

2011/2012 QUARTERLY OPERATIONAL REPORT

OCTOBER TO DECEMBER 2011



Tabled at the meeting of 23 February 2012



Helping to achieve the 2030 Community Vision

Introduction

The *2011/2012 Quarterly Operational Report – October to December, 2011* is generated from Council's *Performance Planning* software package. It shows the status for the quarter for each of the 57 Budget Programs within Council's 2011/2012 Operational Plan. Updates include percentage progress figures as well as summary comments from the officers responsible for each Program. Where a Program includes significant projects – either Capital Projects or Major Operating Projects – a progress report on those projects is also provided.

In general, Council aims at achieving a 100% result as the expected level of achievement for each Budget Program at the conclusion of each quarter of the 2011/2012 year. The percentage achievement figure is an aggregate of the progress scores for the individual projects and services within each Program.

Council's 2011/2012 Operational Plan identifies 182 projects in progress during the December quarter. Projects are classified as 'one-off' activities, often with set start and finish dates and individual budgets. The Operational Plan also identifies 143 services– these are ongoing activities carried out as the day-to-day business of Council. The delivery of services is measured through the use of Key Performance Indicators (KPIs) which generally compare achievements against set targets or timeframes.

The *Performance Planning* software utilizes "traffic lights" to indicate the progress towards achievement of performance measures. A green light indicates that the measure is either on track or achieved. An amber light indicates the status is manageable, and a red light indicates the activity is at risk.

Of Council's 57 Budget Programs, 47 are reported as being "on track" for the December quarter; 8 are reported as "manageable" and 2 are reported as "at risk" (generally reflecting resourcing issues).

The quarterly performance reporting process includes a continual review of Key Performance Indicators in an ongoing effort to ensure that measures provide an accurate and meaningful assessment of the effectiveness of Council's operational activities.

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OP010	Civic Management	STEVE MCGRATH	99.18	
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Program Comments

Corporate Planning - 2010/11 Annual Report completed; roll-out of new format Performance Planning; delayed completion of Sept Quarterly Performance Report (now a Corporate Planning Function); assist CHCC participation in SCU Community Forum series; assist with preparation for 2012 CHCC Community Survey.

Media - No major media issues (releases, speeches, advice, et all on track); involvement in community engagement processes including CHAOS/CBD rate variation proposal/community survey.

Online Strategies - working well but resourcing concerns in 2012 with roll-out of Switched on Coffs Digital Strategy.

Civic Relations - 2 citizenship ceremonies, meeting with Sasebo student delegation.

Program 1% over budget for period - on track for year end balance.

Participation in Service Level Review across Corporate Planning/Media functions.

Major Projects



50.00 Integrated Planning and Reporting (IPR) - Co-ordinate the development and implementation of Council's Integrated Planning and Reporting framework.

Coordinate IPR Working Group (meetings 19 Oct, 23 Nov, 14 Dec).

Continued participation in Service Review - IPR.

MIDGOC IPR networking group - first meeting 17 Nov. (Taree)

Finalise 2010/2011 Annual Report.

Go live with Performance Planning 2. Finalise Sept 2011 Quarterly Performance Report.



OP110	Community Facilities	GEORGE STULLE	100.00	
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Program Comments

Jetty Foreshore redevelopment project Stage 1 design and consultation project completed.
Continued engagement with Convic on design and stakeholder consultation for Brelsford Park Regional Skate Plaza.

Major Projects



50.00 **City Park Project**

Convic continue with design and consultation on Regional Skate Plaza project.



OP130	Coffs Coast Marketing	GLENN CALDWELL	95.50	
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Program Comments

Overall CCM is tracking well in most areas with industry prospectus, new website, marketing activity and VIC operations manageable

Major Projects



50.00 Marketing Campaign Plan

Marketing Campaign plan is in market and receive positive industry feedback. The next annual industry campaign plan is due April 2012



85.00 Rabbitohs Sponsorship

Pre season trial scheduled for February 11th. Marketing activity and reporting on track with social media campaign to be finalised with SSFC marketing team in February 2012. Marketing activity predominant during football season due to level of interest in team is significantly increased during this period.



OP210	Land Use Planning	CLYDE TREADWELL	98.20	
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Program Comments

Project progressing well with numerous matters being reported to Council for decision.

The City Centre Plan project, which involved a new standard template style Local Environmental Plan and a Development Control Plan, was completed during October 2011 to December 2011 with the Minister officially making the plan on the 21 November 2011.

Major Projects



75.00 Rural Residential Strategy

The Rural residential strategy has been endorsed by CHCC and the Department of Planning and Infrastructure.

Bonville is the endorsed Priority 1 Area to be rezoned.

Funding to progress the necessary Environmental Studies is being sought.

Progress is being made on seeking funding from landowners as a result of Council's resolution on the 14 July 2011.

Ongoing liaison with the landowners has taken place and a report is being prepared to be considered by Council in February 2012.



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75.00 Coffs Harbour Standard Local Environmental Plan (SLEP)

CHCC progressed the local government area wide Coffs Harbour Standard Local Environmental Plan to NSW Planning and Infrastructure after the Council resolved to seek permission to publicly exhibit the plan on 23 June 2011.

NSW Planning and Infrastructure issued a conditional certificate to allow exhibition on the 14/10/11.

Subsequently, Council resolved on the 13/10/11 to exhibit the Discussion Paper for the Coffs Harbour Business Centres Hierarchy Review (BCH) and that the exhibition of the City-wide draft Coffs Harbour Local Environmental Plan 2011 and Development Control Plan be delayed to allow them to be amended to incorporate recommendations from the adopted Business Centres Hierarchy Final Report.

The BCH was exhibited and reported back to Council on the 15/12/11 at which time Council resolved that appropriate recommendations from the adopted Review of Coffs Harbour Business Centres Hierarchy Final Report be used to inform amendments to draft Coffs Harbour Local Environmental Plan 2011.

The Draft LEP is to be reported to Council in February 2012.



82.00 City-wide Developmental Control Plan (DCP)

This Project is linked with the City Wide Standard LEP project.

