



Central Coast Council

**Extraordinary Council Meeting**

**Attachments Provided  
Under Separate Cover**

**Wednesday, 3 February, 2021**

**Central Coast Council**  
**Attachments provided under separate cover to the**  
**Extraordinary Council Meeting**  
 to be held in the Council Chamber,  
 Level 1, 49 Mann Street, Gosford  
 on Wednesday, 3 February 2021,  
 commencing at 6.30pm

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Central Coast Council

## Ordinary Council Meeting

Held in the Council Chamber  
2 Hely Street, Wyong

14 December 2020

# MINUTES

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### Present

Dick Persson AM

### In Attendance

Rik Hart	Acting Chief Executive Officer
Malcom Ryan	Chief Operating 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
Natalia Cowley	Chief Financial Officer
Krystie Bryant	Executive Manager People and Culture

### Notes

The Administrator, Dick Persson AM, declared the meeting open at 6.37pm and advised in accordance with the Code of Meeting Practice that the meeting is being recorded.

The Administrator, Dick Persson AM acknowledged the traditional custodians of the land on which the meeting was being held, and paid respect to Elders past, present and emerging.

The Administrator, Dick Persson AM adjourned the meeting at 6.39pm and advised the meeting would resume following the conduct of the Open and Public Forums.

The Open Forum commenced at 6.40pm with the speakers addressing the Council on each of the subjects below;

- Mr Stephen Sizer – Current financial situation
- Mr Norman Harris – Community consultation and DA assessments
- Ms Gaye Murrills – DA97/2020 – 604 Ourimbah Creek Road, Palm Grove
- Mr Jonathon Canavan – Old Sydney Town Site
- Ms Liz Gabriel – Development concept of World Village

The Public Forum commenced at 7.05pm with the speakers addressing the Council on each of the items below;

Item 4.1 – Draft Central Coast Local Environmental Plan and Draft Central Coast Development Control Plan - Supplementary Report

- Mr Brian Barry
- Ms Sandra Kay
- Mr Mark Ellis
- Mr Kevin Haskell
- Mr Phil King
- Ms Dianna Arundell
- Mr Ron Stead
- Mr Jonathon Canavan
- Mr John Edwards

Item 4.5 – RZ/2/2015 Planning Proposal – Parraweena Road, Gwandalan

- Mr Jeremy Quek

The Public Forum closed with the Ordinary Meeting resuming at 7.50pm.

### **Procedural Motion**

Time commenced: 7.50pm

Moved: Mr Persson AM

### **Resolved**

*1277/20 That Council consider item 4.1 – Draft Central Coast Local Environmental Plan and Draft Central Coast Development Control Plan - Supplementary Report first with the remaining items in order.*

## **1.1 Disclosures of Interest**

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### **Item 4.1 – Draft Central Coast Local Environmental Plan and Draft Central Coast Development Control Plan - Supplementary Report**

Malcolm Ryan, Chief Operating Officer declared a less than significant non pecuniary interest in the matter as he owns property within the draft Central Coast Local Environmental Plan. He chose to stay in the meeting and participate in discussion on this matter as it does not prejudice or influence his decision on the matter as there is no material effect on his interests.

**1.2**  
**Attachment 1**

**Confirmation of Minutes of Previous Meeting**  
**Minutes - Ordinary Meeting - 14 December 2020**

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Scott Cox, Director Environment and Planning declared a less than significant non pecuniary interest in the matter as he owns property within the draft Central Coast Local Environmental Plan. He chose to stay in the meeting and participate in discussion on this matter as it does not prejudice or influence his decision on the matter as there is no change to his land zoning or density.

Time commenced: 7.54pm

Moved: Mr Persson AM

**Resolved**

1278/20 *That Council receive the report on Disclosure of Interest and note advice of disclosures.*

**1.2 Confirmation of Minutes of Previous Meeting**

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Time commenced: 7.54pm

Moved: Mr Persson AM

1279/20 *That Council confirm the minutes of the Ordinary Meeting of Council held on the 30 November 2020 and the Extraordinary Meeting of Council held 2 December 2020.*

**1.3 Notice of Intention to Deal with Matters in Confidential Session**

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Time commenced: 7.54pm

Moved: Mr Persson AM

**Resolved**

1280/20 *That Council receive the report and note that no matters have been tabled to deal with in a closed session.*

**1.4 Administrator's Minute - Recruitment of ongoing Chief Executive Officer**

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Time commenced: 7.54pm

Moved: Mr Persson AM

**Resolved**

**1.2**  
**Attachment 1**

**Confirmation of Minutes of Previous Meeting**  
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1281/20 *That Council give consideration to the Guidelines for the Appointment and Oversight of General Managers issued under section 23A of the Local Government Act 1993 in determining the selection panel to undertake the recruitment of a Chief Executive Officer.*

1282/20 *That the selection panel provide a report to Council following the recruitment process that makes a recommendation as to appointment for determination by the Council.*

**1.5 Administrator's Minute - Special Rate Variation application by Council**

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Time commenced: 7.55pm

Moved: Mr Persson AM

**Resolved**

1283/20 *That, in addition to the resolution of 26 November 2020, Council endorse the undertaking of community consultation on a potential application to the Independent Pricing and Regulatory Tribunal for a one-off Special Variation of 13% in 2021/22 to remain permanently, which plus the 2% rate peg increase in 2021/22 represents a total rate increase of 15% for 2021/22.*

1284/20 *That a further report be provided to Council regarding community consultation undertaken for Council to determine any final application to be made to the Independent Pricing and Regulatory Tribunal for a one off Special Variation in 2021/22.*

**2.1 Business Recovery Plan**

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Time commenced: 7.58pm

Moved: Mr Persson AM

**Resolved**

1285/20 *That Council note the report "Business Recovery Plan – Status Report".*

**2.2 Investment Report for November 2020**

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Time commenced: 8.00pm

Moved: Mr Persson AM



**Resolved**

1286/20 *That Council receive the Investment Report for November 2020.*

**2.3 Policy for Investment Management**

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Time commenced: 8.03pm

Moved: Mr Persson AM

**Resolved**

1287/20 *That Council note that a review of the Policy for Investment Management has been undertaken and changes to the policy has been presented to the Audit, Risk and Improvement Committee (ARIC).*

1288/20 *That Council adopt the Policy for Investment Management.*

**3.1 Meeting Record of the Social Inclusion Advisory Committee meeting held 14 October 2020**

---

Time commenced: 8.04pm

Moved: Mr Persson AM

**Resolved**

1289/20 *That Council note the Meeting Record of the Social Inclusion Advisory Committee meeting held 14 October 2020 that is Attachment 1 to this report.*

1290/20 *That Council appoint Michael Schell as a voting community representative of the Social Inclusion Advisory Committee in light of Bert Cottee's resignation, and that the Terms of Reference (Attachment 2) be adopted accordingly.*

**3.2 Meeting Record of the Town Centre Advisory Group Meeting held on 15 September 2020**

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Time commenced: 8.04pm

Moved: Mr Persson AM

**Resolved**

**1.2**  
**Attachment 1**

**Confirmation of Minutes of Previous Meeting**  
**Minutes - Ordinary Meeting - 14 December 2020**

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1291/20 *That Council note the Meeting Record of the Town Centre Advisory Group Meeting held on 15 September 2020.*

**3.3 Consideration of Submissions and Adoption of the Graffiti Management Strategy**

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Time commenced: 8.04pm

Moved: Mr Persson AM

**Resolved**

1292/20 *That Council note that the Draft Graffiti Management Strategy was publicly exhibited from 17 August 2020 to 13 September 2020.*

1293/20 *That Council consider the submissions received (Attachment 2) during the exhibition period.*

1294/20 *That Council note and endorse the amendments recommended in this report.*

1295/20 *That Council adopt the Central Coast Graffiti Management Strategy (Attachment 1) and make it available on Council's website.*

**4.1 Draft Central Coast Local Environmental Plan and Draft Central Coast Development Control Plan - Supplementary Report**

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Malcolm Ryan, Chief Operating Officer declared a less than significant non pecuniary interest in the matter as he owns property within the draft Central Coast Local Environmental Plan. He chose to stay in the meeting and participate in discussion on this matter as it does not prejudice or influence his decision on the matter as there is no material effect on his interests.

Scott Cox, Director Environment and Planning declared a less than significant non pecuniary interest in the matter as he owns property within the draft Central Coast Local Environmental Plan. He chose to stay in the meeting and participate in discussion on this matter as it does not prejudice or influence his decision on the matter as there is no change to his land zoning or density.

Time commenced: 7.53pm

Moved: Mr Persson AM

**Resolved**

1296/20 *That Council adopt the draft Central Coast Local Environment Plan (CCLEP) and Central Coast Development Control Plan (CCDCP) as amended in response to*

**1.2**  
**Attachment 1**

**Confirmation of Minutes of Previous Meeting**  
**Minutes - Ordinary Meeting - 14 December 2020**

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*issues raised during the public exhibition in line with the changes as shown in Attachment 5.*

- 1297/20 *That Council request The Department of Planning, Industry & Environment (DPIE), under Section 3.36 of the Environmental Planning and Assessment Act 1979 (EP&A Act), to defer the inclusion of lands currently identified as Deferred Matters under Gosford Local Environmental Plan 2014 (GLEP 2014) from CCLEP.*
- 1298/20 *That an Environmental Lands Review and Planning Proposal to review the Deferred Matters under Gosford Local Environmental Plan 2014 (GLEP 2014) be commenced and that this project be given a high priority on the Strategic Planning Unit's work program.*
- 1299/20 *That Council resolve that the Chief Executive Officer (CEO) or Acting CEO may make other minor alterations to the planning proposal, draft CCLEP and draft CCDCP as deemed necessary.*
- 1300/20 *That Council advise all those that made a submission of the decision.*
- 1301/20 *That Council resolve to engage an independent planning consultant to conduct a review of the current zoning of the Lots 2 to 7 DP249281 and Lot 11 DP 598580 475 to 535 Pacific Highway Crangan Bay and the submissions made by the owners of this property.*
- 1302/20 *That Council requests the Chief Executive Officer to negotiate the funding for this review and its terms of reference with the current property owners.*
- 1303/20 *That Council resolve to have this reported to Council in February 2021.*

**4.2 Coastal Zone Management Plan and Emergency Action Sub Plan**

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Time commenced: 8.06pm

Moved: Mr Persson AM

**Resolved**

- 1304/20 *That Council note the report on the Coastal Zone Management Plans and Emergency Action Sub Plan for Wamberal - Terrigal Beach.*

**4.3 Activities of the Development Assessment & Environment and Certification Units - July to September 2020 - Quarter 1**

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Time commenced: 8.11pm

Moved: Mr Persson AM

**Resolved**

1305/20 *That Council notes the report on Activities of the Development Assessment & Environment and Certification Units - July to September 2020 - Quarter 1.*

**4.4 Council Representatives to Regional Planning Panel**

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Time commenced: 8.12pm

Moved: Mr Persson AM

**Resolved**

1306/20 *That Council appoint the following representatives as Central Coast Council nominees to the Hunter Central Coast Regional Planning Panel Council:*

*Greg Flynn (Panel Nominee - from 'expert' Local Planning Panel list)*  
*Anthony Tuxworth (Panel Nominee from 'community' Local Planning Panel list)*  
*Stephen Leathley (Alternate Nominee from 'expert' Local Planning Panel list)*  
*Lynette Hunt (Alternate Nominee from 'community' Local Planning Panel list)*

1307/20 *That this representation on the Hunter Central Coast Regional Planning Panel be for the period of Council suspension under the provision of the Local Government Act 1993.*

**4.5 RZ/2/2015 Planning Proposal - Parraweena Road, Gwandalan**

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Time commenced: 8.13pm

Moved: Mr Persson AM

**Resolved**

1308/20 *That Council endorse the Planning Proposal as exhibited to rezone part Lot 1 DP 1043151 and Lot 20 DP 1089946 Parraweena Road, Gwandalan to R2 Low Density Residential, R1 General Residential and B2 Local Centre under Wyong Local Environmental Plan 2013 or the Central Coast Local Environmental Plan (whichever is in effect) and forward to DPIE to make the plan.*

1309/20 *That Council note the removal of Council's plan making delegation for this proposal.*

1310/20 *That all those who made a submission be notified of the decision.*

**1.2**  
**Attachment 1**

**Confirmation of Minutes of Previous Meeting**  
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1311/20 *That Council adopt the site-specific Development Control Plan Chapter – Gwandalan Centre as Chapter 6.31 within Wyong Development Control Plan 2013, and as Chapter 5.56 within the Central Coast Development Control Plan (when it comes into effect), which shall come into effect upon notification of the plan.*

1312/20 *That Council commence the reclassification of part Lot 1 DP 1043151.*

**5.1 Minutes of the Audit, Risk and Improvement Committee held on 17 June 2020**

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Time commenced: 8.14pm

Moved: Mr Persson AM

**Resolved**

1313/20 *That Council note the Minutes of the Audit, Risk and Improvement Committee held on 17 June 2020 as attached.*

**6.1 Meeting Record of the Heritage Advisory Committee meeting held 7 October 2020**

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Time commenced: 8.14pm

Moved: Mr Persson AM

**Resolved**

1314/20 *That Council note the report on Meeting Record of the Heritage Advisory Committee meeting held 7 October 2020.*

**The Meeting** closed at 8.14 pm.



Central Coast Council

## Extraordinary Council Meeting

Held remotely - online

18 December 2020

# MINUTES

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### Present

Dick Persson AM

### In Attendance

Rik Hart	Acting Chief Executive Officer
Natalia Cowley	Director – Corporate Affairs
Shane Sullivan	Unit Manager Governance and Business Services

### Notes

The Administrator, Dick Persson AM, declared the meeting open at 3.06pm.

The Administrator, Dick Persson AM acknowledged the traditional custodians of the land on which the meeting was being held, and paid respect to Elders past, present and emerging.

The Administrator, Dick Persson AM advised in accordance with the Code of Meeting Practice that the meeting is being recorded.

### 1.1 Disclosures of Interest

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Time commenced: 3.09pm

Moved: Mr Persson AM

### Resolved

1315/20 *That Council receive the report on Disclosure of Interest and the fact that no disclosure was made be noted.*

**1.2 Notice of Intention to Deal with Matters in Confidential Session**

---

Time commenced: 3.10pm

Moved: Mr Persson AM

**Resolved**

1316/20 *That Council resolve that the following matters be dealt with in closed session, pursuant to s. 10A(2) of the Local Government Act 1993 for the following reasons:*

*Item 2.1 – General Fund Loan*

*Reason for considering in closed session:*

*2(d) commercial information of a confidential nature that would, if disclosed:*

*(i) prejudice the commercial position of the person who supplied it.*

*That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that this report remain confidential in accordance with section 10A(2)(d)(i) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and because consideration of the matter in open Council would on balance be contrary to the public interest.*

**Confidential Session**

Time commenced: 3.10pm

Moved: Mr Persson AM

**Resolved**

1317/20 *That the meeting move into Confidential Session.*

At this stage of the meeting being 3.11pm the meeting moved into Confidential Session with the members of the press and public excluded from the closed session and access to the correspondence and reports relating to the items considered during the course of the closed session being withheld. This action is taken in accordance with Section 10A of the *Local Government Act, 1993*.

**Open Session**

The meeting resumed in open session at 3.17pm and the Acting Chief Executive Officer reported on proceedings of the Confidential Session of the Extraordinary Meeting as follows:

**2.1 General Fund Loan**

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Time commenced: 3.12pm

Moved: Mr Persson AM

**Resolved**

1318/20 *That Council accept the offer of principal and interest loan, as dated on 18 December 2020, for an amount of \$100,000,000 on a fixed 3 year term, amortizing over 15 years, from the financial institution.*

1319/20 *That Council authorise the Administrator and Acting Chief Executive Officer to execute all documents relating to the Facility Agreement between the Central Coast Council and the financial institution.*

1320/20 *That Council authorise the Common Seal to be affixed to the executed Facility Agreement between the Central Coast Council and the financial institution.*

1321/20 *That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that this report remain confidential in accordance with section 10A(2)(d)(i) of the Local Government Act as is contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and because consideration of the matter in open Council would on balance be contrary to the public interest. Consideration of the matter in open Council would, on balance, be contrary to the public interest as publication of all tendered amounts would discourage potential tenderers from submitting commercial information in future and would affect Council's ability to obtain value for money services for the Central Coast community.*

The Meeting closed at 3.20pm.



Working Together Staying Strong Funding Support Program  
Recommended for Funding September 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation (ex GST)	Staff Assessment
Catholic Care, Diocese of Broken Bay	'Supported Temporary Accommodation-COVID-19 bedding packs' Bedding packs for new clients containing sheet set, mattress protector, pillow, blanket and bath towel	\$9,090.90	Recommended for funding as the project meets the program requirements.
Ngaimpe Aboriginal Corporation	'Online Support Groups' Weekly online counselling groups	\$5,454.55	Recommended for funding as the project meets the program requirements.
We Care Connect	'Care Collection Days' Care Collection Days enable the Central Coast Community to conveniently donate their pre-loved children's items to disadvantaged local children	\$5,325.82	Recommended for funding as the project meets the program requirements.
<b>TOTAL</b>		<b>\$19,871,27</b>	

Working Together Staying Strong Funding Support Program  
Not Recommended for Funding September 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Youth Off the Streets	'COVID Student Support' A mixture of services and supports to support and promote student well-being	\$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.
Diamond Women's Support Inc	'Confidence, Connection and Community Program' This program provides new or expecting mums to reengage with their community, build confidence and connections they need to positively impact their sense of wellbeing.	\$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.
Terrigal Tennis Club	'Funding Support' Defibrillator	\$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.
Samaritans Foundation	'Online connectivity for vulnerable families to access parenting programs and skills focused groups from home' Provide IT device for at-risk families so they can attend online parenting programs to help improve challenging family circumstances and poor outcomes for their children.	\$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.
COTA NSW (Council on the Ageing NSW Inc)	'Stay strong to stay moving' We are seeking financial support to establish a Pilot project to improve engagement in strength and balance programs to reduce the risk of falls	\$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.

Working Together Staying Strong Funding Support Program  
Not Recommended for Funding September 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
We Care Connect	'We Care-Community Connect Day' Volunteer Training Day to connect, re-invigorate and energise volunteers through COVID-19 and beyond.	\$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.
The Outpost	"The Fearless Warrior Project Online' Funding to pivot domestic violence program to an online portal following 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.
Guide Dog NSW/ACT	'Critical support for people in Central Coast living with blindness or low vision during COVID-19 and beyond'	\$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.
Noraville Scouts Group	'Covid-19 Safety Plan' Funding to provide compliance of our COVID-19 safety plan.	\$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.
The Lions Club of Green Point Avoca Inc	'Exercise Equipment in Lions Park Avoca Beach' To provide exercise equipment in the Lions Park to promote the mental health of local residents.	\$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.
Beyond Words Association Inc	'Central Coast Map' We have realised the need of an online solidarity platform which meets individuals needs without direct financial flow.	\$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

**Working Together Staying Strong Funding Support Program  
Not Recommended for Funding September 2020**

<b>Organisation Name</b>	<b>Project Title and Summary</b>	<b>Staff Funding Recommendation</b>	<b>Staff Assessment</b>
			and identify more suitable funding programs.
Beauty for Ashes	'Community Food Relief Services' We package emergency food care packages for families in need in the Wyong area	\$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.
Yerin Aboriginal Health Service Limited	'Community Service and Business Collaboration Wyong Precinct' Support the delivery of homeless and welfare packs through a precinct collaboration at Wyong	\$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.
Barang Regional Alliance	'Aboriginal Community COVID response messaging' Messaging to address the significant gap in culturally appropriate and aware COVID-19 related materials	\$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.

Chain Valley Colliery/Delta Coal  
Community Assessment Panel  
Meeting Record  
15 October 2020



Location:	Blue Haven Community Centre 1 Aspley Court Blue Haven NSW 2262
Date:	15 October 2020
Time	Started at: 10.00am Closed at: 12.00pm
Chair	Glenn Cannard, Unit Manager Community Partnerships Central Coast Council
File Ref	F2016/01767

**Present :**

Glenn Cannard (GC) - Unit Manager Community Partnerships Central Coast Council  
Steve Gurney - Company Secretary Delta Coal  
John Oakes - Community Assessment Panel member  
Laurie Williams - Community Assessment Panel member

Adra Anthoney - Grants Officer Central Coast Council (non-voting)  
Stuart Slough - Team Leader Community Planning and Funding Central Coast Council (non-voting)

**Apology :**

Andrew Whitbourne – Community Assessment Panel member

**Item 1 Acknowledgement of Country**

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GC Acknowledgment of Country

**Item 2 Welcome and Apologies**

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Introductions of all present

**Item 3 Confidentiality**

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The Chairperson asked the Community Assessment Panel (Panel) to agree that all recommendations remain confidential until approved at a Council meeting as outlined in Clause 11 of the Chain Valley Colliery Contributions Expenditure Community Advisory Panel Operating Rules and Terms of Reference.

The Panel unanimously agreed.

**Item 4 Disclosure of Interests**

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Laurie Williams disclosed a significant non-pecuniary conflict of interest for the following applicant organisation:

Meeting Record  
15 October 2020



- Gwandalan and Summerland Point Peninsula Improvement Group due to being a member.

Steve Gurney declared no interests.  
John Oakes declared no interests.  
Glenn Cannard declared no interests.

**Item 5 Panel Assessment of Chain Valley Colliery/Delta Coal Community Fund Grant application**

Glenn Cannard confirmed the total amount available of \$83,159.08 and that any remaining funds would be available for next year’s fund.

Assessment of the sixteen (16) eligible applications submitted in 2020 Chain Valley Colliery Community Funding Program.

Laurie Williams left the Panel meeting during the Panel assessment of:  
Colliery 0002202021 ‘Gwandalan Lioness Park – Disabled Access Pavillion.’  
Colliery 0014202021 ‘Provision of Fitness Equipment – Provision of fitness equipment to play precinct Tunkuwallin Oval’.

Following discussions of the applications, it was **resolved to fund** the following projects for the following amounts:

Application ID	Organisation Name	Project Title	Grant Amount Funded (including GST where applicable)	Panel Comments
Colliery 0014202021	Gwandalan and Summerland Point Peninsula Improvement Group Inc.	Provision of fitness equipment – Provision of fitness equipment to play precinct Tunkuwallin Oval	\$29,900.00	Recommended for funding as community benefit is demonstrated and all required information is provided. Note: Council is confirmed to project manage the process.
Colliery 0009202021	Uniting-Northern Lakes Neighbourhood Centre	Lets Get Creative - A variety of art based workshops to engage families and build resilience	\$8,492.60	Recommended for funding as community benefit is demonstrated and all required information is provided on the condition that all required approvals are provided prior to funds being released. Note: A well structured

Meeting Record  
15 October 2020



				and widely accessible outreach creative community project.
Colliery 0007202021	Manno Mens Shed Inc.	Dust Extraction Unit supply & install - Replace existing Dust Extraction Unit that has been inspected & advised no longer safe to continue using within shed premises	\$13,000.00	Recommended for part funding as per application. Community benefit is demonstrated and all required information is provided. On condition the applicant provides confirmation that project is able to proceed with the reduced funding amount.
Colliery 0006202021	Mannering Park Tidy Town Group Inc	Hedging for a Easier Cut - Utilising a more efficient tool for the task on hand.	\$996.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Colliery 0011202021	Mannering Park Amateur Sailing Club Inc	Sailability Storage - Provide storage facilities for our new Sailability members	\$2,336.00	Recommended for part funding for shelving racks as community benefit is demonstrated and all required information is provided.
Colliery 0013202021	Chain Valley Bay Progress Association Incorporated	Pavilion at Joshua Porter Reserve - Construct a free-standing 7m x 4.3m covered pavilion adjacent to toilet block.	\$28,000.00	Recommended for funding as community benefit is demonstrated on the condition that the project meets Council requirements as the asset owner and Council is confirmed to assist on all approvals and oversee project management.
		<b>Total Recommended</b>	<b>\$82,724.60</b>	

Following discussions of the applications, it was **resolved not to fund** the following projects for the following amounts:

Application ID	Organisation Name	Project	Funding Recommendation
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Colliery 0010202021	Lake Munmorah High School P&C Association	Lake Munmorah High School Fitness Lab and Gym - To update and expand the school facilities to provide a practical learning space where all students can grow and develop their health, fitness and wellbeing	Not recommended for funding. Project has merit but limited funds are available. Recommend applicant consider reapplying in a subsequent round.
Colliery 0004202021	YMCA of Sydney Youth & Community Services Inc	Manning Park Streetgym - A free youth outreach program, providing recreational activities and support pathways for young people	Not recommended for funding. Project has merit but limited funds are available. Recommend applicant consider reapplying in a subsequent round.
Colliery 0001202021	Manning Park Amateur Sailing Club Inc	Sailability Hansa Boats and Safety Equipment - To purchase two Hansa boats and safety equipment to get MPASC Sailability program off the ground!	Not recommended for funding. Project has merit but limited funds are available. Recommend applicant consider reapplying in a subsequent round.
Colliery 0003202021	Manning Park Public School P&C Association	Lumination VR Education Kits - Providing students and teachers with portable Lumination STEM Technology Solutions	Not recommended for funding as insufficient information is provided to enable an accurate assessment.
Colliery 0015202021	Variety - The Children's Charity	Variety Livvi's Place - Lake Munmorah Recreation Facility An inclusive playspace and recreation facility that all kids and families can get to, stay and play.	Not Recommended for funding due to limited application to required suburbs. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Colliery 0016202021	Gwandalan Public School P and C Association Incorporated	Gwandalan Public School Fitness Equipment - The fitness equipment will provide the students of Gwandalan School facilities for climbing, strength and	Not recommended for funding as currently proposed as insufficient information is provided to make an



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		coordination. Currently our students don't have any permanent fitness equipment	accurate assessment. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Colliery 0008202021	Wye Hub	Wye Hub Homelessness and Support - Identify and offer support for the homeless and needy in the immediate catchment of Mannering Park, Chain Valley Bay, Gwandalan and Summerland Point	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.
Colliery 0012202021	Lions Club of Gwandalan Inc	Beautification lake foreshore - Purchase of sandstone blocks	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.
Colliery 0017202021	Goodstart Early Years Limited	Flag Poles for Centre	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

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15 October 2020



			resubmitting in a subsequent round.
Colliery 0002202021	Gwandalan and Summerland Point Peninsula Improvement Group	Gwandalan Lioness Park - Disabled access pavilion - Provision of large shelter for disabled access.	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.
		<b>Total</b>	<b>\$0.00</b>

The remaining funds will be held over into the 2021 Chain Valley Colliery Community Funding Program.

The panel's recommendations were all agreed with unanimously.

**Item 6 General Business**

The panel discussed future options for some projects that were not recommended in this Colliery grant round. Glenn Cannard advised that Council's Grants Officers would be available to provide feedback to applicants.

**Actions:**

1. Council Grants team to advise unsuccessful applicants of alternative grant programs available as potential funding sources.

The meeting closed at 11.30am

**Next Meeting:** Proposed: October 2021 following confirmation with all Assessment Panel members closer to the date.  
Committee Room, 2 Hely Street Wyong  
Central Coast Council

**2020 Chain Valley Colliery Community Funding Program -  
Recommended for Funding**

<b>Applicant</b>	<b>Project</b>	<b>Panel Funding Recommendation (excluding GST where applicable)</b>
Gwandalan and Summerland Point Peninsula Improvement Group Inc.	Provision of fitness equipment – Provision of fitness equipment to play precinct Tunkuwallin Oval	\$29,900.00
Uniting-Northern Lakes Neighbourhood Centre	Lets Get Creative - A variety of art based workshops to engage families and build resilience	\$7,720.55
Manno Mens Shed Inc.	Dust Extraction Unit supply & install - Replace existing Dust Extraction Unit that has been inspected & advised no longer safe to continue using within shed premises	\$11,818.18
Mannering Park Tidy Town Group Inc	Hedging for a Easier Cut - Utilising a more efficient tool for the task on hand.	\$905.45
Mannering Park Amateur Sailing Club Inc	Sailability Storage - Provide storage facilities for our new Sailability members	\$2,123.64
Chain Valley Bay Progress Association Inc	Pavilion at Joshua Porter Reserve - Construct a free-standing 7m x 4.3m covered pavilion adjacent to toilet block.	\$28,000.00
	<b>Total Recommended</b>	<b>\$80,467.82</b>



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## 2020 Chain Valley Colliery Community Funding Program

### What is the Chain Valley Colliery Community Funding Program?

The Chain Valley Colliery Community funding program has been established as a joint initiative between Delta Coal (formerly Lake Coal Pty Ltd) and Central Coast Council to provide funding for organisations to deliver projects that improve community infrastructure and services in the following communities:

- Summerland Point
- Gwandalan
- Chain Valley Bay
- Mannering Park

### Why is the Chain Valley Colliery Community Funding Program limited to certain areas?

On the 23 December 2013, Lake Coal Pty Ltd (LCPL) was granted development consent to extract up to 2.1 million tonnes of coal per calendar year until 31 December 2027.

As a condition of consent LCPL & Council have developed a Voluntary Planning Agreement (VPA) that requires \$0.035 for each tonne of coal produced to be allocated as a community funding program to develop community capacity within the suburbs of Summerland Point, Gwandalan, Chain Valley Bay and Mannering Park.

### Available Funding and Key Dates

Total annual funding available is dependent on business operations and will be stated on Council's website prior to applications opening each year.

Individual applications can be made for funding of up to \$30,000 annually per project for the 2020 Round.

The program will open on 17 August 2020 for applications. Applications close at midnight 25 September 2020.

### 1 Expected Program Outcomes

Each application is required to address a minimum of **one** of the following outcomes within the locations of Summerland Point, Gwandalan, Chain Valley Bay or Mannering Park:

- 1.1 Increase in community participation through creating vibrant neighbourhoods and public spaces.
- 1.2 Increased opportunities for recreation and leisure.
- 1.3 Increase in arts and culture, celebrations and events.
- 1.4 Enabling start up social enterprises.
- 1.5 Enhanced sense of local identity.
- 1.6 Increase in promotion of green spaces and the environment.
- 1.7 Building strong and innovative community infrastructure.



Chain Valley Colliery

## 2020 Chain Valley Colliery Community Funding Program

### 2 Eligibility

- 2.1 Applicants must be a legally constituted not-for-profit organisation.
- 2.2 Applicants must be able to demonstrate that the project will benefit residents of the Summerland Point, Gwandalan, Chain Valley Bay or Mannering Park communities.
- 2.3 All applicants must meet the grant program eligibility criteria and address one or more of the program outcomes.
- 2.4 Only one application per project, per financial year, may be successful in obtaining funding across any of Council's grant funding programs.

### 3 The following are ineligible

- 3.1 Late or incomplete applications.
- 3.2 Proposals that do not directly benefit the Summerland Point, Gwandalan, Chain Valley Bay or Mannering Park communities.
- 3.3 Applicants who have overdue acquittals from previous funding from Council under any of Council's grant programs will not be eligible.
- 3.4 Events, projects or activities with a religious, political or sectarian purpose, where that purpose may exclude or offend members of the broader community.
- 3.5 Retrospective funding of any event, project or activity. This includes any activity commencing 2 months post the grant round closing date.
- 3.6 General fundraising appeals.
- 3.7 Applicants in a position to self-fund the project.
- 3.8 Proposals from Government Departments, agencies or Council.
- 3.9 Proposals that duplicate a project, service or activity already existing within the LGA.
- 3.10 A project, event, service or activity which primarily benefits a single individual or business.
- 3.11 Applications seeking funds for personal benefit such as travel, meal or accommodation costs.
- 3.12 Applications seeking funds for prize money, gifts and or awards including trophies, gift vouchers.

- 3.13 Applications that seek support for supplementing, increasing or continuing ongoing service delivery or for funding the core business of the organisation.
- 3.14 Purchase of land or buildings.

### 4 Assessment Criteria

Each application will be assessed as follows:

- 4.1 Addresses an identified community priority as outlined in Section 4 – 30%
- 4.2 The extent to which the project delivers social, cultural, economic or environmental benefits – 30%
- 4.3 The extent to which the budget is comprehensive, realistic and provides value for money – 20%
- 4.4 The extent to which the application demonstrates that any ongoing or recurrent costs of the project can be met by the community group once grant funding has been expended – 10%
- 4.5 Capacity of the organisation to undertake all aspects of the proposed project – 10%

*As resources are limited, not every application that meets the assessment criteria will necessarily receive a grant.*

### 5 Assessment Process

- 5.1 Applications are only accepted online through Central Coast Council's **website** and the appropriate online application form. Assistance is provided to any group or individual if requested to ensure access and support with the online system.
- 5.2 Applications will be assessed by an Assessment Panel. The Panel will assess and make recommendations for projects received through the community grant program and recommendations will be reported to Council for endorsement.
- 5.3 All applicants will be notified of the outcome of their application.
- 5.4 Unsuccessful applicants are encouraged to seek feedback from the Council's Grants Team on their application. Some grant programs are highly competitive and even though an application may meet the program criteria it may not be competitive against other applications.

## 2020 Chain Valley Colliery Community Funding Program

- 5.5 Successful applications will be invited to liaise with a Council representative to negotiate and sign a Funding Agreement outlining the requirements of their grant. This Funding Agreement must be signed prior to funding being provided.
- 5.6 All projects must be completed as agreed upon within the funding agreement.
- 5.7 All grantees are required to provide an interim report on their project if requested. A final project report must be submitted no later than twelve (12) weeks after the agreed completion date of the activity/project with copies of any photos and promotional materials as specified in the funding
- 6.4 To ensure an accountable and transparent assessment process is maintained, Council staff and funding assessors are required to declare any potential pecuniary or non-pecuniary conflict of interest.
- 6.5 All written and verbal communication regarding an application will only be with the applicant or the contact person listed in the application.
- 6.6 All decisions of Central Coast Council are final and no negotiations will be entered into.

### 6 Additional Information

- 6.1 In addition to the completed application form, the following must be provided:
- A copy of your most recently audited financial statements (or a statement of income and expenditure signed by your finance manager, if your organisation is not subject to audit requirements).
  - Your organisation's most recent Annual Report - minimum of Form A12, if this is your annual reporting obligation to NSW Fair Trading.
  - Evidence of other funding secured or applied for (if relevant).
  - A copy of your organisation's Certificate of Incorporation or evidence of being a legally constituted not-for-profit organisation or Authority to Fundraise from the NSW Office of Liquor, Gaming and Racing.
  - A copy of your organisation's public liability insurance certificate or a written quotation for public liability insurance cover for \$10 million.
  - For capital works and / or equipment, two quotes for each item valued at \$1000 or more.
- 6.2 Offer of funds by Council in no way implies any ongoing funding commitment or obligation by Central Coast Council or Lake Coal Pty Ltd.
- 6.3 Approval of a grant does not imply that Central Coast Council has given any other consent. Applicants should note that most infrastructure projects and many festivals and events require approvals and consents from Central Coast Council, NSW Police and other state government agencies.

3.1  
Attachment 1

Business Recovery Plan  
Business Recovery Plan Tasks Update - 21012021

ID	Objective	ID	Task Level 1 Description	ID	Task Level 2 Description	ID	Task Level 3 Description	Task Status	Comments		
1.0	Governance	1.1	Project Management	1.1.1	Identify Project Manager/Program Lead	1.1.1.1		Complete			
				1.1.2	Document Project Plan with Governance Structure Established	1.1.2.1		Complete			
				1.1.3	Assign a Probity Manager to advise on the Project	1.1.3.1		Complete			
		1.2	Resourcing	1.2.1	Identify Key Roles	1.2.1.1	Project Management	1.2.1.1	Project Management	Complete	
						1.2.1.2	CFO	1.2.1.2	CFO	Complete	
						1.2.1.3	Treasury	1.2.1.3	Treasury	Complete	
						1.2.1.4	Administration Support	1.2.1.4	Administration Support	Complete	
		1.3	Audit, Risk & Improvement Committee	1.3.1	Establish the of role of ARIC	1.3.1.1		1.3.1.1		Complete	
						1.3.2	Consideration of bespoke Committee with Councillor involvement	1.3.2.1		NA	Not required with the suspension of the Councillors.
						1.3.3	Consideration of 100 Day Recovery Action Plan and relevant recommendations to Council	1.3.3.1		Complete	
		1.4	Office of Local Government	1.4.1	Management of notification and actions required	1.4.1.1		1.4.1.1		Complete	
						1.4.2	Agree and document scope of OLG role	1.4.2.1		NA	Not required with the inception of the Administrator and Acting CEO
						1.4.3	Agree and document communication cycle	1.4.3.1		NA	Not required with the inception of the Administrator and Acting CEO
						1.4.4	Ensure the appropriate flow of information	1.4.4.1		Complete	
		1.5	Formal Notifications	1.5.1	Where notifications have occurred, follow up with any actions as required by external agencies	1.5.1.1		1.5.1.1		Complete	Information has been provided upon request from any external agencies
		1.6	Legal	1.6.1	Engagement of external Counsel and scope of role.	1.6.1.1		1.6.1.1		Complete	
						1.6.2	Ongoing provision of advice			Complete	Historical and ongoing advice have been managed by Council's Legal Team as part of the business as usual processes.
		1.7	Key Stakeholder Engagement	1.7.1	Develop ongoing communication strategy/communication plan (managed as a sub-project)	1.7.1.1		1.7.1.1		Complete	
						1.7.2	Engage early and regularly with key stakeholders to keep parties informed, including: Mayor; Councillors Employees; Community and residents; Unions; Suppliers; Finance Committee; Office of Local Government; and ARIC	1.7.2.1		Complete	Regular updates to key stakeholders has been provided.
						1.7.3	Establish reporting cycle to stakeholders	1.7.3.1		Complete	
		1.8	Record Keeping And Continuity	1.8.2	Manage key person risk to ensure continuity due to staff movements or availability	1.8.2.1		1.8.2.1		Complete	Alternates were identified for key persons and detailed documentation has been completed to address this risk
1.9	Conflicts of Interest	1.9.1	Regular discussions and standing meeting items to consider and manage conflicts of interest.	1.9.1.1		1.9.1.1		Complete	Regular discussions within Finance Tactical Team meetings has occurred to acknowledge and address any conflicts of interest throughout the program.		
				1.9.2	All reports from external parties required to include a conflict of interest consideration and statement.	1.9.2.1		Complete	Followed standard procurement process and managed key external parties through the Legal Team.		

