



Coffs Harbour City Council

17 August 2016

ORDINARY MEETING

The above meeting will be held in the Council Chamber, Administration Building, corner Coff and Castle Streets, Coffs Harbour, on:

THURSDAY 25 AUGUST 2016

The meeting commences at the conclusion of the Adjourned Ordinary Meeting of Thursday 11 August 2016 commencing at 5:00pm and your attendance is requested.

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. Confirmation of Minutes of Ordinary Meeting
9. Rescission Motion
10. Notices of Motion - General
11. General Manager's Reports
12. Notice of Motion - Business Services
13. Directorate Reports - Business Services
14. Notice of Motion - Sustainable Communities
15. Directorate Reports - Sustainable Communities
16. Notice of Motion - Sustainable Infrastructure
17. Directorate Reports - Sustainable Infrastructure
18. Trust Reports
19. Requests for Leave of Absence
20. Questions On Notice
21. Matters of an Urgent Nature
22. Consideration of Confidential Items (if any)
23. Close of Ordinary Meeting.

Steve McGrath
General Manager



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

**COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR**

25 AUGUST 2016

Contents

| ITEM | DESCRIPTION |
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SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS

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| SC16/52 | 2015-2019 DELIVERY PROGRAM – SIX-MONTHLY PROGRESS REPORT |
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| | |
|---------|-------------------------|
| SC16/53 | 2016 END OF TERM REPORT |
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SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

| | |
|---------|------------------------------|
| SI16/34 | TRAFFIC COMMITTEE NO. 4-2016 |
|---------|------------------------------|



REPORT TO ORDINARY COUNCIL MEETING

2015-2019 DELIVERY PROGRAM – SIX-MONTHLY PROGRESS REPORT

| | |
|----------------------------|--|
| REPORTING OFFICER: | Section Leader Community Planning and Performance |
| DIRECTOR: | Director Sustainable Communities |
| COFFS HARBOUR 2030: | LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour |
| ATTACHMENTS: | ATT Six-Monthly Progress Report (<i>for the period 1 January to 30 June 2016</i>) |

Recommendation:

That Council adopt the *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program* for public release.

EXECUTIVE SUMMARY

Under the Local Government Act, Council is required to report six-monthly on its progress and performance in implementing strategies to help achieve the objectives of the *Coffs Harbour 2030* Community Strategic Plan.

The *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program* is tabled at this time. The Six-Monthly Progress Report identifies achievements and challenges recorded during the reporting period and provides updates on Council services, projects and key operational activities, including the delivery status of Council's capital works program.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights including:

- Adoption of the Coffs Harbour Renewable Energy and Emissions Reduction Plan;
 - Commencement of the Duke Street extension and Harbour Drive/Gordon Street intersection upgrade works;
 - Expansion of passenger services at Coffs Harbour Regional Airport;
 - A community-assisted \$290,000 upgrade of the Woolgoolga Netball Courts;
 - The first ever Sheffield Shield cricket match hosted at C.ex Coffs International Stadium;
 - Extensive road, bridge and cycleway works;
 - Delivery of environmental and sustainability initiatives;
 - Delivery of a range of community, economic and sporting programs.
-

REPORT

Description of Item:

Coffs Harbour City Council began implementing its 2015-2019 Delivery Program on 1 July 2015 under the Integrated Planning and Reporting provisions (IPR) of the Local Government Act, 1993.

The Delivery Program must include a method of assessment to determine the effectiveness of Council's principal activities in achieving the objectives of the *Coffs Harbour 2030 Community Strategic Plan*. Progress reports must be provided to Council at least every six months. While it is a legislative requirement, the Six-Monthly Progress Report also represents a valuable opportunity for the organisation to evaluate its performance and account to the local community.

The *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program* is tabled at this time. Once adopted, the Report is posted on Council's website and printed copies will also be available at Council's display locations.

Issues:

The Six-Monthly Progress Report is an overview of the effectiveness of Council's principal activities in *implementing the strategies* and *achieving the objectives* of the *Coffs Harbour 2030 Community Strategic Plan*. It refers to the period 1 January to 30 June 2016.

In the 2015-2019 Delivery Program, Council's 'principal activities' are identified as 41 Services. Each Service encompasses a range of related projects and ongoing tasks. The Services are aligned with one or more of the Strategies that are set out in the *Coffs Harbour 2030 Plan*. The implementation of the 2030 Strategies contributes to the achievement of the 2030 Objectives.

Council tracks the progress of Services as well as a nominated set of reportable actions. These serve as broad indicators of the impact that Council's Delivery Program is having in responding to the Coffs Harbour 2030 Plan.

The updates include 'traffic lights' which indicate whether a reportable is *On Track* (green light), *Needs Attention* (orange light), or *Critical* (red light). A grey traffic light indicates that an action is *On Hold* - in these cases, the action may be yet to start, not active this reporting cycle, or awaiting funding or the outcome of other processes.

The Six-Monthly Progress Report for the period 1 January to 30 June 2016 indicates that all of Council's Services are *On Track*.

During the period, progress reports were submitted for a total of 280 actions implemented by Council. The updates indicate the majority of actions are *On Track*. A total of 27 actions are recorded as *Needing Attention*, these reflect resourcing/workload issues, delays associated with the introduction of new systems or processes, changes to work schedules or external factors.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights including:

- Adoption of the Coffs Harbour Renewable Energy and Emissions Reduction Plan;
- Commencement of the Duke Street extension and Harbour Drive/Gordon Street intersection upgrade works;

- Expansion of passenger services at Coffs Harbour Regional Airport;
- A community-assisted \$290,000 upgrade of the Woolgoolga Netball Courts;
- The first ever Sheffield Shield cricket match hosted at C.ex Coffs International Stadium;
- Extensive road, bridge and cycleway works;
- Delivery of environmental and sustainability initiatives;
- Delivery of a range of community, economic and sporting programs.

The Six-Monthly Progress Report for the period 1 January to 30 June 2016 incorporates a number of delegation adjustments arising from changes to Council's organisational structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a review of actions and measures in the Delivery Program.

Options:

As this report is to enable compliance with a legislative requirement and the public release of an information resource for Council and the community, an option analysis is not required.

Sustainability Assessment:

- **Environment**

Apart from printing and energy costs associated with compiling the report, there are no environmental impacts resulting from the preparation of the *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program*. However, the report considers Council's progress and performance in regard to environmental objectives.

- **Social**

The report considers Council's progress and performance in regard to social objectives.

- **Civic Leadership**

The IPR framework enables Council to identify and respond to community aspirations and co-ordinate the provision of appropriate works and services to help achieve strategic objectives. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour*.

- **Economic**

Broader Economic Implications

The report considers Council's progress and performance in regard to economic objectives.

Delivery Program/Operational Plan Implications

The annual development and review of the Delivery Program and Operational Plan are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Risk Analysis:

The preparation of a Six-Monthly Progress Report is a legislative requirement. A risk analysis is not applicable in this instance.

Consultation:

The preparation of this report involved engagement with Executive Leadership, Group Leaders and staff across Council responsible for reportable actions.

Related Policy, Precedents and / or Statutory Requirements:

Section 404 of the Local Government Act 1993 applies. In summary, it requires that:

- A council must have a Delivery Program, detailing the principal activities it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy.
- The Delivery Program must include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in achieving the objectives at which the activity is directed.
- The General Manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.

Implementation Date / Priority:

If adopted by Council, the *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program* will be published as soon as it is practical to do so.

Conclusion:

The *Six-Monthly Progress Report (for the period 1 January to 30 June 2016) on the Coffs Harbour City Council 2015-2019 Delivery Program* identifies specific achievements or challenges recorded during the reporting period and provides updates on Council Services, projects and key operational activities.

While it satisfies a legislative requirement, the report is a valuable resource to assist the community to understand what Council does and how effective it is in delivering the strategies set out in the Coffs Harbour 2030 Community Strategic Plan.



COFFS HARBOUR CITY COUNCIL

2015-2019 DELIVERY PROGRAM

SIX MONTHLY PROGRESS REPORT

(for the period 1 January – 30 June 2016)



Helping to achieve the 2030 Community Vision

SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM
FOR THE PERIOD 1 JANUARY TO 30 JUNE 2016
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Front Cover photograph: Coffs Harbour Mayor, Councillor Denise Knight (third from right) with representatives of community groups at the Southern Phone Grants presentation, 29 January 2016. (See page 27)



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM

FOR THE PERIOD 1 JANUARY TO 30 JUNE 2016

HOW TO READ THE PROGRESS REPORT





The *Six-Monthly Progress Report (for the period 1 January to 30 June 2016)* on the *Coffs Harbour City Council 2015-2019 Delivery Program* is produced by staff providing updates on the implementation of the 41 Services that encompass all of the projects and ongoing tasks set out in Council's Operational Plan. This report provides an overview of the progress made in each Service during the period.

The report also tracks the progress of a nominated set of reportable actions that serve as broad indicators of the impact that Council's Delivery Program is having in responding to the Coffs Harbour 2030 Plan.

The body of the Progress Report is structured to match the five 2030 Themes and their Objectives and Strategies. Each Council action has a primary alignment with a 2030 Strategy; in many cases, an action will have an impact in implementing other 2030 Strategies as well. Action progress reports are published according to primary 2030 alignments.

The Delivery Program features three types of reportable actions within Services. A *Project* is a one-off activity with a start and end date. *Business As Usual (BAU)* describes much of the day-to-day work carried out by Council; these are ongoing programs and tasks that are implemented over the course of each year. *Metric Key Performance Indicators (KPIs)* are simple numeric measures for the performance or workload related to many Council activities (eg, the number of Development Applications (DAs) received, or the percentage of DAs processed within a set timeframe).

In completing a progress update, an action's responsible officer is asked to *comment* on progress made during the reporting period. The officer is also required to select a '*traffic light*' indicating the overall status of the performance measure:

-  A green light indicates that the measure is either *On Track* or achieved.
-  An amber light indicates the measure *Needs Attention*.
-  A red light indicates the activity is at risk to a *Critical* degree.
-  A grey light indicates the activity is *On Hold* at this time.

The Six-Monthly Progress Report provides an overview of Council's significant achievements within each of the 2030 Themes. The following summary is also provided for 2030 Objectives:

- A list of Council actions that help to address 2030 strategies
- Key Performance Indicators tied to Metric measures
- Commentary on the performance of Project and Business reportables.

It is Council's expectation that the Six-Monthly Progress Report will be principally accessed online via Council's website www.coffsharbour.nsw.gov.au and printed copies will also be available at Council's Administrative Centre and at the Coffs Harbour, Toormina and Woolgoolga branches of the City Library.



**SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM
FOR THE PERIOD 1 JANUARY TO 30 JUNE 2016
EXECUTIVE SUMMARY**

This Progress Report indicates that all of Council's Services are *On Track* for the January to June period.

During the period, progress reports were submitted for a total of 280 actions implemented by Council. The updates indicate the majority of actions are *On Track*.

A total of 27 actions are recorded as *Needing Attention*; these reflect:

- resourcing/workload issues;
- delays associated with the introduction of new systems or processes;
- changes to work schedules; and/ or
- the impact of external factors.

A further 15 actions are recorded as being *On Hold*. In these cases, they may be:

- yet to start;
- under review;
- awaiting funding; or
- awaiting the outcome of other processes.

The Six-Monthly Progress Report for the period 1 January to 30 June 2016 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) program. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a renewed review of actions and measures in the Delivery Program.

The report represents the considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community.

The reporting period saw many highlights, including the adoption of the Coffs Harbour Renewable Energy and Emissions Reduction Plan; commencement of the Duke Street extension and Harbour Drive/Gordon Street intersection upgrade works; expansion of passenger services at Coffs Harbour Regional Airport; a community-assisted \$290,000 upgrade of the Woolgoolga Netball Courts; the first ever Sheffield Shield cricket match hosted at C.ex Coffs International Stadium; extensive road, bridge and cycleway works; environmental and sustainability initiatives; and a range of community, economic and sporting programs.



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2015-2019 DELIVERY PROGRAM
FOR THE PERIOD 1 JANUARY TO 30 JUNE 2016
OVERVIEW - SERVICES



S01: Arts and Culture

The Gallery experienced a drop in visitation compared to the same period in 2015. In part this is due to the significantly increased visitation from the Archibald exhibition during the same period in 2015. The Gallery continued to be a venue for artist talks, school holiday programs, Friends of the Gallery events and community events including Refugee Week and the 725 Squadron freedom of entry to Coffs Harbour ceremony.

The Bunker Cartoon Gallery, now operating under a licence arrangement, has had increased visitation and receives significant community involvement.

The Jetty Memorial Theatre (JMT) and Regional Museum all have had steady visitation with JMT programmed shows and not for profit showing good participation despite extensive ongoing refurbishment projects.

During January-June 2016, significant community engagement and consultation has been undertaken with the community, artists, staff, volunteers and visitors as part of the new Library and Gallery concept research and development project and the new Cultural Strategic Plan 2017-2022.



S02: City Image - Cleaning

In the period 1 January 2016 to 30 July, day labour and contract staff undertook the daily cleaning and minor maintenance of the City Centre.

In that period one complaint was received regarding cleaning of seats, this was resolved immediately. Staff continue to undertake routine inspections to ensure compliance to contract conditions.



S03: Community Services

A Community Planning and Performance team was formally introduced in January 2016 as an outcome of the Transformation to Sustainability (T2S) program. The community planning function of that team commissioned events such as Harmony Day, Living Well Expo, Seniors Week and NAIDOC Week and commenced the internal review for the 2030 Community Strategic Plan.

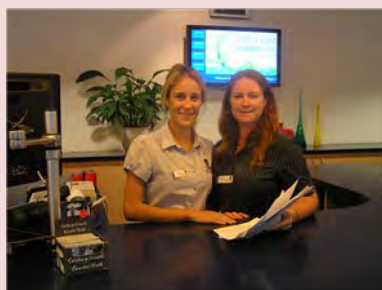


OVERVIEW – SERVICES *(Continued)*



S04: Compliance

The compliance section experienced a marked spike in the number of applications seeking a swimming pool compliance certificate during the period. The spike was brought about following the introduction of new legislation which impacts various properties for sale or lease. The legislation requires the inclusion of documentation with the sale or rental contracts in relation to the pool fencing compliance.



S05: Customer Service

Council continues to meet the needs of our customers. Council's new Customer Service Charter and three year Strategy were adopted by Council in June 2016 and over the next six months further work will be completed in support of fully implementing a new Customer Enquiry (Resolution) Operating Model. This Operating Model incorporates:

- a) Greater first contact resolution of customer issues and a positive experience from the interaction.
- b) Increased flexibility /options for customers to use self-serve for information and services.
- c) A more timely response for the customer.
- d) A reduction in transactional costs by reducing rework, duplication and secondary client requests.
- e) Differentiation of tasks by complexity and risk.
- f) A resourcing structure that can be adaptive to both organisational and technology change.



S06: Development Assessment

The number of Development Applications received for the period have been reasonably consistent with the corresponding period of the previous few years. This is an indication that activity in the development/building industry remains relatively steady.

The percentage of applications determined within 40 days is considered reasonable. Further streamlining and improvements to internal processes associated with the assessment of Development Applications will see this percentage increase.



OVERVIEW – SERVICES *(Continued)*



S07: Economic Development

Activities such as the Digital Innovation Challenge and Food Forums have been very well received. There has been a focus on reconnecting with the business community to establish a productive working partnership. The new team structure allows for a more concerted focus on business development and driving jobs growth and investment in the Coffs Harbour region.



S08: Emergency Management

Council provides executive support to the Local Emergency Management Committee (LEMC) as required by the State Emergency and Rescue Management Act 1989. The LEMC is responsible for the preparation and review of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area. The LEMC meets quarterly, with meetings during the last reporting period held on 1 March and 7 June 2016.



S09: Sustainability

The State of the Environment full regional report is due in November 2016 and annual data continues to be collated and submitted to the regional group for consideration. An interim summary report for the period to 2015 has been produced so that Councils can incorporate this report into their End of Term Reporting requirements.

Stages 1 to 3 of the Coffs Harbour Renewable Energy and Emissions Reduction Plan (formerly Emissions Reduction Plan) are now complete, with the plan being adopted by Council on 14th April 2016. Council is now entering Stage 4 and 5 of the Renewable Energy and Emissions Reduction Plan, which is implementation, monitoring and reporting.

Emissions have decreased by approximately 5.5% from 2014/15 to 2015/16 and decreased by approximately 8.6% based on the 2010 baseline. Emissions reductions need to increase significantly to meet the adopted target of 25% reduction by 2020 based on 2010 levels – the implementation of the Renewable Energy and Emissions Reduction Plan will aid this considerably.

Participation in sustainability education workshops and events through the Sustainable Living Program continues to achieve excellent levels of engagement. Nearly 1,800 people attended or participated in a sustainability event/workshop run or supported by staff in the past 6 months to June 2016. This included the Coffs Ambassadors Tours (193); the Living Lightly Sustainability workshops (67); Green Schools Environmental Sustainability Program - including grants project (1,515 students) and the Sustainable Schools Network (24). Ongoing evaluation shows consistently good feedback on both quality of the experience and learning outcomes.



OVERVIEW – SERVICES *(Continued)*



S10: Event Management

An Events Strategy was adopted by Council which provides the framework and direction for events in the region for the next five years.

A Stadium and Major Events Team was formally introduced in January 2016 as an outcome of the T2S program (recruitment took place late December 2015). The team have embraced the new broader scope of the department and already delivered a number of major civic events for the region such as Australia Day 2016, and the 725 Squadron Freedom Of Entry to the City, as well as other significant events such as the Sheffield shield Cricket, three OzTag tournaments, and many others.



S11: Flooding and Coastal Management

The strategic elements of the flooding and coastal management program are well underway including the Arrawarra Creek Coastal Zone Management Plan and Coffs Creek Flood Study Review.

The Fiddamans Creek Flood Study has been combined with flood studies for Corindi River, Arrawarra Creek and Darkum Creek and prioritised for funding in 2018/19.

The certification of the Coffs Harbour Coastal Zone Management Plan is temporarily suspended as per motion of council meeting 10 December 2015.

Council resolved on 25 February 2016 to make a submission on the Coastal Reforms process of State Government relating to the following:

- a draft Coastal Management Bill;
- an “Explanation of Intended Effect” for a proposed new Coastal Management State Environmental Planning Policy; and
- key elements of a draft coastal management manual.

Council resolved in March 2016 to not advance the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 until such time as the State Government Coastal Management Reforms are further advanced.



S12: Footpaths and cycleways

Construction of footpaths and cycleways is on track and cycleways at Pacific Highway North, Red Rock Stage 1 and Lyons Rd Stage 2 have been completed.



OVERVIEW – SERVICES *(Continued)*



S13: Health

Officers completed the annual food business inspection program with eligible businesses assessed and rated using the NSW Food Authority's Food Premises Assessment Report format. Premises that satisfied minimum food safety and hygiene standards are to be issued with either a 3, 4 or 5 star rating certificate as part of Council's participation in the Food Authority's 'Scores On Doors' program. Rating certificates will be issued at the commencement of the new financial year in association with a public media release.

Officers carried out a survey of aerated sewage management systems during the period in association with a wider regional review coordinated by the Mid North Coast Public Health unit. The survey was conducted as part of the ongoing on-site sewage management inspection program.



S14: Local Planning

The Local Growth Management Strategy Review is well underway. Issues and Options analysis for Rural Lands Strategy Phase 1 is with the community for consultation. The Residential Strategy Phase 2 is in progress. The Industrial Lands Strategy review is to commence late 2016.

The Woolgoolga Town Centre Masterplan project peer review has been finalised and reported to Council. A decision of Council to move the future access to the Woolgoolga Beach Holiday Park to Wharf Street will now allow for the Masterplan to be completed.

The Deferred Areas Residential Planning Proposal, Bonville Rural Residential Planning Proposal and North Boambee Valley Planning Proposal are in post exhibition submission evaluation phase. There are a number of State Government and stakeholder requirements to be met prior to reporting back to Council.

The Coffs Harbour Heritage Study was adopted by Council with further work in progress for potential heritage listing of some items to be reported to a future meeting of Council.

Coastal Hazards Draft Planning Controls and Council's Coastal Zone Management Plan were put on hold at a meeting of Council in February 2016, pending outcomes of the State Government reforms on Coastal Hazard Planning.



S15: Library

Library Services are on track although some areas of the strategic plan have been put on hold due to resource constraints.

The library continues to promote its services within its allocated resources.

Library membership and usage is ultimately restricted by the resources and facilities the service offers - expenditure on collection development, items per capita and central library space are all well below accepted library standards



OVERVIEW – SERVICES *(Continued)*



S16: Lifeguard Services

Council's Lifeguard Service has had a successful 12-month period. Although four drowning events were recorded, all of these were non-preventable. One preventable rescue was conducted during this period at Sawtell Beach although conditions on the day were difficult.

Five after hours emergency call-outs were recorded during the past 6-months, two of these relating to drowning events. The other three incidents resulted in rescues. Coffs Harbour SES called us to be on standby for assistance in swift-water rescue during the floods earlier this year, however no action was required.

In addition, the schools program exceeded expectations.

The MyBeachInfo app was launched during the period.



S17: Parks and Facilities

Care and maintenance of Council Open Space area (Playgrounds, Reserves) is continuing as scheduled with no outstanding safety issues.



S18: Property

There are 107 leases held by either community or sporting organisations being managed by the Logistics Branch. Rentals paid by these groups are at Council subsidised concessional levels.

Council is in the process of securing tenants for vacant commercial premises in Rose Avenue and is in the process of advertising office space on level 2 Rigby House. Offers for Community Village leases have been prepared and distributed to lessees. New lessees have also been secured for the Old Laboratory in Howard Street.



OVERVIEW – SERVICES *(Continued)*



S19: Roads and Bridges

The predominantly dry weather has meant that roads maintenance demands are steady.



S20: Sewer

The operation of the sewerage treatment plants has met State Government licence requirements.

Council has purchased an integrated maintenance management system which is currently in the implementation phase.



S21: Sport

In 2016 a five year review of the Sports Facility Plan was undertaken and adopted by Council. Significant consultation with sport organisations and bodies was conducted to reflect the true state of sport demand on the Coffs Coast to ensure sport infrastructure are accurately planned for.

In addition, a complete review of how sports fields are charged to users was reviewed in consultation with COFFSAC and a new model was introduced that comes in to affect as part of the 2016/17 Fees and Charges. The new model acknowledges the quality of a playing facility and hire fees reflect this.



OVERVIEW – SERVICES (Continued)



S22: Stormwater

Stormwater system improvements, including detention basins, have performed well during recent rain events. Augmentation studies continue to assess the need for further augmentation and creek clearing works have been undertaken in various areas.



S23: Tourism

Council, along with Bellingen Shire Council, adopted the Coffs Coast Tourism Strategic Plan 2020 in June 2016. This work is the culmination of the first year of the new s355 Destination Coffs Coast Committee, and marks a new era of collaboration and partnerships.



S24: Waste Services

Domestic and Business Waste Services have been successfully delivered for the community with excellent resource recovery rates, recycling and minimal waste to landfill.

The three bin system used in Coffs Harbour is recognised as the NSW best practice waste management system for the type, size and collection frequency of household bins. Use of this system since 2005 has contributed to making our city one of the top five recyclers in NSW.



OVERVIEW – SERVICES *(Continued)*



S25: Water

The delivery of potable water to the City has been provided in accordance with NSW Health guidelines and licences. The Water Strategy continues to be implemented with the Karangi to Redhill mains duplication 85% complete. Design is underway for the supply of treated water to Coramba from the Karangi Water Treatment Plant with works on the ground due to commence early 2016/17.



S26: Airport

2016 has ended on a positive note for the airport with passenger numbers up by 6.7% (a total of 377,305 for 2015/16).

We also received \$5.1 million through the Restart NSW RTIF fund. This will enable urgent upgrade work on the airside parking apron as well as a terminal expansion to be undertaken. This provides the airport with a solid foundation for future growth.



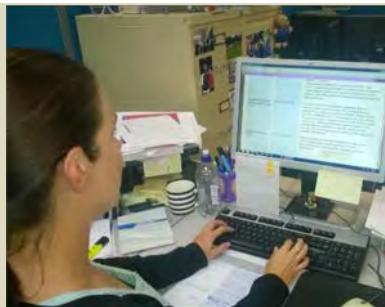
S27: Civil Contracting

The financial opportunities to date in 2015/16 have been limited and are reflected in the drop in business turnover. This is expected to improve in the second half of 2016.

Pricing for civil works has been submitted for Bellingen Council's Sewerage Treatment Plant.

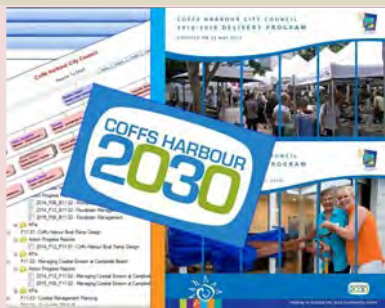


OVERVIEW – SERVICES (Continued)



S28: Business Systems

Business Systems has delivered on its commitments contained within the Delivery Program and the T2S program. A major achievement was the delivery and commissioning of 110 tablet computers to the works staff and the commencement of electronic timesheets. This sets the platform for increased efficiencies in asset management, purchasing and communication with field staff.



S29: Corporate Planning

All legislative requirements for Integrated Planning and Reporting (IPR) have been met, including the adoption in February of the 6-monthly Progress Report on the implementation of Council's 2015-2019 Delivery Program (for the period 1 July to 31 December 2015), and the adoption of the 2016-2020 Delivery Program in June.

The Transformation to Sustainability (T2S) program includes a focus on improving the integration of Council's IPR framework. Improvements have been actioned with all IPR processes and outputs and this has produced positive change to the 6-monthly Progress Reporting and Annual Report functions, and the structure and process for developing the Delivery Program and Operational Plan. In part this has been achieved through the introduction of a new Business Planning process, with clearer structural connections to the Coffs Harbour 2030 Community Strategic Plan and Council's Resourcing Strategy, and synergy with the development of the Operational Plan.

A review of organisational performance measures continues, and planning has started with regard to the review of the Community Strategic Plan during 2016/17.



S30: Design

Design of projects has progressed at an acceptable level of service.

Designs were completed for the projects nominated in the Operations Plan, as well as many Roads and Maritime Services projects and many projects generated outside Sustainable Infrastructure.



OVERVIEW – SERVICES *(Continued)*



S31: Digital e-leadership

Council now has the platform in place to deliver on a key T2S program direction to transition our services online. During the next 12 months, many of our transactional and planning services will be moved online.



S32: Environmental Laboratory

New projects commenced include testing for the Highway Construction Phase Woolgoolga to Ballina. The new staff structure is working effectively.



S33: Finance

The Financial Services and Logistics Group has delivered specialist accounting functions and provided accounting support and reporting to Council throughout the 2016 financial year. Major milestones include the development of a Monthly Financial Performance Report to Council. This report consolidates a wide variety of previous Council reports and provides an comprehensive monthly financial update to enable informed decision making. All service actions have been undertaken and the service performance is considered to have met all key performance indicators.



OVERVIEW – SERVICES *(Continued)*



S34: Governance

Through this period Governance Services recruitment has been finalised.
 A full review of the Risk Management Framework commenced, with documentation to be finalised early next reporting period. Insurance processing has remained steady, with no increase in claims.
 All Governance related legislative compliance obligations have been met and preparation for Local Government Elections in September has commenced.



S35: Holiday Parks

Holiday Parks have continued to trade well in the 2015/16 financial year with preliminary revenue figures showing a 7.3% increase on the previous financial year. This was despite zero growth in visitor nights across all parks. Improved yield management and a shift towards premium products was the catalyst for this result. Trading profit to May 2016 looks strong but final unaudited figures were not available at the time of reporting. A full audited report will be provided to the Trust in October.

The Sustainable Improvement Strategies and Masterplans (SISM's) in place for each park have continued to be implemented with positive results and feedback from guests. Substantial capital projects were undertaken at both Park Beach and Sawtell Parks including major infrastructure upgrades and improved communal facilities. Woolgoolga Beach and Lakeside underwent less capital works with staff focussed upon maintaining existing facilities and consolidating on works from previous years.

The T2S program resulted in changes to key positions within the branch and amendments to the organisational structure. These changes have been well implemented and well supported by other Council departments and resources with minimal impact upon business as usual. As part of T2S, the Holiday Parks and Reserves Business Plan was redrafted to capture the recent changes and establish a firm vision and goals for the coming years. Existing plans and strategies such as the SISM's and Marketing Plan were incorporated into the new Business Plan with a review for both documents already scheduled for the next financial year.



S36: Organisational Development

The Organisational Development service has been proactively and heavily engaged in the T2S program across Council. This includes the management of the transition process from old structures to the implementation of the new structure (consultation, recruitment, redeployment, etc.) and the management of all the industrial relations activities related to the program.

The majority of T2S related recruitment has now been completed; recruitment effort over the next quarter will be focused on filling a large number of movements around the organisation.

Industrial relations activities related to T2S have now also settled and we are looking to proactively develop internal instruments as well as represent the MIDROC region in the re-negotiation of the Local Government Award.

The primary focus of the service for the coming year is functional review and process re-engineering. As part of this, key projects have been initiated including the establishment of an Enterprise Agreement, a new capability framework driven by the new organisational vision and values, and the development of a new performance management framework.



OVERVIEW – SERVICES *(Continued)*



S37: Media

Council's Media Service continues to serve the needs of our community through direct messages. Performance data indicates a positive growth in online communications including increased e-newsletters and twitter followers. Future activities include the development of a corporate Facebook account and a review of Council's corporate website to investigate possible improvements to both functionality and usability for the customer.



S38: Plant and Fleet Management

The service continues to operate efficiently and further reviews will be undertaken to ensure the service continues to meet customer expectations. The plant and fleet management service is performing to all expectations.



S39: Procurement

The implementation of a Council wide Contract Management Framework that is currently being developed is expected to have positive benefits and results in the coming financial year. Progress has been made during the 2016 year with improvements in preferred supplier arrangements commencing and support across the organisation in contract development and management provided. There are further improvements expected in procurement, with this being a major focus of the service over the next 12 months.



OVERVIEW – SERVICES *(Continued)*



S40: Strategic Asset Planning

Capital Works Orders and asset registration is working successfully.

The introduction of the new Enterprise Asset Management (EAM) system has drawn resources from asset planning, reducing some outputs. However risks are being managed. Asset data has successfully been migrated to the new EAM, and work orders are being successfully registered in the system.

The EAM will develop to enable integrated and accurate management of asset planning and delivery, and strategic modelling in the system will ensure more accurate asset planning.



S41: Telemetry and Optic Fibre

Overall switchboard sales and fibre optic sales for 2015/16 exceeded expectations, and CCTV projects were also up.



2030 THEME: LP LEARNING AND PROSPERING Significant Achievements

The **Coffs Harbour City Library** continued to inform and engage the local community. Highlights during the reporting period included:

- Local authors' talks by Sawtell writers Kim Hodges ('Girl on the Edge') and Jenn J McLeod ('The Other Side of the Season') as well as Coffs Harbour's Annie Seaton whose prolific romance titles include 'Kakadu Sunset';
- A "Blind date with a book" promotion to mark February 14 which is Library Lovers Day as well as St Valentine's Day;
- Workshops on the Library's range of eResources (including eReaders, eBooks, eMagazines, eAudio and the new beamafilm) and a retirement seminar as part of Seniors Week activities in April;
- A school holiday coding workshop for 12-14 year olds working with easy-to-use apps that develop computer programming and coding skills;
- Regular Storytime sessions, including the National Simultaneous Storytime event on 25 May as part of Library and Information Week for 2016;
- A presentation with spy thriller author Graham Potts ('No Free Man') as part of this year's Bellingen Reader's and Writer's Festival program;
- The annual World Wide Knit in Public Day gathering, the library again providing a focal point for the increasing number of local knitters who make blankets for disadvantaged communities; and
- Special events to mark Law Week 2016, with local residents able to meet and hear from experts in family law and consumer rights.

In a coup for the city, **Sheffield Shield** cricket came to Coffs Harbour for the first time, with about seven-thousand spectators visiting C.ex Coffs International Stadium to see the NSW Blues take on South Australia in the four-day fixture. The Shield game is part of a new partnership between Cricket NSW and Coffs Harbour City Council that will see elite cricket played in the city for the next three years.

Coffs Harbour maintained its standing as the Oztag capital of Australia. More than 12,000 players, officials, supporters and fans converged on the city in February for the **NSW Oztag Junior State Cup**. In its second year, the event pumps an estimated \$4m into the local economy. The city secured another high profile Oztag event too, announced to host the 2017 NSW Senior State Cup in April next year.

In a separate win for Coffs Harbour, the C.ex Coffs International Stadium has also been named as the venue for the first ever fully-fledged **Hyundai A-League Football** fixture to be staged in the city in January 2017. In partnership with Council, Northern New South Wales Football (NNSWF) and North Coast Football, the Newcastle Jets club will play host to Melbourne City in the televised round 17 match.

The Council-run **Coffs Coast Growers Market** continued to promote healthy living along with local produce with the staging of the annual Coffs Coast Healthy Canteen Awards. The Mary Help of Christians Primary School at Sawtell was announced as the latest winner in the three-year old competition which aims to encourage healthy eating in local schools.

Council staged its second annual **Telstra Business Centre Coffs Harbour Digital Innovation Challenge** with seven finalists battling it out at the end of the prestigious business start-up program. The grand prize went to Leanne Taylor, Nanette Backhouse and Sam Chapman for their business platform *Match My Ride* that connects prospective car buyers with dealers. The Challenge assists local start-up entrepreneurs to learn how to pitch, find co-founders, launch and market their products and form supportive business networks.

Council continued its support for the local digital industry as a key driver for economic development in Coffs Harbour. As part of its Six Degrees Coworking initiative, it staged a **User Experience Workshop** with "UX" guru Henry Cho to help local business people make sure their apps and websites are working for their customers.

Council moved to cement Coffs Harbour's status as one of Australia's premier event-friendly cities with the adoption of a new **Events Strategy** in June. The new strategy aims to build on the partnership between Council, the business sector and the local community to reinforce Coffs Harbour as the Mid North Coast's regional event capital. Events ranging from the Kennards Hire Rally Australia, cricket, NRL, AFL and Oztag fixtures to the annual Buskers Festival and Woolgoolga Curryfest generate around \$30million annually for the local economy.