CHCC progressed LEP to NSW Planning and Infrastructure after the Council resolved to seek permission to publicly exhibit the plan on 23 June 2011. NSW Planning and Infrastructure issued a conditional certificate to allow exhibition on the 14/10/11.

Council resolved on the 13/10/11 to exhibit the Coffs Harbour Business Centres Hierarchy Review (BCH) and that the exhibition of the LEP and Development Control Plan be delayed to allow them to be amended to incorporate recommendations from the adopted Business Centres Hierarchy Final Report.

The BCH was exhibited and reported back to Council on the 15/12/11 at which time Council resolved that appropriate recommendations from the adopted Review of Coffs Harbour Business Centres Hierarchy Final Report be used to inform amendments to draft Coffs Harbour Local Environmental Plan 2011.

The Draft LEP is to be reported to Council in February 2012. The Draft DCP will be reported to a subsequent meeting.



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100.00 City Centre Local Environmental Plan (LEP)

The City Centre LEP - known as Coffs Harbour Local Environmental Plan 2011 was made by the Minister and came into force on 21 November 2011. The City Centre Development Control Plan came into force on the same day.

The commencement of the LEP and DCP were duly notified in the newspaper and have been added to the CHCC website enabling community access to the documents.

The relevant Government agencies were notified.

Amendment to property notations have been implemented enabling up to date 149 Zoning Certificates to be issued.



15.00 149 Processing System

The project is reliant upon a computer base system and protocol (e Planning) being developed.

A working group is progressing the e-Planning project.

Other linked projects and grant funding being sought to progress the project.



70.00 LEP 38 (Thakral Land)

Ongoing discussions with proponent and government agencies have enabled matter to progress.

Linked with North Coffs release area LEP from a development control plan and contributions plan perspective.

Report being prepared to be considered at Council meeting in February 2012.



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80.00 LEP 46 (BIG Resort site)

On the 27 October 2011 Council adopted Coffs Harbour City Local Environmental Plan 2000 (Amendment No. 46) and submitted it to the Minister (Planning and Infrastructure) to make the plan.

Parties who made a submission to LEP No. 46 were informed of Council's decision in writing.

Council also adopted an amendment to the Residential Tourist Lands Development Control Plan. This DCP comes into force when LEP No. 46 is made.

The amended DCP was advertised as being adopted in accordance with the Environmental Planning and Assessment Act 1979 and Regulations.

Parties who made a submission to the DCP were informed of Council's decision in writing.



80.00 LEP 34 (North Coffs release area site)

Council resolved at its meeting of 23 June 2011 to exhibit the draft LEP (Amendment No. 34) - North Coffs Urban Investigation Area and draft North Coffs Development Control Plan, which relates to lands in the vicinity of Mastracolas Road and West Korora Road.

The Department of Planning and Infrastructure (P&I) gave endorsement to Council to place the draft Plans on public exhibition.

The LEP and DCP were exhibited from Friday, 5 August 2011 to Monday, 5 September 2011.

Submissions were received and liaison has taken place with landowners and government agencies.

A draft Contributions Plan is being prepared to accompany the LEP and DCP.

A report is being prepared to present the matter to Council in February 2012.



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98.00 Employment Lands Strategy

The final version of the Employment Lands Strategy - renamed the Business Lands Strategy - has been provided to NSW Planning and Infrastructure for comment and endorsement.



50.00 Bushfire Mapping Review

The new vegetation mapping is being finalised - expected completion February 2012.

Once this is completed and endorsed by Council, the bushfire Maps can be revised and issued to the NSW Rural Fire Service for endorsement.

It is envisaged that this will occur in the second half of 2012.



OP220	Land Use Assessment and Management	ROBERT PERCIVAL	98.88	
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Program Comments

This program is generally proceeding on track. Two areas requiring further investigation and review relate to:

- Section 96 Modification assessment - the current data requires the establishment of an individual application register. This will facilitate the ability to utilise Proclaim to collect and track the application assessment and determine actual time taken to complete the assessment.
- Development application related complaints - the current Dataworks management system does not facilitate ready retrieval of complaints received or any mechanism to track progress. The matter has been discussed with IT and Records management staff who are reviewing system process to determine the most effective way to automate and collect data.

No Major Projects - Service-based Program



OP230	Environmental Management	JEFF GREEN	97.00	
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Program Comments

Environmental Programs generally on target except as indicated. Need to apply additional resources to progress 2030 Community indicators, Climate Change Strategy and Biodiversity studies and plans.

Major Projects



50.00 State of the Environment reports

Council is part of a Working Group which includes of Council's, State Government Agencies and the NRCMA, in order to progress the development of a Regional State of the Environment Report, based on the NRCMA region. The Working Group have developed a Service Level Agreement, Indicators, and jointly employed a Project Officer to coordinate the SoE report preparation including data collation. This project is on-track for delivery of the Regional SOE Report per required schedule. Next CHCC SoE due November 2012.



50.00 2030 Community Engagement

2030 Engagement activities as funded by the CEEChange are progressing on budget - due for completion June 2012



80.00 2030 Community Indicators

2030 Indicators development requires additional resources in order to ensure that the outcomes are delivered in a timely manner. Present lack of funding for baseline survey and ongoing resourcing will likely delay implementation of 2030 Indicators.



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50.00 Corporate Sustainability Strategy

Development of the strategy has been on hold whilst relevant staff are on extended leave. Project will continue in the next quarter.



50.00 Community Sustainability

The last quarter saw the very successful and popular Sustainable Living Festival. It is hoped that after 3 years and attendances of over 5000 people this can now become one of Coffs signature community events. However there is currently no funding for this year's event.



50.00 Climate Change and Mitigation Strategy

Council continues to utilise the 'scorekeeping' service of "Planet Footprint". This service collects and interprets electricity consumption data, and reports on discrepancies and benchmarks.

Climate Change Mitigation actions continue to be progressed where possible, including the in-progress NABERS Sustainability ratings assessments of Rigby House, Administration Office and Marcia Street Depot. These assessments will generate a list of potential actions to improve efficiency within these facilities.

The Coffs Harbour Climate Change Mitigation and Adaptation Action Plan (July 2010) highlights the need to update the Coffs Harbour Greenhouse Action Strategy (2002) to a Coffs Harbour Climate Change Strategy.

