



**CITY OF
COFFS HARBOUR**
INTEGRATED
PLANNING AND
REPORTING

2023/24 Operational Plan
Quarterly progress report summary
1 October to 31 December 2023

Our performance over the last quarter



6 degrees provided 5 activities for business



68 dogs and 28 cats impounded



97% of footpath network defect free



13,471 visits to Yarrila Arts Museum



100,740 physical visits to the library
Issued 88,916 item loans



0 Unresolved water quality complaints



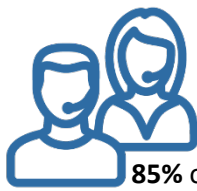
4,398 tickets sold at the Jetty Memorial Theatre



85% of assigned capital projects were completed



87% of construction certificates were issued by the City (as a total for the LGA)



85% of customer enquiries were resolved at first point of contact

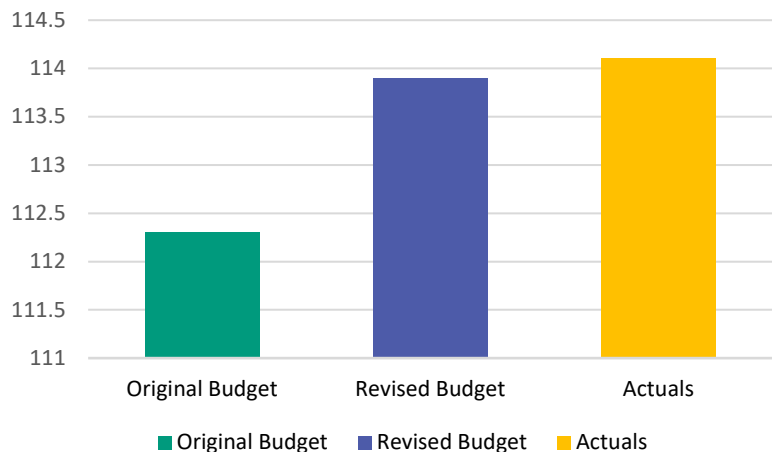


City of Coffs Harbour employees with the Strategic Planning Project award. GM Natalia Cowley, Ian Fitzgibbon, Marcy Mills, Sarah Parbery, Tim Ruge, Mayor Paul Amos.



2023 STILL Exhibition at Yarrila Arts Museum.

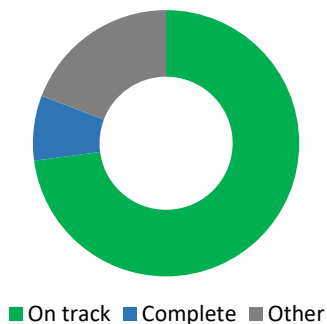
Year to date budget and spend (\$m)



Total initiatives

204

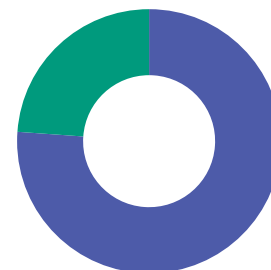
Initiatives completed or on track



Capital Works program to date

\$24.2 million

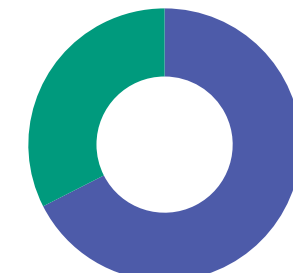
(total budget \$77.2 million)



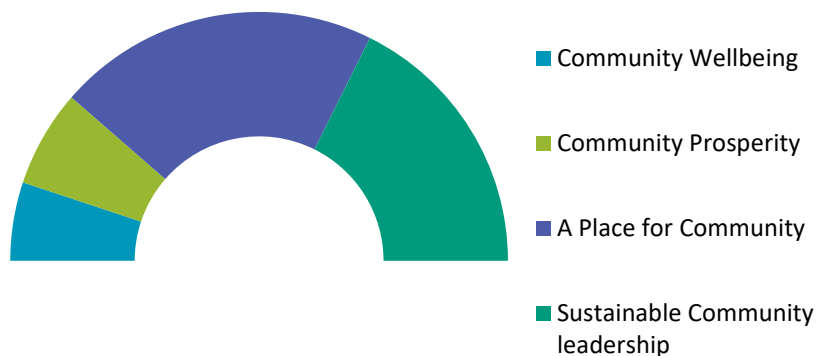
Operating expenditure to date

\$114 million

(total budget \$237 million)