LP LEARNING AND PROSPERING

LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries



Aaron Birkby delivering a "Lean Startup" workshop for 6 Degrees Coworking Hub

KPI Performance **Achieved Status**







| | | |
|---|----------|---|
| M23.02: Tourism: Coffs Coast - Overnight Visitation (Year ending June 2015). | | ● |
| Domestic overnight visitors: | 26,000 | |
| Domestic visitor nights: | 2.4M | |
| International overnight visitors: | 81,600 | |
| International visitor nights: | 34,000 | |
| M23.03: Tourism: Total direct economic impact of tourism to Coffs Coast (reported annually – 2014/15) | | ● |
| Total tourism and hospitality sales in Coffs Harbour LGA: | \$657M | |
| Total value added: | \$363.5M | |
| M23.05: Tourism: Number of tourism-related jobs (reported annually). | 4,360 | ● |

Progress Comments **Status**

- B07.04: Economic Development: Report on the outcomes of the Food Futures Network** ●
- Council is currently scheduling and planning the 2016 Regional Food Forum to be held at Bonville International Golf Course. The date has been set for Monday the 14th November 2016. We have currently secured sponsorship from Bellingen and Nambucca City Councils. Targeted attendees will include Growers, Restaurateurs, and Value-Adders from Kempsey through to Woolgoolga, and West to Dorrigo. The aim is to obtain a well-known key note speaker who has gone through a successful business incubation process, as well as to include other guest speakers to inspire attendees. The aim of the forum is to provide learning opportunities and networking.
- The Growers Markets continue to take place each Thursday at the City Square which is a popular event, bringing much needed foot traffic to the City Centre. We are currently working on a new business model to refresh and revitalise the markets.
- B07.06: Economic Development: Report on the outcomes of the Creative Industry Network (B5)** ●
- The creative industry has been supported through funding for on-screen projects, as well as support for digital gaming development. Industry liaison with the sector has commenced, and opportunities for support and collaboration have been identified.
- B07.09: Economic Development: Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)** ●
- 6 Degrees Co-working Activities:
- Tuesday co-working held every week with an average of 5-7 startup businesses
 - Pitch Your Passion events held every month where 3 local startups pitch to a panel and average of 30 members.
 - Workshops attended by 150 entrepreneurs held on the topics of Innovation, Idea to MVP and LeanUX.
 - Lean UX Salon attended by over 40 people
 - Digital Innovation Challenge launch and call for entries by Dr Amantha Imber of Inventium to 180 people

Continued next page



| Progress Comments <i>Continued from previous page</i> | Status |
|--|---|
| <p>B07.09: continued</p> <ul style="list-style-type: none"> - Digital Innovation Challenge finals were held on 18 June. Over 80 people in attendance to watch 7 entrepreneurs pitch live on stage to a panel of judges. The day also included a series of local and national speakers sharing their entrepreneurial journey to success. - Startup Alley where 12 new businesses were given the opportunity to pitch and network to develop their business. The winner was MatchMyRide and Highly Commended was Collab.the App. | |
| <p>B07.10: Economic Development: Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc) (B2)</p> <p>Council has continued to support the regional manufacturing network with secretariat and website services.</p> |  |
| <p>B07.12: Economic Development: Report on roll-out of Health Industry Network projects. Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)</p> <p>Coffs Coast Health website attracted over 1,500 visitors to the website between January-June 2016 with 75% of these being new users. The majority of these are from Australia's capital cities and 8% from other English speaking countries. Main search is for job related information, postings or where to find them. This initiative will be incorporated within a reinvigorated regional jobs board project.</p> |  |
| <p>B07.15: Economic Development: Report on the implementation and review of the Switched on Coffs Digital Strategy (E1)</p> <p>The key implementation aspects of the Switched On Coffs Digital Strategy have been incorporated within digital start-up development and broader entrepreneurial support programs, including the Six Degrees program, Co-Working space, the Coffs Harbour Innovation Centre, and the Digital Innovation Challenge. The remaining elements of the strategy are now part of the review process of the Economic Development Strategy.</p> |  |
| <p>B23.01: Tourism: Complete annual Business Marketing and Campaign Plan</p> <p>Following the adoption of the Tourism Coffs Coast Strategic Plan 2020, the Business Tourism sector has been accorded a lower priority from a destination perspective. It remains important for key resort/ accommodation properties. Council supported this sector with funding to attend the AIME conference in 2016, and through conference enquiry referrals direct to the resorts.</p> |  |
| <p>P23.01: Tourism: Development and production of a regional consumer guidebook</p> <p>The 101 Things To Do guidebook has been successfully developed, distributed and adopted within the industry. In light of the recently adopted Tourism Strategy, the content, look and feel is scheduled to be refreshed in 2016/17.</p> |  |
| <p>P23.02: Tourism: Development of a Coffs Coast tourism strategy and annual Destination Management Plan (DMP) review.</p> <p>Complete.</p> <p>The s355 Committee is functioning well and has been renamed the Destination Coffs Coast Committee (DCCC). The Tourism Coffs Coast Strategic Plan 2020 was adopted by Council and the Destination Marketing Plan for 2016/17 was presented to the DCCC and endorsed.</p> |  |



LP LEARNING AND PROSPERING

LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers

LP1.3 Support innovation and leadership in sustainable business practices



Sheffield Shield Cricket – C.ex Coffs International Stadium

KPI Performance

Achieved Status

M23.01: Tourism: Industry contribution (dollar value) to Coffs Coast Marketing activity NA
 In the recently adopted Tourism Strategy, Council did not seek funding from industry operators. However, it has signalled its intention of developing a proposal for a business tourism levy in the medium term.

Progress Comments

Status

B07.14: Economic Development: Report on the number of e-newsletters, social media subscribers ●
 Social Media Subscribers:
 Coffs Coast Life: 1618 (1582 last period)
 Coffs Coast Growers Market: 2303 (2067)
 LiveLoveCoffs: 450 (419)
 Switched on Coffs: 758 (760)
 Six Degrees: (615) 510

Enews Letter Subscribers:
 Business: 622 (616 last period) open rate average: 33%
 Harvest: 214 (165) open rate average: 36%
 Six Degrees: 179 (133) open rate average 38%

B10.01: Event Management: Reporting to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact ●
 Statistics for C.ex Coffs International Stadium for the January – June 2016 period:
 Total number of event days = 37 (Last period: 46)
 Total number of events = 24 (14 Local, 3 Regional, 4 State, 3 National) (26)
 Total number of participants through the venue = 19130 (13,188)
 Total number of spectators through the venue = 19080 (14,116)
 Total number of visitor nights due to events held at the stadium = 78,097 (58,287)
 Estimated Economic Impact due to stadium events = \$12,183,132* (\$9,092,772)
 *based on average economic spend of \$156 per night

B10.02: Event Management: Report on development and staging of Buskers Festival ●
 The Buskers Festival has had many changes and due to the reduction in funding of the festival the event is now being held in Brelsford Park during the day and has been outsourced and run by John Logan from JLE Entertainment. Council will assist with various tasks such as road closures, website and marketing. The event will be limited to 7 days. With this new approach the Festival attracted a record crowd attendance of 19,800 in 2015



- LP LEARNING AND PROSPERING
- LP2 We have a strong and diverse economy
- LP2.1 Maximise opportunities for workforce participation
- LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people
- LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures



Digital Innovation Challenge Winners Nanette Backhouse and Leanne Taylor from MatchMyRide with Anthony Jephcott (left) from Telstra Business Centre Coffs Harbour and Brendan Yell of Softlayer

| Progress Comments | Status |
|--|--------|
| <p>B07.19: Economic Development: Report 6-monthly on Workforce Participation Statistics for LGA</p> <p>The labour force in Coffs Harbour experienced an annual increase of 0.4% to a level of 37,536 persons in the March Quarter 2016.</p> <p>The unemployment rate fell to 5.3%, well below national and regional averages.</p> | |



LP LEARNING AND PROSPERING

LP3 Our city centre is a place where people can live, work and play

LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities

LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour



Duke Street extension works

Progress Comments **Status**

B07.02: Economic Development: Report on the delivery of projects and activities associated with the delivery of the Economic Strategy ●

A review of the current Economic Development strategy has commenced. Specific implementation of the entrepreneur and start-up elements of the strategy has been delivered. The process of refreshing the strategy and refocusing priorities will be aligned with the Community Strategic Plan consultation process.

B30.01: Design: Report on the development and implementation of Coffs Harbour City Centre Masterplan works ●

Significant progress was made for detailed planning, civil and electrical designs and traffic planning and design for the City Square revitalisation works and Harbour Drive shared zone, with cost estimates and quotes received for most of the materials, works and services and approvals gained for the shared zone traffic arrangements.

Design of the Duke St road extension and drainage works was completed and works commenced. A contract was awarded for installation of new shade sails and relocation of the City Square shade sail. Detailed designs for the structures commenced, as did liaison with service providers for relocations of services.

The City Centre Masterplan Committee and Council also conducted significant community, trader and business consultation regarding the City Centre projects and the Harbour Drive/Gordon Street intersection and drainage works. Masterplan activities also included sponsorship of the NSW Blues State of Origin team's camps in Coffs Harbour and associated promotions to benefit City Centre traders.

Negotiations were undertaken to increase the presence of the International Buskers Festival in the City Centre in 2016/17.

Three new members were interviewed and appointed to the Masterplan Committee to replace outgoing representatives and fill a new retailer representative position created by Council.



LP LEARNING AND PROSPERING
LP4 We are recognised as a model of sustainable living
LP4.1 Promote Sustainability programs and policies



Rigby House solar array

Progress Comments

Status

B09.05: Environmental Management: Report on actions within the corporate sustainability program in the Sustainability Plan



The Coffs Harbour Renewable Energy and Emissions Reduction Plan (formerly Emissions Reduction Plan) was adopted by Council on 14th April 2016. The Plan commits Council to a renewable energy target of 100% and emissions reduction target of 50% by 2030. The plan will be achieved through long-term investment in energy efficiency and the use of renewable energy such as solar.

B09.07: Environmental Management: Report on local and regional sustainability information dissemination



Our Living Coast (OLC) Sustainability Alliance continues to develop and deliver a monthly sustainability e-newsletter across the region with a slightly reduced number of subscribers this period - 1267 subscribers as of June 2016. The Facebook site continues to grow with 855 'likes' and 2,135 people engaged through the Facebook page as at 30 June 2016. The OLC website has seen a surge in viewership with 1433 unique visitors per month in this period. Networks and the community continue to utilise the newsletter and website at a steady rate to create and share content and promote upcoming events.



LP LEARNING AND PROSPERING

LP5 We share the aspirations, knowledge, skills and history of all in our community

LP5.1 Promote and support a culture of lifelong learning

LP5.2 Facilitate and promote shared learning across generational and cultural groups



School holiday Coding Workshop at Coffs Harbour Library

KPI Performance **Achieved Status**

| | | |
|--|------|---|
| <p>M15.20: Library: % of members against population. (NSW Baseline is 44%)</p> <p><i>The library's total registered members (28,024) represents 38% of the population of the LGA. In the last six months, 2,114 new members have joined the library service. The library continues to promote its services within its allocated resources.</i></p> <p><i>Library membership and usage is ultimately restricted by the resources and facilities the service offers - expenditure on collection development, items per capita and central library space are all well below accepted library standards. Council has resolved to undertake concept planning and research for a new library/gallery facility in the CBD.</i></p> | 38% | 🟡 |
| <p>M15.21: Library: Visitation per capita - all branches (Local figures and comparison with NSW benchmark)</p> <p><i>Visitation of 153,115 was recorded across the three library branches during this six month period. This result is 6% below the NSW baseline benchmark. The library's physical space is a popular public Council facility, not only to browse, borrow and return library material, but to use the library's public access computers and wifi, to study/work, and attend library programs and events, however the current allocation of space and resources limit overall service provision. Council has resolved to undertake concept planning and research for a new library/gallery facility in the CBD.</i></p> | 4.1 | 🟡 |
| <p>M15.22: Library: Turnover of stock (NSW baseline is 3.46)</p> | 3.83 | 🟢 |
| <p>M15.23: Library: Percentage of collection purchased in last ten years (NSW benchmark is 78%)</p> | 78% | 🟢 |
| <p>M15.24: Library: Items per capita (NSW Baseline is 2.2)</p> <p><i>The library's collections are not large enough to support the population it serves; this is a result of a very limited collections budget and undersized facilities (not enough shelf space). The items per capita result of 1.3 is well below the NSW Baseline Standard of 2.2 however this is an increase from the previous reporting period. An ongoing weeding program and additional funds for stock purchasing has also influenced this result.</i></p> | 1.3 | 🟡 |
| <p>M15.25: Library: Circulation per capita (NSW baseline is 5.94)</p> <p><i>The library provided 170,660 loans during the period, which calculates to a circulation per capita of 4.95, a result just below the NSW Baseline Standard of 5.94. This is a decrease on the previous period but sits in contrast with a slight increase in visitation experienced during the current period.</i></p> <p><i>Despite good stock turnover results, a larger and more diverse collection is needed - with ongoing promotion and improved access for the community. Additional resources for collection development are needed to achieve this. The lack of appropriate shelf space due to current size of facilities restricts growth of the physical collection. The library has allocated greater spending on e-lending collections to combat this, although these digital resources are limited in scope and can be expensive to procure. An increase in recurrent funding for collection development and a larger central library facility are urgently needed. Council has resolved to undertake concept planning and research for a new library/gallery facility in the CBD.</i></p> | 4.95 | 🟡 |

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| KPI Performance <i>Continued from previous page</i> | Achieved | Status | Progress Comments <i>Continued from previous column</i> | Status |
|---|----------|--------|---|---|
| M15.26: Library: # of items acquired during the period | 6,062 | | B03.02: Continued Refugee week was recognised, in collaboration with the Library, from 19th to 25th June 2016 with events including Storytime at all three libraries and a celebrating our stories event. This event involved an interactive forum with music and performance with an Ethiopian dinner held in the Central Library and Regional Gallery on the 22nd June 2016. Council also applied to the Youth Opportunities Program 2016/17 for funds of \$50,000 to deliver a Youth Voice Capacity Building Program which aims to empower local young people to become involved in planning for the provision of services and facilities in Coffs Harbour. | |
| M15.27: Library: # of items discarded during the period | 2,939 | | | |
| M15.31: Library: Total # of programs and events in period (incl. Storytime) | 116 | | | |
| M15.32: Library: Total attendance at programs and events in period (incl. Storytime) | 3,838 | | | |
| M15.33: Library: Online visits to Library Website and Catalogue <i>(Local figures only – No NSW benchmark)</i> | 77,890 | | | |
| Progress Comments | | | Status | |
| B15.03: Library: Implement library strategic plan Library Services are on track although some areas of the strategic plan have been put on hold due to resource constraints and vacant positions during January-June 2016. | | | | B03.03: Community Services: Report on participation trends for shared learning activities Participation rates at activities and programs across the Community and Cultural Services Group have remained stable with attendance rates captured in other reportables for the service. The 2016 Multicultural Harmony Festival had a significant increase from the 2015 event after returning to the Botanic Gardens. |
| B15.05: Library: Develop library collections to meet community needs The library service is on track in expending its Library Resources budget on developing its collections. A State Library of NSW Local Priority Grant of \$13,500 was allocated to further develop the library's e-lending collections in 2015/16 and saw the implementation of the Beamafilm streaming documentary and independent film service. | | | | |
| B15.06: Library: Develop and conduct community learning programs and activities to support the digital/information literacy needs of the community and the user education needs of library customers The library continued its digital literacy program to educate customers in accessing the library's e-lending services and e-resources, conducting six sessions during the period attended by 49 people. | | | | |
| B03.02: Community Services: Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups Council's Multicultural Harmony Festival celebrated its 10th year on Sunday 20th March 2016 at the Botanic Gardens. It is estimated that over 3,500 people attended and the day commenced with a Citizenship Ceremony. A Multicultural Health Expo at the C.Ex was also promoted as part of the Harmony Festival and Council was a sponsor for the event. Council's community services directories and Coffs Connect website continued with plans to further redevelop these information and learning resources. Other program delivery and resources were allocated to support the following: <ul style="list-style-type: none"> Continued facilitation of Council's Arts and Cultural "What's On" e-newsletter. Provision of the Coffs Coast Cross Cultural Connections Facebook page to promote multicultural activities of Council and the broader sector; Continued provision of advice and resources in relation to grant opportunities including the 'How To Get That Grant' manual and free community information session/workshop held at the opening of Council's arts and cultural small grants round. | | | | |
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LP LEARNING AND PROSPERING

LP6 Our education systems link strongly to the community and business

LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government

LP6.2 Support the provision of vocational education related to future need

LP6.3 Increase access to educational opportunities for all



Progress Comments

Status

B07.13: Economic Development: Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners)



Participation and sponsorship of the Coffs Coast Careers Day (26 May) supporting over 1500 local high school students. The event provided exposure a variety of career options and pathways.

betterchoicesbetteroptions.info developed, targeting 16-18 year olds and their parents, defining careers choices to assist them to choose higher learning options.



2030 THEME: LC LOOKING AFTER OUR COMMUNITY Significant Achievements

Coffs Harbour's **Australia Day 2016** was celebrated in a community festival event at the North Coast Regional Botanic Garden. In total, 22 local residents were nominated for a range of Australia Day Awards, and more than 50 people from 19 countries became new Australians in a moving Citizenship ceremony.

The **Coffs Harbour Regional Gallery** presented a vibrant and eclectic program of exhibitions during the period. Featured artists included the Saltwater Freshwater Arts Alliance, Lisa Magri, Warwick Gilbert, Emily Ferretti, John Bokor, Ted Hillyer and Chris Hundt. A newly-donated work by celebrated convict artist William Beulow Gould was unveiled in a show of paintings purchased by the loyal Friends of the Gallery group. Special classes were presented for budding young artists, a Guided Life Drawing event was staged as part of Seniors Week, and the gallery went musical with a one-off performance by Dog Trumpet, the duo of brothers Peter O'Doherty and Reg Mombassa (aka Chris O'Doherty) – both celebrated artists and founding members of the iconic Australian band Mental as Anything.

Council gave the green light to further investigate the development of a new **Library and Gallery** facility for the City. A Council owned site at 23-31 Gordon Street has been selected as the location for the proposed development to help create a vibrant and reactivated City Centre.

In April, Council helped to co-ordinate **National Youth Week** celebrations in Coffs Harbour. A busy program included free movies, bands and BBQs, as well as, the 'Yellow Door Arts Festival' at Coffs Harbour Showground.

A Draft **Customer Service Strategy and Charter** was placed on public exhibition as part of an ongoing initiative to improve the way Council provides services and information to the community. Adopted in June, a key goal of the Strategy is to have 80% of customer enquiries or requests resolved the first time a customer contacts Council.

In March, Council ran a free **Grant Writing Workshop** to help community groups and not-for-profit organisations access and secure funding for their projects. In April a new round of allocations were announced under Council's **Community Capital Infrastructure Grants** scheme; Sawtell and Districts BMX Club, Coffs Harbour Men's Shed, Sawtell Croquet Club, and Sawtell Toormina Sports Recreation Club shared a total of \$117,600 in funding towards important community projects. Council also facilitated the allocation of this year's Southern Phone Grants program; the telecom company providing \$25,000 to help fund projects run by Volunteering Coffs Harbour, Eastern Dorrigo Hall and Showground Committee and South Coffs Community Garden.

Council launched a new **MyBeachInfo** system to keep Coffs Harbour locals and visitors instantly updated on beach conditions. Modelled on the successful MyRoadInfo platform, the free apps and website help promote beach safety with user-friendly displays detailing beach openings, closures and cautions.

'With courage let us all combine' was the theme of **Refugee Week 2016** in June, marked in Coffs Harbour with the staging of a free Community Celebration at the Harry Bailey Memorial Library and Regional Gallery. The event featured a range of inspiring stories from former refugees now living here, live music and dance performances and the début screening of a local Refugee Youth short film project.

The long-planned **Orara Vintage Machinery Museum** finally found a home with Council brokering a 20-year licence agreement for the proposed to operate on Council land adjacent to the Karangi Rural Fire Station. The venture will also operate as a Men's Shed whose members will have a specific focus on farm machinery.

The **Coffs Harbour Regional Museum** was again a drawcard during the period. Visitors enjoyed the permanent collection as well as a number of special features including an exhibition celebrating the Sawtell chapter of the Order of the Eastern Star and 'Upstairs Downstairs', a show contrasting the lives of middle-class women and their working-class sisters in the mid-late Victorian years through to the Edwardian era.

Council's **Park Beach Holiday Park** won more recognition during the period, being voted as one of the Top 10 holiday parks in Australia in the high-circulation travel magazine, 'Caravan and Camping with Kids'. The destination was nominated by the magazine's readership of more than 600,000 parents and 59,000 online members for its outstanding holiday appeal and facilities for families.

In April, Coffs Harbour Mayor, Councillor Denise Knight, officially launched Stage One of the city's new **Men's Shed** in Howard Street. Funded under Council's Community Capital Infrastructure Grants scheme, the first stage works will secure the foundations, provide a concrete slab and the purchasing of some building materials. Council has provided the site and project management and construction services for the venture.

In June, Council achieved a milestone in promoting arts and culture on the Coffs Coast, celebrating the 100th edition of its popular **"What's On" Newsletter**. In three years, the email newsletter has built up a readership of almost 900 subscribers who are keen to stay up to date with the latest information on cultural activities and happenings in the city and region.

In a historic and spectacular ceremony in May, the Royal Australian Navy's 725 Squadron was granted **Freedom of Entry** to the city of Coffs Harbour. The helicopter training unit, which operates from the Naval Air Station at Nowra, was officially adopted by Coffs Harbour in 2015.

Council used **National Volunteer Week 2016** as a perfect opportunity to publicly thank the small army of volunteers who help keep the city running and attractive to both residents and visitors. Council currently has more than 460 volunteers on its books; they assist in the running of the city's most important facilities including the Coffs C.ex International Stadium, the Botanic Garden, Jetty Memorial Theatre, community halls, Community Village, the Regional Gallery, sports fields and grounds, libraries and the Regional Museum.

Council also began developing a new draft **Cultural Strategic Plan 2017-2022** and Cultural Policy for the city. Stage 1 includes meetings with key stakeholders, a community survey, consultative displays and a public meeting. The draft plan is to be released for public comment and will include an issues and options paper on a possible Performing Arts and Conference Centre.



LC LOOKING AFTER OUR COMMUNITY

LC1 Coffs Harbour is a strong, safe and adaptable community

LC1.1 Build pride and identity in Coffs Harbour as a community and a place



Freedom of Entry – 725 Squadron RAN

KPI Performance Achieved Status

| | | |
|--|-------------|--|
| <p>M17.01: Parks and Facilities: Percentage change in the number of visitors to the Botanic Gardens from the same period last year <i>Visitors: 84,637 (Same period 2015: 91,000)</i> <i>The Saltwater Freshwater event was not staged this year reducing numbers by an estimated 10,000.</i></p> | <p>-7%</p> | |
| <p>M17.37: Parks and Facilities: Street tree planting schedule implemented as per annual program</p> | <p>100%</p> | |

Progress Comments Status

B02.01: City Image - Cleaning: Level of satisfaction with cleanliness of streets (Two-yearly survey)
 Council conducted its most recent two-yearly Customer Satisfaction Survey in May 2016.
 (Mean scores - rating out of 5, where 5 is very satisfied):

| | 2012 | 2014 | 2016 |
|--|------|------|--------------|
| Satisfaction with Cleanliness of Streets | 3.67 | 3.78 | 3.58 (-5.3%) |
| Importance of Cleanliness of Streets | 3.90 | 3.78 | 3.80 (+0.4%) |

Survey results are factored into the planning and implementation of street-cleaning program.

B02.02: City Image - Cleaning: Level of satisfaction with cleanliness of public toilets (Two-yearly survey)
 Council conducted its most recent two-yearly Customer Satisfaction Survey in May 2016.
 (Mean scores - rating out of 5, where 5 is very satisfied):

| | 2012 | 2014 | 2016 |
|---|------|------|--------------|
| Satisfaction with Maintenance of Public Toilets | 2.59 | 2.98 | 2.94 (-1.6%) |
| Importance of Maintenance of Public Toilets | 3.87 | 3.77 | 3.59 (-4.8%) |



Survey results are factored into the planning and implementation of public toilet maintenance program.

B03.11: Community Services: The extent to which people feel part of the community (2030 Indicator and annual survey)
 The 2016 Coffs Harbour Community Wellbeing Survey was conducted in May/June 2016 (the first two-yearly survey was held in 2014). As part of the survey participants were asked to think about their life in Coffs Harbour and to what extent they feel part of the community?. This was measured on a scale of 1-5 where 1 is "not part of the community at all" and 5 is "very much part of the community".

| | 2014 | 2016 |
|--|------|------|
| Respondents providing a score of 4 or 5: | 51% | 45% |
| Respondents providing a mid score of 3: | 36% | 36% |
| Respondents providing a score of 2 or 1: | 13% | 19% |

Survey results are factored into the planning and implementation of community programs.
 Continued next page



| Progress Comments Continued from previous page | Status | | | | | | | | | | | | |
|--|---|------|--------------|------|---|------|------|--------------|---|------|------|--------------|---|
| <p>B17.02: Parks and Facilities: Customer satisfaction with roundabouts/reserves - reference group survey</p> <p>Council conducted its most recent two-yearly Customer Satisfaction Survey in May 2016. (Mean scores - rating out of 5, where 5 is very satisfied):</p> <table border="1"> <thead> <tr> <th></th> <th>2012</th> <th>2014</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Satisfaction with Parks, Reserves and Playgrounds</td> <td>3.81</td> <td>3.89</td> <td>3.75 (-3.6%)</td> </tr> <tr> <td>Importance of Parks, Reserves and Playgrounds</td> <td>3.92</td> <td>3.87</td> <td>3.75 (-3.3%)</td> </tr> </tbody> </table> <p>Survey results factored into planning and implementation of Open Space programs.</p> | | 2012 | 2014 | 2016 | Satisfaction with Parks, Reserves and Playgrounds | 3.81 | 3.89 | 3.75 (-3.6%) | Importance of Parks, Reserves and Playgrounds | 3.92 | 3.87 | 3.75 (-3.3%) |  |
| | 2012 | 2014 | 2016 | | | | | | | | | | |
| Satisfaction with Parks, Reserves and Playgrounds | 3.81 | 3.89 | 3.75 (-3.6%) | | | | | | | | | | |
| Importance of Parks, Reserves and Playgrounds | 3.92 | 3.87 | 3.75 (-3.3%) | | | | | | | | | | |
| <p>B03.15: Community Services: Co-ordinate activities through the offices of the Mayor and General Manager to enhance civic relations (including citizenship ceremonies, Australia Day celebrations, civic receptions and Sister City functions).</p> <p>Citizenship Ceremonies: 26 January 2016 (Australia Day) - Citizenship Ceremony - 54 people, 18 Countries 20 March 2016 - Citizenship Ceremony - 33 people, 10 Countries 7 June 2016 - Citizenship Ceremony - 50 people, 15 Countries</p> <p>Civic Receptions: 4 January 2016 - Pittwater to Coffs Yacht Race 18 May 2016 - 725 Squadron Freedom/Keys of the City 19 May 2016 - 725 Squadron Freedom/Keys of City Official Luncheon</p> |  | | | | | | | | | | | | |



- LC LOOKING AFTER OUR COMMUNITY
- LC1 Coffs Harbour is a strong, safe and adaptable community
- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- LC1.3 Promote a safe community



KPI Performance **Achieved Status**

| | | |
|--|--------|----|
| <p>M03.01: Community Services: Rate of offences per population (Crimes against the person and Crimes against property) <i>Figures from the BOSCAR (Bureau of Crime Statistics) website for the period Jan - Dec 2015 suggest that the trend for both Assault and Malicious Damage has been stable over the past 24 months. The rate per 100,000 of population for Jan - Dec 2015 was 1,245 for Assault and 1,118 for Malicious Damage.</i></p> | Stable | NA |
| <p>M04.05: Compliance: Pool inspection program – number of inspections carried out within statutory timeframes (10 business days for requests for certificates and 72 hours for complaints) <i>170 swimming pools compliance applications were received and inspected</i></p> | 100% | |
| <p>M04.09: Compliance: # of new dog and cat registrations (Last period: 976)</p> | 886 | |
| <p>M04.10: Compliance: % of Companion Animal complaints responded to within 2 days (not impounding) (Target 85%) <i>781 dog complaints excluding dog impoundings. Responded within 2 days: 671. (86%) (Last period 635/559 – 88%)</i></p> | 86% | |
| <p>M04.12: Compliance: # of dog and cat impoundings <i>Last period 228. Impoundings are kept to a minimum as every effort is made to have seized animals returned to the owner.</i></p> | 221 | NA |
| <p>M04.20: Compliance: # of parking infringement notices issued (Last period: 1,201)</p> | 1,128 | |
| <p>M13.24: Health: % of NSW Food Authorities Partnerships program inspected in period (Last period: 131) <i>Team completed 256 inspections.</i></p> | 100% | |
| <p>M13.35: Health: Number of Improvement Notices issued (Last period: 3) <i>Nine Improvement Notices were served under the Food Act for various breaches of the Food Standards Code including pest infestation, inadequate hygiene and unclean premises. One Penalty Infringement Notice was issued for an inaccessible hand wash basin.</i></p> | 9 | NA |
| <p>M16.01: Lifeguard Services: Participation of Yr4-10 students in the LGA in school beach safety programs (Target: 2000 annually). (Last period: 3,768)</p> | 533 | |



Continued next page



KPI Performance *Continued from previous page* **Achieved Status**

| | | |
|---|-------|----|
| <p>M16.02: Lifeguard Services: Number of drownings compared to number of preventable drownings. Zero preventable drowning events in the LGA. However 3 drowning events occurred in this period. 23/1/16 - Drowning of local surfboard rider at Arrawarra Headland. (Not preventable) 22/3/16 - Drowning of two tourists at North Wall (Park Beach South). Not preventable) Lifeguards attended this incident and attempted resuscitation.</p> <p>2015/16 beach statistics: Visitation: 691,463 Rescues: 46 Patrol days: 740 +10-days that beaches were closed due to environmental factors. Preventative actions: 24,220 First Aid: 79 incidents treated Law Enforcement: 525 (dog, surf craft and other incidents)</p> | 3/Nil | NA |
| <p>M16.05: Lifeguard Services: Number of preventable rescues (between flags). (Last period: Nil). One preventable rescue event in the LGA. 2015/16 beach rescues: 46 total within the LGA. The preventable rescue occurred at Sawtell Beach between the flags. The conditions on the day were difficult with moderate to strong currents and a medium surf running.</p> | 1 | NA |

Progress Comments **Status**

| <p>B03.12: Community Services: Community perception of safety (2030 indicator – two-yearly survey) Council conducted its most recent two-yearly Community Wellbeing Survey in May/June 2016. (Mean scores - rating out of 5, where 5 is "very safe"):</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;">2014</th> <th style="text-align: center;">2016</th> </tr> </thead> <tbody> <tr> <td>How safe do you feel at home alone during the day?</td> <td style="text-align: center;">4.54</td> <td style="text-align: center;">4.27 (-5.9%)</td> </tr> <tr> <td>How safe do you feel at home alone during the night?</td> <td style="text-align: center;">4.08</td> <td style="text-align: center;">3.88 (-4.9%)</td> </tr> <tr> <td>How safe do you feel walking alone in your local area during the day?</td> <td style="text-align: center;">4.41</td> <td style="text-align: center;">4.23 (-4.1%)</td> </tr> <tr> <td>How safe do you feel walking alone in your local area during the night?</td> <td style="text-align: center;">3.05</td> <td style="text-align: center;">2.81 (-7.9%)</td> </tr> </tbody> </table> <p>Survey results factored into planning and implementation of community programs.</p> | | 2014 | 2016 | How safe do you feel at home alone during the day? | 4.54 | 4.27 (-5.9%) | How safe do you feel at home alone during the night? | 4.08 | 3.88 (-4.9%) | How safe do you feel walking alone in your local area during the day? | 4.41 | 4.23 (-4.1%) | How safe do you feel walking alone in your local area during the night? | 3.05 | 2.81 (-7.9%) |  |
|---|---|--------------|-------------|--|------|--------------|--|------|--------------|---|------|--------------|---|------|--------------|---|
| | 2014 | 2016 | | | | | | | | | | | | | | |
| How safe do you feel at home alone during the day? | 4.54 | 4.27 (-5.9%) | | | | | | | | | | | | | | |
| How safe do you feel at home alone during the night? | 4.08 | 3.88 (-4.9%) | | | | | | | | | | | | | | |
| How safe do you feel walking alone in your local area during the day? | 4.41 | 4.23 (-4.1%) | | | | | | | | | | | | | | |
| How safe do you feel walking alone in your local area during the night? | 3.05 | 2.81 (-7.9%) | | | | | | | | | | | | | | |
| <p>P04.04: Compliance: Develop a reporting system to enable the measurement of the % of development-related complaints responded to within 7 working days Customer request management system recently installed and being tested - once fully operational it will enable statistical reporting of development-related requests.</p> |  | | | | | | | | | | | | | | | |



LC LOOKING AFTER OUR COMMUNITY
LC1 Coffs Harbour is a strong, safe and adaptable community
LC1.4 Promote a caring, inclusive and cohesive community



Southern Phone Grant recipients with Mayor Denise Knight (third from left)

| KPI Performance | Achieved | Status |
|--|----------|--------------------------------------|
| M31.03: Community Services: % change in number of active Community Organisations (baseline of 274 established in Jan-Jun 2014) (Last period: 306) <i>339 (159 community groups and 180 community services)</i> | 10.8% | ● |
| M31.04: Community Services: Number of community event listings for period (Last period: 123) | 99 | NA |
| M31.05: Community Services: Number of unique visitors to site (Last period – Sep-Dec only: 5,578) <i>10,536 new visitors to Coffs Connect and 3,215 returning visitors</i> | 13,751 | ● |
| M31.06: Community Services: Number of Coffs Connect users (Last period: 539) | 11,552 | ● |

Progress Comments Status

B03.04: Community Services: Report on participation trends for community events ●

Community Event participation during the January-June 2016 period included:



- * Multicultural Harmony Day and Refugee Week activities with over 3,500 community members attending Harmony Day Festival at Botanic Gardens and 170 attending Refugee Week event at Central Library and Regional Gallery.
- * Japanese Festival of Children's Day- a Koi Society event with Council providing sponsorship and in-kind support from a Community Advisory Group. Attendances were reported to be between 3,000 and 4,000 participants with many children attending.
- * Seniors Week held in March 2016 - Council contributed \$4,370 through small grants program matched by \$4,500 in State Government funding. Program resources were shared across 5 organisations to provide local activities including Boambee East Community Centre, Woolgoolga Neighbourhood Centre, Corindi Public School, a Screenwave film event at Jetty Memorial Theatre and Life Drawing Class at Coffs Harbour Gallery.
- * Youth Week was held in April 2016 - Council provided \$2,700 with \$1,800 in matched funding from State Government. Grants were awarded to 4 organisations to deliver youth activities including live music event at Boambee East Community Centre, a contribution to Groundworks Youth Service (Mid Coast Communities) for Yellow Door Festival event, Screenwave Youth Week Film event and Harry Bailey Memorial Library for a coding workshop.

B03.13: Community Services: Outline of details of programs for Community Capacity Building ●

The Community Planning and Performance Section has funding agreements with the NSW Department of Family and Community Services and also the Department of Ageing, Disability and Homecare. This funding is provided as salary subsidy with identified KPIs in relation to working with disadvantaged target groups and undertaking core community engagement and planning tasks aimed at building capacity in these areas. During this period these funding agreements were met in relation to service delivery for these programs.

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| Progress Comments <i>Continued from previous page</i> | Status |
|--|---|
| <p>B03.08: Community Services: Details of programs which target Aboriginal communities.</p> <p>Council was heavily involved as a key partner with the local organising committee (Coffs Harbour Social Events) in planning for the 2016 NAIDOC Week celebrations in July 2016. The committee contains Aboriginal stakeholders from a range of Government and non-government organisations including:</p> <ul style="list-style-type: none"> -Department of NSW Aboriginal Affairs -Mid North Coast Primary Health Network - Close the Gap Initiative (CTG) -NSW Government - Family & Community Services -Coffs Harbour Aboriginal Family Wellbeing Service <p>Planning for NAIDOC week events has focused on increasing participation at major events and ensuring the community events attract a wider audience. Council will be assisting financially and in-kind support through number of community venues and assets such as the Jetty Memorial Theatre for a talent night event.</p> <p>Council's key event will be the official opening with flag raising, and presentation of the NAIDOC Week awards by the General Manager and Mayor.</p> |  |
| <p>B03.09: Community Services: Details of programs which target Culturally and Linguistically Diverse (CALD) communities.</p> <p>Council's annual Multicultural Harmony Festival, was held on Sunday 20 March 2016 at the Botanic Gardens and was a great success. This year's festival was joined by a health expo in partnership with Mid Coast Area Health on 22 March at the Coffs Ex Services Club. Monthly meetings with members of Council's voluntary Multicultural Reference Group to plan these and other CALD initiatives continues.</p> <p>Refugee week held from the 19th to the 25th June was also a great success. The Storytime at individual libraries and Celebrating our Stories event held on Wed 22nd June was well received.</p> <p>Anglicare liaise with Council's Lifeguards in the provision of a beach safety awareness day which involves new Non-English speaking people in the region attending Park Beach and receiving information and hand-outs on how to stay safe at our beaches.</p> |  |



- LC LOOKING AFTER OUR COMMUNITY
- LC1 Coffs Harbour is a strong, safe and adaptable community
- LC1.5 Support the vulnerable and disadvantaged
- LC1.6 Promote opportunities for all to fulfil their potential



Progress Comments

Status

B03.07: Community Services: Details of activities, projects or partnership initiatives undertaken to support the needs of the vulnerable and disadvantaged



Initiatives for this period included Council collaborating with partner organisations to deliver events, activities and planning such as:

- Harmony Day and Festival
- Seniors Week
- Youth Week
- NAIDOC Week planning
- Place based planning with FACS
- Refugee Week
- Mission Australia and Partners in Recovery on developing information and maps on housing services and resources for people with mental illness and at risk of homelessness.

B03.10: Community Services: Details of grant activity undertaken. Outcomes with grant funding secured.



