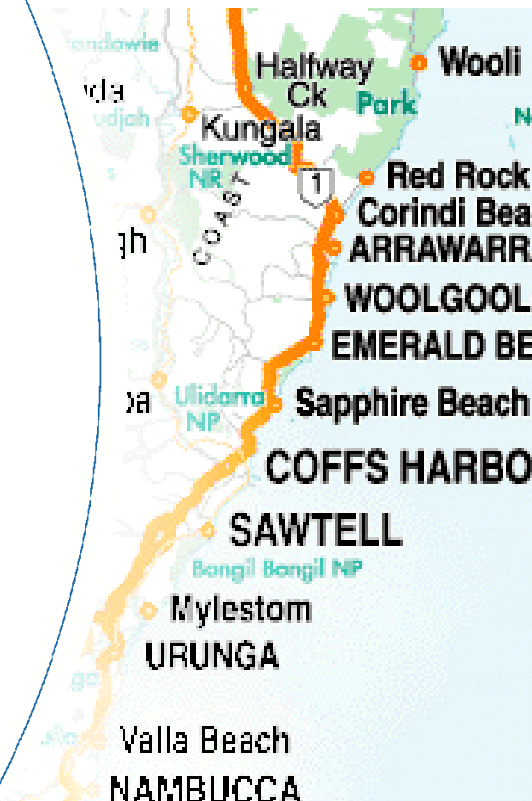


Coffs Harbour City Council

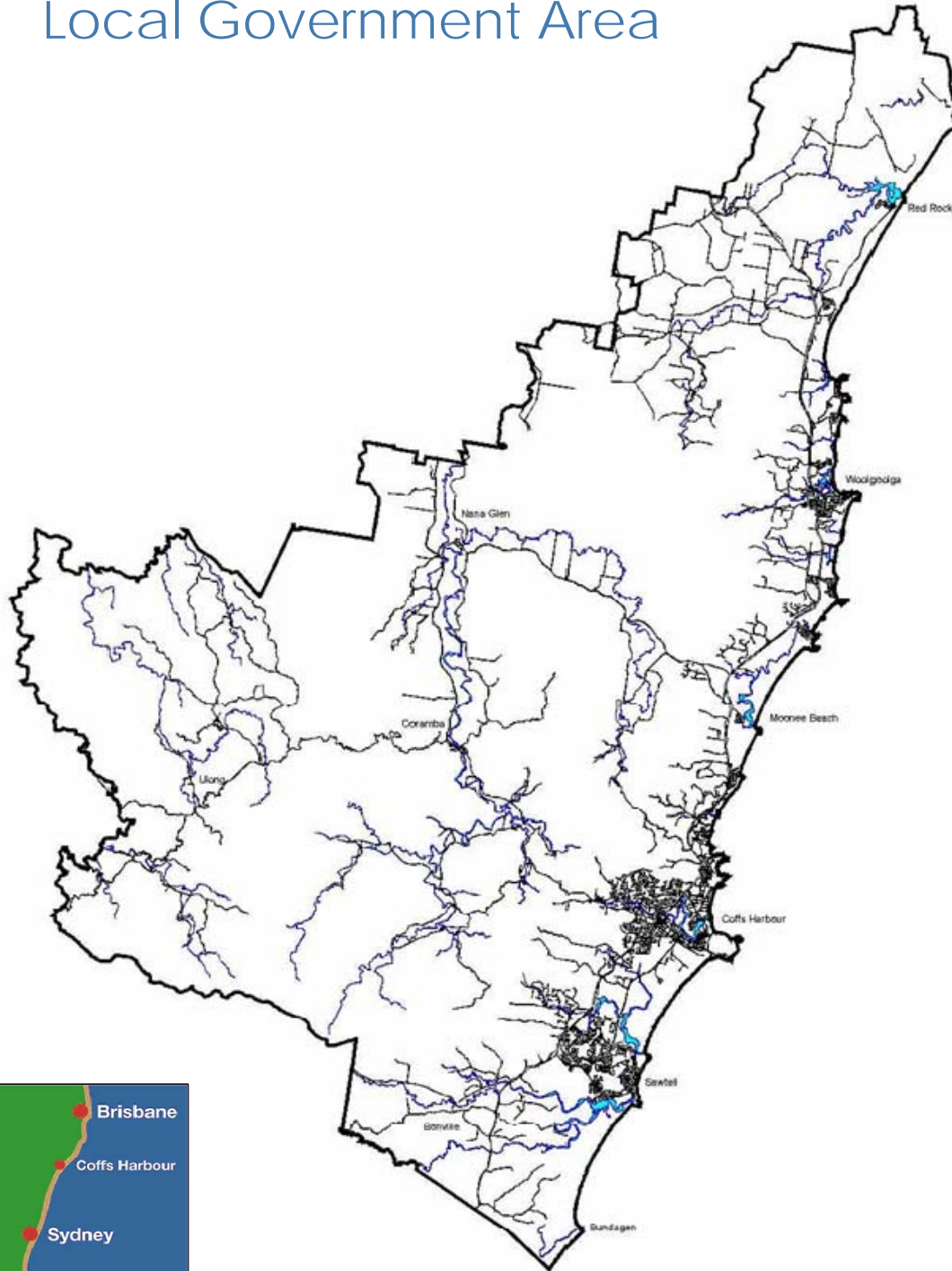
annual report 2010



the healthy city, the smart city, the cultural city



Coffs Harbour Local Government Area



Coffs Harbour is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of 71,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century. The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, manufacturing and construction, government services, education and the health industry.

The region is renowned for its ecological diversity – half of the Local Government Area is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.

Our Purpose

Make Coffs Harbour a better place to live, as a regional city for present and future communities

Mayoral Message



In many ways, 2009/2010 was a year of consolidation for Coffs Harbour City Council. Recent years have been dominated by enormous construction projects from the city's multi-million dollar water and wastewater schemes; however the official opening of the \$96M Coffs Harbour Water Reclamation Plant in July 2010 signalled the successful conclusion of those massive programs.

Much of the year has been spent positioning Council to secure a sustainable future as an organisation. The entire local government sector is wrestling with the challenge of finding adequate resources to meet the growing demands and expectations of local communities. Council continued to develop a new strategic planning framework – in line with recently-introduced State legislation – to provide a long-term blueprint to help move the city forward. The implementation of the *Coffs Harbour 2030 Plan* will give the community a stronger voice in decision-making. It will give Council greater confidence in the allocation of resources and will make the organisation more transparent and accountable.

Of course, Council provided an extensive array of works in 2009/2010. There were many highlights: the opening of the Brelsford Park Adventure Playground; the commencement of major upgrades to the War Memorial Swimming Pool and the Coffs Creek Walk/Cycle Way (both assisted by generous contributions from the Hogbin family of Coffs Harbour); the construction of the Corindi skate facility; projects totalling \$1M undertaken through the Environmental Levy program; and the receipt of Federal grant funding of \$2.2M to install top-grade lighting at the BCU International Stadium. But aside from the high-profile projects, Council also continued to deliver a comprehensive range of additional programs and services to support the Coffs Harbour community and the needs of a rapidly-expanding regional city.

Council is always the first to admit that it would like the resources to do more for Coffs Harbour. However, each year we still manage to achieve a great deal and there is much to be proud of in this Annual Report. I would particularly like to express my appreciation and thanks to my fellow Councillors and all Council staff for their efforts in 2009/2010. It is very rewarding to be part of an organisation which consistently delivers great outcomes for a great community.

Keith Rhoades AFSM
Mayor, City of Coffs Harbour

Our Standards

Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.

We will adapt to community needs, be innovative in the provision of services, and businesslike in the stewardship of the community's resources

We will deliver friendly, effective, efficient and timely services.

Our Core Values

- Teamwork
- Effective Communication
- Professionalism
- Innovation
- Integrity
- Achievement

Corporate Goals

Respect for the individual,
whether customer or
employee

The pursuit of excellence

Outstanding customer
service

Our aim is to help
Coffs Harbour
fulfil the city's
enduring motto:
“Progress and
Prosper”

General Manager's Message



An Annual Report is a useful start for anybody trying to find out about the way an organisation works. It's especially helpful when you have just started as the organisation's new General Manager!

I have come to the job aware that this organisation is experiencing the same stresses and strains as every NSW council. As the name implies, local government exists to serve local communities. As communities evolve and grow – and Coffs Harbour has long been an example of rapid growth – their needs and wants grow accordingly. However, councils also have to meet an increasing range of demands and obligations thrust on them by the State and Federal Governments. It's an enormous workload, and there are never enough resources to go around.

Going by its 2009/2010 Annual Report, Coffs Harbour City Council has been performing very well in this delicate balancing act of trying to be all things to all people.

I am very pleased to see the progress Council is making in establishing a new, multi-dimensional platform for strategic planning. The State Government has made it clear that detailed, long-term planning is the key to financial sustainability for councils and their ongoing viability as service providers for local communities.

While still in its early days, the *Coffs Harbour 2030* Plan represents a substantial foundation on which the city's future can be built.

Coffs Harbour is regarded as a leader in local government and has demonstrated a vision for sustainability that I find very exciting. I am very much looking forward to working with such a progressive organisation and community.

Steve McGrath
General Manager

25 November 2010

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Elected Members

List of Councillors and Committees of Council



**Mayor,
Councillor
Keith Rhoades AFSM**

Chair of:

Land Use, Health and Development

Represents Council on:

- Australia Day and Special Events Committee
- Coffs Harbour International Sports Stadium Inc
- Coramba Interagency Community Working Party
- Environment Working Group
- Governance and Audit Committee
- Woolgoolga Business Lands Working Group



**Deputy Mayor,
Councillor
Bill Palmer**

Deputy Chair of:

City Services Committee

Represents Council on:

- Coffs Harbour International Sports Stadium Inc
- Coffs Harbour Local Traffic Committee
- Floodplain Management Advisory Committee
- Governance and Audit Committee
- North Coast Water - Clarence Valley and Coffs Harbour Regional Water Supply
- NSW Rural Fire Service - Service Level Agreement Working Party
- Yandarra Aboriginal Consultative Committee



**Councillor
John Arkan**

John Arkan

Represents Council on:

- Australia Day and Special Events Committee
- Coastal and Estuary Management Advisory Committee
- Coffs Coast Regional Park Trust
- Coffs Harbour Arts & Cultural Development Advisory Committee
- Coffs Harbour Bicycle Users Group
- Coffs Harbour City Gallery Advisory Committee
- Coffs Harbour Sports Advisory Committee (Alternate)
- Community Development & Support Expenditure Scheme Committee
- NSW State Parks Trust Advisory Board
- West Coffs Flying Fox Working Party

Elected Members

List of Councillors and Committees of Council



**Councillor
Jenny Bonfield**

Chair of:

Corporate Business

Represents Council on:

- Area Assistance Scheme Local Ranking Committee
- Coffs Coast Tourism Association
- Coffs Harbour Arts & Cultural Development Advisory Committee
- Coffs Harbour City Gallery Advisory Committee
- Woolgoolga Business Lands Working Group



**Councillor
Rodney Degens**

Represents Council on:

- Coffs Harbour Bicycle Users Group
- Coffs Harbour City Bush Fire Management Committee
- Coramba Interagency Community Working Party
- Environmental Working Group
- Floodplain Management Advisory Committee
- Orara River Restoration Project Management Committee
- Solitary Islands Marine Park Advisory Committee
- Yandarra Aboriginal Consultative Committee



**Councillor
Mark Graham**

Represents Council on:

- Coastal and Estuary Management Advisory Committee
- Coffs Coast Regional Park Trust
- Coffs Coast Tourism Association (Alternate)
- Coramba Interagency Community Working Party
- Environmental Working Group
- Koala Plan of Management Advisory Committee
- Orara River Restoration Project Management Committee
- Solitary Islands Marine Park Advisory Committee
- Yandarra Aboriginal Consultative Committee

Elected Members

List of Councillors and Committees of Council



**Councillor
Kerry Hines**

Deputy Chair of:

Corporate Business

Represents Council on:

- Area Assistance Scheme Local Ranking Committee
- Australia Day and Special Events Committee
- Coffs Coast Regional Park Trust
- Coffs Harbour International Sports Stadium Inc
- NSW State Parks Trust Advisory Board
- West Coffs Flying Fox Working Party



**Councillor
Denise Knight**

Chair of:

City Services

Represents Council on:

- Access Advisory Committee
- Australia Day and Special Events Committee
- Coffs Harbour Arts & Cultural Development Advisory Committee
- Jetty Memorial Theatre Advisory Committee



**Councillor
Paul Templeton**

Deputy Chair of:

Land Use, Health and Development

Represents Council on:

- Coastal and Estuary Management Advisory Committee
- Coffs Harbour Bicycle Users Group
- Coffs Harbour Sports Advisory Committee
- Community Development and Support Expenditure Scheme Committee
- Mid North Coast Regional Arts Board

Council's Senior Staff - for 2009-2010



General Manager
Stephen Sawtell



Director of Corporate Business
Craig Milburn



Director of Land Use, Health and Development
Mark Salter



Director of City Services
Ben Lawson

Coffs Harbour 2030

Aim:

Guided by the Community Vision 2030, establish a Community Strategic Sustainability Plan for the Coffs Harbour Local Government Area.