		1.10 Confidentiality and release of information	1.10.1	Ensure NDAs completed and submitted as required	1.10.1.1		Complete	NDAs have been completed for personnel with access to any sensitive information		
			1.10.2	Where practicable, reports provided are to be able to be made publicly available	1.10.2.1		Complete	Fortnightly status reports being provided to Council meetings and available in business papers. In addition the Administrator's report was made publically available		
			1.10.3	Regular reviews as to what information can be released proactively	1.10.3.1		Complete	Followed standard proactive release process.		
		1.11 Roles & Responsibilities	1.11.1	Document scope of role for ELT, Project Team and Tactical Team.	1.11.1.1		Complete			
			1.11.2	Document scope of role for consultants and their relationships/communications.	1.11.2.1		Complete			
			1.11.3	Document scope of role for project management	1.11.3.1		Complete			
			1.11.4	Appoint key Project Lead to ensure strong communication of goals and outcomes to Stakeholders including various local and state government authorities.	1.11.4.1		Complete			
		1.12 Compliance	1.12.1	Ensure all procurement processes are followed for procurement under the 100 Day Plan	1.12.1.1		Complete			
		1.13 Business As Usual	1.13.1	Councillor engagement.	1.13.1.1		Complete	Not required with the suspension of the Councillors.		
			1.13.2	Ensure that ongoing reporting and governance requirements are met during the 100 Day Recovery Action Plan and that progress of the 100 Day Recovery Action Plan is incorporated into reporting, for example: Q1 reporting; and 31 October 2020 Councillors' workshop.	1.13.2.1		Complete	Business as usual reporting mechanisms have been completed as per councils standard processes and practices		
		2.0	Finance	2.1 Funding	2.1.1	Determine funding needs (both immediate needs and to fund the restructure)	2.1.1.1	Immediate Needs	Complete	Funding requirements were identified post the adjustments in spending and reduction in delegated authorities
							2.1.1.2	Funds required for restructure	Complete	Funding requirements for the restructure were identified
					2.1.2	Develop strategy with respect to funding	2.1.2.1	Explore options for 'Emergency' working capital funding;	Complete	Emergency working capital was achieved through a reduction in spending, altering payment terms and securing an initial commercial loan for \$50M
2.1.2.2	Develop strategy to seek approval from internal borrowings; and						NA			
2.1.2.3	Explore ability to seek long term external debt for working capital needs and to normalise the position.						Complete	Council was able to secure a further commercial loan for \$100M to address longer term working capital requirements		
2.1.3	Develop documentation and modelling in support of requests for borrowings for approval by the Councillors and/or Ministers and external Banks				2.1.3.1		Complete	Documentation was developed and used in securing relevant commercial loans.		
2.1.4	Develop a fully costed Restructure Plan to determine funding needs			2.1.4.1		Complete				
2.2 Controls	2.2.1			Enhance Cash Reporting	2.2.1.1	Review of current financial reports (with a focus on cash reporting).	Complete			



				2.2.1.2	Establish and regularly refine reports available to assist with decision making of the Tactical Team and ELT (and as ongoing best practice). This may include: Cash flow forecasting; Daily cash balances; and Fund reporting.	Complete	Regular reports were developed and are continue to be used to manage Council's cash flow			
			2.2.3	Develop 13 week rolling cash flow forecast to support monthly cash flow model.	2.2.3.1	Complete				
			2.2.4	Establish separate bank accounts for each Fund and type of fund (e.g. restricted)	2.2.4.1	Assess logistics with respect to new accounts (i.e. reporting in Oracle, established bank account practices (e.g. historic payment into old accounts))	NA	Consideration was given to separate bank accounts and the efficiency impacts of managing multiple accounts outway the benefits. In addition it is standard process across Local Government to have one bank account. Improvements in the controls of this account to clearly understand various fund positions were completed and review for completeness		
					2.2.4.2	Assess legal position regarding ongoing structure versus proposed structure in absence of funding to rectify current position	Complete			
			2.2.5	Develop Liquidity Contingency Plan	2.2.5.1	Complete	Plan involve reducing spending and extension of payment terms to allow time to seek additional working capital			
			2.2.7	Establish a long term financial plan in accordance with Principles adopted	2.2.7.1	Complete	Developed to set the targets to ensure sustainability of Council into the future. The development of the long term financial plan was also a requirement to achieve the additional commercial loan			
		2.3	Working Capital Optimisation	2.3.1	Increase day to day liquidity via review of working capital cycle - DEBTORS	2.3.1.1	Review of collections/recovery process and practices;	Complete	Refer below comments	
						2.3.1.2	Adopt practices to maximise collections including early phone calls, focus on large debtors and improved reporting by age;	Complete	Altered collections strategy to reduce the time to escalate actions. Also shortened time to repay arrangements for customers not utilising the hardship processes.	
						2.3.1.3	Regularly monitor and report on rates and water collections to assess arrears and impact of COVID;	Complete	Ongoing monitoring to understand performance as well as comparing to prior years performance	
						2.3.1.4	Consider incentives and discounts for upfront payments	Complete	This was considered however is not feasible in the current circumstances	
					2.3.2	Increase day to day liquidity via review of working capital cycle - CREDITORS	2.3.2.1	Extend payment terms to more commercial terms (say 30 days for all suppliers except those subject to the Securities of Payment Act)	Complete	
							2.3.2.2	Extend payment terms for large commercial organisations to 45-60 days	Complete	Communicated with large utility providers to seek short term reprieve and will negotiate more favourable payment terms moving forwards as a standard procurement function
							2.3.2.3	Reduce frequency of payment cycles;	Complete	
							2.3.2.4	Monitor and enforce internal processes with respect to ordering such as purchase orders and delegated limits	Complete	Regular reporting on purchase order volume and cost is conducted and communicated to ensure the focus on managing cash flow
		2.4	Forensic Audit	2.4.1	Appoint forensic accountant to undertake forensic review focusing on restricted funds	2.4.1.1	Engage appropriate firm	Complete	KPMG was engaged to conduct the forensic review	
							2.4.1.2	Agree scope and instructions	Complete	Scope was agreed and the review is in progress
		2.5	Budget	2.5.2	Prepare Budget and Operational Plan for 2021/22. Budget Steering Committee to meet to agree framework and messaging	2.5.2.4	Limitation of FTE;	Complete	FTE targets were set with the setting of the employee costs budget target. All vacancies were removed and a reduction target was set.	
							2.5.2.5	Limiting the capital budget based on available cash (depreciation less deficit [noting the budget should not be in deficit] less debt reduction plus grants, DCs and restricted funds);	Complete	Capital expenditure framework was established, endorsed and communicated to the business for the preparation of the 2021/2022 budget

					2.5.2.6	Establishing clear and consistent messaging with respect to the framework and limitations of the budget with 'buy in' by all leaders; and	Complete	
		2.6	Financial Metrics	2.6.1	Conduct Internal Cost review	2.6.1.1	Complete	All business areas conducted a cost review of their areas and reduced CAPEX and OPEX in the quarter 1 budget adjustment
				2.6.3	Review of depreciation schedules	2.6.3.1	Complete	A review was conducted including a recommendation presented to ELT to increase the useful asset life of stormwater assets. This recommendation was endorsed by council's external auditors.
		2.7	Business As Usual	2.7.1	Monitor resourcing and progress of 'business as usual' to ensure new risks do not arise given the likelihood of increasing workloads. Key workflow over the coming months includes:	2.7.1.1	Hand to BAU	Finalisation of Year End accounts and FY20 Audit
						2.7.1.2	Hand to BAU	Budget and Operational Plan
						2.7.1.3	Complete	Monthly reporting and Quarterly review
						2.7.1.4	Hand to BAU	IPART information return
				2.7.3	Culturally focus Management on the importance of cash and ensure forecasting tools are standard use in Management meetings going forward	2.7.3.1	Complete	The Finance team are managing their priorities closely to ensure the delivery of the year end accounts and FY20 audit.
								The zero-based budget development process is being managed by the Finance Team with input from the rest of the business.
								Improvements in the financial reporting have been realised through this process. Responsible managers are required to explain any variances to budget on a monthly basis.
								The Water & Sewer team are managing the IPART information return as required
								Clear expectations and ongoing messaging to Managers on the importance of cash and proper forecasts are being communicated.
3.0	Operational	3.1	Service Level Review	3.1.1	Review current services provided and assess whether the service is: 1) Essential (legislated) (Mandated) 2) Provided based on community Discretionary but expected by community expectations/only supplier 3) Non-essential (Discretionary)	3.1.1.1	Complete	Revise scope and governance in light of financial situation Develop Services Value Framework: Services prioritisation matrix to rank top 10 opportunities / Further explore
				3.1.5	Consider new services that may be able to generate revenue	3.1.5.1	Complete	Completed as part of the Service Level Review Project with ELT oversight and endorsement
				3.1.6	Review of all operating projects	3.1.6.1	Complete	Existing services adjusted to realise opportunities (eg Fees & Charges review).  New services were unable to be considered until restructure and Special Rate Variation processes are complete. This will be completed within the relevant business areas in the future
		3.2	Workforce Review	3.2.1	Set workforce reduction target	3.2.1.1	Complete	Completed as part of the OPEX and CAPEX project review with non essential projects deferred or cancelled.
				3.2.3	Model various redundancy options and the pay back period	3.2.3.1	Complete	Target workforce expense identified as part of the long term financial plan and associated reductions developed. Focus on achieving target whilst minimising impact to services
				3.2.4	Develop strategies with respect to redundancies, considering timing, communication, impact on remaining employees.	3.2.4.1	Complete	Options developed and the voluntary redundancy process is in progress
				3.2.6	Engage and collaborate with the unions with respect to strategies and options	3.2.6.1	Complete	Options developed and the voluntary redundancy process is in progress
		3.3	Revenue Options	3.3.1	Explore all available revenue options	3.3.1.1	Complete	There is ongoing collaboration with the Unions with all staff impacts
								Existing revenue streams reviewed for opportunity to increase. Recommendations presented to ELT including the recommendation that benchmarking activities are completed annually and documented outcomes submitted to relevant Executive for review

					3.3.1.2	Prepare financial modelling	Complete	Completed as part of the above action.	
					3.3.3	Engage in early dialogue with IPART to assess the impact of the current financial situation on the next determination	Complete	Immediate opportunities identified were modelled for ELT consideration.	
		3.4	Business As Usual	3.4.1	Monitor resourcing and progress of 'business as usual' to ensure new risks do not arise given the likelihood of increasing workloads. Reviews and controls may include:	3.4.1.1	Additional requests for overtime	Complete	Early and ongoing discussions continue with IPART
						3.4.1.2	Escalation in number of incident and complaint reports on council services	Complete	Process implemented in increase controls around overtime usage and reporting in place to ensure visibility
				3.4.2	Review of supplier contracts to renegotiate commercial contracts (e.g. telephone contracts)	3.4.2.1		Complete	The customer service team is completing this activity and are escalating when required - Higher volume comments regarding SRV are occurring and the community are starting to link existing complaints to financial issues
				3.4.4	Develop compliance culture with respect to procurement processes	3.4.4.1		Complete	Supplier contracts have been reviewed (Telephony, Microsoft, Security, Cleaning) and will continue to be reviewed as they are due for renewal/replacement within the areas of the business who are responsible for them
								Complete	Detailed communication has occurred as well as a number of resources are available including internal procurement training, online resources and the procurement and contract management manuals. Delegations have been temporarily reduced and increased exception reporting is also in place
4.0	Assets	4.1	CAPEX	4.1.1	Review Capital Projects and defer any projects unless they: 1. Are funded from Grants, Development Contributions and Restricted funds 2. Create a serious safety risk which cannot be mitigated with an alternate measure; 3. Have a pay back period of less than 12 months; and 4. Have a prohibitive break cost if already commenced.	4.1.1.1		Complete	Initial action from ELT and the Financial Tactical Team led to an approximately \$40M reduction in capex and significant reallocation of projects from general fund to the other funds.
				4.1.2	Review projects with Day Labour/Internal staff and consider plan to delay projects or re direct staff to other projects such as grant of developer contribution funded projects. Also consider redeploying staff to projects within other directorates that meet this criteria.	4.1.2.1		Complete	Reallocation of resources occurred as part of the initial action to reduce capex and redirect costs to external funding sources in response to the financial crisis
				4.1.3	Review capex process with 1-4 and 4-10 year plans to provide a framework for prioritisation of capital works.	4.1.3.1		Complete	Capital expenditure framework was established, endorsed and communicated to the business for the preparation of the 1-4 year capital works program
				4.1.4	Review outstanding amalgamation related projects and consider deferral where possible.	4.1.4.1		Complete	Initial action from ELT and FTT. Approx \$40M reduction in capex and significant redirection of funds from general fund
				4.1.5	Enhance capex budgeting framework and controls (as part of budget process)	4.1.5.1		Complete	Refer to 4.1.3
		4.3	Asset Policies, Efficiencies & Sales	4.3.1	Review portfolio of liquid assets and shares, and consider opportunities to increase liquidity.	4.3.1.1		Complete	Review completed. Limited ability to improve liquidity
				4.3.5	Utilise data from GPS to drive decisions with respect to plant and fleet	4.3.5.2	Utilisation and ability to sell underutilised equipment	Complete	Plant and Fleet and the relevant Unit Managers reviewed GPS data and forfeited vehicles and plant where possible  Plant and Fleet will continue to utilise GPS data to assist in plant and fleet decision in the future

			4.3.7	Review fuel card usage, controls and restrictions.	4.3.7.1		Complete	Limited ability to decrease expenditure associated with fuel usage however GPS data has provided insights into refueling practices within the business such as refueling time of day
			4.3.8	Review IM&T equipment policies including:	4.3.8.1	Telephone/data policy;	Complete	Utilisation reports were provided to management in assisting the overall rationalisation of underutilised services
					4.3.8.2	Re negotiation of key contracts; and	Complete	Supplier contracts have been reviewed (Telephony, Microsoft, Vendor Support agreements) and will continue to be review as they are due for renewal/replacement
					4.3.8.3	Equipment replacement policies and timeframes (laptops/mobiles).	Complete	A review of timeframes was conducted and a review by the business areas of theirs assets was conducted with a view to reduce underutilised assets



# Property and Asset Sales Governance Framework

Version: 0.1

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## Purpose

A governance framework provides a mechanism for Council to practice good governance to ensure that Council meets its legal compliance obligations, acts ethically and decisions are made in the interest of its stakeholders and the community as a whole. Good governance ensures that the Council is able to manage its many complex responsibilities effectively in the best interests of the Community.

Disposal of assets for local government are governed by strict considerations of probity, transparency and accountability in the expenditure of public funds for public purposes.

The purpose of the Property Assets Sales Governance Framework (Framework) is to facilitate and provide a structure that governs the sale of property assets of Central Coast Council (Council) to include:

- a. Effective planning;
- b. Allocation of roles and responsibilities;
- c. Accountable and transparent decision-making;
- d. Appropriate engagement with risk; and
- e. Compliance with relevant legislation and policies

## Objective

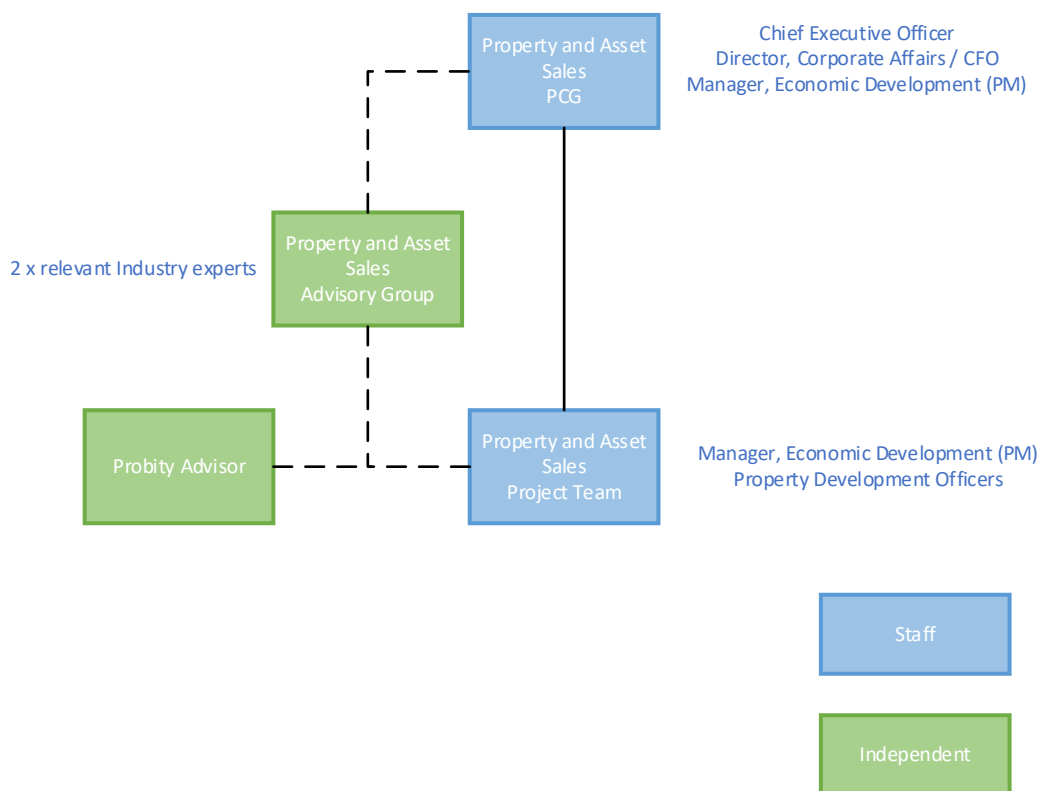
The objective is to create framework which outlines each parties roles and responsibilities and the regular process of reporting and decision making to manage the outcomes of each project.

## Governance Structure

Council have responsibility to their community for the prudent management of public assets and finances under their care, control and management. Local Government responsibilities generally go beyond those of a private sector partner or project proponent due to the management of the public "good" and "interest." In particular, land owned and controlled by a Council is a public asset to be held, administered and used for the benefit of the public/local community and to assist the Council in providing the services and facilities it is charged to provide for the community.

All projects have unique circumstances and challenges. Each project presents different challenges and requires different management and governance structures.

Property and/or Asset Sales will be undertaken in accordance with the following governance structure:



## Property and Asset Sales – Project Control Group

Council has formed a Project Control Group (PCG) that will provide direction to the Project Manager and Project Team to ensure there is ongoing confidence that the procurement/transaction processes are conducted in a timely manner and within budget and agreed quality expectations.

The key objectives of the PCG are as follows:

- To operate independently from the Project Team to ensure segregation of roles and to achieve objectives as outlined;
- Ensure that the appropriate risk management, internal compliance and control, code of conduct and regulatory compliance policies are adhered to including the applicable regulatory requirements for the planning proposal;
- Consider candidates for appointment as advisers and to approve any such appointments (including fees), approve engagement terms and monitor the performance of such parties;
- Undertake or coordinate internal and external due diligence;
- Minimise ongoing financial risks and liabilities for Council; and

Refer to **Appendix A** for the Terms of Reference for the PCG



## Property and Asset Sales – Independent Advisory Group

The Council has formed an Independent Advisory Group (IAG) to provide independent advice on matters relating to property and buildings held by Council including but not limited to property divestment, investment, acquisition, returns on investment, rationalisation of non-performing assets, the assessment of lease and licence agreements, and assessment and delivery of capital works, as a property owner and not as a statutory authority).

The IAP will utilise the methodologies and reporting frameworks established by Council to supplement and independently assure Council, as required.

Refer to **Appendix B** for the Terms of Reference for the IAG

## Property and Asset Sales – Project Team

Council has formed a Project Team which will oversee and manage the sales process of property assets undertaken by Council. The Project Team has the following responsibilities:

- Oversee the day-to-day management of the Project;
- Undertake the functions of the evaluation panel in assessing the offers/proposals associated with transaction of property and/or assets;
- Provide a report to the PCG with the results of each evaluation process and subsequent recommendation (following IAG endorsement); and
- Escalate any issues to the PCG

Refer to **Appendix C** for the Terms of Reference for the Project Team

**Appendix A: Project Control Group Terms of Reference**

**Appendix B: Independent Advisory Group Terms of Reference**

**Appendix C: Project Team Terms of Reference**



## Property and Asset Sales

### Independent Advisory Group - Terms of Reference

Version: 0.1

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## 1. Membership

### 1.1. Composition

The membership of the IAG will be made up of a composition of members with the following areas of expertise, as set out in Table 1 below:

Table 1 – IAG Membership

Individual	Position
Michael Filo	Member, Property and/or Economic Development (Chair)
Steve Rowe	Member, Property and/or Economic Development

### 1.2 Appointment

The IAG Members will be appointed by Council following a review of relevant qualification/experience criteria, as established by the PCG.

The IAG Members may be appointed for an initial period not exceeding 12 months after which time they will be eligible for extension or re-appointment, provided that at the IAG Members provide details of their qualifications and experience of so that those details can be considered by Council to ensure the qualifications and experience of each IAG Member remain relevant to Council's requirements. The IAG Members acknowledge that at any time they are being considered for re- appointment or extension Council may also be running an expression of interest process and the IAG Member must participate in an approved selection process.

Council may terminate the appointment of an external IAG Member at any time at Council's discretion. The Chair of the IAG will be one of the IAG Members.

## 2. Terms of Reference

### 2.1 Purpose

The purpose of the Independent Advisory Group (IAG) is to advise Council on matters relating to property and assets held by Council including but not limited to divestment, investment, acquisition, returns on investment, rationalisation of non-performing assets, the assessment of lease and licence agreements, and assessment and delivery of capital works.

The IAG will utilise the methodologies and reporting frameworks established by Council to supplement and independently assure Council, as required.

## 2.2 Roles and Responsibilities

### Independent Advisory Group

The role of the IAG is to provide advice, independent assurance in relation to risk identification and mitigation, and to support the Property and Asset Sales Project Control Group (PCG) in its decision making in respect of matters that are within the objectives of the IAG, including but not limited to the following:

- Assure that Council has followed prudent commercial risk management practices in relation to matters within the objectives of the Property and Asset Sales Project;
- Assure that adequate legal compliance practices and procedures are followed in connection with matters that are within the objectives of the Property and Asset Sales Project;
- Consider reports and recommendations provided by the Project Team and make assessments and recommendations as to the validity of any proposal based on relevant criteria being met and achieving the best commercial outcome for Council;
- Understand the strategic implications and outcomes of the initiatives being overseen;
- Be committed to and be actively involved in pursuing the most advantageous outcome for Council with respect to property and assets;
- The responsibilities of the IAG may be revised or expanded in consultation with, or as requested by, either the Project Team or PCG.

### Convener/Chair

The Chair shall convene the Panel meetings.

If the designated Chair is not available, then an appointed representative shall act as Acting Chair. The Acting Chair will be responsible for convening and conducting that meeting.

### Secretariat

The Project Manager will provide secretariat services to the IAG and provide Agendas and Minutes.

### Proxies to Meetings

Members of the IAG shall not nominate a proxy to attend a meeting if the member is unable to attend.

## 2.3 Meetings

### Schedule of meetings

Meetings of the IAG will occur as required to meet the needs of the Property and Asset Sales project.

**Meetings of the IAG:**

May be by way of the following:

- a) in person;
- b) via teleconference;
- c) combination of in person and teleconference dependent on availability of IAG members;
- d) by circular.

**Quorum**

A quorum of the IAG requires both members.

**In attendance**

The IAG may invite any person or persons to all or part of its meetings to assist the IAG in its work, including in relation to specialised project issues such as technical/design, financial, legal and economic feasibility matters.

**Decisions**

Decisions of the IAG are to be unanimous. Where a unanimous decision is unable to be made by the IAG, a dissenting view / report may be prepared for consideration by the PCG.

**2.4 Housekeeping****Agenda Items**

An agenda for all IAG meetings shall be agreed and circulated as soon as practical before the meeting.

**Code of Conduct**

Members must abide by the Code of Conduct and relevant policies adopted by Council. Members must declare and manage any conflicts of interest (as per Schedules 1 and 2 below) in a manner consistent with the Code of Conduct adopted by Council. For completeness, declarations of interest will be an agenda item at each IAG Meeting.

**Confidentiality**

IAG Members must keep all discussions during meetings confidential. No Member can make public comments regarding the activities of the IAG.

**Termination of Membership**

IAG membership can be brought to an end in the following ways:

- a) The expiry of the period for which the relevant Member was appointed;

- b) The resignation of a Member by written notice to the Chair (who must without delay inform the remaining members of the resignation). If the Chair resigns, written notice must be provided to Council's Chief Executive Officer;
- c) A Member may be removed by the IAG if they have:
  - (i) been absent from three (3) consecutive meetings without having given reasons acceptable to the PCG; or
  - (ii) intent for the which the original engagement commenced is no longer considered relevant.

Note: Council reserve absolute discretion in determination of the above.

### **Minutes & Meeting Papers**

Each IAG meeting will be formally recorded by the way of minutes.

Full copies of the Minutes, including attachments, shall be provided to all IAG members no later than 2 working days following each meeting. The Minutes of each IAG meeting will be monitored and maintained by the Property and Asset Sales Project Manager as a complete record as required under provisions of the NSW State Records Act 1998.



## Schedule 1 – Conflicts of Interest

To be inserted

## Schedule 2 – Conflict of Interest Declaration

To be inserted



# Property and Asset Sales

## Project Control Group - Terms of Reference

Version: 0.1

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## 1. Membership

The current membership of the PCG will be as set out in Table 1:

Table 1 – PCG Membership

Individual	Position
Rik Hart	Chief Executive Officer (Chair)
Natalia Cowley	Director, Corporate Affairs/ Chief Financial Officer (CFO)
Jamie Barclay	Manager, Economic Development (Project Manager)

## 2. Terms of Reference

### 2.1 Purpose

The purpose of the Central Coast Council (Council) PGC is to provide direction to the Property and Asset Sales Project Team to ensure there is ongoing confidence that the procurement processes are conducted in accordance with the Property Asset Sales Governance Framework (Framework), in a timely manner, within budget and agreed quality expectations.

### 2.2 Roles and Responsibilities

#### **Project Control Group**

The roles and responsibilities of the PCG will include the following:

- operate independently from the Project Team to ensure segregation of roles and to achieve objectives as outlined
- ensure that the appropriate risk management, internal compliance and control, code of conduct and regulatory compliance policies (e.g. probity plan) are adhered to including the applicable regulatory requirements for the planning proposal
- consider candidates for appointment as advisers and to approve any such appointments (including fees), approve engagement terms and monitor the performance of such parties
- undertake or coordinate internal and external due diligence
- minimise risk, ongoing financial risks and liabilities for Council

### **Role of individual PCG Members**

The role of the individual member of the PCG includes:

- Understanding the strategic implications and outcomes of the sale of property and/or assets in relation to Council's approved plans and policy framework;
- Appreciate the significance of the Project for some or all major stakeholders;
- Provide guidance as appropriate; and
- Participate in all PCG meetings and provide considered feedback / input into the decision-making process.

### **Convener/Chair**

The PCG Chair shall convene the PCG meetings. If the designated Chair is not available, then an Acting Chair will be assigned the responsibility for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.

### **Secretariat**

The Project Manager will provide secretariat services to the PCG and provide Agendas and Minutes.

### **Proxies to Meetings**

Members of the PCG shall nominate a proxy to attend a meeting if the member is unable to attend. The Chair will be informed of the substitution as soon as practically possible prior to the scheduled nominated meeting.

The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback, of the PCG member they are representing, to the attended meeting.

## **2.3 Meetings**

### **Schedule of meetings**

Meetings of the PCG will occur monthly.

### **Additional ad hoc meetings**

May be called by the Chair (following a reasonable request from a Member or other party).

### **Meetings of the PCG**

may be by way of the following:

- a) in person;
- b) via teleconference;

- c) combination of in person and teleconference dependent on availability of IAG members;
- d) by circular.

### **Quorum**

A quorum of the PCG will constitute two representatives. Any decisions made in a PCG where not all members of the PCG are present should be circulated to all PCG members.

### **In attendance**

The PCG may invite any person or persons to all or part of its meetings to assist the PCG in its work, including in relation to specialised project issues such as technical, financial, legal and economic feasibility matters.

### **Decisions**

Decisions of the PCG are to be unanimous. Where a unanimous decision is unable to be made by the PCG, a dissenting view / report may be prepared for consideration by Council.

### **Considerations**

PCG will consider recommendations from the Property and Assets Sales Project Team following endorsement from the Independent Property and Assets Sales Advisory Group, confirming that relevant criteria have been met.

## **2.4 Housekeeping**

### **Agenda Items**

An agenda for all PCG meetings shall be agreed and circulated as soon as practical before the meeting.

### **Code of Conduct**

Members must abide by the Code of Conduct and relevant policies adopted by Council. Members must declare and manage any conflicts of interest (as per Schedules 1 and 2 below) in a manner consistent with the Code of Conduct adopted by Council. For completeness, declarations of interest will be an agenda item at each IAG Meeting.

### **Confidentiality**

Members must keep all discussions during meetings confidential. No Member can make public comments regarding the activities of the PCG.

### **Minutes & Meeting Papers**

Each IAG meeting will be formally recorded by the way of minutes.

Full copies of the Minutes, including attachments, shall be provided to all PCG members no later than 2 working days following each meeting. The Minutes of each PCG meeting will be monitored and maintained by the Property and Asset Sales Project Manager as a complete record as required under provisions of the NSW State Records Act 1998.

Schedule 1 – Non Disclosure Agreement

Schedule 2 – Conflict of Interest Declaration





# Property and Asset Sales Project Team - Terms of Reference

Version: 0.1

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## 1. Membership

The current membership of the PCG will be as set out in Table 1:

Table 1 – Project Team Membership

Individual	Position
Jamie Barclay <b>(Project Manager)</b>	Unit Manager, Economic Development and Property (Chair)
Ben Brown	Property Development Manager
Joe O'Connor	Property Development Manager
Rochelle Kirk (TBC)	Independent Probity Advisor Principal, O'Connor Marsden & Associates

## 2. Terms of Reference

### 2.1 Purpose

The purpose of the Central Coast Council (Council) Property and Asset Sales Project Team is to ensure property and/or assets sales are undertaken in a manner which maximises value, both financially and strategically for Council. The Project Team will engage with the IAG (Independent Advisory Group) to seek Counsel and Strategic advice with respect to proposed property and/or asset disposals and will undertake the role of the Evaluation Panel for submitted proposals, providing recommendations and relevant support material to the IAG (Independent Advisory Group) from review and endorsement prior to seeking ultimate review and approval from the PCG (Project Control Group).

### 2.2 Roles and Responsibilities

#### Project Team

The roles and responsibilities of the Project Team will include the following:

- Regular engagement with the IAG to discuss strategy and most appropriate marketing approach to maximise outcomes for Council;
- Undertake each evaluation as per the approved evaluation plan and Council's Procurement Framework;

- Seek advice and support services during the proposal evaluation process from specialist technical advisors as required;
- Seek advice / direction from the IAG and / or PCG as required; and
- Submit recommendations to the PCG via the IAG for approval

### **Role of individual Project Team Members**

The role of the individual member of the Project Team members includes:

- Understanding the strategic implications and outcomes of the sale of property and/or assets in relation to Council's approved plans and policy framework;
- Appreciate the significance of the Project for some or all major stakeholders;
- Ensure compliance to the Property and Asset Sales governance framework
- Seek guidance as appropriate; and
- Participate in all Project Team meetings and provide considered feedback / input into the decision-making process.

### **Convener/Chair**

The Project Team Chair shall convene the Project Team meetings. If the designated Chair is not available, then an Acting Chair will be assigned will be responsible for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.

### **Secretariat**

The Chair will provide secretariat services to the Project Team and provide Agendas and Minutes.

### **Project Manager**

The position Unit Manager, Economic Development and Property will undertake the functions of 'Project Manager' for the Property and Asset Sales. The Project Manager holds overall responsibility for ensuring regular communication occurs with both the IAC and PCG to ensure maximum benefit is delivered for Council.

### **Proxies to Meetings**

Members of the PCG shall not nominate a proxy to attend a meeting if the member is unable to attend.

### **Probity Advisor**

Council is committed to maintaining probity in all dealings to meet its responsibilities of public accountability and to achieving value for money outcomes for customers, the community, stakeholders and Government.

The Probity Advisor has been appointed to review and provide guidance on all aspects of the procurement processes and ensure compliance with Local Council Regulations Councils procurement framework.

The Probity Advisor is O'Connor Marsden & Associates (OCM):

Rochelle Kirk

0428 603 666

[rkirk@ocm.net.au](mailto:rkirk@ocm.net.au)

## 2.3 Meetings

### Schedule of meetings

Meetings of the Project Team will occur as per the approved Evaluation Plan or as otherwise required.

### Meetings of the Project Team

may be by way of the following:

- a) in person;
- b) via teleconference;
- c) combination of in person and teleconference dependent on availability of IAG members;
- d) by circular.

### Quorum

A quorum of the Project Team will constitute all representatives.

### In attendance

The Project Team may invite any person or persons to all or part of its meetings to assist the Project Team in its work, including in relation to specialised project issues such as technical/design, financial, legal and economic feasibility matters.

### Decisions

Decisions of the Project Team are to be unanimous. Where a unanimous decision is unable to be made by the Project Team, a dissenting view / report may be prepared and submitted for the PCG for ultimate determination.

## 2.4 Housekeeping

### Agenda Items

An agenda for all Project Team meetings shall be agreed and circulated as soon as practical before the meeting if applicable.

**Code of Conduct**

Members must abide by the Code of Conduct and relevant policies adopted by Council. Members must declare and manage any conflicts of interest (as per Schedules 1 and 2 below) in a manner consistent with the Code of Conduct adopted by Council. For completeness, declarations of interest will be an agenda item at each Project Meeting.

**Confidentiality**

Members must keep all discussions during meetings confidential. No Member can make public comments regarding the activities of the Project Team.

**Minutes & Meeting Papers**

Each IAG meeting will be formally recorded by the way of minutes.

Full copies of the Minutes, including attachments, shall be provided to all Project Team members no later than 2 working days following each meeting. The Minutes of each Project Team meeting will be monitored and maintained by the Chair as a complete record as required under provisions of the NSW State Records Act 1998.

## Schedule 1 – Non Disclosure Agreement

### **Schedule 2 – Conflict of Interest Declaration**



## Michael Filo



An advisor to government and industry and an executive with twenty seven years in property development. Michael has performed leadership roles in major development delivery and in general business management at some of Australia's leading tier one organisations including Civil and Civic; Lend Lease Development; Delfin; Investa Property Group; DEXUS Property and AMP Capital.

Michael's experience is broad and includes the initiation, development, delivery and operation of multi-billion-dollar assets such as super-regional shopping centres; urban regeneration projects; high-rise commercial office buildings; high-tech industrial facilities; residential complexes; mixed-use developments; broad-acre land development; seaports; roads; bridges; and airports.

### Key Skills

- Property transaction initiation and optimisation of returns on property improvements and investments
- Large-scale and complex arrangements with multiple location delivery, both regionally and nationally
- Fostering strong relationships and negotiating complex, multi-faceted and mutually beneficial deals
- Risk management and opportunity realisation to preserve and enhance brand
- Strategic planning and commercial management to enhance returns and maintain product integrity
- General business and operations management for growth, return on investment and value realisation

### Qualifications and Memberships

Development Management, Financial Training and Property Investment Analysis, Securities Institute  
Bachelor of Engineering Civil, University of Technology Sydney  
Diploma of Building, Open Training and Education Network  
Project Management, Civil and Civic  
Royal Institute of Chartered Surveyors

### A Selection of Relevant Projects and Roles

**Chairman** of Major Projects Advisory Committee - City of Parramatta Council  
**Centre General Manager**, Macquarie Shopping Centre - AMP Capital Shopping Centres  
**NSW Manager and Head of Development** - Investa Property Group  
**Operations Manager** - Development, Design and Construction - Delfin

**Senior Development Manager**, Barangaroo South responsible for the Anadara and Alexander development on behalf of Lend Lease Millers Point, comprising 159 luxury waterfront residential apartments with concierge facilities and including a waterfront and street level retail offer.

**Senior Development Manager** AMP Capital \$400 million expansion, redevelopment and repositioning of the Macquarie Shopping Centre, North Ryde to be the largest super regional centre on the North Shore of Sydney with five international mini- major retailers under one roof.

**Senior Development Manager**, Barangaroo South Public Domain responsible for maintaining the relationship with the Barangaroo Delivery Authority and managing the completion of the waterfront structures, civic space, the Napoleon Street Bridge, and negotiation of the Hickson Rd upgrade development agreement on behalf of Lendlease Corporation.

**Project Director**, Kingston Foreshore development comprising 167 unit residential development with 3 storey townhouses and shopfront commercial and retail. Client was ACT Land Development Agency.

**Project Director** Single LEAP 2 Bid for \$1.6 billion PPP for the design, construction, finance and 30 year operation of 3500 residential dwellings for the Australian Defence Force on 17 bases nationally for the Ubique Infrastructure Services consortium comprising ABN AMRO, Leighton and Transfield.

**Project Director** \$450m Trilogy Tower mixed use development in Brisbane, comprising 30,000 square metre commercial space, 192 room five-star hotel, and 109 luxury residential units.

**Auburn Council** Engineers Department and **NSW Public Works** Water and Sewerage Branch.





## Steve Rowe

### Senior Associate

Stephen Rowe is a chartered Quantity Surveyor with 37 years' experience, covering projects in Australia Vietnam and the UK. Stephen has considerable experience in the project advisory, peer review, risk assessment, economic evaluations, post contract and expert opinion from early feasibility stages to the final contract negotiation. His project experience includes Hospitals, Public Buildings, Commercial Office and Warehousing, Infrastructure, and public domain works.

#### Qualifications

Bristol Polytechnic – BSc (Hons) in Quantity Surveying

Wolverhampton Polytechnic – HNC Building Studies

Australian Institute of Quantity Surveyors (AAIQS)

Certified Quantity Surveyor (CQS)

Professional Member of the Royal Institution of Chartered Surveyors (MRICS)

#### Key Sectors

Project Advisory

Infrastructure & Resources

Transport

#### Project Experience

##### Parramatta City Council (Major Projects Advisory Committee)

Stephen was a member of the three-person Major Projects Advisory Committee (MPAC) established by City of Parramatta to assist with risk management and decision making in connection with Council's significant property development activities involving Council owned or controlled land.

Advise provided: -

- Review of proposed Divestment of land owned by Council.
- Assessment of Risk for new and existing projects.
- Review of Options considered by Council Officers.
- Project Health Checks and provision of recommendations.

##### New Royal Adelaide Hospital

Stephen was part of a team appointed to provide advisory services to assist in the risk management, resolution of contractual issues and logistical barriers to completing the \$2Bn Hospital Private Public Partnership project.

##### Argyle Store Restoration

The project involves the restoration of a Heritage Building. New Roof, replacement of air conditioning plant and roof platforms. Refurbishment of the Sandstone façade, sash windows and jacking up the floors. Stephen was appointed to provide cost estimates and assist in the development of a strategy to complete the works whilst the building was occupied and trading with restaurants and other entertainment businesses.

##### Fox Studios

Stephen was appointed to provide a risk assessment and advice on the proposed Sydney Football Stadium and its impact on the operation of Fox Studios during construction and operation. He provided advice and lead a team that submitted a response to the Stage 2 Redevelopment Planning Application.

##### Dymocks Bookstores

Stephen was appointed to provide a risk assessment and advice on the proposed Sydney Light Rail. He provided advice and support in the submission in response to published REF and proposed operational



conditions to address the expected impact on Dymocks George Street store.

#### **Manns Road Pacific Highway Upgrade**

The project involved constructing two lanes in each direction on the Pacific Highway along Manns Road with a central median, new bridges over Narara Creek and the railway line. Traffic lights to replace roundabouts, new all directional intersection at Apanie Avenue and a new road over rail bridge south of Newling Street plus a new roundabout at Parsons Road and Newling Street.

#### **Macquarie University – HV Augmentation Works**

The project involved the installation of 2.4km of HV cabling between the University and the existing sub-station. Stephen provided reviewed and assessed the tender submissions compiled the contract documents and acted as Superintendent for the project delivery.

#### **Sydney Ferry Wharf Upgrade Program – Mid Contract Review**

Stephen was appointed to provide a midterm health check of the Ferry wharf program on twelve locations. The appointment included a review of the contract in operation and assessment of projects risks on behalf of Roads and Maritime Services.

#### **Bilston Urban Village**

Stephen was the Project Manager for initial master plan stages of the urban village. The Urban Village is a mixed-use development (40Ha site) that includes 1,050 high density new dwellings, 16,900sqm of employment use, leisure, community and local centre facilities, and a 7.5ha neighbourhood park. Stephen's appointment was to manage the Strategic Design stage and appointment of the Concept Design team.

#### **Nowra Bridge – Princes Highway Upgrade**

Stephen led a team of civil estimators through the strategic and concept design stages. The project will provide a new four lane bridge over the Shoalhaven River, upgraded intersections and additional lanes on the Princes Highway with a budget of \$342m.

#### **Ourimbah to Lisarow Pacific Highway Upgrade**

The project involved two lanes in each direction on the Pacific Highway, New traffic lights with pedestrian crossing facilities at the Ourimbah Street, Teralba Street and Walmsley Road intersections. A shared pedestrian and cycle path on the western side of the highway and a new bridge over Cut Rock Creek.

#### **Albion Park Rail Bypass**

Stephen led a team of civil estimators through the strategic and concept design stages to provide budget and economic assessments. Albion Park Rail bypass is an 11km extension of the M1 Princes Motorway between Yallah and Oak Flats to bypass Albion Park Rail with a budget of \$630m.



# Policy for Investment Management

November 2020

Policy No: CCC 024

Policy owner:	Financial Services, Finance
Approved by:	Chief Executive Officer
Date of approval:	Day/Month/Year
Policy category:	Statutory
Content Manager No:	D14315776
Review date:	December 2021

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## Purpose

1. The Investment Policy sets out the requirements for the management of Council's cash and investment portfolio.
2. Central Coast Council (CCC) require that all investment activities be exercised with the care, diligence and skill of a prudent person, and not for speculative purpose.

## Policy summary

3. All investments are to comply with:
  - a) Local Government Act 1993;
  - b) Local Government – Ministerial Order dated 12 January 2011;
  - c) Sections 14A (2), 14C (1) and (2) of the Trustee Amendment (Discretionary Investments) Act 1997;
  - d) Local Government (General) Regulation 2005;
  - e) Division of Local Government Circular 11-01;
  - f) Local Government Code of Accounting Practice and Financial Reporting;
  - g) Australian Accounting Standards
4. The Office of Local Government releases guidance to Councils on investment management from time to time. Council will review this policy in light of such advice.

## Background

5. The policy sets the framework to:
  - a) Safeguard Council's cash and investment portfolio
  - b) Achieve appropriate earnings
  - c) Manage Council's cash resources to ensure sufficient liquidity to meet Council's business objectives over the long, medium and short term.
6. The policy reinforces Council's ongoing commitment to maintain a conservative risk and return portfolio, an important component of its ongoing prudent financial management practises.
7. The Investment Strategy supports the policy by defining investment objectives and actions for the next 12 months.
8. Central Coast Council's financial policies are developed to ensure that the Council satisfies legislative requirements and follows 'best practice' in its business operations, with due consideration for the effective and efficient management of the resources utilised within that business.

## General

### Policy Statements

9. This policy does not confer any delegated authority upon any person.
10. Council will not instruct the CEO in any manner that requires the CEO to breach his or her statutory responsibilities in respect of investments.
11. Subject to any functions, duties or powers conferred directly on a Council or CEO by the Act, the Council will delegate to the CEO, the power to make decisions relating to the effective and efficient management of investments in accordance with this policy.
12. The CEO or their delegate may, in exceptional or emergency circumstances, approve an action outside the requirements of this policy provided that any such variation to this policy is reported to Council in the next monthly investment report.
13. Other investment acquisitions. The Council alone may approve the acquisition of land or holding of any shares or interests in a body corporate, partnership, joint venture or other association of persons; or settle, or be, or appoint a trustee of, a Trust.
14. The Council will not delegate to any person the authority to raise capital or to specifically borrow money by any means, including options, swaps or any other non-balance sheet items.
15. Council will only allow investment for the purpose of achieving the effective and efficient on-going management of the Council organisation in accordance with the Act, Operational Plan, Long Term Financial Strategy and any other policy made from time to time.
16. Investments will be managed with the care, diligence and skill that a prudent person would exercise, and officers shall not engage in activities that would conflict with the proper execution and management of Council's investment portfolio.
17. Management of the risks associated with delegation of authority shall be achieved by way of detailed regular reporting on the exercise of all functions, duties and powers delegated throughout the organisation and by the Council.
18. Subject to functions, duties or powers conferred upon the CEO by the Act, all delegated authorities must be exercised in accordance with relevant CCC policies and procedures set by the Council or CEO from time to time.
19. Variations, reviews or additions to this policy shall be approved by resolution of the Council.
20. The Policy for Investment Management will be reviewed annually or as required in the event of legislative changes and/or guidelines as per point 4.

21. This policy is not dependent on the terms of any other policy or procedures except the Act or direct, lawful instruction under the terms of the Act.

## **Investment Guidelines**

22. The CEO or his/her delegate, in consultation with council staff, will approve investment guidelines, within this policy, as part of the annual review, which will set the general direction for the purchase and sale of investment assets for the coming period and prescribe performance targets by asset category.

23. The performance of the portfolio will be assessed against a benchmark set annually in the Investment Guidelines.

24. The CEO, in consultation with Council staff shall issue guidelines reviewed at least annually, for the management of the following risk classes:

### **Credit Risk Management Must Include**

- a) Maximum portfolio weighting by total assets in an asset grouping
- b) Maximum amount to be held with an individual institution within an asset grouping

### **Term to Maturity Framework**

- a) Asset groupings will be defined with reference to credit rating.
- b) The amount of investment risk attached to a particular security is in part related to its term to maturity. Guidelines for the management of term to maturity risk shall at a minimum prescribe the maximum exposure by term to maturity groupings, as an example, percentage of portfolio maturing in three to four years.

## **Investments**

25. All investment securities must be denominated in Australian Dollars.

26. New investments shall be limited to (by statute):

- a) Any public funds or securities issued by or guaranteed by the Commonwealth, any State or a Territory of the Commonwealth;
- b) Any debentures or securities issued by other Local Government Councils;
- c) Interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (ADI), as defined in the Banking Act 1959, but excluding subordinated debt obligations;
- d) A deposit with NSW Treasury Corporation or investments in their managed funds;



- e) Any bill of exchange which has a maturity date of not more than 200 days and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an ADI by the Australia Prudential Regulation Authority (APRA).
27. This investment policy prohibits any investment carried out for speculative purposes including, but not limited to:
- a) Derivative based instruments;
  - b) Principal only investments or securities that provide potentially nil or negative cash flow;
  - c) Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind;
  - d) The use of leveraging (borrowing to invest) of an investment
  - e) Extensive trading activity

## **Accounting and Reporting**

28. Council will comply with appropriate accounting standards in valuing its investments and quantifying its investment returns.
29. Investment income must be recorded according to accounting standards. Published reports may show a breakdown of its duly calculated investment returns into capital gains and losses and interest.
30. A report will be provided to Council on a monthly basis when Ordinary Meetings occur. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio and maturity dates.
31. From time to time financial assets may be acquired at a discount or premium to their face value. Discount or premium is to be taken into account in line with relevant Australian Accounting Standards.
32. For audit purposes, certificates must be obtained from the banks/fund managers/custodian confirming the amounts of investment held on Council's behalf at 30 June each year.

## **Independent Financial Advisor**

33. From time to time, Council may utilise the services of a suitably qualified and experienced investment advisor for the purposes of achieving the aims of this policy.

34. An appointment of an Independent Financial Advisor (IFA) can be decided by the CEO or their delegate. The IFA must be licensed by the Australian Securities and Investment Commission. An appointed Independent Advisor will have no conflict of interest in respect to their investments recommended. The term of any appointed Independent Financial Advisor will not exceed 3 years without review.

## Investment Guidelines

35. Council is a prudent investor. It is intended to maximise investment returns while maintaining the security of investments through the prudent management of risk.

## Risk Management

36. Detailed decisions on the purchase and sale of investment assets will be mindful of the following risk categories.

Risk	Mitigants
Risk of Capital Loss	Diligent product research, diversification and an intention to hold assets to maturity.
Liquidity risk	Cash flow forecasting, allocation of investment funds to time horizons, maintenance of a "liquidity reserve" through conservative assumptions in cash flow forecasting.
Market timing risk ("not getting a good price on the day")	Stagger investment dates, maintain spread of maturity dates.
Credit Risk	Credit Risk guidelines imposing required credit rating targets for the portfolio.
Concentration risk ("all eggs in one basket")	Concentration Risk guidelines imposing maximum exposure for Individual institutions.
Product risk	Undertake rigorous product research.
Interest Rate (duration) risk	Market Investments acquired at par value will not be exposed to interest rate fluctuations if they are redeemed at maturity.
Income risk	Conservative approach to investment income budgeting.
Reinvestment/Rollover risk	The risk that income will not meet expectations or budgeted requirements because interest rates are lower than expected in future.
Regulatory risk	Regulation embedded in Investment Policy. Portfolio actively managed to comply with Policy.
Fraud risk	Documented investment procedures, separation of responsibilities for investment decision making and transaction settlement, only one account for

	payment of redemption proceeds, use of licensed custodians or third-party registries where applicable.
Safe keeping / Clear title risk	Documented investment procedures.

### Credit Risk

37. Before entering into any investment transaction with a new institution there will be a diligent review of the creditworthiness of that institution. The Chief Executive Officer or his/her delegate must form its own opinion of the risk attached to an institution and not merely rely on published credit ratings.

38. Central Coast Council will not invest in subordinate debt, as per the current NSW Minister's Order.

39. Standard & Poor's (or equivalent Moodys or Fitch) ratings attributed to each individual institution will be used to determine maximum holdings. In the event of disagreement between two rating agencies as to the rating band ("split ratings") Council shall use the lower of the ratings. Where more than two ratings exist (e.g. 3 credit ratings S&P, Moody's & Fitch), Council shall discard the lowest rating and then use the lower of the higher two ratings when assessing new purchases .