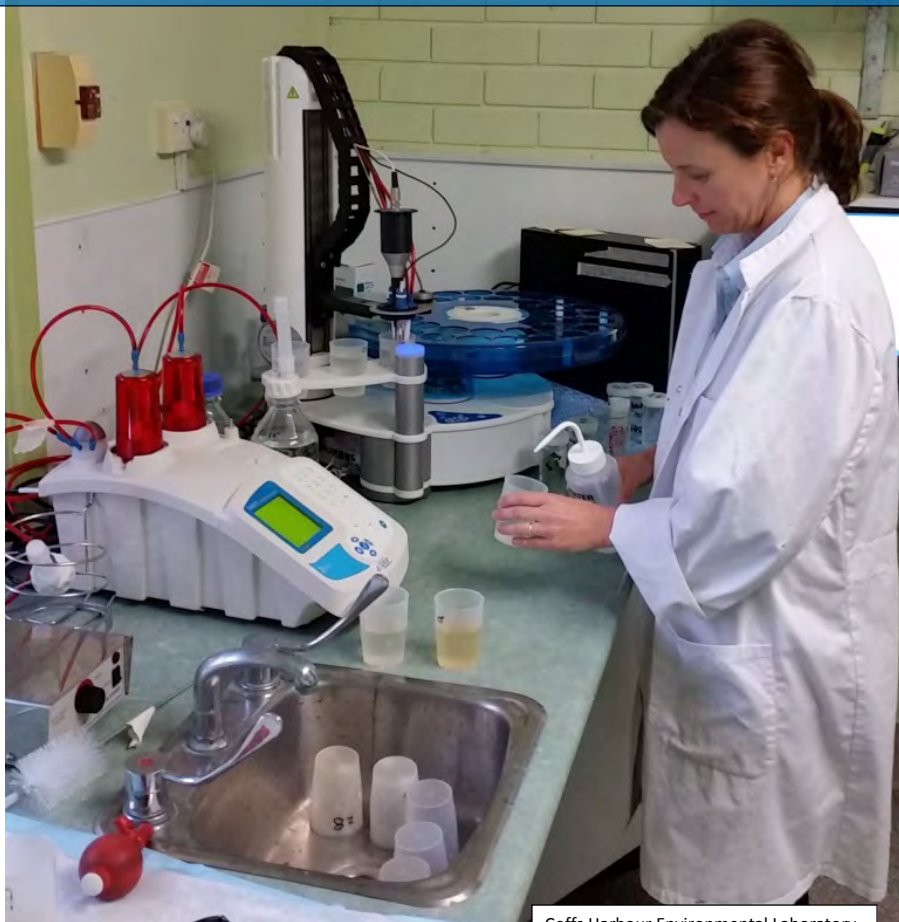
Grants received:

- \$5,000 for FACS for Seniors Week 2016.
- \$1,800 from FACS for Youth Week 2016.

Council also applied to the Youth Opportunities Program 2016/17 for funds of \$50,000 to deliver a Youth Voice Capacity Building Program which aims to empower local young people to become involved in planning for the provision of services and facilities in Coffs Harbour.



- LC LOOKING AFTER OUR COMMUNITY
- LC2 We lead healthy lives
- LC2.1 Promote healthy living
- LC2.2 Seek to provide a full range of quality health care services for all



Coffs Harbour Environmental Laboratory

| KPI Performance | Achieved | Status |
|---|----------|--------------------------------------|
| M20.04: Sewer: % of tests complying with EPA licences (Target: 100%) Compliance of Council's required EPA testing with regards to the concentration limits of pollutants through the sewage network. This period 99.2% (Last period: 97.7%) | 99.2% | ● |
| M25.06: Water: Percentage of tests complying with Drinking Water Quality guidelines (Target 100%) This period: 252 samples tested. 100% compliance (Last period: 100%) | 100% | ● |



LC LOOKING AFTER OUR COMMUNITY
 LC3 We have strong civic leadership and governance
 LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour



Sawtell Beach Holiday Park amenities upgrade

| KPI Performance | Achieved | Status |
|--|----------|--------|
| <p>M05.01: Customer Service: Average response times to Customer Requests in Electronic Content Management system</p> <p>Over the next six months Council will complete its implementation of the new Request Management application across the organisation. This application is currently being prototyped within the Customer Services and Rangers area. The new application will improve functionality and reporting capabilities.</p> <p>Reporting from the new Request Management system (for the last 6 months) shows the following types of customer request and the average working days for completion:</p> <p>Requests for information (e.g. building plans, drainage diagrams) = 2 days Reports of abandoned vehicles = 7.8 days Animal related requests = 3.5 days Reports of overgrown land = 7.2 days Reports of illegal waste dumping = 6.2 days</p> | NA | |
| <p>M05.02: Customer Service: % of payment transactions through an online channel (to total payment transactions) (Target: 90%)</p> <p>This percentage has remained stable at 80% compared to the previous 6-month reporting cycle. Future process improvement and further system development will increase the opportunity for customers to pay a broader range of applications and invoices via online payment channels. This includes the delivery of accounts in electronic form.</p> | 80% | |
| <p>M05.03: Customer Service: Cost per Customer Centre transaction (total staff salaries divided by customer activity volumes) (Target: \$4.74) (Last period: \$4.85)</p> <p>This has increased slightly from the baseline cost established over the past six months. This is due to an increase in salary costs associated with additional work in regards to project work associated with both the Request Management and Records Management systems.</p> | \$4.95 | |
| <p>M05.09: Customer Service: % of service requests and forms lodged through an online channel (to total) (Target: 50%)</p> <p>The provision of online form lodgement and service requests is a feature of a multiple IT systems upgrade that is underway. Progress on this project over the next 6 months will begin to yield data for this measure.</p> | NA | |

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| KPI Performance Continued from previous page | Achieved | Status | KPI Performance Continued from previous column | Achieved | Status |
|---|----------|--------|--|----------|--------|
| <p>M05.10: Customer Service: Average time in queue before call answered is less than 45 seconds Council has commenced the implementation of a new Customer Enquiry (Resolution) Operating Model which has a focus on resolving customer requests and enquiries at the initial point of customer contact. Part of this implementation has seen additional staff resources allocated to answering the phone. Customers no longer wait in a queue for an operator but instead choose an appropriate menu option for their enquiry type and either talk directly to an appropriate Council officer or leave a message for an appropriate officer to return their call in a timely manner.</p> | - | | <p>M33.13: Finance: Outstanding Rates and Charges ratio (Annual only) (Target<6.5%)</p> | 5.60% | |
| <p>M06.04: Development Assessment: % DAs processed within 40 days (Target: 100%) There were 501 DA's processed for the period - of these 382 or 76% were processed within 40 days. (Last period: 512/416). The volume of applications is historically high which reflects the strong economic conditions at the state level.</p> | 76% | | <p>M34.01: Governance: Number of code of conduct complaints received in period (Last period: 4)</p> | 3 | NA |
| <p>M06.06: Development Assessment: % of 149 Certificate applications processed and issued within 5 days of receipt by Council (Target 95%) 1,255 149 certificates processed for the period. Of these 1192 or 95% were processed within 5 days (Last period: 1,310/1,245/95%)</p> | 95% | | <p>M34.02: Governance: Number of code of conduct complaints finalised in period (Last period: 4) No matters due for finalisation in reporting period.</p> | - | NA |
| <p>M06.07: Development Assessment: % building certificates (formerly s172) processed within 21 days (Target: 100%) 69 Building certificates processed within the period, of these 61 or 88% were processed within 21 days. (Last period: 71/64/90%) The volume of applications is historically high which reflects the strong economic conditions at the state level.</p> | 88% | | <p>M34.03: Governance: Number of policies adopted (Last period: 3) Multicultural Policy Deferred Developer Contributions Policy The Compliance and Enforcement Policy was on public exhibition during this time.</p> | 2 | |
| <p>M23.10: Tourism: Visitor Information Centre visitor numbers. The recently adopted Tourism Strategy identified the importance of developing a distributed model for visitor information servicing. The implementation of this initiative has commenced and is proceeding to plan.</p> | - | | <p>M34.09: Governance: Number of Public Liability Claims accepted in period (Last period: 1)</p> <p>Claims accepted: 5 Claims declined: 7 Potential claims: 26 Claims under investigation: 0 Total: 38</p> | 5 | NA |
| <p>M26.01: Airport: % increase in passenger traffic (Target: 5%) This period: 377,305. Last period: 353,778</p> | 6.7% | | <p>M34.10: Governance: Number of professional indemnity claims accepted in period (Last period: NIL)</p> <p>Claims accepted: 0 Claims declined: 0 Potential claims: 1 Claims under investigation: 0 Total: 1</p> | NIL | NA |
| <p>M26.04: Airport: Profitability achieved in accordance with Forward Financial Plan (Target: 100%) (Last period: 100%) Aeronautical revenue was down due to lower than expected growth in the first half of the year and rebates to new operators.</p> | 88.5% | | <p>M34.11: Governance: Number of motor vehicle claims accepted in period (Last period:14)</p> <p>Claims accepted: 21 Claims declined: 1 Potential claims: 3 Claims under investigation: 0 Below excess (no claim): 1 Total: 26</p> | 21 | NA |
| <p>M30.02: Design: % compliance in delivery of engineering plans to service works program (Last period: 100%)</p> | 96% | | <p>M34.12: Governance: Number of property claims accepted in period (Last period: 5)</p> <p>Claims accepted: 7 Claims declined: 0 Potential claims: 1 Claims under investigation: 0 Incident (No action required) 2 Total: 10</p> | 7 | NA |
| <p>M32.01: Environmental Laboratory: Slight fluctuations in profit margin, ranging between 15-27% over the past 6 month</p> | 21% | | <p>M35.02: Holiday Parks: Percentage Increase in Holiday Parks Revenue relative to previous financial year (Target: 6%) (Last period: 9.2%)</p> | 7.3% | |
| <p>M33.01: Finance: 100% Compliance with legislative requirements in relation to key dates (Target: 100%) (Last period: 100%)</p> | 100% | | | | |
| <p>M33.09: Finance: Creditor accounts paid within business terms (Target: 90%) (Last period: 90%)</p> | 95% | | | | |















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| KPI Performance Continued from previous page | Achieved | Status | KPI Performance Continued from previous column | Achieved | Status |
|--|----------|--------|---|----------|--------|
| <p>M35.03: Holiday Parks: Percentage increase on room nights sold across all products (Target: 1.5%) Room nights sold across all products for the financial year reduced by 0.2% from 168,461 to 168,120 room nights. This has had no impact upon revenue growth with yield management strategies and growth in premium products returning a 7.3% increase in revenue. (Last period: -4.2%)</p> | -0.2% | | <p>M41.01: Telemetry and Optic Fibre: Revenue generated against budget Turnover 2015-2016 exceeded expectations. At this stage all the financials are not completed but preliminary figures will go close to budgeted revenue</p> | NA | |
| <p>M35.06: Holiday Parks: Trading Profit percentage achieved across holiday park operations (Target: 29%)</p> | 43.9% | | <p>M41.02: Telemetry and Optic Fibre: Value of productivity savings generated</p> | >\$2M | |
| <p>M37.01: Media: % Change in online newsletter subscribers Following a technical issue with E-news subscribers identified and rectified during the previous reporting period we are seeing a steady climb in subscriber numbers to our E-news which should continue into the future. We currently have 7,025 subscribers to our Coffs Harbour City Council subscriber list. Previous period was 9,877 however we deleted some lists that were no longer appropriate and asked subscribers to resubscribe to the services they wanted to receive information about.</p> | - | | <p>Progress Comments Status</p> | | |
| <p>M37.02: Media: % Change in social media subscribers At the end of December 2015 the number of Twitter subscribers was 726. At the end of this period, that figure had risen to 878.</p> | 20.9% | | <p>B05.01: Customer Service: Customer satisfaction (data from exit survey - counter and online transactions) Further work is required in this area. This action will be addressed through the development and implementation of Council's Customer Service Excellence Framework over the next 2 months.</p> | | |
| <p>M37.05: Media: % Change in Website visitation Unique views to the website for the period 1 Jan 2016 - 30 June 2016 were 132,269 up from 121,437 in the previous period. (8.9%) Total page views also climbed to 376,959 (1 Jan 2016 - 30 June 2016) from 351,930 in the previous period. 51 per cent of visitors to the site were new visitors and the average session time for all visitors was 2:21min/session.</p> | 8.9% | | <p>B18.02: Property: Subject to adoption of Commercial Asset Management Strategy, commence implementation Draft Commercial Property Strategy in progress, however delayed. Cultural facilities location decision will also assist. Sale of 36 Gordon Street block at contract stage.</p> | | |
| <p>M39.09: Procurement: % of suppliers in Preferred Supplier Arrangements to total suppliers (Target: 75%) The percentage of suppliers in preferred supplier arrangements to total suppliers is approximately 25% (up from 12% in previous reporting periods). The procurement team is currently developing a new Council wide Contract Management Framework and is expecting to be able to assist the organisation in identifying and developing priority contracts in the coming financial year. The works being undertaken in this space are expected to further improve this percentage as will a further data cleanse of active creditors, all in an attempt to continue to work towards the 75% target.</p> | 25% | | <p>B26.01: Airport: Report on development of opportunities for non-RPT revenue-generation at the airport. Car parks revenue is up by 4.5%. Lease rentals are being reassessed to market. Land development project is progressing.</p> | | |
| <p>M39.10: Procurement: % of suppliers responsible for 80% of spend (Target: 20%) In this reporting period approximately 12% of suppliers are responsible for 80% of Councils spend. Continued emphasis on supplier rationalisation and improved procurement practices are expected to continue to see improvements in procurement targets over the coming financial year.</p> | 12% | | <p>B29.02: Corporate Planning: Ensure compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents During the period, compliance was achieved on all timeframes. The 6-monthly Progress Report on the implementation of Council's 2015-2019 Delivery Program (for the period 1 July to 31 December 2015) was adopted on 25 February 2016, and the 2016-2020 Delivery Program was adopted on 23 June 2016. The public exhibition of the Delivery Program generated 58 community submissions.</p> | | |
| <p>M40.02: Strategic Asset Planning: Handover a complete and accurate 2013/14 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31/7/14.</p> | 100% | | <p>B29.04: Corporate Planning: Manage the Community Indicators for the 2030 Community Strategic Plan. The Community Indicators were established to support the preparation of Council's 2030 Community Strategic Plan End of Term Report, as required by legislation at the conclusion of each term of the elected Council. The next End of Term Report is due to be tabled in August 2016. During the period, Council's two-yearly Customer Satisfaction and Community Well-being surveys were staged - both surveys act as data sources for the 2030 Indicators. The ongoing review of the 2030 Indicators has identified a number of instances where the nominated data is not available to illustrate trends across the 2012-2016 period or is not specific to the Coffs Harbour local government area.</p> | | |
| <p>M40.03: Strategic Asset Planning: Handover a complete and accurate 2014/15 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31 May 2015.</p> | 100% | | <p>B29.05: Corporate Planning: Co-ordinate the continuous improvement of Council's IPR framework in response to the organisation's needs. Considerable progress was made on the development of a new Business Plan structure across the organisation. The first iteration of the new Business Plans - prepared during February and March - informed the development of the 2016-2020 Delivery Program and 2016/17 Operational Plan. The new Business Plans provide clear structural connections to the Coffs Harbour 2030 Community Strategic Plan and Council's Resourcing Strategy, and identify deliverables to measure performance.</p> | | |
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| Progress Comments <i>Continued from previous page</i> | Status | Progress Comments <i>Continued from previous column</i> | Status |
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| <p>B32.01: Environmental Laboratory: Report on productivity increases achieved due to client numbers and equipment updates Increased number of tests (approximately one thousand) resulting in increase in profit margin.</p> |  | <p>B35.03: Holiday Parks: Implement strategies as per the adopted Plans of Management for Park Beach Reserve, Sawtell Reserve, Woolgoolga Reserve (North) and Woolgoolga Reserve (South) The Plan of Management for Park Beach Reserve and Sawtell Reserve have continued to be implemented with significant public open space improvements to the Park Beach Reserve. Planting and public furniture have been installed and grant funding has been sourced to implement improvements to the lighting and security of the Reserve. Ongoing management and maintenance have been undertaken as per the Plans of Management, with Holiday Park revenue being used to complement Council contributions to the wider reserve system.</p> |  |
| <p>B32.04: Environmental Laboratory: Report on outcome of annual customer survey Survey sent out annually with 2015 resulting in average response from clients although all surveys received had very positive comments. Due to be sent out again in November.</p> |  | <p>There has only been minor works undertaken at Woolgoolga Beach whilst the Reserve Plan of Management is being finalised. There were several purchases of long term resident sites during the financial year, moving towards the natural attrition strategy that will eventually see the cessation of permanent residency within the park. Ongoing negotiations and actions have been undertaken that will see the Woolgoolga Marine Rescue relocate to Arrawarra Headland, enabling the Woolgoolga SLSC to relocate to the vacated WMR site. Crown Lands approved the dissolution of the Woolgoolga Beach Reserve Trust and the subsequent inclusion of the Woolgoolga Beach Reserve into the Coffs Coast State Park. This action was a key strategy of the adopted Woolgoolga Beach (North) Plan of Management.</p> |  |
| <p>B32.05: Environmental Laboratory: Report on progress of preparation and finalisation of NATA audits All QC on track, previous external audit findings all addressed with preparation now underway for 2017 NATA audit.</p> |  | <p>Design works have commenced on the Solitary Islands Coastal Walk and grant funding has been secured. Works are scheduled to commence in the first half of the next financial year.</p> |  |
| <p>B33.09: Finance: Manage processes related to the annual Developer Contributions Program Continued reviews of plans with all plans generally on track and no major issues to note.</p> |  | <p>Application has been made by the Trust for National Stronger Regions Funding for community facility works within the Woolgoolga Beach Reserve</p> |  |
| <p>B33.10: Finance: Manage the grants system processing Note 3 is due to be completed by 12 August 2016, it is currently on track to be completed on time. Council was fortunate this year to receive two large matching funding grants on top of regular funding; one \$5M Infrastructure NSW grant for Airport Apron and Terminal Upgrade and the other \$4.6M grant for Jetty Foreshore Hub and Kiosk stages; these funds will be received in 2016/17 as works progress. Council also received \$1.7M additional Roads to Recovery funding this year which was fully spent. Approximately \$22M was expended on grant projects this year with grants funding \$16M.</p> |  | <p>B38.01: Plant and Fleet Management: Annual comparison of internal vs external plant hire costs. Projected savings for the coming year. Actual savings for the year completed. Estimated savings in 2015/16 are expected to be \$2,152,240.14. End of financial year processes are currently being undertaken and this will determine the actual amount of plant savings.</p> |  |
| <p>B34.05: Governance: Audit Reports – Completed according to Corporate Audit schedule. During the period audits were conducted on the Grants Management System and the Gallery / Museum in accordance with the Strategic Audit plan.</p> |  | <p>B40.04: Strategic Asset Planning: Asset condition assessments carried out in accordance with programs Assessments of all classes of assets condition and risk continue in accordance with requirements. Inspections and feedback from asset operators and the public utilised to prioritise works.</p> |  |
| <p>B35.01: Holiday Parks: Implement strategies as per the Sustainable Improvement Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Lakeside Caravan Park The SISM strategies for all parks have been implemented according to the plans. There were minimal on-ground works at Woolgoolga Beach Holiday Park but good progress was made on the development of the Draft Plan of Management with considerable consultation and review being undertaken. Strategic removal of vacated long term resident sites was also undertaken. Lakeside focussed upon consolidation after several years of major capital investment with a primary goal of improving ongoing maintenance and further improving customer service outcomes including a restructure of operational staff and processes. Sawtell Holiday Park had major capital improvements undertaken with a full redevelopment of an underutilised camping area that included site terracing, new water, sewer and power and improved communal facilities. The park's bottom amenities block underwent a major refurbishment which will be further enhanced through the installation of a new guest lounge in the new financial year. Detail designs were completed for this project within the reporting period. Negotiations continued with the Sawtell Croquet Club which will see the Club expand its footprint to cater for the ever growing popularity of the sport at a local level. Significant villa refurbishments were also undertaken at Sawtell and Park Beach as part of the SISM's ongoing capital upgrade program. Park Beach also underwent substantial capital improvements with a major electrical reticulation upgrade. The park had reached its limit for electrical load and future developments proposed required the electrical infrastructure to be upgraded. The existing camp kitchen was also extended as per the SISM to cater for the continued use of the facility. Detailed design has been completed from the civil works attached to the park's eastern precinct upgrades and excess cabin stock has been disposed of to facilitate the construction phase.</p> |  | <p>P06.01: Development Assessment: Implement an electronic system to optimise available information for DAs, progress a system to enable the lodgement and processing of applications under the E housing project. The E Housing (known as the EHC) component of the project is complete. This allows customers to lodge CDCs online using a state government developed and run portal. Council has also recently commenced an upgrade of its existing ePlanning software, which will allow for the online lodgement of DAs and other applications such as CCs, CDCs etc. This will expand on a trial that Council has previously undertaken in relation to the online lodgement of DAs.</p> <p>P06.04: Development Assessment: Introduction of electronic files for specified applications (i.e DAs , Modifications CCs and CDC's) An electronic files (or working files) system has been implemented for development and modification applications. This working file system ensures that all processes are electronic and recorded in Council's corporate systems. This system also means that Council is no longer required to scan historical files, which results in time-savings and efficiencies for the organisation. It is intended to implement the same system for other applications such as CCs and CDCs.</p> |  |

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| <p>P06.05: Development Assessment: Review of existing 149 processes and conversion to fully electronic lodgement, tracking and processing</p> <p>The automation of the s149 certificate process has been identified as an opportunity for improvement in the T2S program. Work has commenced on defining the issues and will be addressed this financial year. It is intended to automate the 149 Planning Certificate process, which at present is a semi-automated process. This would allow an applicant to apply for and receive a Certificate online and for the preparation of the certificates to be fully automated. It is anticipated that this would result in time-savings and efficiencies for the organisation and convenience for customers.</p> |  | <p>P34.02: Governance: Report on the progress of the Transformation to Sustainability (T2S) program.</p> <p>This period has seen the completion of two significant milestones for the T2S program:</p> <ol style="list-style-type: none"> 1. The completion of the structural change which was based on the new business models developed for each area of the organisation during 2015. 2. Exceeding the program's financial target of \$3.2M in annualised savings – 12 months ahead of schedule. The savings to date are approximately \$3.5M with some further savings anticipated over the final year of the program through improved procurement processes. <p>The final year of the program is focused on embedding the new business models and structures, further process enhancement and transitioning the organisation to a culture of ongoing business improvement.</p> |  |
| <p>P09.04: Environmental Management: Report on progress in Preparation of the State of the Environment report - Data collection and collation 2013/14/15. Data collection and report preparation 2016 for adoption in November 2016. (Working with the Regional SOER Model developed during 2011/12/)</p> <p>The State of the Environment full regional report is due in November 2016. Annual data continues to be collated and submitted to the regional group for consideration. An interim summary report for the period to 2015 is being produced so that Councils can incorporate this report into their End of Term Reporting requirements.</p> |  | <p>P35.12: Holiday Parks: Refurbishments to WBR Public Amenities</p> <p>Project has progressed with application to the National Stronger Regions Fund (NSRF) for the replacement of the existing amenities. Minor works have been undertaken to existing facility to ensure safety and security requirements are met. Final location of new amenities will be determined by Draft Plan of Management scheduled to be considered by the Trust at the end of July 2016.</p> |  |
| <p>P14.08: Local Planning: Continued preparation of planning proposals to amend LEP 2013 to review anomalies and make minor zone or clause changes in the LEP</p> <p>First review of LEP 2013 completed in January 2016 (made by the Minister for Planning on 8 January 2016). Second review expected to be completed by 30 June 2017.</p> |  | <p>P36.01: Organisational Development: Review and revise the Workforce Plan</p> <p>In progress</p> |  |
| <p>P24.04: Waste Services: Finalise tenders for CCWS collection contract</p> <p>The three partner Councils which form 'Coffs Coast Waste Services' - Bellingen Shire, Nambucca Shire and Coffs Harbour City - continue to work together to refine the final contract documentation in order to seek competitive tenders for the next collection contract. One issue of relevance is the details of the NSW Government's announced 'Container Deposit Scheme' (CDS) - due to the interface of the CDS on recyclable containers collected in the 'yellow lidded' recycling bins. The tender process will be undertaken during the 2016/17 financial year.</p> |  | <p>P39.02: Procurement: Finalise suite of documentation for all procurement activities</p> <p>Procurement Revitalisation Project Plan is in place and on track to deliver the savings predicted within the T2S Program Plan.</p> |  |
| <p>P28.20: Business Systems: Review 2014-2017 CIS Strategy</p> <p>The T2S review of Business Systems recommended this be a Council wide technology strategy. Planning has commenced within Business Systems and engagement with other Group Leaders will be undertaken during July and August.</p> |  | | |
| <p>P28.24: Business Systems: Introduce mobile computing to field staff</p> <p>110 tablets rolled out to field crews during June. This involved several training sessions on the device, Windows10, User credentials, IT governance and timesheets and work orders. The training was well received as evidenced by the high retention of information by the staff and the successful implementation of electronic timesheets.</p> |  | | |
| <p>P28.25: Business Systems: Introduce e-Services functionality to improve process efficiency.</p> <p>Platform is in place for Request Management. Budget for further e-service modules has been approved in 2016/17 financial year.</p> |  | | |
| <p>P29.01: Corporate Planning: Co-ordinate Council's End of Term Report on the Coffs Harbour 2030 Plan</p> <p>End of Term (EOT) Report data is being collated and verified in parallel with the Community Strategic Plan (CSP) review project. In addition, Coffs Harbour 2030 CSP community indicator data is being compiled through the completion of Council's Customer Satisfaction (May) and Community Wellbeing (June) surveys as data from these will contribute to the EOT report.</p> |  | | |

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LC LOOKING AFTER OUR COMMUNITY
LC3 We have strong civic leadership and governance
LC3.2 Engage the community and other levels of government in securing outcomes



Oz Grom Surf Festival

KPI Performance **Achieved Status**

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| M10.01: Event Management: # of applications approved by the Event Seed Funding Group during period <i>Events that attracted event seed funding are Screenwave film festival, Adventurethon, Centenary of Rail, OzGrom, and Fuelarama.</i> | 5 | ● |
| M10.02: Event Management: Total amount of seed funding awarded during the period | \$36,824 | NA |

Progress Comments **Status**

B03.05: Community Services: Nature of networks attended or facilitated by the Community Development Team ●

Attendance at or facilitation of community networks is an important activity for Council to share information, develop partnership projects, facilitate co-ordinated service delivery, identify and respond to community needs, and engage with the sector and broader community. Networks facilitated by Council include Council's community advisory and facility management committees and the Coffs Harbour Inter-agency Network meetings.







B03.06: Community Services: Details of participation in any relevant partnership or sector initiatives. ●

The Community and Cultural Services Group has worked in partnership wherever possible to deliver programs, secure outcomes, advocate for needs and improve service sector coordination and efficiency. Some initiatives include:

- Planning for coordination and delivery of a diverse range of activities to celebrate NAIDOC Week 2016, undertaken in partnership with CHASE (Coffs Harbour Aboriginal Social Events Committee).
- A successful Refugee Week event in June was undertaken and delivered through the Library, Museum and Gallery team with advice and facilitation through the Council Multicultural Reference Group and ABC Open.
- Work undertaken in partnership with Mission Australia and Partners in Recovery on developing information and maps on housing services and resources for people with mental illness and at risk of homelessness.
- Council is a sponsor and member of the working party coordinating and delivering the 2016 Living Well Expo.
- In partnership with a working group made up of sector and community representatives, the Graffiti Management Policy and Strategy was approved.
- The delivery of 2016 Harmony Festival including partnership involving Council's Multicultural Reference Group and members of the Harmony and Health Expo Organising Committee.
- Partnerships with Boambee East Community Centre, Woolgoolga Neighbourhood Centre, Screenwave, Groundworks Youth Service for various Youth Week and Seniors Week events and activities.

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| <p>B21.02: Sport: Report on Number of grants applied for, value and success rate</p> <p>Co-contributions from Cricket NSW have been confirmed for the development of a new amenities block at Fitzroy Oval (\$75,000) and a new turf wicket at Bruce Barnier Field - Coffs Coast Sport and Leisure Park East (\$30,000). A grant application for \$485,834 from the National Stronger Regions Fund was successful and will assist in the development of a bus and taxi terminus, hard stand area and footpaths at Coffs Coast Sport and Leisure Park.</p> |  |
| <p>B23.02: Tourism: Report on development and implementation of promotional campaigns (including industry contributions and potential reach/audience)</p> <p>Council has launched a range of advertising and promotional programs in the last year. These have included the use of digital advertising and other targeted measures. The results have been measured in terms of positive impacts on the Coffs Coast destination website, and enquiries through to operators. The recently adopted Tourism Strategy has meant that these campaigns will have a greater nature-based focus in future.</p> |  |
| <p>B24.05: Waste Services: Report on Waste Management as a sustainable business operation</p> <p>Coffs Coast Waste Strategy has been adopted by Council and recommendations are being planned for implementation. Strategy will drive future business sustainability. Waste diversion rates away from Landfill continue to show Council as an industry leader.</p> |  |
| <p>B29.06: Corporate Planning: Coordinate customer surveys as determined by Council to assess their views on council performance of its objectives and relative priority for council works</p> <p>The 2016 Customer Satisfaction Survey was conducted by consultants in May 2016, and the 2016 Community Wellbeing Survey was conducted by Council in May/June 2016. Responses to both surveys were independently analysed in consultants' reports. The Survey data is to be reported to Council and included in 2030 End of Term Report (August 2016).</p> |  |
| <p>P14.04: Local Planning: Progress Deferred areas from SILEP. Secure funds and confirm brief via report to Council. Engage consultant to prepare environmental investigations and prepare planning proposal. Report details of studies commenced to Council. Progress to Planning and I</p> <p>Extension to Gateway Determination sought on 22 June 2016. This was necessitated due to an objection lodged by the Coffs Harbour Local Aboriginal Land (CHLALC) Council on 25 January 2016. The Department of Planning and Environment subsequently advised that they would not allow progression of the PP until the CHLALC had formally withdrawn their objection. A withdrawal of the objection has been requested but is not yet received. The reporting of this PP to Council for adoption is likely to occur in late October/November 2016.</p> |  |
| <p>P34.01: Governance: Co-ordinate the Local Government Election for CHCC. (2015/16 TO 2016/17)</p> <p>Returning office will be located at Norm Jordan Pavilion. Returning Officer has been appointed by the NSW Electoral Commission. Candidate briefing seminars have been arranged for prospective candidates. Nomination period commences 1 August - 10 August 2016</p> |  |



LC LOOKING AFTER OUR COMMUNITY
LC4 We have many opportunities to enjoy life together
LC4.1 Support local artistic and cultural expression



Mayor Denise Knight (left) and Jane Taverner from the Warrina Co-operative at the 2016 Arts and Cultural Small Grants presentation

KPI Performance **Achieved Status**

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| <p>M01.01: Arts and Culture: % increase in attendance at Bunker Cartoon Gallery compared to same period last year (Target: 5%) <i>The Bunker Gallery has operated under a licence arrangement from July 1 and is enjoying a high level of community involvement along with some excellent strategic planning for increased attendance. Bunker attendance for Jan-Jun 2016 is 3,432 (Last reporting period: 3,243. Same period in 2015: 2,642)</i></p> | 5.8% | ● |
| <p>M01.03: Arts and Culture: % increase in attendance at Regional Museum compared to same period last year (Target: 1%) Attendance: 2,403 (Same period last year: 1,732)</p> | 38.7% | ● |
| <p>M03.02: Community Services: % change in number of Arts and Cultural Small Grants Program (A&CSGP) submissions from previous year 2015/16 - 25 submissions received requesting a total of \$52,673 2016/17 - 14 submissions received requesting a total of \$53,020 This is a decrease of 44% in the number of submissions. It should be noted that the grant program guidelines changed in 2016/17 to increase the minimum amount of grant funding allocated to \$2,000 and implement a maximum of \$5,000 per grant.</p> | -44% | NA |
| <p>M03.03: Community Services: % change in value of A&CSGP allocations from previous year 2015/16 - \$34,800 distributed across 25 projects. 2016/17 - \$34,970 distributed across 10 projects The difference is an increase of 0.05%.</p> | 0.05 | NA |
| <p>M01.05: Arts and Culture: Achieving 45% capacity or more in attendance of Not For Profit bookings during period. Attendance this period: 4,056 Attendance previous period: 9,612</p> | 46% | ● |



- LC LOOKING AFTER OUR COMMUNITY
- LC4 We have many opportunities to enjoy life together
- LC4.2 Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 Support activities and events that help us celebrate our diversity
- LC4.4 Develop inclusive community, sporting and recreational events and activities



KPI Performance **Achieved Status**

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| <p>M01.02: Arts and Culture: % increase in attendance at Regional Art Gallery compared to same period last year</p> <p><i>Attendance Jan-June 2016: 5,254 which is down 2,830 from the figure for the same period in 2015. (The Archibald exhibition in 2015 attracted huge numbers. This demonstrates the value of high profile exhibitions which also charge an entrance fee.) The Jan - March exhibition was longer than the usual exhibition period which may have accounted for a lower overall visitation rate. The exhibition program Jan - June 2016 included Saltwater Freshwater, Lisa Magri, Warwick Gilbert, Paintings donated by the Friends of the Gallery and Emily Ferretti 2014 EMSLA winner, Ted Hillyer, Chris Hundt and John Bokor. The Gallery continued to be a venue for artist talks, school holiday programs, Friends of the Gallery events and community events including Refugee Week and 725 Squadron.</i></p> | <p>-35%</p> | |
| <p>M01.06: Arts and Culture: Achieving 60% capacity or more in attendance for seasonal shows presented by the theatre.</p> <p>Attendance this period: 1,281. Attendance last period: 2,967</p> | <p>63%</p> | |
| <p>M21.01: Sport: Sport facility - % usage against capacity</p> | <p>100%</p> | |

Progress Comments **Status**

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| <p>B03.14: Community Services: Outline of activities funded and/or completed from the Cultural Plan</p> <p>The Cultural Plan 2013-2016 implementation continued to concentrate on strategies that can be achieved with available budget, and in partnership with other organisations/individuals with complementary goals, and which have a likelihood of continuation of community benefit after Council involvement has ceased. The 'What's On' newsletter continues to increase in popularity and feedback is positive with members feeling more connected and aware of cultural events and activities that are available. Indeed, over half of respondents (54%) regularly attended arts and cultural activities (up from 37% in 2014) in the recent 2016 Community Wellbeing Survey. The selection criteria for the annual Arts and Cultural Grants program has been realigned with the goals of the Cultural Plan and increasing the minimum amount to grantees of \$2,000. The 2016/17 Program saw Council distribute \$34,970 of funding to 11 community projects. In November 2015, Council resolved to commence preparation of a new Cultural Strategic Plan 2017-2022 and undertake an assessment of the functions, role and potential costs and impacts of a Performing Arts Centre. Community consultation commenced in June 2016 with meetings with key stakeholders, an online survey for the wider community, and public meeting at the Jetty Theatre. The outcomes of the consultation will inform a new Cultural Plan 2017-2022 which will be taken to Council for consideration later in 2016.</p> | |
| <p>B15.01: Library: Participation in artistic and cultural events compared to targets</p> <p>During the six month period the library delivered 77 Storytime sessions for children, attended by 2,540 people (of which 1,448 were children). The library also delivered 39 other programs/events activities attended by 1,298 people. Activities included: the popular Refugee Week event – Inspiring Refugee Stories; HSC Physics talk; our annual Knitters Morning Tea; author visits from Jenn McLeod, Graham Potts, Kim Hodges, Joan Quick, and Annie Seaton; several class visits, and a coding club workshop for children.</p> | |



2030 THEME: LE LOOKING AFTER OUR ENVIRONMENT Significant Achievements

In March, Council called for applications from local organisations and individuals interested in securing **Environmental Levy** funding for projects aimed at improving our local environment. Major projects supported in 2015/16 by the Environmental Levy included Environmental Weeds management, Bush Regeneration, Ocean View Headland Access and Rehabilitation, and the Orara River Rehabilitation Project.

A draft **Strategic Plan for the North Coast Regional Botanic Gardens** was released for public comment in March. The Gardens site is a reserve within the Coffs Coast State Park - Council is Corporate Trust Manager of the State Park Trust. A key recommendation of the draft plan is the establishment of a North Coast Regional Botanic Garden Advisory Committee to provide strategic support to the Trust in coming years.

Visitors to the **Botanic Garden** enjoyed a rare spectacle in May when giant lily pads took over the pond in the Queensland section. Planted six years ago, the South American 'Victoria Amazonica' water lilies grew to record proportions this year, the pads stretching up to 1.8 metres in diameter.

Council achieved a milestone with its school-age water conservation program. The recognition of Woolgoolga Public School as a **WaterWise School** means that every primary school in the Coffs Harbour local government area has now completed the program. The WaterWise Schools initiative increases student knowledge relating to the source and storage of local water, and the importance of water in the environment.

The need to care for a piece of Coffs Harbour's wartime history led to the February release of the draft **Bunker Headland Observation Post Conservation Management Strategy**. Thought to have been an army observation post, the structure is highly valued by the Coffs Harbour RSL sub-branch and Jetty Dunecare, who formed a working group in 2012 to progress its conservation and interpretation.

As a member of the MIDWASTE group, Council joined a regional initiative to curb the illegal dumping of waste. A new tool in the fight is **RIDonline**, a smart phone app that allows residents to immediately report any incidence of illegal dumping to the NSW Environment Protection Authority. The data will be used in the development of a strategic clean up and prevention campaign.

In April, Council adopted a strategy aimed at using 100% renewable energy in all Council facilities by 2030. The Coffs Harbour **Renewable Energy and Emissions Reduction Plan** offers the possibility - through long-term investment in energy efficiency and the use of renewable energy such as solar - for Council to significantly reduce both its emissions and energy costs.

