plastics in Central Coast environment</p>	Community Education Team	Youth Services Team, Young people, Local environmental community groups, Education providers	Take 3 were the successful applicant in the EOI process to deliver the 2019-2020 school program for litter and plastic impacts on waterways and catchments. The agreement was to deliver the program to 20 schools and eight of these schools received the program before COVID-19. The program includes incursion presentations, litter audits, beach cleans and action planning workshops. Since COVID-19 the program has been revised and a temporary program of bespoke resources, online presentations and phone support is currently being delivered to the remaining schools and other schools
Take action on environmental issues/ challenges	New Year 2	Y4Y to research and investigate opportunities (e.g. a refill stations project) to reduce litter and single use of plastics in places where young people hang out	<p>Y4Y work with relevant Council Units to locate permanent refill stations at minimum 2 frequently used youth locations e.g. Bato Yard.</p> <p>Refill stations are built at 2 locations</p> <p>Litter and plastics waste is reduced at youth locations</p>	Y4Y Team	Community Education Team, Open Space and Recreation, Natural and Environmental Assets	Project plan being developed for delivery in 2020/21
	New Year 1 - ongoing	Reduce litter and plastics use at all Council run youth events	<p>Community Education and Youth Services Team work together to align principles to youth events/ programs/ initiatives with 'Keep the Coast Clean' project</p> <p>Youth events/ programs/ initiatives reduce litter and plastics use</p>	Youth Services Team	Community Education Team, Young people, Local environmental community groups	<p>Sustainable catering companies have been utilised for youth related events</p> <p>Youth Services Team have used sustainable resources such as coffee cups, drink bottles, straws at youth events to further reduce the environmental impact</p> <p>The Y4Y team have developed and are currently implementing a project to provide a</p>

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress comments
						sustainable resource (keep cup) at youth events, with an art project and education campaign to educate young people on the impacts of single use plastics
Connect young people with the natural environment	Ongoing	Link learning with lived experience - get young people out in the natural environment by providing environmentally based programs, activities and events e.g. water catchment tours, rock-pool rambles, digital storytelling , citizen science, bio blitz days, green living movies, bike tours	Programs developed/ updated Minimum of 10 programs/ activities/ events delivered Increased number of young people participating in programs Young people are outdoors and interacting with their local environment	Community Education Team	Youth Services Team, Young people, Local environmental community groups, Education providers	A range of environmental programs have been delivered with a large number of these targeting young people; including the Digital Storytelling “speak for our waterways” short filmmaking series, Citizen Science workshop series, estuary and catchment tours including kayak, bike, boat and spotlighting tours, rockpool rambles tours, the Ecological Discovery program, Future Council school environmental leaders program, Green Living sustainability workshops, events and film screening nights and activations at many events including the Lakes Festival and Breakfast with the Birds

Skilled and Ready

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
Provide young people with skills for life	New Year 1	Y4Y team to work with stakeholders to develop and hold a life skills expo which will provide practical information and skills e.g. basic car maintenance, first aid, sustainable living, applying for housing, tax and financial advice, basic cooking	Y4Y Team develop and implement expo Young people attend expo Young people learn new life skills	Y4Y Team	Youth Services Team, Young people, Schools, Youth Sector, Health Services, Business stakeholders (NRMA, tax accountants), Financial advisors	The Y4Y team delivered the 'Skills 4 Life' expo. Aimed at 15-24 years old's, the event was attended by 110 young people including school students, home school students, TAFE and University students and young people brought by caseworkers and carers. The expo included a series of workshops, presentations, demonstrations and activities with an emphasis on teaching essential life skills that cannot be taught at school, for example, how to manage your money, maintaining your car, healthy cooking skills, job hunting, how to prepare for an interview and looking after your mental health. Many requests were received for more events like this (attendees and parents) which is guiding an action to be delivered by Y4Y in 2020/21
	New Year 1	Y4Y team to develop short (90sec) online 'how to' videos/ tutorials on life skill topics - by young people for young people.	Concept developed for videos Videos filmed/ edited and finalised Videos loaded onto website and shared on social media	Y4Y Team	Youth Services Team, Youth Sector, Schools, Local businesses, Training providers	The project concept was developed by Y4Y but deemed as not viable due to cost implications. Further alternative options are to be explored including the Y4Y 2020 Project 'Help a Mate' which will be a series of online videos and engagement seminars around mental health
Young people are linked in with local business	New Year 2	Attract new sponsors and partners for youth focussed programs/ events/ activities, which link young people and business enabling skill development, mentoring and pathways	Information night held to attract sponsors and create linkages between businesses and young people Young people linked with industry professionals for mentoring and pathway opportunities	Youth Services Team	Youth Sector, Local businesses, Industry professionals	Program in development stage and will be undertaken in 2020/21
Kickstart young people business ideas	Ongoing	Develop and deliver social enterprise programs (e.g. Ignite Business Launch Pad) for young people	Training sessions provided for young people to workshop and develop enterprise ideas, business and strategic plans Mentor session provided with local young people Pitch session held for young people to pitch their ideas to local business	Youth Services Team	Enterprise and Activation Team, Youth Sector, Local businesses, Industry professionals, Training providers	The 'Ignite Business Launchpad' program was delivered in 2019 with eight successful participants involved in ongoing mentoring. One young person starting his own Central Coast Based Youth Service Business from the program. The aim of the program is for young people to learn more about starting their own business, develop their entrepreneurial skills and establish links to the business industry. The program was set to run in March 2020 but postponed due to COVID-19. Online weekly skills sessions will now be delivered over 6 weeks in during August and September that provide explicit instruction and workshop opportunities around key business content and skills that will help these young entrepreneurs start and sustain their businesses into the future, supported by one-on-one digital mentoring and support.

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>An opportunity for the young entrepreneurs to pitch and present their ideas at a gala pitch night will be held at the end of September to gain feedback and support from the wider community and celebrate their abilities with their families and friends. The preference is to deliver a face-to-face event for community support but an option to deliver an online pitch event and upload to Council's you-tube channel will be explored if restrictions are still in place</p> <p>Three skills workshops to support the ongoing business development of young people across the Coast, will be held between October and March 2021</p>
Upskill young people and provide pathways to employment	Ongoing	Develop and implement free programs e.g. 'Skill Me' in the school holidays to upskill young people to seek and gain employment in targeted sectors such as barista course, RSA, white card, hospitality, and sport coaching	Courses are run in school holidays Young people receive appropriate qualification/accreditation to begin employment in industry 3 month follow up with participants	Youth Services Team	Relevant local field-related businesses, Training providers, Education providers	<p>'Skill Me' school holiday upskill program has been delivered to assist young people in securing employment. These involve job application and Interview skills workshops and training and accreditation in course including Barista, White card and RSA training and qualifications, with 22 participants</p> <p>Programs scheduled for April and July school holidays have been cancelled due to COVID-19</p>
	New Year 2	Educate internal staff and external businesses on employing young people (aged 10-15yrs) as per legislation and the process required by the Office of the Children's Guardian	Resource developed which enables a better understanding/ knowledge of the process to employ young people aged 10-15 years	Youth Services Team	Workforce Development Team, relevant Council Units	This action will be undertaken in 2020/21
	New Year 3	Develop a youth specific procurement policy to enable contracting of suitably skilled young people to deliver services/ events/ programs/ activities to Council where appropriate	Procurement policy developed and implemented Increased numbers of young people are contracted to Council	Youth Services Team	Workforce Development Team, Purchasing Team, relevant Council Units	To be developed in alignment with the above action in 2022/23
	New Year 1	Develop and implement a Youth Employment Strategy that increases opportunities for employment of young people within Central Coast Council	Youth Employment Strategy developed and implemented Increased numbers of young people employed Professional youth perspective influencing Council projects	Workforce Development Team	Youth Services Team, Community Planning Team, relevant Council Units	The 2019-2024 <i>Youth Employment and Employability Strategy</i> that has been developed around four major themes – Attraction and Promotion/Mutually Beneficial Partnerships/Early Career Pathway Programs/Retention and Support

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
	New Year 2	Support Internal business units and external stakeholders to coach and mentor young people in skills development through traineeships and apprenticeships	Best practice traineeship, apprenticeship and volunteering approaches/opportunities investigated and implemented Young people are aware of opportunities Increased numbers of young people are engaged in programs/ employed in relevant areas of experience	Workforce Development Team	Relevant Council Units, Local businesses, Training providers, Local leaders/ mentors	An Early Career Program Policy, Guidelines and Procedures have been developed which outlines Council's approach to best practise management and support of the Programs Trainee and Apprentice Supervisors have been participated in a Supervisor workshop that focussed on generational communication, administrative requirements of Training Contracts, skills for interacting with and coaching young learners Undergraduate Supervisors have been surveyed on their needs for coaching assistance A Professional Development Framework for Program participants and supervisors has been drafted
	New Year 3 - ongoing	Provide opportunities to young people through upskilling or volunteering across Council business units so young people increase skills, knowledge and experience in areas outside their normal employment	Minimum of 2 young people per business unit are provided with additional training/upskilling/ volunteering opportunities	Youth Services Team	Workforce Development Team, Council Units	This action will be undertaken in 2022/23
	New Year 1 – ongoing	Provide opportunities for young people to gain on the job experience across a range of creative career and industry opportunities, enterprise development and event production in areas such as design, performance, film, photography, dance, visual art, sport and music	Creative career and industry opportunities developed and implemented Young people participate in programs Young people increase skills in creative industries Numbers of young people in paid employment in these industries increases	Youth Services Team	Arts and Culture Section, Community and Cultural Programs Team, Enterprise and Activation Team, Event Team, Local businesses, Industry professionals	Implementation through the Creative Engineers program is ongoing through the 'Music Pathways' and 'Let Me Entertain You programs' 'Let Me Entertain You' engaged five young people across 2019 with the 'Discovered' program series, 'Plug & Play' and 'Battle of the Bands' (developing their skill set in event emceeing, event management/development, photography/film and graphics) Young people were also provided with paid employment and development opportunities to facilitate workshops through the 'Behind the Lens' program, 'We Dream' project and develop resources with the Central Coast Youth Strategy. A 4-minute promotional video was developed to engage and inform the community of the draft Youth Strategy for comment and feedback