Year to date expenditure by MyCoffs Community Strategic Plan theme



Capital works completed (Q2 only)



Stories of Coffs – permanent exhibitions
\$1.5m



Craiges Bridge Renewal
\$0.07m



Footpath Program – Newmans Rd Cycleway
\$0.8m



BIG4 Sawtell Beach Holiday Park – Hot Water system upgrade
\$0.06m



Lyons Road Pavement repairs
\$0.1m



Coffs Creek stormwater outlets design
\$0.09m



Clarence Beach St Corridor Bike Lane & Urban Square
\$0.6m



Shannon Creek Dam Spillway Renewal**
\$0.006m



York St Oval Amenities
\$0.8m



Woolgoolga WRP Actuator
\$0.01m



Sewer Pump Stations Telemetry & Radio Renewals
\$0.3m



Solitary Islands Way Woolgoolga Temporary Pedestrian Crossing*
\$0.02m



Panorama Parade Safety Beach 100WM Retic Renewal
\$0.2m



SPS1012 Midway Drives Renewal
\$0.02m



Sewer Pump Station 2012 Renewal
\$0.03m

**Some projects are only practically complete. Actual spend does not include commitments/invoices yet to be paid.*

***Shannon Creek Dam Spillway Renewal is practically complete and expecting a large invoice.*

Consolidated income statement

Period Ending: 31 December 2023

DESCRIPTION	CURRENT MONTH				YEAR TO DATE					FULL YEAR				
	Actual \$'000	Budget \$'000	Variance \$'000	Var %	Actual \$'000	Budget \$'000	Variance \$'000	Var %	Last year LTD Actuals \$'000	Last Year Actual \$'000	Original Budget \$'000	Approved Changes \$'000	Approved Changes Dec Qtr \$'000	Year End Forecast \$'000
Operating Income														
Rates & Annual Charges	149	134	15	11%	113,852	113,297	555	0%	110,714	111,096	113,800	113,800	7	113,807
User Charges & Fees	6,389	5,837	552	9%	23,673	23,523	150	1%	21,634	52,314	48,761	49,470	3,314	52,785
Interest & Investment Revenue	1,550	960	590	62%	7,489	5,111	2,378	47%	4,972	10,610	6,985	10,985	0	10,985
Other Revenues	1,576	1,740	(164)	-9%	8,663	8,210	453	6%	15,531	24,970	17,635	22,399	887	23,286
Grants & Contributions - Operating Purposes	834	907	(73)	-8%	5,842	5,784	58	1%	3,974	17,505	16,949	20,491	317	20,808
Gain on Disposal	0	0	0	0%	0	0	0	0%	0	6,753	0	0	0	0
Internal Revenue	3,263	2,889	374	13%	18,619	17,932	687	4%	17,081	35,510	35,417	35,647	(108)	35,539
Total Income from Continuing Operations	13,761	12,467	1,294	10%	178,137	173,857	4,281	2%	173,907	258,759	239,547	252,792	4,418	257,210
Operating Expenditure														
Employee Benefits & Oncosts	5,771	5,359	412	8%	32,169	32,612	(444)	-1%	29,766	58,656	63,064	65,405	(40)	65,365
Borrowing Costs	1,192	1,187	6	0%	2,541	2,536	6	0%	2,904	7,723	6,273	6,273	0	6,273
Materials & Services	5,196	5,886	(690)	-12%	29,614	31,442	(1,828)	-6%	35,372	65,082	63,866	69,240	2,977	72,216
Depreciation & Amortisation	3,797	3,792	5	0%	22,769	22,749	20	0%	21,319	46,017	45,875	45,875	0	45,875
Other Expenses	1,175	1,086	89	8%	6,920	6,752	168	2%	5,907	11,376	11,623	11,738	142	11,880
Loss on Disposal of Assets	16	0	16	0%	1,501	0	1,501	0%	686	9,676	0	0	0	0
Internal Expenses	2,923	2,892	31	1%	18,588	17,890	698	4%	16,927	34,704	35,417	35,505	41	35,546
Total Expenditure from Continuing Operations	20,070	20,201	(131)	-1%	114,102	113,981	121	0%	112,881	233,233	226,118	234,035	3,120	237,155
OPERATING (DEFICIT) / SURPLUS	(6,309)	(7,735)	1,425	-18%	64,035	59,875	4,160	7%	61,026	25,525	13,429	18,756	1,299	20,055
Capital Revenue														
Capital Grants, Contributions and Donations	2,115	2,398	(282)	-12%	12,315	14,846	(2,530)	-17%	18,453	29,017	38,374	40,114	131	40,245
CAPITAL REVENUE	2,115	2,398	(282)	-12%	12,315	14,846	(2,530)	-17%	18,453	29,017	38,374	40,114	131	40,245
NET OPERATING RESULT (Incl. Capital Grants & Contributions)	(4,194)	(5,337)	1,143	-21%	76,351	74,721	1,629	2%	79,479	54,542	51,802	58,870	1,429	60,299
Capital Expenditure	5,135	6,679	(1,544)	-23%	24,156	27,282	(3,126)	-11%	59,058	96,837	69,032	76,821	401	77,221