As a sideline to the 20th annual **Coffs Harbour Waste Conference** in May, Council facilitated a local presentation of '**The Frugal Forest**', a deceptively real rainforest exhibition crafted entirely from everyday waste material. Created by not-for profit group Frugal Arts, the display is a unique educational and sensory experience that promotes new thinking about environmental protection and resource management.

As part of its **World Environment Day** activities in June, Council supported a local initiative to help bring sustainability into fashion. Local residents were invited to participate in the Harbourside Markets Fashion Exchange - dropping off good quality, clean, pre-loved clothing and receiving tokens to use for the 'purchase' of other items at the event.

Also in June, Council and MIDWASTE staged a '**Less is More!**' workshop program to help local residents learn how to declutter their home and dispose of excess stuff sustainably. The program is a NSW EPA Waste Less, Recycle More initiative funded from the waste levy

Council offered a helping hand to local residents affected by wild weather in the region in early June. Property owners left with garden waste generated by the storm were given the opportunity to drop it off at the **Coffs Coast Resource Recovery Park** at Englands Road free of charge over the Queen's Birthday long weekend.



LE LOOKING AFTER OUR ENVIRONMENT

LE1 We share our skills and knowledge to care for the environment

LE1.1 Identify and promote the region’s unique environmental values

LE1.2 Develop programs to actively engage communities on environmental issues and solutions

LE1.3 Promote connection to the environment through learning in the environment



Sydney Weekender takes a Coffs Ambassador Tour

KPI Performance **Achieved Status**

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| M17.19: Parks and Facilities: Number of participants actively supporting the "Friends of Parks" groups | 38 | ● |
| M17.20: Parks and Facilities: Number of volunteer hours (Last period: 4,953) | 10,696 | ● |
| M25.01: Water: Average water consumption per property (from 2014/15 report) (2013/14 Report: 169kL/property) | 167kL | ● |
| M09.20: Environmental Management: Number of participants involved in sustainability education and engagement activities (Last period: 390) <i>Participation in sustainability education workshops and events continues to achieve excellent levels of engagement. Nearly 1800 people attended or participated in a sustainability event/workshop run/supported by Sustainable Living Programs staff in the past 6 months to June 2016. This included the Coffs Ambassadors Tours (193); the Living Lightly Sustainability workshops (67); Green Schools Environmental Sustainability Program - including grants project (1515 students) and the Sustainable Schools Network (24). Ongoing evaluation shows consistently good feedback on both quality of the experience and learning outcomes.</i> | 1,799 | ● |
| M17.03: Parks and Facilities: Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (1,000 annually) (Last period: 768) | 1,909 | ● |

Progress Comments **Status**

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| B09.06: Environmental Management: Report on actions within the community sustainability education and engagement program in the Sustainability Plan Achievements between January-June 2016 include: Living Lightly Sustainability workshops program successfully ran 3 workshops with 67 participants; Coffs Volunteer Ambassadors Tours successfully ran 19 tours with 193 participants; Sustainable Schools Network has held 2 successful meetings for Primary and Secondary teachers, engaging with 24 teachers and parents representing 11 schools; Planning commenced on a scaled back (due to available resourcing) 2016 Our Living Coast Sustainability Festival with our Alliance partners from Nambucca and Bellingen Councils. Ongoing maintenance and use of Our Living Coast website, Facebook page and newsletter for information dissemination and strengthening sector and community collaboration. | ● |
| P14.09: Local Planning: Develop an appropriate system to link to produce 149 Zoning Certificates electronically. The automation of the s149 certificate process has been identified as an opportunity for improvement in the T2S program. Work has commenced on defining the issues and will be addressed in the 2016/17 financial year. | ● |



- LE LOOKING AFTER OUR ENVIRONMENT
- LE2 We reduce our greenhouse gas emissions and adapt for climate change
- LE2.1 Maintain biodiversity in a changing climate
- LE2.2 Reduce our carbon footprint



| KPI Performance | Achieved | Status |
|---|----------|--------|
| <p>M25.02: Water: Annual Greenhouse gas emissions - tonnes/1000 properties (from report to the Office of Water) 490 Tonnes CO₂ / 1000 Properties 2014/2015 (State Median 410) Coffs Harbour has a very hilly terrain and therefore a large number of sewerage pumping stations and treatment plants in comparison to other LG Authorities. (2013/14 Report: 360 tonnes CO₂/1000 properties – State Median 370) Note: Greenhouse gas reporting is still in its formative stages – the ongoing development of meaningful parameters means that data is not yet available to support accurate comparative analysis with previous reporting periods.</p> | 490 | NA |
| <p>M09.21: Environmental Management: Council greenhouse gas emissions (tonnes) Council emitted approximately 18,212.9 tonnes CO₂e in 2015/16 year. This is a decrease from 19,282.66 tonnes CO₂e in 2014/15 year. This data excludes emissions from the England Road landfill - if included Council's emissions for 2015/16 year were approximately 36,000 tonnes CO₂e (38,782 2014/15)</p> | 18,212 | NA |
| <p>M09.10: Environmental Management: Comparison % change in CO₂ emissions generated through Council operations measured against previous year (report annually) (Target: 5%) Emissions have decreased by approximately 5.5% from 2014/15 year to 2015/16 year. Emissions have reduced by approximately 8.6% based on the 2010 baseline. Emissions reductions need to increase significantly to meet the adopted target of 25% reduction by 2020 based on 2010 levels – the implementation of the Renewable Energy and Emissions Reduction Plan will aid this considerably.</p> | 5.5% | |
| Progress Comments | Status | |
| <p>P09.03: Environmental Management: Report on progress in developing updated Emissions Reduction Plan Stages 1 to 3 of the Coffs Harbour Renewable Energy and Emissions Reduction Plan (formerly Emissions Reduction Plan) are now complete, with the plan being adopted by Council on 14th April 2016. Council is now entering Stage 4 and 5 of the Renewable Energy and Emissions Reduction Plan; that is, implementation, monitoring and reporting.</p> | | |



LE LOOKING AFTER OUR ENVIRONMENT
LE3 Our natural environment and wildlife are conserved for future generations
LE3.1 Manage land use to conserve the region’s unique environmental and biodiversity values



| KPI Performance | Achieved | Status |
|--|----------|--------|
| M04.01: Compliance: # of illegal clearing of vegetation matters investigated (Last period 19) | 15 | NA |
| M04.02: Compliance: Number of Cautions issued <i>15 Complaints received for illegal clearing.</i> <i>5 Cautions were issued in this process</i> (Last period: 4) | 5 | NA |
| Progress Comments | Status | |
| P14.15: Local Planning: Undertake detailed review of Bush Fire Prone Land utilising the adopted Fine Scale Vegetation Mapping A review of the BFPL mapping has been undertaken to allow the updated BFPL mapping layer to be certified by the NSW Rural Fire Service, utilising the adopted Fine-Scale Vegetation Mapping for the Coffs Harbour Local Government Area and the reviewed "Guide for BFPL mapping (October 2014) NSW RFS". Mapping has been completed. An update report was provided to Council in October 2015 advising certification by NSW Rural Fire Services was imminent. There have been some minor changes with a third layer of mapping now required. Council officers continue to provide information to the Rural Fire Services as required. Once certified, the map layer will be implemented within 24 hours into Council's systems. RFS are reviewing the data to ensure it aligns with their guidelines. | ● | |
| P14.18: Local Planning: Terrestrial Biodiversity Assets layer reported to Council The Terrestrial Biodiversity Assets (TBA) layers have now been finalised with the exception of updates to the Koala Habitat maps which will not be funded from the Environmental Levy in 2016/17. These layers are now being reviewed for future work. | ● | |
| P14.19: Local Planning: Ecological Significance layer reported to Council The Department of Planning and Environment has now released guidelines regarding the development of Environmental zones. These guidelines and Council ecological significance layers are now being reviewed. | ● | |
| P14.11: Local Planning: Develop Cultural Significance Controls for LGA and implement into DCP This complex project will proceed through a MOU arrangement with the Office of Environment and Heritage. The MOU has been signed but the work is yet to commence. The work will include negotiations with the Local Aboriginal Land Council. Guidelines for inclusion in Councils Development Control Plan and staff training by OEH staff. | ● | |



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.2 Enhance protection of our catchments, waterways and marine areas

LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs



Beach erosion Woolgoolga

| Progress Comments | Status |
|---|--------|
| <p>P11.03: Flooding and Coastal Management: Develop better management tools for planning decisions</p> <p>The certification of the Coastal Zone Management Plan is being held in abeyance as per motion of council meeting 10 Dec 2015. Council resolved on 25 February 2016 to make a submission on the Coastal Reforms process of State Government relating to the following:-</p> <ul style="list-style-type: none"> • a draft Coastal Management Bill; • an “Explanation of Intended Effect” for a proposed new Coastal Management State Environmental Planning Policy; and • key elements of a draft coastal management manual. <p>Council resolved in March 2016 to not advance the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 until such time as the State Government Coastal Management Reforms are further advanced.</p> | |
| <p>P11.04: Flooding and Coastal Management: A health assessment of estuaries</p> <p>Department of Primary Industries through a Memorandum of Understanding (MOU) have undertaken all fish sampling for the fresh water component for this program. The Ecohealth Report and report cards have been received by Council.</p> | |
| <p>P11.05: Flooding and Coastal Management: Development of a management plan</p> <p>Council engaged BMT WBM consultants to prepare and develop a Coastal Zone Management Plan for Arrawarra Creek. Council and consultants have completed the first stage of community consultations with over 40 community members attending. The scoping report has been completed by the consultants and is being reviewed by staff.</p> | |
| <p>P11.09: Flooding and Coastal Management: Undertake Sand Management Study and continue working with Crown Lands</p> <p>Council continues to have the support of the stakeholders (Crown Lands, Marine Parks) however as we were unsuccessful with our grant application, it remains an outstanding priority project. Sand management works on Woolgoolga Beach are under review following recent storm erosion and a Council decision to investigate the development of a seawall.</p> | |
| <p>P11.12: Flooding and Coastal Management: Implement actions from coastal zone management plans</p> <p>Grants have been received from OEH for the implementation of coastal and estuary plans for the following projects:</p> <ul style="list-style-type: none"> - Coastal Zone Management Plan for Bonville and Pine Creeks - Geotech assessment for Woolgoolga, Sandy, Arrawarra and Emerald <p>Resources have been allocated to these projects and work will commence soon.</p> | |



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.4 Create environmental restoration programs through partnerships with the community

LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences



Storm damage Ocean View Headland

KPI Performance **Achieved Status**

| | | |
|--|------|--|
| M17.24: Parks and Facilities: % of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves (Target: 100%) (Last period: 62%) <i>31 customer requests received. 29 completed with 2 outstanding. Remaining two are programmed for repair</i> | 94% | |
| M17.26: Parks and Facilities: % of Work Orders relating to footpaths and boardwalks completed within the period (Target: 100%) (Last period: 62%) <i>336 defects relating to footpaths were received in the 6 month period. 205 were completed leaving 131 to be programmed for repair. The work on some of the larger areas requiring repairs will be completed in the upcoming months using SRV funding.</i> | 61% | |
| M17.27: Parks and Facilities: % of requests responded to within 7 days relating to works on beach accessways (Target: 100%) (Last period: 59%) | 100% | |
| M17.29: Parks and Facilities: % of Work Orders relating to beach accessways completed within the period (Target: 92%) (Last period: 77%) | 100% | |

Progress Comments **Status**

| | |
|---|--|
| B17.03: Parks and Facilities: Report on progress of bush regeneration program Bush regeneration activities have been completed as scheduled. Works have been conducted over 18 reserve parcels with 330 native plants being planted | |
| B33.01: Finance: Manage the development and review of the annual Environmental Levy Program Coordination of EL Program this year met all required time frames. Principal functions for Council's Environmental Levy Program include: monthly maintenance / updating of spreadsheets detailing funding and expenditure; preparing quarterly Management Reports and Council Business Papers; coordinating Working Group meetings and submissions as part of the EL Program. Extra meetings were held to change to a standardised grant electronic format for 2016/17 applications. Letters were sent to 2016/17 applicants advising whether their projects were successful or not and successful projects were listed on Council's website. | |



LE LOOKING AFTER OUR ENVIRONMENT

LE4 We reduce our impact on the environment

LE4.1 Implement total water cycle management practices

LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

LE4.3 Ensure the sustainable use of our natural resources



Onsite Sewage System Management

| KPI Performance | Achieved | Status |
|---|----------|--------|
| M20.01: Sewer: % of reclaimed water consumed against total treated (Last period: 14%) | 18% | |
| M02.01: City Image - Cleaning: Number of complaints (Customer Requests) relating to street litter (Last period: 22) | 18 | NA |
| M02.02: City Image - Cleaning: Volume of street litter collected (tonnes) (Last period: 21.9) | 65 | NA |
| M09.07: Health: % OSSM inspected measured against program (target min 80%) <i>Total inspections 674 (program target: 625)</i> <i>(Last period: 574 inspections/91%)</i> | 100% | |
| M09.08: Health: Number of Notices / Orders issued to rectify defective systems <i>The number of identified failing systems detected through the inspection program warranted the service of 24 Notices of Intention to issue an order and 15 Orders.</i> <i>This is comparable with previous reporting period compliance actions (Last period: 29)</i> | 39 | NA |
| M13.04: Health: % pollution incidents responded to within 2 days (Target: 100%) <i>A total of 117 pollution incidents were received during the period that were prioritised and completed in accordance with Council's adopted compliance matrix. Incidents reported to Council included matters associated with air, water, noise and land pollution.</i> <i>(Last period: 107/90%)</i> | 100% | |
| M20.02: Sewer: Number of dry weather overflows <i>(6 Leaks/overflow reported to EPA (1/7/2015 to 30/6/2016)</i> <i>(Last period: 2)</i> | 4 | NA |
| M25.07: Water: % compliance with water abstraction licence conditions (Last period: 100%) | 100% | |



LE LOOKING AFTER OUR ENVIRONMENT

LE4 We reduce our impact on the environment

LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community

LE4.5 Develop renewable energy systems for the region

LE4.6 Promote and adopt energy efficient practices and technologies across the community



| KPI Performance | Achieved | Status |
|--|-----------|--------------------------------------|
| M24.01: Waste Services: # of warning stickers issued (Last period: 456) | 610 | NA |
| M24.02: Waste Services: Scorecard - testing against targets set by environmental protection licence (Last period: 99%) | 99% | ● |
| M24.13: Waste Services: Total Waste to Landfill (tonnes) (Last period: 14,299) | 14,345 | NA |
| M24.14: Waste Services: Total Materials Recovered (tonnes) (Last period: 25,134) | 27,088 | NA |
| M24.24: Waste Services: Tonnage of park and street bin waste collected. (Last period: 279) | 307 | NA |
| M24.25: Waste Services: Tonnage of material collected from park recycling bins. (Last period: 55) | 56 | NA |
| M25.05: Water: Total operating cost per kilolitre (cents) –(State Median: \$1.29/kL) (Last period: \$1.49/kL) <i>Operating cost above State median could be attributed to operating the regional supply as well as the local supply.</i> | \$1.61/kL | ● |



2030 THEME: MA MOVING AROUND

Significant Achievements

Council supported the national road safety promotion '**Fatality Free Friday**' in May and the Growers Market was used as a venue for local people to sign a road safety pledge and autograph an inflatable car. An initiative of the Australian Road Safety Foundation, Fatality Free Friday works on the belief that road users themselves are the key to zero fatalities on the road - that our actions, decisions and behaviour can be the difference between life and death.

Work began in May on the **Duke Street extension** and drainage improvement projects as the first stage of a planned future CBD ring road system, one of the key principles of the Coffs Harbour City Centre Masterplan. Construction was brought forward to improve traffic flows in the short-term and to offer an alternative route during other CBD roadworks.

The redevelopment of the **Harbour Drive/Gordon Street intersection** began in June. The ten-week project involves the removal of the existing roundabout, the installation of traffic lights and the completion of associated drainage works. The primary aim of the changes is to help reduce the risk of flooding in Harbour Drive as the current road levels and configuration of the intersection hold back storm water heading towards Coffs Creek from south-east of the city centre. The introduction of traffic lights is also expected to address the busy location's balance between the needs of pedestrians, cyclists, cars and commercial vehicles.

Passenger services at **Coffs Harbour Regional Airport** expanded during the period. Regional airline, Fly Corporate, commenced its new service between Coffs Harbour and Brisbane in April/June, offering 12 flights a week on the route. Meanwhile Tigerair Australia announced an additional weekly return service between Melbourne and Coffs Harbour in response to increased demand for more low cost services to the region. Tigerair now operates the service on Mondays, Wednesdays, Fridays and Saturdays.

Council continued to develop the city's cycleway network. Projects to be completed included the Pacific Highway cycleway north (funded by the Roads and Maritime Service as part of the Sapphire to Woolgoolga highway upgrade) and Stage 2 of the Lyons Road Cycleway at Sawtell (from Paddymelon Close to Toormina Road).

The successful **Myroadinfo** app continued to be taken up by local motorists seeking information about conditions on our roads. The app features local roadworks, as well as updates related to accidents, storms or flooding. For those making longer journeys, Myroadinfo offers updates from councils across northern NSW, plus State road authorities in NSW, Queensland and Victoria to give drivers local knowledge at their fingertips.



MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

MA1.1 Plan for new transport infrastructure

MA1.2 Improve the effectiveness of the existing transport system



Lyons Road Rehabilitation Project

Progress Comments

Status

B30.07: Design: Report on new transport infrastructure Design projects

Project designs are ahead of program. Capital Works projects are being prioritised. Previously implemented design program is ensuring strategic management of capital works program and delivery of designs in a timely manner.



B19.01: Roads and Bridges: Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period

The reseal program for 2015/16 was completed, with the exception of Park Beach Road which was placed on hold as there was a chance of a Blackspot grant for the 2016/17 financial year.



B19.02: Roads and Bridges: Report on implementation of Gravel Re-sheet program in period

Gravel spotting was undertaken on selected roads where small isolated areas of insufficient gravel were identified. All works completed as programmed:



- Thorntons Road spotting 3,920m²
- East Bonville Road 840m²
- Randalls Road spotting 5,400m²
- Camp Creek Rd (Gravel spotting Molton Rd to seal)
- Mole Creek Road (Gravel spotting Molton Rd -1,500m)
- Lower Bobo Road (Gravel spotting MR120 – 2,000m)

B19.03: Roads and Bridges: Report on implementation of Rehabilitation program in period

The Road Rehabilitation program was 100% completed in the 2015/16 financial year. This included all the SRV, Roads to Recovery and Blackspot funding.



B19.04: Roads and Bridges: Complete planned bridge works for the year.

In the period 1 January 2016 to 30 June 2016 the following were completed:




- Arrawarra foot concrete footbridge construction
- Condons Road Bridge (Timber deck / concrete substructure) replacement
- Kirtons Road Culvert replacement
- Seccombs Bridge on Seccombs Road Brooklana Girder replacement
- Taylors Bridge on Taylor Road Upper Corindi Girder replacement.

Also completed was the piling for Rhodes Bridge Ulong, Ferretts Bridge Nana Glen and Wades Bridge Camp Creek

Continued next page



| Progress Comments <i>Continued from previous page</i> | Status |
|---|---|
| <p>B26.02: Airport: Report on progress of airport works Terminal and airside upgrade projects are progressing as planned.</p> |  |
| <p>B30.10: Design: Implement Transport Working Group Action Plan Designs completed for 5 new bus shelters to be installed early in 2016/17 financial year.</p> <p>Community Transport and Mid Coast Communities have developed a simplified travel brochure with timetables and travel information from Coffs Harbour to the Hospital and the University. The brochure is part of a travel training program for people with mental illnesses. Training also included taxi vouchers.</p> <p>The Nightrider bus service was funded by the Liquor Accord and promoted by Council for New Year's Eve, and preparations finalised for Coffs Cup late night service.</p> |  |



MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage

MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport



KPI Performance Achieved Status

M19.02: Roads and Bridges: Report % of pavement with defects identified against the total pavement 98.7% ●

Progress Comments Status

B30.08: Design: Implement recommendations of Public Transport Working Group ●

The Transport Working Group investigated improvements to school bus services. More information is required from the schools and the transport operators. Preliminary discussions were held with transport operators, Transport for NSW (TfNSW) and Council's Industry and Industrial Development Section Leader regarding the feasibility of a free bus to circumnavigate Coffs Harbour from the CBD to the Jetty.

B12.01: Footpaths and cycleways: Prepare and implement works program for footpaths, cycleways and bus shelters ●

- Cycleway works programmed for Lyons Road Stage 2 completed
- Sapphire to Woolgoolga cycleway connections completed.
- New Bus Shelters continue to be progressively installed
- Pedestrian Refuge completed at Park Beach Road
- Pedestrian Refuge completed at Collingwood Street

P12.01: Footpaths and cycleways: From Roselands East (section 94) ●

Strategy and design of next stage under way. Resources to be allocated to design best route option

P12.04: Footpaths and cycleways: In conjunction with Sapphire to Woolgoolga (RMS funded) ●

Works Completed

P12.07: Footpaths and cycleways: Corindi School to National Park Boundary(grant funded) ●

Scope reduced in consultation with RMS and there was not adequate funding available to complete the works. Agreed scope of works complete.

P12.08: Footpaths and cycleways: Paddymelon Close to Toormina Road (grant funded) ●

Work Completed



MA MOVING AROUND

MA2 We have a system of well-maintained and safe roads for all users

MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways

MA2.2 Facilitate safe traffic, bicycle and pedestrian movement

MA2.3 Reduce the impact of the highway on our community



Fatality Free Friday road safety promotion

KPI Performance **Achieved Status**

| | | |
|---|-------|--------------------------------------|
| M12.01: Footpaths and cycleways: Report % of pavement with defects identified against the total pavement | 99.7% | ● |
| M19.01: Roads and Bridges: Report % complete of annual routine maintenance program | 100% | ● |

Progress Comments **Status**

| | |
|--|---------------------------------------|
| B30.09: Design: Implement Traffic Committee Recommendations | ● |
| All approved traffic instruments for the last quarter of the 2015 - 2016 financial year have been finalised and sent to Coastal Works for installation as part of their works program. | |
| B30.11: Design: Implement Road Safety Strategic Plan using current Safe Systems methodology | ● |
| Roads and Maritime Services (RMS) grant funding was acquitted at the end of the financial year. Traffic Studies were conducted on the sections of roads where the most speed related crashes occurred. The courtesy speed sign was also installed in these locations, and mobile speed checks were conducted. The Police were unable to supply the enforcement part of the program, although data was forwarded to them and patrols were tasked strategically. Council continued to promote the Safer Driver program for learner drivers, the Helping Learner Drivers to drive safely workshops for supervisors and the RRISK resilience program for Year 11 students. | |



MA MOVING AROUND

MA3 We have developed integrated regional freight hubs

MA3.1 Increase rail freight services

MA3.2 Examine opportunities for the integration of road and rail freight services

MA3.3 Develop maritime freight transport opportunities

No reporting undertaken for this 2030 Objective

Activities reported elsewhere in the Moving Around theme capture Council's role as advocate in helping to achieve this 2030 Objective.



2030 THEME: PL PLACES FOR LIVING
Significant Achievements

In April, following extensive engagement with stakeholders, Council finalised a **Graffiti Management Policy and Strategy** for the city. The Strategy provides a framework of objectives to improve graffiti management through better reporting, removal, prevention, education and law enforcement. Council is now working with community groups in a partnering approach to address the graffiti issue.

Progress was made on a **Floodplain Risk Management Study and Plan** for areas around Boambee Creek and Newports Creek. Floodprone areas within the two catchments include the Coffs Harbour Health Campus, Lakes Estate, Isles Drive and the Mainsbridge Drive/Keona Circuit/Cook Drive precinct. Major issues considered by the plan are the protection of property and provision of safe access in flood events.

Community workshops were held in Coramba, Woolgoolga and Bonville to help develop Council’s draft **Rural Lands Strategy**. Issues being addressed include the need to ensure a productive and economically sustainable long-term future for rural lands, the local impacts of social and cultural change, and to manage the opportunities and challenges presented by the environmental values of the area.

The community also provided feedback on issues to be managed in a new **Coffs Harbour Residential Strategy**. Key points include acknowledging our growing and changing community, our evolving housing and accommodation needs, better defining the character of residential zones, reviewing built form controls and consideration of creating special ‘character’ precincts.

Negotiations continued with the Department of Infrastructure and Regional Development to bring forward the next stages of **the Jetty4Shores revitalisation**. The settlement of a Deed of Agreement will enable work to begin on stages 2, 3 and 4 of the redevelopment project including a Kiosk Area and landscaping, a proposed Market/Picnic Area, and a Boardwalk north of the historic Jetty. Council has secured a National Stronger Regions Fund (NSRF) grant for half of the total project costs of \$9.2m.

A \$290,000 upgrade of the **Woolgoolga Netball Courts** was officially opened by Coffs Harbour Mayor, Councillor Denise Knight, in April. The project was a community effort, with funding from Council, the Woolgoolga District Netball Association and the Woolgoolga Lions Club as well as grants from the NSW Department of Sport and Recreation and the Southern Phone Company. Local participation in netball has jumped following the upgrade.

Work began in June on the Whale Trail extension of the **Solitary Islands Coastal Path** at Woolgoolga Headland. A whale-watching theme is central to the design of the seating platforms which will form a chain around the headland linking the current Solitary Islands Coastal Path to Woolgoolga Beach. The work is funded by a \$25,000 grant from the Australian Department of Environment and \$4,500 from the Coffs Coast State Park.

Council adopted the **Boambee East Community Reserve Plan of Management** in June. Council also received grant approval for three **Open Space projects**:

- \$584,000 from the federal Attorney General’s Department for CCTV and lighting within Park Beach Reserve under their Safer Streets Program;
- \$50,000 from the NSW Government’s Social Housing Community Infrastructure Improvement Fund to upgrade Graff Avenue Reserve, Toormina; and
- \$100,000 from the NSW Environmental Trust for work on a number of coastal headlands.

The construction of the Moonee to Emerald Water Main Trunk Line was also completed during the period. The 4.5km line will secure the water supply to the existing and future development areas of the Northern Beaches.

Significant progress was also made on the water pipeline duplication between Karangi Dam and Coramba Road via the Karangi Water Treatment Plant. The 5.3km long project is expected to be completed by mid-September 2016.

| Development Applications | 2014/15 | | 2015/16 | |
|---|--------------|---------------|--------------|--------------|
| | No. | Value (\$) | No. | Value (\$) |
| New Dwellings | 273 | 86.1m | 284 | 86.7 |
| Dwelling Alterations / Additions | 307 | 13.1m | 327 | 16.7 |
| New Multiple Occupancy | 14 | 42m | 13 | 31.5 |
| Swimming Pools | 50 | 1.5m | 85 | 2.8 |
| Commercial / Industrial / Retail | 15 | 10.1m | 17 | 38 |
| Commercial / Industrial / Retail Additions / Alteration | 24 | 4.7 | 20 | 7.8 |
| Other | 323 | 21.2 | 306 | 26.7 |
| Total | 1,006 | 178.7m | 1,052 | 210.2 |

Significant Development Applications submitted for the 2015/16 period included:

- 80 room hotel at Harbour Drive, Coffs Harbour
- 44 residential units at Park Beach Road, Coffs Harbour
- 25 lot subdivision at Arrawarra Road, Mullaway
- 34 multi dwelling housing at Sullivans Road, Moonee Beach



PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.1 Promote higher densities in our urban centres

PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events



Moonee to Emerald Water Main

KPI Performance **Achieved Status**














| | |
|---|---|
| <p>M20.03: Sewer: Total operating cost (Sewer) per kilolitre treated (yearly report); NSW Median \$1.93/kL <i>Operating cost per 2014/15 Performance Report - 199c/KL</i></p> | <p>\$1.93/kL ●</p> |
| <p>M25.04: Water: Network efficiency - water loss as % of total water processed <i>Coffs Harbour water loss per 2014/15 Performance Report. (2015/16 data still to be established) 50 litres/connection/day (National Average 60 litres/connection/day). Water loss reported for the last two National Performance Monitoring years were at the lowest manageable level.</i> <i>All main breaks, service leaks etc responded to promptly.</i> <i>Alarms and system monitoring ongoing</i></p> | <p>7.7% ●</p> |

Progress Comments **Status**

| | |
|---|---|
| <p>B18.03: Property: Finalisation of all land acquisitions for Flood detention Basins All land matters associated with the Detention Basins are progressing. The outstanding matters are:</p> <ol style="list-style-type: none"> 1. The acceptance of compensation by property upstream of Bennetts Rd detention basin. The compulsory land acquisition process has been followed and just terms compensation determined. The property owner has not accepted the outcome and is investigating other options. The compensation amount has been placed in a trust. 2. For Spagnolos Road Basin, Council has a licence in place over the Roads and Maritime Services (RMS) land upon which the basin is now built. Council is negotiating with RMS value of the land for possible acquisition. | <p>●</p> |
| <p>B20.01: Sewer: Report on progress of sewer infrastructure works in relation to time, budget, and quality</p> <ul style="list-style-type: none"> • Pump Station upgrades completed as per schedule, including upgrade of major Pump Station12, Coffs Harbour • Pump Station and Rising Main 30 to service Sandy Beach development - Complete • Five Island Drive Odour Control - Complete • Lyons Road Sewer Rehabilitation - Complete • Major sections of the Duplication of 375 Reclaimed Main at Moonee completed, including underbores of creeks and the Moonee Gun Club - Only minor connections outstanding. | <p>●</p> |
| <p>B20.02: Sewer: Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report. Ongoing, collection of relevant data on track.</p> | <p>●</p> |



| Progress Comments <i>Continued from previous page</i> | Status | Progress Comments <i>Continued from previous column</i> | Status |
|---|--------|--|--------|
| <p>B22.01: Stormwater: Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks. Spagnolos Road detention basin construction work has been completed and the basin is operational. Construction certificate and surveillance certificate reports to satisfy Dam Safety Committee requirements have been completed. Finalising land acquisition issues.</p> | | <p>P11.07: Flooding and Coastal Management: To implement works to reduce surge issues at the boat ramp All works were completed in the first half of the financial year. Monitoring of the works has shown positive results. Community has also provided positive results of the works. This 4 year project went from investigation to design through to works. An outcome of this project is improved public safety by reducing the impacts of long wave surge.</p> | |
| <p>B25.01: Water: Report on progress of Reticulated Water Infrastructure works in relation to time, budget, and quality Completed works include: <i>Watermain Renewals:</i></p> <ul style="list-style-type: none"> Watermain Renewal at Feran Cres. Coffs Harbour No.40 James Small Drive Korora 734m of 225 Watermain Solitary Islands Way to Coral Ave, Sandy Beach Designs for other planned water main renewals are in progress and are on track for construction in the 2016/17 financial year <p><i>Watermain Extensions:</i></p> <ul style="list-style-type: none"> Watermain link from Worland Drive to Hi-Tech Drive, Boambee - completed <p><i>Other Water Projects</i></p> <ul style="list-style-type: none"> Flowmeter and pit from south outlet of Macauleys Reservoir - completed Flowmeters and pits to outlet mains from Red Hill Reservoir - completed | | <p>P11.14: Flooding and Coastal Management: Update the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event Consultants BMT WBM have progressed the flood modelling having completed calibration event modelling and are starting design flood event modelling. Council and OEH staff have provided feedback on calibration modelling and consultants are adjusting model.</p> | |
| <p>B40.01: Strategic Asset Planning: Review Asset Management Strategy and Asset Management Plans by 30 June Water, Sewer and Stormwater Asset Management Plans (AMPs) updated. Other AMPs to be reviewed. All AMPs will be reviewed and updated when resources become available after Enterprise Asset Management project complete.</p> | | <p>P11.17: Flooding and Coastal Management: Design and cost - benefit assessment of major drainage augmentation for Park Beach Detailed flood assessment of the Park Beach area is being undertaken by consultants, BMT WBM, in conjunction with the Coffs Creek Flood Study review. Calibration of the flood model has been completed. Council and OEH staff have provided feedback on the calibration model results and the consultants are adjusting the model. Consultants are working on flood design events and preliminary options for Park Beach.</p> | |
| <p>B40.02: Strategic Asset Planning: Implement Actions as set out in Asset Management Strategy</p> <ul style="list-style-type: none"> Data migration from pre-existing register to Enterprise Asset Management (EAM) asset registers is complete. Asset mapping for upload, work order configuration and geographic information system (GIS) configuration is on track. Asset data gap analysis has been ongoing with the intent to improve asset related data over the long term. Work Order configuration for the EAM is released and currently in use. Ongoing improvements will continue. Work is progressing to integrate Council's Customer Request System into the newly created Work Order System. Further investigation is required to determine the cost/benefit of implementing ADAC (standard drawing format) to allow Work As Executed information and GIS data to be entered with greater efficiency and accuracy. The Mid North Coast Regional Organisation of Councils (MIDROC) project is continuing for Roads and Bridges to seek a common methodology for reporting infrastructure backlog in Special Schedule 7. | | <p>P11.18: Flooding and Coastal Management: Undertake a flood study of Fiddamans Creek to determine flood behaviour for a range of flood events and climate change The Fiddamans Creek flood study has been combined with flood studies for Corindi River, Arrawarra Creek and Darkum Creek and prioritised for funding in 2018/19.</p> | |
| <p>B40.03: Strategic Asset Planning: Report on status of review of Infrastructure Strategies Resources still involved in delivering the Technology One Enterprise Asset Management (EAM) as a priority. Once Resources are available from EAM project, they will be directed to undertake works to ensure Infrastructures Strategies are brought back on track.</p> | | <p>P18.01: Property: Develop Building Asset Conditioning Framework. Implement with M18.01 as ongoing Measure There is no meaningful data available for this project to commence. The implementation of the new Enterprise Asset System is progressing and this project is expected to have reliable information in the coming financial year to allow more comprehensive assessment of asset condition into the future.</p> | |
| <p><i>Continued next column</i></p> | | <p>P18.02: Property: Develop Community Building Leasing and Licensing Policy for adoption by Council. Implement cost recovery framework with M18.04 as Measure Under review</p> | |
| | | <p>P20.02: Sewer: Demolish and rehabilitate Sawtell Treatment Plant Site Works Completed to EPA requirements.</p> | |
| | | <p>P22.01: Stormwater: Construction of flood detention basin (Spagnolos Road) Spagnolos Road detention basin construction work has been complete and the basin is operational. Construction certificate and surveillance certificate reports to satisfy Dam Safety Committee requirements have been completed. Finalising land acquisition issues.</p> | |
| | | <p><i>Continued next page</i></p> | |

| Progress Comments Continued from previous page | Status | Progress Comments Continued from previous column | Status |
|--|---|--|---|
| <p>P22.02: Stormwater: Drainage works</p> <p>This project is currently on hold. Council has consultants undertaking a detailed flood assessment of the Park Beach area which includes investigating possible drainage / flood mitigation works. The investigation will identify the best course of action for council and what and where to undertake drainage improvements.</p> |  | <p>P25.02: Water: Report on progress of Coramba Water Main</p> <p>The proposed alignment of the new 150 diameter water pipeline has been determined and the Aboriginal Heritage Impact Permit (AHIP) process is now in progress. Site inspections by the Local Aboriginal Land Council have recently been made to determine sites that will require further detailed investigation and further consultations with the community and all the stakeholders need to be made and obtain the necessary approvals. Detail design work for this project is in progress and construction is planned to commence by later this year.</p> |  |
| <p>P22.03: Stormwater: Levy bank works</p> <p>Project on hold as required work to be reviewed on completion of the Coffs Creek Flood Study Review which is scheduled for completion in December 2016.</p> |  | <p>P25.03: Water: Report on progress of Moonee to Emerald Water Main</p> <p>This project - which will secure the water supply to the existing and future development areas of the Northern Beaches - has been completed. The project involved the construction of approximately 4.5km of 300 dia trunk water main including the trenchless installation across a private property. Works were completed within the required time frame and under the budget estimate. The remaining works involve the final commissioning and handover which will be undertaken in the new financial year.</p> |  |
| <p>P22.04: Stormwater: Drainage improvements</p> <p>On hold as further investigation required of feasible options to improve drainage at Marcia Street. Needs detailed assessment of environmental, physical and cost constraints.</p> |  | <p>P40.01: Strategic Asset Planning: Migrate remaining asset data into Asset Management System in accordance with Plan</p> <p>Data Migration Complete. Data verified by QA plan.</p> |  |
| <p>P22.05: Stormwater: Drainage Improvements - Investigation and Design</p> <p>Investigation into problem drainage areas is being carried out. Priority list is being developed. Investigations have been started on Jetty area (Harbour Drive, Collingwood Street, Edgar Street area), Bray Street - Katherine Street area plus Antaries Avenue - Polaris Close.</p> |  | <p>P40.02: Strategic Asset Planning: Develop 5 year Asset Data Collection Program</p> <p>The first stage of developing a 5 year data collection program has been completed -- Creating a single asset register in the Enterprise Asset Management system. Subsequent work will now revolve around:</p> <ul style="list-style-type: none"> • Developing a mature asset management framework • Determining what asset information is required for each asset class, to make informed decisions • Performing a health check on our data • Identifying the data gaps • Prioritising data collection efforts. |  |
| <p>P22.06: Stormwater: Creek Widening Works</p> <p>This project is on hold. Need to undertake modelling and assessment to determine best mitigation options and benefit / costs. Priority list for funding applications has Middle Creek Flood study scheduled for 2017/18 and Middle Creek Floodplain Risk Management Study and Plan for 2018/19.</p> |  | <p>P40.01: Strategic Asset Planning: Migrate remaining asset data into Asset Management System in accordance with Plan</p> <p>Data Migration Complete. Data verified by QA plan.</p> |  |
| <p>P22.07: Stormwater: Maintenance Works</p> <p>Coastalworks has undertaken major cleaning works of:</p> <ul style="list-style-type: none"> • Spoonbill lake • Coffs Creek • Woolgoolga Lake (ICOL) artificial opening (twice) • open drains in and around Toormina • open drains in and around Coffs Harbour • open drains in and around Woolgoolga lake Sandy Beach Emerald Beach, Corindi, Upper Corindi) • In addition numerous rural open drains and mitre drains. |  | <p>P22.08: Stormwater: Various Projects</p> <p>Various works have been undertaken including upgrade of underground drainage at Sawtell caravan park, re-routing of major drainage structures from Harbour Drive to Gordon Street in association with the Gowings development, drainage investigation and recommendations for the improvement of nuisance flooding at Mullaway.</p> |  |
| <p>P25.01: Water: Main duplication – Karangi WTP to Red Hill</p> <p>Construction of Stage 1 of the 600 diameter (dia) pipeline duplication between Karangi Dam and Coramba Road via the Water Treatment Plant has been completed and can now be made operational. Construction of Stage 2 is in progress, 3 x trenchless crossings of Coramba Road have been completed and approximately 530m of the 600 dia water main remains to be constructed part of which is along Coramba Road. Of the 5,360m of water main to be constructed for this project, approximately 4,830m has been completed. The entire project is expected to be completed by mid-September 2016.</p> |  | | |

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PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services

PL1.4 Create affordable housing options

PL1.5 Encourage innovative developments that embrace our climate and local environment



Progress Comments

Status

P14.02: Local Planning: Review current endorsed Local Growth Management Strategy (LGMS). Report to Council. Exhibit. Report to Council. Seek endorsement from Planning and Infrastructure



Phase 1 (Issues and Options Paper) of Residential Strategy reported to Council on 23 June 2016. Phase 2 (preparation of Residential Strategy itself) due to commence following engagement of suitably qualified consultants. Phase 1 (draft Issues and Options Paper) of Rural Lands Strategy to be reported to Council on 14 July 2016 for endorsement to publicly exhibit for 28 days. Exhibition period will be from 20 July 2016 until 19 August 2016.