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
	Ongoing	Continue the Scholarship and Undergraduate program to support and mentor young people in roles relevant to their area of study	Scholarship and undergraduate program continues Increased numbers of young people engaged in these roles Increased numbers of young people are employed in relevant roles following from their internship Professional youth perspective influencing Council projects	Workforce Development	Youth Services Team, Schools/ education providers, Tertiary education providers, Youth sector	The 2019 Scholarship Program was revised with view to supersede with new Scholarship format that focusses on equitable financial support for local students (attending the University of Newcastle) in skills gap areas at Council and in Diversity categories (such as ATSI, Disability) The Undergraduate Program continues with Program improvements that include new recruitment format, revised student professional development, formalised support contact plan, Team collaboration space. The number of places in the undergraduate program has doubled to 20 between 2019 and 2020
	Ongoing	Continue workshops to develop interview and job readiness skills (resume writing, interview skills, what to wear etc.) e.g. 'Employ Me' program	Workshops provided to young people on employability skills Young people are more confident in applying for employment Increased numbers of young people employed	Youth Services Team	Youth Services Team, Local businesses, Employment providers, Training providers	'Employ Me' employment skills workshop was held in July 2019 with 24 participants. The workshop participants gained employment skills to assist them applying for a job including what to wear for an interview, how to be confident, resume writing, interview tips and participated in mock interviews. Participants were also linked with job service providers to offer further support The next 'Employ Me' workshop will be held in the October school holidays
Support creative pathways	Ongoing	Deliver creative and professional development programs and skills development to young people (e.g. Central Coast Battle of the Bands, Discovered, Springboard (renamed: Music Pathways), Idea to Screen, Exposure, Youth in Performing Arts)	Creative career and industry opportunities developed and implemented Young people participate in programs Young people increase skills in creative industries Numbers of young people in paid employment in these industries increases	Youth Services Team	Community and Cultural Programs Team, Art and Culture Section, Local creative sector, Local businesses	The 'Battle of the Bands' series program that consists of a contest and a professional development workshops was held in 2019. The contest offers the opportunity for bands members aged 12 – 24yrs (of all skill levels) to participate, with 15 bands and 56 young people involved. In response to feedback received from participants a 'Plug & Play' program was developed as an outcome however only one instance was held due to COVID-19. Pathway opportunities presented through the Music Pathways program (see below). Professional development included three workshops across the program series. The 'Discovered' professional development program for singers and singer/songwriters aged 7yrs – 24yrs was held in 2019. Part of The Hub Erina Series, this vocal program consists of a contest, masterclass and live audience performance. 43 participants performed across three heats and two semi-final events. 15 emerging singers made it through to the Grand Final, pathway opportunities presented through the Music Pathways program (see below). Professional development included eight workshops across the program series and the weekly 'Discovered Voices' group singing program, continued beyond the 2019 program and

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<p>moved across to an online platform for the duration of the COVID-19 period</p> <p>The 'Music Pathways' program provided 31 young people the opportunity to perform (paid and unpaid) at local events including external community and internal Council events. An additional four emerging singer/songwriters were successfully engaged in the Heard Community (Creation in Isolation) project; throughout COVID-19</p> <p>The 'Idea to Screen' program is currently focused on the We Dream partnership project. 31 young people were engaged across 2019 to develop and deliver the third episode in the series of nine short films collectively titled 'I Dream'.</p> <p>The first episode is available to view on ABC iView: https://iview.abc.net.au/show/seed/series/1/video/RA1808H006S00</p> <p>Central Coast Council Youth Services were recognised with a 'Highly Commended' award at the 2019 Local Government Awards night for the Creative Engineers programs @ The Hub (Battle of the Bands, Discovered, Idea to Screen)</p> <p>Planning for the 2020 Discovered program has commenced with some components moving online due to COVID-19</p> <p>'Youth in Performing Arts' (YIPA), held four annual concerts featuring the best of the Secondary Year age performers selected out of 400 auditions. YIPA is a part of Laycock Street Season Program. 200 talented young people participated</p>
Embrace learning opportunities	Ongoing	Support initiatives within Council libraries that provide young people with academic, social and job readiness opportunities e.g. Studiosity	Initiatives continued and implemented Increased numbers of young people participate in library programs	Libraries	Youth Services Team, Local businesses, Training providers, Education providers	<p>Project delivered include:</p> <ul style="list-style-type: none"> • Tangents YA book club (once a month) • Table-top Gaming – Saga of Heroes, Kings of War • HSC/Study Skills talks/workshops and support e.g. Rowan Kunz, Studiosity demonstrations • Author talks e.g. Will Kostakis YA author talk • Regular maintenance and updating of the physical YA collection in branches

Goal	New/ Ongoing When	Action	What success looks like	Lead	Key Partners	Progress Comments
						<ul style="list-style-type: none"> eResources – Studiosity, eBooks/eAudio/eMagazines (with targeted lists within e.g. HSC texts), Freegal etc School holiday events and activities including Escape Rooms, Special Effect Makeup and Manga drawing Young Parents Groups Collaboration and consultation with Youth Services Team e.g. GOATS Festival, Skills 4 Life expo Networking with CC Secondary Teacher Librarians group, usually once per term
	Ongoing	Get young people engaged with local decision-making - provide Stage 5 students with an understanding of local Council processes and the role of local Council in community decision making	Develop and deliver annual Future Council program to local schools Young people have an increased understanding of local government processes and decision-making	Community Education Team	Local high schools, relevant Council Units, ELT, Youth Services Team	The Central Coast 'Future Council' program was held at both Gosford and Wyong Council Chambers in collaboration between Council's Environmental Education Team and the Rumbalara Environmental Education Centre. Overall 16 schools and 83 students were involved

Item No: 3.8
Title: Investment Report for June 2020
Department: Finance



10 August 2020 Ordinary Council Meeting

Trim Reference: F2004/06604 - D13749447

Author: Melissa McCulloch, Acting Unit Manager, Financial Services

Executive: Carlton Oldfield, Acting Chief Financial Officer

Report Purpose

Council is required 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.*

Summary

This report details Council's investments as at 30 June 2020.

Recommendation

That Council receive the Investment Report for June 2020.

Context

Council's investments are made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005, the investment policy adopted at the Ordinary Council Meeting on 28 October 2019, 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 \$359.82 million at 30 June 2020.

Source of Funds	June 2020 Value (\$'000)
Investment Portfolio	\$348,210
Transactional accounts and cash in hand	\$11,610
Total	\$359,819

Council had a net outflow of \$16.34 million in June 2020, with decrease in cash of \$25.42 million and increase of \$9.075 million in Investments.

This investment report will focus primarily on the investment portfolio of \$348.21 million as at 30 June 2020. Investment of funds is restricted and thus are managed primarily through term deposit and floating rate note maturities and placements.

Total net return on the portfolio for Council, in June was \$349K, comprising entirely of interest earning. The total value of the Council’s investment portfolio as at 30 June 2020 is outlined in Table 1 below.

Description	2018-19 Financial Year \$'000	Sep-19 Qtr 2019/20 \$'000	Dec -19 Qtr 2019/20 \$'000	Mar -20 Qtr 2019/20 \$'000	Apr -20 2019/20 \$'000	May -20 2019/20 \$'000	Jun -20 2019/20 \$'000	June -20 Qtr 2019/20 \$'000	FYTD 2019/20 \$'000
Opening Balance	467,254	445,661	433,160	394,500	387,790	348,886	339,134	387,790	445,661
Movement for the period	-21,593	-12,501	-38,659	-6,710	-38,904	-9,752	9,075	-39,581	-97,451
Closing Balance	445,661	433,160	394,500	387,790	348,886	339,134	348,210	348,210	348,210
Interest earnings	13,017	2,724	2,543	1,935	470	399	349	1,218	8,420

Table 1 – Portfolio Movement

Council’s investments are evaluated and monitored against a benchmark appropriate to the risk (Standard and Poor’s BBB long term or above) and time horizon of the investment concerned. Council’s investment portfolio includes rolling maturity dates to ensure that Council has sufficient funds at all times to meet its obligations. A summary of the term deposit and floating rate notes maturities are listed in Table 2 below.

Table 2 - Investment Maturities as at 30 June 2020

Time Horizon	Percentage Holdings	Maturity on or before	Value \$'000
At Call	22.93%	Immediate	79,857
Investments			
0 - 3 months	28.43%	Sep-2020	99,004
4 - 6 months	11.49%	Dec-2020	40,013
7 - 12 months	7.15%	Jun-2021	24,905
1 - 2 years	11.52%	Jun-2022	40,124
2 - 3 years	2.87%	Jun-2023	10,000
3 - 4 years	4.31%	Jun-2024	15,000
4 - 5 years	11.29%	Jun-2025	39,306
Total Investments	77.07%		268,353
Total Portfolio	100.00%		348,210

The investment portfolio is concentrated in AA above (72.68%), A (10.06%) and BBB (16.98%). The investments in AA are of a higher credit rating and BBB represented the best returns at the time of investment within Policy guidelines. Financial institutions issuing fixed income investments and bonds are considered investment grade (IG) if its Long-Term credit rating is BBB or higher by Standard and Poor (S&P).