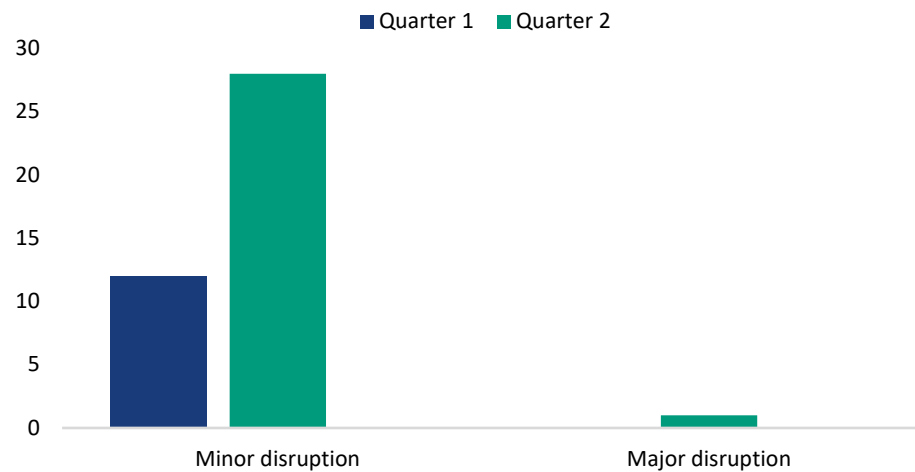
Capital projects overview

Complete	15	✓
On Track	117	○
Minor disruption	28	○
Major disruption	4	○
Total	164	



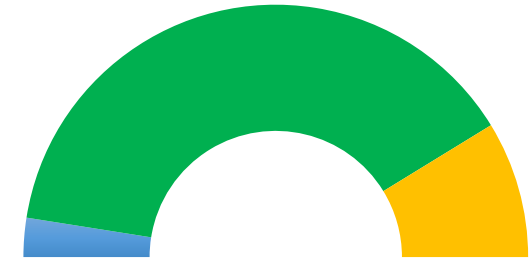
How are we tracking?

Capital projects are tracking fairly well for the first quarter, some projects are not on track due to delays in some supplies and resourcing or wait times for some aspects of projects.



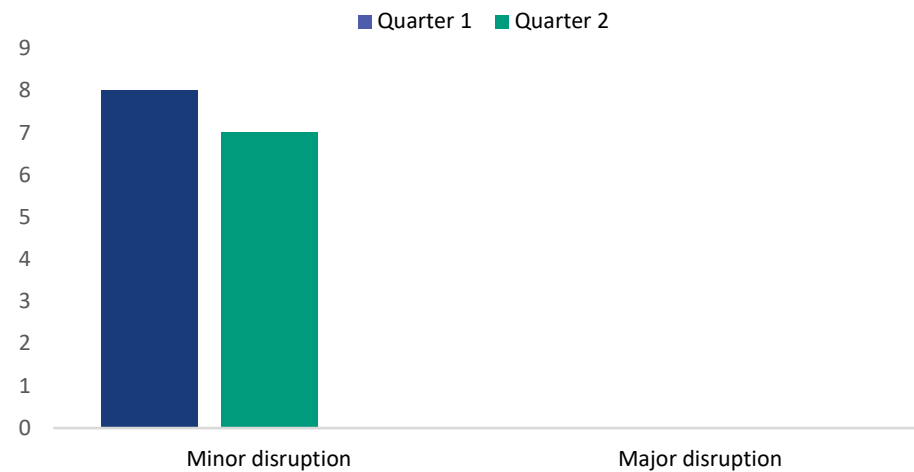
Significant projects overview

Complete	1	✓
On Track	31	○
Minor disruption	7	○
Major disruption	0	○
Total	40	



How are we tracking?