The maximum available limits in each rating category are as follows:

**Table 1 – Maximum Portfolio Weighting Per Rating Category**

Long Term Credit Ratings	Maximum Portfolio Weighting
AAA Category	100%
AA Category or Major Bank <sup>^</sup>	100%
A Category	70%
BBB Category	60%
Unrated	0%

\* For the purpose of this Policy, "Major Banks" are currently defined as the ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups:

- Australia and New Zealand Banking Group Limited
- Commonwealth Bank of Australia
- National Australia Bank Limited
- Westpac Banking Corporation

Including ADI subsidiaries whether or not explicitly guaranteed, and brands (such as St George). Council may ratify an alternative definition from time to time.

### Concentration Risk (Counterparty/Institution Credit Framework)

40. Exposure to individual counterparties/financial institutions will be restricted by their rating as per the APRA standard above so that single entity exposure is limited, as detailed in the table below:

**Table 2 – Counter Party Risk**

Individual Institutions Limits	
Long Term Credit Ratings	Maximum Exposure
AAA Category*	100%
AA Category*	30%
A Category	20%
BBB Category	10%
Unrated Category	0%

\*The limit may be exceeded temporarily to the extent that the excess represents funds held on deposit awaiting reinvestment.

### Product, Interest Rate and Income Risk / Term to Maturity Framework

41. The investment portfolio is to be invested with a conservative approach to income budgeting within the following term to maturity constraints, subject to rigorous product research:

**Table 3 – Term to Maturity**

Description	Maximum Exposure
Portfolio allocation:	
Portfolio % < 1Year	100%
Portfolio % > 1 Year < 3 Years	70%
Portfolio % >3 Years < 5 Years	40%
Portfolio % > 5 Years	5%
Maturity of financial institution securities:	
ADI issues rated A or above	5 years
ADI issues rated BBB to A	3 years
ADI issues BBB- and non-rated (Term Deposits only)	1 years

### Regulatory, Fraud and Safekeeping/Clear Title Risk

42. The regulatory framework for investments is embedded within the investment policy and the Portfolio will be actively managed to comply with policy.

43. Risk of Fraud and safe keeping is mitigated by documented investment procedures, separation of responsibilities for investment decision making and transaction settlement, with only one account for payment of redemption proceeds, including the use of licensed custodians or third-party registries where applicable.

### Benchmarking and Monitoring

44. Each investment in the portfolio is to be evaluated and monitored against a performance benchmark appropriate to the risk and time horizon of the investment concerned.

45. The objective is to ensure that all investments under consideration can deliver a level of return commensurate with their risk profile and that they are competitive with an appropriate peer group of alternative investment options.
46. The eligibility of an investment is determined by the NSW Local Government Minister's Order dated 12 January 2011.
47. Under these Investment Guidelines, no assets other than those listed in the table below will be eligible.

**Table 4 – Target Returns and Suitable Products**

Investment Category	Investment Horizon	Bench Mark	Permitted
Working capital funds	0-3 months	Official cash rate	11am, overnight call and cash accounts, short dated Bank Bills, TCorpIM Cash Fund
Short term funds	3-12 months	AusBond Bank Bill Index <sup>^^</sup>	TCorpIM Cash Fund, Term Deposits, Bank Bills
Short-Medium term funds	1-3 years	AusBond Bank Bill Index	Term Deposits, Senior ADI Fixed and Floating Rate Notes, short dated Bonds, TCorpIM Strategic Cash Fund
Medium term funds	3-5 years	AusBond Bank Bill Index	Term Deposits, Senior ADI Fixed and Floating Rate Notes and Bonds
Long term funds	5 years	AusBond Bank Bill Index TCorp's Internal Benchmark (Funds)	Term deposits, Senior ADI Fixed and Floating Rate Notes and Bonds, TcorpIM Growth Funds

### Implementation and Authority to Amend Strategy

48. The Investment Guidelines noted earlier in this policy set out the intended approach to investments in the market conditions that are expected to prevail over the medium to long term investment horizon.
- However, there may be periods, sometimes sustained, where "normal" market conditions do not apply, for example, periods where short term interest rates are higher than long term interest rates, or investments of similar credit quality offer different yields due to liquidity differences.

49. The CEO or his/her delegate may approve a variation to this policy if the investment is to the Council's advantage or due to revised legislation subject to this variation being reported to Council in the next available monthly investment report.

### **Breaches of criteria**

50. Procedures for dealing with unavoidable breaches of any particular thresholds are contained in the next section on grandfathering of investments.

### **Grandfathering of Investments**

51. This policy imposes limits and thresholds in relation to the acquisition and holding of investments. However, situations may occur where inadvertent breaches of these limitations or thresholds arise, other than from the acquisition of investments. For example:

- a) Amendments to regulatory directives or legislation
- b) Changes in the total value or amount of Council's investment portfolio which consequently changes any of the threshold limits so that they no longer meet the portfolio liquidity parameters.

### **Breach as a result of regulatory change**

52. When limitations or thresholds are breached due to the amendments to regulatory directives or legislation, the investment portfolio must be managed in accordance with the respective amendments. Where the amendments enable retention and grandfathering of existing investments, Council may continue to actively manage those investments within the portfolio in accordance with all other regulations and policies applicable to such investments. This includes a strategy of holdings or divesting such investments in accordance with regular investment considerations.

### **Breach as a result of a change in the total investment portfolio**

53. Where limitations or thresholds are breached due to a change in the overall size of the total investment portfolio, the following process will apply :

- a) An immediate freeze is imposed on the acquisition of new investments in the relevant category until the portfolio can be effectively managed back to accord with the requirements of this policy.
- b) The relevant category of investments must be managed back in accord with the policy limits within a period that takes into account any adversity created by market liquidity, current valuations of these investments and the risk of default.

### **Professional Advice**

54. Council may seek professional, external investment advice from time to time to provide assistance in Investment Strategy formulation, portfolio implementation and monitoring in accordance with the Policy for Investment Management.

## Definitions

55. In this policy:

- a) **Active Secondary Market** – a market where investors purchase securities or assets from other investors, rather than from issuing companies themselves on an arm’s length (independent) basis.
- b) **Cash** – cash comprises both cheque accounts and daily call accounts with Authorised Deposit taking institutions (ADIs). Cash assets typically have a maturity term at the time of placement of being immediately available or available within 24 hours. Cash assets are closely linked with investments but do not constitute investments. Cash is used to meet immediate operational cash needs.
- c) **Council** – means Central Coast Council
- d) **Delegated Authority** - means any function, duty or power vested in the Council by the Act, that the Council may, within the terms of the Act, delegate to a Council member, Committee of the Council, Chief Executive Officer, employee or person or class of persons approved for the purpose.
- e) **Investment** – comprises term deposits and bonds with an active secondary market placed with government (including NSW T-Corp) and Authorised Deposit Taking institutions (ADI’s). Investment assets have maturities at the time of placement of 30 days or more.
- f) **Policy** – means policy created and approved by the Council, as well as any policy of either the former Gosford City Council or the former Wyong Shire Council that applies to Council by the operation of the Proclamation.
- g) **Proclamation** - means the Local Government (Council Amalgamations) Proclamation 2016.
- h) **The Act** - means the Local Government Act 1993.
- i) **The Bank Bill Swap Reference Rate (BBSW)** – is the midpoint of the nationally observed best bid and offer for AFMA Prime Bank eligible securities.
- j) **Year** - means from July 1 to June 30 (financial year).
- k) **Grandfathered Investments** – are part of total investments and comprise investments where additional investment activity is prohibited by regulation and other investments over which additional investment activity is temporarily prohibited due to unintentional breaches of investments thresholds and limitations that arise due to changes in the level of unrelated

investments within the portfolio (the prohibition only remains as long as the breaches remain in place).

## Appendix 1: Investment Strategy

The annual Investment Strategy sets out Council's investment goals and targets for the coming year. The aim of the strategy is to guide the management of Council's investment portfolio over the short to medium term to:

- a) achieve a balanced and diversified portfolio, in terms of allowable investment products, credit ratings and maturation terms that will outperform the benchmark indices
- b) ensure liquidity when required for Council's operational and capital expenditure needs.

### Scope

1. The Investment Strategy applies to all managers and employees who actively manage the investment of surplus funds or have responsibility for employees who actively manage the investment of surplus funds.
2. This strategy should be read in conjunction with the Investment Policy.

### General

3. Council's investment strategy is determined after taking into consideration a review of the following issues:
  - a) global and domestic economic investment environments
  - b) investment policy and legislative constraints
  - c) current composition of Council's investment portfolio
  - d) long, medium- and short-term financial plans.

### Global and Domestic Investment Environments

4. Financial and investment environments, both globally and domestically, continue to improve at different rates across various regions. The global financial recovery process has been aided by a more standardised international regulatory process with more stringent capital adequacy requirements for financial institutions.



5. In Australia, a history of prudent regulation of the financial institutions by the Australian Prudential Regulation Authority (APRA) has meant that Australian based regulated financial institutions have already operated for an extended period under stringent capital adequacy and liquidity requirements. Council's investments all fall under APRA regulation with the result that the portfolio is conservative and secure.
6. Interest rates have remained low and in Australia the slow rate of expansion of the domestic economy is expected to temper the pace at which local interest rates rises will occur.

### **Legislative Environment**

7. Council's investment opportunities are constrained by a combination of legislation, regulation and any directions and guidelines issued by the Minister or the Office of Local Government.
8. There has been no change to the investment legislative environment for a number of years and the most recent Ministerial Investment Order released in January 2011 continues to limit Council's investment options to:
  - a) term deposits with Approved Deposit-taking Institutions (ADIs)
  - b) other ADI senior ranked securities
  - c) investments with NSW Treasury Corporation (T-Corp)
  - d) funds or securities issued or guaranteed by the Commonwealth or any State or Territory.

### **Composition of Council's investment portfolio**

9. The conservative nature of Council's Investment Strategy is clearly reflected in the structure of the portfolio, where 100% of the portfolio is invested with APRA-regulated ADIs.
10. Council's current portfolio is as follows:

<b>Investment</b>	<b>Split</b>
Big Four banks	71.29%
Australian mid-tier banks	22.82%
Foreign controlled Australian based ADIs	5.89%
<b>Total APRA-regulated ADIs</b>	<b>100%</b>

*\* The allocation of assets within the portfolio is with very secure institutions. In the past year, Council has diversified the portfolio with further selected investment into the Australian mid-tier banks as they continue to reflect strength and stability.*

### Investment Strategy

11. Council's investment portfolio will continue to be prudently managed in accordance with:
- Council's Investment Policy and related legislative and regulatory requirements
  - documented risk management procedures to preserve capital
  - Council's operational and capital funding requirements.

### Objectives

12. Council's investment strategy for the period is to maintain the highly secure profile of the portfolio, provide liquidity and deliver competitive investment returns commensurate with the portfolio structure.

### Risk Profile

13. The risk profile for the Council's investment portfolio is based on the principles of being prudent, conservative and risk averse. This is achieved by managing the diversity and creditworthiness of investments in accordance with the Investment Policy and other relevant requirements.

### Liquidity / Maturity

14. The majority of the Council's cash and investments portfolio is held as internally restricted and externally restricted cash reserves to satisfy the Councils legislative responsibilities.
15. There are presently increased demands for funding of capital projects with the result that within the maturity profile of the investment portfolio there is a responsive shift of funds from the longer term to the short and medium terms.
16. To ensure Council has available funds to meet both these commitments and its short-term operational and capital cash commitments, the following liquidity targets are set in accordance with the Investment Policy.

Investment period	Cumulative Minimum % of total portfolio	Maximum % of total portfolio
1 month	10% or \$50M	100%
2 to 12 months	40%	80%
1 to 3 Years	55%	40%
3 to 5 Years	90%	35%
> 5 Years	100%	10%

*\* Councils liquidity will be monitored on an ongoing basis to ensure the Councils cash requirements are met and that liquidity parameters remain within allowable limits set out in the Investment Policy.*

### Return / Income

17. Council uses the following benchmarks to measure investment performance, in relation to both current month and 12-month rolling returns, against its return/income objectives:

- a) Bloomberg AusBond Bank Bill Index
  - b) 30 day Bank Bill Rate.
18. Council aims to achieve returns equal to or above these benchmark rates for the period. However, this achievement remains secondary to the critical strategies of maintaining a prudent and conservative risk profile and in meeting Council's liquidity needs.
19. Council's current cash balances are applied in meeting immediate operational and capital commitments as well as future year's capital commitments.
20. Additionally, 2020/21 will present continued challenges to Council in delivering higher investment income returns, including the following:
- a) Interest rates continue to remain at low levels and expectations are that in the medium-term over the next 3 years they could remain at these levels.
  - b) The increasing level of capital expenditure is resulting in the maturity profile of the investment portfolio reducing in the long-term and being reinvested in the short to medium term where interest yields are lower.
  - c) A small number of long-term investments that are locked in the higher rates offered in previous years continue to mature and decline in quantity at a steady pace. As these funds can now only be reinvested at the current low yields, overall earnings will continue to fall.

### **Unrealised Investment Gains**

21. The strategy in managing significant unrealised investment gains is to compare the following amounts:
- a) If an investment with a significant unrealised investment gain was to be sold to realise the gain, its earning potential becomes the sum of (a) the unrealised gain now realised and (b) the estimated future interest earnings of the proceeds of sale up to the maturity date of the original investment sold. A key consideration is that since the unrealised gain was the result of a decline in interest rates, the interest yields on the reinvesting of the proceeds of sale will be less than the yields of the original investment up to the time of maturity of the original investment.
  - b) If the investment with a significant unrealised gain was to be held to maturity it would mature at its face value with the result that the unrealised investment gain will reverse steadily to its maturity date. On the other hand, the investment will continue to earn interest income to maturity at yields that are higher than those currently available in the market.
22. Consequently, investments with significant unrealised gains will be retained in the portfolio unless A exceeds B where:

- a) A = the sum of unrealised investment gain plus future interest earnings to maturity date at the lower interest yield
- b) B = the total amount of the future interest to maturity at the current higher interest yield

23. In accordance with accounting standards, the unrealised investment gain and any subsequent increase or decrease in the amount is required to be recognised in Council's financial results. Consequently, if unrealised gains reverse as losses in the future, it means that these losses are more than offset by the interest income earned on those investments because of their respective higher interest rates.

### **Environmentally and Socially Responsible Investments**

24. Council's ability to acquire environmentally and socially responsible investments within the current investment and policy environment remains limited, as:

- a) the structure of many of these investments remains prohibited under the current Ministerial Investment Order; and
- b) the global financial crisis caused significant declines in the valuation of the financial assets that comprise many of these investments.

25. Council will, however, continue to explore opportunities for supporting environmentally and socially responsible investments within these constraints. The investment climate is changing over time and Council notes that many large scale renewable projects are expected to evolve, which may offer sustainable investment opportunities in the future. Council will continue to encourage and give preference to these investments where they comply with the Ministerial Investment Order and satisfy Council's policy and investment objectives.

## History of revisions

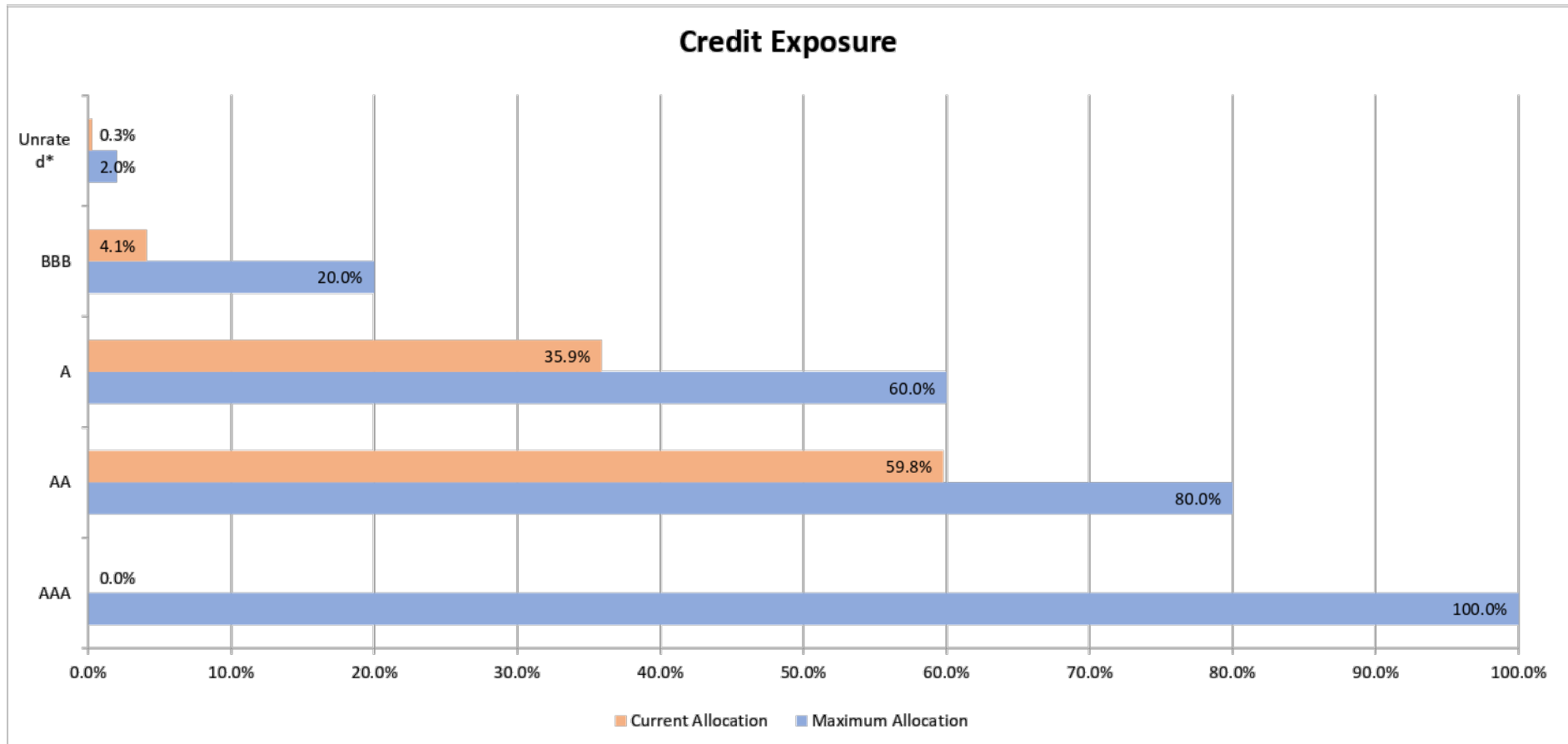
Amendment history	Details
Original approval authority details	<p>Craig Norman - Chief Financial Officer</p> <hr/> <p>16 August 2019</p> <hr/> <p>The Investment Policy sets out the requirements for the management of Council's cash and investment portfolio.</p> <p>Central Coast Council (CCC) require that all investment activities be exercised with the care, diligence and skill of a prudent person, and not for speculative purpose.</p> <hr/> <p>CM document number D13648027</p>
Version 0.2	<p><b>XX/XX/20XX &lt;insert Council Meeting date and 'minute number' of resolution adopting the policy &lt;remove if not needed&gt;</b></p> <hr/> <p>CM document number</p> <hr/> <p><i>Annual review of Investment Policy.</i></p> <p><i>Revision of bank rating criteria from S&amp;P to APRA standard approach</i></p> <p><i>Inclusion of Grandfathering provision and breaches of criteria</i></p> <p><i>Updating of maximum investment limits</i></p>

Central Coast Council Summary of Investments as at 31-December-2020							
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
<b>CASH AT CALL:</b>							
Westpac Banking Corporation	Corporate Investment Account	A-1+	AA	Daily	3,301,790	0.82%	0.00%
Macquarie Bank	At Call	A-1	A	Daily	45,004,488	12.13%	0.30%
Commonwealth Bank of Australia	Business On-line Saver	A-1+	AA	Daily	70,000	0.02%	0.05%
AMP limited	At Call	A-2	BBB	Daily	10,060,682	2.71%	0.80%
<b>Total Cash At Call</b>					<b>58,436,960</b>	<b>15.75%</b>	
<b>TERM DEPOSITS, FLOATING RATE NOTES &amp; BONDS:</b>							
NSW Treasury Corporation	Term Deposit	A-1+	AA	04-May-2021	8,098,000	2.18%	0.84%
Westpac Banking Corporation	Term Deposit	A-1+	AA	21-Jun-2021	10,000,000	2.69%	3.05%
Rabobank	Term Deposit	F-1	AA	05-Jul-2021	10,000,000	2.69%	2.92%
Bank of Queensland	Term Deposit	A-2	A	26-Aug-2021	10,000,000	2.69%	1.75%
Westpac Banking Corporation	Floating Rate Note	A-1+	AA	26-Nov-2021	5,000,000	1.35%	BBSW + 0.93%
Newcastle Permanent Building Society	Floating Rate Note	A-2	BBB	24-Jan-2022	10,141,000	2.73%	BBSW + 1.65%
Rabobank	Term Deposit	F-1	AA	12-Dec-2022	10,000,000	2.69%	3.18%
Westpac Banking Corporation	Floating Rate Note	A-1+	AA	27-Nov-2023	5,000,000	1.35%	BBSW + 0.93%
Bank of Queensland	Term Deposit	A-2	A	26-Sep-2024	10,000,000	2.69%	2.00%
NSW Treasury Corporation	Bonds	A-1+	AA	20-Mar-2025	2,076,880	0.55%	1.25%
NSW Treasury Corporation	Bonds	A-1+	AA	15-Nov-2028	17,473,200	4.71%	3.00%
Unity Bank	Term Deposit	Unrated	Unrated	15-Feb-2021	1,000,000	0.27%	1.65%
MyState Bank	Term Deposit	F-2	BBB	04-Mar-2021	5,000,000	1.35%	1.50%
Bank of Queensland	Term Deposit	A-2	A	16-Jun-2025	10,000,000	2.69%	1.53%
National Australia Bank	Term Deposit	A-1+	AA	14-Jun-2024	10,000,000	2.69%	1.15%
AMP limited	Term Deposit	A-2	BBB	14-Jun-2022	5,000,000	1.35%	1.40%
NSW Treasury Corporation	Term Deposit	A-1+	AA	04-Jun-2021	807,000	0.22%	1.00%
Macquarie Bank	Term Deposit	A-1	A	12-Oct-2021	10,000,000	2.69%	0.80%
Australia New Zealand Banking Group	Term Deposit	A-1+	AA	12-Jan-2021	10,000,000	2.69%	0.66%
National Australia Bank	Term Deposit	A-1+	AA	25-Jan-2021	5,000,000	1.35%	0.55%
Australia New Zealand Banking Group	Term Deposit	A-1+	AA	19-Jan-2021	10,000,000	2.69%	0.66%
Australia New Zealand Banking Group	Term Deposit	A-1+	AA	22-Feb-2021	10,000,000	2.69%	0.88%
National Australia Bank	Term Deposit	A-1+	AA	29-Mar-2021	10,000,000	2.69%	0.50%
National Australia Bank	Term Deposit	A-1+	AA	18-May-2021	10,000,000	2.69%	0.41%
AMP limited	Term Deposit	A-2	BBB	12-May-2021	5,000,000	1.35%	0.70%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	10-Mar-2021	5,000,000	1.35%	0.48%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	10-Feb-2021	5,000,000	1.35%	0.45%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	05-Feb-2021	5,000,000	1.35%	0.44%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	27-Jan-2021	5,000,000	1.35%	0.41%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	14-Apr-2021	5,000,000	1.35%	0.49%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	28-Apr-2021	5,000,000	1.35%	0.52%
AMP limited	Floating Rate Note	A-2	BBB	10-Sep-2021	4,007,240	1.08%	1.17%
Bank of China Australia	Float TCD	A1	A	06-Nov-2023	8,024,960	2.18%	0.65%
China Construction Bank	Floating Rate Note	A1	A	24-Jun-2022	9,056,880	2.44%	0.93%
Westpac Banking Corporation	Term Deposit	A-1+	AA	10-Mar-2021	5,000,000	1.35%	0.33%
Westpac Banking Corporation	Term Deposit	A-1+	AA	17-Mar-2021	5,000,000	1.35%	0.33%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	09-Jun-2021	5,000,000	1.35%	0.42%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	30-Jun-2021	5,000,000	1.35%	0.43%
Commonwealth Bank of Australia	Term Deposit	A-1+	AA	07-Jul-2021	5,000,000	1.35%	0.43%
AMP limited	Floating Rate Note	A-2	BBB	30-Mar-2022	2,000,000	0.54%	1.05%
AMP limited	Floating Rate Note	A-2	BBB	10-Sep-2021	5,009,050	1.35%	1.08%
<b>Total Term Deposit &amp; Bonds:</b>					<b>312,694,210</b>	<b>84.25%</b>	
<b>TOTAL PORTFOLIO</b>					<b>371,131,170</b>	<b>100.00%</b>	
Current					272,358,250	73.39%	
Non-Current					98,772,920	26.61%	
<b>TOTAL PORTFOLIO</b>					<b>371,131,170</b>	<b>100.00%</b>	

**SUMMARY OF RESTRICTIONS as at 31 December 2020**

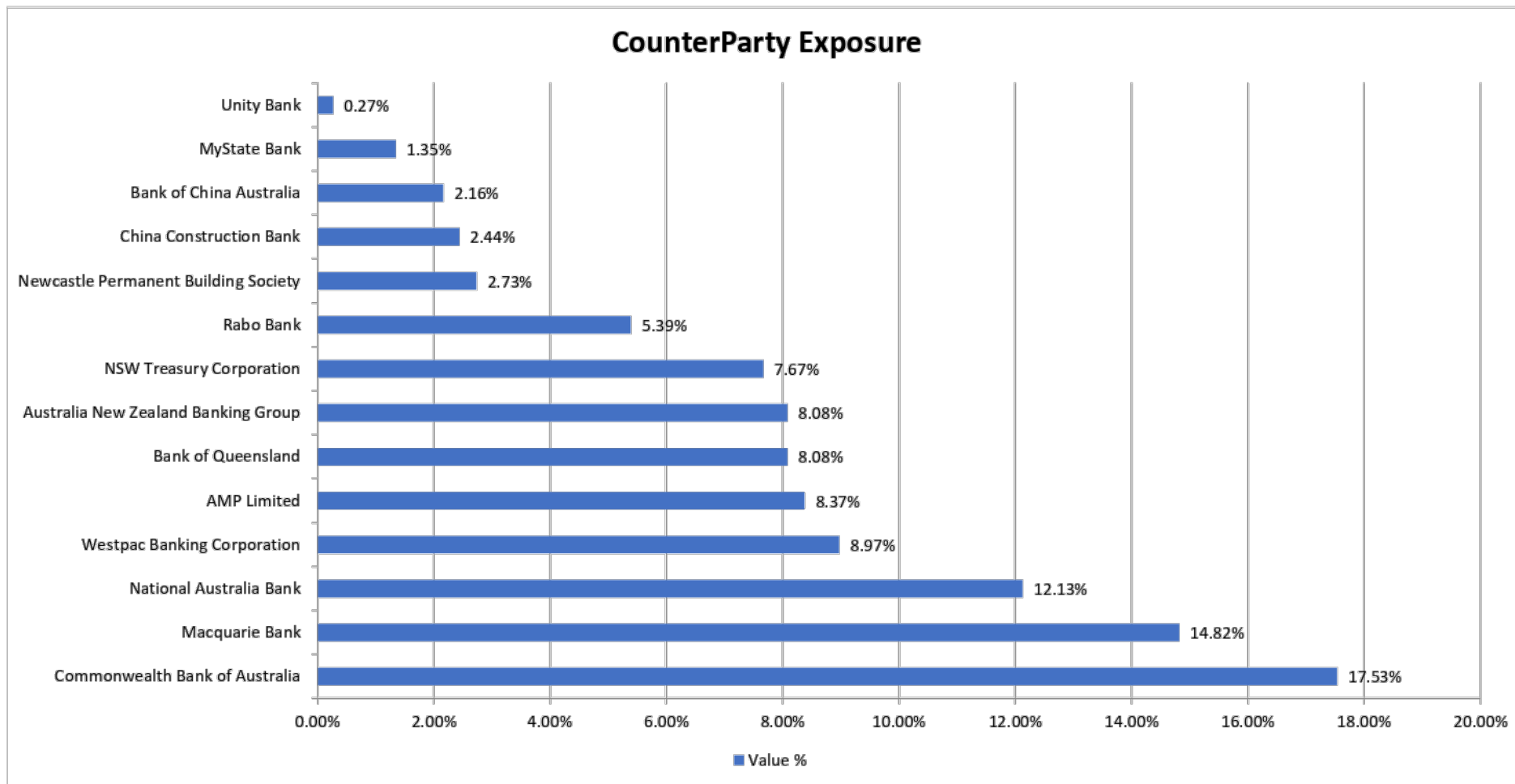
		Dec-20
FUND	SOURCE	Principal Amount \$'000
<b>GENERAL FUND</b>	Developer contributions	97,871
	Developer contributions – bonus provisions	5,436
	Developer Contributions – Sec 94A Levy	17,231
	Developer contributions – VPA	2,700
	Specific purpose unexpended grants	13,488
	Self insurance claims	6,519
	Stormwater Levy	747
	RMS Advance	434
	Holiday Parks	15,040
	Cemeteries	757
	Coastal Open Space	6,578
	Bio Banking	286
	Crown Land Business Enterprises	1,193
	Crown Land Patonga Camping Ground	950
	Other External	404
	Terrigal Tourism Special Rate Levy	0
	Tourism Special Rate	3,313
	Gosford CBD Special Rate Levy	45
	Gosford Parking Station Special Rate Levy	1,124
	The Entrance Town Centre Special Rate Levy	106
Toukley Town Centre Special Rate Levy	153	
Wyong Town Centre Special Rate Levy	0	
	<b>TOTAL GENERAL FUND RESTRICTIONS</b>	<b>174,377</b>
<b>Water FUND</b>	Developer contributions	7,404
	Developer contributions – VPA	1,050
	Specific purpose unexpended grants	3,936
	Self insurance claims	1,208
	Other External	45
		<b>TOTAL WATER FUND RESTRICTIONS</b>
<b>SEWER FUND</b>	Developer contributions	19,253
	Developer contributions – VPA	493
	Self insurance claims	2,027
	Specific purpose unexpended grants	179
	<b>TOTAL SEWER FUND RESTRICTIONS</b>	<b>21,952</b>
<b>DRAINAGE FUND</b>	Developer contributions	34,762
	Developer contributions – VPA	1,365
	Specific purpose unexpended grants	203
	Other External	100
	<b>TOTAL DRAINAGE FUND RESTRICTIONS</b>	<b>36,430</b>
<b>DOMESTIC WASTE FUND</b>	Specific purpose unexpended grants	0
	Domestic Waste Management	86,125
		<b>TOTAL WASTE FUND RESTRICTIONS</b>
<b>TOTAL EXTERNALLY RESTRICTED FUNDS</b>		<b>332,528</b>
<b>GENERAL FUND</b>		110,731
<b>Water FUND</b>		1,026
<b>SEWER FUND</b>		877
<b>DRAINAGE FUND</b>		55
<b>DOMESTIC WASTE FUND</b>		0
<b>INTERNALLY RESTRICTED FUNDS</b>		<b>112,690</b>

Graph 1 – Credit Exposure

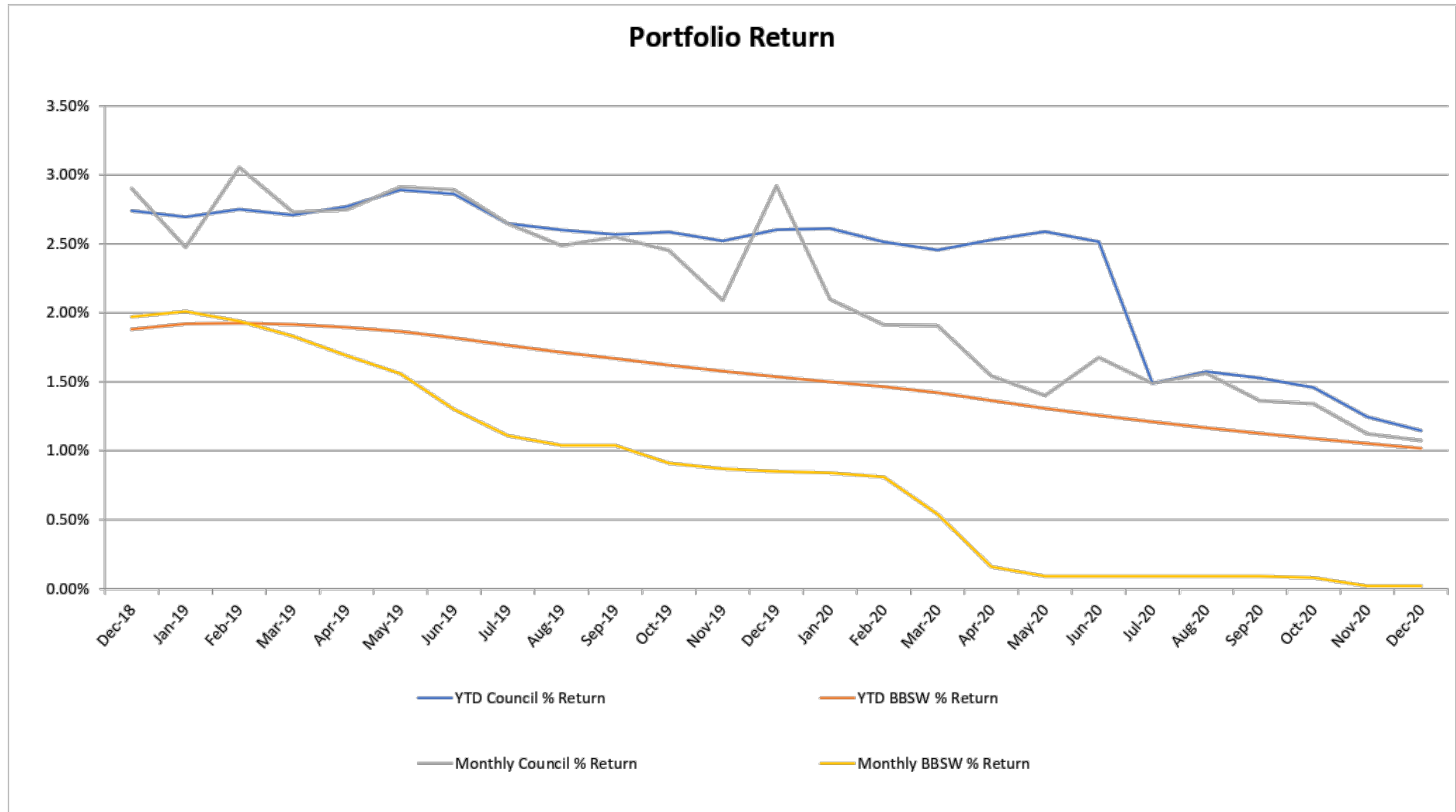




Graph 2 – CounterParty Exposure



Graph 3 – Portfolio Return





Portfolio Valuation Report  
Central Coast Council  
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Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
<b>At Call Deposit</b>										
AMP At Call		10,060,681.92	1.00000000	10,060,681.92	100.000	0.000	10,060,681.92	2.70%	0.80%	
CBA At Call		70,000.00	1.00000000	70,000.00	100.000	0.000	70,000.00	0.02%	0.01%	
Westpac At Call		3,301,790.40	1.00000000	3,301,790.40	100.000	0.000	3,301,790.40	0.89%	0.00%	
		13,432,472.32		13,432,472.32			13,432,472.32	3.61%		0.80%
<b>At Call Investment</b>										
MACQ At Call In		45,004,487.68	1.00000000	45,004,487.68	100.000	0.000	45,004,487.68	12.10%	0.30%	
		45,004,487.68		45,004,487.68			45,004,487.68	12.10%		0.30%
<b>Fixed Rate Bond</b>										
NSWTC 1.25 20 Mar 2025 Fixed	AUSSG0002025	2,000,000.00	1.00000000	2,000,000.00	103.844	0.352	2,083,920.00	0.56%	1.25%	
NSWTC 3 15 Nov 2028 Fixed	AUSSG0001878	15,000,000.00	1.00000000	15,000,000.00	116.488	0.381	17,530,350.00	4.71%	3.00%	
		17,000,000.00		17,000,000.00			19,614,270.00	5.27%		2.79%
<b>Floating Rate Deposit</b>										
Westpac 0.82 26 Nov 2021 1096DAY FRD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.081	5,004,027.40	1.35%	0.84%	
Westpac 0.93 27 Nov 2023 1827DAY FRD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.088	5,004,417.20	1.35%	0.95%	
		10,000,000.00		10,000,000.00			10,008,444.60	2.69%		0.89%
<b>Floating Rate Note</b>										
AMP 1.08 10 Sep 2021 FRN	AU3FN0044657	9,000,000.00	1.00000000	9,000,000.00	100.181	0.063	9,021,960.00	2.43%	1.10%	
AMP 1.05 30 Mar 2022 FRN	AU3FN0035283	2,000,000.00	1.00000000	2,000,000.00	100.000	0.003	2,000,060.00	0.54%	1.06%	
CCB 0.93 24 Jun 2022 FRN	AU0000049520	9,000,000.00	1.00000000	9,000,000.00	100.632	0.018	9,058,500.00	2.43%	0.93%	
NPBS 1.65 24 Jan 2022 FRN	AU3FN0034021	10,000,000.00	1.00000000	10,000,000.00	101.410	0.309	10,171,900.00	2.73%	1.71%	
		30,000,000.00		30,000,000.00			30,252,420.00	8.13%		1.25%
<b>Floating Rate TCD</b>										
BOC Aust 0.83 06 Nov 2023 FloatTCD	AU3FN0057337	8,000,000.00	1.00000000	8,000,000.00	100.312	0.128	8,035,200.00	2.16%	0.85%	
		8,000,000.00		8,000,000.00			8,035,200.00	2.16%		0.85%
<b>Term Deposit</b>										
AMP 0.7 12 May 2021 182DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.098	5,004,794.50	1.35%	0.70%	
AMP 1.4 14 Jun 2022 728DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.759	5,037,972.60	1.35%	1.40%	
ANZ 0.66 12 Jan 2021 130DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.213	10,021,337.00	2.69%	0.66%	
ANZ 0.66 19 Jan 2021 119DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.181	10,018,082.20	2.69%	0.66%	
ANZ 0.68 22 Feb 2021 153DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.188	10,018,630.10	2.69%	0.68%	
BOQ 1.75 28 Aug 2021 728DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.595	10,059,452.10	2.70%	1.75%	
BOQ 2 26 Sep 2024 1827DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.526	10,052,602.70	2.70%	2.00%	
BOQ 1.53 16 Jun 2025 1826DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.830	10,082,997.30	2.71%	1.53%	
CBA 0.41 27 Jan 2021 76DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.055	5,002,752.05	1.34%	0.41%	
CBA 0.44 05 Feb 2021 85DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.059	5,002,953.40	1.34%	0.44%	
CBA 0.45 10 Feb 2021 90DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.060	5,003,020.55	1.34%	0.45%	



Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
CBA 0.48 10 Mar 2021 118DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.084	5,003,221.90	1.34%	0.48%	
CBA 0.64 07 Apr 2021 180DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.148	10,014,553.40	2.68%	0.64%	
CBA 0.49 14 Apr 2021 147DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.058	5,002,886.30	1.34%	0.49%	
CBA 0.64 21 Apr 2021 194DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.148	10,014,553.40	2.68%	0.64%	
CBA 0.52 28 Apr 2021 161DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.081	5,003,063.00	1.34%	0.52%	
CBA 0.42 09 Jun 2021 180DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.023	5,001,150.70	1.34%	0.42%	
CBA 0.43 30 Jun 2021 201DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.024	5,001,178.10	1.34%	0.43%	
CBA 0.43 07 Jul 2021 208DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.024	5,001,178.10	1.34%	0.43%	
MACQ 0.8 12 Oct 2021 456DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.375	10,037,479.50	2.70%	0.80%	
MYS 1.5 04 Mar 2021 363DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	1.233	5,061,643.85	1.36%	1.50%	
NAB 0.55 25 Jan 2021 132DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.161	5,008,061.65	1.35%	0.55%	
NAB 0.5 29 Mar 2021 182DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.129	10,012,876.70	2.69%	0.50%	
NAB 0.5 04 May 2021 210DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.118	10,011,780.80	2.69%	0.50%	
NAB 0.41 18 May 2021 218DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.090	10,008,986.30	2.69%	0.41%	
NAB 1.15 14 Jun 2024 1459DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.624	10,062,383.60	2.70%	1.15%	
NSWTC 0.84 04 May 2021 365DAY TD		8,098,000.00	1.00000000	8,098,000.00	100.000	0.555	8,142,913.94	2.19%	0.84%	
NSWTC 1 04 Jun 2021 365DAY TD		807,000.00	1.00000000	807,000.00	100.000	0.575	811,643.01	0.22%	1.00%	
RABO 2.92 05 Jul 2021 1096DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	1.424	10,142,400.00	2.73%	2.92%	
RABO 3.18 12 Dec 2022 1825DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.157	10,015,682.20	2.69%	3.18%	
Unity Bank 1.65 15 Feb 2021 366DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	1.447	1,014,465.75	0.27%	1.65%	
Westpac 0.33 10 Mar 2021 89DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.018	5,000,904.10	1.34%	0.33%	
Westpac 0.33 17 Mar 2021 96DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.018	5,000,904.10	1.34%	0.33%	
Westpac 3.06 21 Jun 2021 1096DAY TD		10,000,000.00	1.00000000	10,000,000.00	100.000	0.084	10,008,383.60	2.69%	3.06%	
		244,905,000.00		244,905,000.00			245,686,888.50	66.04%		1.08%
Fixed Interest Total		368,341,960.00		368,341,960.00			372,034,183.10	100.00%		1.05%



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Central Coast Council  
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## Section 2: FI Portfolio Valuation With Associated Latest Deal Information

Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Latest Total FI Deal Value	Latest FI Deal Code	Notes of Latest FI Deal
<b>At Call Deposit</b>												
AMP At Call		30 Nov 2020	31 Dec 3020	10,060,681.92	1.00000000	10,060,681.92	100.000	0.000	10,060,681.92	2.70%	LC98017	
CBA At Call		11 Dec 2020	31 Dec 3020	70,000.00	1.00000000	70,000.00	100.000	0.000	70,000.00	0.02%	LC99452	
Westpac At Call		31 Dec 2020	31 Dec 3020	3,301,790.40	1.00000000	3,301,790.40	100.000	0.000	3,301,790.40	0.89%	LC100213	withdrawal on \$15m on 23/12 and \$7m on 17/12
				13,432,472.32		13,432,472.32			13,432,472.32	3.61%		
<b>At Call Investment</b>												
MACQ At Call In		31 Dec 2020	31 Dec 3020	45,004,487.68	1.00000000	45,004,487.68	100.000	0.000	45,004,487.68	12.10%	LC100215	withdrawal 23/12
				45,004,487.68		45,004,487.68			45,004,487.68	12.10%		
<b>Fixed Rate Bond</b>												
NSWTC 1.25 20 Mar 2025 Fixed	AU3SG0002025	21 Nov 2019	20 Mar 2025	2,000,000.00	1.00000000	2,000,000.00	103.844	0.352	2,083,920.00	0.56%	LC96863	
NSWTC 3 15 Nov 2028 Fixed	AU3SG0001878	15 Nov 2018	15 Nov 2028	15,000,000.00	1.00000000	15,000,000.00	116.488	0.381	17,530,350.00	4.71%	LC96875	
				17,000,000.00		17,000,000.00			19,614,270.00	5.27%		
<b>Floating Rate Deposit</b>												
Westpac 0.82 26 Nov 2021 1096DAY FRD		26 Nov 2018	26 Nov 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.081	5,004,027.40	1.35%	LC97340	
Westpac 0.93 27 Nov 2023 1827DAY FRD		26 Nov 2018	27 Nov 2023	5,000,000.00	1.00000000	5,000,000.00	100.000	0.088	5,004,417.20	1.36%	LC97342	
				10,000,000.00		10,000,000.00			10,008,444.60	2.69%		
<b>Floating Rate Note</b>												
AMP 1.08 10 Sep 2021 FRN	AU3FN0044657	15 Dec 2020	10 Sep 2021	9,000,000.00	1.00000000	9,000,000.00	100.181	0.063	9,021,960.00	2.43%	LC99255	
AMP 1.05 30 Mar 2022 FRN	AU3FN0035283	15 Dec 2020	30 Mar 2022	2,000,000.00	1.00000000	2,000,000.00	100.000	0.003	2,000,060.00	0.54%	LC99254	
CCB 0.93 24 Jun 2022 FRN	AU0000049520	8 Dec 2020	24 Jun 2022	9,000,000.00	1.00000000	9,000,000.00	100.632	0.018	9,058,500.00	2.43%	LC96637	
NPBS 1.65 24 Jan 2022 FRN	AU3FN0034021	26 Nov 2018	24 Jan 2022	10,000,000.00	1.00000000	10,000,000.00	101.410	0.309	10,171,900.00	2.73%	LC96632	
				30,000,000.00		30,000,000.00			30,252,420.00	8.13%		
<b>Floating Rate TCD</b>												
BOC Aust 0.83 06 Nov 2023 FloatTCD	AU3FN0057337	23 Nov 2020	6 Nov 2023	8,000,000.00	1.00000000	8,000,000.00	100.312	0.128	8,035,200.00	2.16%	LC97432	
				8,000,000.00		8,000,000.00			8,035,200.00	2.16%		
<b>Term Deposit</b>												
AMP 0.7 12 May 2021 182DAY TD		11 Nov 2020	12 May 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.096	5,004,794.50	1.35%	LC97300	
AMP 1.4 14 Jun 2022 728DAY TD		16 Jun 2020	14 Jun 2022	5,000,000.00	1.00000000	5,000,000.00	100.000	0.759	5,037,972.60	1.36%	LC96633	
ANZ 0.66 12 Jan 2021 130DAY TD		4 Sep 2020	12 Jan 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.213	10,021,337.00	2.69%	LC96860	
ANZ 0.66 19 Jan 2021 118DAY TD		22 Sep 2020	19 Jan 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.181	10,018,082.20	2.69%	LC96617	
ANZ 0.68 22 Feb 2021 153DAY TD		22 Sep 2020	22 Feb 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.186	10,018,530.10	2.69%	LC96620	
BOQ 1.75 26 Aug 2021 728DAY TD		29 Aug 2019	26 Aug 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.595	10,059,452.10	2.70%	LC96631	
BOQ 2 26 Sep 2024 1827DAY TD		26 Sep 2019	26 Sep 2024	10,000,000.00	1.00000000	10,000,000.00	100.000	0.526	10,052,602.70	2.70%	LC96636	
BOQ 1.53 16 Jun 2025 1826DAY TD		16 Jun 2020	16 Jun 2025	10,000,000.00	1.00000000	10,000,000.00	100.000	0.830	10,082,997.30	2.71%	LC96637	



Portfolio Valuation Report  
 Central Coast Council  
 As At 31 December 2020

Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Latest Total Value	Latest FI Deal Code	Notes of Latest FI Deal
CBA 0.41 27 Jan 2021 76DAY TD		12 Nov 2020	27 Jan 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.055	5,002,752.05	1.34%	LC97201	
CBA 0.44 05 Feb 2021 85DAY TD		12 Nov 2020	5 Feb 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.059	5,002,953.40	1.34%	LC97200	
CBA 0.45 10 Feb 2021 90DAY TD		12 Nov 2020	10 Feb 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.060	5,003,020.55	1.34%	LC97199	
CBA 0.48 10 Mar 2021 118DAY TD		12 Nov 2020	10 Mar 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.064	5,003,221.90	1.34%	LC97198	
CBA 0.64 07 Apr 2021 180DAY TD		9 Oct 2020	7 Apr 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.146	10,014,553.40	2.69%	LC98623	
CBA 0.49 14 Apr 2021 147DAY TD		18 Nov 2020	14 Apr 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.058	5,002,886.30	1.34%	LC97406	
CBA 0.64 21 Apr 2021 194DAY TD		9 Oct 2020	21 Apr 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.146	10,014,553.40	2.69%	LC98624	
CBA 0.52 28 Apr 2021 161DAY TD		18 Nov 2020	28 Apr 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.061	5,003,063.00	1.34%	LC97408	
CBA 0.42 09 Jun 2021 180DAY TD		11 Dec 2020	9 Jun 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.023	5,001,150.70	1.34%	LC99444	
CBA 0.43 30 Jun 2021 201DAY TD		11 Dec 2020	30 Jun 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.024	5,001,178.10	1.34%	LC99447	
CBA 0.43 07 Jul 2021 208DAY TD		11 Dec 2020	7 Jul 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.024	5,001,178.10	1.34%	LC99449	
MAGQ 0.8 12 Oct 2021 466DAY TD		13 Jul 2020	12 Oct 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.375	10,037,479.50	2.70%	LC91149	
MYS 1.5 04 Mar 2021 363DAY TD		6 Mar 2020	4 Mar 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	1.233	5,061,643.85	1.36%	LC98621	
NAB 0.55 25 Jan 2021 132DAY TD		15 Sep 2020	25 Jan 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.161	5,008,061.65	1.35%	LC98618	
NAB 0.5 29 Mar 2021 182DAY TD		28 Sep 2020	29 Mar 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.129	10,012,876.70	2.69%	LC98622	
NAB 0.5 04 May 2021 210DAY TD		6 Oct 2020	4 May 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.118	10,011,780.80	2.69%	LC98625	
NAB 0.41 18 May 2021 218DAY TD		12 Oct 2020	18 May 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.090	10,008,986.30	2.69%	LC98627	
NAB 1.15 14 Jun 2024 1459DAY TD		16 Jun 2020	14 Jun 2024	10,000,000.00	1.00000000	10,000,000.00	100.000	0.624	10,062,383.60	2.70%	LC98635	
NSWTC 0.84 04 May 2021 365DAY TD		4 May 2020	4 May 2021	8,098,000.00	1.00000000	8,098,000.00	100.000	0.555	8,142,913.94	2.19%	LC98626	
NSWTC 1 04 Jun 2021 365DAY TD		4 Jun 2020	4 Jun 2021	807,000.00	1.00000000	807,000.00	100.000	0.575	811,643.01	0.22%	LC98628	
RABO 2.92 05 Jul 2021 1095DAY TD		6 Jul 2018	5 Jul 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	1.424	10,142,400.00	2.73%	LC98630	
RABO 3.18 12 Dec 2022 1825DAY TD		13 Dec 2017	12 Dec 2022	10,000,000.00	1.00000000	10,000,000.00	100.000	0.157	10,015,682.20	2.69%	LC98634	
Unity Bank 1.65 15 Feb 2021 366DAY TD		15 Feb 2020	15 Feb 2021	1,000,000.00	1.00000000	1,000,000.00	100.000	1.447	1,014,465.75	0.27%	LC98619	
Westpac 0.33 10 Mar 2021 89DAY TD		11 Dec 2020	10 Mar 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.018	5,000,904.10	1.34%	LC99434	
Westpac 0.33 17 Mar 2021 96DAY TD		11 Dec 2020	17 Mar 2021	5,000,000.00	1.00000000	5,000,000.00	100.000	0.018	5,000,904.10	1.34%	LC99441	
Westpac 3.06 21 Jun 2021 1096DAY TD		21 Jun 2018	21 Jun 2021	10,000,000.00	1.00000000	10,000,000.00	100.000	0.084	10,008,383.60	2.69%	LC97338	
				244,905,000.00		244,905,000.00			245,686,888.50	66.04%		
<b>Fixed Interest Total</b>				<b>368,341,960.00</b>		<b>368,341,960.00</b>			<b>372,034,183.10</b>	<b>100.00%</b>		



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Report Code: TEEBPMOEXT-01.10  
Report Description: Portfolio Valuation As At Date  
Parameters:  
Term Deposit Interest Included  
Cash Included



### 1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value	Limit For Book or Entity Notional	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AMP Bank Ltd	BBB+ to BBB-		31,060,661.92	Book	5.00	% of 368,341,960	18,417,098.00	100.00	0.00	0	69.00	12,043,594
ANZ Banking Group Ltd	AA+ to AA-		30,000,000.00	Book	100.00	% of 368,341,960	368,341,960.00	8.00	92.00	338,341,960	0.00	0
Bank of China	A+ to A-		0.00	Book	30.00	% of 368,341,960	110,502,588.00	0.00	100.00	110,502,588	0.00	0
Bank of China Australia	A+ to A-		8,000,000.00	Book	30.00	% of 368,341,960	110,502,588.00	7.00	93.00	102,502,588	0.00	0
Bank of Communications Co. Ltd. Sydney Branch	A+ to A-		0.00	Book	30.00	% of 368,341,960	110,502,588.00	0.00	100.00	110,502,588	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	33,301,790.40	Book	100.00	% of 368,341,960	368,341,960.00	9.00	91.00	335,040,170	0.00	0
Bank of Queensland Ltd	A+ to A-		30,000,000.00	Book	20.00	% of 368,341,960	73,668,392.00	41.00	59.00	43,668,392	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	33,301,790.40	Book	100.00	% of 368,341,960	368,341,960.00	9.00	91.00	335,040,170	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	65,070,000.00	Book	100.00	% of 368,341,960	368,341,960.00	18.00	82.00	303,271,960	0.00	0
Canadian Imperial Bank of Commerce	AA+ to AA-		0.00	Book	30.00	% of 368,341,960	110,502,588.00	0.00	100.00	110,502,588	0.00	0
China Construction Bank	A+ to A-		9,000,000.00	Book	30.00	% of 368,341,960	110,502,588.00	8.00	92.00	101,502,588	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		65,070,000.00	Book	100.00	% of 368,341,960	368,341,960.00	18.00	82.00	303,271,960	0.00	0
Macquarie Bank	A+ to A-		55,004,487.68	Book	30.00	% of 368,341,960	110,502,588.00	50.00	50.00	55,498,100	0.00	0
MyState Bank Ltd	BBB+ to BBB-		5,000,000.00	Book	5.00	% of 368,341,960	18,417,098.00	27.00	73.00	13,417,098	0.00	0
National Australia Bank Ltd	AA+ to AA-		45,000,000.00	Book	100.00	% of 368,341,960	368,341,960.00	12.00	88.00	323,341,960	0.00	0
Newcastle Permanent Building Society Ltd	BBB+ to BBB-		10,000,000.00	Book	5.00	% of 368,341,960	18,417,098.00	54.00	46.00	8,417,098	0.00	0
NSW Treasury Corporation	AA+ to AA-		25,905,000.00	Book	100.00	% of 368,341,960	368,341,960.00	7.00	93.00	342,436,960	0.00	0
Rabobank Australia Ltd	AA+ to AA-		20,000,000.00	Book	30.00	% of 368,341,960	110,502,588.00	18.00	82.00	90,502,588	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	33,301,790.40	Book	100.00	% of 368,341,960	368,341,960.00	9.00	91.00	335,040,170	0.00	0
Unity Bank Limited	NR		1,000,000.00	Book	0.00	AUD	0.00	0.00	0.00	0	100.00	1,000,000
Westpac Banking Corporation Ltd	AA+ to AA-		33,301,790.40	Book	100.00	% of 368,341,960	368,341,960.00	9.00	91.00	335,040,170	0.00	0
			533,317,331.20				4,217,515,442.00			3,697,841,696		13,643,584
		(Excluding Parent Group Duplicates)	368,341,960.00									





## 2 Security Rating Group Trading Limits

Security Rating Group	Already Traded Face Value	Limit For Book or Notional Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AAA	0.00	Book	100.00	% of 368,341,960	368,341,960.00	0.00	100.00	368,341,960	0.00	0
AA+ to AA-	45,371,790.40	Book	100.00	% of 368,341,960	368,341,960.00	12.00	88.00	322,970,170	0.00	0
A+ to A-	82,004,487.88	Book	70.00	% of 368,341,960	257,839,372.00	32.00	68.00	175,834,884	0.00	0
A1+	163,905,000.00	Book	100.00	% of 368,341,960	368,341,960.00	45.00	55.00	204,436,960	0.00	0
A1	20,000,000.00	Book	70.00	% of 368,341,960	257,839,372.00	8.00	92.00	237,839,372	0.00	0
A2	29,000,000.00	Book	60.00	% of 368,341,960	221,005,176.00	13.00	87.00	192,005,176	0.00	0
BBB+ to BBB-	27,060,681.92	Book	60.00	% of 368,341,960	221,005,176.00	12.00	88.00	193,944,484	0.00	0
<b>NFR</b>	1,000,000.00	Book	0.00	% of 368,341,960	0.00	0.00	0.00	0	<b>100.00</b>	<b>1,000,000</b>
	368,341,960.00				2,062,714,976.00			1,695,373,016		1,000,000

Notes  
1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.

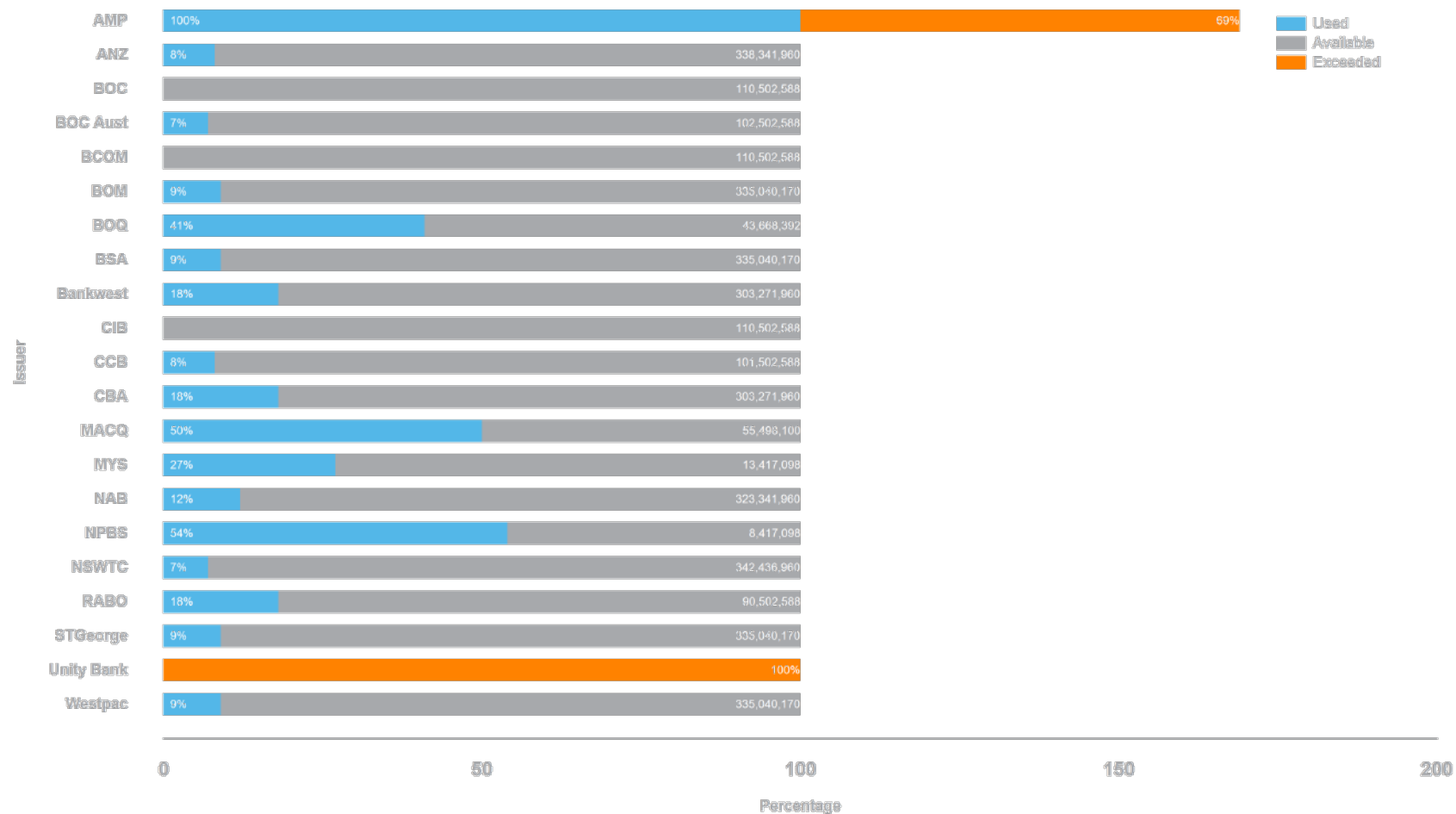


### 3 Term Group Trading Limits

Term Group	Already Traded Face Value	Limit For Book or Notional Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
0-1 Year	272,341,960.00	Book	100.00	% of 368,341,960	368,341,960.00	74.00	26.00	96,000,000	0.00	0
1-3 Year	49,000,000.00	Book	70.00	% of 368,341,960	257,839,372.00	19.00	81.00	208,839,372	0.00	0
3-5 Year	32,000,000.00	Book	40.00	% of 368,341,960	147,336,784.00	22.00	78.00	115,336,784	0.00	0
5+ Year	15,000,000.00	Book	5.00	% of 368,341,960	18,417,098.00	81.00	19.00	3,417,098	0.00	0
	368,341,960.00				791,935,214.00			423,593,254		0

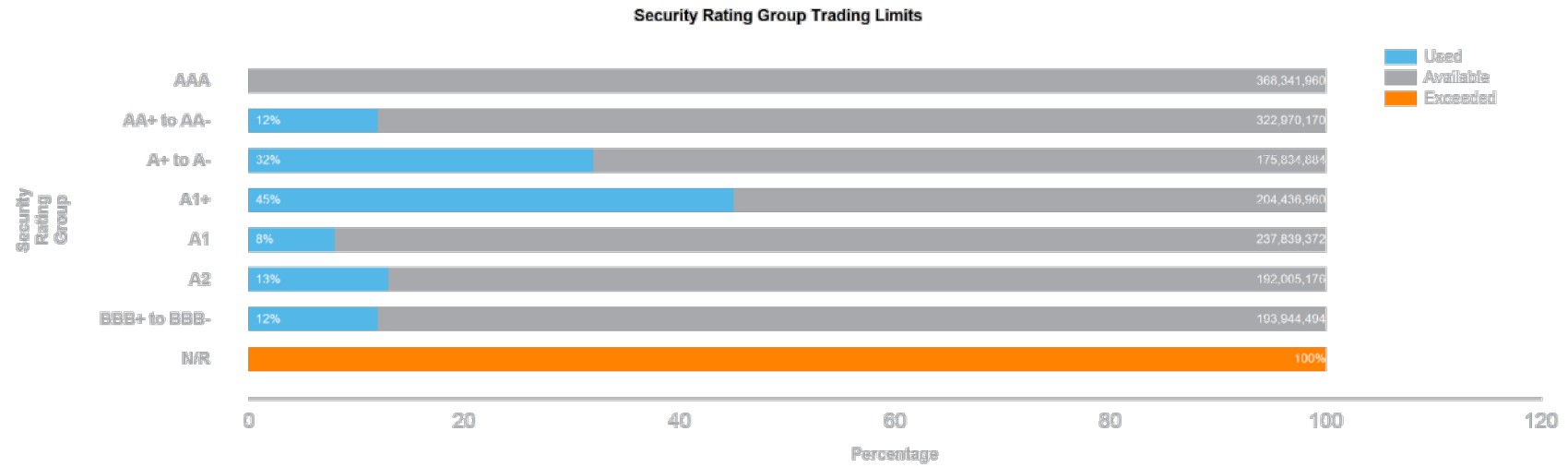


Issuer Trading Limits



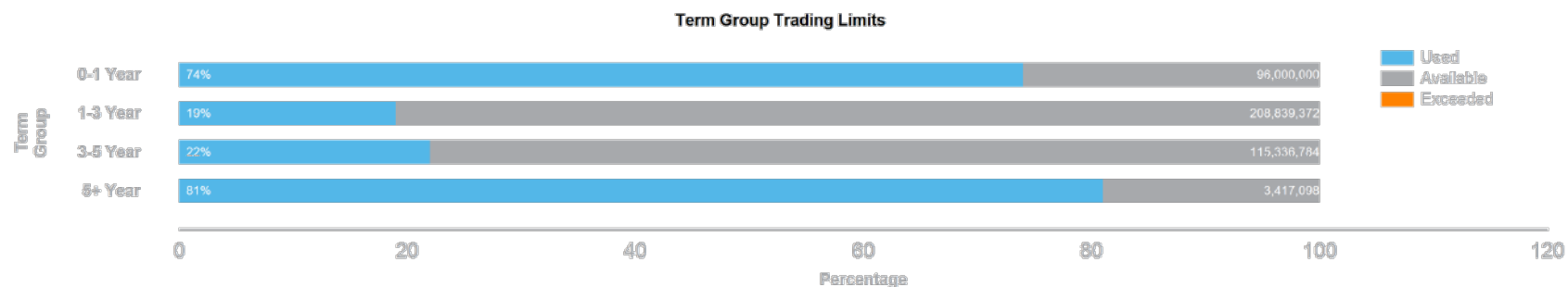


Trading Limit Report 125  
Central Coast Council  
As At 31 December 2020





Trading Limit Report 125  
Central Coast Council  
As At 31 December 2020





Trading Limit Report 125  
Central Coast Council  
As At 31 December 2020

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Report Code: T82BP125EXT-0010  
Report Description: Trading Limit Performance As At Date  
Periodicity:  
As At/Report Date: 31 December 2020  
Release Date: 12 January 2021 (at 31 Dec 2020 used instead)  
Trading Entity: Central Coast Council  
Trading Desk: Central Coast Council  
Report Made: EdCaly  
Using Face Value  
Trading Entity and Desk Limits  
Estate of Parent/Child Issues Not Ignored

**Item No:** 2.1  
**Title:** Planning Proposal Application - RZ/3/2019 - 45  
Mulloway Road Chain Valley Bay  
**Department:** Environment and Planning

---



23 March 2020 Ordinary Council Meeting

Trim Reference: RZ/3/2019 - D13749206  
Author: Rodney Mergan, Senior Strategic Planner  
Manager: Karen Tucker, Acting Unit Manager, Strategic Planning  
Executive: Scott Cox, Director Environment and Planning

### **Report Purpose**

The purpose of this report is for Council to consider a request to prepare a Planning Proposal to amend *Wyong Local Environmental Plan 2013* (WLEP) or *draft Central Coast Council Local Environmental Plan* (CCLEP) (if in effect) for 45 Mulloway Road, Chain Valley Bay.

This report recommends that Council prepare a Planning Proposal and request a Gateway Determination from the Department of Planning, Industry and Environment (DPIE).

### **Recommendation**

- 1 That Council, pursuant to Section 3.33 of the Environmental Planning and Assessment Act, 1979, prepare a Planning Proposal applying to Lot 5 DP 1228880 (45 Mulloway Road, Chain Valley Bay) to rezone the subject sites from E3 Environmental Management to RE2 Private Recreation and E2 Environmental Conservation by amending the Wyong Local Environmental Plan 2013 (or Central Coast Local Environmental Plan), whichever is in effect at the time.**
- 2 That Council, pursuant to Section 3.34 of the Environmental Planning and Assessment Act, 1979, forward the Planning Proposal to the Minister requesting a Gateway Determination.**
- 3 That Council request delegation for Council to finalise and make the draft Local Environmental Plan, pursuant to Section 3.36 of the Environmental Planning and Assessment Act 1979.**
- 4 That Council undertakes public authority and community consultation in accordance with the Gateway Determination requirements.**

- 5 ***That Council authorise staff to negotiate, prepare and exhibit a Planning Agreement with respect to any aspect of the proposal to support the development of the subject land.***
- 6 ***That Council authorise staff to prepare and exhibit site specific development controls with respect to any aspect of the proposal to support the development of the subject land.***
  - 1
- 7 ***That Council consider a further report on the results of public authority and community consultation.***

### **The Site**

The subject land (figure 1) is known as 45 Mulloway Road Chain Valley Bay, Lot 5 DP 1228880.

The site has an area of 10.61 Hectares (Ha) and can be divided into three distinct areas:

- a dwelling and ancillary development to the north of the site,
- a generally cleared area predominately used for rural purposes through the majority or middle of the site, and
- a heavily vegetated area along the southern boundary of the site.

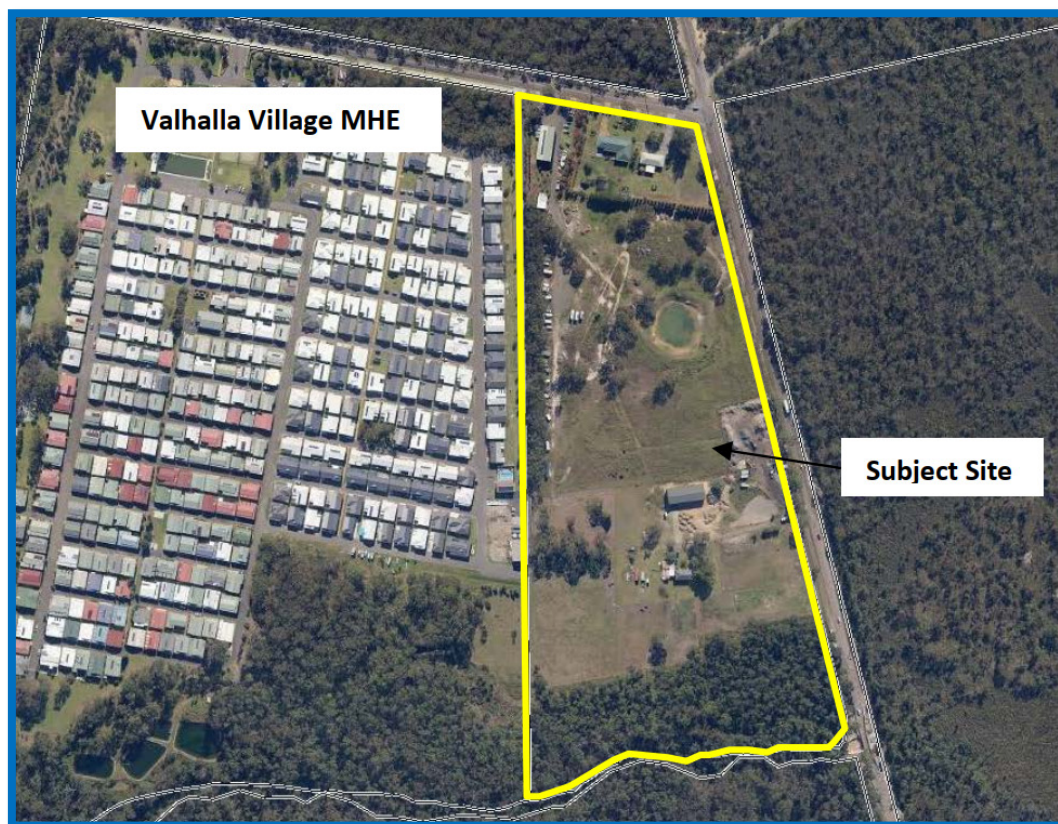


Figure 1- Aerial Photo - Subject site and surrounding land



Surrounding land uses include:

- a Manufactured Home Estate (MHE) to the west,
- State Recreation Area to the north,
- vacant vegetated land to the east and south currently subject to a planning proposal for residential development. Land to the south is separated from the subject site by Karignan Creek.

### The Proposal

The proposal seeks to amend the *Wyong Local Environmental Plan 2013* (WLEP 2013) or future Central Coast Local Environmental Plan (CCLEP) as follows:

- Rezone the subject sites from E3 Environmental Management to part RE2 Private Recreation and part E2 Environmental Conservation.

The proposal does not propose to alter the existing minimum lot size applicable to the subject site, being 40 ha.

The intended outcome is to enable the construction of a MHE on the site. The proposal looks to accommodate approximately 190 home sites, communal open space, communal hall and recreation facilities.

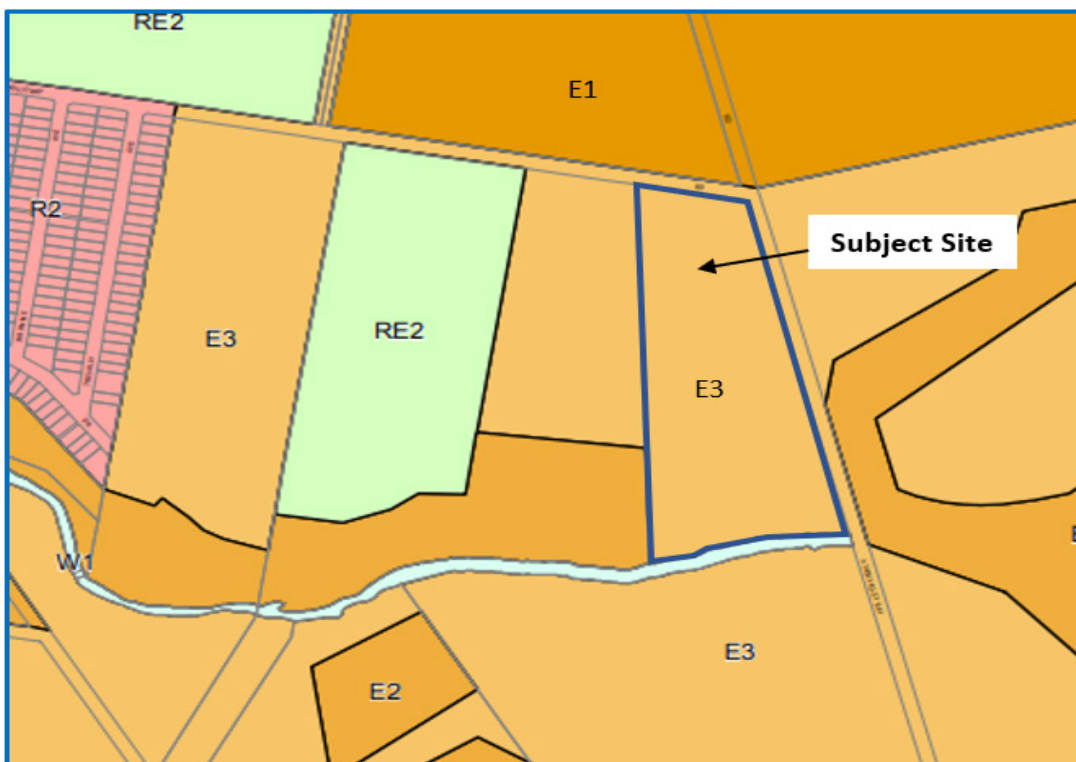


Figure 2 – Current Zoning Map

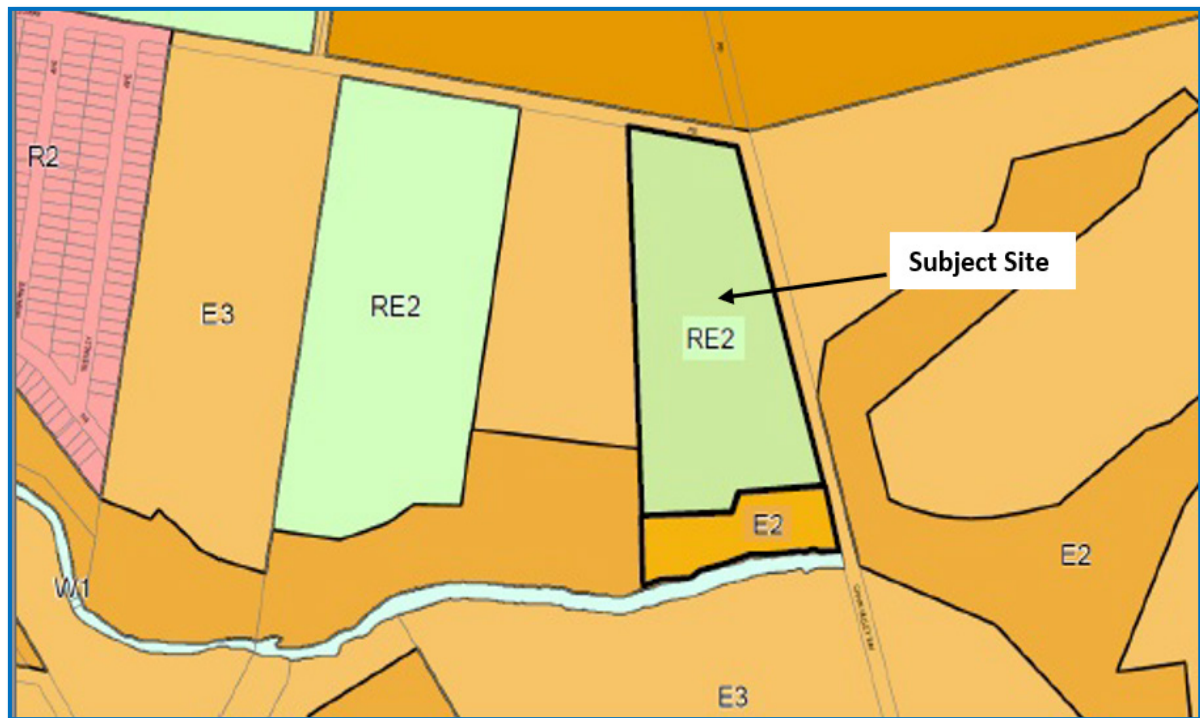


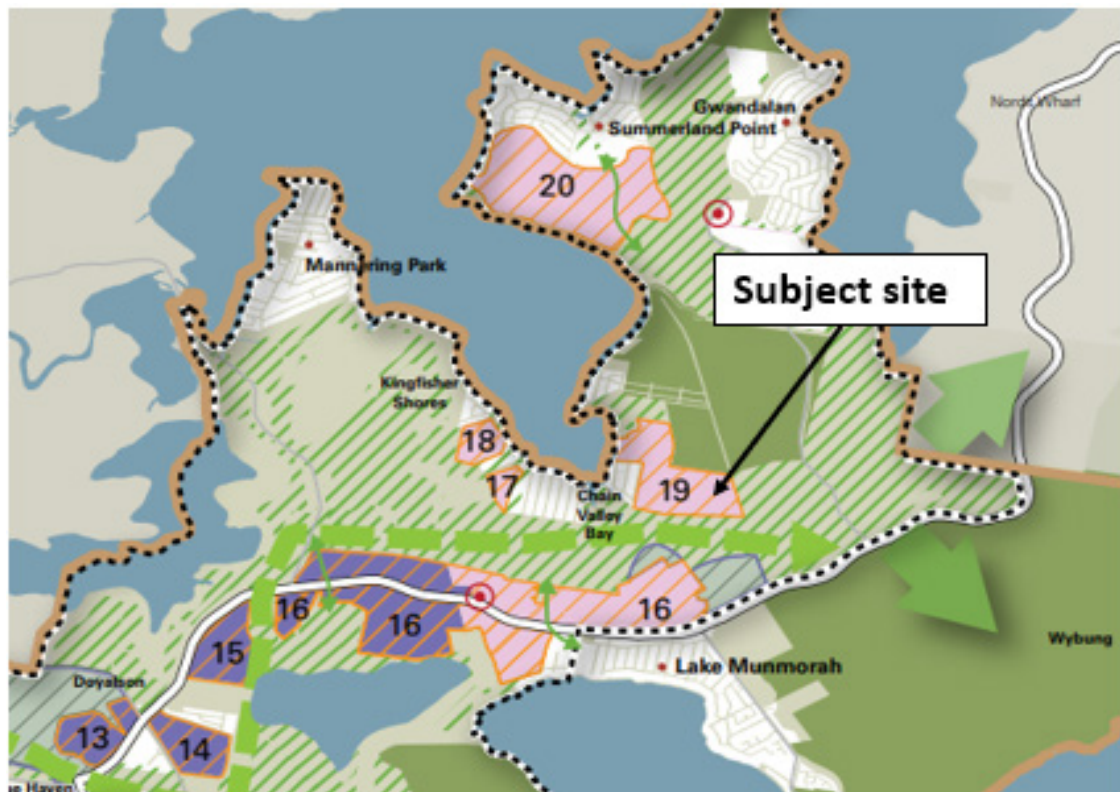
Figure 3 – Proposed Zoning

### Assessment

The rezoning of the subject land to RE2 Private Recreation and E2 Environmental Conservation has strategic merit on the basis that:

- The proposed amendment is consistent with actions in the *Central Coast Regional Plan (CCRP) 2036*, aligning specifically with Goal 3- Well-connected communities and attractive lifestyles and Goal 4- A variety of housing choice to suit needs and lifestyles.
- The proposal is consistent with the requirements of the Department Planning, Industry and Environment (DPIE's) North Wyong Shire Structure Plan (NWSSP), see Figure 4.

This plan identifies the site is required for future residential purposes. The current timing had identified the staging of the development within the long-range timeframe (land will not be zoned before 15 years), this timing can be revised due to new information relating to underlying mining constraints which are no longer an impediment to surface land release. This means that the release of the land can be accelerated, subject to appropriate funding arrangements being put in place to manage infrastructure and servicing issues associated with increasing the population in the locality.



2  
Figure 4 – Extract – North Wyong Shire Structure Plan

- The proposal is consistent with the draft Greater Lake Munmorah Structure plan, see Figure 5, which was publicly exhibited between 1 April 2019 to 26 May 2019.

The area to be rezoned is identified within the Draft Greater Lake Munmorah Structure Plan located within Precinct 7 Chain Valley Bay,

The draft Greater Lake Munmorah Structure Plan facilitates the delivery of 2,885 additional lots, the subject proposal will provide an additional 190 home sites.

The site is partially nominated as a green corridor and habitat network by the NWSSP. That portion of the site proposed to be zoned E2 Environmental Conservation aligns with the high level mapped boundary of the green corridor.



Figure 5 – Draft Greater Lake Munmorah Structure Plan, Precinct 7 – Chain Valley Bay

- The applicant has provided relevant supporting studies. These studies have been reviewed through the internal consultation process and are considered appropriate for submission with a request for a Gateway Determination. Once a suitable degree of certainty is provided by a Gateway Determination being issued, appropriate draft planning agreements to address issues such as roadworks and servicing can be completed prior to public consultation.

### Internal Consultation

Internal consultation has been undertaken regarding the proposed Planning Proposal and is summarised below.

### Environmental Strategies

Clearing of vegetation would be required to facilitate the proposed development of the site for a MHE. While vegetation removal would generally occur as part of a development application process that would follow the completion of the planning proposal, Council must be satisfied that the proposal can reasonably meet the requirements of *State Environmental Planning Policy (SEPP) (Vegetation in Non-Rural Areas) 2017* and the *Biodiversity Conservation Act 2016*.

A review of information submitted in support of the proposal has confirmed that the proposal seeks to impact on approximately 0.32 ha of Swamp Sclerophyll Forest and 0.92 ha of Narrabeen Doyalson Coastal Woodland and potentially impact on the vegetated southern end of the site. The proposal triggers entry into the Biodiversity Offset Scheme (BOS) via impacting areas highlighted on the BV map and exceeding the area clearing threshold.

### **Water Planning and Development**

The site is connected to mains water supply.

The site is connected to a nearby sewer main and pumping station. Upgrade works in this area are identified in the Development Servicing Plan with the timing of this upgrade to be confirmed. Any additional contributions for upgrade works can be negotiated through an agreement between Council and the applicant.

### **Environmental Health - Land Contamination**

The proponent has addressed the requirements under *SEPP No. 55 - Remediation of Land* by providing a Preliminary Contamination Assessment.

The findings of this contamination assessment recommend a detailed contamination assessment be undertaken with remedial actions, where necessary. It has been determined that if all "Areas of Concern" identified in the report are addressed prior to the release of any subdivision certificate the land can be remediated to a suitable condition for the proposed MHE.

### **Social Planning**

There is concern relating to residents being unable to access the services they need due to the large population increase in an area that is already underserved and while there is need for more affordable housing on the Central Coast, it must be well planned and well located to avoid negatively impacting on residents.

### **Contributions**

The site is subject to the Northern Districts Section 7.11 Contribution plan. Contributions will be payable for manufactured home sites for Open Space, Community Facilities and Administration.

Any road upgrades required as a result of this development would be subject to agreement between the applicant, Council or Transport for NSW depending on the works required.

### **Development Engineering (Traffic)**

It has been acknowledged that the intersection of Pacific Highway and Chain Valley Road is already at capacity and requires a significant upgrade. The Roads and Maritime Services (RMS) will not support the creation of additional lots requiring access to this intersection until the intersection has been upgraded. There are several planning proposals concurrently being considered in this area and all parties are to contribute to the completion of the required works through agreement with Transport for NSW.

In addition, there will be local road and associated upgrades required to facilitate the proposed MHE, the cost of which will be borne by the applicant through conditions of consent.

### **Council Site Inspection**

A site inspection was undertaken on 2 March 2020. The site inspection was attended by Council staff and the following Councillors:

- Mayor – Councillor Lisa Matthews
- Deputy Mayor - Councillor Jane Smith
- Councillor Chris Holstein

The following matters were raised and discussed during the site inspection:

1. The southern area of the site is identified as a Regional Wildlife Corridor. What width is this corridor and could it be widened on this site?

The subject site includes a small part of a regional wildlife corridor which includes vegetated land north of the creek. The regional corridor identified in the CCRP is also located on land owned by the Darkinjung LALC to the south of the site. The final width of the regional wildlife corridor is not yet agreed upon in this location and is a relevant consideration in developing a Structure Plan for the DLALC Lake Munmorah residential rezoning (further to the south). Regional wildlife corridors are generally wider than local corridors and are normally several hundred metres in width.

It was confirmed that an increase in corridor (E2 zone) width on the site could be discussed with the applicant (with a splayed design response to better align with the position of E2 zones on adjoining land).

2. Can Council lobby for an improvement in public transportation servicing in the area given the impact that this and other proposals in the area may have?

The State Government are aware of emerging issues in the area and this proposal is one of several developments which will be contributing to required intersection upgrades at the intersection of Chain Valley Bay Rd and the Pacific Highway.

The proposal will be referred to Transport for NSW for comment/consideration and will address the need for a coordinated approach to public transport in the area.

3. Are there plans for improve recreation facilities and other services for this area?

Facilitated for in the draft GLMSP and a revision of the relevant S7.11 Contribution Plan is also underway.

4. Will the existing residential accommodation and ancillary structures be staying?

The entire site is proposed to be zoned RE2 and eventually all existing development will be replaced.

### **External Consultation**

Government agency and public consultation requirements will be detailed in the Gateway Determination and undertaken accordingly.

It is anticipated due to the existing development, the proposal and the location that several external agencies including the following will need to be consulted:

- Department of Transport (formerly Transport NSW and Roads and Maritime Services)
- Department of Planning, Industry and Environment
- Department of Family and Community and Justice (former Rural Fire Service NSW)
- Subsidence Advisory NSW
- Darkinjung Local Aboriginal Land Council
- Guringai Tribal Link

It expected that the Planning Proposal will be publicly exhibited for a period of 28 days.

### **Statutory compliance and strategic justification**

The Planning Proposal has been assessed having regard for relevant State Environmental Planning Policies (SEPPs), Ministerial Section 9.1 Directions and relevant guidelines set out within the regional and local plans, including the Central Coast Regional Plan (Attachment 2). The proposal is considered to be generally consistent with the applicable directions and SEPPs.

**Financial Impact**

The direct cost to Council is the preparation of the Planning Proposal and Council's fee has been paid for this service. Council's Fees and Charges allow for an hourly rate for staff time beyond the scheduled fee to be charged where required.

**Social Impacts**

It has been identified that the area is currently quite poorly serviced and is not equipped to accommodate the increase in population envisaged by the development of this type.

It is noted that the draft Lake Munmorah Structure Plan envisages the development of this site and surrounding sites and provides for improved servicing of the area.

**Environmental Impacts**

Some clearing of vegetation would be required to facilitate the proposed development of the site for a MHE. As the area of the site over which development is proposed is not densely vegetated, it is considered that required offsetting or redesign can be undertaken and further addressed following Gateway Determination.

The site is partially nominated as a green corridor and habitat network by the NWSSP. That portion of the site proposed to be zoned E2 Environmental Conservation aligns with the high level mapped boundary of the green corridor.

**Link to Community Strategic Plan**

Theme 3: Green

**Goal F: Cherished and protected natural beauty**

G-F2: Promote greening and the wellbeing of communities through the protection of local bushland, urban trees, and expansion of the Coastal Open Space System (COSS).

Theme 4: Responsible

**Goal I: Balanced and sustainable development**

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



**Risk Management**

There have been no risks identified to the natural and built environment associated with the proposed amendment to WLEP 2013 or the CCLEP.