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

The current spread of investments and counterparty exposure for June 2020 are shown in Graphs 1 and 2 respectively in Attachment 1.

Environmental, Social and Green (ESG) Investments

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

Council currently holds 8.42% or \$29.31 million in ESG investments as at 30 June 2020.

Portfolio Return

Interest rates on investments in the month, ranged from 0.84% to 3.50%, all of which exceeded the monthly Bank Bill Swap Rate (BBSW) benchmark of 0.09%.

The annualised financial year to date return for June of 2.48% for Central Coast Council is favourable compared to benchmark bank bill swap (BBSW) *financial year to date* Calculated Bank Bill Index of 1.26% as shown in Graph 3 - Portfolio Returns in Attachment 1.

Council's Portfolio by Source of Funds

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

Source of Funds	Value (\$'000)
Investment Portfolio	\$348,210
Transactional accounts and cash in hand	\$11,610
Total	\$359,819
Draft Restrictions	\$438,798

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

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

Attachments

- | | | |
|----------|--|-----------|
| 1 | Summary of Investments as at 30 June 2020 | D14069738 |
| 2 | Summary of Restrictions as at 30 June 2020 | D14069740 |
| 3 | Investment Report for June 2020 - Graph 1, 2 and 3 | D14069737 |

Central Coast Council
Summary of Investments as at 30-June-2020

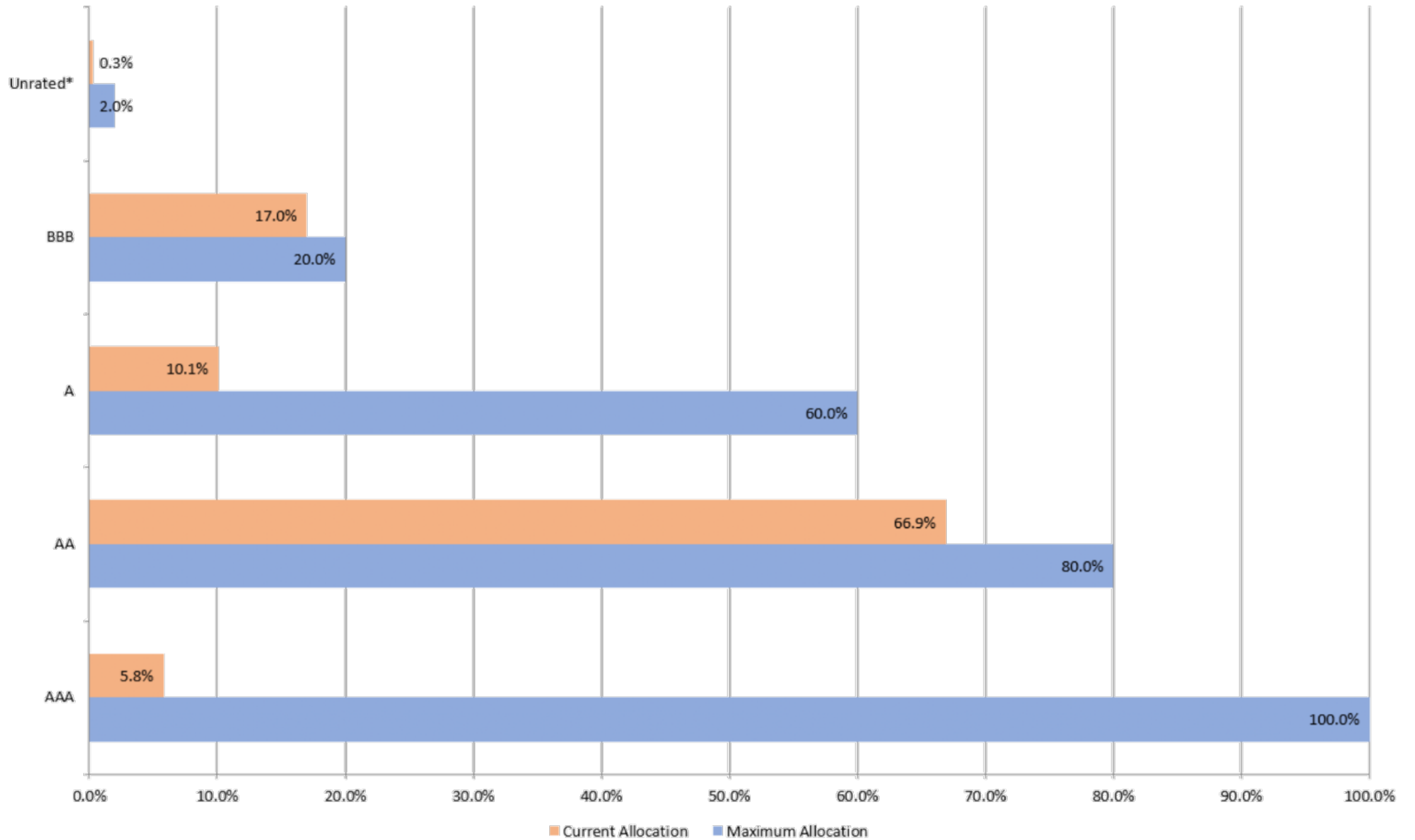
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
CASH AT CALL:							
Westpac Banking Corporation	Corporate Investment Account	A1	AA	Daily	28,483,102	8.18%	1.10%
Commonwealth Bank of Australia	Business On-line Saver	A1	AA	Daily	36,370,000	4.62%	0.90%
AMP limited		A1	AA	Daily	15,003,740	4.62%	1.30%
Total Cash At Call					79,856,842	22.93%	
TERM DEPOSITS, FLOATING RATE NOTES & BONDS:							
SIRA / Workcover / NSW Treasury	Term Deposit	A1	AA	04-May-2021	8,098,000	2.33%	0.84%
Macquarie Bank	Term Deposit	A1	A	13-Jul-2020	10,000,000	2.87%	1.85%
Macquarie Bank	Term Deposit	A1	A	07-Aug-2020	10,000,000	2.87%	1.55%
Bendigo and Adelaide Bank	Floating Rate Note	A2	BBB	18-Aug-2020	4,003,600	1.15%	BBSW +1.10%
Rabo Bank	Term Deposit	A1	AA	07-Sep-2020	5,000,000	1.44%	3.50%
National Australia Bank	Term Deposit	A1	AA	15-Sep-2020	10,000,000	2.87%	1.55%
Bendigo and Adelaide Bank	Term Deposit	A2	BBB	21-Sep-2020	10,000,000	2.87%	1.62%
National Australia Bank	Term Deposit	A1	AA	28-Sep-2020	10,000,000	2.87%	1.50%
National Australia Bank	Term Deposit	A1	AA	06-Oct-2020	10,000,000	2.87%	1.48%
National Australia Bank	Term Deposit	A1	AA	12-Oct-2020	10,000,000	2.87%	1.48%
Suncorp-Metway Limited	Floating Rate Note	A1	A	20-Oct-2020	4,512,105	1.30%	BBSW +1.25%
Suncorp-Metway Limited	Floating Rate Note	A1	A	20-Oct-2020	501,345	0.14%	BBSW +1.25%
National Australia Bank	Term Deposit	A1	AA	10-Dec-2020	5,000,000	1.44%	2.80%
Westpac Banking Corporation	Term Deposit	A1	AA	10-Dec-2020	10,000,000	2.87%	2.90%
Westpac Banking Corporation	Term Deposit	A1	AA	21-Jun-2021	10,000,000	2.87%	3.06%
Rabo Bank	Term Deposit	A1	AA	05-Jul-2021	10,000,000	2.87%	2.92%
Bank of Queensland	Term Deposit	A2	BBB	26-Aug-2021	10,000,000	2.87%	1.75%
Westpac Banking Corporation	Floating Rate Note	A1	AA	26-Nov-2021	5,000,000	1.44%	BBSW + 0.93%
Newcastle Permanent Building Society	Floating Rate Note	A2	BBB	24-Jan-2022	10,124,300	2.91%	BBSW + 1.65%
Rabo Bank	Term Deposit	A1	AA	12-Dec-2022	10,000,000	2.87%	3.18%
Westpac Banking Corporation	Floating Rate Note	A1	AA	27-Nov-2023	5,000,000	1.44%	BBSW + 0.93%
Bank of Queensland	Term Deposit	A2	BBB	26-Sep-2024	10,000,000	2.87%	2.00%
NSW Treasury Corporation	Bonds	A1	AAA	20-Mar-2025	2,056,440	0.59%	1.25%
NSW Treasury Corporation	Bonds	A1	AAA	15-Nov-2028	17,250,000	4.95%	3.00%
ING	Term Deposit	A2	A	20-Jul-2020	5,000,000	1.44%	1.60%
ING	Term Deposit	A2	A	21-Jul-2020	5,000,000	1.44%	1.60%
National Australia Bank	Term Deposit	A1	AA	17-Aug-2020	10,000,000	2.87%	1.55%
Unity Bank	Term Deposit	Unrated	Unrated	15-Feb-2021	1,000,000	0.29%	1.65%
Australia New Zealand Banking Group	Term Deposit	A1	AA	04-Sep-2020	10,000,000	2.87%	1.21%
Australia New Zealand Banking Group	Term Deposit	A1	AA	06-Jul-2020	10,000,000	2.87%	1.23%
MyState Bank	Term Deposit	A2	BBB	04-Mar-2021	5,000,000	1.44%	1.50%
Bank of Queensland	Term Deposit	A2	BBB	16-Jun-2025	10,000,000	2.87%	1.53%
National Australia Bank	Term Deposit	A1	AA	14-Jun-2024	10,000,000	2.87%	1.15%
AMP limited	Term Deposit	A1	A	14-Jun-2022	5,000,000	1.44%	1.40%
NSW Treasury Corporation	Term Deposit	A1	AAA	04-Jun-2021	807,000	0.23%	1.00%
Total Term Deposit & Bonds:					268,352,790	77.07%	
TOTAL PORTFOLIO					348,209,632	100.00%	
Current					243,778,892	70.01%	
Non-Current					104,430,740	29.99%	
TOTAL PORTFOLIO					348,209,632	100.00%	