P14.13: Local Planning: Prepare a Rural Lands Strategy as part of the LGMS Review - Issues/Options Paper. Exhibit. Report to Council. Seek endorsement from DoPE.



Draft Issues and Options Paper - Phase 1 of Rural Lands Strategy to be tabled with Council for public exhibition on 14 July 2016. The Draft Paper, Background Report and Community Consultation Summary, will be publicly exhibited from 20 July 2016 until 19 August 2016. A report will be prepared to Council following the close of the exhibition period providing a summary of submissions received and a way forward for Phase 2 (preparation of the Rural Lands Strategy itself).

P14.14: Local Planning: Prepare an Industrial Lands Strategy as part of the LGMS Review - Issues/Options Paper. Exhibit. Report to Council. Seek endorsement from DoPE.



This project is not scheduled to commence. Council is currently undertaking a review of Residential and Rural matters as part of the LGMS Review. This Industrial Land Strategy review will be undertaken from 2017.

P14.17: Local Planning: Progress environmental studies for rezoning of priority 1 residential area - North Boambee Valley. Report details of studies commenced to Council. Exhibit rezoning. Report on progress including submissions, Draft LEP adoption and Draft exhibition.



The Planning Proposal was referred to NSW Planning and Environment (P&E) on 5 February 2015. P&E issued a Gateway Determination on 11 April 2015, permitting the public exhibition of the PP subject to conditions. The PP was placed on public exhibition for the period from 29 April 2015 to 27 May 2015. Council received a total of 12 submissions, consisting of 7 from the community and 5 from Government agencies. This has necessitated additional work being undertaken, including demand traffic modelling, and further assessments on the detention basin options. An update report was provided to Council on 10 December 2015, and seeking Council's endorsement of forward funding of the detention basin. Council resolved to defer this matter, pending the provision of additional information. Since that resolution, government agency submissions are being addressed, and the proposed land zoning (as exhibited) is being reviewed. Council adopted the Boambee-Newports Creek Flood Risk Management Plan in June 2016 which includes options for stormwater detention. Additional information is being obtained concerning traffic generation and Aboriginal cultural heritage, resulting from government agency (ie RMS, OEH, Coffs Harbour Local Aboriginal Lands Council) feedback during the exhibition period. Those parts of the project are near to completion. The Concept Plan (and potential lot yield) is also being reviewed.



PL PLACES FOR LIVING
 PL1 Our infrastructure and urban development is designed for sustainable living
 PL1.6 Reinforce the unique identity of villages and communities



Sawtell entry sign (detail)

Progress Comments

Status

B07.01: Economic Development: Report on the roll-out of "Love Our City" projects targeting villages and communities (A6)



On hold, pending refresh of Economic Development strategy, due in 2016/17

B07.03: Economic Development: Report on festivals / events which celebrate what we love about our special place (A5)



Stadium and Events continue to work with various community event organisers including assisting the Emerald Beach Fair Committee, Australian Surf Festival, Australian Offshore Powerboats, Adventurethon, World Rally and numerous sporting events at the Stadium. Also working with Railcruising Tourist Operators on feasibility into the establishment of a tourist operation on the Coffs Coast. Council supported a number of events that contributed towards a vibrant and connected community including the Annual Screenwave International Film Festival, Sawtell Chilli Festival and the Woolgoolga Curry Festival and Coffs Coast Carols By Candlelight. Support involved both financial and in-kind support with these events collectively bringing significant economic and social benefits to the community.

B14.02: Local Planning: Report on Local Planning Placemaking projects



- An independent Peer Review and Traffic and Parking Assessment has been undertaken for the Woolgoolga Town Centre Masterplan Project to ensure the Masterplan and the Beach Reserve Plan of Management deliver a co-ordinated outcome for the Town Centre and Beach Reserve. This Peer Review is completed and reported to Council. The draft Town Centre Masterplan document is currently being prepared taking into consideration a traffic and parking study and consultant advice.
- Stages 2-4 of the Jetty4Shores Project is in the detailed design stage.
- A Precinct Planning / Placemaking exercise has been budgeted for the wider Jetty Foreshores / Coffs Harbour Jetty area. Discussions are currently being held with State Government agencies. This negotiation continues.

B30.04: Design: Report on Landscape and Urban Design projects



- Sawtell entry signs installed
- Sawtell First Avenue upgrade: bike rack, picnic setting and water bubbler installed
- Micks Retreat seat spot installation completed
- Buluunggal interpretive walk signage and carved entry seat installed
- Jetty Foreshores Stage 2-4 works - detail design underway
- Gordon Street Intersection - detail design underway
- Fiddaman Road Emerald Beach upgrade - concept design stage
- Emerald Beach entry statement - community consultation, concept design stage
- Lyle Rose Park Sawtell - concept design / grant application stage
- West Coffs District playground - concept design stage
- Jetty Pink Silks shelter - detailed design stage - community group contribution
- Jetty Pink Silks Exercise nodes - concept design stage - community group contribution
- Solitary Island Whale trail Stage 1 - under construction.

Continued next page



Progress Comments *Continued from previous page*

Status

P14.03: Local Planning: Review current endorsed Woolgoolga Master Plan. Report to Council. Exhibit. Report to Council for endorsement and implementation.



An independent Peer Review and Traffic and Parking Assessment has been undertaken, to ensure the Masterplan and the Beach Reserve Plan of Management deliver a co-ordinated outcome for the Town Centre and Beach Reserve. This Peer Review is completed and reported to Council. Council has resolved to relocate the caravan park entrance to Wharf Street based on the peer review recommendations. The Woolgoolga Town Centre Masterplan Project is being completed with consultant input based on the Peer Review document. A request for quotations has been sent to traffic/parking consultants for the preparation of a traffic study to inform the Masterplan. The Town Centre Masterplan document will be delivered to Council after the results of the traffic study have been incorporated into the Plan.

P14.16: Local Planning: Finalise Community Based Heritage Study



The (draft) Coffs Harbour Community Based Heritage Study was reported to Council on 14 April 2016. The report reviewed submissions received during the non-statutory public exhibition period held for the draft Community Based Heritage Study 2014 and to recommend a way to progress the Study.

Council resolved to:

1. Adopt Parts 1 and 2 of the revised final version of the Coffs Harbour Heritage Study 2015 and note the findings of Parts 3 – 5 as contained within Attachment 1.
2. Undertake further heritage analysis for those sites described in Attachment 6, including landowner liaison.
3. Report the outcomes of the further heritage analysis to Council for endorsement prior to any further statutory heritage listing consideration.
4. Refer the list of potential State significant heritage items to the Heritage Division of the Office of Environment and Heritage for advice as to whether the nominated items would be likely to meet the threshold for State significance.
5. Notify landowners and, where relevant, their consultant/s of Council's decision.

Council staff are currently undertaking point two above and expect to be in a position to provide a further report to Council upon completion of the required further heritage analysis.

P14.10: Local Planning: Jetty Foreshores Management Review



Stages 2-4 of the Jetty4Shores project is undergoing detailed design and environmental investigations. A grant has been successful from the National Stronger Regions Fund Round 2, which will support the construction of this stage. Conversations are currently underway between Council and State Government agencies regarding the wider precinct area. Council has set aside budget to assist with community engagement during this process.



PL PLACES FOR LIVING
 PL2 Our public spaces are enjoyed by all our people
 PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area



Progress Comments

Status

B30.02: Design: Report on implementation of Foreshores Masterplan (subject to funding)



Project has progressed with a Deed of Agreement between Council and the Department of Infrastructure and Regional Development executed under the National Stronger Regions Fund (NSRF) program. The NSRF has provided \$4,605,288 towards the completion of Stage 2-4 with matching funds from Council. The agreement was executed in April 2016 and detail design for the project has commenced. The detail design will be reported to Council once finalised. The statutory approval process has already commenced with required investigations currently under way. Planning within the reporting period indicates the completion of the western car park will be before the end of 2016 with full project completion by August 2017



- PL PLACES FOR LIVING
- PL2 Our public spaces are enjoyed by all our people
- PL2.2 Provide public spaces and facilities that are accessible and safe for all










Mayor Denise Knight turning the first sod on the Coffs Harbour Men's Shed with President Dave Churchyard

| KPI Performance | Achieved | Status |
|--|----------|--------|
| M17.06: Parks and Facilities: Maintain cemetery capacity to serve the community in a timely and professional way Total burials: 101 plus 24 reservations. All other maintenance carried out to standard. Also completed new columbarium wall. An increase recorded in all activities compared to 2014/15: | 100% | |
| M17.17: Parks and Facilities: Number of Customer Requests regarding mowing 186 customer requests received within the 6 month period. All responded to within the required time frame (Last period: 66) | 186 | NA |
| M17.21: Parks and Facilities: Number of outstanding risk defects (>70) A total of 1,983 defects were recorded in this 6 month period. 1,262 were completed leaving 721 to be programmed for completion (Last period: 1,613/1,392/221) | 721 | NA |
| M17.38: Parks and Facilities: Number of customer requests regarding reserves and street trees (<6) (Last period: 26) | 12 | NA |
| M17.39: Parks and Facilities: Tree complaints responded to in a timely manner (as per risk category) (Last period: 80%) | 100% | |
| M17.59: Parks and Facilities: Number of visits per total mowing programs(outfront, tractor contractor) 53 Town Run = 17 visits Contract run = 9 visits Outfront run = 5 visits Interstater run = 5 visits Tractor run = 3 visits Rural Tractor run = 3 visits Western Areas Contractors = 11 visits (Last period: 30) | | |
| M17.60: Parks and Facilities: % of requests responded to within 7 days relating to mowing programs There were 186 customer requests received in the 6 month period. All were responded to in the required time. (Last period: 66/38/57.6%) | 100% | |
| M18.01: Property: % Of buildings/property assets at satisfactory or above (pending development of asset condition reporting framework) The new asset system comes on line in July 2016 and will facilitate the framework for the collection and entry of building asset data. Meaningful data will start to formulate over the next two years. | | NA |

Continued next page



| KPI Performance <i>Continued from previous page</i> | Achieved Status | Progress Comments <i>Continued from previous column</i> | Status |
|---|--|--|--|
| <p>M18.04: Property: % Of cost recovered on community buildings (pending development of community building cost recovery policy and framework) Work continues on the compilation of an overarching policy for the leasing and licensing of council properties.</p> | <p>NA </p> | <p>B21.01: Sport: Report on status of sports facility plan projects (according to funding in LTFFP) The following projects identified in the Sports Facility Plan have been delivered:</p> <ul style="list-style-type: none"> • Lighting upgrade (stage 1), Forsythe Park • Design completed for the Fitzroy Oval amenity block with construction to commence in late 2016 • Construction of additional baseball back net at Coffs Coast Sport and Leisure Park • The newly re-surfaced netball courts at Woolgoolga have been officially opened • Construction of a new turf wicket at Coffs Coast Sport and Leisure Park. | <p></p> |
| <p>M18.13: Property: Swimming pools - review benchmark/scorecard - attendance, satisfaction, Revenue With the exception of Sawtell swimming pool each facility completed the CERM benchmarking survey for the 2014/15 swimming season. The CERM benchmark report for 2015 is yet to be published. Overall, Council's four public swimming pools are all operating satisfactorily and lessees are largely complying with lease conditions. All leases are due to expire in 2017. It is intended that a condition precedent to the new agreements will be a requirement to collect, collate and report operational data to the CERM benchmark survey to enable a better assessment of overall pool performance.</p> | <p>80% </p> | <p>B30.05: Design: Report on implementation of Open Space Strategy A number of open space initiatives have been achieved in the period including:</p> <ul style="list-style-type: none"> • Adoption of a new Plan of Management for the Boambee East Community Reserve • Exhibition of the Bunker Headland observation post conservation management strategy • Obtained commonwealth grant funding \$584,000 under the Safer Streets Program to install lighting and CCTV within Park Beach Reserve • Obtained grant funding under the NSW Department of Family and Community Services Social Housing Community Improvement Fund (\$50,000) to undertake park improvement works in Graff Avenue Reserve • Obtained NSW Environmental Trust grant funding of \$100,000 to undertake weed control and monitoring works on 4 coastal headlands • Commenced NSW Environmental Trust grant funded project on Roberts Hill Reserve • Completion of SRV funded works in open space • Completed stakeholder engagement in relation to a new Vehicles on Beaches Policy • Removal of approximately 5,500m³ of silt from of Spoonbill Lake Reserve, Boambee East • Council approved the issue of licence for establishment of the South Coffs Community Garden on Boambee East Community Reserve • Completion of a new Section 94 funded playground at Sandy Beach • Completion of a draft strategic plan for the North Coast regional Botanic Gardens. | <p></p> |
| <p>Progress Comments</p> | <p>Status</p> | | |
| <p>B03.16: Community Services: Details of improvements undertaken to develop or enhance facilities. A review of community venues was undertaken as part of the T2S program from March-June 2016. This has identified several areas for further action and improvement from a Council and facility perspective in particular additional community facility and asset management planning. A summary of the facility operations and continued support to s355 Facility Management Committees during January-June 2016 is outlined below:</p> <ul style="list-style-type: none"> • Break even and/or profitable operation of Woolgoolga Community Village Hall, Toormina Community Centre, Coramba Community Hall, Lowanna Community Hall, Lower Bucca Community Hall • Ayrshire Park, Nana Glen Equestrian Centre and Eastern Dorrigo Hall subsidised for mowing costs, Sportz Central maintenance subsidy • Eastern Dorrigo community hall playground swing installation • Supported discussions to relocate Men's Resources Centre to Toormina Community Centre • Coramba Community Hall - completion of kitchen upgrade • Ayrshire Park draft masterplan near to completion for final review • Lower Bucca Community Hall removal of dilapidated shed • Nana Glen Equestrian Centre development consent for extended awning to house portable equestrian jumps completed • Sportz Central continued attraction of major regional, state and national sporting tournaments with over 7,000 people a month. | <p></p> | <p>P30.02: Design: Complete Stage 1 of Jetty foreshore redevelopment and commence detail design for Stage 2 Stage 1 of the project is completed and opened. Detail designs for Stage 2-4 have commenced. Designs for the main car park are due early in the new financial year to enable construction by October 2016. Other detail design is progressing, with consultants being engaged for specialist work. Community consultation has begun.</p> | <p></p> |
| <p>B18.01: Property: Upgrade public amenities according to program of works. Preliminary investigation and architectural design of the new Diggers Beach amenities was completed during the period. Structural engineering and site design to be completed by the end of 2016. Construction anticipated in April 2017.</p> | <p></p> | | |
| <p><i>Continued next column</i></p> | | | |



PL PLACES FOR LIVING
PL2 Our public spaces are enjoyed by all our people
PL2.3 Provide safe and accessible play spaces for our children within each community



KPI Performance **Achieved Status**

M17.13: Parks and Facilities: % of playground equipment with a condition rating above satisfactory 60% ●
 722 defects were raised in the period. 438 have been completed and of those completed 46 were rated condition 4 or 5. It needs to be noted that the defects rated 4-5 may only be related to one individual part on an item of play equipment and does not mean that the item as a whole is condition 4 or 5.

Progress Comments **Status**

B30.03: Design: Report on Playground Design projects ●

- Completion of playground upgrade for Boronia St playground - Sawtell Lions Club Project
- Brelsford playground dragon sign – Installation completed
- Sapphire playground sign – design completed, developer to install
- Sandy Mill playground installed - developer contribution
- Brelsford Park exercise node - installation completed
- Graff St upgrade - concept design/grant application stage
- Nautica Fairways playground - developer contribution - design completed, developer to install
- Emerald Beach playground - developer contribution - concept design underway by developer
- Toormina skate park - concept design/grant application stage.



DELIVERY STATUS OF CAPITAL WORKS PROGRAM



225mm diameter water main replacement at Woolgoolga Creek

During the 2015/16 Financial Year, Council delivered \$21.6m worth of capital projects. This includes projects listed in the Operational Plan as well as 33 additional projects.

Significant Capital Works Completed in the second half of 2015/16 include:

- Water main replacement and renewals at Woolgoolga, Sandy Beach, Sawtell and Coffs Harbour.
- Installation of Flow metres at Red Hill Reservoir
- Completion of Stage 2a of the Karangi Water main (provides water security to the City)
- Construction of Sewage a Pumping Station and Rising main to service development in Sandy Beach.
- Construction of Sewer Rising main 22a to service the North Bonville area.
- Demolition of the Sawtell Sewage Treatment Plan (some rehabilitation works outstanding)
- Various 'nuisance' drainage jobs completed
- Reconstruction of First Ave at Sawtell
- Reconstruction of Lyons Road at Sawtell
- Reconstruction of Bucca Road at McReas Bridge
- Reconstruction, drainage and kerb and gutter at Gundagai Place
- Reconstruction of Condons Bridge
- Stadium Drive Blackspot reconstruction
- Hogbin Drive/Hi Tech Drive Blackspot reconstruction
- Construction of various pedestrian refuges and upgrades
- Construction of Lyons Road Cycleway Stage 2 – Paddymelon to Bayldon School
- Completion of the incomplete sections of cycleway from Arrawarra to Sapphire on Solitary Islands Way
- Steps to the southern section of Jetty Beach
- Jetty Memorial facilities upgrade
- Various playground and reserves upgrades.



| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|----|---|---|---|---|--------------------------|-----------------------|
| | Water | | | | | |
| 1 | Stage 1 Karangi 600 Water Main (including all stages pipe purchase) | | Y | Complete | | 2,195,000.00 |
| 2 | Access stairs - Cochranes Pool | | | Complete | | 4,000.00 |
| 3 | Lukin Close, Boambee East - Water Main Extension | Y | | Complete | | 15,000.00 |
| 4 | Moonee-Emerald 300mm Truck main | | | Complete | | 1,520,000.00 |
| 5 | Worland Drive to Hi Tech Drive Water Main | | | 20-Jul-16 | Completion early 2016/17 | 80,000.00 |
| 6 | 225 dia. Water main replacement, Woolgoolga | Y | | Complete | | 215,000.00 |
| 7 | 225 dia. Water Main Renewal - Solitary Is Way to Turpentine - Sandy Beach | Y | | Complete | | 245,000.00 |
| 8 | Stage 2a Karangi 600 Water Main | | Y | Complete | | 300,000.00 |
| 9 | Stage 2b Karangi 600 Water Main | | Y | 01-Sep-16 | Completion early 2016/17 | 1,670,000.00 |
| 10 | Establish Water and Sewer Depot at CB Road | | Y | Complete | | 500,000.00 |
| 11 | Feran Crescent, Coffs Harbour - Water Main replacement | Y | | Complete | | 140,000.00 |
| 12 | 40 James Small Drive, Korora - Water Main renewal | | | Complete | | 15,000.00 |
| 13 | Macauleys Flow Meters | | | Complete | | 100,000.00 |
| 14 | Red Hill flow meters | | | Complete | | 170,000.00 |
| 15 | Reservoir Renewals | Y | | 30-Sep-16 | Combined with 2017 works | 400,000.00 |
| 16 | Nana Glen WTP Headworks Upgrade Stage 1 | Y | | Complete | | 30,000.00 |
| 17 | Karangi Cemetery water service | | | Complete | | |
| | Sub Total Water Operational Plan | | | | | 1,045,000.00 |
| | Sub Total Completed Water Operational Plan | | | | | 645,000.00 |
| | Sub Total All Water Projects | | | | | 7,599,000.00 |
| | Sub Total All Water Projects Completed | | | | | 5,449,000.00 |
| | Sewer | | | | | |
| 18 | Sewer Rising Main 30 - Sandy Beach + Pump Station design | | | Complete | | 451,000.00 |
| 19 | Sewer Rising Main 10a - Minorie Drive | | | Complete | | 60,000.00 |
| 20 | Sewer Rising Main 24 - The Boulevard, Mullaway | Y | | Complete | | 160,000.00 |
| 21 | RM 22 Nth Bonville S94 (with cycleway) | | | Complete | | 985,000.00 |
| 22 | Sewer Rising Main 1a - Woolgoolga Sports field | | | Complete | | 170,000.00 |
| 23 | PS 20 Sewer Rising Main | | | Complete | | 160,000.00 |
| 24 | Pump Station 14 Woolgoolga | Y | | Mech/Elec | | 20,000.00 |
| 25 | Rising Main 14 Woolgoolga | Y | | Complete | | 105,000.00 |
| 26 | Duplicate 375 dia. Reclaimed WM - Including underbores | | Y | 30-Sep-16 | Multi Year | 1,548,000.00 |
| 27 | 5 Islands Drive Sewer | Y | | Complete | | 35,000.00 |
| 28 | Fiddaman Road Emerald Beach Gravity sewer | | Y | 30-Sep-16 | Multi Year | 330,000.00 |

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| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|----|--|---|---|---|---------------------------------|-----------------------|
| | <i>Sewer Continued from previous page</i> | | | | | |
| 29 | Cordwells Creek Sewer | | Y | 01-Mar-17 | 2017 Project | 100,000.00 |
| 30 | Sawtell STP Demolition (Rehabilitation outstanding) | Y | Y | Complete | | 1,000,000.00 |
| 31 | Corindi WRP Drying Beds | | | 01-Dec-16 | Rescheduled | 50,000.00 |
| 32 | Corindi Rising Main 3 Extension | | | 30-Aug-16 | Completion early 2016/17 | 241,000.00 |
| 33 | PS 63 Sandy beach Drive Korora - Pumps and Reticulation Main | | Y | 01-Oct-16 | Completion early 2016/17 | 260,000.00 |
| 34 | Sewer Rehabilitation | Y | | Complete | | 600,000.00 |
| 35 | Other Pump Station Upgrades | Y | | Complete | | 1,280,000.00 |
| 36 | Minor Treatment Plant Renewals | Y | | ongoing | | 112,000.00 |
| 37 | Minor Sewer Works Renewals | Y | | ongoing | | 52,000.00 |
| 38 | SPS6 Safety Beach - Flood protection & connection to SRM21 | | | 01-Dec-16 | Rescheduled | 50,000.00 |
| | Sub Total Sewer Operational Plan | | | | | 3,364,000.00 |
| | Sub Total Completed Sewer Operational Plan | | | | | 3,364,000.00 |
| | Sub Total All Sewer Projects | | | | | 7,769,000.00 |
| | Sub Total All Sewer Projects Completed | | | | | 3,910,000.00 |
| | Drainage | | | | | |
| 39 | Sawtell Swimming Pool drainage | | | Complete | | 110,000.00 |
| 40 | Drainage issues at 23 Graham Drive | Y | | Complete | | 73,000.00 |
| 41 | Sawtell Carpark drainage | | | TBC | Investigations ongoing/unfunded | |
| 42 | Drainage issues at Mclver Lane, Woolgoolga | Y | | Complete | | 48,000.00 |
| 43 | Bray Street slip | | | TBC | Investigations ongoing/unfunded | |
| 44 | Fishing Club drainage issues | | | TBC | Investigations ongoing/unfunded | |
| 45 | Mullaway Stormwater drainage review | | | Complete | | 15,000.00 |
| 46 | Dairyville Road - Cassons Culvert Replacement | | | 30-Sep-16 | Completion early 2016/17 | 200,000.00 |
| 47 | 20 Walsh Close Sawtell - Drainage | Y | | Complete | | 47,000.00 |
| 48 | CBD Flood Works | Y | | 01-Oct-16 | Completion early 2016/17 | 500,000.00 |
| 52 | Spoonbill Lake Dredging | | | 10-Aug-16 | Completion early 2016/17 | 150,000.00 |
| 53 | Flood Detention Basin (Upper Shepherds Lane) | Y | Y | 01-Apr-16 | Investigations ongoing | 3,000,000.00 |
| 54 | Polaris Close/Antaries Ave Improvements | Y | Y | TBC | Investigations ongoing | 300,000.00 |
| 55 | Park Beach Drainage Investigations | Y | Y | ongoing | Investigations ongoing | |
| 55 | Establish Flood Gauge at Grafton St | | | Complete | | 13,109.00 |
| 55 | Pipe Relining | | | Complete | | 86,679.00 |
| 55 | Drainage Extension 303 Dairyville Road | | | Complete | | 15,000.00 |
| 55 | Gundagai Place Drainage Upgrade | | | Complete | | 115,000.00 |
| 55 | Graham Drive Cycleway Piped Drainage | | | Complete | | 33,512.00 |
| | Sub Total Drainage Operational Plan | | | | | 3,968,000.00 |
| | Sub Total Completed Drainage Operational Plan | | | | | 168,000.00 |
| | Sub Total All Drainage Projects | | | | | 4,443,000.00 |
| | Sub Total All Drainage Completed | | | | | 556,300.00 |

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| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|----|---|---|---|---|---------------------------|-----------------------|
| | Roads and Bridges Construction + City Square | | | | | |
| 56 | Beach Road , Sapphire | Y | | Complete | | 683,000.00 |
| 57 | Lakeside Drive, Sapphire | Y | | Complete | | 671,000.00 |
| 58 | James Small Drive Korora - Plantain to K&G | Y | | Complete | | 455,000.00 |
| 59 | Korora School Road | Y | | Complete | | 150,000.00 |
| 60 | Bonville Water Subsoils | Y | | Complete | | 86,000.00 |
| 61 | Green Lea Calala Place to Joyce St North | Y | | Complete | | 136,000.00 |
| 62 | Coramba Road, Bakers to change of seal | Y | | Complete | | 220,000.00 |
| 63 | Sawtell Road - Boambee Creek to Hamilton Drive | Y | | Complete | | 260,000.00 |
| 64 | First Ave Sawtell - 11th to Dillon | Y | | Complete | | 271,410.00 |
| 65 | Lyons Road Sawtell Royal Palms to Railway | Y | | Complete | | 530,000.00 |
| 66 | Solitary Is Way Reseal - Casuarina to Johnsons | Y | | Complete | | 99,938.00 |
| 67 | Bucca Road McReas Bridge west to 6624 | Y | | Complete | | 196,000.00 |
| 68 | Gundagai Street, Coffs Harbour | Y | | Complete | | 205,000.00 |
| 69 | Road reseals (Flush and Asphalt) | Y | | Complete | | 1,801,000.00 |
| 70 | East Bonville roadworks | | | Complete | | 90,000.00 |
| 71 | Pine Creek Way Reseal | | Y | 31/11/16 | Multi year | 150,000.00 |
| 72 | Red Hill guardrail | | | Complete | | |
| 73 | Toormina Road Signage - Speed zone reduction (for RMS) | Y | | Complete | | |
| 74 | Condons bridge Reconstruction | Y | Y | Complete | | 210,000.00 |
| 75 | Kellets bridge Reconstruction | Y | | Complete | | 380,000.00 |
| 76 | Keoghs bridge Reconstruction | Y | | Complete | | 100,000.00 |
| 77 | Rhodes bridge Reconstruction | Y | | 01-Sep-16 | Completion early 2016/17 | 220,000.00 |
| 78 | Kirton Bridge Reconstruction - Curtins | Y | | Complete | | 70,000.00 |
| 79 | North Bonville Bridge Reconstruction | Y | | Complete | | 105,000.00 |
| 80 | Lyons Road Signage - Speed zone reduction (for RMS) | Grant | | Complete | | |
| 81 | Sawtell Road Signage - Speed zone reduction (for RMS) | Grant | | Complete | | |
| 82 | Ocean Parade, Coffs Harbour kerb realignment - concept design | | | TBC | Design/Investigation only | |
| 83 | Curacao Street, Coffs Harbour – cul de sac design and parking for traffic committee | | | TBC | Design/Investigation only | |
| 84 | High Street Traffic Calming | | | TBC | Design/Investigation only | |
| 85 | Saye Close Bus Stop | Grant | | Complete | | 150,000.00 |
| 86 | Stadium Drive - access into Stadium (Black Spot) | Grant | | Complete | | 209,000.00 |
| 87 | Boronia Street, Sawtell - intersection realignment and car parking | | | TBC | Design/Investigation only | |
| 88 | Newmans Road, Woolgoolga Traffic study | | | TBC | Design/Investigation only | |
| 89 | Karangie Cemetery linemarking redesign | | | Complete | | |

Continued next page



| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|-----|---|---|---|---|--------------------------------|-----------------------|
| | Roads and Bridges Construction + City Square <i>Continued from previous page</i> | | | | | |
| 90 | Woolgoolga Caravan Park entrance review | | Y | Complete | | |
| 91 | Hogbin Drive - Acceleration lane at CHEC | Grant | | Complete | | 112,423.00 |
| 92 | Hogbin Drive - Acceleration lane at Harbour Drive | Grant | | Complete | | 129,777.00 |
| 93 | Hogbin Drive Pavement - Fred Hanson Bridge northward | Grant | | Complete | | 148,822.00 |
| 94 | Flood signs on Phil Hawthorn Drive | | | TBC | | |
| 95 | Hi-Tech Drive Hogbin Road Intersection Upgrade (Black Spot) | Grant | | Complete | | 309,000.00 |
| 96 | MR151 Culvert relining | Grant | | Complete | | 126,197.00 |
| 97 | Hogbin Drive reseal | Grant | | Complete | | 66,549.00 |
| 98 | Phyllis Lane road regrade | | | 30-Dec-16 | | 20,000.00 |
| 99 | Dairyville Road Signage - Speed zone reduction (for RMS) | | | TBC | Design/Investigation only | |
| 100 | North Boambee Road Signage - Speed zone reduction (for RMS) | | | TBC | Design/Investigation only | |
| 101 | Airport apron expansion - survey and services | | | TBC | Design/Investigation only | |
| 102 | Airport carpark redesign | | | TBC | Design/Investigation only | |
| 103 | Airport VMP | | | TBC | Design/Investigation only | |
| 104 | Beacon Hill Part 5 | | | Complete | | |
| 105 | Bray Street - Lions Nature Bike Safety Park | Y | | TBC | Not Funded | |
| 106 | City Square civil works | Y | Y | 30-Apr-17 | Staged to suit retailer/events | 423,000.00 |
| 107 | Repave City Square | Y | Y | 30-Jun-17 | Staged to suit retailer/events | 87,000.00 |
| 108 | City Square Signage | Y | Y | TBC | By CBD Masterplan Committee | 75,000.00 |
| 109 | Duke Street, Coffs Harbour (Stage 1 Complete) | Y | | 21-Jun-16 | Temporary Road Complete | 450,000.00 |
| 110 | Gordon Street and Harbour Drive Traffic Signals | N | Y | 30-Sep-16 | Completion early 2016/17 | 2,500,000.00 |
| 111 | Gordon Street linemarking review and concept design | N | | TBC | Design/Investigation only | |
| 112 | North Boambee Valley Development Traffic Impact Review | N | Y | TBC | Design/Investigation only | |
| 113 | Sawtell Mainstreet revitalisation Stage 1 | N | | Complete | | 20,000.00 |
| 114 | Sawtell Mainstreet revitalisation Stage 2 | N | Y | TBC | Design/Investigation only | 250,000.00 |
| 115 | Stadium Drive Retaining Wall Investigation, Design & Geotech | N | Y | Complete | | 10,000.00 |
| 116 | Stadium Drive Transport Interchange facility | Grant | Y | 30-Jun-17 | Multi year | 950,000.00 |
| | Sub Total Roads, Bridges, City Square Operational Plan | | | | | 7,664,348.00 |
| | Sub Total Completed Roads, Bridges, City Square Operational Plan | | | | | 6,629,348.00 |
| | Sub Total All Roads, Bridges, City Square Projects | | | | | 13,126,116.00 |
| | Sub Total All Roads, Bridges, City Square Projects Completed | | | | | 7,991,116.00 |

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| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|-----|--|---|---|---|----------------------|-----------------------|
| | Cycleways and Footpaths | | | | | |
| 117 | Lyons Road footway - tennis courts | | Y | | | Not Funded |
| 118 | Collingwood Street, The Jetty - PAMPS project | Grant | | Complete | | 22,000.00 |
| 119 | Park Beach Road - PAMPS project | Grant | | Complete | | 28,000.00 |
| 120 | Bucca Road cycleway | Grant | | Complete | | 63,347.00 |
| 121 | Lyons Road Cycleway Stage 2 | Grant | | Complete | | 500,000.00 |
| 122 | Hoys & Solitary Islands Way Cycleway - Intersection upgrade | Grant | | Complete | | 40,000.00 |
| 123 | Solitary Islands Way Footpath and Ramp Upgrade | Grant | | Complete | | 83,500.00 |
| 124 | Headland Road, Sapphire cycleway | Grant | | Complete | | 138,650.00 |
| 125 | Ocean Parade Park Beach - Footpath | Y | | TBC | Environmental Issues | 100,000.00 |
| 126 | Arrawarra Cycleway Bridge and Connection | Grant | | Complete | | 250,000.00 |
| 127 | Mullaway Drive Cycle Link | Grant | | Complete | | 86,000.00 |
| 128 | Sandy Beach Northern Cycle Link | Grant | | Complete | | 93,450.00 |
| 129 | Centennial Drive Cycle Link | Grant | | Complete | | 41,500.00 |
| 130 | Reseal and Linemark - Poundyard Creek to Eggins Drive | Grant | | Complete | | 525,225.00 |
| 131 | Bonville School Cycleway | | Y | Complete | | 10,000.00 |
| 132 | Park Ave Transport Interchange | Grant | Y | Complete | | 568,817.00 |
| | Sub Total Cycle Ways and Footpaths Operational Plan | | | | | 100,000.00 |
| | Sub Total Completed Cycle Ways and Footpaths Operational Plan | | | | | - |
| | Sub Total All Cycleway and Footpaths Projects | | | | | 2,550,489.00 |
| | Sub Total All Cycle way and Footpaths Projects Completed | | | | | 2,450,489.00 |

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| | CAPITAL WORKS PROGRAM PROJECT DESCRIPTION | 2015 / 2016 Operational Plan | Project spans multiple years | Construction Completion Date | Comment | Budget/Cost \$ |
|-----|---|---|---|---|------------------------------|-----------------------|
| | Buildings, Open Space and Misc | | | | | |
| 133 | Lakes Estate Bus Shelter and footing design | N | | Complete | | |
| 134 | McCauleys Headland toilet block | Y | | Complete | | 320,000.00 |
| 135 | Karangī Cemetery - Columbarium wall design | N | | TBC | | |
| 136 | Fish Cleaning table - Jetty Foreshore | Grant | | Complete | | 30,000.00 |
| 137 | Steps to southern end of Jetty Foreshore | Y | | Complete | | 45,000.00 |
| 138 | Corindi Tennis Courts | N | | 01-Sep-16 | Completion early 2016/17 | 229,000.00 |
| 139 | Diggers Beach Toilet block | Y | Y | 01-Jun-17 | 2017 Project | 450,000.00 |
| 140 | Fitzroy Park amenities block design | Y | Y | 28-Feb-17 | Multi Year | 600,000.00 |
| 141 | Jetty Foreshore Stages 2-4 | N | Y | 01-Dec-17 | Multi Year | - |
| 142 | Jetty Memorial Theatre Facilities | Y | | Complete | | 120,000.00 |
| 143 | Nana Glen Pool | Y | | 01-Sep-16 | Work outside swimming season | 125,000.00 |
| 144 | Building Upgrades | Y | | Complete | | 162,182.00 |
| 145 | Men's Shed - Coffs Harbour | N | Y | 01-Dec-16 | Multi Year | 400,000.00 |
| 146 | Woolgoolga Beach Rehab Project | Grant | Y | 30-Nov-16 | Delayed by Storm events | 20,000.00 |
| 147 | Boambee Creek Boat Ramp | Grant | | 01-Oct-16 | On track for RMS timeline | 40,000.00 |
| 148 | Playground Upgrade Works | Y | | Complete | | 59,604.00 |
| 149 | Reserves Fences and Accessways Upgrade | Y | | Complete | | 484,967.00 |
| 150 | Jetty Structure Assessment | Y | Y | 30-Sep-16 | Assessment under way | 120,000.00 |
| 151 | Shade Sails Design & tender | Y | Y | 01-Dec-16 | Tender Awarded | 750,000.00 |
| 152 | Brelsford Park - New Facility to replace existing | N | Y | | 2017/18 | |
| | Sub Total Buildings, Open Space and Miscellaneous Operational Plan | | | | | 3,236,753.00 |
| | Sub Total Buildings, OS, and Misc for completion in 2015/16 | | | | | 1,436,753.00 |
| | Sub Total Completed Buildings, Open Space and Miscellaneous Operational Plan | | | | | 1,191,753.00 |
| | Sub Total All Buildings, Open Space and Miscellaneous | | | | | 3,955,753.00 |
| | Sub Total All Buildings, Open Space and Miscellaneous completed | | | | | 1,221,753.00 |

| | |
|--|----------------------|
| Total Operational Plan Project Budget for 2015/16 | 17,578,101.00 |
| Total Capital Budget All Projects | 30,812,101.00 |
| Total for Operational Budget Projects delivered | 12,243,101.00 |
| Total for all projects delivered this year | 21,578,658.00 |





COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
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REPORT TO ORDINARY COUNCIL MEETING

2016 END OF TERM REPORT

| | |
|----------------------------|---|
| REPORTING OFFICER: | Section Leader Community Planning and Performance |
| DIRECTOR: | Director Sustainable Communities |
| COFFS HARBOUR 2030: | LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour |
| ATTACHMENTS: | ATT1 2016 End of Term Report ATT2 2016 State of the Environment Report - Interim Summary ATT3 2016 Customer Satisfaction Survey Report ATT4 2016 Community Wellbeing Survey Report |

Recommendation:

That Council note the findings of the 2016 End of Term Report, State of the Environment Report - Interim Summary, 2016 Customer Satisfaction Survey Report and 2016 Community Wellbeing Survey Report.