Desired Outcomes:

- Community engagement in the development of strategies for achieving sustainability
- A 'road map' for a sustainable future for Coffs Harbour
- Sustainable environmental management to 2030 and beyond
- A sustainable local economy that supports the community in achieving its vision for the city

Significant Achievements 2009/2010

- Coffs Harbour 2030 Plan adopted for implementation from 1 July 2010



Develop and implement Coffs Harbour 2030

Key Objective

Establish Coffs Harbour as a model of sustainable living

Strategy

Develop and implement the *Coffs Harbour 2030 Plan*, based on the community vision.

Indicators

Implement programs to reinforce community awareness of *Vision 2030* and the Community Strategic Plan

- Coffs Harbour 2030 adopted on 17 December 2009. Implementation phase initiated with finalization of Council Resourcing Strategy and development of Delivery Program and Operational Plan.
- NSW Environmental Trust Grant funding from the Community Engagement and Education (CEE) project to assist Stage 3 of 2030 Program (monitoring and review of 2030).

Identify clear Council roles and responsibilities in achieving the vision

- Internal operational Integrated Planning and Reporting Working Group co-ordinates ongoing development of IPR framework within CHCC. Assists with communication of IPR processes and responsibilities between Council, Senior Staff and Management. Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy adopted on 22 April 2010. Draft CHCC 2010/2014 Delivery Program and Draft 2010/2011 Operational Plan adopted for public exhibition from 27 April to 25 May 2010.

Strategies integrated into Council planning and decision-making processes

- November 2009 – Councillors endorse transition of CHCC 2008/2009 Strategic Directions into a four-year Delivery Program aligned with the 2030 Plan.
- December 2009 to April 2010 – cross-Council Service Plan review of activities, service levels and responsibilities.
- CHCC 2010/2014 Delivery Program and 2010/2011 Operational Plan adopted on 24 June 2010.
- Implementation of Performance Planning software system to identify responsibilities and monitor performance towards achieving 2030 strategies.

Partnerships and collaborations to deliver outcomes

- 2030 Partners Group (Government agencies) established and met twice during the year.
- Established and maintained multiple partnerships and collaborations, with government agencies, councils, NGOs, and community. Eg Bruxner Park Eco-tourism project. Our Living Coast initiative, Local food futures alliance, Coffs Ambassadors program, Partnerships with NCAHS to deliver local food outcomes, Coffs Regional Community Gardens Group to deliver community garden and sustainability education, TAFE NSW and African community to develop local seeding nursery, Friends of the Botanic Gardens to develop Sustainable Living Festival.

liveable city

Aim:

Employing the principles of sustainability, promote the use of sustainable planning and design as well as quality works to generate confidence and pride in the city as a place to live

Desired Outcomes:

- Sustainability
- A distinctive built environment enhancing the identity of the city
- Civic pride and a stronger sense of community

Significant Achievements 2009/2010

- North Boambee East Release Area Development Control Plan adopted.
- North Boambee West Structure Plan adopted.
- Work continued on the Standard Local Environmental Plan template
- Our Living City Sustainable Settlement Strategy endorsed by the NSW Department of Planning
- Employment Lands Strategy Adopted
- Rural Residential Strategy endorsed by the Department of Planning
- Draft Open Space Strategy placed on exhibition



Enhance Coffs Harbour as a liveable city

Key Objective

Manage the sustainable growth of Coffs Harbour in line with the community's vision for the city

Strategy

Implement *Our Living City Settlement Strategy* as a driver document integrating people, the built environment and the natural environment

Indicators

- | | |
|--|---|
| Development Area Release Plans implemented to schedule | <ul style="list-style-type: none">Local Environmental Study (or equivalent) work and preparation of draft Local Environmental Plans for land release areas of North Coffs and Bonville ; undertaken in accordance with the strategic planning program and the Our Living City Settlement Strategy. |
| Local Environmental Plan and Development Control Plans reviewed and implemented | <ul style="list-style-type: none">Draft Coffs Harbour City Centre Local Environmental Plan, Draft Development Control Plan and Vision documents completed ready for exhibition. This forms a major component of the SLEP for the overall Local Government area (LGA).Rural Lands DCP under review.Coffs Harbour City Centre LEP 2009 completed in draft form and with Department of Planning for finalisation prior to issue of s65 certificate prior to exhibition 2010.LEP Amendment 34 – Local Environmental Study under preparation;LEP Amendment 37 – Gazetted 3 July 2009;LEP Amendment 38 – on exhibition 7 May 2010 until 7 June 2010;LEP Amendment 45 – Gazetted 28 May 2010; andLEP Amendment 46 on exhibition 30 November 2009 until 1 February 2010.Progress on Standard Instrument LEP for whole Local Government area being completed with major input from Department of Planning.LEP and DCPs reviewed and implemented in accordance with prevailing legal, statutory or community timeframes. |
| Implement Our Living City Settlement Strategy in accordance with State Government requirements | <ul style="list-style-type: none">Our Living City Settlement Strategy (OLCSS) finalised and endorsed by the Department of Planning in November 2009 as Council's approved Growth Management Plan in accordance with the Mid North Coast Regional Strategy.The Industrial Lands Strategy was also finalised as part of the Growth Management Plan and received Department of Planning endorsement 11 November 2009.The Rural Residential Strategy was endorsed by Council on 26 November 2009 and received Department of Planning endorsement 3 May 2010.Employment Lands Strategy exhibited 3 December 2009 until 26 February 2010. Adopted by Council 13 May 2010.OLCSS being implemented as required. |
| Implement Water Sensitive Urban Design policy | <ul style="list-style-type: none">Implementation of WSUD policy on track.Undertaken training in MUSIC modelling |

Enhance Coffs Harbour as a liveable city

Strategy

Implement *Our Living City Settlement Strategy* as a driver document integrating people, the built environment and the natural environment

Indicators

Implement recommendations from Open Space Strategy

- Diggers Beach Deck constructed to provide improved public and surf surveillance.
- Launch of Stewardship award for Regional Park
- Corindi Skate park contract complete within budget and timeframe. Landscape restoration and work on tennis court in March quarter.
- Corindi Aston Wilde Park - Tree planting, major lawn renovation, nature play area, picnic shelters.
- Corindi cycleway.
- Corindi Nyland Park - Play area and landscaping after consultation with community.
- Brelsford Park Adventure Playground completed for Christmas 2009.
- Open Space Strategy awaiting adoption.

Recognition for the architectural design of public buildings.

- Our Living City Settlement Strategy being used to direct the implementation of Council Policies, strategies and statutory implements.
- SLEP, City Centre Plan and DCPs are being progressed to accommodate the elements of urban design along with the continued integration of Urban Design input from external parties (eg DoP TaskForce).

Improvement in population density in identified catchments.

- Purchase of Profile ID and Forecast ID products in November 2009 to assist in assessing current population densities in various locations of the LGA.
- City Centre Plan and DCP completed and exhibited (proposing increases to the medium density zone locations in and around the City Centre).

Key Objective

Promote pride in the environment and improve the urban landscape

Strategy

Embed sustainability as a core value for the community and council

Indicators

Develop Coffs Harbour City Council sustainability strategy

- This forms part of the Sustainability Assessment process.
- Green Synergy Consulting report received looking at suitable models for embedding sustainability within Council.
- Project Officer employed 2 days per week to develop the strategy (to accord with 2030 and Integrated Planning and Reporting Requirements including quadruple bottom line).

Enhance Coffs as a liveable city

Strategy

Planning and implementation of ongoing street-revitalization, and town centre and public place enhancement projects

Indicators

Footpaths and tree planting projects completed

- Completed street tree planting program at MacKay's Rd and Beryl St (129 trees) and 61 in-fill trees throughout the city

Public place landscaping undertaken and maintenance schedules implemented

- Delays in maintenance program due to flood emergency response activities and restoration works.
- Revamps of Nana Glen Garden and Archie Hunter Reserve;
- Brelsford Park Stage 1
- Rural Fire Service;
- WTP revegetation;
- Sandy Beach Boat ramp;
- Staircase beach access Park Beach;
- Reshaping of southern access Diggers Beach;
- Breakers Way staircase reconnected;
- Boat ramp repair at Arrawarra;
- Corindi - Island Drive reserve reshaped and community plantings commenced; landscaping and tree plantings in at Nyland Park and Park Street reserve;
- Coffs Creek pre-Christmas clean-up;
- Floral displays of roundabouts;
- Beryl Street reserve upgrade;
- Landscaping at Airport carpark; and
- Installation of playground equipment at Holiday Park, Woolgoolga.

Plan prepared for the redevelopment of the Jetty Foreshores Recreation Area (pending adoption of the Plan of Management) subject to funding availability

- Jetty Foreshore planning with Land and Property Management Authority.

Ongoing implementation of Gateway Strategy

- Gateway Strategy integrated into City Plan Project

Key Objective

Improve civic pride and sense of community

Strategy

Facilitate community processes to improve the social, economic and physical environment

Indicators

Community programs implemented in line with Team Action Plans

- All Economic Development Unit staff work with community groups to facilitate programs that benefit communities across the city.
- Team action plan and projects on track.

business environment

Aim:

Encourage and facilitate opportunities for the sustainable economic growth of the region to ensure the local community enjoys a high standard of living.

Desired Outcomes:

- Increased employment and prosperity for all
- Increased business and investment
- Growth in key economic clusters - technology, education, health, sport, tourism, public sector, manufacturing
- City as a leader in innovation and technology
- City as a regional centre for government agencies and business

Significant Achievements 2009/2010

- Eight ensuite sites at Park Beach Holiday Park fully refurbished
- \$150K funding received for the development of the Bruxner Park Eco-tourism proposal
- Council, Woolgoolga SLSC and the Woolgoolga Chamber of Commerce secure agreement to stage 2010 & 2011 State IRB Championships
- Eastern University Games held at CCSLP and heralded a great success
- Oztag National Championships held at BCU International Stadium
- FFA National Youth Football Championships successfully staged at BCU International Stadium.



Foster opportunity and innovation in the business environment

Key Objective

Encourage the community to develop a strong and diverse local economy

Strategy

Leadership: Promote a shared vision of the city's future and establish a co-ordinated approach to economic development involving all key stakeholders

Indicators

Demonstrated growth in local business activity and business confidence

- Working group formed to consult with business sector and suggest ways to grow community. General liaison with business and community groups is growing.

Strategy

Business Development: Help existing businesses to grow, attract new businesses and promote business start-ups

Indicators

Demonstrated growth in the number of new businesses

- Economic Development Unit attends to all enquiries and makes appropriate referrals to other providers where necessary.
- Gross Regional Product increase of 7.2% from 2007/2008 to 2008/2009 is indicative of increased business activity in the LGA.
- Latest available business numbers of 5,568 with estimated total turnover of \$3.3billion

Strategy

Investment Attraction: Promote and facilitate new investment into the City

Indicators

Demonstrated growth in investment in Coffs Harbour

- Volume of enquiries is growing.
- New investment brochures produced; new website – "Invest Coffs Harbour" – launched.

Foster opportunity and innovation in the business environment

Strategy

Industry Development: Support growth by focusing on key emerging or developing industry sectors

Indicators

Demonstrated growth in:

Health, Aged and Community Services sector

- Strategy being implemented.
- Coffs Coast Health Website - ongoing development of networks and links to increase traffic, process ongoing enquiries from Health Professionals.
- Healthy Communities Initiative - Round 1 Funding application unsuccessful. On-going partnership with NCAHS and Mid North Coast Division of General Practice to develop an application for Round 2.
- Working with NCYCC on delivering the Community Healthwise program to encourage local high school students to consider health professional careers.

Demonstrated growth in:

Manufacturing sector

- Committee and strategy on track and working well.
- Increase of 9.37% in GRP for 2008/09 for Manufacturing (to \$181 million); indicative of strong growth in this sector (now constitutes 7.8% of regional product).
- Manufacture Coffs Coast Incorporated in this period.

Demonstrated growth in:

Tourism sector through the implementation of the Coffs Coast Tourism Strategy and Memorandum of Understanding between CHCC and Bellinger Shire Council

- Ongoing review into tourism alliance and alignment between Coffs Coast, Bellinger Valley and Nambucca Valley.