SUMMARY OF RESTRICTIONS as at 30 June 2020

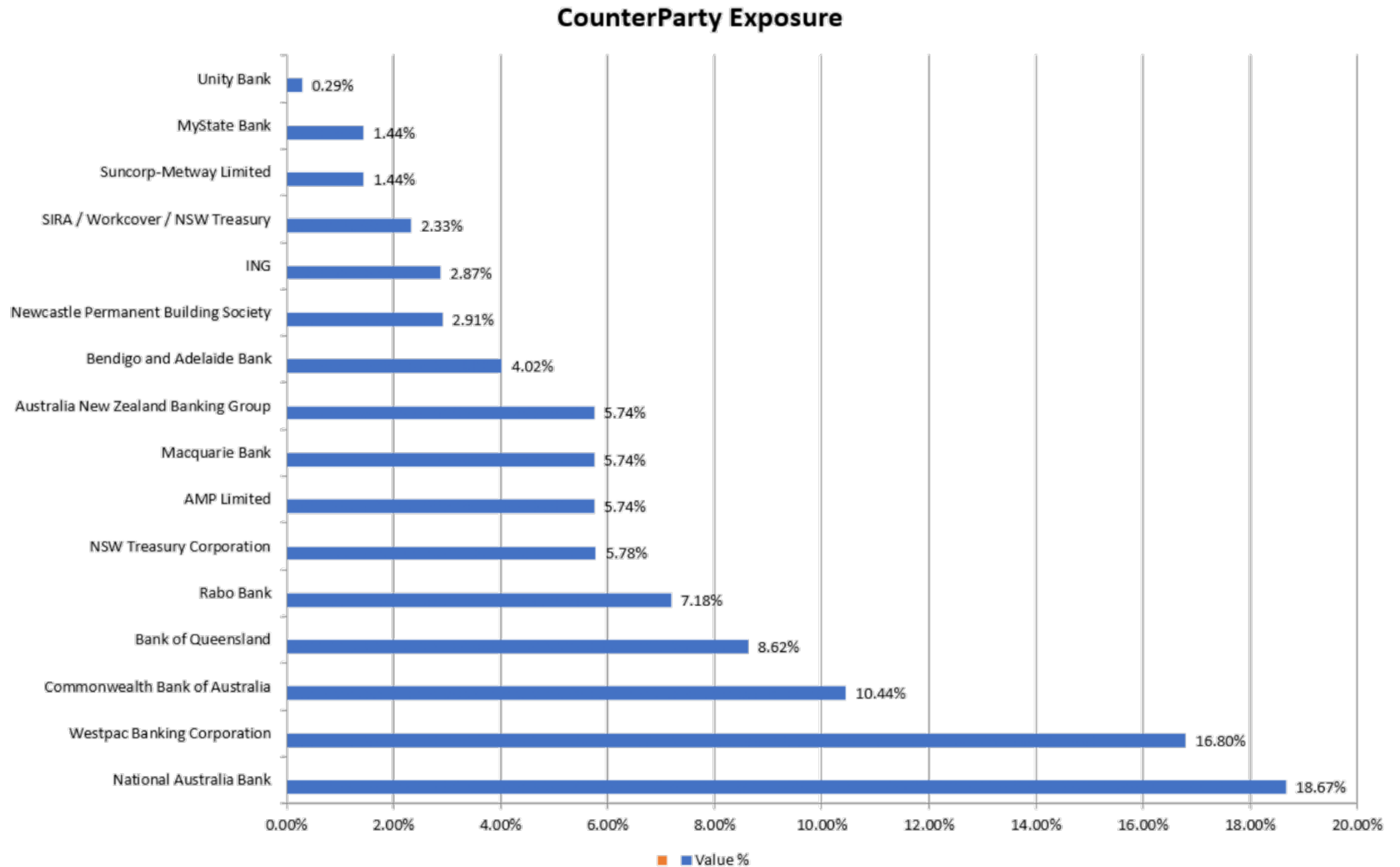
FUND	SOURCE	Principal Amount \$'000
GENERAL FUND	Developer contributions	92,397
	Developer contributions – bonus provisions	5,400
	Developer Contributions – Sec 94A Levy	17,470
	Developer contributions – VPA	2,673
	Specific purpose unexpended grants	8,539
	Self insurance claims	5,976
	Stormwater Levy	770
	RMS Advance	0
	Holiday Parks	11,588
	Cemeteries	659
	Coastal Open Space	6,529
	Bio Banking	301
	Crown Land Business Enterprises	1,035
	Crown Land Patonga Camping Ground	833
	Other External	253
	Terrigal Tourism Special Rate Levy	1,309
	Tourism Special Rate	2,625
	Gosford CBD Special Rate Levy	160
	Gosford Parking Station Special Rate Levy	1,171
	The Entrance Town Centre Special Rate Levy	0
	Toukley Town Centre Special Rate Levy	87
	Wyong Town Centre Special Rate Levy	0
	TOTAL GENERAL FUND RESTRICTIONS	159,776
Water FUND	Developer contributions	36,376
	Developer contributions – VPA	1,044
	Specific purpose unexpended grants	2,858
	Self insurance claims	798
	Other External	45
TOTAL WATER FUND RESTRICTIONS	41,121	
SEWER FUND	Developer contributions	20,180
	Developer contributions – VPA	490
	Self insurance claims	2,131
	TOTAL SEWER FUND RESTRICTIONS	22,801
DRAINAGE FUND	Developer contributions	34,060
	Developer contributions – VPA	1,357
	Specific purpose unexpended grants	73
	Other External	100
TOTAL DRAINAGE FUND RESTRICTIONS	35,590	
DOMESTIC WASTE FUND	Specific purpose unexpended grants	1,260
	Domestic Waste Management	71,133
	TOTAL WASTE FUND RESTRICTIONS	72,392
TOTAL EXTERNALLY RESTRICTED FUNDS		331,680
GENERAL FUND		105,224
Water FUND		873
SEWER FUND		955
DRAINAGE FUND		66
DOMESTIC WASTE FUND		0
INTERNALLY RESTRICTED FUNDS		107,118