EXECUTIVE SUMMARY

To provide an 'End of Term' Report on progress by the Coffs Harbour community in implementing the Coffs Harbour 2030 Community Strategic Plan during the 2012 to 2016 Council term. Also, to provide the results from the 2016 Customer Satisfaction Survey Report and Community Wellbeing Survey Report that, in part, informed the End of Term Report.

REPORT

Description of Item:

Section 428 (2) of the Local Government Act 1993 requires that in the year in which an ordinary election of Councillors is to be held councils must report achievements in implementing the Community Strategic Plan (CSP) over the previous 4 years. The Integrated Planning and Reporting (IPR) legislation requires an “End of Term” Report to be presented at the final meeting of an outgoing council.

It is anticipated that the End of Term Report will contribute to the review of the *Coffs Harbour 2030 CSP* and inform Council's next Delivery Program; these reviews are due to commence following the local government election in September 2016.

This End of Term Report covers a four year period from 1 July 2012 to 30 June 2016 and reports against the themes of the *Coffs Harbour 2030 CSP*:

- Learning and Prospering
- Looking after our Community
- Looking after our Environment
- Moving Around
- Places for Living

Issues:

Under the IPR framework, councils are required to help their communities develop a long-range Community Strategic Plan – the *Coffs Harbour 2030 CSP*. The 2016 End of Term Report provides an overview of progress in implementing the *Coffs Harbour 2030 CSP* during the 2012 to 2016 Council term.

Through its regular performance reporting, Council has detailed an impressive record of operational achievements over the last four years, all of them aligned with the *Coffs Harbour 2030 Plan*. These achievements are incorporated in the End of Term Report. However, to assess overall progress in achieving the 2030 CSP objectives, Council needs to take a broader view of the combined impact of stakeholders with an interest in Coffs Harbour. To fully assess progress in achieving the CSP objectives, we need to consider the impact of residents, organisations and any other stakeholders that have had a role to play in what has happened in the Coffs Harbour area between 2012 and 2016. As such, Council has undertaken research and sought comment from external agencies identified as stakeholders in the implementation of the *Coffs Harbour 2030 Plan* to provide as detailed analysis as possible. Those contributions are gratefully acknowledged.

In some instances, the absence of baseline/benchmark data for the community indicators, especially where this is reliant on ABS Census data, limits the ability to comment on trend analysis over time. The establishment and review of appropriate baseline/benchmark data will be addressed as part of the review of *Coffs Harbour 2030 CSP*.

State of the Environment Report - Interim Summary

Also attached is an interim summary of the 2016 State of the Environment Report which includes data up to 2014/15. This summary report has been created and included to provide a snapshot that supports reflection on the progress towards the Looking After our Environment theme of the CSP. The full State of the Environment Report, including 2015/16 data, will be released with Council's Annual Report in November 2016. The interim summary is provided as Attachment 2 to this report.

Customer Satisfaction Survey Results

In January 2012, Council commissioned Jetty Research Pty Ltd to conduct a random telephone survey of 500 adult residents living within the local government area (LGA). The survey aimed to assess satisfaction with, and priorities towards different Council-managed facilities and services using a random and statistically valid sample. This survey was repeated in August 2014.

In April 2016, Jetty Research were again engaged to undertake the survey using a consistent format to assist in accurately gauging changes in community attitude over time. Information from this survey informs Council's approach to the delivery of Council services. In addition to this report, key findings are reported in Council's Annual Report and End of Term Report.

Methodology

The Customer Satisfaction Survey comprised a random fixed line and mobile telephone poll of residents aged above 18 years old. Respondents were selected at random from a verified random sample residential telephone database. A survey form was constructed collaboratively between Council staff and Jetty Research. Based on the number of Coffs Harbour households, a random sample of 504 adult residents was undertaken which produces a margin for error of +/- 4.4% at the 95% confidence level. This essentially means that if a similar poll was conducted 20 times, results should reflect the views and behaviour of the overall survey population – in this case “all Coffs Harbour LGA adult residents excluding council employees and Councillors” - to within a +/- 4.4% margin in 19 of those 20 surveys. Further details relating to the methodology can be found in the Report.

Key Findings

Overall, there is little change compared to the 2014 survey findings. The majority of Council Services and Facilities retained 'good' satisfaction ratings.

Satisfaction

Of 25 facilities and services rated, 5 achieved 'very high satisfaction'. These were:

- Sewerage
- Water Supply
- Libraries
- Lifeguards
- Council Pools

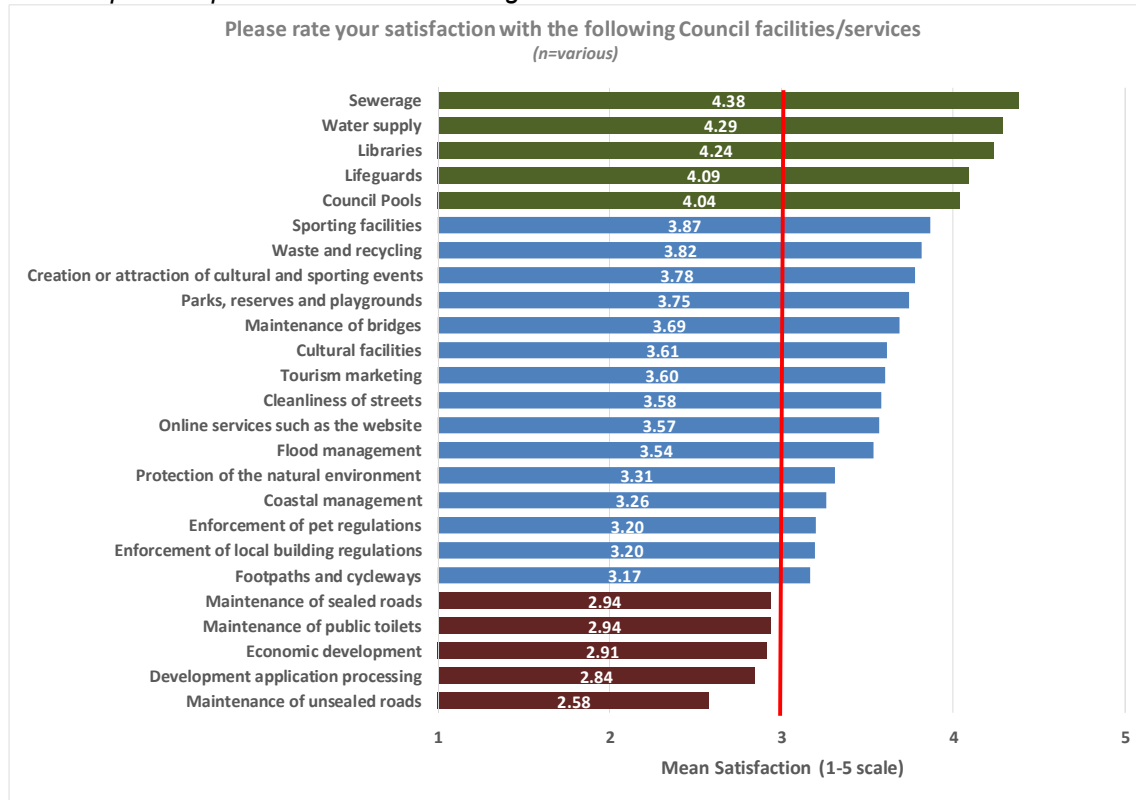
Lowest satisfaction was recorded by:

- Maintenance of Unsealed Roads
- Maintenance of Sealed Roads
- Economic Development
- Public Toilets
- Development Application processing

Two of the 25 Services and Facilities saw a statistically significant decline in satisfaction. These were:

- Enforcement of Building Regulations
- Cleanliness of Streets

Final Report Graph 1.1: Satisfaction ratings



Importance

In terms of importance, 4 of the 25 Services and Facilities achieved ‘very high importance’ ratings. These were:

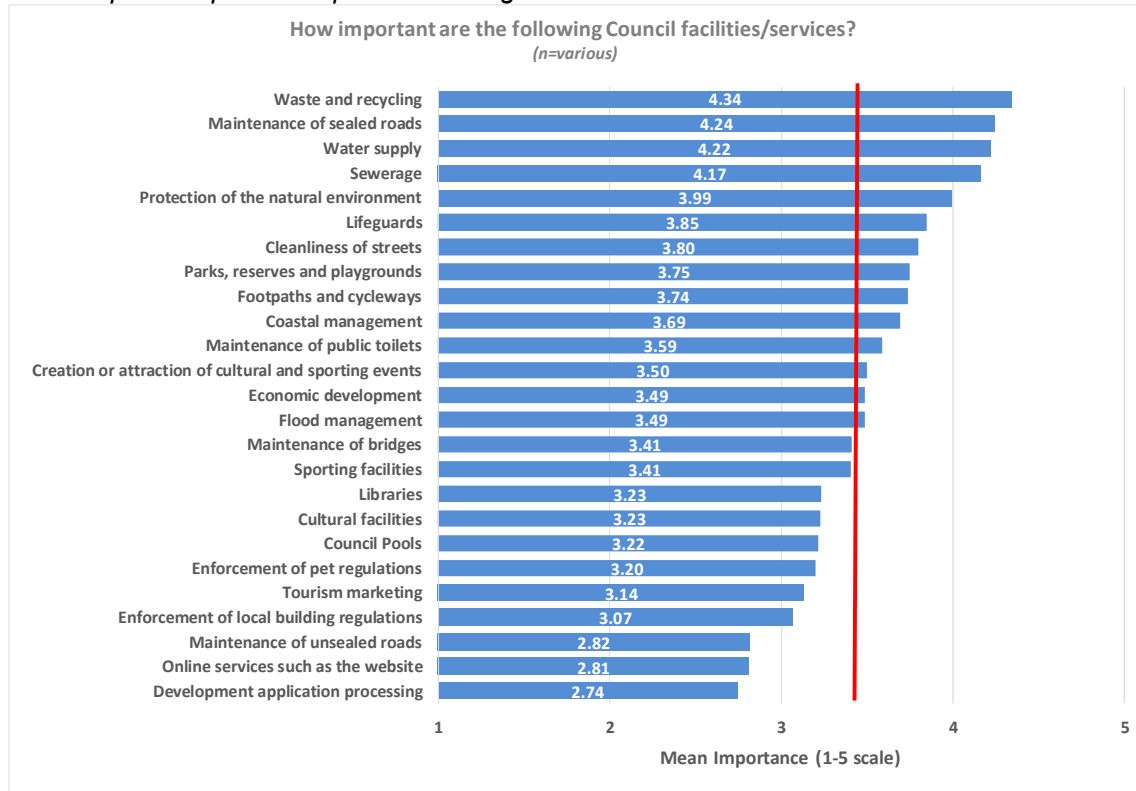
- Waste and Recycling
- Sealed Roads
- Water Supply
- Sewerage

Lowest importance was recorded by:

- Maintenance of Unsealed Roads
- Online Services such as the website
- Development Application processing

One of the 25 Services and Facilities saw a statistically significant decline in importance which was Council Pools. None of the 25 facilities and services increased significantly in importance.

Final Report Graph 1.2: Importance ratings



Satisfaction vs Importance

When placed into a quadrant-style matrix of importance vs. satisfaction, and using an arbitrary 3.5 “dividing line” across both the satisfaction and importance scores, the following picture emerged:

| Higher importance/lower satisfaction | Higher importance/higher satisfaction |
|--|--|
| Maintenance of sealed roads Protection of the natural environment Maintenance of public toilets Footpaths/cycleways Coastal management | Water supply Waste and recycling Sewerage Parks, reserves and playgrounds Cleanliness of streets Lifeguards Creation of cultural and sporting events |
| Lower importance/lower satisfaction | Lower importance/higher satisfaction |
| Enforcement of local building regulations Enforcement of pet regulations Development application processing Maintenance of unsealed roads Economic development | Libraries Flood Management Sporting facilities Council Pools Cultural facilities Online services Tourism marketing Bridge Maintenance |

Most important Use of Council Resources

Respondents were also asked to rank the relative importance for future resourcing of any facilities and services they had ranked as a 5 out of 5 (excluding the “known criticals” of sealed road maintenance, water supply, sewerage and waste/recycling). Services/facilities deemed most deserving of additional resources were:

- Lifeguards
- Protection of the natural environment
- Flood management and coastal management

Overall Satisfaction with Council's Performance

There was no statistically significant change from 2014. When asked to rank their overall satisfaction with Council's performance, 38% declared themselves satisfied against 17% dissatisfied.

Contact with Council

The Survey also asks a series of questions relating to customer contact with Council. Again, there was no significant change compared to the findings in 2014 however, some of the minor changes were:

- Slight increase in overall satisfaction with the way the respondent's most recent inquiry was handled
- Customer resolution in three or more contacts reduced
- Telephone enquiries were slightly down and face-to-face enquiries were slightly up
- Satisfaction with enquiries increased from 49% to 56%
- Satisfaction with website content slightly increased

The full final report is provided as Attachment 3 to this report.

Community Wellbeing Survey Results

Also attached are the results of the 2016 Community Wellbeing Satisfaction Survey. The Community Wellbeing Survey provides public opinion about the quality of life in Coffs Harbour. Council surveyed Coffs Harbour residents to gain feedback on a range of indicators across categories including Community Inclusiveness, Civic Leadership, Arts and Cultural Activities, Recreational and Sporting Activities, Environmental Access and Learning, and Community Spaces.

These findings assist with reporting on the End of Term Report by providing a picture of the community's current sense of wellbeing in terms of the aspirations expressed in the Coffs Harbour 2030 Community Strategic Plan.

'Wellbeing' is a general term to cover the health, happiness, and prosperity of the Coffs Harbour community. It is important to note that the survey questions ask about matters that may be outside Council's direct influence and relate more to a respondent's personal choices and subjective opinions about Coffs Harbour.

The Community Wellbeing Survey was first conducted in September 2014 across Council's randomly-selected Online Survey Panel (OSP). At the time of the 2014 survey, the OSP comprised 624 Coffs Harbour Local Government Area residents who had been randomly recruited by telephone. The survey responses were analysed by independent market research company Jetty Research Pty Ltd. It set baseline data for 23 indicators across categories including Community Inclusiveness, Civic Leadership, Arts and Cultural Activities,

Recreational and Sporting Activities, Environmental Access and Learning, and Community Spaces.

The Survey was undertaken for a second time in June 2016, again using the OSP and analysed by Jetty Research. The Survey was submitted by email to the 1,063 members of Council’s OSP on 24 May 2016. A total of 516 responses were received (a completion rate of 49%). The survey was restricted to the OSP to replicate the process undertaken in 2014 and because of its integrity as a randomly-selected group representing the demographic diversity of the Coffs Harbour local government area (LGA).

The following table is drawn from the executive summary of the Jetty Research report – it shows the baseline scores gathered from the Community Wellbeing Survey:

| Category | Indicator | % yes or agree | | Mean (out of 5) | | Overall movement |
|------------------------------------|---|----------------|------|-----------------|------|------------------|
| | | 2014 | 2016 | 2014 | 2016 | |
| Community inclusiveness | To what extent do you feel part of the community? | 51% | 45% | 3.54 | 3.37 | ↔ |
| | How safe do you feel - at home alone during the day? | 91% | 83% | 4.54 | 4.27 | ↓ |
| | How safe do you feel - walking alone in your local area during the day? | 88% | 83% | 4.41 | 4.23 | ↓ |
| | How safe do you feel - at home alone at night? | 77% | 68% | 4.08 | 3.88 | ↓ |
| | How safe do you feel - walking alone in your local area at night? | 40% | 32% | 3.05 | 2.81 | ↓ |
| City Centre | Do you ever visit the City Centre? | 97% | 97% | | | ↔ |
| | How lively do you think the city centre is during the day? | 52% | 44% | 3.52 | 3.34 | ↓ |
| | How lively do you think the city centre is at night? | 5% | 5% | 2.04 | 1.92 | ↔ |
| Connected Communities | Do you ever do voluntary work in the community? | 59% | 56% | | | ↔ |
| Civic leadership | Do you feel you have the opportunity to have your say on important issues that affect your community? | 34% | 23% | 3.05 | 2.74 | ↓ |
| Arts and cultural activities | Do you regularly attend arts and cultural activities? | 37% | 54% | | | ↑ |
| | How satisfied are you with the opportunities to attend arts and cultural activities in the local area? | 39% | 33% | 3.27 | 3.14 | ↔ |
| Recreational and sporting activity | Do you regularly participate in recreational activities with others? | 64% | 64% | | | ↔ |
| | Do you regularly participate in organised sporting activities with others? | 36% | 35% | | | ↔ |
| Environmental programs | Have you participated in any events, activities or groups to help look after the environment in the last two years? | 27% | 25% | | | ↔ |
| Environmental access and learning | Do you ever use the walking or cycling tracks through our coastal and hinterland parks and reserves? | 80% | 77% | | | ↔ |
| | How satisfied are you with the network of walking and cycling tracks through our coastal and hinterland parks and reserves? | 59% | 53% | 3.61 | 3.53 | ↔ |
| | How satisfied are you with opportunities to learn about Coffs Harbour's natural areas? | 47% | 35% | 3.44 | 3.23 | ↓ |
| Public transport usage | Have you used public transport in Coffs Harbour over the past 12 months? | 12% | 16% | | | ↔ |
| | How satisfied are you with public transport options available in Coffs Harbour? | 44% | 36% | 3.28 | 2.98 | ↓ |
| Sydney and interstate connections | How satisfied are you with regular passenger services from Coffs Harbour to Sydney? | 53% | 60% | 3.53 | 3.63 | ↑ |
| | How satisfied are you with regular passenger services from Coffs Harbour to interstate destinations? | 23% | 32% | 2.72 | 3.03 | ↑ |
| Community spaces | Do you have problems with accessing community facilities or spaces in Coffs Harbour? | 5% | 8% | | | ↔ |

There was statistically significant improvement in 3 indicators:

- Do you regularly attend arts and cultural activities
- Satisfaction with passenger services from Coffs to Sydney
- Satisfaction with passenger services from Coffs to interstate destinations

There was statistically significant decline in 8 indicators:

- All 4 safety indicators (Day/Night – at home & walking alone in your area)
- Liveliness of the city centre during the day
- Satisfaction with opportunity to have say on important issues
- Satisfaction with opportunities to learn about Coffs Harbours natural areas
- Satisfaction with public transport options

The remaining 12 indicators were stable.

The full final report is provided as Attachment 4 to this report.

Options:

This report is to enable compliance with legislative requirements. At this time, the following options are available to Council:

1. *Adopt the recommendation provided to Council;* this will enable the End of Term Report to be adopted according to legislated requirements.
2. *Amend the recommendation provided to Council;* depending on the nature of the amendment this may impact on Council's ability to finalise the legislated reporting requirements according to the set legislated timeframe.
3. *Reject the recommendation provided to Council;* this will impact on Council's ability to finalise the legislated reporting requirements according to the set legislated timeframe and would represent a breach of the Local Government Act.

Sustainability Assessment:

- **Environment**

The report presents information to show how environmental objectives are tracking in regard to the aspirations set out by the community in the Coffs Harbour 2030 CSP.

- **Social**

The report presents information to show how community objectives are tracking in regard to the aspirations set out by the community in the Coffs Harbour 2030 CSP.

- **Civic Leadership**

The process of monitoring the progress of the Coffs Harbour 2030 CSP, even where the objectives are beyond Council's sphere of influence, is in line with the Civic Leadership principles of the Integrated Planning and Reporting framework. In this instance, Council's action in undertaking the survey is specifically aligned with the 2030 Strategy LC3.2: *Engage the community and other levels of government in seeking outcomes.*

- **Economic**

Broader Economic Implications

The report presents information to show how economic objectives are tracking in regard to the aspirations set out, by the community, in the Coffs Harbour 2030 CSP.

Delivery Program/Operational Plan Implications

The findings of the Report will inform the development of Council's Delivery Program 2017-2021.

Risk Analysis:

The preparation of an End of Term Report is a legislated requirement.

Consultation:

Input was sought from external agencies identified as stakeholders in the *Coffs Harbour 2030* Community Strategic Plan; a number of agencies provided responses which have been duly included in the report.

The results of the Community Wellbeing, Customer Satisfaction Surveys and the State of the Environment Interim Report were also reflected in the End of Term Report.

Related Policy, Precedents and / or Statutory Requirements:

Section 428 of the Local Government Act 1993 applies.

(2) The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.

Implementation Date / Priority:

If adopted by Council, the 2016 End of Term Report will be released immediately.

Conclusion:

That Council notes the findings of the 2016 End of Term Report, State of the Environment Report - Interim Summary, 2016 Customer Satisfaction Survey Report and 2016 Community Wellbeing Survey Report.



COFFS HARBOUR CITY COUNCIL 2016 END OF TERM REPORT



August 2016



Foreword

This “End of Term” Report is an opportunity for the outgoing Council to reflect on the Coffs Harbour community's progress towards achieving the priorities of the 2030 Community Strategic Plan (CSP) during its term in office.

The CSP was developed with comprehensive community input and involvement; capturing the community's needs and aspirations for the future over a 10-year timeframe. It includes but also goes beyond what local government can deliver, and the report will highlight how other key partners and providers have addressed the CSP's themes and objectives.

The report addresses “quadruple bottom line” sustainability by assessing progress towards our social, environmental, economic and civic leadership goals.

From September 2016, Council will engage with the community on a substantial review of the Coffs Harbour 2030 Community Strategic Plan. The findings of this report will help to shape the discussions of that review in terms of what has been achieved, what remains to be actioned, and what that means for the focus moving forward. Councillors, and the entire City Council, can be proud of the significant role that this organisation has played over the last four years in helping Coffs Harbour to advance in becoming the city envisaged in the 2030 Plan.

Prominent in these achievements has been the task of establishing the financial sustainability of Council to enable it to continue to serve the city into the future. Combined, the Transformation to Sustainability (T2S) project and the Funding our Future rate variation package represent a challenging but essential strategy to ensure Council can deliver as a key service provider to Coffs Harbour.

At the same time, we've worked with many agencies, and the community itself, to achieve results ‘on the ground’. In our 2030 theme Learning and Prospering, it's been heartening to witness economic growth and an easing in overall unemployment in the region. The development of new training and education opportunities in the science, health and construction sector is also welcome.

The 2030 Places for Living theme has a new driving force, with the development of the NSW Government's draft North Coast Regional Plan. It is mirrored by Council's own planning and development strategies, and augmented by the city's extensive programs of infrastructure development and renewal. In Moving Around, the completion of the Sapphire to Woolgoolga upgrade of the Pacific Highway has been a significant achievement and we are all anxious to see the Government follow up with the long-awaited Coffs Harbour highway bypass.

Many programs and initiatives are in place to enhance Coffs Harbour as a safe, healthy and caring place for people, in line with the 2030 theme Looking after our Community. Similarly, Looking after our Environment is a community priority borne out in a range of planning frameworks and conservation and awareness programs to preserve the unique natural values of this place we call home.

We want this to be an even more wonderful place in 2030. With the sustained commitment of the local community, external agencies and Coffs Harbour City Council, we can make it happen.



Denise Knight

Denise Knight Mayor,
City of Coffs Harbour



Steve McGrath

Steve McGrath
General Manager

The Community Vision 2030

Coffs Harbour is a model of sustainable living. We value, respect and protect our natural environment and acknowledge that it sustains us and future generations. We work together to live sustainably. We have respect for, and learn from, our diverse communities of many ages and cultures. We are healthy, caring and actively engaged in our communities. We move around safely, easily and sustainably. Our economy is strong and diverse and our businesses are leaders in innovation and sustainability. We value all people and use the goodwill in our community to build a better future for our children. We think globally and act locally.

The 2030 Plan is laid out under the five themes identified in the Community Vision 2030 being:

- Learning and Prospering
- Places for Living
- Moving Around
- Looking after our Community
- Looking after our Environment

Beneath each theme there are a number of levels of actions:



Elected Members

There are nine elected representatives on Coffs Harbour City Council.

They are:

- Councillor Denise Knight, Mayor
- Councillor Garry Innes, Deputy Mayor
- Councillor Sally Townley
- Councillor Nan Cowling
- Councillor Rodney Degens
- Councillor Bob Palmer
- Councillor Keith Rhoades
- Councillor Mark Sultana
- Councillor John Arkan

(Councillor Bob Palmer resigned from Council on 20 April 2016)



Back row from left: Councillors Garry Innes, Rodney Degens and Keith Rhoades. Centre: Councillors Mark Sultana, Sally Townley, Denise Knight, Bob Palmer, and John Arkan. Front: Councillor Nan Cowling



Introduction

Amendments that were made to the NSW Local Government Act 1993 reformed the way councils in NSW prepare and report on strategic plans. The legislation places greater emphasis on longer term planning with key elements including a Community Strategic Plan (CSP) setting out the strategic directions (minimum of 10 years).

In the year in which an ordinary election of councillors is to be held, Council must report on the implementation and effectiveness of the CSP in achieving its social, environmental, economic and civic leadership goals over the previous four years.

This End of Term Report covers a four year period from 1 July 2012 to 30 June 2016 and reports against the themes and objectives of the Coffs Harbour 2030 CSP.

The report is framed around the CSP themes:

- Learning and Prospering
- Looking after our Community
- Looking after our Environment
- Moving Around
- Places for Living

Each Theme is outlined in its own report card, along with the indicators, the level of Council's influence and progress. Some of the indicators can only be measured over 5 years with data sourced from the national Census or other less frequent studies – this affects reporting.

Based on the Office of Local Government requirements for this report, there are no 'unintended outcomes' to report on however any impediments are outlined where relevant. These report cards provide an overview of the achievements and future directions, but more detail on Council's actions to address the CSP can be found in each Council Annual Report (2012/13 to 2015/16).

To assess progress in achieving the objectives of the CSP, we need to take a broad view of the combined impacts of residents, organisations and any other stakeholders that have had a role to play in what has happened in the Coffs Harbour area between 2012 and 2016.

As such, Council has undertaken research and sought comment from external agencies identified as stakeholders in the implementation of the Coffs Harbour 2030 Plan to provide as detailed analysis as possible.





Learning and Prospering

We are a prosperous and learning community

Overview

The Department of Education’s Regional Education, Skills and Job Plan, released in July 2013, identified the Mid North Coast region of NSW as a priority employment area due to high the **youth unemployment rate** (15-24 years). The 2011 ABS Census identified that Coffs Harbour’s unemployment rate for youth less than 24 years were 16%, compared to a regional NSW average of 13%. The Department of Social Services identified that 2,372 people in Coffs Harbour were receiving either Newstart Allowance or Youth Allowance in April 2016.

In September 2015, NSW Premier Mike Baird announced 30 State Priorities including one of 12 key Premier Priorities to create 150,000 new jobs by 2019. To address this priority, the NSW Government is providing 200,000 **free training** places over four years to assist young people, presently receiving income support, to gain the skills and qualifications including apprenticeships and traineeships. In the Coffs Harbour electorate, over 135 training providers have been contracted including TAFE NSW and private and community organisations to provide this fee-free training, with over 500 residents registering for this vocational training by November 2015.

Department of Employment data shows that the total Coffs Harbour unemployment rate for March 2016 was 5.3% which shows a reduction compared to the March 2012 figure of 6.5%. This relatively low rate demonstrates **job growth** and economic confidence in the local economy, which the Federal Government attributes to resurgence in the agricultural sector and the employment of workers for the Pacific Highway upgrade, north and south of Coffs Harbour, which are estimated to employ up to 4,000 directly and another 12,500 indirectly.

Coffs Harbour’s Gross Regional Product has increased from \$3,500m in 2012 to \$3,540m in 2016. Council’s **Economic Development Plan** was adopted in 2014 to support and promote sustainable development for existing and new business, and generate jobs growth. The plan commits to reducing obstacles and progressing actions that maximise opportunities for business. It supports the growth of business hubs and clusters while attracting green, clean and innovative businesses.

With 18% of the population of Coffs Harbour aged over 65, the Health Care and Social Assistance sector is the major employer in the community employing 17% (or 4,321 people) of those in paid employment compared to a NSW average of 12% (2011 ABS Census).





Learning and Prospering

We are a prosperous and learning community

Within this sector 1,151 people were employed at the hospital and 868 people in residential care reflecting the aging population of the Coffs Harbour area, and the trend towards inward migration of older people to the area. With completion of a Clinical Services Plan for the region, the 2016/17 NSW State Budget allocated \$156 million towards the upgrade of the **Coffs Harbour Hospital Campus**, which will provide further employment opportunities in the health care sector.

Similarly, it is anticipated that the staged introduction of the National Disability Insurance Scheme (**NDIS**) from July 2017 in the area will create further employment opportunities for those employed in areas of supported accommodation, community care and respite. Coffs Harbour is also well represented for health care services exceeding the NSW averages per 100,000 people for both general medical practitioners and specialist practitioners. According to the 2011 ABS Census, 14.7% of the Coffs Harbour workforce are employed in retail and a further 10.2% in the accommodation and food services, reflecting the importance of tourism to the area.

Another of NSW Premier Mike Baird's Premier Priorities is to increase the proportion of NSW students in the top two NAPLAN bands by 8%. The **NAPLAN results** for the NSW DEC North Coast region which includes Coffs Harbour show an improvement across most age levels in reading and numeracy from 2010/11 but levels remain below the NSW minimum standards for most year levels. The National Partnership Agreement on Youth Attainment and Transitions by the Council of Australian Governments (COAG) also set a target of 90% for Year 12 or equivalent attainment. According to the 2011 ABS Census, the population of the Coffs Harbour area who completed Year 12 remains slightly higher at 35.6% than the State average of 34.5%. These results indicate that student outcomes are improving but substantial investment in the sector is still required.



In July 2016, NSW Minister for Education Adrian Piccoli announced funding of an **upgrade of the science laboratory at Coffs Harbour High School** to facilitate the delivery of Science, Technology, Engineering and Mathematics (STEM) subjects. In 2016, the NSW Government also allocated \$10 million to investments in local public schools including needs-based funding allocations to Coffs Harbour Public School and High School, and Kororo Public School. This needs-based funding is designed to improve student outcomes by allowing schools to employ specialist teachers and health practitioners such as speech pathologists to target learning areas.

Coffs Harbour also received funding of \$12 million by the NSW Government in June 2016 towards Stage One of a **new allied health building at Southern Cross University** which will accommodate the introduction of new courses such as speech pathology and occupational therapy at the Coffs Harbour Campus as well as improving facilities for students. Professor David Lynch, head of the Coffs Harbour Campus said that the campus contributes around \$36.1 million in gross regional product to the economy and that the new project will provide significant opportunities for young people in the area and contribute to the growth of jobs not only in the construction phase but in the expansion of educational services. The NSW Government also announced funding of \$5 million for an Applied Construction and Plumbing Technologies Hub for the Coffs Harbour Campus of the North Coast Institute of TAFE in the 2016/17 Budget.



Council's Significant Achievements

- Facilitated the early roll-out of the **National Broadband Network** in Coffs Harbour from February 2013
- Launched a free wi-fi service in City Square as part of its **Switched On Coffs Digital Strategy**
- Released the Coffs Harbour **Economic Strategy** to help build business, investment and employment
- Celebrated the 50th birthday of the **Coffs Harbour Library Service** in 2014. As well as providing extensive education and community programs, the library is increasingly pursuing digital and online initiatives including radio frequency identification (RFID) system in all libraries
- Continued to develop the **Coffs Coast Growers Markets** as a key CBD revitalisation strategy
- Continued to expand the range of top sporting and entertainment fixtures at the **C.ex Coffs International Stadium** The elite venue attracts thousands of visitors and injects millions into the regional economy
- Completed a \$1.25m refurbishment of the multi-storey **Castle Street car park**
- Facilitated the selection of the Coffs Coast as an annual venue for Rally Australia and **World Rally Championship** events
- Installed a new \$500k lighting system at **Coffs Coast Sport and Leisure Park**
- Created the successful 'Six Degrees' co-working network and collaboration hub to assist local small business
- Won global acclaim for its **program of major events**, securing the IFEA World Festival and Event City Award for Coffs Harbour
- The industry-led Destination Coffs Coast Committee completed a successful inaugural year by presenting the Coffs Coast **Tourism Strategic Plan 2020** to Council for adoption in May 2016
- The inaugural Coffs Harbour **Event Strategy 2020** was adopted in June 2016
- **Park Beach Holiday Park** continued to win industry awards for excellence and was voted one of the Top 10 holiday parks in Australia.