Hosting regional, state and national sporting events

- Another busy calendar with a range of events including:
- FFA National Youth Championships for Girls and Boys;
- Inaugural ARU Coffs Coast Rugby Challenge;
- Local AFL and North Coast Football Grand Finals;
- NRL Trial Rabbitohs v Panthers;
- AFL U18 State Championships;
- Ella 7s Rugby Union;
- Relay for Life;
- Australian OzTag Championships and OzTag State of Origin; and
- A large number of local, zone and regional school carnivals.
- New contracted events include Eastern University Games and Rugby League Masters Games.

Demonstrated support for Education and Training for Industry Development

- Education Training and Business (ETAB) Forum group established to drive projects.
- Forums held regularly, progressing number of initiatives collaboratively including:
- - International Students - opportunity for facilitation to increase local capacity for intake;
- - Customer Service - improving the level of service provided by local providers.

Demonstrated expansion of the Coffs Harbour Innovation Centre and Technology Park

- Incubators at full capacity.
- EDU working with Technology Park and Innovation Centre on Marketing Plan and new management structure.

Foster opportunity and innovation in the business environment

Strategy

Liveability: Foster the social, economic, service level, environment, recreation, cultural, built and climatic conditions that make Coffs Harbour a vibrant regional city

Indicators

Demonstrated positive outcomes from the development and implementation of Place Committee Action Plans

- Place Committee structure discontinued in favour of facilitation assistance with established groups.
- Orara Valley, Eastern Dorrigo Plateau Action Plans currently in place. (Orara Valley proposals include a National Motorbike Enduro Event, and the refurbishment of the Old Bridge Park.)
- Funding sought for Retail Marketing Plans in Sawtell, Woolgoolga, and Jetty Village.
- EDU working with a number of Community Groups on various Community Economic Development Initiatives. Groups include Sawtell and Woolgoolga Chambers of Commerce, Orara Valley Progress Association, and Glenreagh Mountain Railway.
- Initiatives include: Woolgoolga Curryfest, Sawtell Chillifest, funding application for feasibility into Glenreagh Mountain Railway, funding application for Township Marketing Plans.

Planning for growth

Development has remained relatively steady throughout 2009/2010 in comparison with the previous year. The continued uncertainty associated with financial markets appears to be influencing the performance of the development/building sector.

Comparisons between the current and previous year indicate a strengthening within the new housing and dwelling alterations and additions sector, however private sector multi-residential and commercial/industrial development sectors have been relatively slow.

The table does not reflect government sector works associated with the Building Education Revaluation and infrastructure housing works which were approved under various state government instruments; however it is noted that a number of significant developments were approved and commenced during the year.

Coffs Harbour Regional Airport passenger numbers

Passenger numbers remained steady in 2009/2010, indicating the slow recovery of the marketplace in the wake of the global financial crisis.

Coffs Harbour Airport continued to upgrade facilities and services throughout 2010 in order to maintain the high standard of the business. Major projects included:

Expansion of Professional Pilot Training - specialises in training foreign students for Air Niugini, the national airline of Papua New Guinea, plus Korean, Indian and Singaporean students.

Establishment of Coffs Coast Aviation Centre - provides recreational flying tuition and aviation career opportunities for the Coffs Coast community, especially young people.

Upgrading of Coffs Harbour Airport Car Park - new paid parking was introduced in partnership

Year ending	Passenger Numbers
June 2010	318,693.
June 2009	318,000
June 2008	335,000
June 2007	322,600
June 2006	318,500
June 2005	271,800
June 2004	237,000
June 2003	211,000

with TNT Investments Pty Ltd, operators of Coffs Airport Security Carpark. With the invaluable assistance of a small team of 'Ambassadors', the introduction of the new parking arrangements proceeded smoothly, ensuring a high level of customer satisfaction.

Opening of QantasLink Regional Lounge - QantasLink introduced its first New South Wales 'Regional Lounge' at Coffs Harbour Airport. This new facility provides a significant upgrade to airport facilities and customer service for business and leisure travellers.

Development Applications Submitted

Type of Development	2008/2009		2009/2010	
	No.	Value (\$)	No.	Value (\$)
New Dwellings	234	65.2m	315	80.7m
Dwelling Alterations / Additions	347	11.4m	372	12.4m
New Multiple Occupancy	14	20m	4	10.3m
Swimming Pools	98	2.6m	95	2.5m
Commercial / Industrial / Retail	19	33.4	24	23.1m
Commercial / Industrial / Retail Additions / Alteration	84	14.3m	49	5.3m
Other	387	30.5m	437	34.1m
Total	1183	177.4m	1296	168.4m



QantasLink introduced its first New South Wales 'Regional Lounge' at Coffs Harbour Airport



A team of 'Ambassadors' helped customers adjust to the introduction of paid parking at the airport



2009/2010 saw an expansion in Professional Pilot Training in Coffs Harbour for PNG, Asian and Indian pilots



The Coffs Coast Aviation Centre opened, providing recreational flying tuition and aviation career opportunities

community and cultural development

Aim:

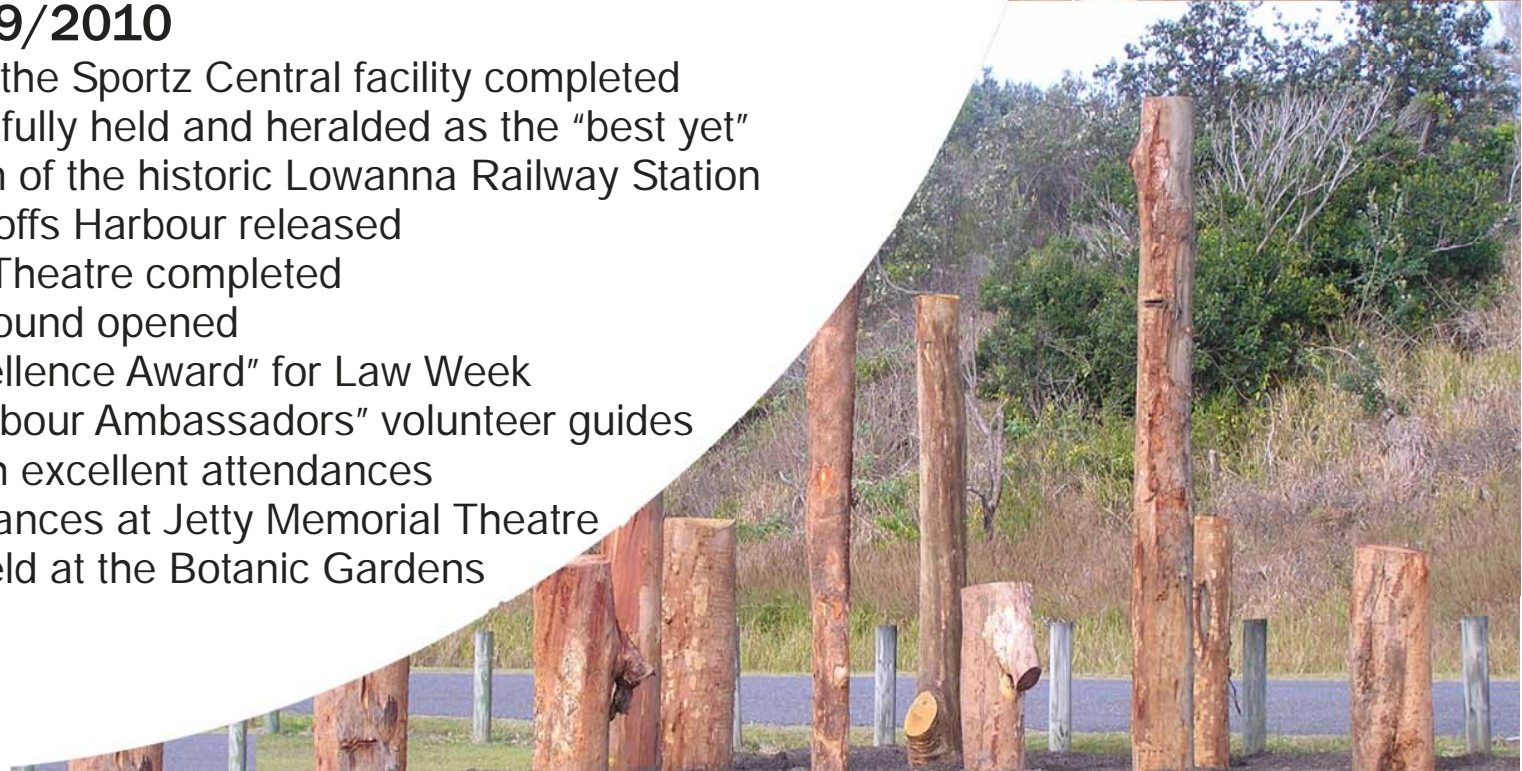
Foster harmony, creative expression and social development by supporting the delivery of community facilities, programs and events

Desired Outcomes:

- Maximum use of existing community and council facilities
- A City Identity informed by Cultural Diversity
- A Connected and Engaged Community
- Enhanced community well-being
- Dynamic, vibrant culture
- Community-wide sense of social responsibility
- Enhanced sense of safety & security

Significant Achievements 2009/2010

- Renovations valued at \$574K to the Sportz Central facility completed
- NAIDOC week activities successfully held and heralded as the "best yet"
- Plans unveiled for the restoration of the historic Lowanna Railway Station
- Online photographic history of Coffs Harbour released
- Outdoor deck at Jetty Memorial Theatre completed
- Brelsford Park Adventure Playground opened
- City Library wins "Centre of Excellence Award" for Law Week
- Graduation of the first "Coffs Harbour Ambassadors" volunteer guides
- Successful Youth Week held with excellent attendances
- 12,768 people attended performances at Jetty Memorial Theatre
- Saltwater Freshwater Festival held at the Botanic Gardens with 12,000 attending



Enrich our society through community and cultural development

Key Objective

Assist the development of Coffs Harbour as a safe and socially cohesive community

Strategy

Review the Social Plan

Indicators

Progress of programs to promote and encourage the provision of services which meet the needs of the community

These include:

- Continuing to maximise the use of community facilities
- Implementing the affordable housing strategy
- Implementing the Crime Prevention and Safety Plan
- Continuing to lobby funding bodies for additional resources to adequately fund services in the Coffs Harbour local government area
- Progress improvements at Sportz Central. (Federal grant implementation for expansion; business planning for additional programs).
- Customer surveys for Sportz Central, Woolgoolga and Bayldon Centres.
- Fees, charges, budgets and capital requests discussed with Committees and included in the Council's Fees and Charges document for public exhibition.
- An affordable housing strategy for Coffs Harbour has not yet been adopted by Council.
- An affordable housing research paper was approved by Executive Team on 22/12/09. On this date Executive Team also agreed that the Affordable Rental Housing State Environmental Planning Policy (SEPP) be monitored for a 12-month period after which a review of the SEPP be conducted and the need for an affordable housing strategy be further examined.
- The Community Development branch continues to work proactively with key local agencies around housing issues and attend relevant consultations and meetings including the Coffs Harbour Housing Forum.
- Crime Prevention and Safety Plan is on track to achieve the objectives of Action Plans for Family and Community Violence and Malicious Damage
- Ongoing sourcing of funds to run programs:
- Received extra funding from the Community Drug Action Team
- Received grant from Nortec Employment and Training Limited for \$3000 to implement DVD program (still not enough funds to complete this program)
- A grant for \$50 000 received from Department Justice and Attorney General for the continuance of the Nightrider Late Night Transport Project to be implemented over Christmas holidays 2010/2011 as well as the Coffs Cup and other identified key celebratory nights in Coffs Harbour.
- Despite these successes, it is proving increasingly difficult to secure external funding for Crime Prevention and Safety initiatives.
- Cultural & Community Development Branch regularly liaises and networks with key government agencies/funding bodies in relation to service gaps and levels of need in the community. Staff also work in partnership with community organisations to access funding opportunities for new and existing community programs.
- Funding submissions in 2009/2010 included:
- Healthy Communities Program for smoke free policy & signage;
- Office for Women for an International Womens Day Event;
- Community Builders Funding Program for a range of initiatives including ; Multicultural Community/ Refugee programs, Aboriginal health initiatives & support to festival events;
- RLCIP capital for Sportz Central;
- Crime prevention (Nightrider);
- Sponsorship for NAIDOC Week activities.

