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How commercialising Coffs CityWorks created benefits for the Council, staff and community

Dan Bonifant
Allan Hindmarsh

Coffs CityWorks

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- CityWorks
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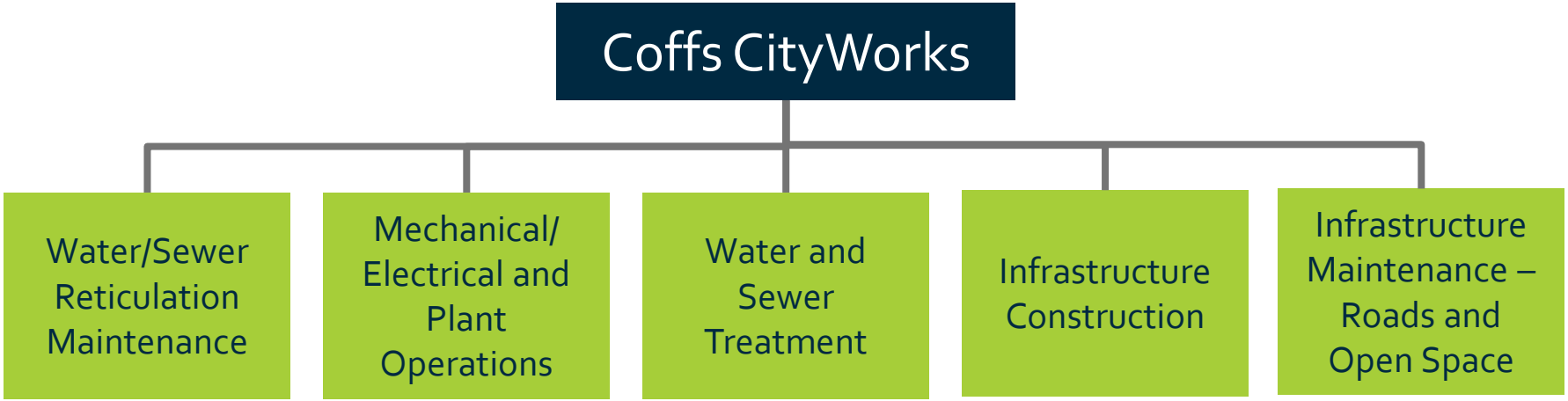
Who are we?



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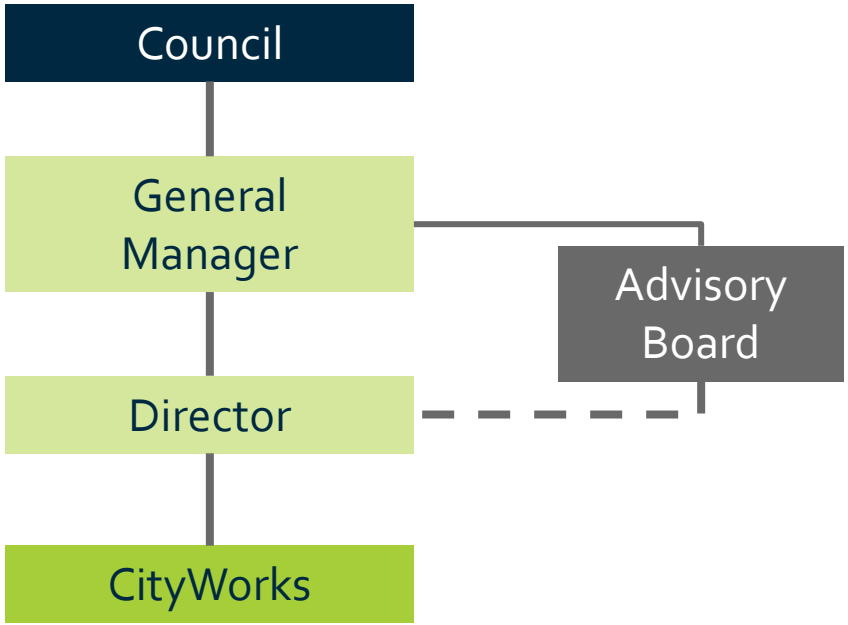
CityWorks



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What makes us 'commercialised'

Operational	• Tendering and pricing control • Marketing and identity • Culture and workforce • Relationship to Council
Governance	• Independent advisory board • Governance protocols • Instrument of delegation
Financials	• Separated from Council • Control with CityWorks • Responsible and accountable • Commercial style reporting