The Strategy revision is all the more necessary with the passing of the Clean Energy Legislative Package by the Senate on 8 November 2011 which will introduce a carbon price. In conjunction with this change the Carbon Farming Initiative and the National Greenhouse and Energy Reporting Scheme (NGERS) are significant changes to be addressed.

Insufficient resources at this stage to progress the Coffs Harbour Climate Change Strategy.



90.00 Biodiversity Strategy

Council's new Biodiversity Action Strategy (BAS) is being professionally edited, prior to being formatted using Desktop Publishing software. The BAS is likely to proceed to Council March seeking public exhibition of the Strategy for 28 days.



50.00 Priority Habitats and Corridors Strategy

Awaiting finalisation of Class 5 vegetation mapping for the Coffs Harbour LGA (due end of March 2012) by the Environmental Protection Authority before preparing a report for Council endorsement of the mapping.

PHACS is dependent on completion of this milestone before proceeding further. See L11/19 CITY WIDE VEGETATION MAPPING AND DRAFT PRIORITY HABITATS AND CORRIDORS STRATEGY - UPDATE (28 July 2011)



70.00 Koala Plan of Management

Awaiting completion of Class 5 vegetation mapping and northern koala populations surveys to derive 'core koala habitat' in the LGA before finalising the revised Koala Plan of Management



OP240	Public Health & Safety	CHRIS FOLEY	91.00	
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Program Comments

Additional time needs to be dedicated to the core public health elements by inspections of regulated premises. In particular, this resourcing capacity issue relates to ensuring our inspection regime occurs for cooling towers, food premises, skin penetration premises and caravan parks.

Resourcing the Senior EHO position should assist in providing capacity for other EHOs to focus on their inspection regime especially for food premises. This position should be filled very soon, to commence say late March/early April.

No Major Projects - Service-based Program



OP250	Ranger Services	ROBERT PERCIVAL	92.13	
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Program Comments

This program is generally consistent with seasonal expectations. A higher number of callouts occurred during the period compared to normal however this only equated in total to 5 callouts which is relatively low having regard to the LGA area and matters to which the Rangers may be called upon to action. Parking patrols were affected by staff absences however the minimum target for undertaking patrols was met. The reduced patrols resulted in the issue of less parking infringements when compared against seasonal trends. The review has highlighted a need to revisit KPIs in respect to Other Animal control complaints to determine the relevance or otherwise of infringements.

No Major Projects - Service-based Program



OP260	Domestic Waste Management	CHRIS FOLEY	94.38	
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Program Comments

No issues of any note this quarter, domestic resource recovery performing well. This program is on track and providing quality outcomes across the LGA

Major Projects



0.00 Processing Contract - Coffs Coast

Biomass plant still being upgraded for 1/7/12 recommencement of full operations



0.00 EPA licence compliance - Coffs Harbour

There are no outstanding licence requirements.



OP270	Non-Domestic Waste Management	CHRIS FOLEY	97.00	
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Program Comments

No outstanding issues with operations, issue remains with the amount of waste diverted to adjoining council landfill. This is having a marked impact on the processing contract. This issue was reported to Council on 15 December 2012. A review is currently underway on opportunities to rebalance this issue.

No Major Projects - Service-based Program



OP310	Property and Commercial Services	COLIN SPRING	100.00	
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Program Comments

All projects are on track for completion by the end of the reporting period.

Major Projects



50.00 Commercial Asset Management

A draft CBD commercial brief has been prepared by a consultant, received in late December.



85.00 Accommodation Upgrade

Upgrade complete except for the counter/foyer area which will commence in February.



OP320	Leasing and Asset Management	STEVEN WILLIAMS	100.00	
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Program Comments

Whilst satisfactory performance in leasing is being achieved, asset management of properties will become increasingly problematic within the existing budgetary constraints. Current budgets allow for only reactive maintenance at best. Additional funding will be required to ensure ongoing pro active maintenance to better ensure maximum utility of real estate assets. Areas which will require urgent attention include the sealed roadways and carparks to council owned or controlled properties, such as the Community Village. Increasing usage demands are raising the risk profile of these assets and exposing Council to potential claims for damages. Extension of the Corporate asset management software to include buildings is essential to enable Maintenance staff to start building a functional asset management schedule and budget

No Major Projects - Service-based Program



OP330	Swimming Pools	STEVEN WILLIAMS	100.00	
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Program Comments

Leasing arrangements are satisfactory for the period.

The property manager has previously reported plant and equipment issues at the Nana Glen pool.

These issues remain. It is expected that major replacement costs will be incurred in the near future as the domestic equipment reaches its functional life span.

Similarly the previously reported leakage issue at the Woolgoolga pool is ongoing. The Lessee has reported excessive water usage accounts (the cost of which council is paying pending remediation of the leak). Arrangements have been made for the company that has undertaken previous leak repair work to re-inspect the pool at the commencement of the off season (April onwards).

On both accounts, additional funding will be required to meet the cost of remediation.

Subsidy arrangements for the Coffs Harbour Pool are being revisited in light of the refurbishments.

No Major Projects - Service-based Program



OP350	Airport	COLIN SPRING	97.43	
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Program Comments

The Airport is functioning very well and in compliance with regulations. The only current issue is the modification of vegetation to bring it below the OLS. This work should be carried out in the 3rd quarter.

Major Projects



50.00 Airport Business Management

Safety and Security Audits recently conducted; overall the airport is operating in accordance with all regulatory requirements.

Negotiations continue with airline partners on additional flights to Sydney and Melbourne.

Overall passenger numbers are slightly down on last year as a result of the withdrawal of the Sunday flight to Melbourne.



50.00 Security and Safety OTS

ASIC and Passenger/CBS screening audit completed 23/24 Nov - no issues detected.

Bi-annual Airport Security Committee meeting held in November.



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50.00 Security and Safety CASA

Annual CASA audit conducted 14-16 December.

Bi-annual Airport Emergency Committee Meeting held in November.

Annual Emergency Tabletop Exercise conducted on 25th November in accordance with CASA regulations.



50.00 Airport Works

Ongoing planning for following projects:

Apron Extension

Heavy duty access road

New bus parking bays.