Community Indicators

| Indicator | Measure | Commentary |
|--|--|--|
| Business diversity | Growth in the types of businesses and industries | The total industry output in Coffs Harbour increased by \$1,029.3 million between 2009/10 and 2014/15 from \$5,599.7 million to \$6,629 million. The largest changes in the output by industries between 2009/10 and 2014/15 in Coffs Harbour were: Construction (+\$645 million) Rental, Hiring and Real Estate Services (+\$345 million) Agriculture, Forestry and Fishing (-\$151 million) Health Care and Social Assistance (+\$62 million) <i>(Source: National Institute of Economic and Industry Research (NIER) @2016)</i> March 2012 - 6.5%, March 2016 - 5.3% <i>(Source: Australian Bureau of Statistics, Labour force survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, March 2016)</i> In 2011, households in Coffs Harbour had a median weekly household income of \$902, this was \$59 less than Regional NSW.* <i>(Source: Australian Bureau of Statistics, Census 2006 and 2011)</i> Data for this indicator is not available |
| Provide meaningful local employment | Unemployment rates: percentage of people 15+ years | |
| | Increase in average income per capita | |
| Business environmental sustainability | Business ecological footprint | |
| Numbers of young people | Percentage of residents who are aged 12 -24 | 2006 - 17.3%, 2011 - 16.2%* <i>(Source: Australian Bureau of Statistics, Census 2006 and 2011)</i> see chart 1.1 below |
| Equal access to employment | Percentage of population in employment based on age, gender, disability and cultural background | |
| People live in our city centre | Number and type of housing options in City Centre | Housing Type: Dwelling (House) 1,792 Strata Lot 1,814 Dual Occupancy 40 Residential Flats 97 Cluster Housing 3 TOTAL 3,746 <i>(Source: Coffs Harbour City Council)</i> Data for this indicator is not available |
| Our city centre is lively | Business occupancy rates | In 2016, 44% of respondents described the city centre as lively or very lively against just 16% saying it was not lively. In 2012 the figures were 52% and 10% respectively. The score for liveliness at night was far lower, with only 5% believing it to be lively or very lively in 2016, the same score as in 2012. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| | Community perception of city centre | |
| Lifelong learning opportunities | Participation rates in informal and formal education | Data for this indicator is not available |
| | Vocational training enrolments: people aged between 25-64 years enrolled in vocational education and training per 100 population | Data for this indicator is not available |

| Unemployment Rate | Regional NSW | | | Coffs Harbour | | Regional NSW | |
|-------------------|--------------|----------|----------|---------------|----------|--------------|--|
| | 2011 (%) | 2011 (%) | 2006 (%) | 2006 (%) | 2006 (%) | 2006 (%) | |
| All labour force | 8.3 | 6.1 | 8.9 | 8.9 | 7.1 | 7.1 | |
| Youth | 16.1 | 12.9 | - | - | - | - | |
| Over 55s | 6.4 | 4.2 | - | - | - | - | |
| Male | 9.2 | 6.3 | 9.5 | 9.5 | 7.3 | 7.3 | |
| Female | 7.3 | 5.9 | 8.2 | 8.2 | 6.9 | 6.9 | |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented in table 4 by IA, the population experts.



Places for Living

Our built environment connects us and supports us in living sustainably

Overview

In March 2016, the local member for Coffs Harbour Andrew Fraser announced that as part of a draft plan for the North Coast Region, Coffs Harbour would be officially declared a **regional city** for the first time, recognising its importance in the region and NSW. The NSW Government’s draft North Coast Regional Plan defines the NSW Government’s vision for the region over the next 20 years, focusing on jobs, housing, transport and protection of the environment. Parliamentary Secretary for the North Coast, Chris Gulaptis, said the Plan focused on opportunities to build on the North Coast’s strengths as a great place to live and work, supporting tourism, agriculture and aviation industries.

Council’s **planning and development strategies** and policies are designed to guide development in Coffs Harbour. Council’s planning instruments include the new Local Environmental Plan 2011 (LEP) and Development Control Plan 2011 and Section 94A Plan. Council’s ongoing work over the last four years has included assessing more than 4,000 development applications.

Council has also started community engagement regarding developing strategies which will help shape the way land can be used in the local government area. New strategies under development include a **Rural Lands Strategy**, to resolve issues associated with rural land uses, and a **Residential Strategy**, to resolve a number of issues associated with residential planning provisions.



This process does not include previously deferred lands and Council is working with a range of stakeholders to decide the future of these lands and ensure a consistent planning instrument applies across Coffs Harbour to assist in streamlining the planning system.

Housing affordability is an increasing issue for low to moderate income earners in Coffs Harbour. Though 2016 Census figures are not yet available, the 2011 Census showed that 15.5% of households in Coffs Harbour were in housing stress, compared to 11.4% in Regional NSW. Housing Stress is defined as per the National Centre for Social and Economic Modelling (NATSEM) model as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs. To increase the housing supply and relieve housing stress will need all levels of government working with the private sector.

Council is committed to the ongoing development and revitalisation of Coffs Harbour, and sees the Central Business District (CBD) playing a pivotal role through the creation of economic, social and cultural opportunities. In March 2013, the CBD Masterplan was adopted by Council. A CBD Masterplan Committee, a working group made up of industry leaders, land owners, council staff and locals, was formed to implement the objectives and strategies of the Masterplan.





Places for Living

Our built environment connects us and supports us in living sustainably

The **CBD Masterplan** is gradually being implemented throughout the CBD. Already completed is the Castle Street Carpark facelift which included construction of top-floor shade structures, lifts and a program of structural repairs which was completed in 2014. Also complete is the Skate Park and Community Space at Brelsford Park with the Coffs Harbour Skate Plaza officially opened on 26 July 2014. Work on the City Square Project, an exciting journey to reinvigorate the City Square, and the Harbour Drive-Gordon Street Restructure Project were commenced in 2016.

In October 2013, Council adopted the **Jetty4Shores project** concept and implementation plans. These plans were developed by a project team consisting of Coffs Harbour City Council, representatives from Crown Lands and a Community Reference Group. The project will result in significant improvements to the open space around, and access to, Jetty Beach and the Harbour.

Stage 1, being the Jetty Walkway, was completed and was officially opened on 25 October 2015. The Walkway is a five-metre wide decorative concrete shared pathway/cycleway, which tells the story of our Aboriginal and European heritage, the Jetty structure and the industrial use of the Foreshores. In December 2015, the Commonwealth Government's Department of Infrastructure and Regional Development announced that Council had been successful in its application for funding for Stages 2, 3 and 4 of project through the National Stronger Regions Fund (NSRF) grants program. The total project cost is approximately \$9.2m and the NSRF grant accounts for half the total amount.

The key elements of stages 2, 3 and 4 are:

- a Kiosk Area including steps and paving;
- the proposed Market/Picnic Area; and
- a Boardwalk, north of the historic Jetty.





Council's Significant Achievements

- Completion of the 4.5km **Moonee to Emerald Water Main Trunk Line**, securing the water supply for development on the Northern Beaches.
- The ongoing implementation of an extensive, ten-year **drainage and flood mitigation works** program.
- The construction of a **5ML concrete water reservoir** at Maccues Road, Moonee Beach.
- Sub-surface **drainage work** completed at Richardson Park.
- Construction of the Waterside Pavilion and Zen Garden at the **North Coast Regional Botanical Gardens**.
- Completion of the \$2.8m **South Coffs Sewer Pump Station** and Rising Main Project.
- Construction of a \$275,800 **viewing platform** and landscaping at Park Beach.
- The redevelopment of public toilets at Park Avenue, Macauleys Headland and Arrawarra Headland carpark in a \$1.5M, five-year **public amenities upgrade** program.
- Completion of a **viewing platform** at Woolgoolga Headland and the start of a “Whale Trail” extension of the Solitary Islands Coastal Walkway.
- Construction of a 75-metre **pipe bridge** across Boambee Creek to carry sewer and reclaimed water pipelines between Sawtell and the Coffs Harbour Water Reclamation Plant.
- Development of the **Woolgoolga Town Centre Masterplan**.
- Upgrade of **community facilities** including Sportz Central, Bayldon Community Centre and Woolgoolga Community Village.
- **Coffs Harbour Boat Ramp** was enlarged to help cut the effects of wave surges.
- Progressing local **Floodplain and Coastal Zone Management** plans including Coffs Creek, Woolgoolga, Arrawarra Creek, Boambee Creek and Newports Creek.
- A **new playground** developed at Ulong.
- A \$290,000 upgrade of the **Woolgoolga Netball Courts** was completed.
- Adopted the **Sports Facility Plan 2016** – a companion to the open space strategy that focuses on new and existing sporting infrastructure requirements over the next 20 years.

Community Indicators

| Indicator | Measure | Commentary |
|---------------------------|--|--|
| Urban consolidation | Percentage of households within 400m of bus routes | 92% of property entities within R1 -R4 zoned areas are within 400m of bus routes (Source: Coffs Harbour City Council) |
| | Percentage of households within 800m of business zones | 70% of property entities within R1 -R4 zoned areas are within 800m of business zones (Source: Coffs Harbour City Council) |
| Housing affordability | Households in the bottom 40% of income distribution with mortgage or rent stress | In 2011, 37% of Coffs Harbour City's renting households were experiencing rental stress compared to 30% in Regional NSW. In 2011, 15% of Coffs Harbour City's households purchasing their dwelling were experiencing mortgage stress compared to 11% in Regional NSW. (Source: Australian Bureau of Statistics, Census 2011) |
| Spaces for children | Percentage of residences within walking distance (400m) of playground | 49% of property entities within R1 -R4 zoned areas are within 400m of a playground (Source: Coffs Harbour City Council) |
| | Satisfaction with children's facilities (eg. playgrounds) | Customer Satisfaction Survey results show no significant change from 2014. The satisfaction with 'Parks, Reserves and Playgrounds' rated "good" in both 2014 and 2016. (Source: Coffs Harbour City Council Customer Satisfaction Survey 2016) |
| Community spaces | Satisfaction with level of access to community facilities and open spaces | Customer Satisfaction Survey results show the satisfaction with "Libraries" rated "very high" in both 2014 and 2016. The satisfaction with 'Parks, Reserves and Playgrounds' and rated "good" in both 2014 and 2016. (Source: Coffs Harbour City Council Customer Satisfaction Survey 2016) |
| | Level of use of community spaces | Library, Regional Gallery & Museum: Total visitation - 2012/13 = 313,704 2015/16 = 305,856 Online visits - 2012/13 = 139,404 2015/16 = 150,789 |
| | | Regional Gallery: Total visitation - 2012/13 = 11,147 2015/16 = 12,207 |
| | | Botanic Gardens: Total visitation - 2013/14 = 75,240, 2015/16 = 84,637 (Source: Coffs Harbour City Council) |
| Vibrant rural communities | Number and location of local markets and community events | Data for this indicator is not available |
| | Number of rural local businesses | Data for this indicator is not available |
| | Local school enrolments | Local school enrolments increased by 289 (2.3%) between 2012 and 2016. (Source: NSW Department of Education and Training; Independent schools in LGA) |





Moving Around

We are moving around easily, safely and sustainably

Overview

There is a high reliance on private motor vehicles in the LGA (92% of all work journeys are by private vehicle) which creates challenges in terms of the balance between vehicle and pedestrian access in the Coffs Harbour CBD, and the financial viability of regular and varied **public transport** options. Council continues its efforts to see public transport use increase, by working with bus companies to improve our bus stations and planning of services to better meet the needs of our community.

Substantial work has been undertaken to create efficient movement networks and connections that enhance walking, cycling, horse riding and disabled access. Improvements to footpaths, accessible ramps, refuge islands, cycleways and bike rack locations were guided by our Council's **Pedestrian Access and Mobility Plan (PAMP)**.

There were a variety of significant **transport network improvements** undertaken in Coffs Harbour over the last four years. Work was initiated to substantially improve traffic flow along the Pacific Highway near the Cook Drive and North Boambee Rd intersections, on the southern approach to the city in 2013. Funded by the NSW Government, the twelve-month, \$8.5 million upgrade was undertaken by Coffs Harbour City Council's CoastalWorks and NSW Roads and Maritime Services (RMS).

The new Hartleys Bridge across the Orara River at Coramba, was officially opened in 2013. The replacement structure is Council's longest and largest **timber bridge**, spanning 66 metres and 3.6m wide, and is also a metre higher than the previous bridge. In 2012, the Solitary Islands Coastal Walk, a 60 kilometre path that links Sawtell to Red Rock along the coastline, was officially opened.

A Mid North Coast Regional Transport Plan was released by the State Government's Transport for NSW department in October 2013. The Plan details a range of transport initiatives for the region but one of the most significant for our community is the continued planning and preparation for a **Coffs Harbour Bypass**. In March 2015, the NSW Government pledged \$200 million for construction of the project, subject to a business case. The project has been allocated funding to carry out the environmental assessment and to finalise the concept design. According to RMS, the project will include around a 14 kilometre motorway standard upgrade of the Pacific Highway from Englands Road in the south which connects with a upgraded Sapphire to Woolgoolga section in the north. Council will continue to urge the Government to commit funds for immediate construction of this critical infrastructure.





Moving Around

We are moving around easily, safely and sustainably

One of the most complex projects ever undertaken on the Pacific Highway – the \$850m, 25km-long **Sapphire to Woolgoolga upgrade** – was completed by NSW Roads and Maritime Services in July 2014. Completion of the four-lane divided roadway has been welcomed by the thousands of motorists who drive the Pacific Highway every day, including Northern Beaches residents who had to endure the unavoidable disruption caused by the four-year construction project. Work is currently underway on the Woolgoolga to Ballina highway upgrade.

Coffs Harbour Airport continued to upgrade facilities and services throughout the last four years to maintain the high standard of the business. Major achievements included finalisation of approximately \$6.5 million upgrade works program including runway resurfacing, rejuvenation of taxiways and aircraft parking areas, new access road for heavy vehicles and parking improvements for taxis and buses. Also, a new \$11.4 million aviation rescue fire station was opened at the Airport in 2014 and in 2015 concept plans were announced for major terminal upgrade works.



In 2013, Tiger Airways commenced its passenger flight service to and from Sydney. The selection of Coffs Harbour as its first regional flights destination in NSW was hailed as a massive endorsement of the airport and the region. In 2014, Qantas introduced direct flights between Melbourne and Coffs Harbour, and in December 2015 Tiger began Melbourne to Coffs Harbour flights. In 2015, Fly Corporate commenced a new direct service between Coffs Harbour and Brisbane. However in 2016, Qantaslink announced the discontinuation of its Coffs to Melbourne service. In 2013/14 the airport set a new traffic record, with 377,397 passengers using the facility during the year. Coffs Harbour is now the busiest regional airport in NSW excluding Newcastle.





Council's Significant Achievements

- Major **road rehabilitation** works including Beach Street Woolgoolga, Beach Road and Lakeside Drive (both at Sapphire), and Sawtell Road at East Boambee
- An extensive **bridge works** program included major improvements to Secombs Bridge at Upper Orara, the Bobo Bridge at Eastern Dorrigo; and cathodic protection of Harry Jensen Bridge on Hogbin Drive, Coffs Harbour
- The commencement of work in the City Centre on the **Duke Street extension** and the redevelopment of the Harbour Drive/Gordon Street intersection as the first stage of a planned CBD ring road system
- Major **cycleway works** included links between the city centre and the Base Hospital, along Solitary Island Way as part of the Sapphire to Woolgoolga highway upgrade, Lyons Road at Sawtell and a new shared footpath/cycleway along Red Rock Road at Corindi
- With community input, Council adopted the Coffs Harbour **Bicycle Plan** in 2015 aiming for a connected cycling network, improved cycling safety, and greater participation
- Completion of the Park Avenue **public transport interchange** in the City Centre
- The introduction of the **Carpool Mid North Coast** initiative in collaboration with other regional councils
- **Road safety** initiatives included:
 - The provision of the free Nightrider bus service for patrons of Coffs Cup raceday events and for New Year's Eve revellers
 - A program combining driver education, signage and engineering options, as well as police patrols, to improve an Orara Way blackspot near Bennetts Road
 - A speed management project at Sawtell Road, Toormina Road and Lyons Road with the introduction of new 50kph limits.

Community Indicators

| Indicator | Measure | Commentary |
|-------------------------------------|---|---|
| Increased alternative transport use | Passenger transport by mode: use of public transport or air (not car) transport on way to work as a percentage of employed people | The 2011 census shows that the method of travel to work was by motor vehicle for 92% of Coffs Harbour residents travelling to work, meaning that 8% used public transport or active transport for their journey. <i>(Source: Australian Bureau of Statistics, Census 2011)</i> |
| | Percentage of people satisfied with public transport options | Wellbeing Survey results show 36% of all respondents said they were satisfied or very satisfied with local public transport however, this result should be treated with caution given the extremely low public transport usage of the respondents. <i>(Source: Coffs Harbour City Council/Community Wellbeing Survey 2016)</i> |
| | Public transport patronage | The 2011 census shows that the method of travel to work was by motor vehicle for 92% of Coffs Harbour residents travelling to work, meaning that 8% used public transport or active transport for their journey. <i>(Source: Australian Bureau of Statistics, Census 2011)</i> |
| | Percentage of people who walk and cycle from place to place "regularly" (e.g. two or more times a week) | Data for this indicator is not available |
| Increased walking and cycling | Satisfaction with cycle ways and walkways | Customer Satisfaction Survey results show no significant change. The satisfaction with 'cycleways and footpaths' rated "good" in both 2014 and 2016. <i>(Source: Coffs Harbour City Council/Customer Satisfaction Survey 2016)</i> |
| | Percentage of people who express satisfaction with standard of local roads | Customer Satisfaction Survey results show no significant change from 2014. The satisfaction with 'maintenance of sealed roads' and 'maintenance of unsealed roads' rated "poor" in both 2014 and 2016. <i>(Source: Coffs Harbour City Council/Customer Satisfaction Survey 2016)</i> |
| Local road infrastructure | | Wellbeing Survey results shows significantly increased satisfaction with regular interstate passenger services compared to two years ago. The net satisfaction score increased in 2016 to +3% compared to -19% in 2014. <i>(Source: Coffs Harbour City Council/Community Wellbeing Survey 2016)</i> |
| Interstate connections | Number of people satisfied with air, rail and coach services | |





Looking After Our Community

Our community is healthy, informed and engaged

Overview

The State Minister for **Multiculturalism**, John Ajaka, visited Coffs Harbour in May 2016 to attend the first meeting of Multicultural NSW's new Northern NSW Regional Advisory Council (RAC). The RAC brings together a range of local expertise from government and the non-government sector. The NSW Government have expanded the number of Regional Advisory Councils from 10 to 12 and they aim to bring people and organisations together to develop local solutions. In addition, Multicultural NSW have developed a 'Harmony in Action Strategic Plan 2014-2017' which sets out a vision to create new strategic partnerships with academics, non-profit groups, other government departments and the private sector to better understand and respond to the needs of our multicultural communities.

Coffs Harbour is one of 140 Local Government Councils and Shires around Australia that have signed up to be **Refugee Welcome Zones**. In 2016, Council reiterated its commitment to be a welcome zone for refugees and has hosted annual celebrations of Refugee Week and Multicultural Harmony Festival, citizenship ceremonies, performances, film festivals, and other initiatives to support and sustain our refugee community.

The National Disability Insurance Scheme (**NDIS**) is the new way of providing individualised support for people with disability, their families and carers.

The NDIS, which will be introduced in Coffs Harbour in July 2017, will see people with a disability across Australia able to determine the disability supports they wish to receive; however, there will need to be effective collaboration between service users, service providers and the relevant Commonwealth and NSW government departments to ensure there is a smooth transition to the NDIS.

In terms of the **health of our community**, one in two adults in NSW is overweight or obese and one in four exhibit risky levels of alcohol consumption. These are serious issues for both individuals and the wider community. Aboriginal people, socio-economically disadvantaged people and those living in rural and remote locations experience much poorer health than the rest of the NSW population.

NSW Health is working towards the NSW Premier's Priority to reduce **overweight and obesity rates** of children as part of an approach to support children and families to be healthy and active. Adult overweight and obesity rates are still at concerning levels but have stabilised with 53% of NSW adults overweight or obese (2014). In 2014, around 22% of children in NSW aged 5 to 16 were overweight or obese. While this is a decrease from 23% in 2010 the rate appears to be stabilising. High body mass attributable hospitalisations in the Coffs Harbour Local Government Area have increased since 2012 after a previous reduction prior to 2012.





Looking After Our Community

Our community is healthy, informed and engaged

Smoking remains a leading cause of preventable disease and death in NSW. A NSW Health campaign was undertaken to increase industry and community awareness of the new smoking ban in commercial outdoor dining areas that commenced from 6 July 2015. Smoking attributable hospitalisations in the Coffs Harbour are declining but the rate remains high. The rate of alcohol consumption by adults in NSW at levels that pose a health risk over a lifetime decreased from 34% in 2003 to 27% in 2014; however, alcohol attributable hospitalisations and alcohol attributable deaths in Coffs Harbour have both increased since 2012.

Illegal drug use continues to be a challenge. To help combat an increase in methamphetamine-related presentations to emergency departments the NSW Government has announced \$11 million over a four year period for new services to treat and support people using crystal meth. Included within this package is a new stimulant treatment service for the Mid North Coast, and \$4 million for non-government treatment services to tackle crystal meth use in rural and regional NSW.

In each year, approximately one in every five Australians will experience a mental illness and mental illnesses are the third leading cause of disability burden in Australia. Coffs Harbour is no exception, with youth **mental health** a particular concern. The number of suicides in Coffs Harbour increased from 10 in 2012 to 18 in 2014 and while intentional self-harm hospitalisations for both males and females are declining the rates for both remain above the State average. An \$8-million Suicide Prevention Fund introduced in 2016 by the State Government is among many government initiatives to help address this issue.

In arts and culture, the closing and then reopening of **Sawtell cinema**, with the support of one of the most successful crowdsourcing campaigns ever seen in Australia, has been a significant success for the local community.



Also in cinema, since 2014 Screenwave has become established as a valued independent provider of arthouse and independent films and as host of the increasingly popular annual International Film Festival.

The key regional Aboriginal cultural festival, **Saltwater Freshwater Festival**, did not take place as planned in 2016 as the Saltwater Freshwater Arts Alliance determined not to proceed after receiving reduced Federal Government funding. However, local cultural gatherings continue to grow through the ever successful annual curryfest and chillifest events, and the Annual Buskers and Comedy Festival is a drawcard for the region. Oz Opera, which is a regional touring **opera** presentation, presented a performance of Don Giovanni at Sportscentral in 2013; however, the company has not returned to Coffs Harbour since despite continuing to tour other regional centres.

In 2014, the Regional Conservatorium was awarded a \$30,000 grant from Council's Capital Infrastructure Grants Program to support development of the venue. With funding from Arts NSW, the Conservatorium presented an annual six concert series of **musical performance** from 2012 to 2014 but this was discontinued in 2015. The Coffs Harbour Music Society continues to present its annual six concert series at the Coffs Harbour Education Campus; however as the sole remaining regional centre supported by Musica Viva (a Federal not-for-profit organisation), the program's long-term viability is in question now that Musica Viva has discontinued funding regional music touring.



Council's Significant Achievements

- The \$650,000 redevelopment of the **Coffs Harbour Regional Museum** - in the Old Courthouse on Harbour Drive - was completed in August 2014.
- The launch of the **Coffs Connect** website as a networking tool for community groups and service providers.
- Council assisted the staging of popular **community events** including NAIDOC Week and the Grace Roberts Awards, Australia Day celebrations, the Multicultural Harmony Festival, Japanese Festival of Children's Day, National Volunteer Week, Youth Week and Seniors Week.
- Coffs Harbour **Regional Art Gallery** continued to build a national profile through its annual signature event, the Eutick Memorial Still Life Award Festival.
- Attendance levels remained buoyant at the **Jetty Memorial Theatre**, with an entertaining program of touring and not-for-profit shows. The Theatre has also been given a make-over with new seats, new carpet and a new coat of paint.
- Council's new funding pool - **the Community Capital Infrastructure Grants Program** – provided \$450,000 in its first three years to help local groups create and improve community facilities.
- Intensive community engagement was undertaken to develop an ongoing strategy to secure the **financial viability** of Council through an in-house 'Transformation to Sustainability' (T2S) program and a staged rate rise program
- Public consultation on the need for a purpose-built performance space, central library and regional art gallery in Coffs Harbour led to the initiation of a new draft **Cultural Strategic Plan** and Cultural Policy for the city, and commenced concept planning for a new joint library and gallery facility in the CBD.
- Council **Lifeguards** kept local beaches safe, increasing patrols at Woolgoolga Beach to full-time for seven months of the year. A new MyBeachInfo App was launched in 2016 to keep Coffs Harbour locals and visitors instantly updated on beach conditions, and the lifeguards continue to deliver beach safety programs.
- Coffs Harbour officially adopted the Royal Australian Navy's 725 Squadron, granting the helicopter training unit **Freedom of Entry to the city** in May 2016
- In 2015 and 2016, the Jetty Memorial Theatre live-streamed some sessions of the **Sydney Writers Festival**, and in 2016 also streamed live from The National Theatre in London a performance of Shakespeare's great tragedy Hamlet starring Academy Award® nominee Benedict Cumberbatch
- The Coffs Harbour **Bunker Cartoon Gallery** transferred from Council management in 2015 and is now managed by a not-for-profit community board that has improved its community participation over the past twelve months
- Council's **Community Arts and Cultural Development Grant** continues to provide support of up to \$35,000 per annum for local arts and cultural groups.

Community Indicators

| Indicator | Measure | Commentary |
|--|---|--|
| Healthy and Active Community | Percentage of doctors per capita (LGA level) | Coffs Harbour LGA has 94.3 FTE GPs per 100,000 people which is below the NSW average of 103 FTE GPs per 100,000 <i>(Source: North Coast NSW Medicare Local - North Coast Health Needs 2014)</i> |
| | Self-reported health as being Good/Excellent for people over 15 years | 15.5 people per 100 in Coffs Harbour self-reported their health as poor/fair compared with a NSW average of 14.3 per 100. No data is available for those self-reporting as Good/Excellent <i>(Source: Compiled by PHOU based on modelled estimates from the 2011-13 Australian Health Survey)</i> |
| Physical Activity | Early childhood development is consistent with acceptable standards | 10.6% of children developmentally vulnerable on two or more domains, compared to NSW average of 9.2% <i>(Source: Australian Early Development Census Indicators, 2012)</i> |
| | 30 minutes of moderate activity per day | Data for this indicator is not available |
| Safe and Inclusive Community | Rate of offences per population (Crimes against the person and Crimes against property) | Over a 60 month period (Jan-Dec 2011 to Jan-Dec 2015), two of the 17 major offence categories show an increase. Break and Enter - Non-Dwelling is down 10.8% and Malicious Damage to Property is down 6.4%. 11 of the 17 categories are stable or have no incidents over this period. However, four of the 17 major offence categories show an increase. Domestic Violence shows an increase of 7.7%, Sexual Assault a 17.1% increase, Indecent Assault a 11.1% increase and Fraud a 9.8% increase. Over the previous 24 months the only categories showing an increase are Breaking and Entering Dwelling (up 24.5%) and Steal from Retail Store (up 46.1%). <i>(SCSA)</i> |
| | Community perception of safety | Wellbeing Survey results suggest that the community feel very safe in all respects except walking alone in their local area at night. However, perceptions of safety declined across all scenarios in 2016 compared to 2014 - See Council's Community Wellbeing Survey for details. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| Connected Communities | The extent to which people feel part of the community | Wellbeing Survey results suggest residents are feeling slightly less engaged with the community than they were two years ago. The mean social connectedness score decreased from 3.54 in 2016 to 3.37 in 2014. Less than half the sample (45%) provided scores of 4 or 5 (out of a possible 5) to the question "To what extent do you feel part of the community", down from 51%. A further 19% indicated low levels of connectedness with a score of 1 or 2 (up from 14% in 2014). <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| | Percentage of people who volunteer | 10,627 people for 19.2% of the adult population) stated that they participate in voluntary work <i>(Source: Australian Bureau of Statistics, Census 2012)</i> |
| Engaged Communities | People feel they have the opportunity to have a say on important issues that impact their community | Wellbeing Survey results suggest opinion is divided on the question of whether residents have an opportunity to have their say on important local issues. Almost a quarter (23%) said they usually or always have the opportunity (down from 34% in 2014). A further 40% said they never or rarely had the opportunity (up from 31%), while the balance adopted a neutral/mid-point position. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| | Participation in community engagement activities | Data for this indicator is not available |
| Opportunities to participate in arts and cultural activities | Satisfaction with elected representatives | Data for this indicator is not available |
| | Satisfaction with Council | Wellbeing Survey results show there is no significant change in the overall satisfaction with Council with a mean rating out of 5 of 3.23 in 2016 compared to a 3.36 mean score recorded in 2014. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| Opportunities to participate in arts and cultural activities | Percentage of people who feel they have adequate opportunities to participate in arts and cultural activities in the local area | Wellbeing Survey results show little change in this indicator compared to 2014. One third of respondents felt very or quite satisfied with the opportunities to attend arts and cultural activities locally (33%). A further 42% were unsure or equivocal, while 24% were dissatisfied. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| | Percentage of people who regularly participate in arts and cultural activities | Wellbeing Survey results show that over half of respondents (54%) regularly attended arts and cultural activities (up from 37% in 2014). <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |
| | Percentage of people who regularly participate in recreational activities with others | Wellbeing Survey results show little change for this indicator compared to 2014. Just under two-thirds of respondents claimed to regularly participate in recreational activities with others. <i>(Source: Coffs Harbour City Council Community Wellbeing Survey 2016)</i> |



Looking After Our Environment

Our natural environment is protected and conserved for future generations

Overview

In April 2016, Council adopted the Coffs Harbour City Council **Renewable Energy and Emissions Reduction Plan (REERP)**. This Plan sets ambitious targets for Council to reduce its per annum corporate emissions (tonnes CO₂-e) from 2010 levels by 50% by 2025, and that energy use to consist of 100% renewables by 2030. Council has committed long-term investment to achieve these targets which offer the possibility for Council to significantly reduce both emissions and energy costs and they demonstrate Council's continued commitment to sustainability. The REERP followed the adoption by Council of both Climate Change and Sustainability Policies in 2013.

The **Saving Our Species – Landscape Species Strategy (2015)** is the NSW Government's program to help secure the continuation of as many species as possible in the wild for the next 100 years. The program commits to spending more money on threatened species and sets a clear management framework to determine priorities between species and to plan the most effective recovery actions that will secure those species in the wild.



In 2013, the NSW Environment Protection Authority (EPA) introduced a \$465.7 million package to transform waste and recycling in NSW over five years and developed an education strategy to support the program. The **Waste Less, Recycle More Education Strategy 2015–17** was introduced to drive education and behaviour change initiatives to achieve the NSW waste and recycling targets. The strategy – Changing Behaviour Together – outlines clear actions for the EPA and other stakeholders and provides a framework for the evaluation of education initiatives.

The Federal Government reviewed **Australia's Renewable Energy Target (RET)** scheme in 2015. The scheme is designed to reduce emissions of greenhouse gases in the electricity sector and encourage the additional generation of electricity from sustainable and renewable sources. The RET outlines the need to ensure that at least 33,000 Gigawatt-hour (GWh) of Australia's electricity comes from renewable sources by 2020. The 2015 RET review reduced the previously target of 41,000 GWh to 33,000 GWh. In 2013, the Federal Government reduced funding for the Australian Renewable Energy Agency (ARENA) by more than \$435 million. ARENA is an independent agency that was established in 2012 to manage the government's renewable energy programs, with the objective of increasing supply and competitiveness of Australian renewable energy sources.





Looking After Our Environment

Our natural environment is protected and conserved for future generations

Water consumption in the LGA remains steady while domestic waste generated has decreased by 25% since 2011. Waste to landfill has also decreased by 11% with green waste recycled up by 5% since 2011.

Renewable energy is growing, with 20% of dwellings in Coffs Harbour having roof top photovoltaic solar and renewable energy fed back to the grid has increased by 73% since 2012. Residential energy use per person and business energy use have both remained stable over the period.

Programs in the last 4 years which Council has delivered to build **capacity for the community** to live more sustainably included:

- Living Lightly Sustainability Workshops
- Coffs Volunteer Ambassadors Tours
- Sustainable Schools Network
- Green Schools Grant



Also, the **Our Living Coast (OLC)** Sustainability Alliance with Nambucca and Bellingen Council continues to develop. The partnership includes a monthly sustainability e-newsletter across the region with 1,727 subscribers as of June 2015. Community input is increasing consistently over time as evidenced by the Facebook site continuing to grow in popularity with 855 'likes' as of June 2016 and 2,135 people engaged. The OLC website was redeveloped in September 2015 and is experiencing over 1,400 unique visitors per month.

Between them, Council and Landcare rehabilitate some 500 hectares of public land annually in the Coffs Harbour local government area, and more than 25,000 trees have been planted. Council protects high conservation value land that is outside existing reserves through its **Local Environmental Plan** and various biodiversity strategies. These will help to prioritise bushland and other vegetation management based on their conservation value and threats.

In 2016, NSW Water implemented Water Sharing Plans for all rivers and creeks within the Coffs Harbour LGA which provide for environmental flows and set extraction limits. **Water quality** at the Coffs coastal catchments declined over the period with an assessment of C- in 2015 compared to C in 2015 however, the Orara catchment was assessed as in "Good" condition scoring a B.





Council's Significant Achievements

- Facilitation of **Environmental Levy** projects, including bush regeneration, environmental weed management and the Orara River rehabilitation.
- The facilitation of the successful **Sustainable Living Festival** each year, promoting environmental action and awareness.
- Assisting local landowners secure funding for environmental works through Council's involvement in the **Jaliigirr Biodiversity Alliance**.
- Working with the National Parks and Wildlife Service to protect an important **Little Tern breeding** area at Willis Creek near Woolgoolga.
- A **re-use program** to mill timber from trees that have to be removed from public lands, providing sawn timber for community projects.
- An **Ecohealth** benchmark assessment of Coffs Harbour's major waterways was completed to help measure the success of environmental improvement strategies.
- Providing support for the creation of the **Woolgoolga Regional Community Garden** near the local netball courts in Nightingale Street.
- Locally facilitating the National **Television and Computer Recycling Scheme** to help residents dispose of old appliances in an environmentally responsible way.
- Implementation of the Coffs Harbour **Biodiversity Action Strategy** including High Value Habitat mapping and the study of local landscape corridors.
- The adoption of the Coffs Harbour **Heritage Study**, identifying around 500 additional locally-significant historic items in the Coffs Harbour area.
- Finalisation of the Coffs Coast **Region Resource Recovery and Waste Management Strategy**.
- Development of a draft Strategic Plan for the North Coast **Regional Botanic Gardens**.
- The implementation of the **WaterWise** Schools water conservation program in every primary school in the local government area.

Community Indicators

| Indicator | Measure | Commentary |
|--|--|---|
| Participation in environmental programs | Participation in community based environmental program, event or group in the past 2 years | Wellbeing Survey results show there is no significant change in participation between 2014 and 2016, with 27% and 25% respectively. (Source: Coffs Harbour City Council Community Wellbeing Survey 2016) |
| Access and learning opportunities | Satisfaction with access to natural areas Number of Aboriginal cultural events, activities and interpretive installations | Customer Satisfaction Survey results show no significant change from 2014 with regards to satisfaction with 'the network of walking and cycling tracks through our coastal and hinterland parks and reserves'. (Source: Coffs Harbour City Council Customer Satisfaction Survey 2016) |
| Enhance biodiversity | Maintaining or increasing key indicator species Area (hectares) of local, sub regional and regional corridors rehabilitated and revegetated | Data for this indicator is not available Number of vulnerable and endangered species increased since 2012. Koala declared vulnerable in 2015; 1 new critically endangered species - Belling River Snapping Turtle, although only possibly found in a very small area of the LGA; 1 new endangered species - Giant dragonfly; 1 new endangered population - Allocasuarina inophloia (a tree); 2 new key threatening processes - Myrtle rust pathogen; Noisy miners aggressively excluding native species from habitats. (Source: Coffs Harbour City Council) 2013 - a total of 952 hectares (ha) rehabilitated; 2014 - 1,171 ha; 2015 - 1,598 ha. Council generally regenerates 210 ha annually. Landcare does 300 ha annually on set sites, the balance is from the Council-supported Jalligir and Otrara River Rehabilitation projects. (Source: Coffs Harbour City Council) |
| Conserve energy Local renewable energy generation | LGA footprint Number of renewable energy sources in the LGA Total waste collected per capita service | Data for this indicator is not available Data for this indicator is not available In 2015, total waste collected per capita was 628 kg. In 2014 it was 509 kg (Source: Coffs Harbour City Council) |
| Waste reduction | Percentage of total domestic waste collected that is diverted from landfill Total waste to landfill per capita Total waste to landfill | In 2015, total domestic waste diverted from landfill was 33,400 tonnes, or 73%. In 2014, it was 24,811 tonnes or 67%* (Source: Coffs Harbour City Council) Total waste to landfill per capita in 2015 was 170 kg. In 2014 it was 165.5 kg* (Coffs Harbour City Council) Total domestic waste to landfill 2013/14 - 12,415 tonnes; in 2014/15 - 11,973 tonnes* (Source: Coffs Harbour City Council) |
| Maintain and enhance water quality | Percentage of our waterways that meet ecohealth standards | In 2012, 64% of assessed waterways (28 sites) were rated as "Fair" or "Good". In 2015, 64.5% of assessed waterways (31 sites) rated as "Fair" or "Good". However 2 sites scored "Very poor" in 2015 which no sites scored in the 2012 assessment. Overall grade fell from a C in 2012 to C- in 2015. (Source: Coffs Harbour City Council) |

*Data from prior to 2013/14 was collected at a regional level meaning that local government area comparison is not possible



Financial Sustainability

Council has implemented a Transformation to Sustainability (T2S) project to address an underlying operating deficit (where Council's costs have increased faster than its revenues) of approximately \$1.8 million per annum. By re-structuring the organisation and re-engineering its operational processes, T2S has enabled Council to save money, maximise efficiencies, build productivity and generate better outcomes. It is expected that T2S will yield savings of at least \$3.2 million per annum for the organisation. This will not only address the inherent deficit but will also facilitate new initiatives that would otherwise be unable to proceed because of inadequate funding.