Enrich our society through community and cultural development

Key Objective

Assist the development of Coffs Harbour as a safe and socially cohesive community

Strategy

Review the Social Plan

Indicators

Promote and encourage community engagement and access, addressing the specific social needs of groups including:

- Indigenous people
 - Council's Aboriginal Community Development Officer continues to work closely with Council and the broader community to progress programs to assist the Aboriginal community, attend relevant network meetings and remain aware of the issues and needs of Aboriginal people in the Coffs Harbour area. In 2009/2010 there was a positive response to a range of activities and programs including
 - Souths Cares;
 - Grace Roberts Awards (this year saw the event expanded to include an event dinner and various new awards categories which raised the profile of the event in the community);
 - Yandaarra Aboriginal Consultative Committee (a review – using a community survey - was initiated on the role and functions of the committee);
 - NAIDOC Week Awards (again with new events including an elders pamper day, Mr NAIDOC Strut and Aboriginal sports day);
 - The development (with staff from Council's Economic Development Unit) of an Aboriginal employment strategy;
 - Coffs Harbour GenerationOne Business breakfast (140 participants); the only GenerationOne breakfast to be held outside of a capital city in Australia.
- People with disabilities
 - The Local Disability Committee and Area Disability Committee continued to co-ordinate local comment on various government initiatives including;
 - Respite Review,
 - National Disability Insurance Scheme,
 - Review of Disability Support Pension, Companion Card,
 - Program of Appliances for Disabled People.
 - "Come and Try Sports/Fun Day" staged at Sportz Central for International Day of People with Disabilities (3 December) - with over 200 school children with special needs and their carers attending.
 - Hosted three first aid workshops for people with disabilities. These were very successful with 30 participants from local support services attending.
- Young people
 - Young people continue to lobby for specific "youth spaces"; e.g. youth cafe, drop in centres and skateparks.
 - Youth Interagency Meetings regularly attended by Community Services staff.
 - Council continued to support the Love Bites Program (promoting respectful relationships) which is conducted for Year 9 students in all the High Schools in the LGA.
 - Various other programs on road safety issues run for young people by the Road Safety Officer.
 - Nightrider Late Night Transport project over key celebratory dates during the Dec/Jan 2010 period

Enrich our society through community and cultural development

Key Objective

Assist the development of Coffs Harbour as a safe and socially cohesive community

Strategy

Review the Social Plan

Indicators

- Young people (contd)
 - Nightrider Late Night Transport project over key celebratory dates during the Dec/Jan 2010 period
 - Assisted by a \$15,000 Youthfest grant, Youth Week Celebrations were held in April 2010. The program featured a variety of activities including:
 - surfing lessons,
 - skate workshops,
 - cartooning workshops and a
 - major youth festival event hosted by Gretel Killen and included a range of elements
 - graffiti art workshops leading to a large mural on the side of the former museum building
 - music, dance and various art workshops culminating in a dance party at Cavanbah Centre.
- Senior citizens
 - Participation in:
 - local aged care networks/forums
 - advocacy and social planning in relation to the needs of older people in our community.
 - Production and maintenance of hardcopy and online information directories on services/groups for older people.
 - Co-ordination of Seniors Week activities including:
 - an opening ceremony at Cavanbah Centre,
 - inaugural Seniors Week Regional Sports Championships,
 - a seniors bus trip to Timbertown
 - a seniors performance at the Jetty Memorial Theatre.
- Multicultural community
 - Multicultural Reference group meetings continued throughout 2009/2010 with issues being addressed as they arise.
 - 2010 Harmony Multicultural Festival was held on Sunday, 21 March with over 5,000 attendees. Activities for the Festival included:
 - cultural performance, food, music and workshops
 - kids corner
 - Aboriginal Cultural Session including bush tucker walk
 - local school children in the opening ceremony
 - Harmony Day art competition.
 - Coffs Harbour participated in Refugee Week (19-26 June) with a well attended, local screening of the 2010 Australian Refugee Film Festival at the Jetty Memorial Theatre. The event also included performances by local refugees and attracted some seed funding from local service providers for next year's Festival. This was a first for regional NSW, with Coffs Harbour and Wagga Wagga the only regional areas outside Sydney to showcase the Film Festival.

Enrich our society through community and cultural development

Key Objective

Foster a unique cultural identity for the city

Strategy

Implement the Arts and Cultural Development Plan

Indicators

Progress of programs to promote and encourage community expression including the effective management of:

- The Coffs Harbour Regional Gallery

Another busy year at the gallery with a wide range of exhibitions and activities to engage the community. Visitor numbers exceeded 17,000 for the year. Program highlights included:

- Artworks by significant Central and Western Desert Aboriginal artists (local collection). Included a Saturday Salon with a lecture by a distinguished anthropologist who discussed the provenance and meaning of the works. This exhibition was well attended, especially by members of the local Aboriginal community.
- Jump Into Spring Artists' Market and Network Forum.
- A large, high calibre exhibition of photographs from the local photography club, and a separate photography exhibition focussing on local fishermen.
- Regional schools exhibition "Beyond the Frame".
- The 2009 EMSLA Art Prize and Festival attracted world-class artists. In its third year, the Festival revolves around the annual Eutick Memorial Still Life Award (EMSLA) which attracted hundreds of entries from all over Australia. A popular program of music and art accompanied this year's main event which was again made possible by the outstanding generosity of Dr Mal Eutick in providing the EMSLA prize.
- A photographic moving image exhibition focussing on floods at the marina.
- A landscape exhibition featuring 2 local artists.
- A 3 day mentoring programme involving artist Angus Nivison and 5 local artists. The funding of \$2000 was provided by a generous local sponsor.
- Four Seasons of Opera event. This project was fully funded by private sponsorship and enabled the Gallery to forge an ongoing relationship with the Sydney Conservatorium of Music.
- An exhibition by prominent Bellingen artist Ted Hillyer.
- A number of events tailored to an older audience relating to Alzheimer's Projects.

- The Bunker Cartoon Gallery

Another successful program of exhibitions including:

- Rotary Cartoon Awards.
- Bald Archys.
- CHCC Portraiture prize.
- Youth Week cartooning workshops.
- The Bunker served as a de facto home for the Museum following the flood events in early 2009 and this proved challenging.
- Work began on the refurbishment of the Bunker foyer, with a ready improvement in its appearance.

Enrich our society through community and cultural development

Key Objective

Foster a unique cultural identity for the city

Strategy

Implement the Arts and Cultural Development Plan

Indicators

The Coffs Harbour Museum

- The museum continued to operate from the storage facility while a more permanent location was considered.
- Operations generally went smoothly despite insulation problems and the lack of room to house entire collections.
- Activities included ongoing restoration and cleaning of objects from damage sustained in the March 2009, conserving the most significant objects in the collection, and housing a significant component of the photograph collection in more appropriate conditions.
- A Museum presence was maintained at the Bunker, but an innovative exhibition strategy emerged during the year to help promote the museum. A partnership was formed with the Palms Centre which provided vacant shopfronts for "pop up" museum displays at no cost to Council. The displays have proved highly popular with high attendance and increased monetary donations and donations of objects. This has been successful in terms of continuing to give the museum a profile in the community and displaying the collections.

The Jetty Memorial Theatre

Another busy year at the theatre – a wide range of productions attracted a total audience of 12,768 for the period. The program included:

- Dealer's Choice (Critical Stages), Gone To Bali (CHATS), Steel Magnolias (Blackbird), Oliver (CHMCC), Harbour Performing Arts Concert, The Short Sharp Film Festival, The Simple Gift (Bootlace Productions), The Flying Pieman (CHATS), Cabaret (CHMCC), Cosi (HIT), Comedy Roadshow, earth's Dinosaur petting zoo (earth), Refugee Week Film Festival, Shakespeare on Shuffle (JTYouth), Coffs Harbour Eisteddfod

Among other highlights at the theatre in 2009/2010:

- Orara High School VET Students worked with the theatre technical officer to complete their Entertainment studies.
- First production by JTYouth, the theatre's Youth Theatre Program.
- Completion of Outdoor Deck as breakout area for Patrons.
- Jesse Emanuel Video Shoot - Jesse's first Music Video shot on stage at the Jetty Theatre.
- NSW Nurses Association Short Film Fest Screening for local Nurses.
- Huge interest in exhibition space from local artists.
- Of the 10 recommendations in the report several have been completed including development of a cultural industry directory, a number of cultural trail maps and CDs along with development and preparatory work in cultural hubs and economic development.
- Community forum held. Council seeking a detailed report on the proposal in second half of 2010.

Implement the recommendations of the 'Creating Creative Industries' Report.

Investigate and plan for a Performing Arts facility

Enrich our society through community and cultural development

Key Objective

Encourage the use of the Coffs Harbour City Library & Information Service in meeting the multidimensional education, information, cultural and recreational needs of the community.

Strategy

Develop new Strategic Plan for Coffs Harbour Library and Information Service

Indicators

Promote and encourage the effective use of library services through:

- Optimum per capita spending on salaries, resources and equipment
 - Improving access to services, resources and facilities
 - The continued development of community partnerships
 - Continued improvement in collection management.
- Enquiries made to the State Library for a review of library services in 2010/2011.
 - Library Strategic/Business Plan to be completed before the end of 2010. The State Library Review is to be used to inform the Strategic/Business Plan.
 - Clarence Valley Council Mobile Service to Corindi/Red Rock ceased at end of December 2010. Use of Woolgoolga Library has been promoted to mobile library users, with significant take-up observed.
 - Staff restructure to be implemented in second half of 2010.
 - Young Adult/Children's Area at Toormina branch rearranged to improve layout and access.
 - Additional public access PC installed at Woolgoolga branch.
 - Established a Technical Library for Council staff.
 - Refurbishment plans for Coffs Harbour Library completed (grant funded); Stage 1A (Manager's office) completed; planning underway for the next stage (partially grant funded).
 - Toormina branch Customer Services Desk has been replaced with improved layout and incorporating electric returns bin (grant funded).
 - Library management system (Spydus) successfully upgraded to latest version.
 - Software applications on public access computers upgraded to improve access.
 - Continued support to Let's Read program coordinated by Uniting Care Burnside.
 - Book Warehouse partnership which involves a membership credit scheme.
 - Planning to adopt the '10 minutes per day' children's literacy program through Newcastle Regional Library and Newcastle Permanent Charitable Foundation - beginning first quarter of 2010/2011.
 - Picture Coffs Harbour project – partnership with Coffs Harbour Regional Museum.
 - Southern Cross University secured as the new corporate sponsor of Yourtutor (online tutoring).
 - Revised Collection Development Policy; new section relating to web sites and online resources included.
 - Ongoing regular "weeding" of the collection, with a focus on fiction books and audio/visual material.
 - Purchasing plans and standing orders implemented.
 - Grant funds obtained to develop the home library service and improve large print and audio collections (Library Development Grant for \$53,823).
 - \$5,000 received to create a Sustainable Living Collection as part of the Rigby House solar energy project (to be launched in first quarter of 2010-11).

unique environment

Aim:

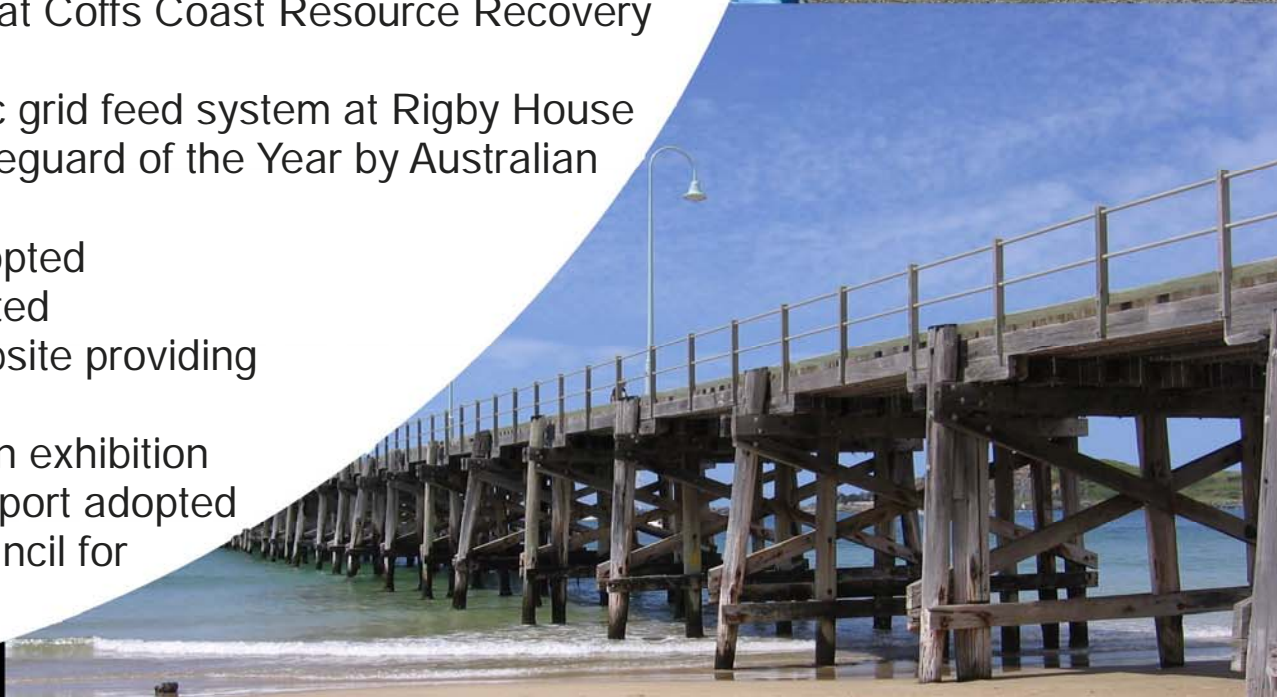
In collaboration with the community, enhance the city's development as a world leader in quality environmental management.