**Conclusion**

The request to rezone the subject land is considered to have strategic merit, subject to being supported by appropriate studies and infrastructure funding arrangements being in place to manage impacts associated with the additional population arising from future development.

It is recommended that a Planning Proposal be prepared and forwarded to the Minister for Planning for a Gateway Determination.

**Attachments**

- 1 Proposal Summary D13807919
- 2 Strategic Assessment RZ32019

## Attachment 2 - Proposed Subdivision Layout and Preliminary Assessment

The applicant proposes that certain land currently proposed to be zoned RE2 Private Recreation be zoned R2 Low Density Residential as identified in Figure 1 below

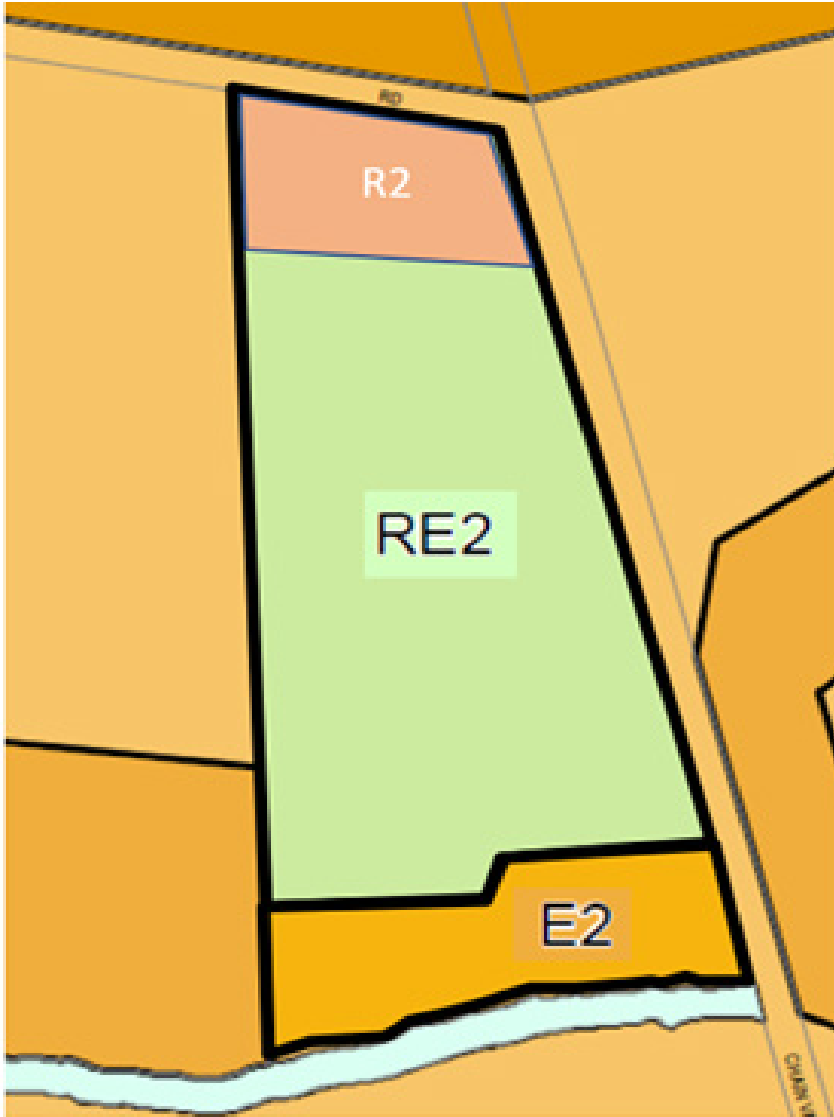


Figure 1 – Land identified as R2 above is currently proposed to be zoned RE2

The applicant has provided the following indicative residential subdivision layout in support of this proposed amendment.



**Figure 2 – Land identified as R2 above is currently proposed to be zoned RE2**

- This indicative layout provides for 18 residential lots ranging in size from 450m<sup>2</sup> to 1000m<sup>2</sup>.
- A minimum lot size of 450m<sup>2</sup> for the R2 zoned land is proposed and this is consistent with the minimum lot size for R2 land in the area.

**Submissions received – draft Smoke-free Outdoor Public Places Policy**

Number of submissions	Issues raised in submissions:
Six	<ol style="list-style-type: none"> <li>1. All respondents were individuals, who provided feedback that indicated that they were supportive of smoke-free areas being extended.</li> <li>2. Two responses indicated that they believed the smoke-free distances from entrances to buildings, playgrounds, bus stops and other facilities identified in the <i>Smoke-free Environment Act 2000</i> should be extended to 10 metres.</li> <li>3. One submission was supportive of sportsgrounds and other recreation areas being smoke-free at all times.</li> <li>4. One submission would like to see all dining areas to be smoke-free.</li> <li>5. One submission indicated support for natural areas, parks, sportsgrounds, areas of cultural significance, and general community use land being smoke-free, however it was suggested that               <ul style="list-style-type: none"> <li>• natural areas should include beaches, lagoons and waterways,</li> <li>• sportsgrounds should include a smoke-free area within 10 metres of clubhouses, canteens etc.</li> </ul> </li> </ol>

Advice in relation to issues raised in submissions

1. The policy extends smoke-free areas to Council managed open space areas to complement the *Smoke-free Environment Act 2000*.
2. The policy does not intend to extend the smoke-free distances identified in the *Smoke-free Environment Act 2000*.
3. The draft policy that was exhibited includes as point 7 "The prohibition of smoking in these areas applies at all times, not just the specific times identified by some of the SFE Act (such as areas set aside for spectators to watching sporting events only when an organised sporting event is on).
4. Commercial outdoor dining areas are covered by the *Smoke-free Environment Act 2000*. Other public outdoor dining areas may include picnic tables provided by Council in open space areas. Council's open spaces areas are designated smoke-free areas at all times under this policy.
5. Section 6 of the draft policy has been amended to include beaches, lagoons and waterways. The policy applies to community land categorised as sportsground, which includes canteens, clubhouses and other buildings within the sportsground reserve.

DRAFT FOR EXHIBITION



# Smoke-Free Outdoor Public Places Policy

XXXXX 2020

Policy No: CCC061

Policy owner:	Environmental Management Unit, Environment and Planning
Approved by:	[Central Coast Council – once final]
Date of approval:	Day/Month/2020
Policy category:	Strategic
Content Manager No:	D13988079
Review by:	XXXXX 2024

**Central Coast Council** P: 1300 463 954 E: ask@centralcoast.nsw.gov.au W: centralcoast.nsw.gov.au  
 A: Wyong: 2 Hely St / PO Box 20, Wyong NSW 2259 Gosford: 49 Mann St / PO Box 21, Gosford NSW 2250

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## Purpose

1. The purposes of the Policy are to:
  - a. Protect members of the community from the health and social impacts of smoking by others in public places,
  - b. Improve public amenity and maintenance of Central Coast Council property,
  - c. Help to protect the environment from the impacts of discarded cigarette butts,
  - d. Support the intent of the Smoke-free Environment Act 2000 (NSW) (**SFE Act**).
2. These purposes are to be achieved by prohibiting smoking in various outdoor public places on the Central Coast.

## Scope

3. This policy applies to everyone in relation to outdoor public places in the Central Coast Council Local Government Area.

## Background

4. The SFE Act bans smoking in enclosed public spaces, and outdoor public spaces. Examples of smoke-free outdoor public places listed in the Act are:
  - a. a place that is within 10 metres of children's play equipment,
  - b. a swimming pool complex,
  - c. an area set aside for or being used by spectators to watch an organised sporting event at a sportsground or other recreational area, but only when an organised sporting event is being held there,
  - d. bus stops and taxi ranks,
  - e. a place that is within 4 metres of a pedestrian access point to a building (as defined by subsection 6A(2) of the SFE Act),
  - f. a commercial outdoor dining area,
  - g. any other outdoor public place that is prescribed by the SFE Regulations as a smoke-free area.
5. Through the application of this policy, Central Coast Council has extended those places where smoking is banned in outdoor public spaces beyond those listed by the SFE Act.

## General

### Additional 'smoke-free' outdoor public places

6. Additional smoke-free outdoor public places declared under this Policy include the following areas (noting these are categories of community land, as defined in s 36 of the Local Government Act 1993):
  - a. Natural Areas (e.g. bushland, foreshores) Natural Areas and associated sub-categories of bushland, wetland, watercourses and foreshores. This includes beaches that are categorised as Natural Areas.
  - b. Sportsgrounds
  - c. Parks
  - d. Areas of Cultural Significance.
  - e. General Community Use. This includes beaches which are categorised as General Community Use.
7. The prohibition of smoking in these areas applies at all times, not just the specific times identified by some parts of the SFE Act (such as areas set aside for spectators to watch sporting events only when an organised sporting event is on).

## Compliance, Monitoring and Review

8. Inspectors identified under Part 4 of the SFE Act have the authority and are responsible for the administration and enforcement of the smoke-free areas defined under that Act. Complaints relating to people smoking in areas defined under the Act should be referred to NSW Health.
9. The LG Act gives Central Coast Council powers to:
  - a. Erect suitably worded and strategically placed notices in "public places" prohibiting smoking (such places including but not limited to: public reserves, Crown reserves, public bathing reserves, public baths, public swimming pools, public parks and public roads) within the Central Coast Council Local Government Area
  - b. Serve, by means of an authorised person, a penalty notice on any person who fails to comply with the terms of any such notice
  - c. Demand, by means of an authorised person, the name and address of any person reasonably suspected of failing to comply with the terms of any such notice



- d. Remove, by means of an authorised person, from community land any person who fails to comply with the terms of any such notice
  - e. Otherwise prohibit smoking in any place within the Local Government Area, in respect of which Central Coast Council is the owner or occupier, as a condition of entry to that place.
10. Council officers are authorised to take enforcement action where a person is smoking if smoking is prohibited and sign posted as provided by section 632 of the *Local Government Act 1993*.
11. This policy will be reviewed at least once every term of local government.

## Related resources

12. Legislation:

- a. [Local Government Act 1993](#)
- b. [Local Government \(General\) Regulation 2005](#)
- c. [Smoke-free Environment Act 2000](#)

13. Further information:

- a. [NSW Health – Smoke-free resources](#).

## History of revisions

Amendment history	Details
Original approval authority details	<p data-bbox="632 645 1043 678">Central Coast Council [once finalised]</p> <hr/> <p data-bbox="632 757 1326 824">XX/XX/20XX &lt;insert Council Meeting date and minute number of resolution adopting the policy &lt;remove if not needed&gt;</p> <hr/> <p data-bbox="632 860 1315 1030">This policy extends the outdoor public spaces where smoking is banned, beyond those listed by the Smoke-Free Environment Act 2000 (NSW), to protect Central Coast community members from the health and social impacts of smoking.</p>



Planning,  
Industry &  
Environment

DOC20/957781

Mr Rik Hart  
A/Chief Executive Officer  
Central Coast Council  
PO Box 20  
WYONG NSW 2259

Attention: Scott Cox

Dear Mr Hart

I refer to Central Coast Council's application for funding under the 2020-21 Coastal and Estuary Grants Program – Implementation Stream for the following project:

**Central Coast - emergency coastal works - Wamberal July 2020 event**  
**Maximum funding amount: \$992,501.00**  
**Grant reference no. 2020/CEI/0072**

I am pleased to advise that Council's application to the program has been successful. The offer is subject to Council undertaking to meet the balance of funds for the project, as outlined in the application, and agreeing to the terms set out in the attached *Funding Agreement for Financial Assistance* (the Agreement).

Council may accept this offer by signing the Agreement and returning it to the email address noted at the bottom of the Agreement by **4 December 2020**. Please note that if the signed Agreement is not returned by this date, the offer of funding may lapse.

If Council has any questions in relation to this grant offer, please call me on 02 9895 6494 or email at [coastalestuary.floodgrants@environment.nsw.gov.au](mailto:coastalestuary.floodgrants@environment.nsw.gov.au)

Yours sincerely



19/11/2020

Alexandra Gardiner  
Acting Manager Contestable Grants - Coast, Estuary and Flood  
Grants Branch, Environment, Energy and Science

Contact officer: Neil Kelleher  
02 4320 4206



Planning,  
Industry &  
Environment

DOC20/959337

Mr Rik Hart  
A/Chief Executive Officer  
Central Coast Council  
PO Box 20  
WYONG NSW 2259

Attention: Scott Cox

Dear Mr Hart

**Application for funding under the 2020-21 Coastal and Estuary Implementation Program  
Central Coast - emergency coastal works - The Entrance North July 2020 event  
Grant Reference Number: 2020/CEI/0073**

I refer to Central Coast Council's application for financial assistance under the 2020-21 Coastal and Estuary Implementation Program.

The Entrance North project is ineligible for funding, as there is not a certified plan in place for management of this area. This has been communicated to Council staff on numerous occasions. For emergency work to be eligible for funding through the Coastal and Estuary Grants Program the work must be identified in a certified coastal zone management plan, emergency action sub plan or coastal management program for the area.

The Internal Review Panel, that assessed this application, does not believe the works undertaken at The Entrance North fits within the classification of exempt activities to restore or enhance natural defences, rather it was specifically implemented to protect property.

The Grants Branch would like to thank Council for its interest in the Coastal and Estuary Implementation Program and would encourage Council to submit an application to develop a coastal management program for The Entrance North.

If Council has any queries regarding the above, please contact me on 02 9895 6494 or at [coastalestuary.floodgrants@environment.nsw.gov.au](mailto:coastalestuary.floodgrants@environment.nsw.gov.au).

Yours sincerely



19/11/2020

Alexandra Gardiner  
Acting Manager Contestable Grants - Coast, Estuary and Flood  
Grants Branch, Environment, Energy and Science

Contact officer: Neil Kelleher  
02 4320 4206

# Planning Proposal Assessment

## Proposal Summary

<b>Applicant</b>	Alf Lester – LFA Pacific P/L
<b>Owner</b>	<ul style="list-style-type: none"> <li>• Lot 2 DP 246727, 40 Sandra Street - Atchison</li> <li>• Lot 3 DP 246727, 50 Sandra Street - Lin</li> <li>• Lot 4 DP 246727, 60 Sandra Street - Tohamy</li> <li>• Lot 11 DP 613648, 70 Sandra Street - Mushu</li> <li>• Lot 10 DP 613648, 80 Sandra Street - Ethell</li> <li>• Lot 11 DP 258965, 11 Cottesloe Road - MacDonald</li> </ul>
<b>Application Number</b>	RZ/2/2020
<b>Description of Land subject of planning proposal</b>	<p><i>Legal and Property Description:</i></p> <ul style="list-style-type: none"> <li>• Lot 2 DP 246727, 40 Sandra Street</li> <li>• Lot 3 DP 246727, 50 Sandra Street</li> <li>• Lot 4 DP 246727, 60 Sandra Street</li> <li>• Lot 11 DP 613648, 70 Sandra Street</li> <li>• Lot 10 DP 613648, 80 Sandra Street</li> <li>• Lot 11 DP 258965, 11 Cottesloe Road</li> </ul>
<b>Site Area</b>	<ul style="list-style-type: none"> <li>• Lot 2 DP 246727- 10.7 Ha</li> <li>• Lot 3 DP 246727 - 10.5 Ha</li> <li>• Lot 4 DP 246727 - 10.8 Ha</li> <li>• Lot 11 DP 613648 - 10.8 Ha</li> <li>• Lot 10 DP 613648 - 27.46 Ha</li> <li>• Lot 11 DP 258965 - 15.3 Ha</li> </ul> <p>Total Area Proposed E3: 21.6 Ha Total Area Proposed E4: 63.96 Ha Total Planning Proposal Area: 85.56 Ha</p>
<b>Existing Use</b>	<ul style="list-style-type: none"> <li>• Lot 2 DP 246727 – Dwelling and Sheds</li> <li>• Lot 3 DP 246727 – Dwelling and Sheds</li> <li>• Lot 4 DP 246727 - Dwelling and Sheds</li> <li>• Lot 11 DP 613648 - Dwelling, Sheds and Dams</li> </ul>

	<ul style="list-style-type: none"> <li>• Lot 10 DP 613648 – Dwelling, Sheds, Stables and Dam</li> <li>• Lot 11 DP 258965 – Dwelling, Sheds and Dams</li> </ul>
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<b>Proposed Amendments –Wyong Local Environmental Plan 2013</b>			
<b>Provisions</b>	<b>Existing Provision</b>	<b>Proposed Amendment</b>	<b>Outcome (Supported/Not Supported)</b>
<b>Zoning</b>	All Lots: RU2 – Rural Landscape	<ul style="list-style-type: none"> <li>• Lot 2 DP 246727 – E4 Environmental Living</li> <li>• Lot 3 DP 246727 – E4 Environmental Living</li> <li>• Lot 4 DP 246727 - E3 Environmental Management</li> <li>• Lot 11 DP 613648 - E3 Environmental Management</li> <li>• Lot 10 DP 613648 – E4 Environmental Living</li> <li>• Lot 11 DP 258965 – E4 Environmental Living</li> </ul>	Outcomes Supported
<b>Minimum Lot Size</b>	20 Ha	E4 – 2 Ha E3 – 20 Ha	Outcomes Supported

## Proposal Report

### Executive Summary

This Planning Proposal seeks to rezone the majority of the land from RU2 Rural Landscape to E4 Environmental Living, to enable rural residential development to occur (similar to that on lands developed to the south, often referred to as Jilliby Stage 1), in accordance with the standard 2 Ha minimum area applying within the E4 zone. Some floodprone land will also be rezoned E3 Environmental Management in the central portion of the site. It is expected that the rezoning will yield approximately 19 rural-residential lots.

This rezoning proposal originally formed part of a much larger Planning Proposal which was withdrawn by the applicant. The original historic proposal was significantly larger and included land with significant biodiversity, odour and noise constraints (from the operation of Buttonderry Waste Facility) which have since been removed from the current proposal. The subject land is underlain by coal, which will be extracted by the operators of the Wallarah 2 Mine. The proponents have reached agreement with the mine owners (and

provided a copy to Council) for appropriate compensation arrangements should surface development be impacted by the mine workings.

### The Site

The site is located approximately 8 kilometres north west of the Wyong Town centre and is accessed from Sandra Street, off Hue Hue Road, in the existing rural-residential area of Jilliby. The site is located close to the Sparks Road interchange with the M1 Motorway. The land also has road frontage to Cottesloe Road in the north.

The land subject to the rezoning request (see Figure 1) comprises six (6) lots and has a total area of 85.56 Hectares (Ha).



Figure 1: The Subject Site Aerial – Planning Proposal Area bounded in Red

The land varies from cleared grazing land, through lightly timbered pastureland, to timbered upslopes to the west. This vegetation connects to an identified regional vegetation corridor along the adjacent ridgeline, which connects the vegetation north of Cottesloe Road to Mount Alison in the south across the Porters Creek floodplain. Central to the site is a low-lying floodway, and in the north a Transmission Line Easement traverses east-west across the site. The lands are each occupied by dwellings, farm buildings and dams.

Surrounding land uses include:

- East – Buttonderry Waste Management Facility;
- West – Heavily timbered and steep rural landholdings;
- North - Rural landholdings; and
- South - Jilliby Rural-Residential Estate.

The land is currently zoned RU2 Rural Landscape (see Figure 2) under the Wyong Local Environmental Plan 2013 (WLEP 2013), with a minimum area for subdivision of 20 Ha per lot created. The draft Central Coast Local Environmental Plan (dCCLEP) proposes to retain the current zoning of the land.

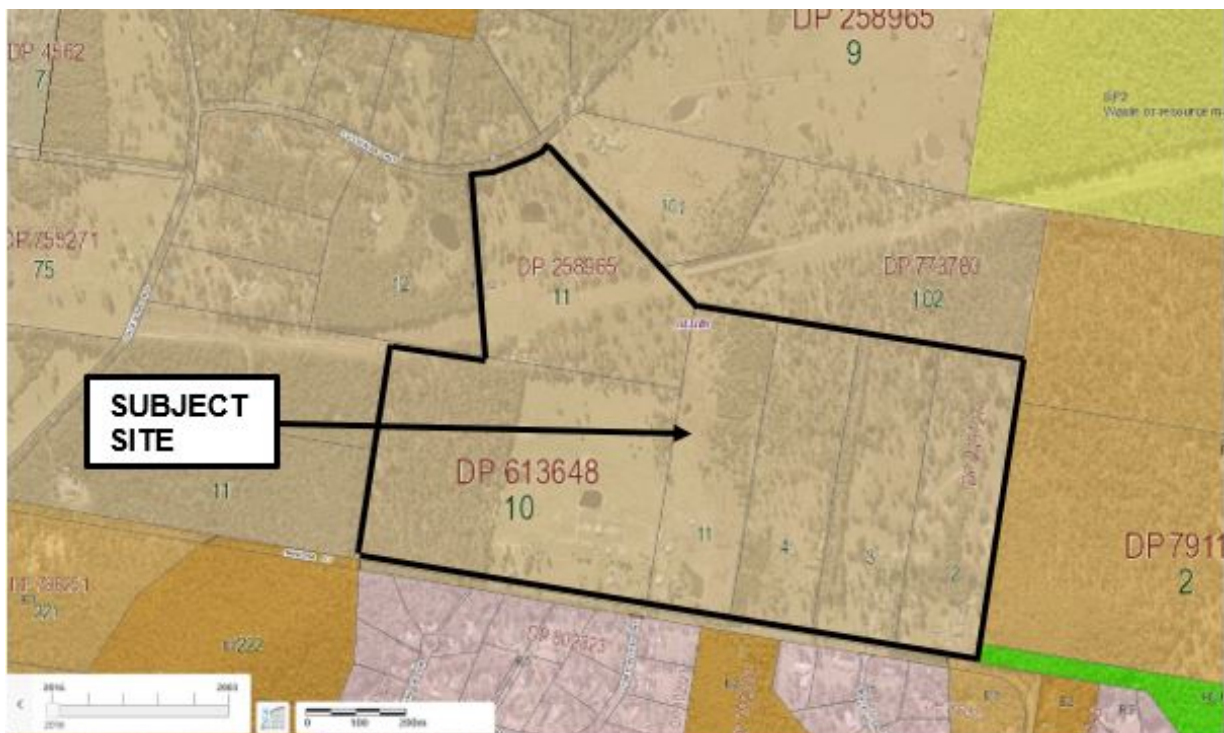


Figure 2: Site Aerial showing Existing Zones

## Background

There is a history of rezoning proposals which have incorporated the subject lands. The rezoning of a broader Jilliby Stage 2 Land Release (RZ/2/2012 - see Figure 3) was proposed as part of the former Wyong Council's Shire-wide draft Local Environmental Plan 2012 (dLEP 2012). RZ/2/2012 had been lodged on 22 March 2012, and supported by Council for consideration by the Gateway on 27 March 2013. In issuing certification (17 September, 2013 for the public exhibition of the Shire-wide Plan, the then Department of Planning and Infrastructure (DoPI), now Department of Planning Industry and Environment (DPIE), excluded the proposed land release and recommended that it proceed as an independent Planning Proposal. DLEP 2012 was gazetted as the Wyong Local Environmental Plan 2013 (WLEP 2013) on 23 December, 2013.



The DPIE Assessment had identified serious potential for environmental impacts from increased development on the larger area of land (335 Ha). The key constraints within the Jilliby 2 study area relate to underground coal mining, vegetation clearing, noise and odour. A revised, reduced scale, proposal was endorsed by Council on 26 October 2016 and submitted for Gateway Determination on 14 November 2016. DPIE advised the former WSC that it would need to commence a Strategic Assessment to justify any future rural residential planning proposals. DPIE advised that this strategic assessment would need to consider the relevant factors outlined below:

- Consider the water catchment;
- Consider the waste management facility conflicts;
- Consider the potential impacts of coal mining;
- Confirm any road upgrading requirements;
- Confirm the land is suitable for rural residential land uses; and
- Complete a rural land analysis to facilitate rural residential land uses west of the M1 Motorway.

Council is currently undertaking the required Rural Lands Studies and will produce a draft Rural Lands Strategy, due for presentation to Council in June 2021, which will inform the development of the Central Coast Comprehensive Local Environmental Plan.

On 13 March 2018, Council was also requested by DPIE to amend its planning proposal to include the outcome of negotiations between the proponent and the Wallarah 2 Coal Mine. The current proposal (RZ/2/2020, lodged 5 February 2020) arises following the identification of all issues with the earlier proposal for the significantly larger rural-residential release (see Figure 3). The applicant formally withdrew RZ/2/2012 on 4 November 2020.

The potential impacts of the land release related to fauna and vegetation removal, the Central Coast Water Catchment, mine subsidence potential from the Wallarah 2 underground coal mine, as well as likely noise and odour impacts to future residents arising from the future expanded operations of the adjacent Buttonderry Waste Management Facility (BWMF). In this regard, odour from the approved BWMF operations was modelled and odour contours developed. This had implications for Jilliby Stage 2 within the areas affected by the 5 Odour Unit (OU) contour, and contributed to the reduction in the land included within the new planning proposal.

However, it can be noted that the potential impact from noise exceeds the impact of odour upon the study area. Land within the 45dB(A) noise contour to the BWMF was considered unsuitable for the type of dwelling density proposed by the original planning proposal, now superseded and withdrawn. The planning proposal study area has been reduced to facilitate the increased residential density predominantly outside of the 45dB (A) noise contour, which is plotted on the Development Concept (see Figure 4). This will minimise potential land use conflict with the BWMF, which is projected to expand operations into the western portion of that land into the future. The proposal has been redesigned to enable additional dwellings

to be located outside noise affected areas (see Figure 4: Development Concept) and to be constructed incorporating appropriate noise attenuation and mine subsidence treatments.

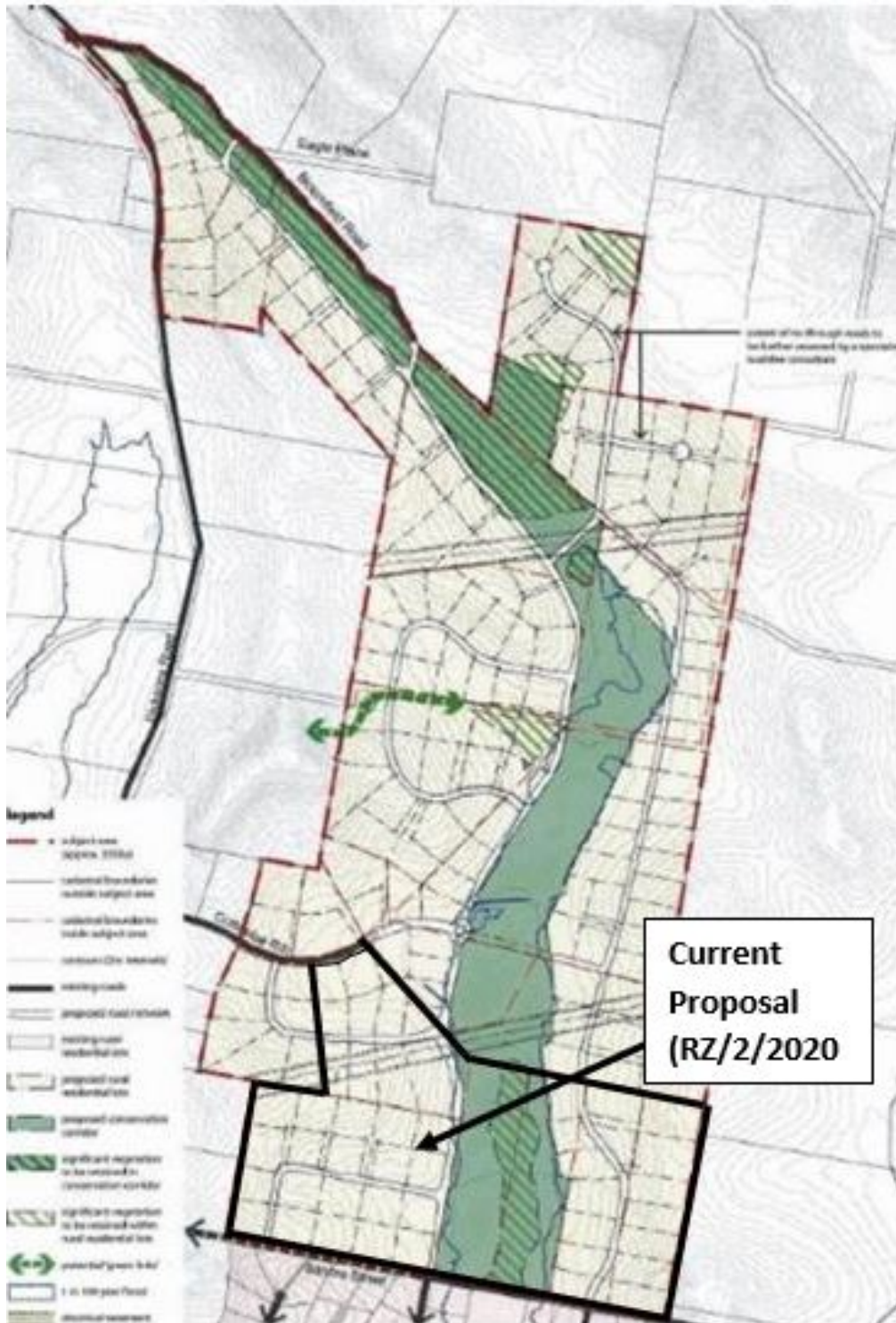


Figure 3: Current Proposal (RZ/2/2020), overlain over the Original Concept (RZ/2/2012)

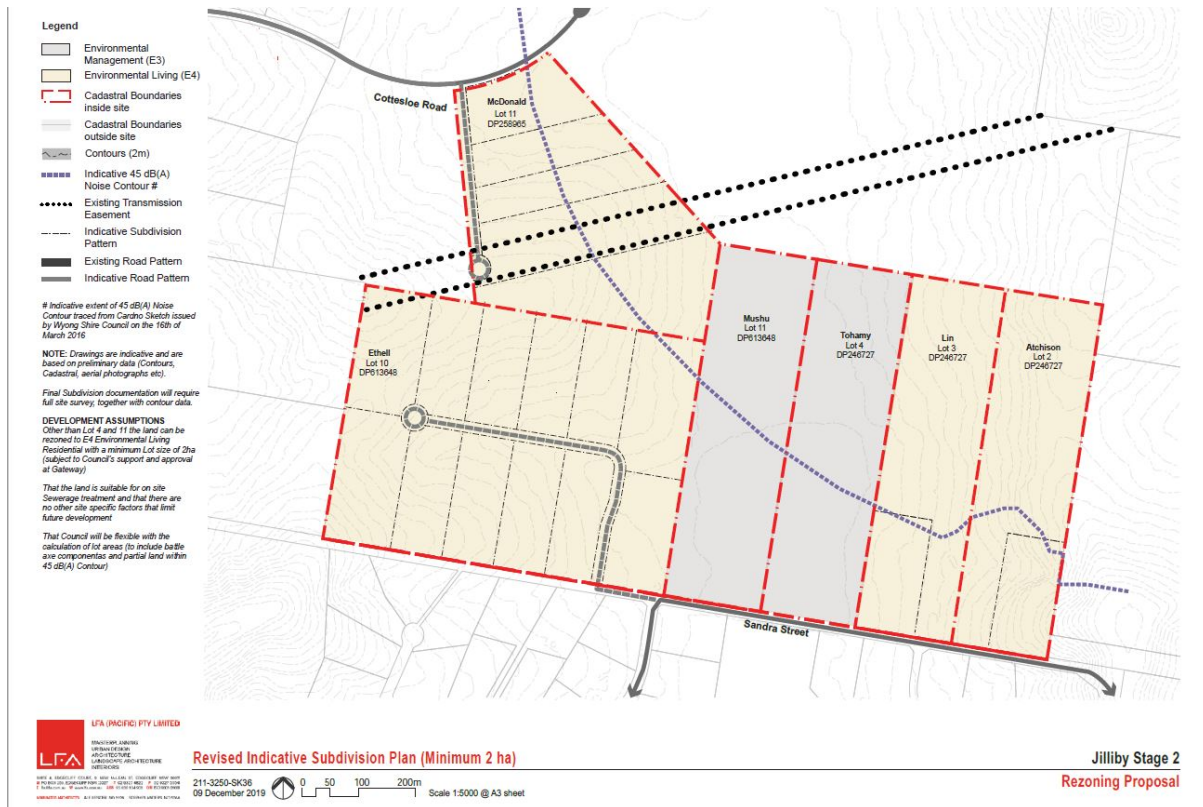


Figure 4: RZ/2/2020 Development Concept, showing the ability for dwellings to be located outside the 45dB(A) design Noise Contour

**The Proposal**

The proposal is to rezone the majority of the land to E4 Environmental Living to enable rural residential development to occur in accordance with the standard 2 Ha minimum area applying within the E4 zone. All new dwellings are to be located outside the noise and odour impact contours emanating from the adjacent Buttonderry Waste Management Facility site. The residue land, comprising the flood corridor traversing the site from North to South over Nos. 60 and 70 (Lots 4 and 11) Sandra Street, are to be rezoned E3 Environmental Management, reflecting their status as Flood Prone Land. This zoning will allow the continuance of rural, environmental and tourism uses currently permissible on the land.

Figure 5 provides an indicative draft Zoning plan and Figure 6 provides the current Concept Subdivision Layout (dated 9 December 2019) for direct comparison.

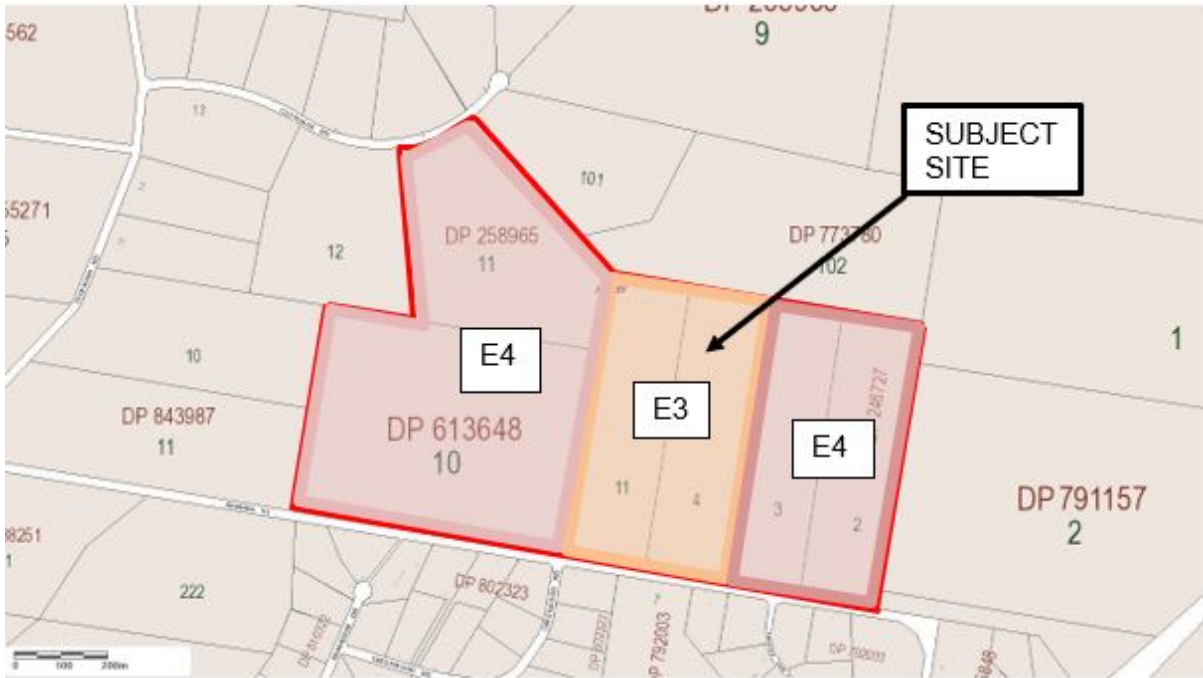


Figure 5: Indicative draft Zoning plan

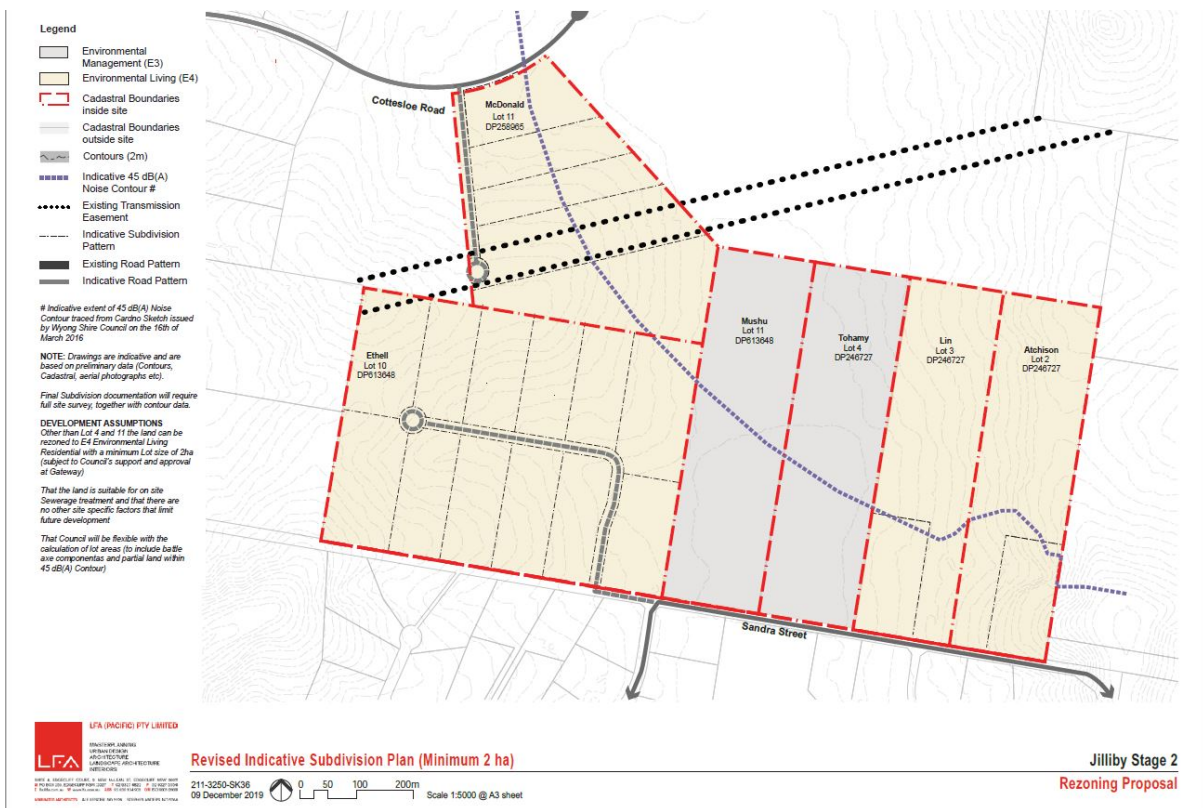


Figure 6: Concept Subdivision Layout

Assessment

The request to prepare a Planning Proposal (RZ/2/2020) is supported by the earlier planning report addressing the larger proposal (RZ/2/2012), which details preliminary investigations covering the revised area in regard to matters such as Aboriginal heritage, archaeology, ecological, economics, bushfire, traffic, water cycle management, onsite effluent and visual impact.

The planning proposal has been assessed against the Central Coast Council Interim Local Strategic Planning Statement (ILSPS), the Central Coast Regional Plan 2036 and State strategies, policies and directions, and is considered to be either consistent, or considered capable of being consistent, subject to appropriate resolution and management of matters raised below. The detailed assessment is provided in Attachment 2 – Strategic Assessment.

Investigation to this point has identified the proposal has strategic merit on the basis that it will address the following Directions of the Central Coast Regional Plan 2036:

- Secure the productivity and capacity of resource lands – will not impede access to underlying coal reserves (Direction 10);
- Protect and manage environmental values (Direction 12);
- Sustain water quality and security (Direction 13);
- Protect the coast and manage natural hazards and climate change - Future development of the site will be required to include relevant measures to ensure the security of land improvements, such as Asset Protection Zones (Direction 14);
- Create a well-planned, compact settlement pattern (Direction 15);
- Align land use and infrastructure planning (Direction 17);
- Accelerate housing supply and improve housing choice (Direction 19);
- Provide housing choice to meet community needs (Direction 21); and
- Manage rural lifestyles (Direction 23).

*Further Studies Likely to be Required by Gateway:*

The planning proposal has been informed by a series of preliminary specialist Studies and investigations which addressed the original 2012 Concept Masterplan. The updated Concept Masterplan (9 December 2019) affects a subset of this land, and therefore the reports contain relevant information, which may be required to be updated to address current legislation and practice. However, this information is considered to be sufficient for Council to endorse referral to the Gateway for a Determination. Subject to the terms of the Gateway Determination, it is likely that further detailed work on the following issues will be required to progress the planning proposal post Gateway Determination:

- Ecology;
- Flooding and Stormwater Management;
- Bushfire Risk Management;
- Preliminary Contamination investigation;
- Mine Operations and Subsidence;

- Geotechnical understanding/response;
- Soil suitability/capability;
- Traffic and Transport;
- Indigenous archaeological cultural heritage impacts;
- Service infrastructure provision;
- Social Impact and Open Space and Recreational demands; and
- Physical infrastructure and natural systems Funding/Management.

**Current Status**

The proponent has reduced the extent of land for proposed rezoning, and has negotiated a "Heads of Agreement" document with Wallarah 2 in order to prepare for specific financial arrangements between the Jilliby 2 landowners and the Wallarah 2 mine owners to ensure there is no financial liability to the mine if subsidence does occur.

The proposal has been designed to enable additional dwellings to be located outside noise affected areas (see Figure 4: Development Concept) and to be constructed incorporating appropriate noise attenuation and mine subsidence treatments.

On 17 November 2020, the Administrator and staff undertook a site inspection.

**Internal Consultation**

The rezoning request and supporting reports have been reviewed by staff and responses are summarised below. Some matters requiring more detailed investigation as a part of the progression of the proposal are discussed below.

*Urban Planning and Development (Contributions)*

The area is included in the Local Government Area (LGA) Wide Section 7.11 Plan. Hence Rural-Residential Subdivision will require the payment of development contributions. If any works are proposed that are not included in the Plan, then a Voluntary Planning Agreement (VPA) will be required.

It is noted that under the Wyong District Contributions Plan, an upgrade of the intersection of Sandra Street and Hue Hue Road is proposed. The additional lots created may create a need for further intersection works. The works identified in the Plan require a Type C Intersection.

*Water Planning and Development*

There are no objections/requirements from Wyong Water. The site is outside the drinking water catchment and will not be serviced by water or sewer reticulation.

*Environmental Strategies*

Council's preference would be that Biodiversity Certification is conferred across the site. This is because the significance of the land is identified by purple colouring on the NSW Biodiversity Values Map (see Figure 7), in particular the western half of Lot 10 Sandra Street. This process identifies areas that can be developed after they are certified and measures to offset the impacts of development. Where land is certified, development may proceed without the usual requirement for site by site assessment.