New taxi holding bays.

Runway overlay.

Further terminal upgrade



OP375	Sports Development	LEANNE ATWAL	97.75	
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Program Comments

Continued as a busy year for the Sports Unit with some good results leading into the end of 2011.

Major Projects



0.00 **BCU Stadium Seating Upgrade**

Council priority of RDAF funding for round 2 was to progress Brelsford Park.

No further grant opportunities available at this point to progress this project further.



95.00 **Richardson Park Drainage**

Works completed and Field back in action December 2011. Final Acquittal and Completion report sent to Communities NSW.

Media release sent out advising finalisation of the project.

Final summary of works and budget sent to Cricket NSW and AFL NSW/ACT advising completion of the project and summary of works completed. Funding monies from AFL received. Invoice for monies sent to Cricket NSW and awaiting payment. Awaiting any further advice from Communities NSW.

Should be able to confirm completion of project in the next quarter.



OP410	Administration and Corporate Governance	LISA GARDEN	100.00	
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Program Comments

Administration tasks including ongoing review of policy areas, departmental communication and compliance all on track

No Major Projects - Service-based Program



OP411	Governance and Legal	LISA GARDEN	97.30	
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Program Comments

Generally all going well.

Some increase in claims (public liability and motor vehicle) - this is consistent with the experience of other councils in the MIDGOC group at this time. The figures are to be analysed to determine if further action is needed in this regard.

Permanent staff were recruited during the period and this has generated stability in task completion.

Major Projects



50.00 Investigations - Report on Conduct of inquiries and investigations in accordance with relevant legislation, lawful directions and Council policy and procedures

Nil investigations conducted by branch in the six months to Dec 2012



40.00 Risk Management Framework

The risk related templates from the service review have been collated and will be used to assist with the population of the risk register.

Overall Organisation awareness of risk has seen the increased perusal of contracts, MOUs, and terms of engagement referred to Governance for comment.



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40.00 Risk Management Processes

Enterprise Risk Management documents approved by Exec Team

Statewide Mutual Risk Management Audit completed & verification by Statewide Mutual.

Risk Assessment Training done with S355 Committees at Nana Glen Equestrian & Sports Centre, Sportz Central, Bayldon Community Centre.




50.00 Claims

Claims for Qtr 2 & YTD

	Qtr2	YTD
Public Liability:	38	87
Prof' Indemnity:	3	5
Asset/Property:	4	6
Motor Vehicle:	22	32
TOTALS	67	130

Council earned claims performance rebates of \$74,747.11 for public liability insurance year 2010/2011 and \$31,456.91 for property insurance year 2008/2009 & \$ for motor vehicle insurance year / .



OP412	Rural Fire Service	DALE ALLEN	100.00	
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Program Comments

Operating Exp 1/7/11 to 31/12/11 \$481,203
Capital Exp 1/7/11 to 31/12/11 \$ 17,880
Total Revenue for 2011/12 (\$678,217)
Currently in Surplus (\$179,135)
Anticipated Net Cost to CHCC of \$208,610 by 30/6/12

No Major Projects - Service-based Program



OP420	Information Services	STEVE BAYLISS	93.70	
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Program Comments

Several KPIs need to be reviewed to reflect more accurately our performance. Several projects underway. IT Strategy awaiting adoption. Government Online strategy also nearing completion. Another successful IT Conference. Substantial training in Microsoft products undertaken during the period.

Major Projects



100.00 GIS - Strategic Mapping projects

SLEP Mapping complete.



10.00 Records - Old Records Project

Project plan completed. Equipment reviewed. Staff to be allocated.



10.00 Developer Contributions

GIS resources being re-tasked to the project.



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0.00 Helpdesk Service Strategy

IT Strategy awaiting final adoption. Work can now begin of Helpdesk Strategy.



15.00 Disaster recovery

Andrew Sales is preparing project plan. Due for commissioning June 2012.



0.00 MasterPlan Implementation

Decision has been made to change software from Infomaster to ICON. New project plan and requirements will need to be done. This project has therefore effectively been abandoned.



OP421	Telecommunications & New Technology	ANDREW SALES	100.00	
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Program Comments

Work Commitments for the Projects and individual elements are high with the added organisation support.

Major Projects



50.00 Fibre Network

Fibre Network development still progressing all Major capacity has been sold and are developing plan to increase the number of fibres we have to offer customers



50.00 Fibre Optic Works/Commercial opportunities

Opportunities are progressing well, looking at a number of Major jobs



50.00 Commercialise Telemetry Services

Sales of Boards are progressing well, Business Plan Nearing completion.



OP430	Finance	JAY KIRKMAN	96.14	
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Program Comments

Finance service targets, deadlines and tasks are being achieved.

Major Projects



100.00 Statutory Financial reporting

Annual Financial Statements Completed by 24 November 2011 and signed off by Auditors, Required notice was given and task was completed as required



50.00 Long Term Financial Plan

Base Model of LTFP currently being updated by Jay Kirkman to match 4 year budget figures. Further updates will be required once draft budget is determined. Sustainable & Aspirational models to be updated after draft budget is finalised. New model to be produced from special rate variation application to IPART.



OP435	Plant	JAY KIRKMAN	100.00	
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Program Comments

Targets for the plant program are being met. Further review of services to continue in line with recommendations from 'service review' process.

No Major Projects - Service-based Program



OP440	Program Support	JAY KIRKMAN	96.14	
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Program Comments

Program support function currently working on draft budget and QBRS report. Deadlines at this stage seem achievable.

Major Projects



50.00 Budget Preparation

Budget savings continue to be identified. Complete draft 4 year budget for review by directors and councillors in February.

Salary review commenced with program managers.



50.00 Monthly Budget reviews

Completed September QBRS and submitted to Council meeting in November.

October and November monthly budget reviews completed and submitted for Council approval (December and February respectively).

Budget savings continue to be identified.



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0.00 Environmental Levy

Submissions have not yet been called for 2012-13 program. The Environmental Levy program is under review. Monitoring of the current program is being undertaken. Report to Council on 23/02/2012 with recommendations on options.