Graph 1 – Credit Exposure

Credit Exposure

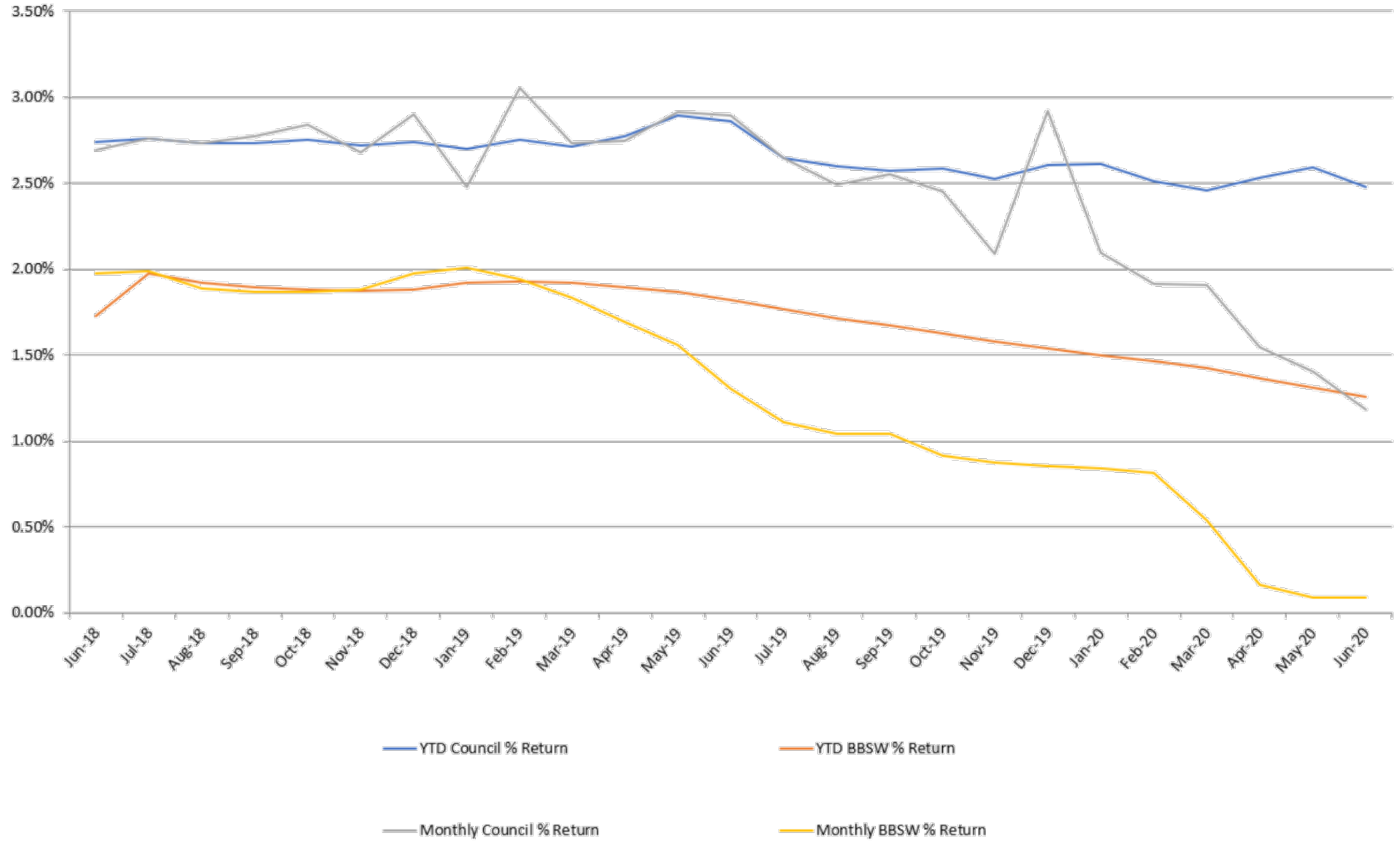


Graph 2 – CounterParty Exposure



Graph 3 – Portfolio Return

Portfolio Return



Item No: 4.1
Title: Questions with Notice
Department: Governance



10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14080592

Questions with Notice

The following questions were submitted by Councillor Hogan:

Catherine Hill Bay Water and sewer services

Central Coast Council is providing water and sewer services to residents at Catherine Hill Bay which is located in the Lake Macquarie LGA.

- 1 Could staff please provide a brief report outlining the mechanisms and financial benefits of this arrangement?*
- 2 Could staff also provide a brief report on the Norah Head treatment plant; how it works, how many lines and what suburbs it services?*

This is a complex question requiring research and resources to provide an appropriate response. As a result it is not possible to provide a response for this Council meeting and it is proposed to provide the response for inclusion in the Business Paper for the meeting of 24 August 2020.

The following questions were submitted by Councillor MacGregor:

Metres of footpath and curb and guttering laid from July 2017 to the present by Central Coast Council

- 1 How many metres of footpath have been laid by this council from July 2017 to the present? And how is this total figure broken up by ward boundaries?*
- 2 How many metres of curb and guttering has Central Coast Council delivered from July 2017 to the present? And how is this total figure broken up by ward boundaries?*

The response will be provided by the Director Roads, Transport, Drainage and Waste on or before the 10 August 2020 meeting.

4.1 Questions with Notice (contd)

The following question was submitted by Deputy Mayor Smith:

Land Ownership

Can staff please provide an update regarding the current ownership status and future options of the land known as the "RMS Land" that is the site of the Ourimbah Palmgrove Landcare Group.

The response will be provided on or before the 10 August 2020 meeting.

Attachments

Nil



Item No: 5.1
Title: Notice of Motion – Reporting of Councillor Attendance
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14097443

Author: Chris Holstein, Councillor

Councillor Holstein has given notice that at the Ordinary Council Meeting to be held on 10 August 2020 he will move the following motion:

Recommendation

- 1 That Council note that the Councillor Expenses and Facilities Policy requires at Clause 122 detailed reports on the provision of expenses and facilities to Councillors to be publicly tabled at a Council meeting every six months and published in full on Council's website.**

- 2 That Council resolve that as part of that six monthly report there be the following information:**
 - **Statistics regarding Councillor requests including the number of requests submitted by Councillor**
 - **Details of Councillor attendance at Council Meetings**
 - **Details of Councillor attendance at Briefings or Workshops**
 - **Details of Councillor attendance at weekly CEO Updates**
 - **Details of Councillor attendance at Advisory Group meetings of which they are members**

Background

These matters are the basic key performance indicators for the public to reflect Councillor's involvement and participation in the performance of their roles as Councillors.

It is acknowledged that Councillors would also perform a number of other duties e.g. from attending public events, responding to ratepayers phone calls and attending community meetings, to name but a few.

However the motion covers what is the basic council recordable matters of interaction.

Attachments

Nil.



Item No: 5.2
Title: Notice of Motion - WAR Act Repeal and declassification of airport contract damages
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14101462
Author: Greg Best, Councillor
Bruce McLachlan, Councillor
Rebecca Gale, Councillor
Jilly Pilon, Councillor

Councillors Best, McLachlan, Gale and Pilon have given notice that at the Ordinary Council Meeting to be held on 10 August 2020 they will move the following motion:

- 1 That Council notes the recent announcement by Minister Stokes (see attached) announcing the imminent repeal of the outdated Warnervale Airport (Restrictions) Act 1996 (WAR Act).**
- 2 That Council formally thank Minister Stokes and Parliamentary Secretary for the Central Coast Mr Adam Crouch for facilitating this important review, noting that 939 Public Submissions were received of which more than 75% were in favour of repeal (attached Public Support Article) with 15 organisations and individuals addressing the Public Hearings as follows:-**

Order of submissions
Warnervale Airport (Restrictions) Act 1996
Public Forum 28 February 2020

The NSW Government logo, featuring a stylized white flower above the text "NSW GOVERNMENT".

	Name	Representing	Time allocated
1	Cr Greg Best	Individual speaker	5 minutes
2	Mr Doug Eaton	Individual speaker	5 minutes
3	Mr Michael Campbell	Community Environment Network	10 minutes
4	Mr Andrew Smith	Central Coast Aero Club	10 minutes
5	Mr Laurie Eyes	Warnervale Airport Resistance Group	10 minutes
6	Mr Matthew Teegan	Individual speaker	5 minutes
7	Ms Victoria Gallagher	Individual speaker	5 minutes
8	Mr Patrick Gallagher	Individual speaker	5 minutes
9	Ms Caroline Wickham	Individual speaker	5 minutes
10	Mr Jay Harris	Individual speaker	5 minutes
11	Mr Keith Royle	Individual speaker	5 minutes
12	Mr Warwick Calleia	Individual speaker	5 minutes
13	Mr Michael Allsop	Individual speaker	5 minutes
14	Mr Gregory Stephenson	Individual speaker	5 minutes
15	Mr Tony Brown	Individual speaker	5 minutes

5.2 Notice of Motion - WAR Act Repeal and declassification of airport contract damages (contd)

- 3 ***Further with regard to consultation, of particular note, Council recognises that the two most vocal objector groups, Community Environment Network (CEN) and the Warnervale Airport Restriction Group were both given significant opportunity to brief the Panel and make substantial submissions.***
- 4 ***Also Council passes on its formal appreciation to Review Chairperson Abigail Goldberg and Panelist Mr Peter Fiegehen for their professionalism and comprehensive 140 page Report [LINK](#)***
- 5 ***That in the spirit of transparency and accountability, Council request the General Manager to in the first instance, Report to Council on what actions and legal mechanisms are available to Declassify the Confidential Documents revealing to the Ratepayers exactly how much the AAI Contract Extinguishment cost including the 'lost opportunity costs' around some 17 Formal Expressions of Interest Developed by Staff over many years that were also extinguished.***
- 6 ***That Council notes the independent review made three recommendations:-***
- a ***The Act should be repealed as soon as possible, but if there was a delay the Airport flight restrictions should be removed immediately.***
 - b ***Central Coast Council, who owns and operates the Airport, should adopt a clear framework to govern the Airport's future management, and***
 - c ***Address safety issues affecting the runway.***
- These Items should form part of a comprehensive and 'publicly available' Report to Council around expediting the Minister's Directions. In particular, the critical issue of Airport Safety with regard to runway access.***
- 7 ***That as the Minister has highlighted the urgent need to develop an Airport Operational Plan, Staff provide Council with existing airport plans as reference points from Sister Regional Airports such as Merimbula, Ballarat, Albany, Scone, Tamworth and Armidale.***
- 8 ***That Council notes a number of former Airport Related Resolutions refer to being "consistent with the WAR Act." Now that the WAR Act will be extinguished, these Motions / Staff Directions will need to be recrafted and form part of the Staff Report requested in 5 above.***
- 9 ***That Council thanks all those that made submissions in particular, the highly professional Warnervale Aero Club, its Chief Executive Office, Board and Members.***

5.2 Notice of Motion - WAR Act Repeal and declassification of airport contract damages (contd)

Chief Executive Officer Response

The Chief Executive Officer considers that this Notice of Motion has legal, strategic, financial or policy implications which should be taken into consideration by the meeting. As a result, the Chief Executive Officer will provide a report in relation to the Notice of Motion. This report will be provided as a Late Item and will be made available by close of business on the Friday prior to the Council Meeting.

Attachments

- 1 Ministerial Media Release 28 July 2020 Warnervale Airport cap to be repealed D14101525

[NSW Department of Planning, Industry and Environment](#)



Warnervale airport flight cap to be repealed

Date

28.07.2020

Type

Ministerial Media Release

Author

Rob Stokes, Minister for Planning and Public Spaces

The NSW Government has today announced it will support all recommendations of an independent review into the *Warnervale Airport (Restrictions) Act 1996* (the Act), including providing certainty to the community by immediately repealing the flight cap limit.

Planning and Public Spaces Minister Rob Stokes said there was an overwhelming response from the community, with more than 75 per cent of submissions received during the review supporting the repeal of the Act.

<https://www.planning.nsw.gov.au/news/2020/warnervale-airport-flight-cap-to-be-repe...> 30/07/2020

“The review found a range of problems with the Act – including that it is overly complex, difficult to administer and was creating safety risks – and recommended it should be repealed as soon as possible,” Mr Stokes said.