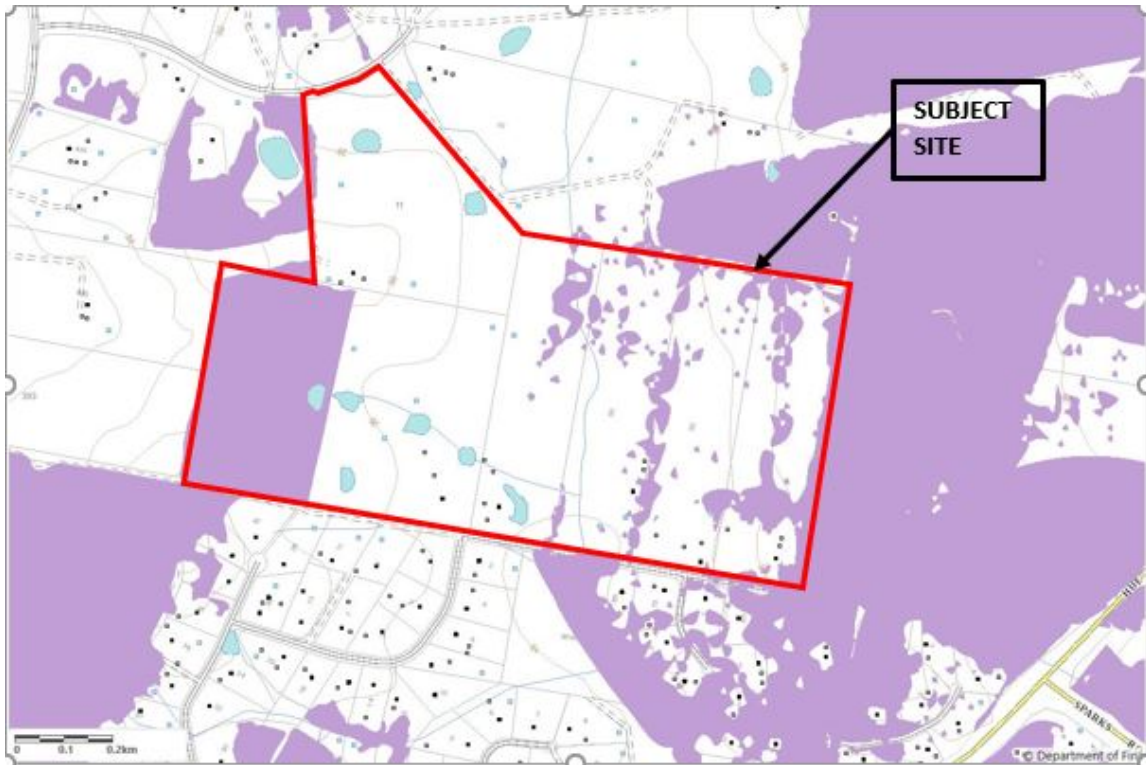


Figure 7: Purple Areas within the site identified on the Biodiversity Values Map

This area is also identified as containing key habitats for Threatened Species:



Figure 8: Key Habitats for Threatened Species within the Site

Alternatively, the applicant should delineate building location envelopes on each of the lots in accordance with the framework of 'Avoid, Minimise, Offset' established under the Biodiversity Conservation Act 2016. This approach may mean that individual DAs do not need to obtain biodiversity offsets if these areas are disturbed. At the moment single dwellings and their bushfire Asset Protection Zones (APZs) are requiring the clearing of about 0.5 ha which would then trigger the need for a Biodiversity Assessment Report (BDAR).

The planning proposal could proceed for Council/Gateway endorsement based on the information already provided (with the likelihood that further work would be required post Gateway Determination, which would include the provision of a Biodiversity Certification Assessment Report (BCAR), or a Biodiversity Development Assessment Report (BDAR), prior to the commencement of community consultation). A BDAR provides guidance on how a proponent can avoid and minimise potential biodiversity impacts and identifies the number and class of biodiversity credits that need to be offset to achieve a standard of 'no net loss' of biodiversity.

The current ecological inventory style report is acceptable for Gateway Determination, on the condition that either a BDAR is prepared and the proponent completes the required offsetting (this may be proposed by the proponent through a Planning Agreement), or an application for Bio-certification is made to the NSW Minister for the Environment.

It is noted that the proposed E4 zone boundaries may need to be revised in the western part of the Planning Proposal area, if further ecological investigations and advice from BCD confirms that modification of the planning proposal is warranted.

It can be noted that Council is considering the introduction of a future conservation incentive clause into the CCLEP, which is an action to be completed in Council's Biodiversity Strategy. Depending on how this clause operates, it might be able to be used as a mechanism for the



2 Ha lot size to be reduced, if the policy provisions of this policy are met, and once it is in place.

### *Engineering*

#### *Traffic Generation, Design and Transport:*

- Traffic generated by the scale of this proposal will not have a significant impact on the surrounding road network. At development application stage the proponent will be required to address the type of intersection treatments required where the new subdivision interfaces with existing roads.
- The steep grade and geometrical constraints of Sandra St may present issues for access for construction traffic, and for 'Safer by Design' principles.
- Upgrade works maybe required or alternative suitable access (Dickson Rd & Cottesloe Rd) locations agreed/provided, to provide adequate construction access.

The geometry of the southern road through Lot 10 Sandra Street shows a 90-degree bend (out of character curve). This will need to be managed through appropriate traffic management measures, which can be determined at DA stage.

- Also, see discussion below identifying potential fire trail link between the cul-de-sacs.

#### *Mine Subsidence:*

- Mine subsidence issues will impact infrastructure.
- An additional freeboard allowance for mine subsidence will be required to be added to the flood level.

#### *Slope stability:*

- There are steep slopes (over 12%) in some areas - slope stability could be an issue and will require more detailed analysis at DA stage.

#### *Flooding & Water Quality*

- The natural low point (watercourse) as evident by the dams on the southern lot and based on the proposed road location will intercept & convey significant stormwater run-off that will need to be safely managed.
  - Stormwater could create some issues due to capacity (system size & cost), erosion & safety issues due to grade & velocities
  - Downstream increases (individual sub catchments & whole catchment) in flooding may occur as a result of the proposal due to increased impervious surfaces.
  - Due to potential issues it is suggested that analysis be undertaken and ensure that downstream properties that already flood are not further impacted.

- There are water courses that will be affected by the development that may require a Controlled Activity Notice from DPI Water under the Water Management Act.
- The level of service of the existing Sandra St culverts should be confirmed to provide minimum 1% flood free access.
- Effluent disposal - there could be water quality issues (detrimental impacts on the floodplain) due to the collective impacts of this proposal.

### Natural Assets

#### Bushfire Prone Lands Assessment

The lands within the subject site are generally Vegetation Category 1 and partly Buffer Area, with small areas of Vegetation Category 2. A substantial area (approx. 50%) of the land within Lot 10, DP 613648 is not identified as Bushfire Prone Land (BFPL). See Figure 9 below.

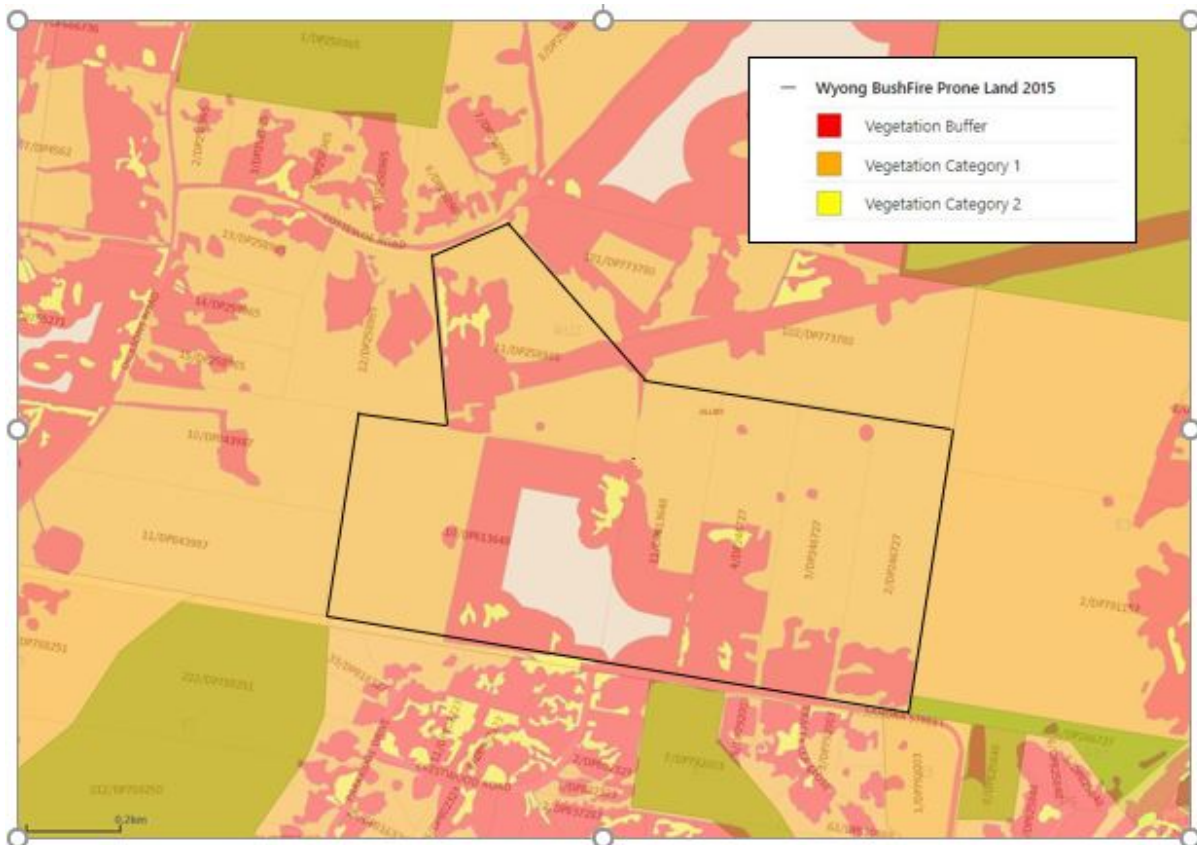


Figure 9: Wyong Bushfire Prone Lands Map 2015

#### Wildlife Corridors and Bushfire Access Fire Trails

Further work is required to determine if the western parts of the proposed Planning Proposal should be zoned (E2 or E3) in consideration of the potential biodiversity impacts of rural-residential development in this location. This corridor would fulfil the function of connecting

Mt Alison E2 Environmental Conservation lands with the 35ha bushland lot on the northern side of Cottesloe Road.

A Bush Fire Access Trail (indicated in yellow Figures 10 and 11) could be located on the edge of this bushland with a locked gate at each end, to manage the fire threat effectively.

This would reduce the potential subdivision yield, however would meet the dual needs of biodiversity conservation and human protection during bushfire events.



Figure 10: Potential Fire Trail Linkage shown Yellow

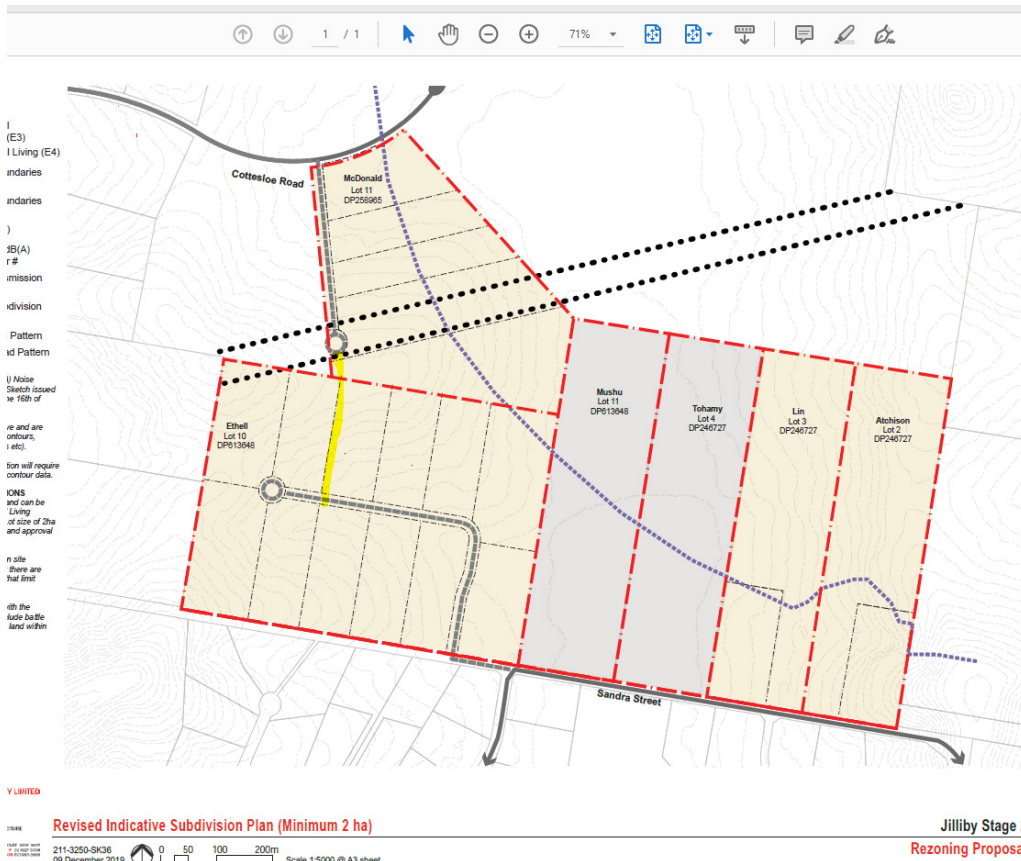


Figure 11: Potential Fire Trail Linkage shown Yellow

Floodplain Management

The land identified as flood prone is primarily contained within land to be zoned E3 Environmental Management.

In reviewing the terrain it is clear that the valley floor is very flat at around 0.4% grade downstream. This is also shown along the profile of Sandra Street (see Figure 12).

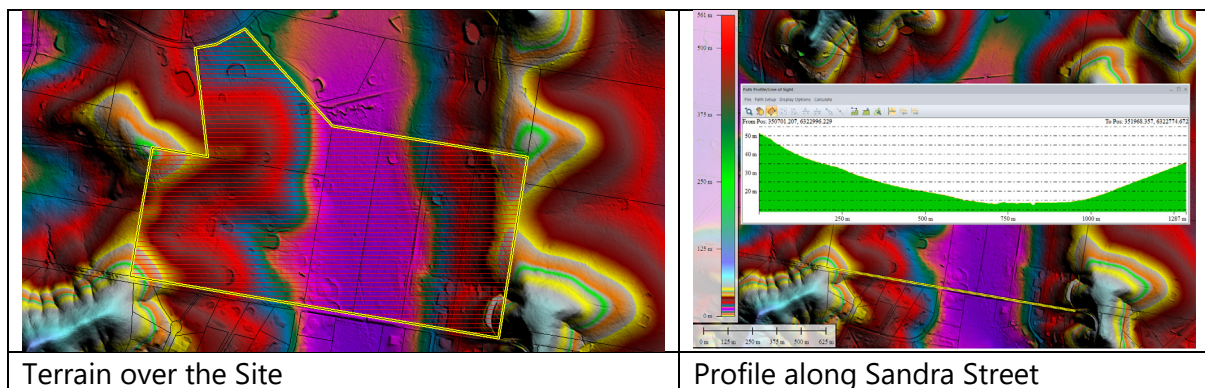


Figure 12: Terrain Mapping

Flooding on this site is as described in the 2009 Porters Creek Flood Study undertaken by Cardno on behalf of Council. This study identifies a range of flood events including the Probable Maximum Flood (PMF). This is the method used to define flood prone land, with generally the 1% flood results used for setting floor levels (see Figure 13 and 14).

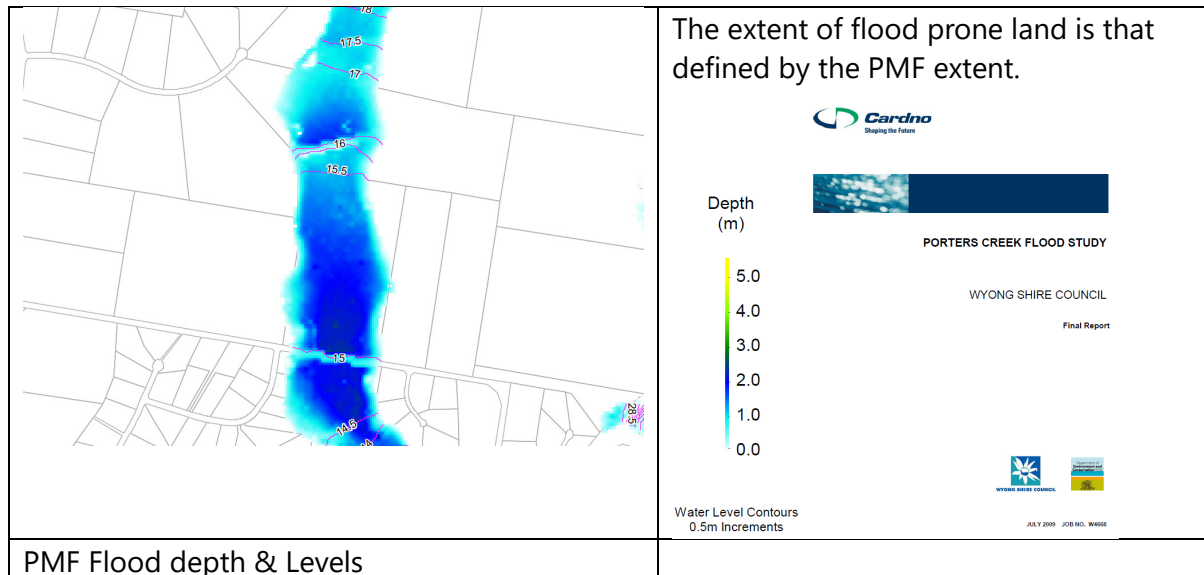


Figure 13: Probable Maximum Flood Extent, Depth and Levels

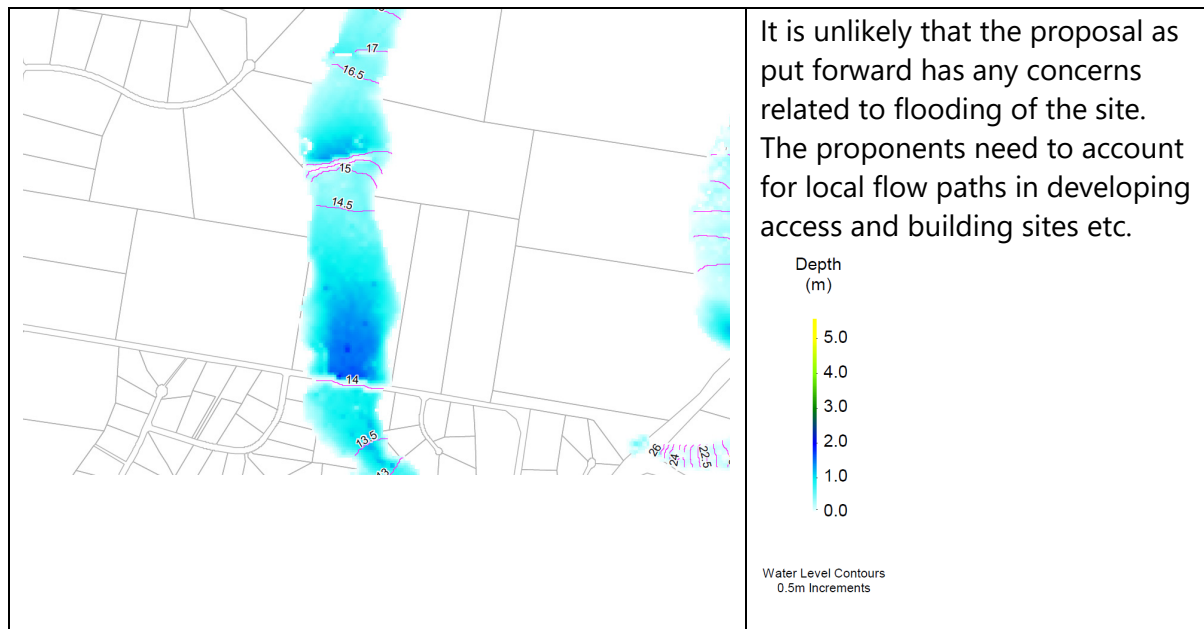


Figure 14: 1%AEP Flood Extent and Depth

On the basis that the extent of flood prone land is almost fully contained within land proposed to be zoned "E3 Environmental Management" there are no specific requirements other than the usual requirements under the Wyong LEP 2013, Wyong DCP 2013 and the NSW State Government's Floodplain Development Manual.

**External Consultation**

Government agency and public consultation requirements will be detailed in the Gateway Determination and conducted accordingly. It is anticipated that due to the existing development surrounding, and the location, that a number of government agencies may be required to be consulted, such as the following:

- Department of Family and Community and Justice (former NSW Rural Fire Service), regarding bushfire matters;
- Transport for NSW, regarding transportation and road networking matters;
- Department of Planning, Industry and Environment on regional planning matters;
- NSW Biodiversity Conservation Division (BCD) on vegetation and biodiversity matters;
- Department of Primary Industries on rural industries; and
- Darkinjung Local Aboriginal Land Council and Guringai Tribal Link (also known as Wannangini), regarding Aboriginal heritage values.

**Statutory compliance and strategic justification**

The planning proposal has been assessed having regard for relevant State Environmental Planning Policies (SEPPs), Ministerial Section 9.1 Directions and relevant guidelines set out within the regional and local plans, including the CCRP (see Attachment 2 – Strategic Assessment). The proposal is generally consistent with the applicable Ministerial Directions and SEPPs.

*Social Impacts*

The proposal will expand the available housing choice in terms of providing for additional Rural-residential living within the northern part of the Central Coast. The site is located outside of the water catchment and relatively close to transport connections and centres. The WLEP 2013 only provides for limited areas of rural residential land, and this land is considered a reasonable expansion of the land use.

*Environmental Considerations*

Addressed earlier in the report by relevant sections of Council on vegetation clearing, ecological impact, and bushfire hazard reduction planning.

**Central Coast Local Strategic Planning Statement**

Council's Interim Local Strategic Planning Statement (LSPS) came into effect on 21 August 2020 after adoption by Council on 29 June 2020. The LSPS aims to identify important agricultural and resource lands and minimise rural-residential sprawl, while supporting rural tourism. It sets a clear vision for the future and a proactive framework for delivering a

growing and sustainable Region with a strong network of Centres and thriving and connected communities.

Further investigations of the ecology of the site and potential threatened species impacts will be likely to be required by the Gateway Determination. This site was identified by DPIE as being able to be progressed for rural-residential development independently of the earlier Rural Lands Study, Northern Areas. Notwithstanding, the Planning Proposal documentation will address these important issues.

The following priorities outlined in the LSPS are applicable to this Planning Proposal.

<b>Central Coast Interim Local Strategic Planning Statement (LSPS)</b>			
	<b>Planning Priority</b>	<b>Action</b>	<b>Assessment/Comment</b>
22	<i>Create sustainable and Resilient Communities</i>	<i>Protect and minimise land use impacts on the region's drinking water catchments by ensuring water quality objectives are included in Council's planning controls.</i> <i>(CCRP Direction 13)</i>	The subject site is generally not located within the Drinking Water Catchment. A small area of Lot 10 only drains to the Catchment. Water quality controls can be applied at development stage.
24	<i>Map, protect, and cherish natural areas and ecosystems</i>	<i>Prepare and implement the Central Coast Biodiversity Strategy, including land use planning principles to protect and manage natural areas and ecosystems of high biodiversity value.</i> <i>(CCRP Direction 12)</i>	Further investigations of the ecology of the site and potential threatened species impacts will be likely to be required by the Gateway Determination.
25	<i>Manage heat wave risks through strategic planting and maintenance of vegetation</i>	<i>Finalise and implement the Greener Places Strategy to mitigate the impacts of climate change on the regions water resources, coastal ecosystems, infrastructure, health, agriculture and biodiversity.</i> <i>(CCRP Direction 14)</i>	Further investigations of vegetation on site and potential threatened species impacts will be likely to be required by the Gateway Determination.
26	<i>Identify important agricultural and resource lands</i>	<i>Prepare a Rural Lands Study and Strategy having regard to the region's biophysical, infrastructure, and socio-economic factors.</i> <i>(CCRP Direction 11)</i>	The Rural Lands Study is currently in development. This site was identified by DPIE as being able to be progressed independently of the earlier Rural Lands Study, Northern Areas.

Central Coast Interim Local Strategic Planning Statement (LSPS)			
	Planning Priority	Action	Assessment/Comment
		<p><i>Work with the State Government to identify and map the most productive and highly suitable land for agricultural industries and natural resource extraction in the Central Coast region.</i></p> <p><i>(CCRP Direction 11)</i></p>	<p>This is one of the major aims of the CC Rural Lands Study. Council is awaiting the final DPI Ag mapping for Important Agricultural Lands from DPIE.</p>
27	<p><i>Minimise rural residential sprawl and support rural tourism</i></p>	<p><i>Investigate the suitability for urban development, having regard to agricultural production and environmental protection priorities, and the ability to provide critical infrastructure.</i></p> <p><i>(CCRP Direction 23)</i></p>	<p>This site was identified by DPIE as being able to be progressed independently of the earlier Rural Lands Study, Northern Areas. Notwithstanding, the Planning Proposal documentation will address these important issues.</p>
28	<p><i>Preserve environmental, scenic, heritage and cultural landscapes</i></p>	<p><i>Determine areas within the rural landscape which require preservation because of environmental, scenic, heritage and cultural values, as part of the Rural Lands Study and Strategy.</i></p> <p><i>(CCRP Direction 8)</i></p>	<p>The Planning Proposal documentation will address these important issues.</p>





Central Coast Council  
Strategic Planning Framework Assessment

Various Lots, Sandra Street and Cottesloe Road, Jilliby

PP/2/2020;  
November 2020

(a)

### Relationship to strategic planning framework

#### Where a regional or sub-regional plan is in place:

1. Is the planning proposal consistent with the objectives and actions of the applicable regional, sub-regional or district plan (including any exhibited draft plans or strategies)?

#### Central Coast Regional Plan 2036

The *Central Coast Regional Strategy 2036 (CCRP)* applies to the Central Coast local government area (LGA).

The CCRP is to provide the basis of planning by the local government and sets out a number of actions. The table below demonstrates that the Planning Proposal is generally consistent with relevant actions identified in the CCRP:

Central Coast Regional Plan			
	Direction	Applicable	Assessment/Comment
1.	Grow Gosford City Centre as the region's capital	No	Not located within the region's capital.
2.	Focus economic development in the Southern and Northern Growth Corridors	No	The proposal is not located within the Southern or Northern Growth Corridors. It represents a small rural/residential subdivision in an area which has been identified for this purpose. It is not inconsistent with this Direction.
3.	Support priority economic sectors	No	The proposal is not inconsistent with this Direction.
4.	Strengthen inter- regional and intra- regional connections for business	No	The proposal is not inconsistent with this Direction.
5.	Support new and expanded industrial activity	No	The proposal is not inconsistent with this Direction.
6.	Strengthen the economic self- determination of Aboriginal communities	No	Not Applicable. The proposal is not on land owned by the DLALC.
7.	Increase job containment in the region	No	The proposal is not inconsistent with this Direction.
8.	Recognise the cultural landscape of the Central Coast	No	The proposal is not inconsistent with this Direction.
9.	Protect and enhance productive agricultural land	No	The subject site is not located on prime agricultural lands mapped under Sydney Regional Environmental Plan (SREP) No. 8, nor identified as Biophysical Strategic Agricultural Land (BSAL). It potentially may

Central Coast Regional Plan		
Direction	Applicable	Assessment/Comment
		be included in the current DPI-Ag IAL Mapping exercise, however, this has not yet been finalised and is not available. The proposal is not inconsistent with this Direction.
10. Secure the productivity and capacity of resource lands	Yes	<p>The proposal is consistent with this Direction.</p> <p>The subject land is underlain by Coal, which will be extracted by the operators of the Wallarah 2 Mine. The proponents have reached agreement with the mine owners (and provided a copy to Council) for appropriate compensation arrangements should surface development be impacted by the mine workings. The land is not mapped the 'preferred location of extractive industry'.</p> <p>SEPP State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 permits mining and extractive industries with consent wherever an LEP permits agriculture or industry. The RU2 Rural Landscape zoning applies to the land currently and permits "extensive agriculture" without consent. The proposed E3 zone over 2 of the lots (the floodway) will continue to permit "extensive agriculture", with consent. Farm buildings and other "rural" type activities are also permissible within the E4 zone.</p>
11. Sustain and balance productive landscapes west of the M1	No	<p>The proposal is not inconsistent with this Direction.</p> <p>The site is not located on resource lands per SREP Nos. 8 and 9 mapping.</p>
12. Protect and manage environmental values	Yes	<p>The land has historically been used for agricultural purposes and also has been cleared substantially.</p> <p>The area has high biodiversity values, ecological connectivity and Aboriginal cultural heritage values. The surveys relied upon at this stage were conducted prior to 2012 and will need to be updated in accordance with current requirements. Additional cultural surveys will also need to be completed, in the company of indigenous representatives.</p> <p>The proposal is recommended to Council for support with further environmental investigations recommended to be carried out, as follows:</p> <ul style="list-style-type: none"> <li>- appropriate level of survey (including targeted species surveys) in accordance with requirements of the Biodiversity Conservation Act, 2016 and/or Office Environment &amp; Heritage (OEH/DPIE) guidelines to demonstrate the avoidance and minimisation of impacts.</li> </ul>

Central Coast Regional Plan		
Direction	Applicable	Assessment/Comment
13. Sustain water quality and security	Yes	The proposal is consistent with this Direction. The subject site is generally not located within the Drinking Water Catchment. A small area of Lot 10 only drains to the Catchment.
14. Protect the coast and manage natural hazards and climate change	Yes	The proposal is consistent with this Direction. The proposal is not affected by coastal hazards. The site comprises Category 1, Category 2 Bushfire Prone Vegetation and includes Buffer areas. Future development of the site will be required to include relevant measures to ensure the security of land improvements, such as Asset Protection Zones (APZs).
15. Create a well-planned, compact settlement pattern	Yes	The subject proposal is consistent with this Direction. The proposal will deliver Rural-Residential lots.
16. Grow investment opportunities in the region's centres	No	The subject proposal is not within a centre.
17. Align land use and infrastructure planning	Yes	The subject proposal is consistent with this Direction. Drainage and traffic infrastructure may require upgrades with the development.
18. Create places that are inclusive, well-designed and offer attractive lifestyles	Yes	The subject proposal is consistent with this Direction. The proposal will deliver Rural-Residential lots.
19. Accelerate housing supply and improve housing choice	Yes	The proposal will deliver Rural-Residential lots, increasing the supply and choice of available housing styles.
20. Grow housing choice in and around local centres	No	The proposal does not relate to housing supply in or near a centre.
21. Provide housing choice to meet community needs	Yes	The proposal will deliver Rural-Residential lots, increasing the supply and choice of available housing styles.
22. Deliver housing in new release areas that are best suited to building new communities	Yes	The proposal will deliver Rural-Residential lots, increasing the supply and choice of available housing styles. The site is not within a new release area, however, is relatively close to the future Warnervale Town Centre Release Areas.
23. Manage rural lifestyles	Yes	The proposal will deliver Rural-Residential lifestyle lots, increasing the supply and choice of available rural housing styles and lifestyle opportunities.

Table 1: Central Coast Regional Plan Assessment

2. Is the planning proposal consistent with the local Council's Community Strategic Plan, or other local strategic plan?

### Central Coast Community Strategic Plan – One: Central Coast

The *Central Coast Community Strategic Plan* outlines a set of guiding principles, aspirations and values for the community. These reflect on social, economic, environmental and governance aspects for now and the future.

The following strategies outlined in the Community Strategic Plan are applicable to this Planning Proposal:

Theme - Belonging	
Focus Area – Creativity, connection and local identity	
Objectives	Assessment
<p>B1 Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures</p>	<p>The Aboriginal Heritage Information Management System (AHIMS) GIS mapping indicates no Aboriginal sites or places on the subject land. Further Aboriginal heritage investigation and consultation with local Aboriginal groups will be required, should a Gateway be granted, to ascertain if the proposal is consistent with this Objective.</p>
Theme - Green	
Focus Area – Cherished and Protected Natural Beauty	
Objectives	Assessment
<p>F1 Protect our rich environmental heritage by conserving beaches, waterways, bushland, wildlife corridors and inland areas and the diversity of local native species</p>	<p>The land has historically been used for agricultural purposes and also has been cleared substantially. Some vegetation (Spotted Gum Ironbark Forest) will be removed or modified, of which much is already in a disturbed or modified state.</p> <p>The revised study area is affected on the western edge by an identified regional vegetation corridor that connects Mount Alison to the vegetation north of Cottesloe Rod along a ridgeline.</p> <p>The proposal is recommended to Council for support with further environmental investigations recommended to be carried out, as follows:</p> <ul style="list-style-type: none"> <li>• appropriate level of survey (including targeted species surveys) in accordance with</li> </ul>

	requirements of the Biodiversity Conservation Act, 2016 and/or Office Environment & Heritage (OEH) guidelines to demonstrate the avoidance and minimisation of impacts.
Theme - Responsible	
Focus Area – Balanced and Sustainable Development	
Objectives	Assessment
I1 Preserve local character and protect our drinking water catchments, heritage and rural areas by concentrating development along transport corridors and town centres east of the M1	Consistent. The proposal will logically complete the Jilliby Rural-Residential area. The higher, steeper, vegetated and low lying flood prone land will retain existing RU2, E2 and E3 zonings.
I2 Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport	Consistent. See above I1.
I3 Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management	See above F1. Further environmental investigation will be required, should a Gateway be granted, to ascertain if the proposal is consistent with this Action.

**Table 2** – Community Strategic Plan Assessment

### Local Strategic Planning Statement

Council's Interim Local Strategic Planning Statement (LSPS) came into effect on 21 August 2020 after adoption by Council on 29 June 2020. The LSPS aims to identify important agricultural and resource lands and minimise rural-residential sprawl, while supporting rural tourism.

Further investigations of the ecology of the site and potential threatened species impacts will be likely to be required by the Gateway Determination. This site was identified by DPIE as being able to be progressed for rural-residential development independently of the earlier Rural Lands Study, Northern Areas. Notwithstanding, the Planning Proposal documentation will address these important issues.

The following priorities outlined in the LSPS are applicable to this Planning Proposal.

Environment					
22	Planning Priority			Action	Assessment
	Create Sustainable and Resilient Communities			Protect and minimise land use impacts on the	The subject site is generally not located within the Drinking

		region's drinking water catchments by ensuring water quality objectives are included in Council's planning controls. <i>(CCRP Direction 13)</i>	Water Catchment. A small area of Lot 10 only drains to the Catchment. Water quality controls can be applied at development stage.
24	Map, protect, and cherish natural areas and ecosystems	Prepare and implement the Central Coast Biodiversity Strategy, including land use planning principles to protect and manage natural areas and ecosystems of high biodiversity value. <i>(CCRP Direction 12)</i>	Further investigations of the ecology of the site and potential threatened species impacts will be likely to be required by the Gateway Determination.
26	Manage heat wave risks through strategic planting and maintenance of vegetation	Finalise and implement the Greener Places Strategy to mitigate the impacts of climate change on the regions water resources, coastal ecosystems, infrastructure, health, agriculture and biodiversity. <i>(CCRP Direction 14)</i>	Further investigations of vegetation on site and potential threatened species impacts will be likely to be required by the Gateway Determination.
<b>Agriculture and Rural Land</b>			
27	<b>Planning Priority</b>	<b>Action</b>	<b>Assessment</b>
	Identify and Protect important agricultural and resource lands for local sustainability	Prepare a Rural Lands Study and Strategy having regard to the region's biophysical, infrastructure, and socio-economic factors. <i>(CCRP Direction 11)</i> Work with the State Government to identify and map the most productive and highly suitable land for agricultural industries and natural resource	The Rural Lands Study is currently in development. This site was identified by DPIE as being able to be progressed independently of the earlier Rural Lands Study, Northern Areas. This is one of the major aims of the CC Rural Lands Study. Council is awaiting the final DPI Ag mapping for Important Agricultural Lands from DPIE.

		extraction in the Central Coast region. <i>(CCRP Direction 11)</i>	
28	Minimise rural residential sprawl and support rural tourism	Investigate the suitability for urban development, having regard to agricultural production and environmental protection priorities, and the ability to provide critical infrastructure. <i>(CCRP Direction 23)</i>	This site was identified by DPIE as being able to be progressed independently of the earlier Rural Lands Study, Northern Areas. Notwithstanding, the Planning Proposal documentation will address these important issues.
29	Preserve environmental, scenic, heritage and cultural landscapes	Determine areas within the rural landscape which require preservation because of environmental, scenic, heritage and cultural values, as part of the Rural Lands Study and Strategy. <i>(CCRP Direction 8)</i>	The Planning Proposal documentation will address these important issues.

**Table 3 – Local Strategic Planning Statement Assessment**

3. Is the planning proposal consistent with applicable state environmental planning policies?

The proposal has been considered against the relevant State Environmental Planning Policies (SEPP) as detailed below.

State Environmental Planning Policies	
SEPP	CONSISTENCY
<b>SEPP 55 – Remediation of Land</b>	
<p>Aims to promote the remediation of contaminated land for the purpose of reducing the risk of harm to human health or any other aspect of the environment.</p> <p>(a) by specifying when consent is required, and when it is not required, for a remediation work, and</p> <p>(b) by specifying certain considerations that are relevant in rezoning land and in determining development applications in general and</p>	<p>Applicable &amp; Consistent.</p> <p>The Applicant's planning report states that a search of the Environmental Protection Authority's Contaminated Land Records reveals no entries, notices, actions or management proposals issued under the Contaminated lands Act for the subject land.</p> <p>At the DA stage, should the planning proposal proceed and be finalised, a Preliminary Site Contamination Assessment per SEPP 55 will be required to support any</p>



<b>State Environmental Planning Policies</b>	
<b>SEPP</b>	<b>CONSISTENCY</b>
<p>(c) development applications for consent to carry out a remediation work in particular, and</p> <p>(d) by requiring that a remediation work meet certain standards and notification requirements.</p>	proposed development.
<b>SEPP (Coastal Management) 2018</b>	
<p>The aim of this Policy is to promote an integrated and coordinated approach to land use planning in the coastal zone in a manner consistent with objects of the Coastal Management Act 2016, including the Management objectives for each coastal management area, by:</p> <p>(a) managing development in the coastal zone and protecting the environmental assets of the coast, and</p> <p>(b) establishing a framework for land use planning to guide and decision-making in the coastal zone, and mapping the 4 coastal management areas that comprise the NSW coastal zone for the purpose of the definitions in the Coastal Management Act 2016.</p>	<p>Not Applicable.</p> <p>The subject land is not within the areas affected by this SEPP.</p>
<b>SEPP (Mining, Petroleum &amp; Extractive Industries) 2007</b>	
<p>Aims:</p> <p>(a) to provide for the proper management and development of mineral, petroleum and extractive material resources for the purpose of promoting the social and economic welfare of the State, and</p> <p>(b) to facilitate the orderly and economic use and development of land containing mineral, petroleum and extractive material resources, and</p> <p>(b1) to promote the development of significant mineral resources, and</p> <p>(c) to establish appropriate planning controls to encourage ecologically sustainable development through the environmental assessment, and sustainable management, of development of mineral, petroleum and extractive material resources, and</p> <p>(d) to establish a gateway assessment process for certain mining and petroleum (oil and gas) development:</p> <p>(i) to recognise the importance of agricultural resources, and</p> <p>(ii) to ensure protection of strategic agricultural land and water resources, and</p> <p>(iii) to ensure a balanced use of land by</p>	<p>Applicable &amp; Consistent.</p> <p>SEPP State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 permits mining and extractive industries with consent wherever an LEP permits agriculture or industry.</p> <p>The current RU2 Rural Landscape zone permits extensive agriculture without consent and other rural uses with consent.</p> <p>The E4 zone proposed over the majority of the land permits horticulture, bee keeping and some other rural activities with consent, and the E3 zone to apply to part of the land permits extensive agriculture, horticulture, farm buildings, etc., with consent.</p>

<b>State Environmental Planning Policies</b>	
<b>SEPP</b>	<b>CONSISTENCY</b>
<p>potentially competing industries, and</p> <p>(iv) to provide for the sustainable growth for mining, petroleum and agricultural industries.</p>	
<b>SEPP (Vegetation in Non-Rural Areas) 2017</b>	
<p>The aims of this Policy are as follows:</p> <p>(a) to establish the process for assessing and identifying sites as urban renewal precincts,</p> <p>(b) to facilitate the orderly and economic development and redevelopment of sites in and around urban renewal precincts,</p> <p>(c) to facilitate delivery of the objectives of any applicable government State, regional or metropolitan strategies connected with the renewal of urban areas that are accessible by public transport.</p>	<p>Applicable &amp; Consistent.</p> <p>Currently not applicable as this SEPP does not apply to land zoned RU2, but it will apply when the lands are rezoned to E3 and E4, meaning clearing Permits and land clearing activities will generally be brought under Council's control.</p>
<b>SEPP (Aboriginal Land) 2019</b>	
<p>Aims:</p> <p>(a) to provide for development delivery plans for areas of land owned by Local Aboriginal Land Councils to be considered when development applications are considered, and</p> <p>(b) to declare specified development carried out on land owned by Local Aboriginal Land Councils to be regionally significant development.</p>	<p>Not applicable.</p> <p>The land is not identified in the mapping supporting this SEPP.</p>
<b>SEPP (Primary Production and Rural Development) 2019</b>	
<p>Aims</p> <p>(a) to facilitate the orderly economic use and development of lands for primary production,</p> <p>(b) to reduce land use conflict and sterilisation of rural land by balancing primary production, residential development and the protection of native vegetation, biodiversity and water resources,</p> <p>(c) to identify State significant agricultural land for the purpose of ensuring the ongoing viability of agriculture on that land, having regard to social, economic and environmental considerations,</p> <p>(d) to simplify the regulatory process for smaller-</p>	<p>Not applicable.</p> <p>The subject land is not mapped as prime agricultural land.</p>

<b>State Environmental Planning Policies</b>	
<b>SEPP</b>	<b>CONSISTENCY</b>
<p>scale low risk artificial waterbodies, and routine maintenance of artificial water supply or drainage, in irrigation areas and districts, and for routine and emergency work in irrigation areas and districts,</p> <p>(e) to encourage sustainable agriculture, including sustainable aquaculture,</p> <p>(f) to require consideration of the effects of all proposed development in the State on oyster aquaculture,</p> <p>(g) to identify aquaculture that is to be treated as designated development using a well-defined and concise development assessment regime based on environment risks associated with site and operational factors.</p>	
<b>SEPP Infrastructure</b>	
The aim of this Policy is to facilitate the effective delivery of infrastructure across the State.	Not Applicable unless in relation to development carried out by or on behalf of Council or a NSW Agency
<b>Deemed State Environmental Planning Policies – Assessment</b>	
<b>Deemed SEPP</b>	<b>Consistency</b>
<b>Sydney Region Environmental Plan No. 8 Central Coast Plateau Areas</b>	<b>Comment</b>
<p>The relevant aims of the deemed SEPP are:</p> <ul style="list-style-type: none"> <li>- to provide a basis for evaluating competing land uses</li> <li>- to direct development for non-agricultural purposes to land of lesser agricultural capability and</li> <li>• to encourage the preparation of draft LEPs based on merits</li> </ul>	Not Applicable.
<b>SREP No. 9 Extractive Industry (No2 – 1995)</b>	
<p>2 Aims, objectives</p> <p>(a) to facilitate the development of extractive resources in proximity to the population of the Sydney Metropolitan Area by identifying land which contains extractive material of regional significance.</p>	<p>Applicable and consistent.</p> <p>SEPP State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 permits mining and extractive industries with consent wherever an LEP permits agriculture or industry.</p> <p>The current RU2 Rural Landscape zone permits extensive agriculture without consent and other rural uses with consent.</p>

State Environmental Planning Policies	
SEPP	CONSISTENCY
<p>(b) to permit, with the consent of the council, development for the purpose of extractive industries on land described in Schedule 1 or 2, and</p> <p>(c) to ensure consideration is given to the impact of encroaching development on the ability of extractive industries to realise their full potential.</p> <p>3 Future development controls for extraction from Schedule 1 or 2 land</p> <p>(a) council should not prepare a draft local environmental plan to prohibit development for the purpose of an extractive industry on land described in Schedule 1 or 2.</p>	<p>The E4 zone proposed over the majority of the land permits horticulture, bee keeping and some other rural activities with consent, and the E3 zone to apply to part of the land permits extensive agriculture, horticulture, farm buildings, etc., with consent.</p> <p>Consistent.</p> <p>The subject land is not identified within Schedule 1 or 2 (nor on the map).</p> <p>Consistent.</p> <p>The subject land is not located near affected lands.</p> <p>The subject land is not identified within Schedule 1 or 2 (nor on the map).</p>
State Regional Environmental Plan No 20 – Hawkesbury – Nepean River (No2 – 1997)	
<p>Aims Objectives and Special Provisions of SREP 20</p> <p>3 Aim of this plan</p> <p>The aim of this plan is to protect the environment of the Hawkesbury-Nepean River system by ensuring that the impacts of future land uses are considered in a regional context.</p>	<p>Not applicable</p> <p>The land is not mapped under the SREP</p>

**Table 4** – State Environmental Planning Policy Assessment

4. Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 Directions)?