50.00 Developer Contributions

North Boambee Valley plan review nearing completion. Draft Surf rescue Facilities Plan completed. To go to Council 2012. Contributions Financial register is up to date



OP450	Human Resources and Organisational Development	LINDA KIRKWOOD	98.88	
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Program Comments

All on track, individual results all good to excellent. Very good effort by the HR team, throughout the period,

Major Projects



50.00 Recruitment

Recruitment is on track, with increased activity for the quarter and bedding down of the ADLOGIC system.



50.00 Organisational Development

The period saw many OD projects in progress, including the review of the Workforce Plan, Development of Change Management Guidelines, Review of the Performance Management Framework, preparation for the WHS Act implementation, and leadership workshops. Also 360 degree assessments were undertaken and followed up, as well as critical position analysis and development plans.



50.00 Integrated Management Systems - Co-ordinate the development and implementation of Integrated Management Systems

The Integrated Management Systems continues to progress and continually improve, therefore reducing potential safety and environmental incidents and improve the quality of our products and services.

The Coffs CityWorks section of the Integrated Management System and the Project Management System was approved in November 2011 and is being implemented on road and bridge construction projects. In December, the system was audited against ISO 9001, 14001 and AS/NZS 4801 by BSI International. The results demonstrated a compliant system and Coffs CityWorks has now applied to the Roads and Maritime Services for prequalification to allow them to competitively tender for private Roads and Maritime Services construction projects.



OP510	Engineering Support	BEN LAWSON	100.00	
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Program Comments

Budget on track (No major budget adjustments required in period)

No Major Projects - Service-based Program



OP512	Assets Systems	CRAIG SMITH	60.00	
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Program Comments

Focus for assets team has been the end of year financial audit and this involved a significant amount of work. Audit was unqualified and this is a reflection of the work done by the team. Ongoing data migration and integration with finance system along with meeting audit requirements for current year will be the next challenges.

These will be made difficult with staff absences and resignations stretching resources.

No Major Projects - Service-based Program



OP514	Library	ENZO ACCADIA	95.50	
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Program Comments

Library services continue to be well used by the community and a number of developments occurred during the period.

Visitation continues to be very strong, up 11% on same period last year, with our usual busy periods during the holiday periods.

The library's housebound delivery service (HLS) continues to be developed. Advertising campaign for HLS has commenced on local radio with TV ads to start soon (grant funded) - this should result in an increase in HLS membership.

The library's collections continue to be developed within budget and an application for a Library Development Grant was submitted for a 'Digital Library' to improve the community's access to e-resources, including e-books and e-audio.

The Library's programs and events continue to be well attended and very popular - they included; Ten Minutes a Day early literacy workshops, storytime, class visits and two very popular talks on DonatLife and Depression/Anxiety. Summer Reading Club program commenced in December and our recent pilot program of youth (engagement) nights for migrant and refugee communities was very successful.

Public internet connectivity at all library branches switched to a subsidised NSW.net solution (State Library) in December 2011. This included implementation of a public wireless (wifi) service at each branch, which is already proving popular.

All public access computers were replaced with new hardware and latest software.

Work continues on the Picture Coffs Harbour project in partnership with Coffs Harbour Regional Museum.

Preparations in place to commence the Library Strategic Plan project in 2012.

No Capital or Major Operating Projects in 2011/2012



OP516	Community Development	JENNI EAKINS	95.80	
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Program Comments

The Community and Cultural Development Team have continued to provide a high level of service across a broad cross section of programs and activities. The highlights include the 150 years of City celebrations, the Crime Prevention strategies and the cultural and library activities which attract large numbers of people and ensure a variety of experiences for the community

Major Projects



50.00 Creative Industries

This project forms part of the cultural policy and plan and as such is being addressed through the review process.



50.00 Community facility improvement

Commenced creation of "Council Venues for Hire" on CHCC website.

Sportz central achieved new venue brochure, upgraded hiring application, undertaken customer survey, completed food safety supervisor requirements, with preparations underway for new management contract and tender.

Nana Glen Sport, Recreation & Equestrian Centre achieved upgraded hiring application, major ground improvement, improved signage and an Emergency Animal Disease Action Plan.

Bayldon Community Centre achieved upgraded hiring application, new website page, garden improvements, draft venue brochure and customer feedback survey.

Woolgoolga Community Village achieved improved signage.



OP517	Economic Development	JENNY OLOMAN	99.50	
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Program Comments

The EDU is well and truly on track. Work on all projects is proceeding successfully and we are all looking forward to a successful and productive 2012.

Major Projects



50.00 City Centre Promotional Activities

Sky High Youth Event staged with a number of corporate and business partners to facilitate youth engagement for Council. Santa's arrival in the CBD. Removal of Water Feature and installation of Drinking Fountain. Maintained City Centre Facebook page.



50.00 Growers' Market

Growers Market continues to generate good attendance figures. 100 Mile challenge in Sydney with local producers and chefs partnering with Mid North Coast Tourism. Maintain Facebook account with over 643 friends.



50.00 Indigenous Programs

Grace Roberts Awards was again a huge success hosting over 100 guests at the indigenous night of nights. The event attracted significant press and included the South Sydney Rabbitohs Ben Lowe as special guest.



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50.00 Coffs Coast Business Development Workshops

Partnering with ETC



50.00 Business E-News

The new Sharepoint information system is allowing for comprehensive feedback from our subscribers with allows us to tailor the content that we supply.



50.00 Health Strategy

The Health Strategy was brought into line with the Switched on Coffs Digital Strategy featuring as E-Health.



0.00 Customer Service Training



50.00 Rate-Variation-Funded Programs

Despite the wet weather Christmas Celebrations attracted over 1,000 people into the City Centre which included the official lighting of the Christmas Tree. Buskers Festival was wrapped up at the beginning of October having attracted over 20,000 people over the 10-days.



50.00 Investment Attraction Activities

Investment Attraction will focus on the use of the Switched on Coffs TV channel to convey the message to external markets about the benefits of doing business and living in Coffs.



50.00 Investment Attraction Materials

Switched On Coffs TV will now form the main basis of our Marketing Coffs to external Markets. Training in its use and in video production has been undertaken and plans are moving forward to develop content and supported campaigns.