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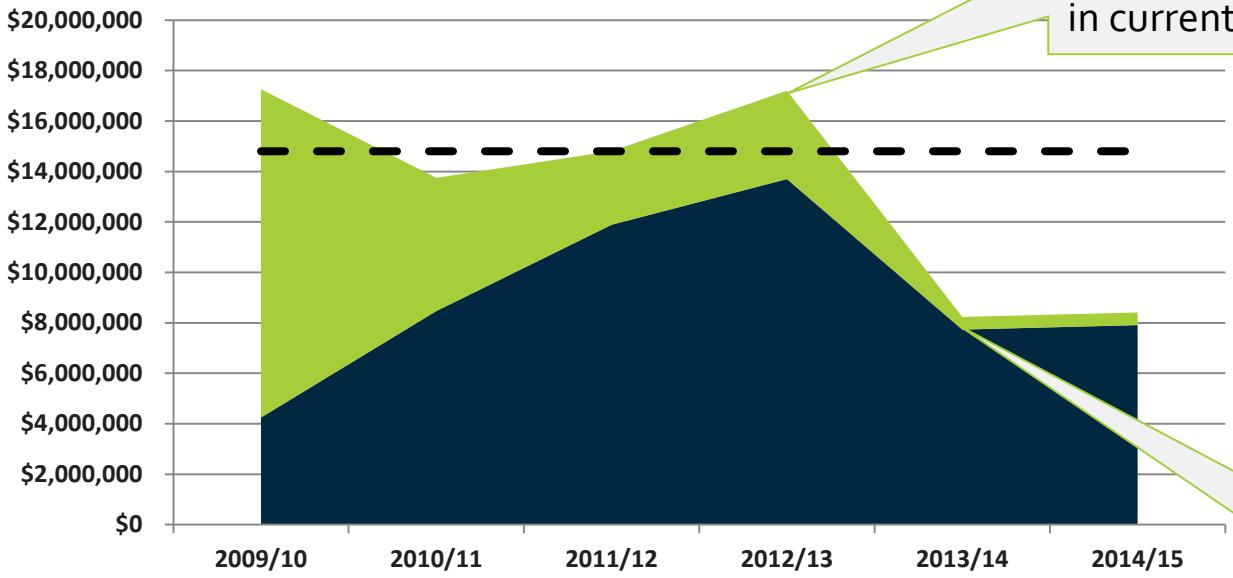
Why commercialise



$14.8m current capacity for capital and private works. Additional capacity required in current year

$6.5m shortfall in budgets from 2014 onwards

10 staff and 5 plant items

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Timeframe

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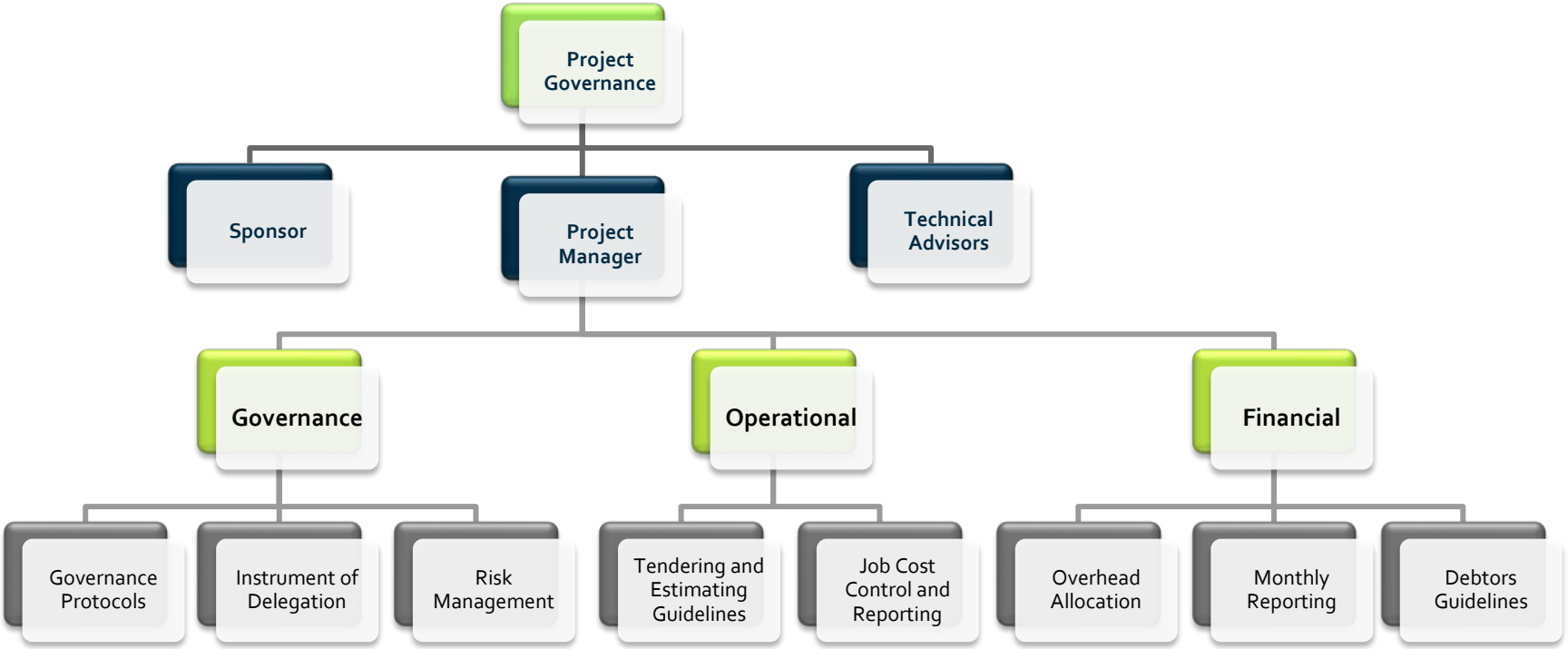
Project Structure