Significant projects are also tracking well for the quarter. Wait times for some processes (system upgrades/reviews) and longer time required for effective community consultation have impacted some significant projects.



What we did - highlights

Community Wellbeing

STILL: National Still Life award 2023 Exhibition

Alana Hunt was the winner of the STILL: National Still Life Award 2023 with the work "...and fled swiftly (i and ii) 2022". The win was announced on 7 October 2023 at the STILL Opening event held at Yarrila Arts and Museum.

STILL 2023 guest judge Max Delany, the CEO and Artistic Director of Australian Centre for Contemporary Art, said the winning artwork, a photographic print, "is at once banal in its everyday-ness, and remarkable, and slowly arresting, in its attention to detail."

"The analogue 35mm film and black and white treatment speaks to the historical record, whilst its lo-fi, informal production values and informal framing speaks to the casual, cavalier nature of the mining camp and its culture of extraction, detritus and abandonment," he said.

The exhibition had 1,143 entries from across Australia, the largest field in the award's history. The exhibition stayed open until 3 December 2023.

Visitors to the exhibition also had the opportunity to vote for their favourite artwork as part of the People's Choice award, which was received by South Australian artist Clare Belfrage.

Clare's work Soaking Warmth (a series of blown glass vases with cane drawing, sandblasted, acid etched and pumice polished) captured the imagination of visitors to the exhibition.

STILL 2023 invited fresh and contemporary explorations of still life themes, highlighting the diversity and vitality of still life in Australian contemporary art.

Community Prosperity

Coffs Coast Tourism Strategy to foster sustainable tourism

City of Coffs Harbour endorsed the Coffs Coast Tourism Strategy 2023 on 23 November 2023. This Strategy will provide a blueprint for continuing to shape the region's unique visitor economy. The strategy is aimed at supporting the City's \$285 million-per-annum tourism industry, which also accounts for 9% of all jobs in the Coffs region.

The Coffs Coast Tourism Strategy recognises the region's number one irreplaceable asset – its diverse and extraordinary natural environment, which is reflected in the region being the first ECO certified destination in NSW.

Another element of the strategy is to "supercharge" destination awareness, which is vital to attracting more investment, which leads to manageable regional growth and expanded local employment opportunities.

Most actions in the strategy will be delivered business-as-usual through the City's Delivery Program, while funds will be sourced for some new proposals or infrastructure projects from budgets or grants.

A Place for Community

City of Coffs Harbour's planning excellence recognised

The City of Coffs Harbour won the Strategic Planning Project category at the 2023 NSW Awards for Planning Excellence run by the Planning Institute of Australia on 16 November.

"The purpose of these types of strategies is to help us meet the needs of today and set us up well to meet future challenges."

Innovation was at the core of the nomination, with the City being the first council in NSW to develop a comprehensive public realm strategy that aligns with the NSW Government's Greener Places Framework. This means it incorporates green infrastructure, sustainable service levels, and improved opportunities for how the community will utilise public space.

"This is a great achievement, and testament to the excellent work of City staff from many teams to execute our Public Realm Strategy," said City of Coffs Harbour General Manager, Natalia Cowley.

"These awards are only given to projects that demonstrate originality and innovation, high-quality outcomes, strategic alignment and great collaboration."

The City will be in the running for the national awards which will be held in Melbourne in May 2024.

Sustainable Community Leadership

City kicks off prestigious IT conference

The City of Coffs Harbour held its prestigious annual local government IT conference on 30 November 2023 at Opal Cove Resort. This event brings together delegates from NSW, Victoria, Tasmania, Western Australia and Queensland.

"This conference is a premier event for the local government IT industry in Australia, and that's evident from the number of councils attending every year," the City's Mayor, Cr Paul Amos, said.

"The Coffs Coast is the perfect destination for hosting these types of events. I hope the delegates take the opportunity to enjoy everything our region has to offer."

As always, there is a packed and varied program including speakers such as Bastien Treptel, a reformed hacker who will share cyber security stories and his thoughts on how best to protect data. Former NSW Minister for Customer Service and Digital Government, Victor Dominello also presented at this event.

Other topics include new and emerging technologies such as artificial intelligence and how it could impact councils now and in the future.

"The foundations on which this forum has been built - sharing knowledge and networking with your peers - remain as vital today as they were when the conference was first held 26 years ago," said Steve Bayliss, City of Coffs Harbour's Director Business Services.