50.00 Relationship Building and Project Generation

EDU continued to build relationships with a number of key stakeholders including Minister Stephen Conroy's office and Janisons of Coffs Harbour who both had a central role in the launch of the Switched on Coffs Digital Strategy. EDU also continued to build key links with key Broadband stakeholders including Wei Wei and the office of the National Broadband Network.



50.00 Education and Training

The Education and Training Strategy has been brought into line with the Switched on Coffs Digital Strategy.



50.00 Economic Product Development

Commenced development and customisation of engaged central vTeams online community engagement tool. Liaising with consultants, community, business and creative industries. Launch of the 'Switched on Coffs' Digital Strategy.



OP519	Environmental Laboratory	BEV WADLEIGH	96.14	
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Program Comments

Lab has been short staffed for a considerable time so workloads have been enormous but will improve with appointment of 2IC in the next quarter.

NATA audits, micro and chemical due mid year.

New instrumentation for pesticide analyses to be purchased and commissioned during 2012.

No Major Projects in progress this period



OP521	Operational Administration	ALLAN HINDMARSH	100.00	
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Program Comments

The Local Displan review is being finalised, no natural disasters occurred in this quarter, 2 Local Emergency Management meetings have been convened. The position of the Emergency Management Officer is to be resolved between Coffs and Bellingen Councils and funding agreed.

Operational administration of Depot satisfactory.

Major Projects



50.00 **Emergency Management**

The Local Displan review is being finalised, no natural disasters occurred in this quarter, 2 Local Emergency Management meetings have been convened. The position of the Emergency Management Officer is to be resolved between Coffs and Bellingen Councils and funding agreed.



OP522	Recreational Services	FRANK SOLTAU	93.50	
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Program Comments

Most work programs were done according to budget with three exceptions:

- General Parks Maintenance is overspent by \$30,687 due to extensive tree works being carried out in the reserves - the number of CRs has doubled compared with Q1 and Q2 in 2010.
- Regional Parks Maintenance is overspent by \$15,546. Two water leaks at Hills Beach and Sandy Beach (which have been fixed) contributed to higher water charges (6K), higher maintenance costs for beach access and walkways (8K) and 7.5K expenses on repair of play equipment.
- Botanic Gardens Maintenance is overspent by \$5,322, mainly because of additional project work.

Expenses in General and Regional Parks will come done on a monthly basis, Botanic Garden will still increase approx to February until project work is completed and budget over expenditure will then be reduced.

Major Projects



50.00 Botanic Gardens maintenance

WE have had staff allocated to the Japanese garden for the period to date this has reduced our maintenance programs for both the sensory and bush regeneration.

Ongoing project works and other commitments have not allowed us to review any plantings over the last 6 months.



50.00 Botanic Gardens events


We have had successful events in that Botanica achieved over 5,000 people, Buskers however was washed out due to wet weather. Children of the flowers saw 250 primary children in the gardens and promoted the gardens directly to the Indigenous community. 400 attended fathers day. The Light the night walk was held in the gardens for the first time this year we hope to have them return next year.



53.20 Bush Regeneration

at the end of the Dec quarter program is approx \$6,000 or 3.2% over budget which is not out of the ordinary as the spring & summer periods require the highest demand with weed control during the peak weed growth season, this is offset by reduced expenditure in the final quarter.



OP531	Regional Roads	GREG POWTER	100.00	
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Program Comments

The overall performance of Council's regional roads within the December quarter has been satisfactory. The prevalent activities undertaken within the December quarter were the AC patching of MR 151 (Coramba Road) and the shoulder grading of MR120 (Eastern Dorrigo Way). Consideration needs to be given to allocating funding towards necessary concrete repairs to the piers of Harry Jenson Bridge on Hogbin Drive. The saltwater environment has created cracking and spalling of concrete piers. The maintenance of Regional Roads is funded through the RMS Block Grant Funding. Pavement and roadside maintenance activities have been programmed according to risk against available funding. Wet weather is adding to construction times and costs for projects; also causing road failures and hence more patching. No capital works were planned for the December Quarter. Resealing Works are planned for the March quarter including sections on Coramba Road, Sawtell Road, Lyons Road and Eastern Dorrigo Way

Major Projects



0.00 **Regional Roads - Works Planning**

No capital works were planned for the December Quarter. Resealing Works are planned for the March quarter including sections on Coramba Road, Sawtell Road, Lyons Road and Eastern Dorrigo Way



OP535	Local Roads	GREG POWTER	80.00	
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Program Comments

Wet weather adding costs and time delays to road rehab program; also more demand on pothole patching and road deterioration. Works response to June 11 natural disaster means YTD expenditure is approximately \$90K greater than the allocated YTD Budget. It is intended to rein this over expenditure in to budget, however this will mean a lower level of service for the remaining quarters for local road maintenance.

Note Long term increase in road maintenance costs - if greater funding is not secured, long term reductions in levels of service and increased maintenance costs are inevitable.

121 customer requests relating to potholes on local roads (108 completed in quarter).

29 CRs re potholes on high traffic roads (26 completed)

27 CRs re failed pavement on local roads (27 completed).

Major Projects



21.00 **Local Roads - Bitumen Seal**

Work progressing to program.



11.00 **Local Roads - Asphalt Resurfacing**

Should have the program finished in February 2012



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0.00 **Local Roads - Dust Seal**

Decision made to put program on hold. Considering redirecting funds into rehabs.



12.00 **Local Roads - Gravel Re-Sheet**

Works in progress. No problems anticipated.



72.00 **Local Roads - Council Funded
Rehabilitation**

Works progressing well. Scope will be achieved for the budget.



52.00 **Local Roads - Roads to Recovery
Rehabilitation**

Works on track



OP536	Bridges	GREG POWTER	50.00*	
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*** KPI data incomplete**

Program Comments

Program manageable.

The performance of Council's bridge inventory for the December quarter was satisfactory. Level 2 bridge inspections were undertaken within the December quarter with some bore testing outstanding.

Maintenance activities have programmed concurrently with the bridge reconstruction program with timber re-decking and minor repairs to bridges on Wears Road, Crossmaglen Road, Cassidys Road.