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Overcoming resistance

- **Council**
  - Risk management approach
  - Outside perspective/assurance/examples
- **Other staff**
  - Involved in the journey
  - Understanding and acceptance
- **CityWorks**
  - Uncertainty
  - Opportunity
- **Industry**
  - Sub-contracting opportunities
  - Targeted scope of works to avoid significant conflicts
- **Other Councils**
  - We are not taking your work

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Bridge Services
Concrete Bridges

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Cook Drive Intersection Coffs Harbour

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Eggins Drive Water and Sewer

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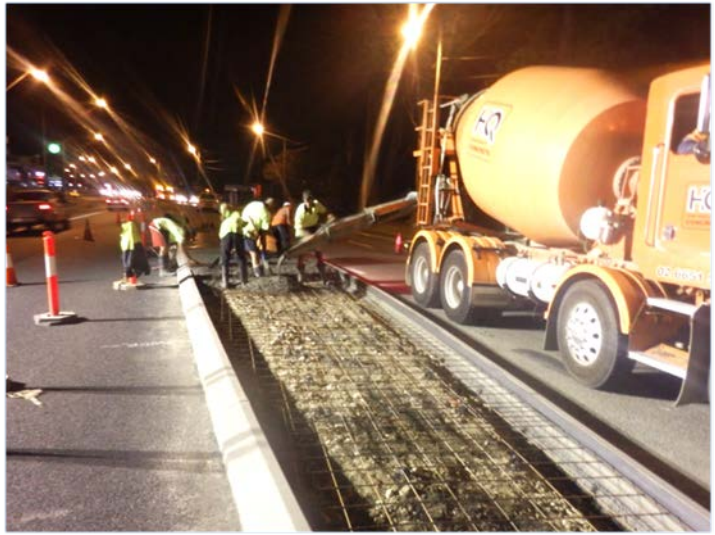

Beryl Street / Pacific Highway Traffic Lights

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Leighton Fulton Hogan JV - Service Relocations

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Key benefits

- CityWorks continues to grow, providing more jobs and a wider range of opportunities to its staff than previously
- CityWorks is able to bid for and win large projects and through that generate work for the smaller contractors in Coffs Harbour
- Untagged revenue generated for Council is available for use on major strategic projects reducing the burden on ratepayers
- Driving efficiency in our work practices and processes that have reduced our internal cost of service by 8-10%
- A change in workplace culture and practice reflecting the commercial environment

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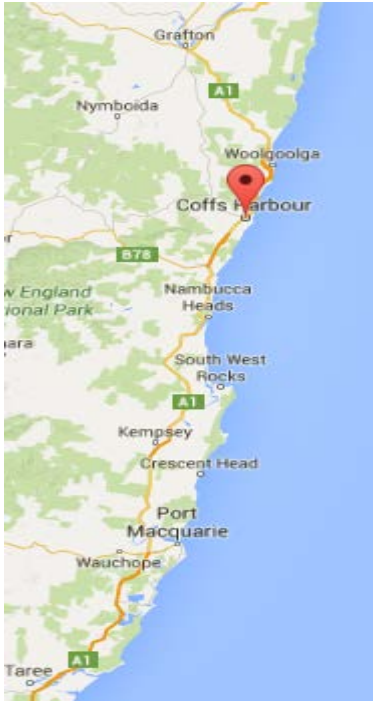
Where to from here?



- Identity is growing
- Cultural challenges
- Credibility in market
- Growth opportunities
- Relationships strengthened

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Conclusions

- The process and commercial model can have benefits, and has done, for CityWorks, Coffs, its staff and community
- Process was thorough, resource intensive and challenging
- Risks exist and must be managed
- Potential benefits outweigh the risks and challenges when done properly

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Questions?

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