The proposal has been considered against the relevant Ministerial Directions as summarised below. The full assessment of these Directions is contained within the Attachments of this proposal.

Ministerial Section 9.1 Directions	
Direction	Comment
<b>Employment &amp; Resources</b>	
<b>1.1 Business &amp; Industrial Zones</b>	
Aims to encourage employment growth in suitable locations, protect employment land in business and	Not Applicable.

<b>Ministerial Section 9.1 Directions</b>	
<b>Direction</b>	<b>Comment</b>
<p>industrial zones and to support the viability of identified centres.</p> <p>Applies when a planning proposal affects land within an existing or proposed business or industrial zone.</p>	
<b>1.2 Rural Zones</b>	
<p>Aims to protect the agricultural production value of rural land.</p> <p>Applies when a planning proposal affects land within an existing or proposed rural zone.</p>	<p>Applicable.</p> <p>The direction states that a Planning Proposal must not rezone land from a rural zone to a residential, business, industrial, village or tourist zone.</p> <p>A planning proposal may be inconsistent with the terms of this direction if;</p> <ul style="list-style-type: none"> <li>- the council can satisfy the Department of Planning Industry &amp; Environment (DoPIE) that the provisions of the planning proposal that are inconsistent are justified by a study (prepared in support of the planning proposal) which considers the objectives of this direction, or</li> <li>- the proposal is of minor significance</li> </ul> <p>No state government recognised study to justify this rezoning exists. The rural zone will not be retained, as Environmental zones are proposed. Therefore the proposal does not contain provisions that will increase the permissible density of land within a rural zone.</p> <p>The subject land is not mapped as being 'prime agricultural land', nor Biophysical Strategic Agricultural Land</p> <p>The land is zoned RU2 – Rural Landscape, but not RU1 – Primary Production.</p> <p>The proposal is not considered to be alienating agricultural production.</p> <p>The inconsistency of the proposal with this Direction is of minor significance.</p>
<b>1.3 Mining, Petroleum Production and Extractive Industries</b>	
<p>Aims to ensure that the future extraction of State or regionally significant reserves of coal, other minerals, petroleum and extractive materials are not compromised by inappropriate development.</p> <p>Applies when a planning proposal would have the effect of prohibiting the mining of coal or other</p>	<p>Applicable and consistent.</p> <p>SEPP State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 permits mining and extractive industries with consent wherever an LEP permits agriculture or</p>

**Ministerial Section 9.1 Directions**

Direction	Comment
<p>minerals, production of petroleum, or winning or obtaining of extractive materials, or restricting the potential of development resources of coal, other mineral, petroleum or extractive materials which are of State or regional significance by permitting a land use that is likely to be incompatible with such development.</p>	<p>industry.</p> <p>The subject land is underlain by Coal, which will be extracted by the operators of the Wallarah 2 Mine. The proponents have reached agreement with the mine owners (and provided a copy to Council) for appropriate compensation arrangements should surface development be impacted by the mine workings. The land is not mapped the 'preferred location of extractive industry'.</p> <p>SEPP State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 permits mining and extractive industries with consent wherever an LEP permits agriculture or industry. The RU2 Rural Landscape zoning applies to the land currently and permits "extensive agriculture" without consent. The proposed E3 zone over 2 of the lots (the floodway) will continue to permit "extensive agriculture", with consent. Farm buildings and other "rural" type activities are also permissible within the E4 zone.</p> <p>The proposal is consistent with this Direction.</p>
<b>1.4 Oyster Aquaculture</b>	
<p>Aims to ensure that Priority Oyster Aquaculture Areas and oyster aquaculture outside such an area are adequately considered, and to protect Priority Oyster Aquaculture Areas and oyster aquaculture outside such an area from land uses that may result in adverse impacts on water quality and consequently, on the health of oysters and oyster consumers. Applies when a planning proposal could result in adverse impacts on a Priority Oyster Aquaculture Areas or current oyster aquaculture lease in the national parks estate or results in incompatible use of land between oyster aquaculture in a Priority Oyster Aquaculture Area or current oyster aquaculture lease in the national parks estate and other land uses.</p>	<p>Not Applicable.</p> <p>There are no 'Priority Oyster Aquaculture Areas' (POAA) near the site.</p> <p>The proposal is consistent with this direction.</p>
<b>1.5 Rural Lands</b>	
<p>Objectives are to;</p> <ul style="list-style-type: none"> <li>- protect the agricultural production value of rural land;</li> <li>- facilitate the orderly and economic development of rural lands for rural and related</li> </ul>	<p>Applicable and consistent.</p> <p>The subject land is not covered by Sydney Regional Plan No: 8 (deemed SEPP).</p> <p>The subject land is not mapped as being 'prime agricultural land'.</p>

## Ministerial Section 9.1 Directions

Direction	Comment
<p>purposes;</p> <ul style="list-style-type: none"> <li>- assist in the proper management, development and protection of rural lands to promote the social, economic and environmental welfare of the State;</li> <li>- minimise the potential for land fragmentation and land use conflict in rural areas, particularly between residential and other rural land uses;</li> <li>- encourage sustainable land use practices and ensure the ongoing viability of agriculture on rural land;</li> <li>- support the delivery of the actions outlined in the New South Wales Right to Farm Policy.</li> </ul>	<p>The land is zoned RU2 – Rural Landscape, but not RU1 – Primary Production.</p> <p>The proposal will not be inconsistent with the objectives.</p>

## Environment & Heritage

### 2.1 Environmental Protection Zones

<p>Aims to protect and conserve environmentally sensitive areas.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable and Consistent. Further investigation post gateway will be required.</p> <p>The proposal is recommended to Council for support with further environmental investigations recommended to be carried out, as follows:</p> <ul style="list-style-type: none"> <li>• appropriate level of survey (including targeted species surveys) in accordance with requirements of the <i>Biodiversity Conservation Act, 2016</i> and/or Office Environment &amp; Heritage (OEH) guidelines to demonstrate the avoidance and minimisation of impacts.</li> </ul>
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### 2.2 Coastal Management

<p>Aims to protect and manage coastal areas of NSW.</p> <p>Applies when a planning proposal applies to land in the Coastal Zone as defined under the Coastal Management Act 2016.</p>	<p>Not Applicable.</p> <p>The Coastal Zone is defined under the Coastal Management Act as those lands identified as coastal wetlands and littoral rainforests areas, coastal vulnerability environmental and coastal use areas which are mapped under SEPP Coastal Management. No 'coastal zone' areas are located in the vicinity of the subject site.</p>
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### 2.3 Heritage Conservation

<p>Aims to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable.</p> <p>Further investigation post gateway will be required regarding this matter.</p> <p>The AHIMS database has not identified Aboriginal Cultural Heritage items within 1,000m of the subject</p>
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**Ministerial Section 9.1 Directions**

Direction	Comment
	<p>land.</p> <p>Wyong LEP 2013 does not identify any European Heritage items within the proposal area.</p> <p>A comprehensive Aboriginal Archaeological and Cultural Heritage survey will be required to be undertaken in accordance with the NSW Office of Environment and Heritage investigation, assessment and reporting guidelines, inclusive of relevant consultation with indigenous groups. Should the proposal progress to receipt of a Gateway Determination, an investigation into Aboriginal heritage values will be required to be prepared.</p>
<b>2.4 Recreational Vehicle Areas</b>	
<p>Aims to protect sensitive land or land with significant conservation values from adverse impacts from recreation vehicles.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable and consistent.</p> <p>The proposal does not seek to provide recreational vehicle areas.</p>
<b>2.5 Application of E2 and E3 Zones and Environmental Overlays in Far North Coast LEPs</b>	
<p>Aims to ensure that a balanced and consistent approach is taken when applying environmental protection zones and overlays to land on the NSW Far North Coast.</p>	<p>Not Applicable</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>Housing, Infrastructure and Urban Development</b>	
<b>3.1 Residential Zones</b>	
<p>Aims to encourage a variety and choice of housing types to provide for existing and future housing needs, to make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services and to minimise the impact of residential development on the environment and resource lands.</p> <p>Applies when a planning proposal affects land within an existing or proposed residential zone, and any other zone in which significant residential development is permitted or proposed to be permitted.</p>	<p>Not Applicable.</p> <p>Proposal is not within or proposing residential zonings.</p>
<b>3.2 Caravan Parks and Manufactured Home Estates</b>	
<p>Aims to provide for a variety of housing types and</p>	<p>Not Applicable.</p>



**Ministerial Section 9.1 Directions**

Direction	Comment
<p>provide opportunities for caravan parks and manufactured home estates.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Caravan Parks are not permissible under the current RU2 zoning, or the proposed E3 or E4 zones.</p>
<b>3.3 Home Occupations</b>	
<p>Aims to encourage the carrying out of low impact small business in dwelling houses.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable and consistent.</p> <p>The proposed E3 and E4 zones permit Home Occupations without consent.</p>
<b>3.4 Integrating Land Use &amp; Transport</b>	
<p>Aims to ensure that urban structures, building forms, land use locations, development designs, subdivision and street layouts to achieve: improving access to housing, jobs and services by walking, cycling and public transport; increasing choice of available transport and reducing dependence on cars; reducing travel demand; supporting efficient and viable public transport services; and provide for efficient movement of freight.</p> <p>Applies when a planning proposal creates alters or moves a zone or provision relating to urban land, including land zoned for residential, business, industrial, village or tourist purposes.</p>	<p>Not Applicable.</p>
<b>3.5 Development Near Regulated Airports and Defence Airfields</b>	
<p>Aims to ensure the effective and safe operation of regulated airports and defence airfields; to ensure that their operation is not compromised by development that constitutes an obstruction, hazard or potential hazard to aircraft flying in the vicinity; and to ensure development, if situated on noise sensitive land, incorporates appropriate mitigation measures so that the development is not adversely affected by aircraft noise.</p> <p>Applies when a planning proposal creates, alters or removes a zone or provision relating to land near a regulated airport which includes a defence airfield.</p>	<p>Not Applicable.</p> <p>The subject land is not located within the ANEF Contour 20 of the Warnervale Airport and any development on the land would be unlikely to exceed the Obstacle Limitation Surface Level.</p> <p>The land is not near a defence airfield.</p>
<b>3.6 Shooting Ranges</b>	
<p>Aims to maintain appropriate levels of public safety and amenity when rezoning land adjacent to an existing shooting range, to reduce land use conflict arising between existing shooting ranges and</p>	<p>Not Applicable</p> <p>The land does not lie adjacent or near to a shooting range.</p>

**Ministerial Section 9.1 Directions**

Direction	Comment
<p>rezoning of adjacent land, and to identify issues that must be addressed when giving consideration to rezoning land adjacent to an existing shooting range.</p> <p>Applies when a relevant planning authority prepares a planning proposal that will affect, create, alter or remove a zone or a provision relating to land adjacent to and/ or adjoining an existing shooting range.</p>	

**3.7 Reduction in non- hosted short term rental accommodation period**

<p>Applies when a Council prepares a planning proposal to identify or reduce the number of days that non-hosted short term rental accommodation may be carried out in parts of its local government area. Applies to Byron Bay Shire Council</p>	<p>Not Applicable</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
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**Hazard & Risk****4.1 Acid Sulfate Soils**

<p>Aims to avoid significant adverse environmental impacts from the use of land that has a probability of containing acid sulfate soils.</p> <p>Applies when a planning proposal applies to land having a probability of containing acid sulfate soils on the Acid Sulfate Soils Planning Maps.</p>	<p>Applicable and consistent.</p> <p>The subject land is not identified as having potential acid sulfate soils. The soils in the locality however have been identified as highly erosional.</p> <p>Intensification of land uses on such soils can result in increased sedimentation of watercourses affecting aquatic habitat. Resultant impacts can include reduction in dissolved oxygen, promoting algal growth, diminished plant growth reducing the ability of nitrogen and phosphorus absorption.</p> <p>A soil suitability and capability assessment will be required to examine on-site waste water treatment options should the proposal be supported by the gateway. The proposed zoning, E4 with a 2Ha minimum area, will likely create lots of appropriate size. This report will influence future requirements for establishing minimum lot sizes as part of this planning proposal.</p>
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**4.2 Mine Subsidence & Unstable Land**

<p>Aims to prevent damage to life, property and the environmental on land identified as unstable or potentially subject to mine subsidence.</p> <p>Applies when a planning proposal permits development on land which is within a mine subsidence district, or identified as unstable in a</p>	<p>Applicable.</p> <p>The subject land is located within an area which will be undermined by the Wallarah 2 underground coal mine.</p> <p>Longwall panels 1N – 6N are located below the revised planning proposal study area. The height of</p>
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**Ministerial Section 9.1 Directions**

Direction	Comment
<p>study, strategy or assessment undertaken by or on behalf of the relevant planning authority or other public authority and provided to the relevant planning authority.</p>	<p>coal extraction in this locality is between 4.0 and 4.5m. Subsidence impacts in the area range between 0 – 1.5m. The maximum tilt predicted for the subject land is 5.0mm/m for longwall panels 1N – 4N and 10mm/m for longwall panels 5N – 10N. The proponents have reached agreement with the mine owners (and provided a copy of their signed Draft <i>Heads of Agreement</i> to Council), for appropriate compensation arrangements should surface development be impacted by the mine workings.</p> <p>Further consultation with DPIE will occur to discuss potential impacts of this project on the Jilliby Stage 2 planning proposal in addition to advice from the Subsidence Advisory NSW at consultation stage, in accordance with s3.34.</p>
<b>4.3 Flood Prone Land</b>	
<p>Aims to ensure: development on flood prone land is consistent with NSW Government's Flood Prone Land Policy and principles of the Floodplain Development Manual 2005; and provisions of an LEP on flood prone land are commensurate with flood hazard and include consideration of the potential flood impacts</p>	<p>Applicable and consistent.</p> <p>The subject land incorporates an unnamed water feature which is affected by the 1% Annual Exceedence Probability (AEP) flood event.</p> <p>The water feature impacts Lot 4 DP2467272 No.60 Sandra Street and Lot 11 DP 613648 No.70 Sandra Street. These lots are proposed to be rezoned to E3 Environmental Management and retain the 40 Ha minimum lot size.</p> <p>The proponent may be required to undertake a flood study to determine the full level of flood affectation on the site, in addition to developing appropriate flood risk management plans should the proposal be supported by the gateway.</p> <p>All development is to comply with Council's LEP and also DCP requirements particularly with regards to Water Cycle Management, so as not to increase run-off from the site from pre-development conditions.</p> <p>The proposal is consistent with this Direction.</p>
<b>5.4 Commercial and Retail Development along the Pacific Highway, North Coast</b>	
<p>Aims to manage commercial and retail development along the Pacific Highway, North Coast.</p> <p>Applies to all councils between and inclusive of Port Stephens and Tweed Shire Councils.</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>

**Ministerial Section 9.1 Directions**

Direction	Comment
<b>5.9 North West Rail Link Corridor Strategy</b>	
<p>Aims to promote transit-oriented development and manage growth around the eight train stations of the North West Rail Link (NWRL) and ensure development within the NWRL corridor is consistent with the proposals set out in the NWRL Corridor Strategy and precinct Structure Plans.</p> <p>This Direction applies to Hornsby Shire Council, The Hills Shire Council and Blacktown City Council.</p>	<p>Not Applicable</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>5.10 Implementation of Regional Plans</b>	
<p>Aims to give legal effect to the vision, land use strategy, goals, directions and actions contained in Regional Plans.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable and consistent.</p> <p>See section above on compliance with the Central Coast Regional Plan 2036. The proposal is consistent with most relevant actions. Further studies to ascertain compliance with remaining relevant actions will be required post Gateway.</p>
<b>5.11 Development of Aboriginal Land Council Land</b>	
<p>Aims to provide for the consideration of development delivery plans prepared under the State Environmental Planning Policy (Aboriginal Land) 2019.</p> <p>Applies when the relevant planning authority prepares a planning proposal for land shown on the Land Application Map of the SEPP (Aboriginal Lands) 2019.</p>	<p>Not applicable</p> <p>The land is not owned by an Aboriginal land council and it is not affected by the SEPP (Aboriginal Land).</p>
<b>Local Plan Making</b>	
<b>6.1 Approval and Referral Requirements</b>	
<p>Aims to ensure that LEP provisions encourage the efficient and appropriate assessment of development.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	<p>Applicable and consistent.</p> <p>The planning proposal will not increase the need for referrals for development applications.</p>
<b>6.2 Reserving Land for Public Purposes</b>	
<p>Aims to facilitate the provision of public services and facilities by reserving land for public purposes, and facilitate the removal of reservations of land for public purposes where land is no longer required for</p>	<p>Not Applicable</p> <p>Subject proposal is not reserving land for public purposes.</p>

**Ministerial Section 9.1 Directions**

Direction	Comment
<p>acquisition.</p> <p>Applies when the relevant planning authority prepares a planning proposal.</p>	
<b>6.3 Site Specific Provisions</b>	
<p>Aims to discourage unnecessarily restrictive site-specific planning controls.</p> <p>Applies when the relevant planning authority prepares a planning proposal to allow particular development to be carried out.</p>	<p>Not Applicable,</p> <p>No specific land use or particular development is proposed.</p>
<b>Metropolitan Planning</b>	
<b>7.1 Implementation of A Plan for Growing Sydney</b>	
<p>Aims to give legal effect to the planning principles, directions and priorities for sub regions, strategic centres and transport gateways contained in A Plan for Growing Sydney</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>7.2 Implementation of Greater Macarthur Land Release Investigations</b>	
<p>Aims to ensure development within the Greater Macarthur Land Release Investigation Area is consistent with the Greater Macarthur Land Release Preliminary Strategy and Action Plan.</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>7.3 Parramatta Road Corridor Urban Transformation Strategy</b>	
<p>Aims to facilitate development within the Parramatta Road Corridor that is consistent with the Parramatta Road Corridor Urban Transformation Strategy (November 2016) and the Parramatta Road Corridor Implementation Tool Kit. To provide a diversity of jobs and housing to meet the needs of a broad cross-section of the community and guide the incremental transformation of the Parramatta Road Corridor in line with the delivery of necessary infrastructure.</p> <p>This Direction applies to City of Parramatta Council, Cumberland Council, Strathfield Council, Burwood Council, Canada Bay Council and Inner West Council.</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford) LGAs</p>
<b>7.4 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan</b>	

**Ministerial Section 9.1 Directions**

Direction	Comment
<p>Aims to ensure development within the North West Priority Growth Area is consistent with the North West Priority Growth Area Land Use and Infrastructure Strategy (the Strategy)</p> <p>This direction applies to Blacktown City Council, The Hills Shire Council and Hawkesbury City Council.</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>7.5 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan</b>	
<p>The objective of this direction is to ensure development within the Greater Parramatta Priority Growth Area is consistent with the Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan dated July 2017 (the interim Plan).</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>7.6 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan</b>	
<p>The objective of this direction is to ensure development within the Wilton Priority Growth Area is consistent with the Wilton Interim Land Use and Infrastructure Implementation Plan and Background Analysis. This direction applies to Wollondilly Shire Council</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs).</p>
<b>7.7 Implementation of Glenfield to Macarthur Urban Renewal Corridor</b>	
<p>The objective of this direction is to ensure development within the precincts between Glenfield and Macarthur is consistent with the plans for these precincts. This direction applies to Campbelltown City Council</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs)</p>
<b>7.8 Implementation of Western Sydney Aerotropolis Interim Land Use and Infrastructure Implementation Plan</b>	
<p>The objective of this direction is to ensure development within the Western Sydney Aerotropolis is consistent with the Stage 1 Western Sydney Aerotropolis Land Use and Infrastructure Implementation Plan dated August 2018 (the Stage 1 Land Use and Implementation Plan). This direction applies to Liverpool, Penrith, Blue Mountains, Blacktown Campbelltown City and Fairfield City</p>	<p>Not Applicable.</p> <p>This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs)</p>

<b>Ministerial Section 9.1 Directions</b>	
<b>Direction</b>	<b>Comment</b>
Councils, Camden and Wollondilly Shire Council.	
<b>7.9 Implementation of Bayside West Precincts 2036 Plan</b>	
The aim is to ensure development within the Bayside West Precincts (Arncliffe, Banksia and Cooks Cove) is consistent with the Bayside West Precincts 2036 Plan (the Plan). This direction applies to land within the Bayside local government area.	Not Applicable. This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs)
<b>7.10 Implementation of Planning Principles for the Cooks Cove Precinct</b>	
The objective of this direction is to ensure development within the Cooks Cove Precinct is consistent with the Cooks Cove Planning Principles. This direction applies to land within the Cooks Cove Precinct in the Bayside local government area, as shown on Map Sheet LAP_001 Cooks Cove Precinct Section 9.1 Direction	Not Applicable. This Direction does not apply to the Central Coast Local Government Area (or former Wyong or Gosford LGAs)

**Table 5:** Section 9.1 Ministerial Direction Compliance



# Policy on Assessment of Development Applications

December 2020

Policy No: CCC ####

Policy owner:	Development Assessment Unit
Approved by:	Environment and Planning
Date of approval:	Day/Month/Year
Policy category:	Operational
Content Manager No:	D#####
Review date:	DD/MM/YY

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Policy on the Assessment of Development Applications

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## Policy on the Assessment of Development Applications

### Purpose

1. The purpose of this policy is to establish a framework for the efficient assessment of Development Applications under the *Environmental Planning and Assessment Act 1979*.

### Policy Summary

2. Council is committed to an efficient, consistent and effective development assessment service which benefits applicants that submit good quality and complete applications.
3. This policy will communicate how council will manage the assessment of applications and assist in the delivery of a consistent, equitable and efficient development assessment service, which is only possible when applications are submitted with the required information so an informed, proper and timely assessment can be made of the application.

### Scope

4. This Policy is to apply to all development applications, modifications and review of determinations submitted to Central Coast Council.

### Background

5. The NSW Government's '*Development Assessment Best Practice Guide*' (2017) promotes best practice principles that assist in the timely determination of development applications. It recognises the following:
  - The lodgement of an 'assessment ready' application allows assessment staff to focus on assessing and determining the application rather than liaising with the applicant to get the application to a standard where it can be assessed.
  - Better quality information also allows assessment staff to have a thorough appreciation of the proposal and its built form implications.
  - Applications that are not capable of being assessed and determined on the information submitted at lodgement are likely to have resource implications for assessments, workloads and morale.
6. The handling of incomplete or deficient applications, and proposals that require amendments and/or additional information, requires significant resources to manage, and this creates a flow-on effect of an increase in processing times for all applications before Council which impacts on the assessment times for all other applications. Amendments to applications can also cause uncertainty within the community as to what is being proposed.

Policy on the Assessment of Development Applications

7. This Policy is designed to outline the principles of dealing with unclear, illegible, grossly non-compliant, deficient and amended applications and to encourage the lodgement of good quality applications.
8. This policy will enable the delivery of a consistent, equitable and efficient development assessment service, which is only possible when applications are submitted with the required information so an informed, proper and timely assessment can be made on the application.

## General

9. A development application must be made in accordance with clause 50 of the *Environmental Planning and Assessment Regulation 2000*.
10. The information to be included in a development application is clearly specified in Schedule 1 of the *Environmental Planning and Assessment Regulation 2000*.
11. Applicants are encouraged to read the 'Your Guide to the Development Application Process' released by the NSW Government May 2018.
12. Applicants are encouraged to discuss proposals with Council prior to lodgement to ensure the application is complete and can be assessed. Applicants are also encouraged to make use of Councils formal pre-lodgement meeting/advisory service.
13. As a rule, council will not request additional information on an application. The onus is on the applicant to ensure that the application, when submitted, is complete and ready for assessment.
14. Council will assess and determine an application on the information submitted upon lodgement.
15. If an application is deemed deficient it may be rejected in accordance with the *Environmental Planning and Assessment Regulation 2000*.
16. Council will generally not place on hold an application waiting for information or request amendments or additional information except where, in the opinion of the Manager (or their delegate), minor issues can be resolved in a short timeframe (less than 4 weeks).
17. Applicants will be requested to withdraw unclear, illegible, incomplete and deficient applications and where variation requests cannot be supported.
18. Failure to withdraw applications will result in a determination based on the proposal as originally submitted.
19. Where external agency referral bodies request additional information/amendments to a proposed development, Council officers will review the level of detail required and determine whether in the opinion of the Manager (or their delegate), the matters raised by the referral

### Policy on the Assessment of Development Applications

agency are minor issues can be resolved in a short timeframe (less than 4 weeks). If the issues are unlikely to be resolved within a short timeframe, the applicant may be requested to withdraw the application or the application may be determined based on the information submitted at time of lodgement.

20. Applicants may submit a review of determination in accordance with Section 8.2 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) if they are not satisfied with the outcome.

#### **Council Commitment**

To facilitate the lodgement and assessment of good quality and complete applications, Council provides the following services:

21. Availability of staff at Customer Service Centres to provide expert advice and discuss proposals.
22. Checklists to complete before lodging applications (provides details on what information is required for Council to undertake an assessment). Your application may be rejected if it has inadequate information.
23. A pre-lodgement meeting (fees apply) with relevant technical staff to give written advice regarding how the proposed development fits within development standards etc. and advice on specific issues such as site constraints, setbacks, design issues, landscaping, stormwater, ecology, parking etc.
24. Council commits to providing clear and consistent pre-lodgement advice.
25. Availability of all Local Environmental Plans, Development Control Plans and site constraint mapping (e.g. flooding, bushfire etc.) on Council's website.
26. Information on Council's website regarding the development assessment process.
27. Once an application is lodged, public access through the ePlanning Portal to the application including tracking of the progress and relevant documents/information/submissions to that application.
28. Clear and direct communication with applicants.

## Review

#### **Compliance, monitoring and review**

29. This Policy should be reviewed at a minimum every two years.

Policy on the Assessment of Development Applications

## Definitions

Terms not defined in this document may be in a Council glossary or else state the terms and definitions as below.

In this policy:

**Development** has the same meaning as Section 1.5 of the *Environmental Planning and Assessment Act 1979* and includes any of the following –

- (a) the use of land,
- (b) the subdivision of land,
- (c) the erection of a building,
- (d) the carrying out of a work,
- (e) the demolition of a building or work,
- (f) any other act, matter or thing that may be controlled by an environmental planning instrument.

## Related resources

### 30. Legislation:

- a. Local Government Act 1993 (NSW)  
<https://www.legislation.nsw.gov.au/view/html/inforce/current/act-1993-030>
- b. Environmental Planning and Assessment Act 1979 (NSW)  
<https://www.legislation.nsw.gov.au/view/html/inforce/current/act-1979-203#sec.1.5>
- c. Environmental Planning and Assessment Regulation 2000 (NSW)  
<https://www.legislation.nsw.gov.au/view/html/inforce/current/sl-2000-0557>
- d. Development Assessment Best Practice Guide (March 2017) (NSW)  
<https://www.planning.nsw.gov.au/-/media/Files/DPE/Other/development-assessment-best-practice-guide-2017-03.pdf>
- e. Local Environmental Plans (Gosford and Wyong) <https://www.centralcoast.nsw.gov.au/plan-and-build/planning-controls-and-guidelines/planning-controls/local-environmental-plan-lep>
- f. Development Control Plans (Gosford and Wyong) <https://www.centralcoast.nsw.gov.au/plan-and-build/planning-controls-and-guidelines/planning-controls/development-control-plan-dcp>
- g. NSW Government 'Your guide to the Development Application process'  
<https://www.planning.nsw.gov.au/Assess-and-Regulate/Development-Assessment/Your-guide-to-the-DA-process>

Policy on the Assessment of Development Applications

## History of revisions

Amendment history	Details
Original approval authority details	<p>This Policy was originally endorsed at the Ordinary Meeting of the Council on [insert meeting date, minute number and resolution detail]</p> <hr/> <p>The reasons for the creation of policy are:</p> <ul style="list-style-type: none"><li>• to establish a framework for the efficient assessment of Development Applications under the <i>Environmental Planning and Assessment Act 1979</i>; and</li><li>• to provide a consistent and effective development assessment service which benefits applicants that submit good quality and complete applications; and</li><li>• to communicate how council will manage the assessment of Development Applications.</li></ul>
Version 1	No amendments since adoption



## SECTION 149 CERTIFICATE - NATURAL AND OTHER HAZARDS ENCODING



## **SECTION 149 CERTIFICATE – NATURAL AND OTHER HAZARDS ENCODING**

### **GOVERNANCE AND PLANNING – SUSTAINABLE CORPORATE & CITY PLANNING**

#### **POLICY OBJECTIVES**

To advise accurately on Section 149 Planning Certificates (Environmental Planning and Assessment Act 1979, as amended), whether or not Council has become aware of the existence of a natural or other hazard so as to restrict the development of land by reason of the likelihood of land slip, bushfire, flooding, tidal inundation, subsidence, coastal erosion or other hazard.

#### **POLICY STATEMENT**

Council will encode a Section 149 Certificate as required under the Environmental Planning & Assessment Act when Council is able to identify a hazard which is likely to restrict development of the property.

The encoding will be carried out once the identification has been made by any of the following:

- An expert report.
- Specialist advice.
- Clear identification by presentation of evidence that the hazard exists.
- Checking that documented occurrences are not the result of an unusual, extraordinary or perpetrated events.

The encoding will be made if the land is affected by the hazard to a level which either restricts development or exceeds Council standards applying to the hazard and thus would restrict development of the lot.

The encoding will be considered for amendment or removal if it is shown by professional experts that the hazard cannot affect the property in question at the applicable standard.

The encoding will be removed if the hazard is mitigated to an extent that the property is no longer subject to the hazard at the applicable standard.

The encoding applies to the land and will not be removed because conditions of consent such as minimum floor levels, pile foundations, seawalls, geotechnical work or fire protection have been complied with.

The property owner will be advised of the encoding in writing.



## **REVIEW**

Review of a hazard determination will be made by the Council if formally requested in writing. The review will be made following a report on the case by either the Unit Manager, Director or Chief Executive Officer. The report will include appropriate professional advice and will address the level of hazard and how the property is affected in accordance with the hazard and the applicable Council standard.

When a property owner has requested a reconsideration of an encoding, and if upon determination by the delegated officer the property owner is dissatisfied with the finding, the property owner may apply in writing for review by the elected Council.

The review is not to be delegated.

Council's determination of the review must rely upon sound technical advice to advance an argument for rescission of the encoding.

The Council's decision regarding the review will be communicated to the property owner in writing.

(Min No 867/1995 - 22 August 1995)

(Min No 651/1996 - 27 August 1996 - Review of Policies)No Change

(Min No 239/2000 – 24 October 2000 – Review of Policies – no changes)

(Min No 214/2005 - 8 March 2005 - Review of Policies)

(Min No 311/2009 - 5 May 2009 - Review of Policies)

(Min No 2013/388 - 16 July 2013 - Review of Policies)



## SETBACK POLICY - CREEKS, RIVERS & LAGOONS



## SETBACK POLICY – CREEKS, RIVERS AND LAGOONS

### GOVERNANCE & PLANNING – DEVELOPMENT & COMPLIANCE

#### POLICY OBJECTIVES

To provide appropriate setbacks from creeks, rivers and lagoons.

#### POLICY STATEMENT

The provisions of Development Control Plan No 114 – Building Lines shall apply as a minimum under this policy when it is also applicable.

Where a building is to be located adjacent to a creek, waterway or lagoon and the land has not been the subject of a Floodplain Management Plan, the building shall be set back from the creek, waterway or lagoon such that:-

- a For further development of greenfield sites, setbacks are to be determined during the planning process to ensure that land inundated by the 1% AEP flood including freeboard will not be developed. As well as this criterion access shall be provided along the creekbanks to enable further maintenance and ongoing public accessibility along the reserve areas. At least six metres width between the top of the bank of the creek and the property boundary shall be provided. (See Setback Diagrams Nos. 1 and 2)
- b For development proposals in existing subdivided areas, the following provisions shall apply:-
  - 1 For minor creeks defined as creeks with a catchment area of less than 7.5 hectares:
    - 1.1 If no easement exists over the minor creek the setback shall be 4 metres from the top of bank or waterway area or 50% AEP flood extent (whichever is the greater)..
    - 1.2 If an easement exists over the creek, the normal building restrictions alongside an easement would apply.
    - 1.3 Where appropriate, the applicant may create and pipe the easement in order to remove the setback requirement. All pipework shall be to a Council approved design and construction specifications.
  - 2 For major creeks having a catchment area larger than 7.5 hectares:
    - 2.1 A setback is to be provided to allow for:
      - 2.1.1 Future adequate waterway construction
      - 2.1.2 A 4m wide vehicular and machinery access along the waterway for maintenance where a suitable easement does not exist.

- 2.1.3 An overbank floodway to pass a minimum of the 1% AEP design flood.
- 2.1.4 Adequate landscaping to the bank area.
- 2.1.5 See Setback Diagram No. 3.
- 2.2 Where the future waterway does not have an approved design, the setback shall be a minimum of 6 metres on each side of the creek from the top of the natural bank or overbank of the creek. Where banks of the creek have been filled without authorisation, the Council may determine a larger setback as considered appropriate. (See Setback Diagram No. 4)
- 2.3 The setback to be provided shall enable an hydraulically satisfactory waterway alignment to be retained or created. Setbacks, which when examined in relation to adjoining or nearby properties, cause sharp changes in direction or constrictions to flow will not be permitted.
- 2.4 It is desirable that a "Drainage Reserve" be created over all major creeks, including the area required for access and landscaping. Access to creeks may also require easements for access to ensure access is retained.
- 2.5 Setbacks from the top of the bank of the creek shall apply to properties adjoining public reserves where the land is flood liable up to the 1% design flood event.
- 2.6 A developer may, subject to approval by Council, prepare engineering plans for a reach of a major creek and incorporate the provisions of 2.1, 2.3, 2.4 and 2.5 above into the proposal. The setback shall then be provided to a varied distance as suitable providing the engineering works are carried out during development.
- 3 Subdivision of land adjacent to major and minor creeks shall take into account the need to provide setbacks as described in this policy.
- 4 Setbacks from creeks and lagoons may also be affected by other regulatory authorities i.e. Department Water and Energy with regard to the Water Management Act 2000, and the Department of Primary Industries with regard to the Fisheries Management Act 1994. Details of the affections should be sought by the applicants from these authorities.

(Minute No 773/1992 - 28 July 1992)

(Minute No 547/1994 - 14 June 1994)

(Minute No 322/1996 - 23 April 1996 - Review of Policies)

(Minute No 239/2000 - 24 October 2000 - Review of Policies)

(Minute No 214/2005 - 8 March 2005 - Review of Policies)

(Minute No 311/2009 - 5 May 2009 - Review of Policies)

(Min No 2013/388 - 16 July 2013 - Review of Policies)

Diagram 1

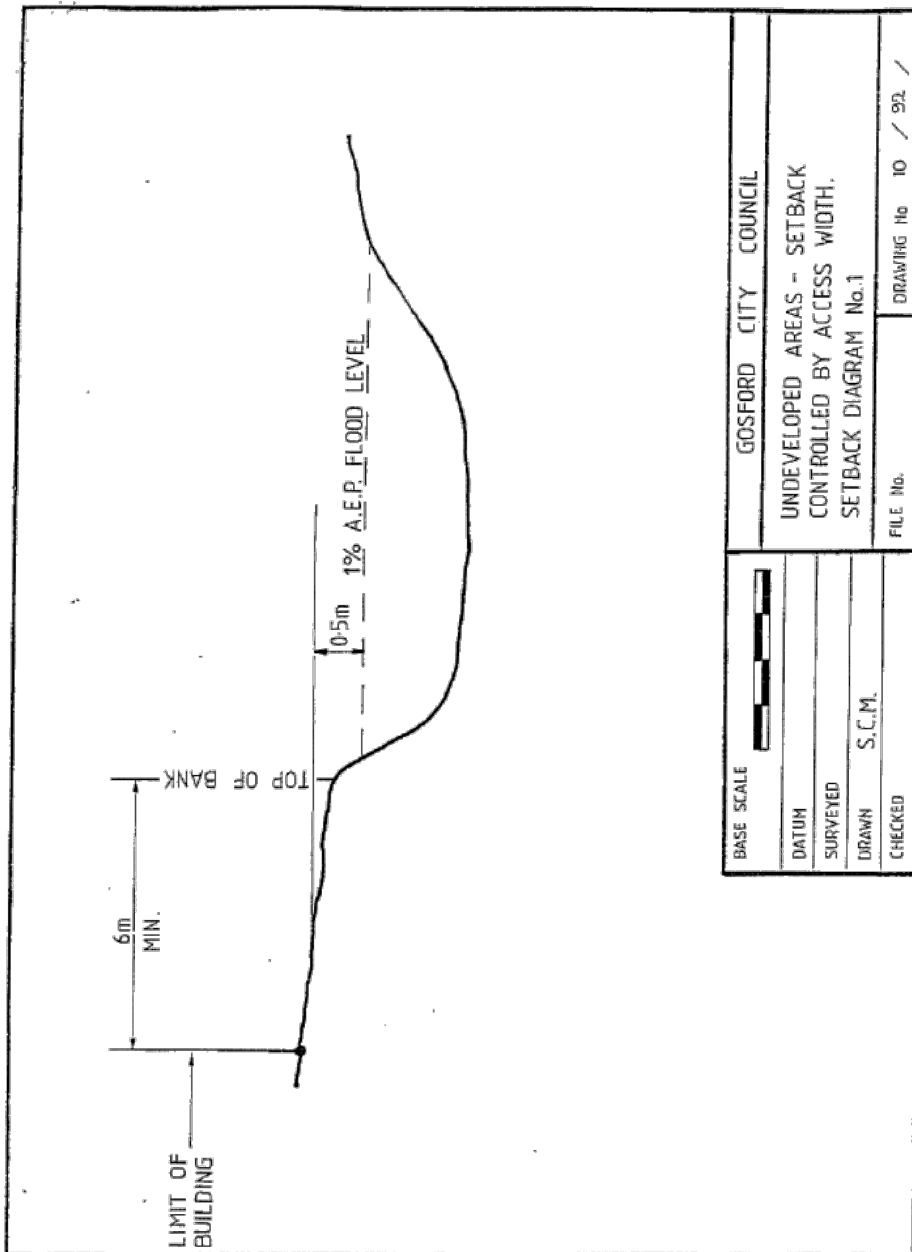


Diagram 2

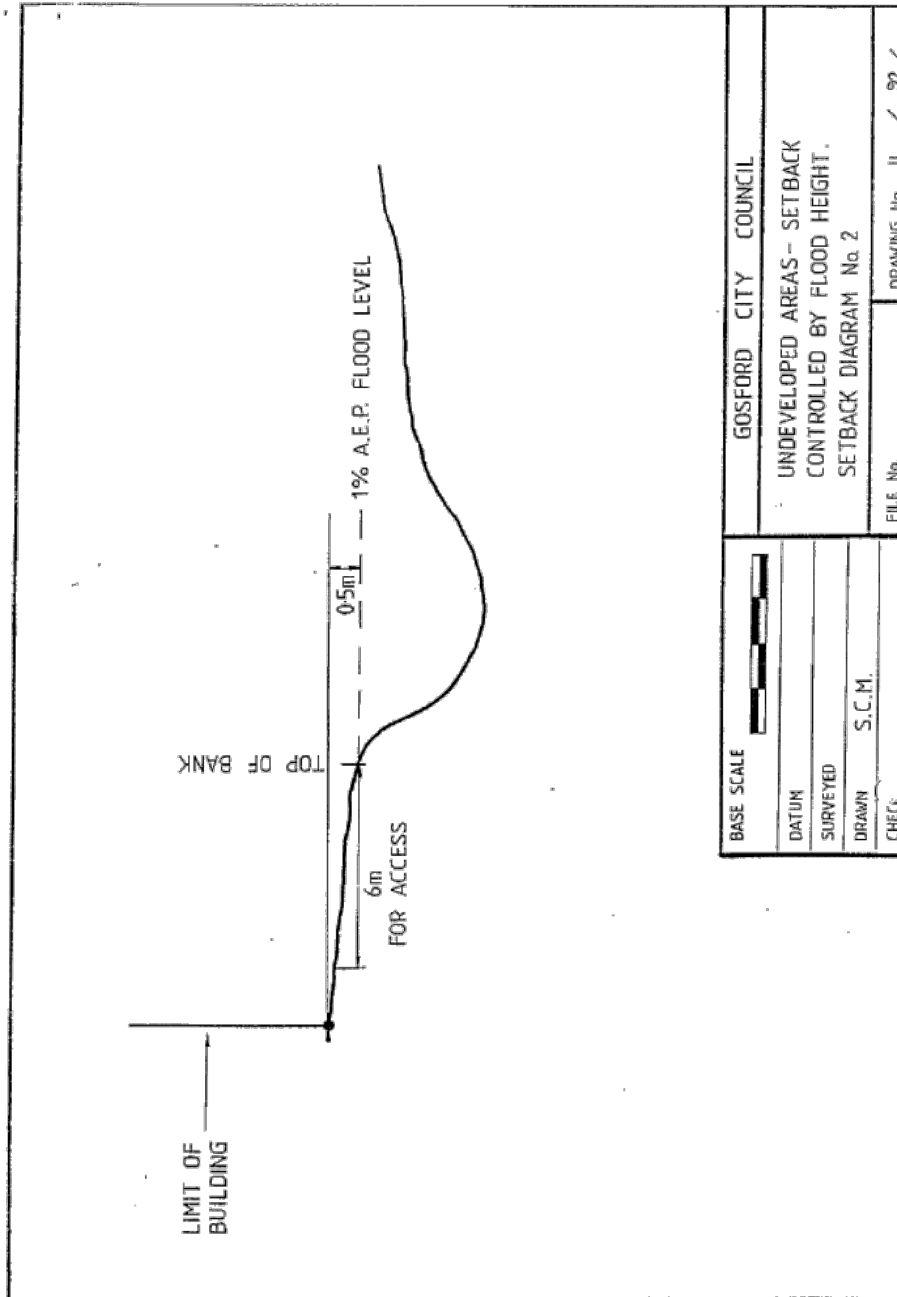


Diagram 3

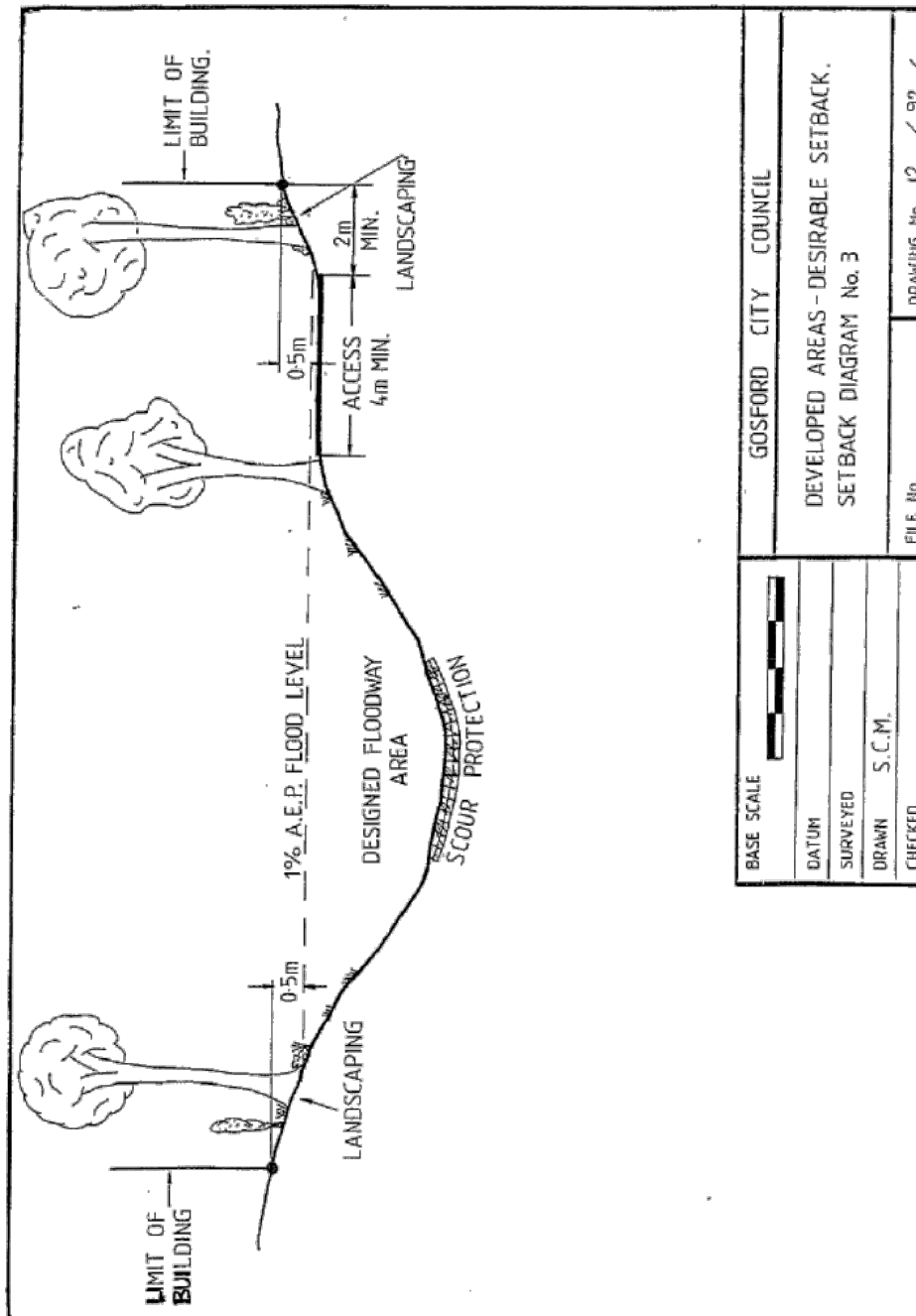
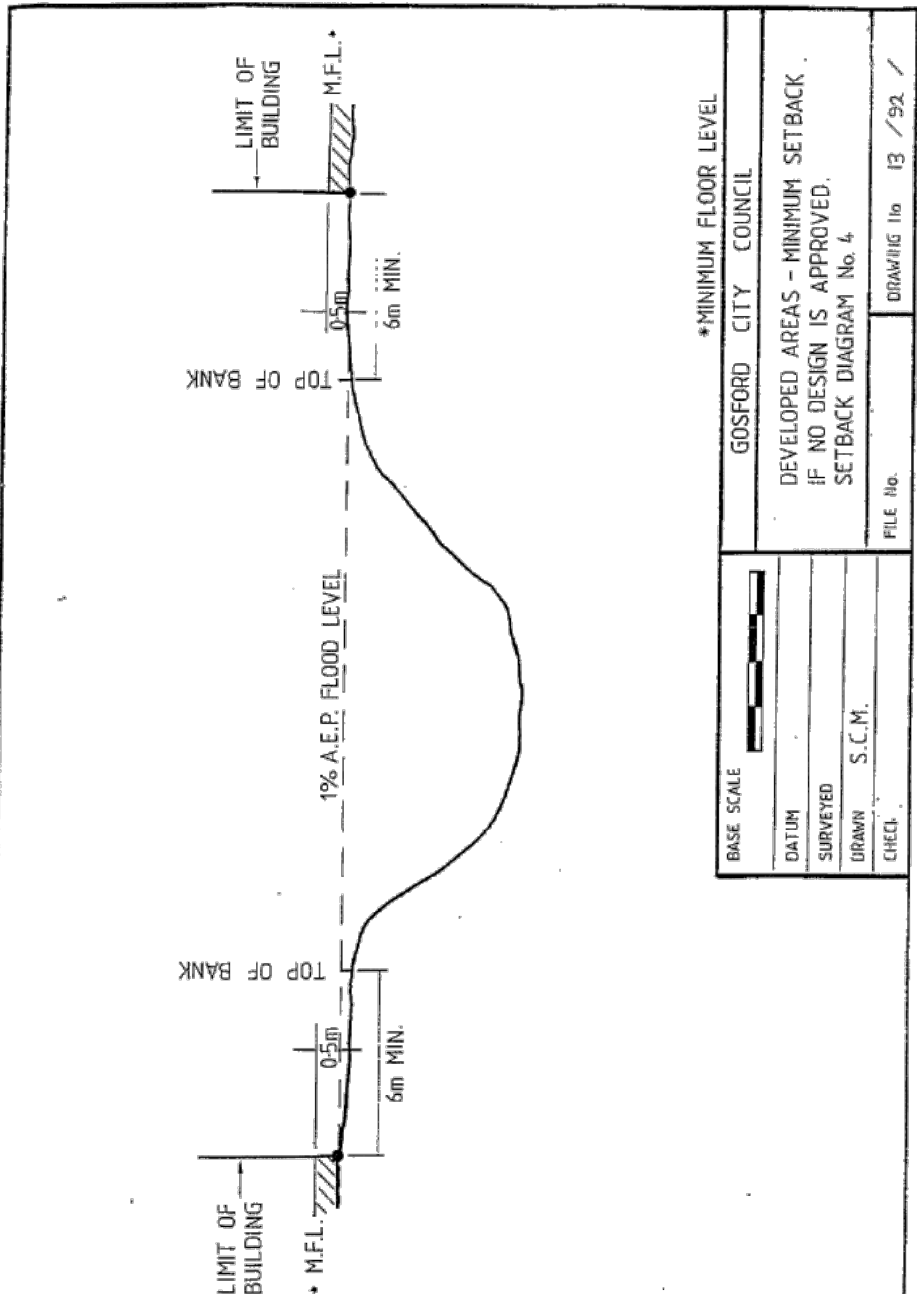


Diagram 4





### Summary of Comments of Catchment & Coast Committee in respect of

- Section 149 Certificate - Natural and Other Hazards Encoding Policy
  - Setbacks Policy for Creeks, Rivers & Lagoons
- 

#### Background

At the Ordinary Meeting of Council on 24 August 2020 it was resolved that.