As mentioned in the Service for Regional Roads - Works Delivery, Harry Jenson bridge requires attention to address the cracking and spalling of concrete from the piers as a result of saltwater corrosion.

Major Projects



100.00 Bridges - Works Planning

Bridge works on track



100.00 Bridges - 2008 Rate-Variation-funded works as per:

Major repairs timber bridges (\$20,000); Investigations (\$95,000); Timmsvale (\$128,000); Old Bucca Rd (\$240,000); Hartleys (\$249,700); Sawtell CP system (\$5,000); Herds (\$30,000); Total (\$767,700)

Link road pedestrian bridge added to program as urgent works. May push program back - works can be deferred to next year - not an issue.

All works funded by rate variation



OP538	Footpaths,Cycleways,Bus Shelters	GREG POWTER	91.00	
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Program Comments

Minimal program this year.

The footpath maintenance and major repair works are proceeding to program. Works within the December quarter included footpath repairs to Edinburgh Street & Nile Street, Sawtell Road, Beat Street, as well as cycleway maintenance on Hogbin Drive.

No Major Projects - Service-based Program



OP539	Parking	GREG POWTER	100.00	
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Program Comments

The operation and maintenance of Council's multistorey and ground level carparks is proceeding to program and budget. 5 Car Park cleaning and maintenance requests and 2 Graffiti & Vandalism requests were received. All recorded as being completed within the quarter

No Major Projects - Service-based Program



OP541	Quarries	ALLAN HINDMARSH	100.00	
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Program Comments

Forestry licence grants current for all three quarries, but is to be reviewed by Forestry when renewal required

No Major Projects - Service-based Program



OP543	Street & Toilet Cleaning	STUART LESSELLS	100.00	
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Program Comments

The Street Cleaning and toilet cleaning services are proceeding to program and budget.
4 requests were received for Street Cleaning, 3 requests for toilet cleaning - all recorded as completed within quarter.
It is noted that within the December Quarter that there were some issues with the unlocking of the toilets as a result of new management of Council's current security contractor.

No Major Projects - Service-based Program



OP545	Drainage	STUART LESSELLS	85.00	
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Program Comments

The detention basin component of the flood mitigation program is at risk because of frustrations with land acquisitions. The drainage maintenance program is trending 45% over the YTD budget as a result of a need to undertaken open drainage work in the northern beaches following the June 11 Natural Disaster event. Future work is to be managed and undertaken on a prioritised basis according to available funding.

Drainage Customer requests regarding possible threats to property: 9 (8 completed in quarter)

CRs re general drainage maintenance: 112 (102 completed)

Major Projects



25.00 Drainage - Works Planning

Many drainage projects completed but issues with the detention basin land acquisition may affect grant funding.

Has been reported to council



25.00 Rate Funded Floodworks

Detention basins and hence grant funds at risk



OP547	Harbour & Jetty	STUART LESSELLS	91.00	
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Program Comments

No substantive works were undertaken within the December Quarter other than to address minor vandalism. 4 requests were received relating to the Jetty Structure of which a total of 3 were recorded as being completed within the quarter. Works to oil the timber decking, sand blast and re-powdercoat rust affected lighting as well as pest inspections are planned for the March quarter. Within the December Quarter, the Boat Ramp facility has been performing well. Council received no customer requests relating to the Boat Ramp in the December Quarter. In the month of November Council removed 412m³ of sand from the boat ramp basin.

No Major Projects - Service-based Program



OP550	CityWorks – Private Works	ALLAN HINDMARSH	100.00	
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Program Comments

CityWorks has continued to be approached by mostly government departments to quote and undertake private works. Works have been completed for Bellingen Council, Peakes Bridge Construction, Dept of Education, carpark works and Leighton Fullerton Hogan Joint Venture, water and sewer main relocations. CityWorks risk and project management systems are being applied to private works projects to maximise quality and viability of each project.

No Major Projects - Service-based Program



OP560	Survey & Design	GEORGE STULLE	96.63	
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Program Comments

Planning, Design and Environmental Assessment programs on-track.

Highlights include;

- Flood Mitigation - Woolgoolga Creek Flood Study commenced
- Coastal and Estuary Management - Coastal Values Workshops completed
- Open Space - Korora Lagoons Management Plan completed
- Transport - Coffs Harbour Cycle Maps, 20,000 print run
- Traffic - Sapphire to Woolgoolga project liaison continues
- Design - Sawtell to Coffs Harbour Stage 1 Sewer rising Main completed. South Coffs Stage 3 rising and gravity main design and environmental assessment completed. Arrawarra Headland (Regional Park) concept designs completed

Major Projects



50.00 Floodplain Management

Contract for Design and Dam Safety Committee approval for Spagnolos Road Detention Basin issued.

Consultant appointed for Woolgoolga Creek Flood Study.



50.00 Coastal and estuary Management

Proceeding with Coastal Zone planning through the Coastal Zone Management Plan. Coastal Zone 'Values' workshops completed.



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50.00 Open Space

Korora Lagoons Management Plan completed. Open Space planning and concept design for West Woolgoolga commenced. CMA grant funded project Implementation of priority actions from coastal NRM plans Boambee/Newport Creek and Coffs Creek commenced.



50.00 Transport Planning

Transport Working Group continues to meet. Coffs Harbour Cycle Maps booklet launched with 20,000 booklets printed.

NSW Long Term Transport Master Plan process definition commenced.



50.00 Road Safety

Traffic Committee recommendations implemented. RRISK (Reduce Risk Increase Student Knowledge) program completed including RRISK Seminar. NightRider (late night bus service) program coordinated.



50.00 Safe Systems

Road Safety Strategic Plan preliminary review underway. PAMPS (Pedestrian Access and Mobility Plan) revised plan and priorities completed.



OP562	Street Lighting	GEORGE STULLE	91.00	
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Program Comments

Liaison with Essential Energy on feasibility of future introduction of LED lanterns and dimming/timing technology commenced

No Major Projects - Service-based Program



OP570	Contracts and Subdivisions	BRAD ALLEN	95.00	
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Program Comments

Subdivision construction activity continues to be slow in line with current economic situation. DA review and enquiries continues at a steady pace as the industry prepares for economic pick-up.