Desired Outcomes:

- Sustainable future
- Maintain the city's rich biodiversity
- Reduced consumption of natural resources
- Clean air, soil and water
- Enhanced community value for caring for the environment

Significant Achievements 2009/2010

- Landfill gas extraction system commissioned at Coffs Coast Resource Recovery Centre
- Tender awarded for installation of photovoltaic grid feed system at Rigby House
- Council Lifeguard, Sonny Tisdell, awarded Lifeguard of the Year by Australian Professional Ocean Lifeguard Association
- Hearnes Lake Estuary Management Plan adopted
- Vertebrate Pests Management Strategy adopted
- Created Environment button on Council's website providing information on biodiversity issues
- Revised Koala Plan of Management placed on exhibition
- Annual Report & State of the Environment Report adopted
- Environmental Levy Program adopted by Council for inclusion in the 2010 Delivery Program



Value and promote our unique environment

Key Objective

Create an integrated approach to environmental management through the gathering of data, environmental reporting and program implementation

Strategy

Prepare comprehensive and supplementary State of the Environment reports as required by legislation.

Indicators

Comprehensive State of the Environment report submitted to NSW Department of Local Government by 30 November 2009.

- Comprehensive SoE Report submitted to DLG on time, following endorsement by Council at 26 November 2009 meeting.
- Copy available on internet and at local libraries.

Strategy

Implement Environmental Levy Program

Indicators

Submissions called November 2009 and assessed by March 2010

- 30 submissions received by closing date. Submissions assessed by working group on 16 February. Reported to Council on 25 March.

Projects implemented and reviewed

- Projects implemented by nominated staff.
- Full review undertaken during March quarter in line with 2010/2011 program formulation
- Program generally on track

Strategy

Develop public and private sector partnerships to achieve strategic environmental outcomes.

Indicators

Partnerships established

- Partnerships established:
 - Coffs Harbour Landcare Inc - Orara River and surrounds.
 - Ulitarra Conservation Society, National Parks Association Bellingen - Coffs Harbour sub-branch.
 - Department of Environment and Climate Change - Joint project to model and ground survey vegetation of the Coffs Harbour LGA.
 - Northern Rivers Catchment Management Authority - partners in Orara River Catchment rehabilitation.
 - National Parks - contributing to an educational program to raise awareness regarding Cane Toads and more generally about the biodiversity of the Coffs Harbour LGA.
- Council continues to be represented on the Koala Management Advisory Committee, Flying Fox Advisory Committee, Indian Myna Project Committee, North Coast Vertebrate Pest Working Group, North Coast Weeds Advisory Committee and the Bruxner Park Eco-tourism Steering Committee.
- The Biodiversity Unit has linked with the Urban Sustainability Project and Coffs Coast Ambassadors Program; new and emerging partnerships established with other local councils as they are taking a strong interest in Council's Priority Habitats and Corridors Strategy to meet Department of Planning requirements.
- The Unit also works with the Department of Environment, Climate Change and Water to implement relevant objectives and action contained within the recently released Draft Northern Rivers Biodiversity Management Plan.

Value and promote our unique environment

Strategy

Develop public and private sector partnerships to achieve strategic environmental outcomes.

Indicators

Funding secured

- Environmental Levy funding provides:
 - \$170,000 - two permanent full-time positions within Council.
 - \$20,000 - recently approved Vertebrate Pest Management Strategy.
 - \$20,000 - a Roadside Vegetation Study of the Coffs Harbour LGA.
 - \$190,000 - rehabilitation and restoration works in the Orara catchment.

Programs initiated/completed

Programs initiated/completed:

- Coffs Harbour Landcare nominated Coffs Harbour City Council for its joint participation in environmental projects throughout the LGA.
- Koala Management and Advisory Committee members have worked to develop the new revised Koala Plan of Management.
- Bruxner Park Eco-tourism Joint Project.
- Joint threatened species initiatives with landholders.
- Discovery Ranger (DECCW) and Flying Fox Management - Managing Flying fox camps Maclean/Clarence Valley Council/Ballina /Lismore/Bellingen.
- Mid North Coast Vertebrate Pest Management Group.
- Fish Passage Ways.
- Memorandum of Understanding signed with the Solitary Islands Marine Park Authority.
- Ongoing partnerships with landholders, NRCMA and Orara Valley Groups Management Committee.
- Environmental information placed on public exhibition to inform the Standard Local Environmental Plan.
- Partnership developed with DECCW and NRCMA to model and ground truth the vegetation of the Coffs Harbour LGA to class 5 (the finest level of classification available). The vegetation model created will set the standard for the rest of the state. Project initiated by DECCW with assistance from Council and Northern Rivers CMA.
- Establishing relationships with the private and public sector as the Priority Habitats and Corridors opens up opportunities for landholders to be involved in a low-carbon economy.
- Working with Bellingen and Nambucca Councils re: Regional Flying-fox camp management and Koala Management Issues.
- Networking with the Department of Primary Industries to better manage native fish management issues in the LGA.
- Council is developing an Environment Trust under the proposed Futures Fund.
- New contracts entered into with the Northern Rivers Catchment Management Authority for restoration of the Orara River catchment.
- Alliances established with Nambucca and Bellingen Councils as part of the Urban Sustainability program to develop walkways along the coast which include interpretive signage highlighting the biodiversity values of the area.

Value and promote our unique environment

Strategy

Develop public and private sector partnerships to achieve strategic environmental outcomes.

Indicators

Outcomes achieved

- Cane Toad awareness posters and education kits developed in partnership with Landcare Inc and distributed to relevant businesses in the Coffs Harbour area.
- Successful partnerships developed with local Coffs Harbour Landcare groups have achieved significant rehabilitation and restoration outcomes for the following local groups: Jetty Dunecare; Stingray Creek (Moonee); and Friends of Coffs Creek.
- Multiple Orara Valley landholders engaged as part of the Orara River restoration program, a biodiversity grant to the NRCMA has been lodged which will attract an additional \$120,000 over two years to the program. The application has reached the final stages of assessment.
- A joint program with NPWS and the community has resulted in the protection of 30 Little Tern nest sites at Hearn's Lake through fencing, predator management and the monitoring of nests by volunteers.
- Vegetation structure and line work complete for vegetation mapping.
- Partnerships established with other State Government departments.
- Priority habitats and Corridors Strategy out on public exhibition to inform the environmental layers for the new Standard Local Environmental Plan.
- Vegetation officer appointed 2 days a week to visit properties and listen to landowner concerns.
- Revegetation of the Green Bluff Headland (Moonee) in partnership with Stingray Creek Landcare Group.
- Ongoing community input through the Koala Management Advisory Committee and Flying Fox Advisory Group.
- Partnerships established with other environment groups in establishing store fronts at local festivals and markets.

Key Objective

Ensure quality environmental management to assist sustainable development

Strategy

Implement the Greenhouse Action Plan and participate in the Cities for Climate Protection Program

Indicators

Projects promoted to achieve Greenhouse Gas reduction of 20% by 2010

- Implemented Energy Efficiency measures including building retrofit, commercial energy efficiency forum and training workshops.
- Rigby House photovoltaic project implemented; when complete it will produce 200 MWh of renewable energy per annum.
- Switch to E10 fuel and more fuel-efficient vehicles.
- Draft Climate Change Adaptation Mitigation Plan prepared by Consultant.
- Council awarded contract to BMT WBM and Ecological to assess climate change risks and mitigation and adaptation action plan for the Coffs LGA.
- Landfill Gas project commissioned. Monitoring in the March quarter indicated average gas capture of 235,000 cubic metres per month at around 57% methane. This equates to around 24,000 tonnes eCO₂ abatement.
- Greenhouse Action Plan reviewed and updated.

Value and promote our unique environment

Strategy

Promote community understanding and support for sustainable environmental action

Indicators

Conduct and monitor education programs in accordance with the plan.

- Education programs/activities included:
- Represented Council on the Mid Rivers Group of Environmental Educators and assisted with the waste management of the NSW Environmental Education Conference.
- Provided support to the Sustainability Coordinator on the 2030 Working Group.
- Initiated and chaired a Cane Toad Community Education meeting with NPWS, Coffs Harbour and Bellingen Landcare networks.
- Assisted with the organisation of the Botanica Green Living Festival, specifically making the day a waste-wise event.
- Co-ordinated Coffs Harbour's inaugural Big Aussie Swap Party for national recycling week.
- Co-ordinated the attendance of Coffs Harbour youth at the Mid North Coast 'Youth Lead Climate Change Forum'.
- Co-ordinated the Coffs Ambassadors Tours Program - promoted the first programs of walks; supported the tour guides; developed brochure; investigated new booking and marketing strategies. The first Coffs Ambassadors Tours were all fully booked (150 people) and an additional 70 people were put onto waiting lists. Strong and positive media coverage.
- Developed a biodiversity protection brochure and a distribution strategy for this community information.
- Coordinated the environmental education component of the Rigby House Solar project.
- Council continues to lead several grant funded projects working with the community towards sustainability outcomes.
- Development and adoption of the 2030 Plan showed strategic leadership.
- Continuous promotion of environmental projects.
- Council development of an in-house sustainability program will enhance leadership in this area.

Council recognized as an environmental leader in the local community.

Strategy

Deliver a waste management strategy to enhance public health and the environment, maximise resource recovery and eliminate landfill

Indicators

Operate the Coffs Coast Regional Resource Recovery Project according to schedule and budget.

- Midwaste Regional Strategy, including the Plan for the Coffs Coast subregion, finalised.
- Considerable issues have developed with the Biomass contract and performance of the Biomass plant remains problematic; product continues to go to landfill.

Quantity of waste diverted from landfill.

September quarter: Tonnes diverted: 14,602.35
December quarter: Tonnes diverted: 9,952.85
March quarter: Tonnes diverted: 22,615.58
June quarter: Tonnes diverted: 20,193.68
Total Tonnes diverted: 67,364.46

Value and promote our unique environment

Strategy

Deliver a waste management strategy to enhance public health and the environment, maximise resource recovery and eliminate landfill

Indicators

Quantity of recyclables recovered.

September quarter: Tonnes recovered: 3,925.59
December quarter: Tonnes recovered: 4,382.34
March quarter: Tonnes recovered: 4,147.81
June quarter: Tonnes recovered: 3,769.92
Total Tonnes recovered: 16,225.66

Quantity of beneficial resources.

September quarter: Tonnes recovered: 2,409.63
December quarter: Tonnes recovered: 4,537.24
March quarter: Tonnes recovered: 12,455.74
June quarter: Tonnes recovered: 10,956.56
Total Tonnes recovered: 30,359.17

Implementation of Landfill Gas Extraction preferred option

Planning of Resource Recovery Centre

Develop new Resource Recovery Centre for re-useable items.

Provide an efficient waste collection system for domestic waste, recyclables and organics

Maximise recycling and re-use and minimise waste generation

Operate an efficient waste management facility in accordance with ecologically sustainable development principles

- Operation commissioned 23 December 2009
- C&I and C&D separation trial at tip face completed late December 2010. Awaiting evaluation report.
- Biomass product continues to go to landfill. Other matters going very well.
- Suitable site not available at this time.
- Contractor delivery. Service (3 x 240L bin system) for all three streams continues to be effective.
- Expansion of domestic service carried out. Recovery rates remain high.
- Facility operated in accordance with licence requirements. Landfill gas extraction system has been commissioned and is in initial operating stage. Only minor issues with operation of landfill and transfer stations.

Strategy

Optimise delivery of sustainable waste management practices across Coffs Coast council areas (Nambucca, Bellingen and Coffs Harbour) via the Coffs Coast Waste Services.

Indicators

Equal contributions from all Councils to administrative costs

Coffs Coast Waste Services Working Party meeting quarterly

- Accounts being raised as required. Contributions being received. Monthly availability charge distributed on services basis.
- Meetings held in excess of quarterly.