“We will continue to work with Central Coast Council on a staged repeal of the Act, ensuring the appropriate planning controls and plans of management are in place to govern and manage the future operations of the Airport.”

Parliamentary Secretary for the Central Coast and Member for Terrigal Adam Crouch said the NSW Government will introduce legislation in September to implement the recommendations, starting with the repeal of the daily take-off and landing cap.

“Our community has sent a strong message that it wants Warnervale Airport retained and accessible for public use by community groups like the Aero Club, and our Government will act to ensure this is the case,” Mr Crouch said.

“The Airport is used for training the next generation of Australian pilots, as well as enabling medical evacuations and bushfire emergency responses to occur. It’s vital that we support the continued operation of this important asset.”

The final report from the independent review made three recommendations:

- The Act should be repealed as soon as possible, but if there was a delay the Airport flight restrictions should be removed immediately,
- Central Coast Council, who owns and operates the Airport, should adopt a clear framework to govern the Airport’s future management, and
- Address safety issues affecting the runway.

The independent review was initiated in late 2019 to determine whether the Act remained valid, following community concerns about the Airport’s operations.

[View the final report.](#)

The Department acknowledges the Traditional Custodians of the land and pays respect to all Elders past, present and future.

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<https://www.planning.nsw.gov.au/news/2020/warnervale-airport-flight-cap-to-be-repe...> 30/07/2020



Item No: 5.3
Title: Notice of Motion - Wamberal - North Entrance - Artificial reefs to the Rescue
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14101537
Author: Jilly Pilon, Councillor
Bruce McLachlan, Councillor

Councillors Pilon and McLachlan have given notice that at the Ordinary Council Meeting to be held on 10 August 2020 they will move the following motion:

- 1** *That Central Coast Council note recent proven successful technology designs available to coastal management practices, including incorporating man made reefs and surf groynes, that help limit erosion and assist natural beach nourishment and sand accretion.*
- 2** *That Central Coast Council recognise the successful beach nourishment and protection works carried out by various Queensland Councils, including locations such as Noosa, Maroochydore, Kirra , Currumbin and Palm Beach, that have added additional surfing, fishing, snorkelling, diving and kayaking amenity for their local communities, and tourism as a direct result of the primary beach nourishment design function of these protection measures.*
- 3** *That Council note in particular the success of the Narrow Neck Reef project in relation to Wamberal erosion issues, including addition of a new tow in surfing amenity, and the World class Greenmount / Kirra Super bank surfing tourism success story, in relation to the financial and social opportunities available of correct reef and dredge sand placement at North Entrance.*
- 4** *That CCC via the CEO now act pro-actively to research what additional beach nourishment measures may be added, to current emergency measures undertaken, and long term plans in the pipeline, and provide Councillors with a briefing on their findings.*
- 5** *That CCC seek a recommendation and report from the Gold Coast Council outlining the success of groynes and the Narrow Neck Reef in conjunction with supporting terminal revetment walls.*
- 6** *That Council liaise and share those findings with relevant State and Federal agencies, via Central Coast Parliamentary Secretary Adam Couch, with consideration of including this as part of the Coastal Management Plan to enable the opportunity to seek Grant funding assistance towards additional protective measures, but not at the expense of current emergency works undertaken.*

5.3 Notice of Motion - Wamberal - North Entrance - Artificial reefs to the Rescue

- 7 That Council consult the public, including key stakeholders, including Wamberal Board riders Club, NSB Board riders Club Wamberal Surf Club, North Entrance Surf Club, Terrigal Surf Club, the Marine Discovery Centre, Central Coast Sea Lions Spear Fishing Club, Central Coast Fishing Community, to an E meeting, via Zoom, to discuss the concept of artificial reefs, and proactively seek community feedback to the concepts.**

Chief Executive Officer Response

The Chief Executive Officer considers that this Notice of Motion has legal, strategic, financial or policy implications which should be taken into consideration by the meeting. As a result, the Chief Executive Officer will provide a report in relation to the Notice of Motion. This report will be provided as a Late Item and will be made available by close of business on the Friday prior to the Council Meeting.

Attachments

Nil.



Item No: 5.4
Title: Notice of Motion - Local Planning Panels - changes to operations
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14101551

Author: Jane Smith, Councillor

Councillor Smith has given notice that at the Ordinary Council Meeting to be held on 10 August 2020 she will move the following motion:

- 1 That Council noted that the Minister for Planning and Public Spaces, the Hon Rob Stokes, recently announced changes to the operations of Local Planning Panels including:**
 - **require panels to make determinations within two weeks of being provided an assessment report**
 - **require panels to hold a public meeting only where the DA has attracted 10 or more unique submissions by way of objection**
 - **allow, at the chair's discretion, applicants to attend a briefing, along with council staff, to explain complex matters or present confidential or commercially sensitive material**
 - **oblige panel chairs to work with council to ensure key issues are addressed during assessment in order to minimise deferrals by the panels at determination stage**
 - **require the panels to provide reasons for deferring a decision and set timeframes in which any additional information must be provided in order to finalise the determination**
 - **give panel chairs the ability to require council to report a DA to the panel within four weeks for determination if the application has experienced unreasonable delays in excess of 180 calendar days from lodgment.**

- 2 That Council write to the NSW Minister for Planning and Public Spaces the Hon. Rob Stokes MP and the Premier of New South Wales Ms Gladys Berejiklian, to express its concern in relation to the changes (to commence on 1 August 2020) to the operations of NSW Planning Panels which have the aim of speeding up determinations of development applications, with potential damaging consequences for community input, for the reasons outlined in this Notice of Motion below.**

- 3 That Council submit a Motion to the LGNSW Annual Conference which reflects these concerns.**

5.4 Notice of Motion - Local Planning Panels - changes to operations (contd)

Background

NSW Government has introduced reforms to how Planning Panels work (see Attachment). These changes are being made as part of the Planning Acceleration Program developed to address the COVID-19 crisis.

Other Councils have also expressed concerns regarding these changes. For example, Woollahra Council unanimously supported a similar motion on 27 July 2020. The notes reflect the concerns raised at that meeting.

Many of these reforms are questionable and do not lead to transparency regarding decisions on development in the community.

The changes, to commence 1 August 2020, are designed to speed up Panel determinations by:

1 Requiring Panels to make determinations within 2 weeks of being provided an assessment report.

This provides no flexibility in scheduling were a Panel has a significant number of proposals for determination. This may lead to insufficient time to consider the numerous documents and issues arising and could reduce the Panel's ability to apply proper due diligence to each case or obtain expert opinion. This will also present challenges in terms of the panel conducting site visits after receiving assessment reports and determining an application.

2 Requiring the Panel to hold a public meeting only where a DA has attracted "10 or more" unique submissions by way of objection.

One of the main reasons for introduction of Panels was to eliminate the possibility of corruption. It is conceivable that a reason for referral to the Panel (e.g. a perceived conflict of interest of a Councillor) does not attract 10 objections and therefore is not dealt with at this level. There are also other conceivable instances whereby 10 objections may not be made due to lack of community awareness of this requirement and where there may be a contentious development. This could be exacerbated due to limited notification procedures. This will prevent the public from raising genuine concerns about incomplete reports and the like. It also does not give any weight to submissions with significant petition signatures.

3 Allowing, at the Chair's discretion, applicants to attend a briefing, along with Council staff, to explain complex matters or present confidential or commercially sensitive material.

5.4 Notice of Motion - Local Planning Panels - changes to operations (contd)

This could remove the Panel's independence. The Panels were set up to be independent of the internal workings of Councils, not working with them and applicants.

4 Requiring the Panels to provide reasons for deferring a decision and setting timeframes in order to finalise determinations.

Panels already provide reasons for deferring decisions. The setting of timeframes may impose undue pressure on Councils that have to provide reports on the additional information if applicants leave providing the information until the last possible opportunity.

5 Giving Panel Chairs the ability to require Council to report a DA to the Panel within 4 weeks for determination if the application has experienced unreasonable delays in excess of 180 calendar days from lodgement.

Applicants are frequently the very cause of delays when providing insufficient or incomplete documentation for assessment, dragging out the time that assessments take.

6 Reducing the amount of modifications going to Panels.

Applicants frequently lodge DAs that are then progressively modified. Removing the requirement for modification to go back to the Panel will encourage ongoing modification instead of the community getting what is exhibited in the first place. Council's staff workload will increase even more with due diligence being put at risk.

7 Introducing Panel performance measures.

Panels are funded directly by local Councils. With additional performance measures, there may be a need for additional resources or funding that Councils may need to find. The inclusions of "targets" will put an emphasis on pushing approvals through rather than due diligence in assessment. The standard the community expects is good planning, not speedy planning. Good planning can be inherently in conflict with the standard that many developers want.

NOTE: the same changes have been made to the Sydney District and Regional Planning Panels thought amendments to the Environmental Planning and Assessment Regulation 2000 and the Planning Panels' Operation Procedures.

Additionally the Minister has:

8 Amended the State Regional Development SEPP to remove the requirement that DAs that are the subject of a regionally significant concept plan be considered "regionally significant".

5.4 Notice of Motion - Local Planning Panels - changes to operations (contd)

The definition of a DA being “regionally significant in its own right” is not clear. This will impact on who determines the development.

9 Provided approval for all Regional Planning Panels to delegate directly to Council staff any Panel functions.

This could allow abrogation of the Regional Planning Panel’s responsibility, shift their workload to Councils and potentially put decision making for DAs with a value greater than \$30million into the hands of Council staff, with no independent oversight. The Panels were set up to deal with large scale developments to ensure that there was no potential risk of corruption at local level.