No contracts directly supervised by the Branch in Qtr. Most activity is in back-end support for other Branches calling tenders and quotations for works and services and responding to DLG Better Practice review, internal audit of contract administration, tender document templates and continuing management of the Contract Register database.

No Major Projects in period



OP610	General Untied Funding	JAY KIRKMAN	100.00	
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Program Comments

Council's Rates & Charges outstanding debt % for the quarter ending December 2011 was 7.10%. This is slightly higher than the 7.05% reported for the September 2011 quarter. In comparison the % for the December quarter last year (2010) was 6.78%, and the year before that (2009) was 6.43%. Unfortunately this upward trend is probably a sign of the tougher economic times. History indicates that this percentage should be roped in a little by 30 June.

No Major Projects - Service-based Program



OP710	Water Management Expenses	SIMON THORN	100.00	
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Program Comments

The costs are on track and are mostly contributions to other areas of Council

No Major Projects - Service-based Program



OP720	Water Maintenance & Operating	SIMON THORN	100.00	
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Program Comments

Water maintenance and operating is producing excellent quality drinking water and staff are performing well.

Major Projects



50.00 Water Efficiency (Regional)

Rebates - New for Old showers - 23 (14 bulk plumber issue) / Shower Rebates - 1 / Dual Flush Toilet Rebates - 10

Tours - Karangi Dam/WTP - 23 adults

Meter Exchange - 474



50.00 Water Efficiency (Local)

Rebates - New for Old showers - 23 (14 bulk plumber issue) / Shower Rebates - 1 / Dual Flush Toilet Rebates - 10

Tours - Karangi Dam/WTP - 23 adults

Meter Exchange - 474



OP730	Water Miscellaneous	SIMON THORN	100.00	
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Program Comments

loan Interest payments according to budget

No Major Projects - Service-based Program



OP740	Water Capital Expenditure	SIMON THORN	100.00	
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Program Comments

Capital works are on track, including the construction of water mains and Moonee Reservoir. Strategic Business Plan and the Drought Management Plan in draft and final document stages.

Major Projects



50.00 Reticulated Water Service

on track



50.00 Reticulated Water Infrastructure

hwy diversions underway

mains replacements underway



75.00 Water Strategic Business Plan

draft being reviewed



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90.00 Drought Management Plan

final docs being prepared



75.00 Moonee Reservoir Construction

construction well underway for completion this year



OP790	Water Untied Funding	JAY KIRKMAN	100.00	
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Program Comments

Once the lending institution has disbursed the proceeds of the loan to a council, the council will be expected to make (unsubsidised) interest payments directly to the lending institution in accordance with the final Loan Agreement between those two parties, which will incorporate the final approved loan terms.

As per Program 610: Council's Rates & Charges outstanding debt % for the quarter ending December 2011 was 7.10%. This is slightly higher than the 7.05% reported for the September 2011 quarter. In comparison the % for the December quarter last year (2010) was 6.78%, and the year before that (2009) was 6.43%. Unfortunately this upward trend is probably a sign of the tougher economic times. History indicates that this percentage should be roped in a little by 30 June.

No Major Projects - Service-based Program



OP810	Sewer Management Expenses	SIMON THORN	100.00	
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Program Comments

The costs are on track and are mostly contributions to other areas of Council

No Major Projects - Service-based Program



OP820	Sewer Maintenance & Operating	SIMON THORN	100.00	
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Program Comments

Complying with licences and all plants operating well.

No Major Projects - Service-based Program



OP830	Sewer Miscellaneous	SIMON THORN	100.00	
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Program Comments

On Track - mostly loans.

No Major Projects - Service-based Program



OP840	Sewer Capital Program	SIMON THORN	100.00	
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Program Comments

Sewer Capital Works program going ahead as planned. New reclaimed water main in Coffs Harbour Jetty area 98% complete, this is to finalise the link between Woolgoolga and Coffs Harbour WRPs and will allow pumping of reclaimed water up to the north, if required. Capital works for new areas is also progressing to plan. Materials have been purchased for the rising main and reclaimed water mains from Coffs WRP to Boambee Creek, part of the Sawtell STP decommissioning project.

Major Projects



5.00 Sawtell Sewerage Treatment Works Decommissioning

Stage 1 of the works, consisting of the construction of 4.2km of 600mm Sewer Rising Main and 250mm Reclaimed Main from Coffs Harbour WRP to Boambee Creek (4.2km) to due to commence in early April.

Construction of the Storm Overflow Pond at the Coffs Harbour WRP has begun and investigations for the best method of crossing Boambee Creek are continuing.

Design work for the remaining pipe work is continuing. The location and General Layout of the Pumping station has been established. Design work for the decommissioning of 2 existing Pumping Stations is also continuing.



75.00 Sewer Strategic Business Plan

draft being reviewed



OP890	Sewer Untied Funding	JAY KIRKMAN	100.00	
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Program Comments

As per Program 610: Council's Rates & Charges outstanding debt % for the quarter ending December 2011 was 7.10%. This is slightly higher than the 7.05% reported for the September 2011 quarter. In comparison the % for the December quarter last year (2010) was 6.78%, and the year before that (2009) was 6.43%. Unfortunately this upward trend is probably a sign of the tougher economic times. History indicates that this percentage should be roped in a little by 30 June.

No Major Projects - Service-based Program



OPCPS	Caravan Parks and State Park	JASON BAILEY	100.00	
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Program Comments

All areas performing well with business performance, holiday park usage and customer satisfaction levels all performing above expectations. Word of Mouth visitation % is down but could be due to several factors including changes to "source of business" options within reservations system and increases in online/web bookings.

Wage cost continue to be an ongoing concern but several strategies have been employed to assist this area including commencement of planning for a "Workplace Agreement", changes to processes (including rostering) and reviewing service levels.

Technological improvements have enabled the creation of reservations call centre. The call centre will improve sales conversion by relieving the burden placed on front line staff and enabling reservations specific staff to dedicate greater time towards providing a sales service to our guests.

Major Projects



0.00 **Coffs Coast State Park Plan of Management**

On hold at direction of Crown Lands



COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