Strategy

Implement strategies to minimise pollution.

Indicators

Number of pollution incidents

- Strategies in place to respond to pollution complaints/incidents and ensure they are rectified.
- There were no major pollution incidents during the year.
- There were 263 minor pollution incidents during the year.
- 100% of minor incidents responded to within two days

Value and promote our unique environment

Strategy

Enhance biodiversity through the promotion of sustainable development integrating the built environment with the natural environment.

Indicators

Review and implement Biodiversity legislation.

- Consideration given to Threatened Species Conservation Act 1995, Environmental Protection and Biodiversity Conservation Act 1999 and Native Vegetation Act 2003 in Priority Habitats and Corridors Strategy, Consultation draft and New Generation Vegetation Mapping for the Coffs Harbour LGA.
- Endangered Ecological Communities and Regional Vegetation Communities (state standard) incorporated into LGA mapping.
- Consideration given to amendments to Coastal Protection Act and their impact on the environment.

Status of *Biodiversity Strategy* activities.

- Biodiversity activities including Flying Foxes, KPoM, PHACs, Vertebrate Pest Management (including Myna Bird program) on track
- Council developing a joint management plan with National Parks to ensure kangaroo management is considered in the Development Application process.
- An EOI prepared to engage consultants for Environmental Levy projects 'Roadside Vegetation Management' and 'Revision of the Biodiversity Strategy.'

Complete revision of Vegetation Management Plan

- Development of new vegetation mapping including assignment of Regional Vegetation Communities completed. 80% of the revision of vegetation within the Coffs Harbour LGA is incorporated into the products developed as part of the Priority Habitats and Corridors Strategy. The combined vegetation project with DECCW and Northern Rivers CMA will 'ground truth' the line work developed to a Class 5 vegetation model.

Investigate options to facilitate the protection and enhancement of core vegetation/habitat corridors.

- The Priority Habitats and Corridors Strategy 2010-2030 provides a blueprint for the protection of vegetation and corridors in the LGA for the next 50 to 100 years. Following a period of public exhibition, the strategy was placed on hold until ground survey information could be incorporated into the document. PHACS was to be re-exhibited with a view to submitting planning amendments once the Coffs Harbour SLEP is in place.
- Funding was received from the Environmental Levy committee for the 2009/2010 year to prepare a report on how best to monitor environmental variables within the PHACS network. This would incorporate both academic and community assistance to establish baseline information to assess the success, or otherwise, of targeted investment within corridors.

Amount of land transferred.

- A biodiversity offset was negotiated for approximately 7 hectares of high conservation land on the eastern side of Hogbin Drive near the airport in exchange for the development of approximately 6,000m² of Industrial-zoned land in the Cook Drive estate.
- Land was donated to Council along Skinners Creek as part of a Heritage Park development.
- New Land for Wildlife scheme being reinvigorated in the Coffs Harbour LGA. Officers from Council and Landcare will be trained in the administration of the project to engage new landholders.

Ongoing control of noxious weeds and the environment.

Quarter	Private Works	Notices	Inspections
Sep	101	72	101
Dec	27	1	367
Mar	35	34	477
Jun	26		326

Use of low maintenance native plants

- Budget not fully expended due to weather and staffing constraints.

Value and promote our unique environment

Strategy

Implement Public Health Management

Indicators

Food surveillance and inspection of premises.

Quarter	Inspections	Registered Premises	Complaints/Enquiries
Sep	78	402	5 Food / 7 Public Health
Dec	48	410	17 Food / 5 Public Health
Mar	162	415	11 Food / 17 Public Health
Jun	50	415	11 Food / 9 Public Health

Effective public health monitoring and disease control surveillance.

- See inspections above
- NSW Food Authority Take Away Chicken Survey - Surveys carried out on two takeaway chicken shops with satisfactory results

Effective enforcement of legislative and policy requirements.

- 24 Notices were issued this year as a result of serious breaches of legislation (Protection of the Environment Operations Act).

Implementation of onsite wastewater management strategy.

- Council continues to inspect onsite sewage management systems - a total of 1,197 inspections

Strategy

Develop stronger autonomy in local planning controls

Indicators

Level of success in negotiating planning outcomes with the NSW Government.

- Continued liaison and discussions with State Government agencies (Department of Planning in particular) to achieve successful outcomes

Liaison with Catchment Management Authority.

- Ongoing liaison occurring - Participation in CMA funded project - Cultural Landscape Assessment commenced 4/11/09.
- CHCC was sole "model" council used in development of the CMA's Aboriginal and Cultural Landscape Mapping Project after other LGAs withdrew from participation.

Strategy

Develop Botanic Gardens as a centre of excellence in plant conservation

Indicators

Provision of ongoing activities / events

- New event held in January - Saltwater Freshwater event attracted over 12,000 visitors, by far the biggest event ever staged at the Botanic Gardens
- Other events held includes Fathers Day and Mothers Day programs and the Ausbiota schools event with 274 participants from throughout the region.

Monitoring of visitor numbers

- Visitor numbers (more than 46,800) consistent with previous years

Ongoing development of the Herbarium and seed bank through the Friends of the Botanical Gardens

- Seed bank and herbarium are being maintained to standard

Recognition for Botanical Gardens as a leading regional facility

- Education program progressed extremely well.
- Work continued to maintain profile as a premier attraction and recreational area for the region.
- Staging of Freshwater/Saltwater Festival reinforced reputation as the venue of choice for the region.
- All planted specimens maintained to a reasonable standard given the available resources.

Value and promote our unique environment

Key Objective

Ensure healthy aquatic systems, beaches and estuaries

Strategy

Implement Council's Stormwater Management Plan

Indicators

Status of stormwater management projects.

- Plan being implemented, WSUD policy developed
- Work progressed on Bakers Rd Detention Basin

Water Quality meets ANZECC guidelines.

- Water quality monitored
- Stormwater management plan being implemented

Pollution incidents attended to and response times.

- 100% of minor pollution incidents (68 in December quarter, 69 in March quarter; other quarters not stated) responded to within 2 working days.
- No major pollution incidents reported.

Strategy

Protect and enhance local beaches

Indicators

Lifeguard support provided.

SEE TABLE BELOW

Strategy

Preserve and enhance the city's estuarine environment

Indicators

Water monitoring results

- Sampling of creeks and estuaries throughout the year.
- Beachwatch program run 25 November 2009 to 22 February 2010.
- No closures. Sampling audited by DECCW and results were satisfactory
- Appropriate level of office hours and after hours responses to pollution/contamination incidents/notifications/complaints.

Response to Pollution/Contamination Incidents.

Beach Facts and Figures

	Sept	Dec	Mar	June	Totals
Visitations	No Stats		376,300	84,607	460,907
Rescues		8	20	7	35
Beach Closures		0	0	0	0
Preventative actions		3,648	8,232	2,374	14,254
Law enforcement		214	213	159	586
First Aid		58	167	14	239
Callouts			0	4	4

State of the Environment Report 2010 Supplementary Report

The Coffs Harbour State of the Environment Supplementary Report 2009, prepared independently to this report, indicates that there is no room for complacency if we are to achieve a sustainable future for our city.

The SOE report identifies issues across seven key themes: Towards Sustainability, Biodiversity, Atmosphere, Land, Water, Heritage and Human Settlements. The report also identifies strategies and activities that are being implemented to improve environmental management.

2009/10 Context

In February 2010 the *Who Cares about the Environment in 2009?* report was released by the Department of Environment Climate Change and Water. This shows us how people in NSW feel about the environment and how they are responding to environmental issues, now and over time.

The results indicated that the environment remains a top priority for people with the environment ranking in the top five issues for government attention. Water-related issues and climate change are the two top environmental concerns for the community. *Who Cares about the Environment in 2009?* provides us with information about community views. This helps us in democratically elected government to design programs that are responsive to community needs.

The SoE Report is available separately to the Annual Report for 2009/2010. It can also be viewed online at Council's Website.



services and infrastructure

Aim:

Ensure the strategic delivery and management of essential services and infrastructure to accommodate the needs of a growing regional city.

Desired Outcomes:

- Sustainable Asset Management
- Improved standard and enjoyment of public facilities
- Improved drainage and stormwater systems
- Improved general reserves.
- Improved public health and reduced environmental impacts through sustainable water cycle management
- Provision and management of infrastructure to support the sustainable development of the city.
- Provision of an integrated transport system - including the Pacific Highway

Significant Achievements 2009/2010

- The \$96M Coffs Harbour Water Reclamation Plant was officially opened
- Diggers Beach viewing and lifeguard surveillance platform opened
- More than 46,800 visitors to Botanic Gardens
- Tender awarded for the removal of the old Coramba Bridge
- Corindi Skate facility completed
- Bakers Road detention basin commenced
- Grant for \$1m for Coffs Creek cycleway approved

(continued next page)



services and infrastructure

Significant Achievements (contd)

- Work commenced under the Sapphire to Woolgoolga water main relocation contract (to assist the Pacific Highway upgrade being undertaken by the RTA)
- Significant clearing undertaken in Coffs Creek
- Council resolved to apply for an additional 4.4% rate variation for 10 years to fund flood mitigation works
- Flood warning system design contract awarded
- Federal Government funded interest-free loan for \$2.8M approved for construction of South Coffs Release Area wastewater infrastructure
- Draft Sports Facility Plan placed on public exhibition
- Works commenced on the Coffs Creek Walk upgrade
- Works commenced on a new playground at Woolgoolga foreshore reserve
- Works on a new playground commenced at Corindi
- Council received grant funding of \$2.2M for upgrading of lighting at BCU International Stadium
- Engineering Excellence Award received for Coffs Harbour Water Reclamation Plant
- Diggers Beach playground enhancement works commenced
- Water and Waste Water Development Servicing Plans adopted
- Coffs Harbour War Memorial Olympic pool upgrade commenced



Provide and manage services and infrastructure for a growing regional city

Key Objective

Meet the city infrastructure needs of the community

Strategy

Provide a healthy, reliable and sustainable water service.

Indicators

Implement Council's water efficiency program.

- Water Efficiency is encouraged through the ongoing permanent level one restrictions (advertised monthly).
- New water bill format drafted for implementation in 2010 New Year.
- Continued promotion and resident interest in water efficiency campaigns including New-for-old showers/Shower rebates/Dual flush toilet rebates.
- Waterless urinal trial in Council Administration building.
- School visits/accreditations - YEC (Youth Environment Council) Day in Botanic Gardens in March. Student representatives from regional schools learned the basics of how to water audit their own schools.
- World Water Day (22 March) - donated water-related books and CD-ROM to Library for community use.
- In National Water Week (October) the TOADS performed free song and dance shows for 19 local primary schools teaching students in K-2 to save water; front load washing machine giveaway competition; newspaper and radio advertising; radio water facts competition; Growers Market stall for Coffs Harbour Water.
- WaterWise Schools accreditation - Upper Orara Public School, Korora Public School; Mary Help of Christians School. A Team visit to St Augustine's Primary School; first school group tour (John Paul College) through WTP.
- Water mains constructed as required for development. Construction of Moonee water trunk main on track.
- Monitoring and reporting for the period was compliant.
- Abstractions for the period were compliant with the Abstraction Licences.

Ongoing Implementation of *Coffs Harbour Water Supply Strategy*

Comply with Department of Health *Drinking Water Monitoring Program*

Comply with water abstraction licence conditions

Strategy

Provide a healthy, reliable and sustainable wastewater service

Indicators

Implement the *Coffs Harbour Sewerage Strategy*.

- Sewer Strategy Implementation on track within constraints of budget and resources.
- Coffs Harbour Water Reclamation Plant Commissioned and Operational.
- Completion of Pacific Bay Trunk Sewer and Rising Main 61A has reduced the possibility of service interruptions and environmental issues. Completed rehab of rising main from P/S 61 adjacent to Pacific Bay. Sewer investigation in Catchments 4 and 32 undertaken. Repair of Manholes undertaken in Catchment 32. Trunk mains completed in Boambee Valley.
- Reticulation system expanding as necessary. Sewer Rehabilitation ongoing. Works proceeding to Schedule.
- RM 61 Replacement completed.
- Promotion of improved reclaimed water system has raised usage. Other areas expanding with new connections in Morgans Road Area. Expanded capacity and quality at Coffs Harbour Water Reclamation Plant.
- Pipeline in Jetty area designed to allow reclaimed water to be pumped from Coffs Water Reclamation Plant to the northern beaches areas.
- Work Schedule on Track.

Wastewater reticulation strategy funded and constructed to schedule

Implement the city's reclaimed water strategy, including the promotion of the maximum re-use of reclaimed water.

Provide and manage services and infrastructure for a growing regional city

Strategy

Set best practice standards for subdivisions and developments.