Chief Executive Officer Response

The Chief Executive Officer considers that this Notice of Motion has legal, strategic, financial or policy implications which should be taken into consideration by the meeting. As a result, the Chief Executive Officer will provide a report in relation to the Notice of Motion. This report will be provided as a Late Item and will be made available by close of business on the Friday prior to the Council Meeting.

Attachments

- 1** Planning Panels Reforms Information Sheet D14101556

Planning panel reforms

Information sheet



Making independent planning panels work better

The NSW Government is making changes to the way independent planning panels work to make them more efficient and to improve the assessment and determination times of development applications.

These changes are being made as part of the Planning Acceleration Program to support the state's immediate and long-term economic recovery from the COVID-19 crisis.

In 2019 the NSW Productivity Commission conducted a review of the Independent Planning Commission (IPC). The review recommended several actions to streamline processes to optimise efficiency, output and performance.

The planning panel changes incorporate a number of the NSW Productivity Commission's recommendations and provide greater consistency between the operations of local planning panels (LPPs) and Sydney district and regional planning panels (RPPs) to provide greater certainty to applicants and the community.

The changes, to commence 1 August 2020, will speed up panel determinations by:

- reducing the need to conduct public panel meetings for non-contentious matters by applying a '10-or-more' objection trigger for public meetings
- reducing the amount of modifications going to panels
- obliging panel chairs to more actively manage development applications (DAs) coming to the panels to reduce panel deferrals and assessment timeframes
- allowing chairs to bring forward determination on DAs that are experiencing unreasonable delays of over 180 days from lodgement
- introducing panel performance measures.

These changes have primarily been made through amendments to section 123BA of the Environmental Planning and Assessment Regulation 2000, clause 21 of the State Environmental Planning Policy (State and Regional Development) 2011 (State and Regional Development SEPP), LPP directions and the Sydney District and Regional Planning Panels Operational Procedures. Consequential amendments have been made to the LPP and RPP codes of conduct.

Details of the changes

Local planning panels

The Minister for Planning and Public Spaces has amended the *Local Planning Panels Directions – Development Applications* so that only certain larger-scale applications to modify development consents need to be referred to the local planning panels. Council staff will be delegated to deal with minor modifications.

Panels will only deal with s. 4.55(2) modifications that meet the current LPP criteria for conflicts of interest, contentious development or departure from development standards.

The *Local Planning Panels Directions – Operational Procedures* has been amended to:

- require panels to make determinations within two weeks of being provided an assessment report
- require panels to hold a public meeting only where the DA has attracted 10 or more unique submissions by way of objection

Planning panel reforms

Information sheet



- allow, at the chair's discretion, applicants to attend a briefing, along with council staff, to explain complex matters or present confidential or commercially sensitive material
- oblige panel chairs to work with council to ensure key issues are addressed during assessment in order to minimise deferrals by the panels at determination stage
- require the panels to provide reasons for deferring a decision and set timeframes in which any additional information must be provided in order to finalise the determination
- give panel chairs the ability to require council to report a DA to the panel within four weeks for determination if the application has experienced unreasonable delays in excess of 180 calendar days from lodgement.

Sydney district and regional planning panels

The same changes have been made in relation to the RPPs through amendments to the Environmental Planning and Assessment Regulation 2000 and the Sydney District and Regional Planning Panels Operational Procedures. An ['Instruction on Functions Exercisable by Councils on Behalf of Sydney District or Regional Planning Panels'](#) in relation to modifications of development consent for regionally significant development has been published on the Planning Panels website.

Additionally, the minister has:

- amended the State Regional Development SEPP to remove the requirement that DAs that are the subject of a regionally significant concept plan be considered regionally significant
- provided approval for all RPPs to delegate directly to council staff any panel functions.

Frequently asked questions about the changes

Why are most modifications now able to be determined by council staff rather than a planning panel?

The changes are intended to ensure that decisions are reached quickly and at the appropriate level, with due regard to their complexity and contentiousness. Applications for the modification of development consents generally have lower potential to cause significant impacts than development applications. By allowing council staff to determine the less significant modification applications, the panels can focus on more significant proposals. This will lead to shorter determination times both for modifications and for applications determined by panels.

Panels will remain the determining body for certain modifications applications, such as those that involve a conflict of interest, contentious developments or significant departures from set development standards. Applications that propose to modify a condition of consent amended or added by a panel will also be determined by the panels.

Why are less controversial matters now able to be determined by council staff or by the panel without a public meeting?

The changes to planning panels mean that only applications for contentious matters that are the subject of 10 or more unique submissions by way of objection will proceed to a public meeting. Other applications referred to the panel will be considered through the electronic circulation of papers. This will increase the efficiency of panels and reduce the time within which panel decisions are made.

Community views will still need to be taken into account by the panel before it makes a decision on a development application. The panels will continue to do this by considering written submissions made during the exhibition period of the development application.

Planning panel reforms

Information sheet



What is considered a 'unique' submission?

A submission which is substantively unlike any other submission. It does not mean a petition or any submission that contains the same or substantially the same text. Separate unique submissions may be made in relation to the same issue. One individual, or one household, could potentially submit multiple unique submissions. Council assessment staff are best placed to determine whether a submission is 'unique'.

Why are applicants now able to brief local planning panels?

There are occasions where panels benefit from being briefed by council staff on a proposal. In certain circumstances applicants or their consultants may, at the discretion of the panel chair, attend these briefings to explain complex or confidential matters to LPPs. Written records of the briefings will be published to ensure transparency. This change will align procedures for LPPs with RPPs and lead to more efficient and informed decision-making.

Why is the minister issuing performance criteria for panels and panel chairs?

While planning panels have largely been operating well, the performance criteria are being implemented to improve their operation. The changes are in response to issues raised by key stakeholders and the NSW Productivity Commission's review of the IPC. By developing performance criteria, panels will know what targets they are expected to achieve, and development applicants and the community will know what consistent standards to expect from panels.

Will councils be required to report on more aspects of planning panel operations?

A consequence of the reforms is that councils need to report additional information to the department. The data collected will allow the department to analyse how panels are operating against the new performance criteria and help inform ongoing improvements to the panel processes.

We will update the planning portal to allow this information to be captured. We'll also update the user guide, which advises councils how to complete the reporting.

Will additional delegations need to be set up by panels and councils?

Some councils may need to review current delegations. However, the changes will lead to a more efficient system in the medium to long term, with the right scale of applications being determined at the right level of the planning system.

A ministerial approval has been established to allow RPPs to delegate functions to council staff to make it easier for decisions to be made at the appropriate level.

What does the change in relation to regionally significant concept plans mean?

Previously, any DA subject to a regionally significant concept plan was considered regionally significant. The reforms mean that councils must ensure the DA is consistent with the concept plan. Development that is subject to a regionally significant concept plan and is a regionally significant development in its own right (under Schedule 7 of the State and Regional Development SEPP) will remain regionally significant development.

Planning panel reforms

Information sheet



This change will allow regional planning panels to focus on genuine regionally significant development, reducing determination times.

Thank you.

© State of New South Wales through Department of Planning, Industry and Environment 2020. The information contained in this publication is based on knowledge and understanding at the time of writing (June 2020). However, because of advances in knowledge, users are reminded of the need to ensure that the information upon which they rely is up to date and to check the currency of the information with the appropriate officer of the Department of Planning, Industry and Environment or the user's independent adviser.



Item No: 5.5
Title: Notice of Motion - Options for a dedicated MTB Facility
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14101565

Author: Jane Smith, Councillor

Deputy Mayor Smith has given notice that at the Ordinary Meeting to be held on 10 August 2020 she will move the following motion:

- 1 That Council form a temporary Working Group to consider options and potential for a dedicated mountain biking facility to be established outside environmental lands**
- 2 That the primary focus of the Working Group is to meet the needs of the existing recreational MTB community**
- 3 That the Working Group be established as a temporary working group with a report coming to Council no later than the last meeting of December 2020 at which time, Council consider whether the Working Group continue**
- 4 That the Working Group include:**
 - Interested Councillors**
 - Up to 3 Representatives from the recreational MTB community**
- 5 That the CEO make available appropriate staff to support the Working Group.**

Chief Executive Officer Response

The Chief Executive Officer considers that this Notice of Motion has legal, strategic, financial or policy implications which should be taken into consideration by the meeting. As a result, the Chief Executive Officer will provide a report in relation to the Notice of Motion. This report will be provided as a Late Item and will be made available by close of business on the Friday prior to the Council Meeting.

Attachments

Nil.



Item No: 5.6
Title: Notice of Motion - Broadwater Hotel site in Mann St Gosford
Department: Councillor

10 August 2020 Ordinary Council Meeting

Reference: F2020/00039 - D14101580

Author: Louise Greenaway, Councillor

Councillor Greenaway has given notice that at the Ordinary Council Meeting to be held on 10 August 2020 she will move the following motion:

- 1** *That council confirms its intention to demolish the Broadwater Hotel site in Mann St Gosford*
- 2** *That Council requests the CEO to investigate the use of the site for the provision of temporary public car-parking once the demolition is complete*
- 3** *That a Report be brought to Council detailing the costs of converting the site to an appropriate standard for temporary car parking and include any additional considerations relating to whether or not the staff recommend the site be utilised for parking.*

Chief Executive Officer Response

The Chief Executive Officer considers that this Notice of Motion has legal, strategic, financial or policy implications which should be taken into consideration by the meeting. As a result, the Chief Executive Officer will provide a report in relation to the Notice of Motion. This report will be provided as a Late Item and will be made available by close of business on the Friday prior to the Council Meeting.