*883/20 That Council refer the following policies to relevant Advisory Committee for their consideration:*

- Section 149 Certificate - Natural and Other Hazards Encoding Policy
- Setbacks Policy for Creeks, Rivers & Lagoons

Minutes of the August 2020 meeting of the Catchment & Coast Committee note as follows:

*'It was noted several policies were referred to Council for revocation at the 24 August 2020 Council Meeting as part of the Policy Project. Councillor Jane Smith requested the following two policies come to the Catchment and Coast Committees for consideration:*

- a. Section 149 Certificate - Natural and Other Hazards Encoding Policy*
- b. Setbacks Policy for Creeks, Rivers & Lagoons*
- c.*

**Action:** *Advisory Group Support Officer to circulate meeting papers about policies being considered for revocation to Advisory Group members for review, and add item to agenda for next meeting.'*

Following the August 2020 meeting of the Catchment & Coast Committee it is noted that:

- The matter does not appear to have been specifically discussed at the November meeting of the Advisory Committee, although the Minutes of the previous meeting, which included comments about the Policy revocations were noted; and
- Written comments were received from committee members.

In order to ensure that all comments of the Advisory Committee were captured, and not wanting to delay the matter to the next Advisory Committee meeting (not likely under March 2021) on December 21, each of the committee members were contacted by email, with detailed background to each of the policies and proposals for revocation. Each committee member was requested to make any further comments, in writing, prior to 11 January 2020, such that those matters could be considered.

### Summary of Matters Raised by Committee Members

#### Natural and Other Hazards Encoding Policy

The central policy intent of this Gosford Council policy was to attach permanently to a site a flag for the current and future (including prospective) owners of a property that there is an ongoing hazard(s) risk.

This is an important public policy approach to ensure that there is transparency ensuring that people enter into ownership with their eyes wide open that a hazard exists, and therefore can consider the implications for them (eg risk to property and safety; building design demands, insurance premiums etc). (It may also serve to protect Council from legal claims after a catastrophic event that it had failed to provide access to information in its possession to forewarn owners.)

I consider it essential that into the future Central Coast Council planning policies and instruments give sound effect to that policy principle about hazard information. There probably is a case for revocation of the Gosford policy instrument at some point, as part of switching from old Councils policies to contemporary Central Coast Council policies - but as set out below now is probably not the time to do it in this particular case.

The advice provided by Council staff arguing for revocation of this policy is opaque and deficient:

- it nitpicks on details of drafting in the policy - a red herring regarding the basic proposition for revocation
- it claims that much of the intent will be picked up in Environmental Planning Instruments and Development Control Plans (final para of relevant section of business paper).
  - but it fails to describe how that is done and whether it gives fully equivalent transparency to owners
  - it is difficult to fathom that Central Coast Council DCP provisions do this - (1) currently operating under old Councils DCPs; where Wyong Council seemingly had no such equivalent policy as there is no proposal for revocation; (2) I doubt that the draft Consolidated DCP addresses this provision - Council advice makes no such claim; and, (3) the Comprehensive DCP be is only an aspiration at this stage.

Consequently, I **recommend** that:

- Councillors request Council staff for more concrete advice on how the policy intent on information about hazards to properties is planned to be picked up in new Council planning instruments

- Council revoke the Gosford Council policy only when it is satisfied that the current day planning instruments give proper effect to the public policy intent.  
(There was a lot of political debate approximately 5 years ago at local and State level regarding the Section 149 Certificates addressing coastal inundation. But that was driven by

sectoral interests, and did not address meaningfully the public policy necessity of transparent information. That episode is not relevant to the broader revocation proposal before Council today. But it will necessarily arise again when Council advances with framing its upcoming Coastal Zone Management Program.)

#### Council Officer Comment

Planning Certificates are no longer called Section 149 Certificates. Council issues Planning Certificates in accordance with the requirements of Section 10.7 of *Environmental Planning & Assessment Act 1979* (EP & A Act). The content requirements of the Planning Certificate set out in Schedule 4 of the *Environmental Planning & Assessment Regulation 2000* (E&P Regulations).

This policy is no longer required because it adds additional complexity, duplication and uses terminology not consistent with the EP & A Act. There is also a planning circular that details how coastal hazards are noted on Planning Certificates.

Examples of inconsistencies and difficulties with the current Policy:

- The Policy states that Council will *'encode a Section 149 Certificate .... when Council is able to identify a hazard, which is likely to restrict development of the property'*. This is inconsistent with Schedule 4 of the Regulations which states that the Planning Certificate will list every Environmental Planning Instrument, draft Instrument, development control plan, draft plans that apply to a parcel of land whether or not they restrict development on the land.
- The policy refers to *'expert reports'* and *'specialist advice'* and *'presentation of evidence that the hazards exist'*. These terms are not used in the Act or Regulations in relation to Planning Certificates. There is nothing that determines what an *'expert report'* is, nor who is to judge whether such a report is an *'expert report'*. What if two *'expert reports'* are inconsistent with each other?

External legal advice was sought following Councillor questions regarding the recommended revocation of this policy. The legal advice recommends that the policy be revoked. It notes that there is a risk in keeping the policy as it is currently worded, and that there is no benefit in retaining the policy.

The independent legal advice also notes that there has been a number of material changes to the *Environmental Planning & Assessment Act 1979* since the Policy was adopted in 1995. Environmental Planning Instruments (EPs) and Development Control Plans (DCPs) are also more prescriptive now than they were in the 1995. Much of the information that the Policy previously sought to cover is now contained in EPs and DCPs and are prescribed in other parts of the Schedule 4 to the EP&A Regulation.

#### Setback Policy - Creeks, Rivers & Lagoons Policy

The tenor of the Council staff advice seems to be that the Water Management Act provisions adequately cover the situation. It would be helpful to understanding the situation if it relied less on a legalistic tone and included a practical explanation that explained whether the WMA provisions are better, equivalent or weaker than the Gosford Council policy - that would inform a more considered assessment on revocation.

It would also be helpful to be provided with information on where in Central Coast planning instruments the WMA provisions will be laid out as part of a complete, integrated Central Coast planning framework

I imagine there is a reasonable case to be mounted that the WMA provisions are satisfactory and revocation of the old Gosford policy can proceed.

#### Council Officer Comment

The Policy relates to setback requirements for creeks, rivers, lagoons and other water bodies. Since 1992 there has been significant legislative amendments, such as the introduction of the *Water Management Act 2000* (WM Act) and the *Natural Resources Access Regulator Act 2017*, which created the Natural Resources Access Regulator (NRAR).

This policy is no longer required because controlled activities are carried out in, on or under waterfront land in accordance with the WM Act. The NRAR administers the WM Act and their Guidelines over-ride this policy.

This policy is inconsistent with guidance issued by the NRAR. For example:

- the policy defines 'minor creeks', as a creek with a catchment of less than 7.5 hectares. However, the '*Guideline for Controlled Activities on Waterfront Land*' prepared by NRAR, uses the Strahler system of watercourse classification – i.e. 1st, 2nd, 3rd order watercourses.
- The policy allows for building setbacks of 4 metres from 'minor creeks' and 6 metres for 'major creeks'. However, new rules for riparian corridors near creeks came into effect in July 2012. The NRAR advice provides a more complex riparian management zone providing for 10 metres minimum setback for 1st order creeks, increasing to 30 metres for 3rd order creeks.

Stadium Strategy – Consultation Report



*Central Coast Stadium Strategy*  
**Consultation report**

November 2020



Stadium Strategy – Consultation Report

## Executive summary

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.

### Public Exhibition

At Council's meeting on 10 August 2020, Council endorsed the draft Stadium Strategy for the purposes of public exhibition. Following the 30-day public exhibition period Council was to consider the submissions received during the exhibition period, and a report:

- addressing the submissions received from the public during the exhibition period; and
- proposing any appropriate amendments to the Stadium Strategy with consideration of those submissions.

### Summary of Submissions

The draft Stadium Strategy was exhibited from 31 August to 28 September 2020. The draft Strategy was exhibited online on Council's community consultation hub, Your Voice Our Coast.

Of the **17** written submissions received, a total of **17** unique comments were made.

Many comments were supportive and positive. All submissions were from individuals, 99% of which were Central Coast locals.

The **6** themes raised in submissions are summarised as follows:

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

Many submissions contained multiple issues or comments, and comments already touched upon by others.

Stadium Strategy – Consultation Report

All relevant issues raised are included in this report and have been considered in the determination of the final Strategy.

**Objective of consultation**

The purpose of consultation for the draft Stadium Strategy was to seek feedback from the Central Coast community on both Council’s role and the community’s involvement in the running of the Stadium. This document will be presented to Council along with the final Stadium Strategy for adoption.

The local community play a huge role in the success and utilisation of the Stadium. It was important to take their feedback and concerns into account before finalising any action. The Stadium is a community asset and needs to reflect the wants and needs of the locals.

**Our engagement framework**

Consultation was been designed in accordance with Central Coast Council’s Engagement Framework. This framework is available to view at: <https://www.yourvoiceourcoast.com/Central-Coast-Council-Engagement-Framework>.

**How we consulted**

We carried out extensive and adequate promotion of the consultation period to ensure the community and key stakeholders were aware of the opportunity to get involved and given enough notice to provide feedback.

Your Voice – Our Coast website	<ul style="list-style-type: none"> <li>• Project page was live 31 August – 28 September 2020</li> <li>• <a href="https://www.yourvoiceourcoast.com/all-projects/draft-central-coast-stadium-strategy">https://www.yourvoiceourcoast.com/all-projects/draft-central-coast-stadium-strategy</a></li> <li>• 696 visits to this page during consultation period</li> <li>• Stadium Summary document was viewed 87 times</li> </ul>
Media release	<ul style="list-style-type: none"> <li>• Issued on 31 August 2020</li> </ul>
Print advertising	<p>Advertisement promoting the public exhibition of the draft Strategy ran:</p> <ul style="list-style-type: none"> <li>• 9 September 2020: Coast Community Chronicle</li> <li>• 11 September 2020: Coast Community News</li> </ul> <p>Copies of print advertising can be found in <b>Appendix A</b></p>
Outdoor media	<p>LED screen cnr Dane Drive:</p> <ul style="list-style-type: none"> <li>• 3 September 2020 – 28 September 2020</li> </ul>
Social media	<ul style="list-style-type: none"> <li>• Facebook post on 1 September with a total reach of 19,834, and 139 reactions, comments and shares</li> </ul>

Stadium Strategy – Consultation Report

	<ul style="list-style-type: none"> <li>Facebook post on 21 September with a total reach of 4,744, and 15 reactions, comments and shares</li> <li>Instagram post on 1 September with a total reach of 1,390, 25 reactions, comments and shares</li> </ul>
Stakeholder email	<ul style="list-style-type: none"> <li>An email was sent to 4500+ stakeholders who have subscribed to updates on Council's community consultation on August 31st</li> </ul>
Councillor Briefing	<ul style="list-style-type: none"> <li>10 August 2020</li> </ul>

Demographics

Figure 1: What is your suburb?

Within Central Coast Local Government Area	Count	Outside Central Coast Local Government Area	Count
Copacabana	1	Arcadia	1
East Gosford	2		
Ettalong	1		
Gorokan	1		
Gosford	1		
Green Point	2		
Holgate	1		
Kariong	1		
Killarney Vale	1		
Point Claire	1		
Saratoga	1		
Umina Beach	1		
Wamberal	1		
West Gosford	1		
		<b>Total outside LGA</b>	<b>1</b>
		<b>TOTAL</b>	<b>17</b>

What we heard

We have grouped key comments into themes and provided responses to issues and queries raised in the submissions. The key points of the Strategy are reiterated and expanded upon in our response where the comments indicate a misunderstanding of the topic. If the Stadium Strategy text has been changed in response to the comment, this is indicated in the table below.



Stadium Strategy – Consultation Report

Key issues raised	Summary	Response
Theme 1: The future of Central Coast Mariners and the relationship between Club and Council		
<ul style="list-style-type: none"> <li>• Council should 'partner' with the Mariners to promote the game and club</li> <li>• Council should provide 'full support' to the Mariners to ensure they stay on the Coast</li> <li>• Council should not create and agreement with Mr Charlesworth</li> <li>• The Stadium should be sold to the Mariners</li> <li>• Council should not be relying solely on the relationship and success of the Mariners</li> </ul>	<p>Page 16 of the Strategy clearly highlights that the Central Coast Mariners are our sole permanent tenant and the financial stability of the Stadium does rely on the success of the Mariners. Recent comments in the media of the team being sold or moved to another location has meant that a lot of the submissions voiced their opinions on this matter.</p>	<p><b><i>It is recommended to add the 'Challenges' section on Page 13 of the Strategy to be updated.</i></b></p> <p><b><i>Council will continue to work with the Mariners on game day promotional activities and social media platforms.</i></b></p>
Theme 2: Ideas/suggestions for additional/new content		
<ul style="list-style-type: none"> <li>• Enthusiasm to hold local finals to engage with the community</li> <li>• Suggestions of non-sporting events, such as markets, carnivals and live music/concerts</li> <li>• Suggestions for conferences and other corporate functions</li> <li>• Insistence on more NRL content, and team, and to incentivise these clubs</li> <li>• Suggestion to convert the rectangular oval to accommodate cricket and AFL</li> </ul>	<p>The community would like to see more local, community and non-sporting events held at the Stadium.</p>	<p><b>As outlined in the Strategy Priority 1.2 an Event Strategy will be developed by November 2021.</b></p> <p><b>This plan will see Council continue to actively bid for varied content including markets, live music / concerts and encourage more non-sporting hirers to utilise our facility.</b></p>
Theme 3: Pricing and variety of food and beverage options		
<ul style="list-style-type: none"> <li>• General belief that food and beverage is too expensive for families</li> <li>• Catering is seen to be limited in variety, with no healthy alternatives</li> </ul>	<p>The community are requesting a broader range of food and beverage options that are also affordable for families.</p>	<p><b>Stadium Management identified limited variety in our food and beverage offerings in the Challenges section as outlined on page 13 of the Strategy.</b></p> <p><b>We are restricted in our offerings and pricing due to the</b></p>

Stadium Strategy – Consultation Report

		<p>lack of a commercial kitchen and external catering contract.</p> <p>Stadium staff will continue to work with the contracted caterer to deliver on a more diverse food offering that includes healthier menu options and engaging with mobile food vendors.</p>
Theme 4: Parking options and access to Stadium		
<ul style="list-style-type: none"> <li>Concern regarding limited parking options, and the access to stadium for senior citizens</li> <li>Request for parking station behind stadium</li> <li>Request for parking maps</li> </ul>	<p>The community are calling for more parking options closer to the Stadium.</p>	<p>Stadium Management identified limited spectator parking in the Challenges section as outlined on page 13 of the Strategy.</p> <p>Within Strategic Priority 3.1 (page 31), parking is outlined within the development of a master precinct plan.</p> <p>Stadium staff to also ensure that the community are aware of all the free parking options available around the Stadium, including Gosford City car park.</p> <p>This plan is to be completed by December 2023.</p>
Theme 5: Creation of a precinct surrounding the Stadium for pre and post-match		
<ul style="list-style-type: none"> <li>Suggestion to create a 'community area with eateries &amp; bars on game day'</li> <li>Desire to have 'an activation on the foreshore on the Western side of the Stadium' to extend the game day experience</li> </ul>	<p>The community have identified the need for more activations and attractions around the Stadium to extend and enhance the game day experience.</p>	<p>Within Strategic Priority 3.1 (page 31) a new precinct master plan is proposed within the development of a master precinct plan.</p> <p>Our recommendation is that Council delivers a master precinct plan that improves the connectivity between the CBD waterfront and the Stadium, and enhances the game day experience. This plan is set by completed by December 2023.</p>
Theme 6: Closer analysis of potential threats to Stadium livelihood		

Stadium Strategy – Consultation Report

<ul style="list-style-type: none"> <li>• Financial impact of the Mariners of local economy</li> <li>• Financial impact of naming rights partner</li> <li>• Financial impact of management rights partner</li> </ul>	<p>The community have identified that there are financial implications that not only affect the Stadium but have a knock-on effect onto the local tourism industry.</p>	<p><b>Council have reviewed the financial benefits of selling the naming rights and outsourcing the management rights as outlined in the Strategy on page 17.</b></p> <p><b>Under Strategic Priority 5.2 an outcome on these decisions must be made by January 2022.</b></p> <p><b>Page 13 of the Strategy identifies the financial impact of the Mariners on the community.</b></p>
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## Response

The Stadium staff responded to all survey participants on 20 October 2020:

*Thank you for your submission on the Central Coast Stadium Strategy. We greatly appreciate that you took the time to give your valuable feedback.*

*We're currently reviewing all the submissions we have received.*

*We will be in touch when we progress this document to its next stage.*

## Consultation outcomes and next steps

Central Coast Council thanks all participants for their time in submitting a response to the draft Stadium Strategy.

In response to feedback from the community, the following minor amendments and clarifications to the text were made to the Strategy:

### Revisions

- Page 5 – include 'football' as the first 'major event' listed. This was previously omitted.
- Page 13 – Update the 'Challenges' section to include the potential ramifications if the Central Coast Mariners were to fold or move their base.
- Page 29-34 -Update the timeline for strategy deliverables in line with the submittal of Council report.
- Page 32 – Update 5.1 to reference the postpone of the 20<sup>th</sup> anniversary promotional program with inclusion of a 21<sup>st</sup> birthday campaign.

### ENDS

View all Central Coast Council's recent media releases at [www.centralcoast.nsw.gov.au](http://www.centralcoast.nsw.gov.au)

To keep up to date with Council's breaking news like/follow our [Facebook](#) and [Twitter](#) pages.

Stadium Strategy – Consultation Report

Appendix A – Print advertising September 2020

[www.coastcommunitynews.com.au](http://www.coastcommunitynews.com.au) - COAST COMMUNITY CHRONICLE 9 September 2020

Issue 15  
**Community Bulletin - COVID-19 Information**

YOUR HEALTH	YOUR COMMUNITY	YOUR BUSINESS
<p><b>Reach out for help</b></p> <p>The constantly changing news and restrictions about COVID-19 can affect our mental health, leading to anxiety and even depression. Restrictions on visiting friends, elderly family members and celebrating milestones and events such as birthdays, school graduations and weddings are also creating distress for many people. Others may be concerned about going out and risking contracting the virus when they are using public transport or in busy shopping centres. Whatever your concern, it's important to acknowledge it and to seek help if it is affecting your wellbeing.</p> <p>We've provided a comprehensive list of support services and resources on our website - as well as general mental health support. We've also included links for specific issues such as domestic violence, homelessness or practical help. For details, search 'COVID help' at <a href="http://centralcoast.nsw.gov.au">centralcoast.nsw.gov.au</a>.</p> <p>Exercise is also an important aid to good mental health. We've produced videos to help increase your physical and mental fitness through exercise and meditation. Search 'exercise' at <a href="http://centralcoast.nsw.gov.au/youtube">centralcoast.nsw.gov.au/youtube</a>.</p>	<p><b>Time's running out for grant applications</b></p> <p>Community groups experiencing a COVID-related surge in demand for their services are running out of time to apply for Council's Working Together Staying Strong grant program. The \$500,000 program was established to help local groups and organisations meet the needs of our most vulnerable community members during the pandemic. It closes on 30 September or when funds are exhausted.</p> <p>Not-for-profit and community groups can apply, particularly those supporting the physical health and mental wellbeing, social connection and safety of vulnerable and at-risk groups. This includes projects such as:</p> <ul style="list-style-type: none"> <li>• food hamper preparation and delivery</li> <li>• swaps for rough sleepers</li> <li>• mental health support</li> <li>• counselling services</li> <li>• organisational/volunteer support</li> <li>• helping people get around</li> <li>• small equipment purchases</li> </ul> <p>Eligible applicants can apply for between \$1,000 and \$10,000 per project in combined funding and in-kind Council services. Search 'grants' at <a href="http://centralcoast.nsw.gov.au">centralcoast.nsw.gov.au</a>.</p>	<p><b>Backing businesses to grow</b></p> <p>Although it has been a difficult year for the local economy, the Central Coast is now seeing an influx of visitors to the region and promising sales figures in areas such as retail and restaurants spending in key tourism destinations. While ATO data shows 47.3 percent of Coast businesses are accessing JobKeeper payments, many have also used the downturn to review their operation and give their business a makeover, moving to new delivery methods, revamped services or increasing their visibility. Our website has a range of information to help businesses during this difficult economic period. This includes:</p> <ul style="list-style-type: none"> <li>• enabling businesses to become a Council supplier</li> <li>• Bigger Backyard local business program</li> <li>• Shop Local campaign</li> <li>• Low touch economy webinar</li> <li>• Central Coast grant finder</li> <li>• small business water audits</li> <li>• dedicated customer service support</li> <li>• COVID-safe resources</li> </ul> <p>Search 'business support' at <a href="http://centralcoast.nsw.gov.au">centralcoast.nsw.gov.au</a>.</p>

HAVE YOUR SAY

Central Coast Stadium Strategy

We're developing a plan for the future of Central Coast Stadium - the Central Coast Stadium Strategy.

This strategy outlines the objectives and options for the ongoing future of the stadium, as well as a potential naming rights sponsor, and management of the stadium.

You're invited to have your say. Submissions and feedback will be accepted until 5pm 28 September 2020.

[yourvoiceourcoast.com](http://yourvoiceourcoast.com)

HAVE YOUR SAY

Join a forum - Disability Inclusion Action Plan

Do you have ideas or feedback about how we can make the Coast even more accessible and inclusive?

We are inviting people who live with a disability and their family or carers to join an online forum to help Council develop our new Disability Inclusion Action Plan 2021-2025. Forums are taking place on 17, 22 and 24 September 2020.

To register go to [yourvoiceourcoast.com](http://yourvoiceourcoast.com) or contact:

Celia Pennycook, Social Planner  
P: 4350 5340

Jodie Frost Foster, Disability Inclusion Officer  
P: 4325 8109

[yourvoiceourcoast.com](http://yourvoiceourcoast.com)

Stay up to date with COVID-19 information: [centralcoast.nsw.gov.au/COVID-19](http://centralcoast.nsw.gov.au/COVID-19)



Central  
Coast  
Stadium

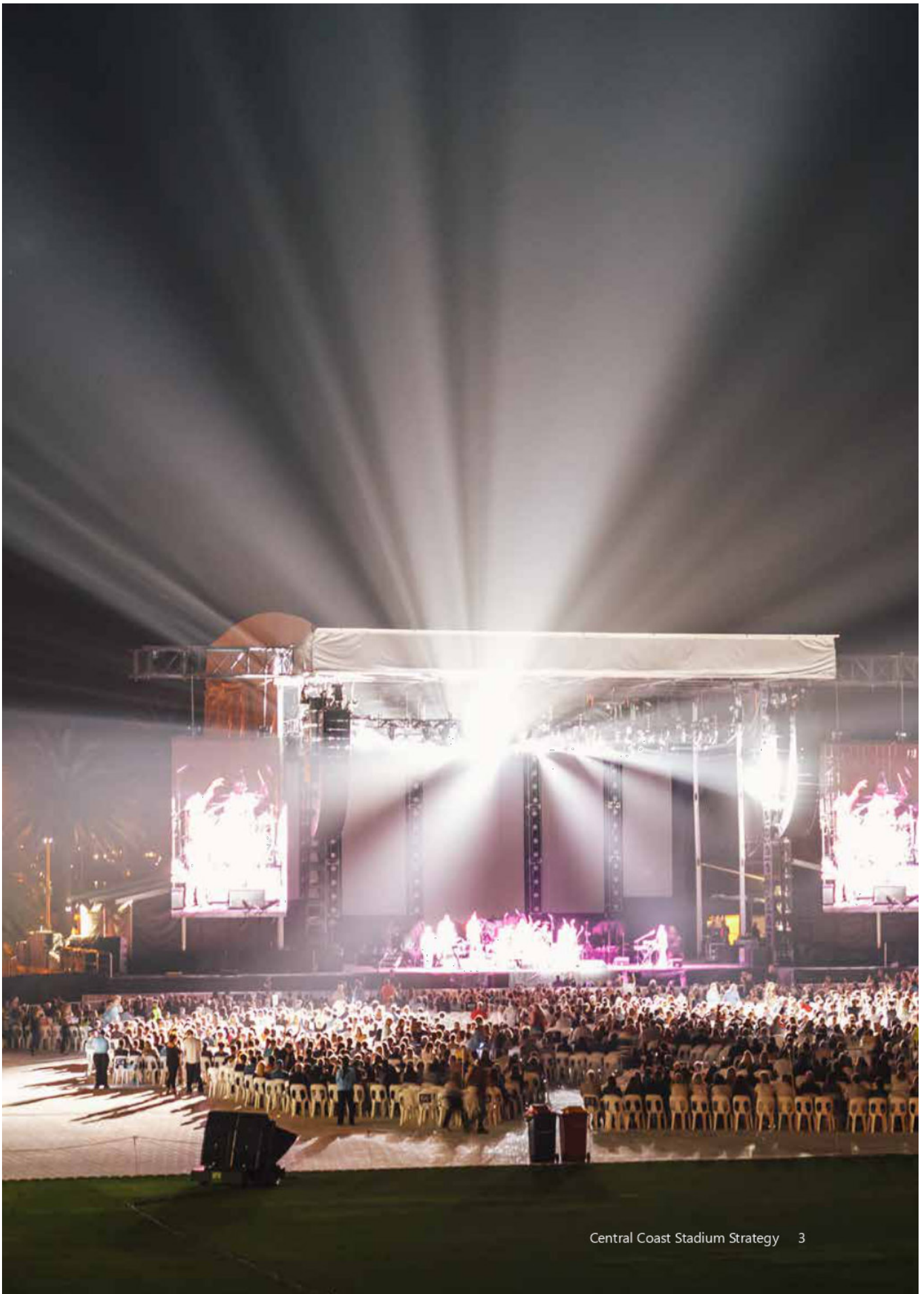


# strategy

MAY 2020 - DECEMBER 2023

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# 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**  
Football, 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.

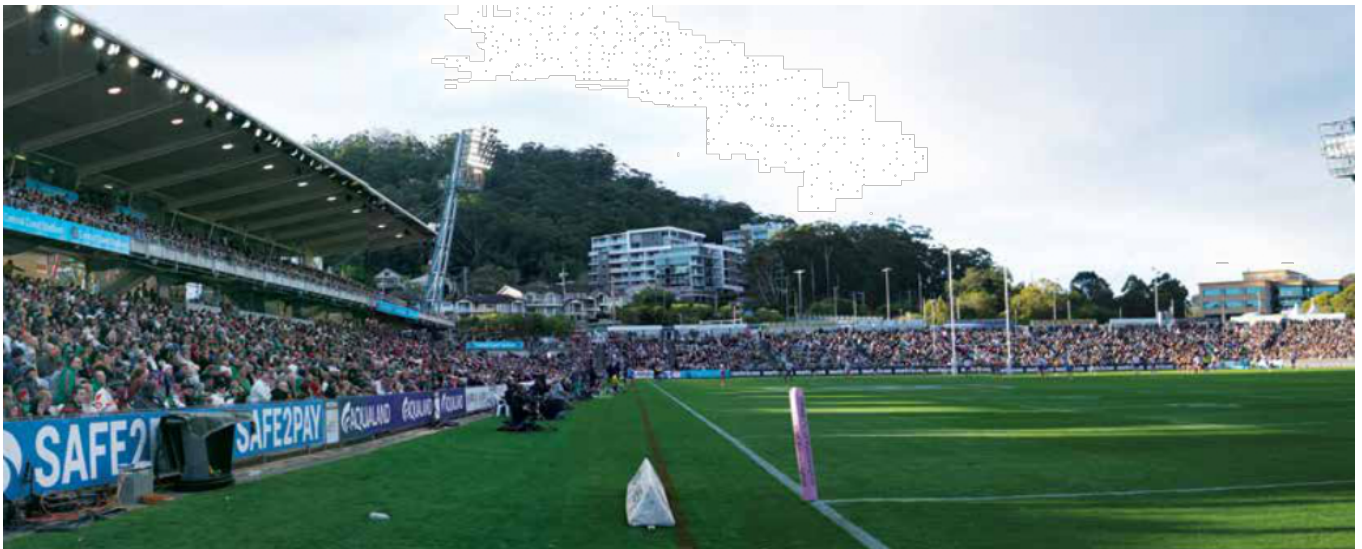


The events calendar needs to be expanded to achieve the goal of a vibrant and diverse calendar including new sporting, entertainment and other events.



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.





## 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.

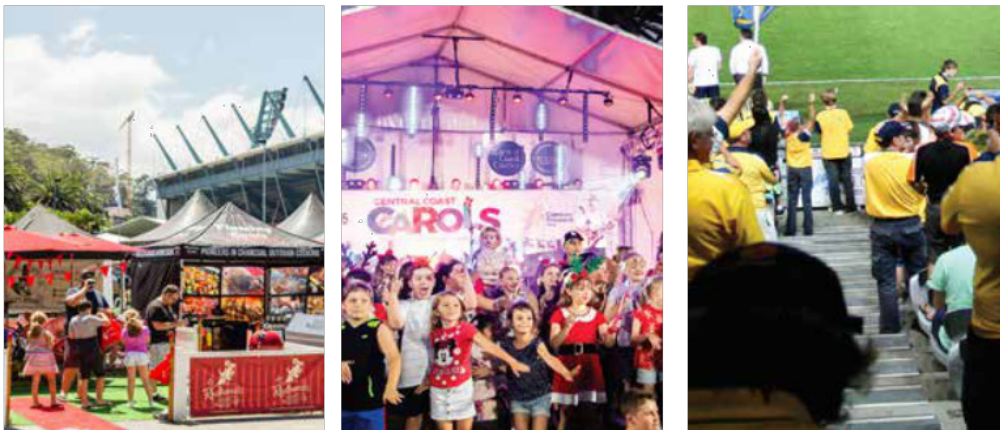
# ASSESSMENT OF THE STADIUM AND EMERGING ISSUES

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 2018-2018 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.



An aerial photograph of a large football stadium filled with spectators. The pitch is green with white markings. A teal semi-transparent box is overlaid on the upper half of the image, containing the title and introductory text. The stadium is situated near a body of water, with some boats visible in the distance.

# 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.
- 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).
- For the Stadium to maintain its relevance to the region, it needs an anchor tenant. The Stadium does rely on the Central Coast Mariners. The Mariners are key to the success of the Stadium which attracts over a dozen home games for locals and spectators. This obviously has a positive impact to the surrounding areas and gives a boost to the local economy. Council will continue to work with the Mariners for a positive sustainable outcome.

# 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
<b>Average attendance</b>			
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
<b>Total attendance</b>		<b>2017/18</b>	<b>2018/19</b>
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
<b>Total</b>		<b>174,310</b>	<b>101,215</b>

## 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.



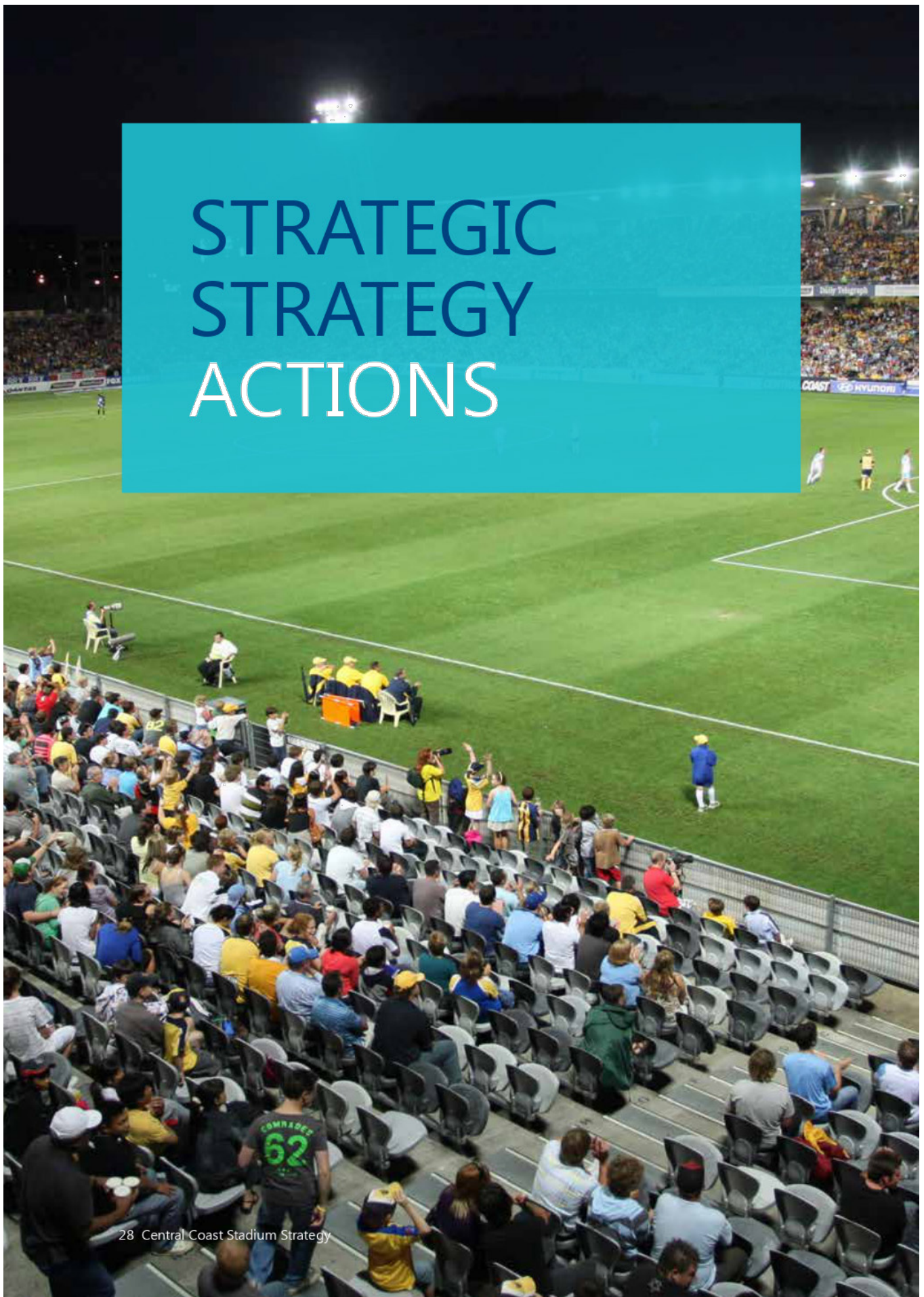


# STRATEGIC PRIORITIES FOR THE STADIUM

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:





28 Central Coast Stadium Strategy



## 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 November 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



Completed by June 2022

## 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



Completed by 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



Completed by March 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** Deliver the master plan in partnership with key stakeholders



Completed by 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 areas representing Planning, Finance, Economic Development and the community

- 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



Completed by January 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 in 2021.



Completed by December 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



**Completed by 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



**Ongoing**

### 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)



**Completed by 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



Completed by June 2022

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

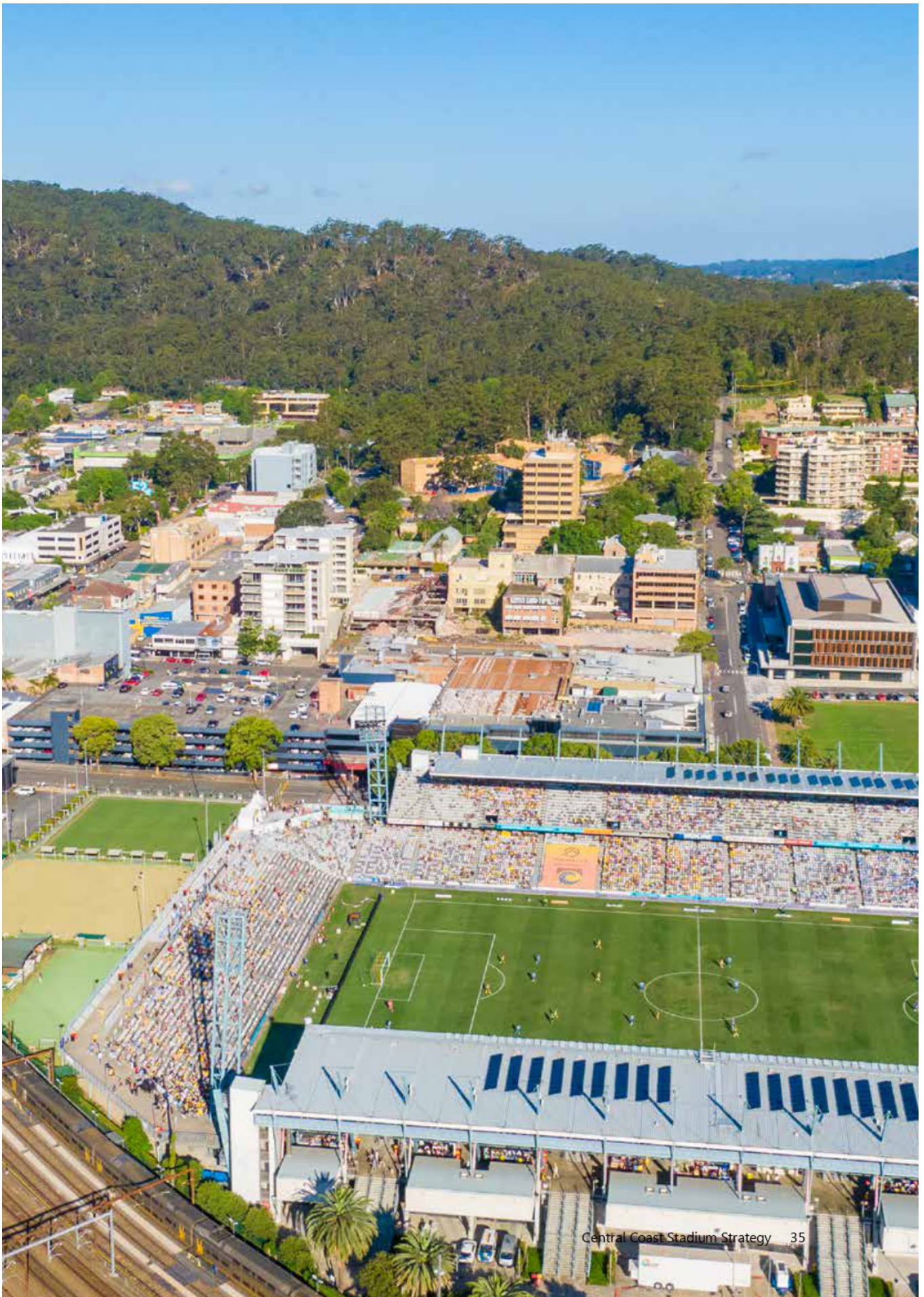
Council has identified sufficient interest and potential benefit to pursue an Expression of Interest (EOI) for the management rights of the Stadium (but retaining full ownership). Council can participate in the EOI to provide a public sector comparator. Council may still decide to retain management of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

- 5.7.1 Develop EOI documentating 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)
  - Compatability 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



Completed by 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.





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