Indicators

Council standards adopted and reviewed periodically.

- AUS-SPEC 2008 (national specification system used by Local Councils for life-cycle management of assets) implemented for all DAs approved after adoption. Some initial resistance from contractors eased as they became more familiar with the AUS-SPEC requirements. Consultants have been slower in accepting and implementing their more active supervision role as Superintendent on Construction Certificate applications under AUS SPEC; however they are adjusting.

Strategy

Develop, improve and manage City Infrastructure

Indicators

Review major infrastructure requirements.

Major infrastructure projects undertaken include:

- Highway water and reuse mains planning in conjunction with RTA relocations.
- Lining of Sandra Close stormwater.
- Moonee Reservoir design.
- Westside Close sewer diversion.
- San Francisco Avenue pump station.
- Design and work schedules implemented according to services levels matched to available funding.
- Some maintenance works delayed by 2009 natural disaster events; impact on Drainage Maintenance budget.
- Asset Management Policy developed and adopted by Council.
- Asset Management Strategy adopted by Council.
- Draft first cut 'core' asset management plan (Transport) prepared.
- Formal Procedures in development for five broad asset categories.

Implement design and works schedules.

Implement asset management procedures to assist the sustainable provision of infrastructure for the community.

Commence implementation of "A New Vision" for Brelsford Park

Optimise the promotion, development and maintenance of the Coffs Coast Sport and Leisure Park as the city's premier sports venue.

Investigate development of Coffs Regional Skatepark

- Brelsford Park Adventure Playground opened to the public pre-Christmas 2009. Very popular facility.
- Stage 1 (B) design commenced for City Park, with work expected to begin in next financial year.
- Development and maintenance continuing.
- CCSLP promoted via production of key article in airport magazine.
- New shade structure installed servicing CCSLP fields 1 and 2, providing shade and shelter for major events and local sport users. Surplus grandstands from swimming pool site secured to further enhance this area.
- Field renovations on CCSLP1 field significantly improving the playing surface.
- Incorporated into Open Space Strategy. Awaiting finalisation of strategy.

Strategy

Prepare a long-term financial plan - employing innovative solutions - for the sustainable provision and maintenance of infrastructure, including water, and sewerage.

Indicators

Forward financial plan completed, adopted and implemented.

- Long Term Financial Plan adopted as part of IPR Resourcing Strategy in April 2010.
- Prepared for budget 2010/2011 using LG Solutions software. Covers the 3 funds and produce Balance Sheets, Cash Flows, Operating Statements and Equity Statements by fund and consolidated.
- Informed and informed by Coffs Harbour 2030 and CHCC IPR strategic and operational plans.

Provide and manage services and infrastructure for a growing regional city

Strategy

Prepare a long-term financial plan - employing innovative solutions - for the sustainable provision and maintenance of infrastructure, including water, and sewerage.

Indicators

Review Council's borrowing strategy.

- In hand

Investigate Rate Variation.

- Rate Variation application (for floodworks) developed in consultation with the Community. Application submitted and approved for 2010/2011.

Developer Contributions Plans prepared, implemented and reviewed.

- West Woolgoolga Plan reviewed, revised and adopted; Boambee Creek Plan repealed; West Coffs and Moonee Plans under review.

New infrastructure works planned, funded and completed.

- Other reviews pending subject to new legislation and final adoption of Open Space and Sports Facility strategies.
- Plans prepared and updated regularly. Funds on track
- Some initial road works delayed awaiting work crew availability.
- Development Servicing Plan review exhibited and adopted for implementation 1 July 2010.

Strategy

Develop hazard reduction plans for Bushfires, Flooding and Coastal Hazards

Indicators

Status of implementation of hazard reduction plans.

- Several studies (eg, the new Vegetation Mapping Project, Coastal Hazard Inundation Report and flood studies) awaited to inform the development of the hazard reduction plans.
- Issues with flooding identified by Department of Planning and new DoP Policy.
- New modelling on Climate Change and sea level rise completed as part of City Plan Project.
- Delays in the adoption of vegetation layers (and PHACS) have led to delays in the review of Bushfire Mapping.

Strategy

Undertake works to reduce the impact of natural hazards.

Indicators

Implement actions within *Coffs Creek Floodplain Management Plan*.

- Implementing Actions in Coffs Creek Floodplain Management Plan.
- Bakers Road Detention Basin very close to completion.

Provide and manage services and infrastructure for a growing regional city

Key Objective

Create an integrated transport system, providing safe, sustainable and healthy choice in modes of transport.

Strategy

Develop the Integrated Transport Plan

Indicators

Implement recommendations from *Integrated Transport Plan*.

Investigate the establishment of Federal, State and regional partnerships in regard to sustainable transport.

Continue communication strategy linking the Transport Working Group, the Transport Steering Committee and the Executive Team.

Implement actions from the *Road Safety Strategic Plan*.

Ensure provision for active transport and public transport modes in strategic planning documents.

Develop and implement transport initiatives including: road safety measures

cycleway network extended

bicycle/shared use paths developed

crossing facilities,
parking facilities.

Develop a strategy to collect reliable transport data.

Facilitate public transport initiatives.

- Transport Officer vacancy filled, enabling reinvigoration of strategies including Bike plan and Transport Working group.
- Light Rail Working Group to report early 2010.
- Review of PAMP document commenced to provide priority schedule for 10 - 15 years.
- Light Rail Working group active.
- Links through 2030 Working Group.
- Ongoing implementation.
- Input to City Centre LEP, 2030 plan.
- Nightrider program expanded to include services to Woolgoolga; Nightrider service operating for 9 nights during Xmas/New Year period; also after major NRL game.
- Speed program: purchase of additional traffic classifiers and portable speed radar which enables improved collaborative speed program with Police.
- New safety banners purchased for the Highway: Speed, drink driving and Nightrider.
- Two Black Spot projects completed.
- Extensive cycleway works completed in Corindi.
- Commencement of Coffs Creek Cycleway.
- Extensive cycleway and footpath constructed in Corindi
- Projects continuing.
- Works on track.
- Parking provided to plans.
- Community survey being investigated.
- Bus stops: Stage 2 of bus stop infrastructure program commenced with installation of 90 J poles and 9 plinths
- Light Rail Group active.

Provide and manage services and infrastructure for a growing regional city

Strategy

Implement adopted schedules for construction of roads, footpaths, cycleways, bus shelters, bridges, traffic infrastructure and street lighting.

Indicators

Progress of design program in accordance with adopted schedules. • 2009/2010 Program Complete

Strategy

Upgrade entrance roads to Sandy Beach and Emerald Beach.

Indicators

Implement upgrades for Diamond Head Drive, Sandy Beach, and Fiddaman Road, Emerald Beach. • Awaiting funds and highway and developer works.

Strategy

Negotiate State and Federal funding for road safety projects and implementation of the Future Road Network Plan.

Indicators

Increase in funding. • Funding gained for road safety projects, PAMPS and blackspot works.

Key Objective

Optimise the future location of the Pacific Highway in the local government area.

Strategy

Pursue an upgrade of the Pacific Highway which provides the best outcome for the Coffs Harbour community while enhancing the highway's future as a national thoroughfare.

Indicators

Status of achievement of Strategic Objectives set at Community Forums in May 2003. • Throughout the year Council continued its role as community advocate on issues relating to the highway upgrade.

Council's organisation

Aim:

Through innovative resource management, ensure that Council's organisation is effective in delivering the best and most-affordable service to the community in a rapidly changing environment.

Desired Outcomes:

- Skilled, proud and respected workforce
- Cohesive and inclusive decision-making process
- Council as a corporate leader
- Increased funding base
- Reduced reliance on rate income to deliver enhanced services and facilities

Significant Achievements 2009/2010

- Council won the Local Government Managers Association Building NSW Regions Award 2009
- Corporate Performance Planning system installed
- Budget Enterprise computer system installed
- IT2009 conference enhanced the reputation of this annual event as the premier Local Government IT conference in Australia
- Council adopted its first Delivery Program, including the Operational Plan, Workforce Management Strategy, and Long Term Financial Plan
- Airport parking upgrade completed and paid parking introduced



Ensure Council's organisation is responsive, effective, innovative and sustainable

Key Objective

Enhance Council as a corporate leader

Strategy

Systems, processes and organisational infrastructure maintained at or above best practice standards.

Indicators

Compliance with legislative requirements.

- Processes are continuing to be developed and implemented to ensure legislative requirements are met. Processes include training, form/procedure development, reviewing of policies and consultation with relevant stakeholders.

Council business conducted at or above industry best practice standard.

- Continuation of process improvement in regard to Council business in maintained. Processes have been developed for all aspects of Council meetings, Councillor questions and Meeting practice.

Consult with the community.

During 2009/2010, Council engaged with the local community across a range of issues, using a variety of processes. Issues included:

- Coffs Harbour 2030 Community Strategic Plan (public exhibition of draft plan prior to adoption);
- Food Futures Alliance (public launch of Alliance, exhibition of Framework);
- 2009 Flood Recovery (Forum, Survey);
- Safe Responsible Alcohol Management for Sporting Venues (Forum);
- Environmental Working Group (Nominations sought);
- Australia Day Awards (Nominations sought);
- Draft Pipeclay Creek Plan (Exhibition, Forum);
- Arts Forum;
- Jump Into Spring Artists Market and Network Forum;
- Park Beach Lighting and Safety (Survey, stakeholder consultations);
- Jetty Foreshores and Boambee Beach project areas (Stakeholder consultations);
- Draft Coffs Harbour Priority Habitats and Corridors Strategy (PHACS) and Revised Koala Plan of Management (Public exhibition, Shopfront information sessions, stakeholder forums);
- Draft Employment Lands Strategy (Public exhibition, Information sessions/forums);
- Draft Open Space Strategy and Draft Sports Facility Plan (Public exhibition);
- Review of Yandaarra Aboriginal Consultative Committee (Survey);
- 2010/2011 Special Variation proposal (Public exhibition, Online survey, Information sessions/forums);
- Draft Delivery Program and Draft Operation Plan (Public exhibition)
- Youth survey;
- Community Gardens consultation;
- Narranga public space (Community forum);

Ensure Council's organisation is responsive, effective, innovative and sustainable

Strategy

Systems, processes and organisational infrastructure maintained at or above best practice standards.

Indicators

Communicate with the community

- 2009/2010 Media Releases – 191
- A Mayoral column was produced for the Independent newspaper every fortnight
- A page of Council news (“Your Council at Work”) was produced weekly in the Independent. Each page contains at least 3 stories.
- In the September quarter, Council's Media Unit began the publication of a monthly Corporate Newsletter incorporating articles on the achievements, events and work of Council staff across the organisation. This newsletter is designed for internal and public consumption and is produced in-house as a hard copy document (200 in each edition) for pick-up at Council libraries and the Main Administrative Centre. In addition, it is emailed to Council staff and subscribers to the 'Council News' e-newsletter.
- Jetty Memorial Theatre Media Release template designed
- Special Rate Variation Working Group - media releases, vetted information for public and DLG, Media Unit produced a special two-page spread for the Independent newspaper.
- A CityWorks brochure outlining the services that this arm of City Services can provide as a contractor was written and designed by the Media Unit. A logo for CityWorks for use on publications and uniforms was also created.
- In addition, media interviews, media opportunities and information were provided to the local media on a daily basis.
- The Media Unit also provided a document proof-reading service to the organisation.
- Speeches for the Mayor and Deputy Mayor were written by the Media Unit as requested.

Web and community based projects:

- Daily updates were made to Council's website.
- E-Newsletters produced – 113. New products: e-newsletter designed for investcoffsharbour.com.au for a business audience, and an e-newsletter designed for Jetty Memorial Theatre subscribers and supporters
In July 2009, the total number of subscribers to the e-newsletters was 5,145; by 30 June 2010, the total number was 9,711 indicating that the popularity of this service has increased markedly.
- A new 'Environment' section was added to the website to help the public efficiently find information on subjects such as plants, animals, land use, water, waste, climate change and energy and planning. The success of this new section can be gauged by the fact that phone calls from the public to relevant staff have dropped significantly.
- Posting of the Jetty Memorial Theatre's Season 2010 productions used a new design template created to help bring the theatre's website presence more into line with the theatre's Season 2010 brochure. This work has opened the way for more design work to be carried out on the website to increase its usability.
- The coffsharbour.nsw.gov.au Home Page was redesigned to provide more "Quick Links" for viewers to find the information they require as quickly as possible. This redesign also improved compatibility with a range of internet browsers.
- Improved online submissions process for public exhibition of strategies.
- Economic Development Unit web content updated; purchased multiple domain names for EDU.
- Work began on a corporate draft Online Strategy.
- The information architecture of Council's website was enhanced to improve useability and customer service.
- An ID Profile tool was added to the website which provides easy access to ABS-sourced census data for public and internal use.