Attachments

Nil.



Item No: 6.1
Title: Central Coast Airport Review (Phase 2) Final Report
Department: Chief Executive Office

10 August 2020 Ordinary Council Meeting

Reference: F2019/01600 - D14095478
Author: Janine McKenzie, Unit Manager, Business Enterprise
Executive: Gary Murphy, Chief Executive Officer

Summary

This report provides Council with the final report from Phase Two of the Airport Review conducted by independent consultants, Morrison Low.

Recommendation

- 1 That Council notes the finding and recommendation of the Airport Review (Phase Two) Final Report.**
- 2 That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachment 1 remain confidential in accordance with section 10A(2)(a) of the Local Government Act as it contains information pertaining to personnel matters concerning particular individuals (other than Councillors).**
- 3 That Council request the Chief Executive Officer to consider a proactive release of documents on the Council website an appropriately redacted version of Attachment 1 in accordance with the Government Information (Public Access) Act 2009.**

Context

Council resolved to engage Morrison Low to undertake a review of key decisions made around the Central Coast Airport, as a result of Council resolutions 773/19 and 774/19 of 26 August 2019, below.

773/19 That as provided under clause 178(3)(e) of the Local Government (General) Regulation that Council request the Chief Executive Officer enter into negotiations with appropriate providers to conduct the forensic audit of Central Coast Airport pursuant to the resolution of Council made on 29 January 2019 Council Meeting and based on the Tender documentation that was released to the market previously.

774/19 That pursuant to 773/19 above, a pre-qualified contractor on the Local Government Procurement (LGP) panel be engaged to undertake Phase 1 of the audit as detailed in the report at an estimated cost of \$30,000 (ex GST).

The first phase of this engagement was to confirm the scope and objectives of the Airport Review. This phase was completed and provided to Council on 25 November 2019.

The scope of the project included a review of the Airport decision-making processes to understand the timeline, documentation and different roles individuals played in the decision-making for:

- a) The project to establish a regional airport at Kiar Ridge;
- b) The development of an Aviation Hub at Central Coast Airport;
- c) Any activities, including works and development applications lodged, by the current Council or former Wyong Shire Council relating to works at the Airport site; and
- d) Processes and decision-making relating to the Airport and Wyong Employment Zone.

The objectives of Phase Two was to:

- 1 Understand the different roles individuals played in the decision-making;
- 2 Consider the decisions making process, document the background, investment decision processes, due diligence processes; and
- 3 Learn from these events to better inform future decisions on the Airport.

The key activities of Phase Two was to:

- Review the decision-making processes, reports, agreement, and general documentation on the above four projects.
- Construct a timeline of the key decisions and processes with the above four projects.
- Review the delegations and authorities for any associated decisions.
- Document the decisions, identify the primary information associated with those decisions, the decision-makers, reports (internal and external), agreements, legal opinions, key stakeholders, public engagement processes.
- Identify any gaps in the information, process issues or concerns.
- If warranted by the review's findings, identify the approach, skill requirements, and processes required for a more detailed investigation(s) in Phase Three.
- Prepare a timeline and formal report on the findings.

The outcome of Phase Two is a detailed timeline of the decision making associated with the above four projects and a report identifying any areas of concern requiring more detailed investigation.

On 25 November 2019, Council resolved:

- 1152/19 *That, as provided under clause 178 (3)(e) of the Local Government (General) Regulations 2005, Council request the Chief Executive Officer to continue negotiations with the current consultant to complete Phase Two of the Airport Review as no compliant tender responses were received by Council and this continuation represents the best value for money in completing the proposed works.*
- 1153/19 *That pursuant to the recommendation above, that the consultant be instructed to undertake the works in line with Option Two, which partners the consultant with a Council Officer, who has experience in Council's record system and no direct or indirect association with the Airport at an estimated cost of between \$30,000 and \$45,000, with the addition of the key activity - invite and consider public submissions (including the ability for confidential submissions if necessary).*
- 1154/19 *That Council request the Chief Executive Officer provide a further confidential report to Council following the completion of Phase Two that outlines findings and provides recommendations on any further investigations, along with associated cost estimates for Phase Three.*

Current Status

Phase Two of the Review is now completed and the final report from the consultant is attached.

Given the nature and sensitivity of this review, Council staff will not provide any options analysis, interpretation or recommendation in relation to the report.

Public Submissions

As per resolution 1153/19, Council invited public submissions for this review. Public submissions opened on 3 February 2020 and closed on 17 March 2020. Members of the community were directed to provide submissions through the Your Voice, Our Coast engagement platform or email directly to Morrison Low.

Consultation and support provided by Council Staff

Resolution 1153/19 required that a Council Officer, with no direct or indirect association with airport, partner with the consultant to support the interrogation of Council systems for the information required to inform the review.

As indirect association, particularly, can have such a broad meaning as to exclude all Central Coast Council employees, a definition was developed and approved by the then Director Governance for both direct and indirect association (see Attachment 2). This was then

provided to Council Officers identified to support the information gathering. They then advised whether there was any direct or indirect association.

Council Officers from Corporate Information Services, Council's records management team, who confirmed they had no direct or indirect association, worked directly with the Morrison Low consultant to provide the information they requested. Some additional information was also provided directly to the consultant by the Internal Ombudsman's Office, as this information was only accessible to the Internal Ombudsman's Office.

The final report was reviewed for readability only by a member of Council's Legal unit who also confirmed that they had no direct or indirect association with the airport.

Additionally, the Unit Manager Business Enterprise, who has a direct association having managed Airport Operations since February 2019, continued to support the Review, by facilitating the engagement and payment of the consultant, ensuring the consultant had access to appropriate staff, and setting up the public submission process through Council's engagement team. The Unit Manager, however, did not provide information to inform the review's findings or undertake any review of the consultant's final report.

Financial Impact

The initial estimated cost of consultant's costs for Phase Two of the Review was between \$30,000 and \$45,000. However, at the time of this estimate, there was no inclusion for the review of public submissions.

With the variation for review and assessment of the public submissions, the total consultant's costs came to \$60,378.09. This does not include Council staff time and costs of hosting the public submission platform, as this was absorbed in current operational budgets.

Link to Community Strategic Plan

Theme 2: Smart

Goal C: A growing and competitive region

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

Attachments

- | | | |
|----------|--|-----------|
| 1 | Confidential - Airport Review - Phase Two Final Report - | D14057556 |
| 2 | Definition - Direct and Indirect Association | D14070687 |

Definition – Direct and Indirect Association

Background

Council is undertaking a review of decision made in respect to the Central Coast Airport, formerly called the Warnervale Airport (the Airport).

Council has resolved to engage an external consultant to undertake this review (Resolution 1153/19 on 25 November 2019). Resolution 1153/19 also resolved to *“partner the consultant with a Council Officer, who has experience in Council’s record system and no direct or indirect association with the Airport”*.

In order to identify an appropriately skilled Council Officer to provide this support to the review, clearer definitions of direct and indirect associations are required. While heavy reliance is placed on the conflict of interest definitions in the Code of Conduct, further clarity around what an indirect association is and is not is required to ensure that current staff members of Council are not simply excluded en masse by definition.

The below presents proposed definitions of direct, indirect associations, as well as a definition on what is not included as an indirect association, to be used in identifying an appropriate Council Officer to support this review.

Direct Association

An individual would have a direct association as per resolution 1153/19 if they have either significant or pecuniary conflict of interest, as defined under Council’s Code of Conduct, in respect to the operation and management of the Airport. This includes, but is not limited to the following:

- Having undertaken a role in direct management or operation of the Airport either through employment with Council or any other organisation.
- Having directly reported to the following roles in the former Wyong Shire Council:
 - General Manager or Chief Executive Officer
 - Director Property and Economic Development
 - Unit Manager
 - General Counsel
- Having directly reported to the following roles in the Central Coast Council:
 - Administrator
 - Chief Executive Officer
 - Director Assets Infrastructure and Business

- Unit Manager Economic Development and Project Delivery
- General Counsel
- Director Governance
- Unit Manager Business Enterprise
- A current or former member or employee of the Central Coast Aero Club or any other organisation operating out of the Warnervale Airport
- Having had the responsibility to make a decision, provide a legal advice or provide a recommendation to make a decision in relation to the management or operations of Central Coast Airport.

Indirect Association

An individual would have an indirect association as per resolution 1153/19 if they have a non-pecuniary, non-significant conflict of interest that would require the individual to remove themselves for the review of the Airport to effectively manage the conflict, as defined in Council's Code of Conduct. This includes but is not limited to the following:

- A close personal relationship with an individual who would be defined as having either a significant or pecuniary conflict of interest in respect the Airport.
- Having undertaken a project or provided substantial ongoing support to the Airport as part of employment with Wyong or Central Coast Council.

Not considered an Indirect Association

An individual would not be considered to have an indirect association if the following applies so long as no other definition of direct or indirect associations above applies:

- Having been an employee of either Wyong, Gosford or Central Coast Council.
- Having undertaken occasional, ad-hoc tasks associated with employment with either Council that was related to the Airport (e.g. undertaking searches in Council systems for information in response to GIPA or other information requests, filing of information associated with the Airport, meeting administration for meetings involving the Airport, etc)
- Having interacted with individual who may have a direct or indirect association with the airport in a social or work setting, unless defined as a conflict of interest as per Council's Code of Conduct, as listed in the definitions of direct and indirect associations.