Ensure Council's organisation is responsive, effective, innovative and sustainable

Strategy

Systems, processes and organisational infrastructure maintained at or above best practice standards.

Indicators

Develop a Corporate program to implement sustainability assessment in all Council processes.

- Consultant's report received on best practice models for sustainability assessment. Development continuing and grant-funded programs.
- Project Officer has been employed 2 days per week to develop the assessment as part of the Coffs Harbour City Council Sustainability strategy. Draft under development.

Ongoing implementation of Information Technology Strategy.

- Several new systems installed and operational. Continuing implementation of Performance Planning, e-Planning, delegation system and Assets system.
- DR site cabled and equipment sourced.
- Developing Business plans for all sections.
- PCs replaced. Work continuing on replacement of MFDs.

Council Recognised as a Technology Leader.

- Very good pricing secured for a new e-planning system because Council is seen as a strategic client.
- Council also chosen to host a Dataworks Usergroup and the Infomaster National Conference.
- IT2009 was held in November and was another success. Work commenced on IT2010. Sponsors selected and theme determined.
- Discussions underway for the development/acquisition of a system to assist with information management. CHCC would be the first in NSW to adopt this package.

Implementation of Water, Wastewater and Trade Waste charging strategy.

- Phasing in of charging is in the final year (Water usage is at 60% of the full charge and trade waste usage is at 66.66% of the full charge).
- Charging mechanisms for water, wastewater and trade waste are in accordance with Council's charging strategies and 'Best Practice' pricing.

Key Objective

Ensure Council cost-effectively delivers quality services.

Strategy

Ensure a philosophy and culture of continuous improvement is maintained by all staff to seek opportunities to more effectively deliver services, increase productivity, seek other income sources, and maximise efficiencies.

Indicators

Ongoing implementation of Organisation Review strategies

- This is a continuous process

Ensure Council's organisation is responsive, effective, innovative and sustainable

Strategy

Ensure a philosophy and culture of continuous improvement is maintained by all staff to seek opportunities to more effectively deliver services, increase productivity, seek other income sources, and maximise efficiencies.

Indicators

Demonstrated improvement in business processes and outcomes.

- Explored options for streamlining processing of temporary agency staff and processes for payroll and creditors.
- CPG Research & Advisory Pty Ltd appointed as Council's investment advisor from 1/12/09 to 30/11/10.
- Duplication of efforts between Payroll and Accounts staff for processing of agency staff timesheets has been eliminated.
- Finance One version 11.6 (Workflow focussed module) implemented. Consolidation of Sundry Debtor accounts and proposed introduction of alternative payment methods. Franking machine purchased and operational which reduces costs of postage and is expected to have a payback period of 6 months.
- New systems are being implemented giving opportunity to improve performance. Attendance at appropriate workshops, conferences, etc approved.

Reinforce Customer Focus.

- Staff shortages early in the year were addressed and customer service levels restored.
- Continual monitoring of training required to upskill customer service staff; this is achieved through team meetings with invited internal guest speakers to improve knowledge of the processes required for premium service delivery.

Provide effective, up-to-date financial information and reports to the organisation.

- Information provided in accurate & timely manner.
- Reports & enquiries handled effectively & efficiently.
- Proactive in continuous improvement projects.
- Investigation of Grants & Treasury Management software to streamline these processes.
- Efficiency Leaders Invoice Automation Platform (ELIAP) project is progressing.
- Discussions surrounding development of Grants & Treasury modules in Finance One took place.
- Purchasing Card workflow process commenced.

Implement the User Pays principle through Council's Fees and Charges, Developer Contributions Plans and other income sources.

- Impacts from State Government capping of Developer Contributions to \$20k per lot on certain DCP's - reduces Council's revenue raising capabilities.
- 2010/2011 Fees & Charges adopted 24 June 2010

Ongoing implementation of the Integrated Management System.

- IMS implementation on track. Work continuing on developing IMS documentation. Major SWM review nearing completion and some core system procedures developed and approved.

Key Objective

Ensure effective resource management for staff and customers.

Strategy

Manage Human Resources in accordance with changing workplace demographics.

Indicators

Ongoing implementation of Council's *Human Resources Strategic Plan*.

- Implementation consistent with targets.
- Organisational and functional review summary report completed. Changes actioned.
- IPR Workforce Planning Strategy completed. Minor changes to HR strategic plan required and actioned.

Ensure Council's organisation is responsive, effective, innovative and sustainable

Strategy

Implementation of Council's short- and medium-term accommodation requirements

Indicators

Accommodation provided for all current staff.

Rigby House and 1st floor admin building complete. Awaiting Executive direction to proceed with ground floor.

Key Objective

Expand Council's income base through business activity.

Strategy

Identify and investigate business opportunities, including the expansion of existing commercial operations and possible new private partnerships.

Indicators

Implementation of Airport Business Plan:

- Percentage of return to Council from airport.
- Increase in level of airport related business.
- Enhance airport as a sustainable, best practice operation.

- New paid parking operational.
- New flight training school operational.
- Negotiations underway for new charter operation.
- Tenants' leases being reviewed and renegotiated where necessary.

Implementation of *Caravan Parks* Business Plan:

- Percentage of increase in caravan parks returns.

- Budgeted returns achieved.
- Business development plans 2004-2013 nearing early completion. Commenced drafting of new Business Development Plans 2011-2020.

Level of re-investment in caravan parks infrastructure.

- Majority of budgeted capital expenditure completed on time and within budget. Several capital projects placed on hold until improvement in broader economic environment.
- 12 x new cabins/villas tendered and awarded. Installation prior to June 2010.
- Park Beach Holiday Park pool upgrade to be undertaken during winter months.

Availability of funds for the management of the reserves system.

- All budgeted contributions to the reserve system have been allocated.
- Additional funds provided for refurbishment of Sawtell swimming pool and redevelopment of Coffs Harbour War Memorial Olympic Pool.

Implementation of *Environmental Laboratory* Business Plan:

- Increase in NATA Accredited service provision

In the July NATA audit the laboratory applied for the addition of the following to its scope of accreditation:

- Fluoride, Total Organic Carbon and *Pseudomonas aeruginosa*.
- Contracts being sought, services marketed through displays, brochures or media and business plan updated annually.
- Services expanded if viable to satisfy client needs.

New income generated.

- Validated further heavy metal testing in water and chromium reduction method in soils to gain work from consultants.
- Sought accreditation in July for fluoride analysis, TOC testing and further microbiological tests.
- Provided quotes for consultants and internal clients including large monitoring program for highway upgrade.
- Marketing is conducted and new contacts sought continually through media, displays and brochures.
- Slight increase in external analyses and a slight decrease in internal work.

Service quality in accordance with NATA guidelines.

- Business plan updated annually and Laboratory Quality Manual updated regularly and if required after NATA Audits.
- Successful audits and increase in range of analyses ensures growth and fulfils client needs.
- All services conducted in accordance with NATA Guidelines. NATA audits were conducted in July 2009.

Ensure Council's organisation is responsive, effective, innovative and sustainable

Strategy

Identify and investigate business opportunities, including the expansion of existing commercial operations and possible new private partnerships.

Indicators

Develop and implement Coffs Harbour International Stadium Business Plan:

- Percentage of increase in stadium returns.

Increase in level of stadium-related business.

Implementation of Coffs Harbour Visitor Information Centre Business Plan:

- Increase in visitor enquiries to VIC

- Increase in sales via VIC

- Increase in commercialisation of VIC operations.

Implementation of Coffs Harbour City Council Property Business Plan.

Implementation of Coffs Harbour Water Business Plans:

- Delivery of effective, efficient and sustainable water and wastewater services for the Coffs Harbour region.

Opportunities reviewed.

New private partnerships established.

- Working on naming rights agreement renewal for Stadium due July 2010.
- All events and food and beverage revenue/expenditure recorded. Annual break-even event portfolio.
- Business plan due December 2010.
- Feasibility study to determine viability and ROI of major infrastructure projects recommended by Stadium Board.
- Successful grant application for \$2.2million under RCLIP Strategic Projects program - for installation of TV standard 1500 lux lighting at the Stadium.
- Coffs Coast Rugby Challenge contracted for 3 years with ARU.
- New events secured (Rugby League Masters and Eastern University Games) and major events hosted (NRL pre season trial).
- Successful bids for Oz Tag State of Origin and Rugby League Masters.
- Enquiries to the VIC (particularly telephone enquiries) inconsistent. Missed opportunity with the VIC not identified as the "call to action" for a major retail campaign during the period.
- Bookings for the University Games were strong in values, although low in numbers.
- This is still a difficult area to manage for FIT visitors. Greater success has been achieved through the gathering of email addresses by Coffs Coast Marketing. A recent campaign showed a poor direct response to the VIC/Operators, but a very positive response to future email correspondence. We continue to seek out new souvenir providers, but are mindful of space restrictions. Souvenir/confectionery sales ahead of the previous year.
- While accommodation sales slowed, additional souvenir/confectionery lines helped to expand visitor interest.
- Attended Holiday and Leisure Shows and Caravan and Camping Shows in both Sydney and Melbourne to keep Coffs Harbour profile high and hopefully stimulate enquiry and bookings.
- Poor results from the Sydney Weekender shows and less opportunity through the conference side of the operation impacted on results. Managed to match 2008/09 figures.

Exploring booking and retail options to adjust to market fluctuations.

Awaiting feedback on options report.

Quarter	Managed Leases/Licences/Agreements	Gross Rentals	Community/Sporting	%of Leases	%of Income
September	432	\$2,254,081	103	24	11
December	455	\$2,187,650	99	22	10
March	450	\$2,197,956	97	22	10
September	448	\$2,296,469	98	22	10

- Business opportunities being processed, with Trade Waste for Bellingen already taking place.
- Coffs Harbour water is operating an effective, efficient and sustainable water and wastewater service.
- Water crews utilising leakage detection equipment. Water leakages located at old Karangi WTP and Bellbowrie St, Toormina.
- Fluoridation supply interrupted on 2 occasions due to a leaking fluoridation day tank.
- Airport and Caravan Parks plans being implemented.
- There was no activity this period.

Ensure Council's organisation is responsive, effective, innovative and sustainable

Key Objective

Foster relationships with the government and the private sector, to secure additional funding sources.

Strategy

Lobby State and Federal governments and the Commonwealth Local Government Forum for funding of infrastructure, research and services.

Indicators

- Nature and estimated value of funding sourced and secured.
- Coffs Harbour Memorial Pool \$1,134,545.
 - Coffs Creek Cycleway \$909,000.
 - Sportz Central upgrade. Federal Grant \$457 000.
 - BCU International Stadium lighting – Federal funding of \$2.2M.

Strategy

Actively lobby State and Federal governments to assist local government to be adequately and independently funded.

Indicators

- Delivery of Council programs at lowest reasonable cost to ratepayers.
- All possible grant opportunities pursued. Monthly Easygrants list being reviewed by all appropriate units of Council.
 - Cost savings also being actively implemented. Staffing freeze in force. Council active participant in chambers of commerce. Attended NSW Business Chamber "10 Big Ideas" conference to express Council's views.

Strategy

Foster relationships and partnerships with business and the private sector.

Indicators

- Additional funding sourced through the establishment of new alliances, sponsorships and corporate partnering.
- Established a Business, Education and Training group. Ongoing and successful.

Strategy

Assist community agencies to secure funding for projects to advance Coffs Harbour.

Indicators

- Additional projects initiated.
- Projects include:
 - Coffs Coast Bike Track.
 - Swimming pool upgrade.
 - Regional Flagship for Buskers.
 - NBN expression of interest.
 - BCU International Stadium lights.
 - Liaison with community groups continues.

cost of services

For the Year ended 30th June 2010

(Note 2 Annual Financial Reports)

PER CAPITA COST OF SERVICES BASED ON POPULATION OF 71,677

For the Year ended 30th June 2010 (Note 2 Annual Financial Reports)

	2009/10	2008/09
	(\$)	(\$)
Function or Activity		
GOVERNANCE	27.25	17.04
LIVEABLE CITY	78.77	76.27
CIVIC INFRASTRUCTURE	245.38	222.82
TRANSPORT	223.34	236.06
UNIQUE ENVIRONMENT	247.21	215.88
CULTURAL & COMMUNITY DEVEL	66.45	76.74
WATER & SEWERAGE	550.39	536.81
BUSINESS ENVIRONMENT	41.65	60.55
SUPPORT & EXTEND COUNCIL'S INCOME BASE	46.74	52.75
ORGANISATIONAL SUPPORT	191.92	179.05

cost of services