Council received approval for Special Rate Variations in 2014/15, 2015/16 and 2016/17 (the "Funding Our Future" program) to generate additional funding to bridge an annual General Fund shortfall for infrastructure maintenance and renewal. By eliminating this funding gap, Council is able to deliver a "sustainable" asset service level.



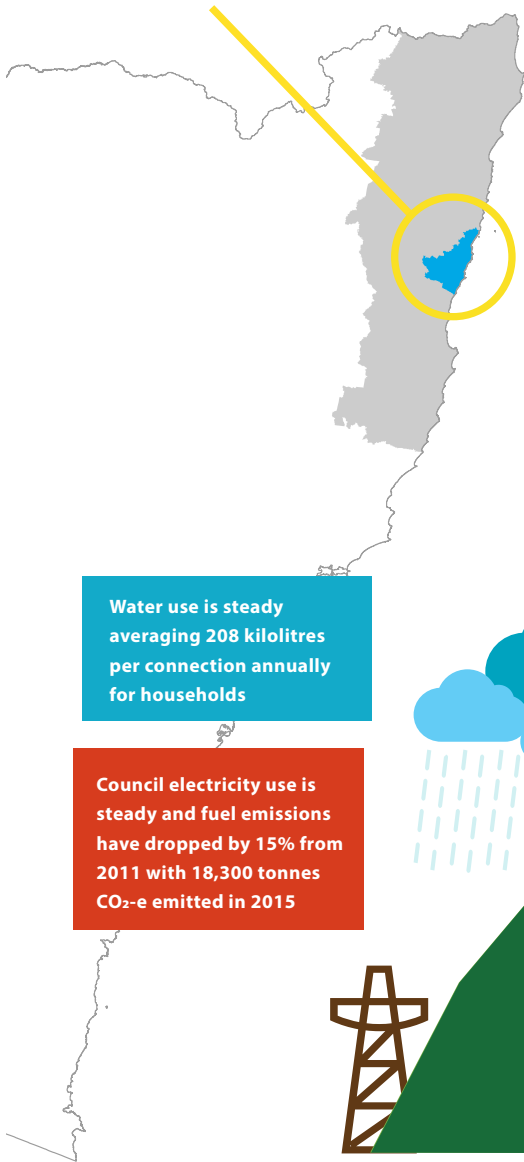
Other Corporate Achievements

- A new **Customer Service Strategy and Charter** was adopted by Council to improve the way Council provides services and information to the community.
- A NSW Government evaluation approved Coffs Harbour City Council's financial sustainability strategy under the State's "**Fit for the Future**" local government reform program.
- Managing nearly 1,000 separate property titles, Council began development of a **Commercial Property Strategy** and made good progress in implementing a new Enterprise Asset System to allow more comprehensive assessment of the condition of its buildings.
- Significant advances have been made in the Enterprise Resource Planning project which involves the replacement or upgrade of most of **Council's IT systems**.
- New efficiencies have been made possible through **mobile computing**, with the delivery and commissioning tablet computers to works staff and the commencement of electronic timesheets.
- The introduction of "e-Services" functionality moved ahead, with an IT platform in place to enable many of Council's transactional and **planning services to be moved online**.
- Council's Coffs Harbour **Environmental Laboratory** expanded its client base and testing services as an accredited National Association of Testing Authorities (NATA) facility.
- The Financial Services and Logistics Group improved corporate accountability through the development of a **Monthly Financial Performance Report** to Council.
- A review of Council's Governance Services group identified opportunities for savings, resulting in a **decrease in insurance premiums** being paid by the organisation.
- The Organisational Development group managed Council's transition to the new **T2S structure**, overseeing extensive consultation, recruitment, redeployment and Industrial Relations activities related to the project.
- Council's Media Service continued to serve the needs of the local community, with a positive growth in **online communications** including increased e-newsletters and twitter followers.
- Through careful **plant and fleet management**, Council's Logistics service has delivered annual savings of more than \$2m to the organisation.
- A Council-wide **Contract Management Framework** is under development to improve procurement processes and deliver positive results to the organisation.
- The New Technology group's ongoing roll-out of **fibre-optic services** and telemetry products generates revenue for Council and telecommunication savings of more than \$2m a year.



STATE OF THE ENVIRONMENT 2016 INTERIM SUMMARY

COFFS HARBOUR LGA



INTRODUCTION

This interim summary for the Coffs Harbour Local Government Area (LGA) forms part of the Regional State of the Environment report for 2016. It was compiled on behalf of the twelve Councils and three County Councils of the North Coast Region of NSW. Reporting on major environmental indicators from 2010 to 2016, it identifies trends where relevant. Data was provided by Council, State and Federal Government, universities, energy suppliers and community groups.

Water use is steady averaging 208 kilolitres per connection annually for households

Council electricity use is steady and fuel emissions have dropped by 15% from 2011 with 18,300 tonnes CO₂-e emitted in 2015

Key weed threats are Tropical Soda Apple and cats claw creeper

Waste has reduced in the past 5 years with each person generating 628kg of waste in 2015, with 73% recycled

Water quality for rivers and creeks has declined slightly since 2012 from C "Fair" to C-

20% of dwellings have roof top solar. Domestic electricity use is stable at 2,100 kilowatt hours annually

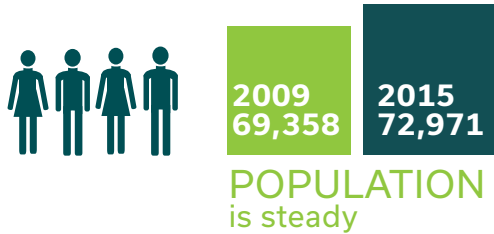
Koala declared vulnerable, and 2 new critically endangered species added since 2012



PEOPLE AND THE ENVIRONMENT

1

POPULATION



CLIMATE CHARACTERISTICS



RAINFALL
2013 - HIGH
2014 - VERY LOW
2015 - AVERAGE

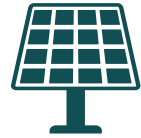
FLOODING
2013 January - MAJOR
2013 February - MODERATE



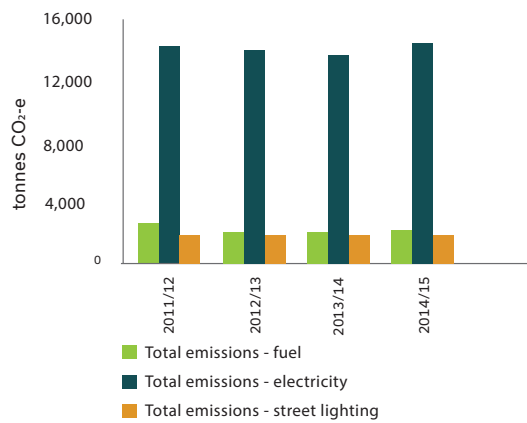
2013 was the
HOTTEST YEAR
on record.

GREENHOUSE GASES AND RENEWABLE ENERGY

20% of dwellings have roof top solar



COUNCIL EMISSIONS - STEADY



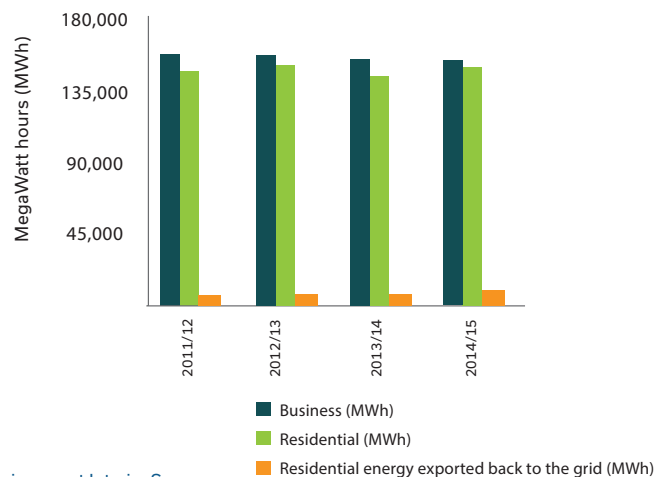
RENEWABLE ENERGY

fed back to the grid has increased by 73% since 2012 with **141 kWh exported** per person annually in 2015



2,100 hrs of residential electricity use per person annually
MEGAWATT STABLE from 2012 to 2015

ELECTRICITY USE (SOURCE: ESSENTIAL ENERGY)

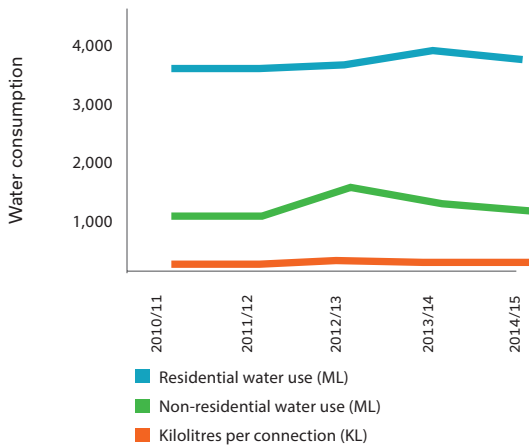


PEOPLE AND THE ENVIRONMENT

1

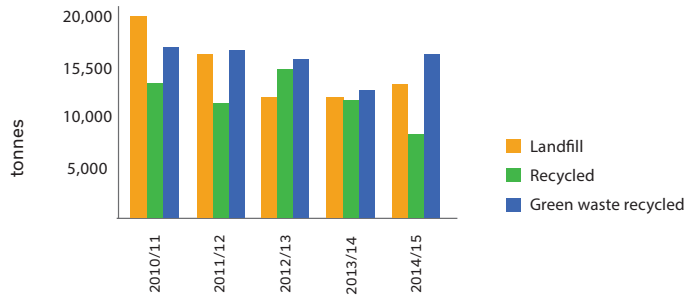
WATER USE

208 KILOLITRES
water use per connection
annually was steady
from 2011-2015



WASTE

Overall DOMESTIC WASTE generated has **DECREASED BY 25% SINCE 2011**



WASTE TO LANDFILL DECREASED BY 11%



628kgs KILOGRAMS waste generated by each person in 2015, **DOWN** from 706kgs in 2012



73% OF DOMESTIC WASTE RECYCLED UP BY 6% SINCE 2011

Green waste and reclaimed mixed waste is processed into compost

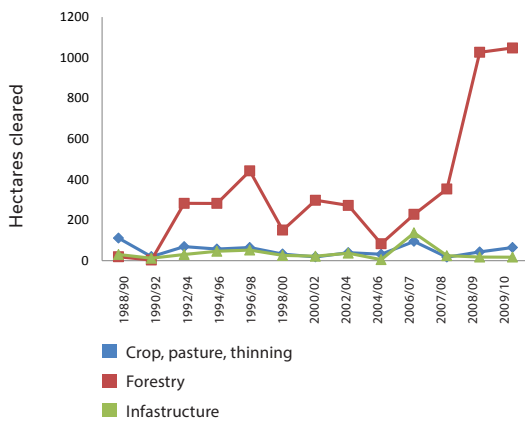
BIODIVERSITY AND VEGETATION 2

RESILIENT LANDSCAPES

Council protects high conservation value land that is outside existing reserves through its Local Environmental Plan and various strategies including the Biodiversity Strategy

VEGETATION LOSS

Vegetation change within the LGA prior to 2010 is forestry-related. Information on the area under private native forestry agreements will be included in the final summary



NATIVE FLORA AND FAUNA

2 NEW KEY THREATENING PROCESSES SINCE 2012: Myrtle rust pathogens. Noisy miners excluding native species from habitat.

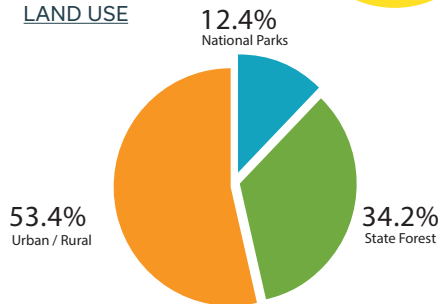
1 NEW CRITICALLY ENDANGERED POPULATION *Allocasuarina inophloia* (stringybark sheoak)

1 NEW ENDANGERED SPECIES Giant dragonfly

Koala **DECLARED VULNERABLE** in 2015



LAND USE



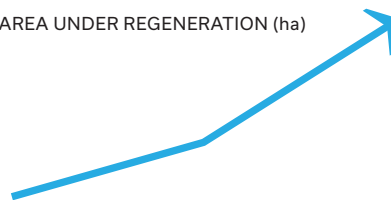
HABITAT REGENERATION

Since 2012, 2,000 hectares of land rehabilitated

+25,000 trees planted

COUNCIL REHABILITATES 200 HECTARES OF PUBLIC LAND ANNUALLY
LANDCARE REHABILITATES 300 HECTARES OF PUBLIC LAND ANNUALLY

AREA UNDER REGENERATION (ha)



INVASIVE SPECIES

Key weed threats are TROPICAL SODA APPLE AND CATS CLAW CREEPER



APPROX. 700KM of high risk weed pathways treated annually

An average of 1,000 HECTARES of weed control COMPLETED ANNUALLY

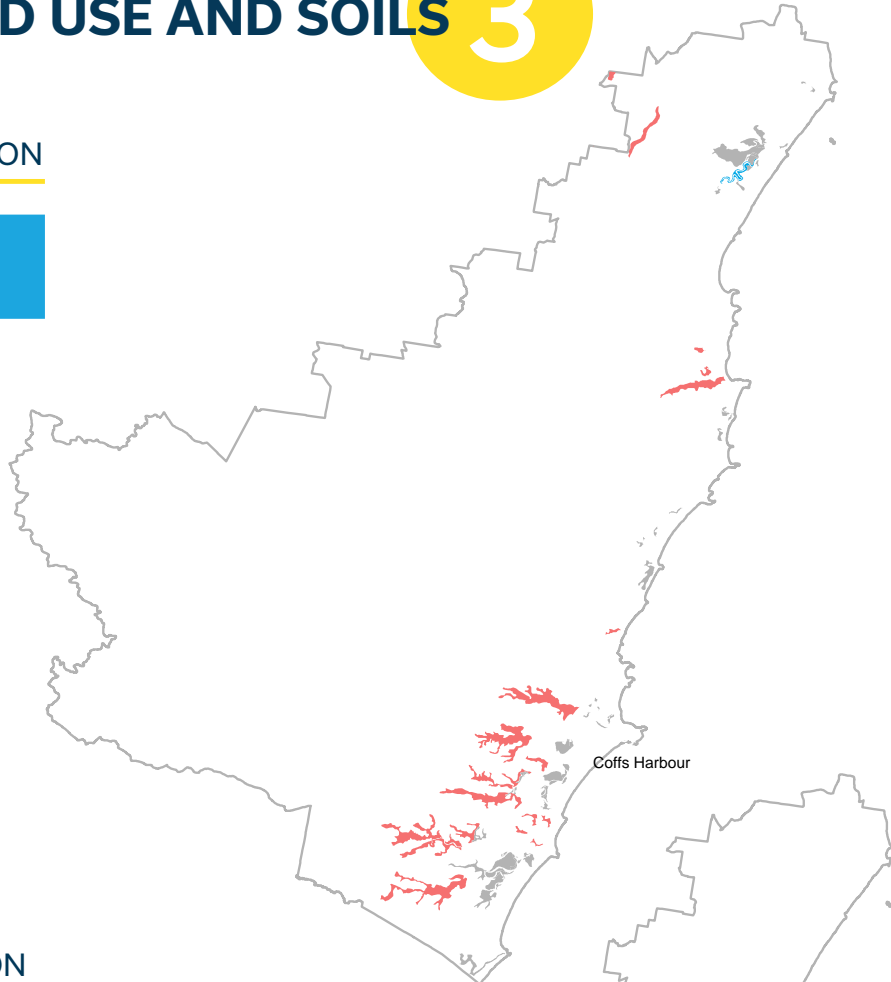


Vertebrate pests - WILD DOGS, FERAL CATS, FOXES AND INDIAN MYNAS are

LAND USE AND SOILS 3

SOIL TYPES AND CONDITION

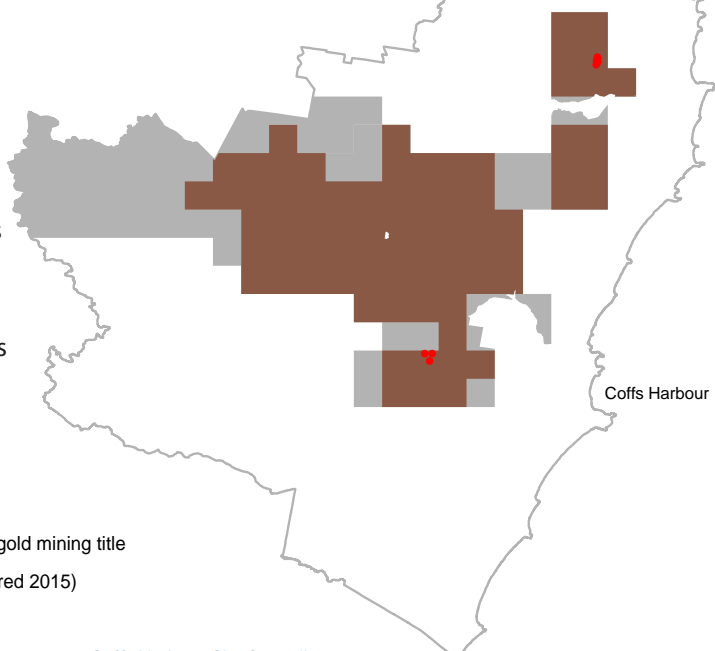
- North Coast Floodplains**
 All other Indicators- GOOD/VERY GOOD
 Poorest indicator - ORGANIC CARBON
 - Clarence Sodic Soils**
 All other indicators-FAIR/GOOD
 Poorest indicator - GULLY & SHEET EROSION
 - North Coast Acid Sulphate Soils**
 All other indicators- GOOD
 Poorest indicator - ACIDITY
- North Coast Acid Sulfate Soils
 - North Coast Floodplains
 - Clarence Sodic Soils



MINING AND EXPLORATION

- 1 Current mining licence (gold)
- 1 Current exploration licence
- 10 Mineral exploration boreholes (all pre-1980)
- 2 Historical mineral explorations licenses (expired 2015)

- Mineral boreholes - 10 (pre-1980)
- 1 current mining exploration licence, 1 small gold mining title
- 2 historical mining exploration licences (expired 2015)

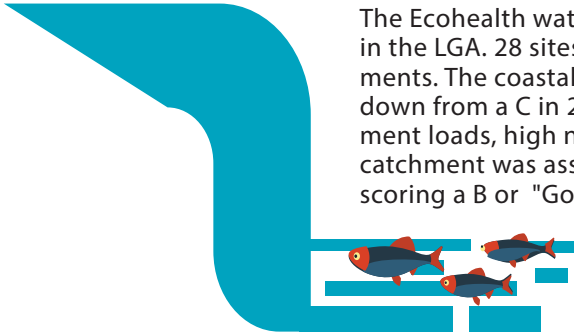


Coffs Harbour City Council

WATER

4

RIVER HEALTH



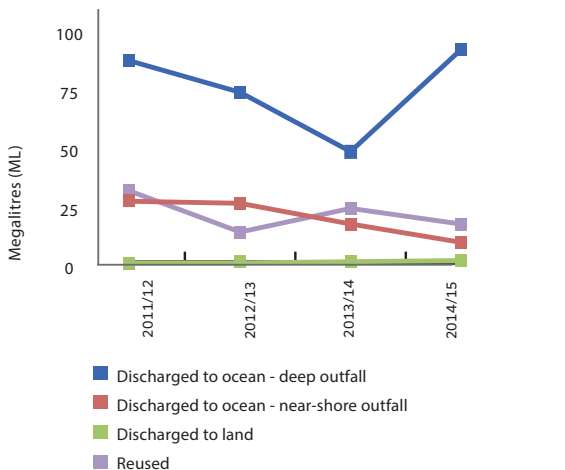
The Ecohealth water quality monitoring program has been completed twice in the LGA. 28 sites were assessed in 2012 and 31 in 2015 across 9 catchments. The coastal Coffs catchments rated a C- or "Fair" condition in 2015, down from a C in 2012. Key issues were riverbank erosion impacting sediment loads, high nutrient levels, and poor riparian vegetation. The Orara catchment was assessed in 2013 as part of the Clarence Ecohealth project, scoring a B or "Good" condition.

WASTE WATER

Waste water discharged to **WATERWAYS** averages **7,000 ML ANNUALLY**

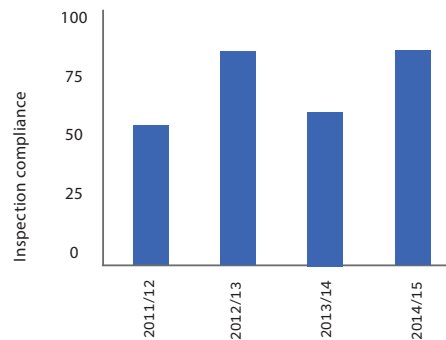


WASTE WATER REUSE is variable, ranging from 11 - 26% of the total volume of water



OSSM COMPLIANCE

On-site sewage management systems compliance ranges from **60% TO 90% COMPLIANCE** for inspected systems since 2012



COASTAL MANAGEMENT

Coastal Zone Management Plans (CZMP) have been prepared for a number of Coffs numerous estuaries, including Coffs Creek, Arrawarra Creek, Bonville Creek, and Corindi River. The remaining estuaries will have CZMPs prepared in accordance with the Coastal Protection Act 1999



GROUNDWATER STATUS

7 groundwater sources, all are currently at low risk of overallocation. All now have water sharing plans as of 1 July 2016

Some **SURFACE WATER SOURCES** appear **UNDER STRESS** in particular subcatchments



Report to Coffs Harbour City Council



Measuring satisfaction and priorities with regard to Council-managed facilities and services

Results from a random and statistically valid telephone survey of 504 residents in the Coffs Harbour LGA

Client:

Coffs Harbour City Council

Dated:

June 2016



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| | |
|----------------------|---|
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| Version | Final |



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Front cover photo: Japanese Children's Day celebration May 2016, North Coast Regional Botanic Garden, Coffs Harbour. (Pic from Coffs Coast Facebook page)



Disclaimer

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Executive summary

In January 2012, Coffs Harbour City Council commissioned Jetty Research to conduct a random telephone survey of 500 adult residents living within the local government area (LGA). The survey aimed to assess satisfaction with, and priorities towards different Council-managed facilities and services using a random and statistically valid sample. It was also designed to provide baseline data from which longitudinal (i.e. time-based) comparisons could be made in future years.

This survey was repeated in August 2014 and now again in May 2016, to see how satisfaction levels had changed over the intervening years. In this instance 504 randomly selected residents were polled over a two week period.

Based on the number of Coffs Harbour households, a random sample of 504 adult residents implies a margin for error of +/- 4.4% at the 95% confidence level. This essentially means that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population – in this case “all Coffs Harbour LGA adult residents excluding council employees and Councillors” - to within a +/- 4.4% margin in 19 of those 20 surveys.

For more information on survey methodology, sampling error and sample characteristics, see pages 9-10. For more detailed information on the demographic breakdown of survey respondents see pages 11-12.

Among the survey’s major conclusions:

1. Of the 25 facilities and services rated, five scored in the “very high satisfaction” region (where average rating is >4 out of a possible 5.) These comprised sewerage (4.38), water supply (4.29), libraries (4.24), lifeguard services (4.09) and Council pools (4.04). Lowest satisfaction was recorded among maintenance of unsealed roads (2.58), DA processing (2.84), Economic development (2.91), maintenance of public toilets (2.94) and maintenance of sealed roads (2.94).
2. No statistically significant improvements in satisfaction levels were observed between 2014 and 2016 results, with most areas remaining reasonably stable and at a high level. However two areas fell significantly: enforcement of local building regulations (down 5.0%) and cleanliness of streets (down 5.3%).
3. In terms of importance, and using a skewed 1-5 scale (where 1 = not important, 2 = important, 4 = very important and 5 = critical), only four services achieved importance scores of 4 or more. These were waste and recycling (with a mean importance of 4.34), maintenance of sealed roads (4.24), water supply (4.22) and sewerage (4.17)¹. They were closely followed by protection of the natural environment (3.99), lifeguards (3.85), cleanliness of streets (3.80) and parks, reserves and playgrounds (3.75). Only DA processing, online services and maintenance of unsealed roads ranked below 3 on the 5-point scale.

¹ Keeping in mind that for water and sewerage, this includes ratings from those in rural areas without access to these services.



5. None of the 25 facilities and services had increased significantly in importance and only one had decreased (Council Pools was down 5.5% on 2014).
6. When placed into a quadrant-style matrix of importance vs. satisfaction, and using an arbitrary 3.5 “dividing line” across both satisfaction and importance scores, the following picture emerged. Of the 25 facilities and services measured, water supply, waste/recycling, sewerage, parks, reserves and playgrounds, cleanliness of streets, lifeguards, and the creation and attraction of cultural sporting events were perceived as being of highest satisfaction and highest importance:

| Higher importance/lower satisfaction | Higher importance/higher satisfaction |
|--|--|
| <p style="text-align: center;"> Maintenance of sealed roads Protection of the natural environment Maintenance of public toilets Footpaths/cycleways Coastal management </p> | <p style="text-align: center;"> Water supply Waste and recycling Sewerage Parks, reserves and playgrounds Cleanliness of streets Lifeguards Creation of cultural and sporting events </p> |
| Lower importance/lower satisfaction | Lower importance/higher satisfaction |
| <p style="text-align: center;"> Enforcement of local building regulations Enforcement of pet regulations Development application processing Maintenance of unsealed roads Economic development </p> | <p style="text-align: center;"> Libraries Flood Management Sporting facilities Council Pools Cultural facilities Online services Tourism marketing Bridge Maintenance </p> |

7. Overall satisfaction with Council decreased slightly but not significantly on 2014, with a mean rating of 3.23 – down 3.9% on the 3.36 mean score recorded in 2014. Likewise, net satisfaction² of 21% was a decrease on the 34% recorded in the previous survey.
8. Respondents were also asked to rank the relative importance for future resourcing of any facilities and services they had ranked as a 5 out of 5 (excluding the “known criticals” of sealed road maintenance, water supply, sewerage and waste/recycling). Similarly to 2014 results, lifeguards, protection of the natural environment, flood management and coastal management were considered top priorities for future resourcing.
9. A total of 36% of respondents had contacted Council within the previous 12 months for a reason other than paying rates – stable on 2014 results.

² i.e. those classing themselves as satisfied or very satisfied, less those classing themselves as dissatisfied or very dissatisfied



10. Of most recent inquiries, 38% were resolved with just one call, while 24% had taken two or three calls, and 6% four or more. A further 31% of inquiries were deemed by respondents “not yet resolved”. In more than half of these cases (53%) the issue was ongoing. In 28% of cases the issue had not been resolved in the respondent’s favour (which was an increase on 2014’s 14%).
11. Similarly to 2014, the most popular reason for contacting Council was some form of ranger matter, accounting for 19% of inquiries. DAs accounted for 13%, and vegetation and trees 10%.
12. A total of 64% of inquiries were initially made by phone – down on 2014’s 71% - with a further 20% face-to-face (up from 14% in 2014). The proportion using email or Council’s website remained stable at 9%.
13. Over half of all those making inquiries were satisfied with the outcome (56% rated satisfaction as 4 or 5, up from 49% in 2014), against 29% dissatisfied (36% in 2014) and the balance neutral. The mean satisfaction score of 3.46 (out of 5) likewise showed a slight increase on 2014.
14. As in 2012 and 2014, there was a direct and significant correlation between (a) number of inquiries a resident makes over a 12-month period; and (b) the number of times an inquiry or issue takes to resolve; with (c) that person’s satisfaction with Council’s overall performance.
15. Approximately two in five (39%) of respondents had accessed Council’s website over the previous six months, unchanged on 2014. Satisfaction scores for content increased slightly (3.69 up from 3.55 in 2014) and ease of navigation was virtually unchanged at 3.36.
16. When asked how they preferred dealing with Council, results indicated a high degree of divergence in preferred methods, depending on the reason for contact. Specifically, online is the preferred method of contact with Council when conducting transactional or passive contacts with Council such as making a payment (70%). However residents still preferred to lodge a form or application in person (42%) or online (43%). And when they wanted Council to do something (fix potholes etc.) the majority (58%) still preferred to pick up the phone.

James Parker, QPMR, B. Ec, Grad Cert Applied Science (Statistics), MAMRSR
 Managing Director
 June 3rd 2016



Introduction

Background and Objectives

In January 2012 Council commissioned Jetty Research to conduct a representative telephone survey of 500 Coffs Harbour City Council Local Government Area (CHCC LGA) adult residents “to assess resident satisfaction and better understand the community’s priorities with regard to services and facilities”³, using a random and statistically valid sample.

In July 2014 and April 2016, Council commissioned Jetty Research to conduct follow-up customer satisfaction surveys. With very few exceptions, the 2014 and 2016 surveys were identical to that conducted in 2012 to allow direct comparability of results.

Methodology

The survey comprised a random fixed line and mobile telephone poll of 504 residents aged 18+. Respondents were selected at random from a verified random sample residential telephone database of 3,412 residential telephone numbers and 572 mobile numbers within the LGA⁴. A survey form was constructed collaboratively between Council management and Jetty Research (see Appendix 1), based on satisfying the above objectives.

Polling was conducted between April 28th and May 10th from Jetty Research’s Coffs Harbour CATI⁵ call centre. A team of 12 researchers called CHCC LGA residents on weekday evenings (excluding Friday) from 3.30 to 8pm. Where phones went unanswered, were engaged or diverted to answering machines, researchers phoned on up to five occasions at different times of the afternoon or evening.

The poll was conducted on a purely random basis, other than ensuring an adequate mix of respondents across different sub-regions. Respondents were screened to ensure they were aged 18 or over, had lived within the CHCC LGA for at least 12 months, and were not councillors or permanent Council employees.

Survey time varied from 9 to 35 minutes, with an average of 14.5 minutes. Response rate was satisfactory, with 40% of eligible households reached agreeing to participate (against 45% in 2014).

Please note that due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as “n = XXX” in the graph accompanying that question. Caution should be taken in analysing some questions due to the small sample size.

Results have been post-weighted to match the age and gender profile of the CHCC LGA as per the 2011 ABS Census (Usual Residents Profile). See Appendix 2 for details of the weighting process.

³ Coffs Harbour RFQ 505-QO

⁴ Postcodes sourced were 2450, 2452 and 2456. As with any postcode-based source, some records may lie outside LGA boundaries. SamplePages, the provider of verified random residential numbers, is a respected supplier of random numbers to the market and social research industry.

⁵ Computer-assisted telephone interviewing



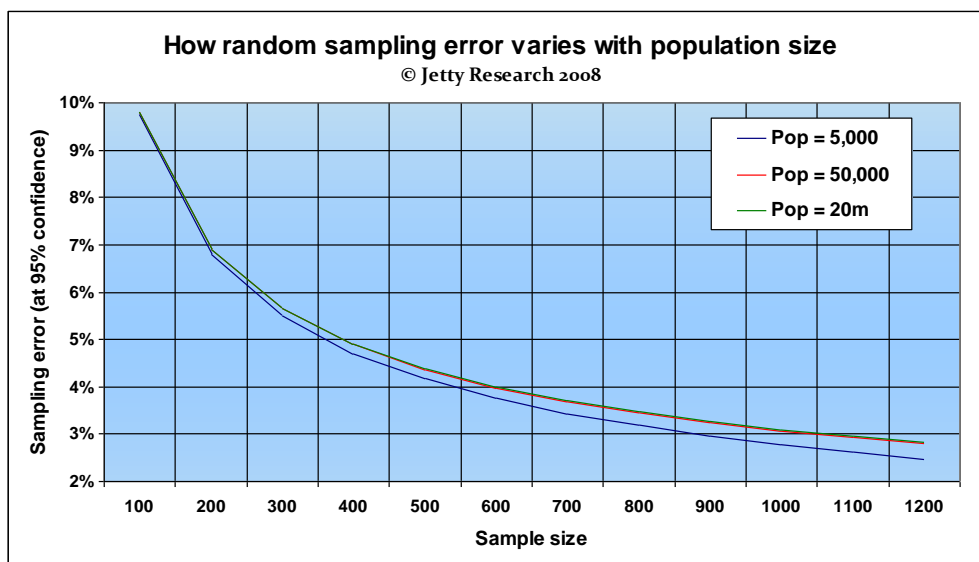
Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores or other analysis of variation (or ANOVA) calculations. In statistical terms, significant differences are unlikely to have been caused by chance alone. Cross analysis was undertaken by a number of demographic and attitudinal characteristics. Only where differences by groups were statistically significant are they mentioned in the report commentary.

Sampling error

According to the 2011 ABS Census (Usual Resident profile) the total population of CHCC LGA was 68,418, of which 52,310 (76%) were aged 18 and over. A sample of 504 implies a margin for error of +/- 4.4% at the 95% confidence level. (This means in effect that if we conducted a similar poll twenty times, results should reflect the views and behaviour of the overall survey population to within a +/- 4.4% margin in 19 of those 20 surveys.)

As graph i below shows, margin for error falls as sample size rises. Hence sub-groups within the overall sample will typically create much higher margins for error. For example using the above population sizes, a sample size of 100 exhibits a margin for error of +/- 9.8% (again at the 95% confidence level).

Graph i: How sampling error varies with sample and population size



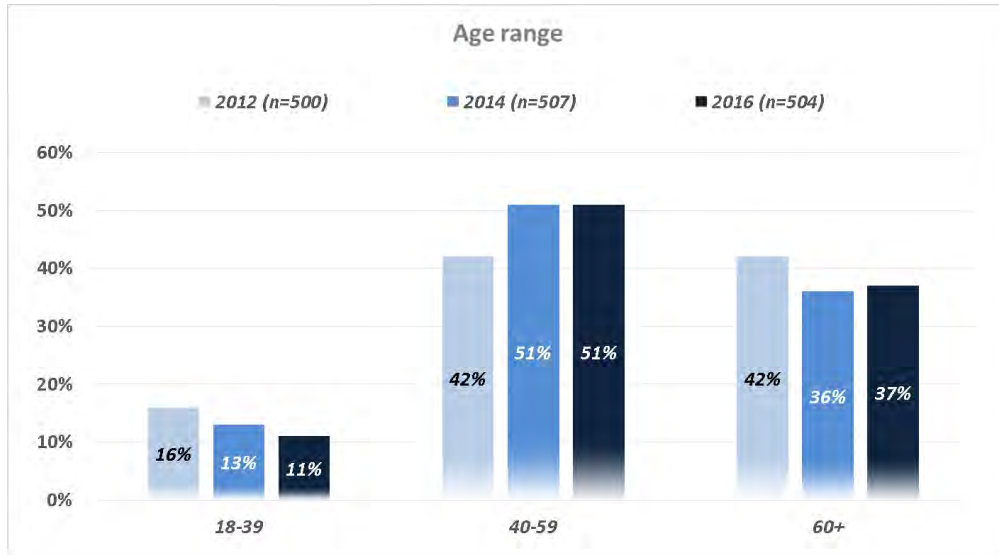
In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include respondents without fixed line phones, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey database. However there is no evidence (at least in terms of significant variances between demographic groups within the survey sample) to suggest that such non-random error has affected the integrity of the following data.



Sample characteristics

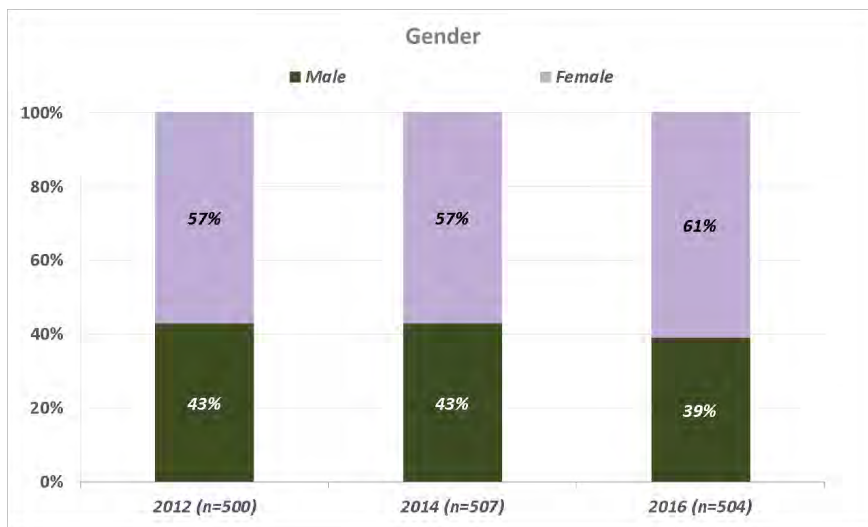
The following breaks down the (unweighted) survey sample by age, gender and place of residence:

Graph i: Sample by age (2016 vs. 2014 vs. 2012)



Age profile across the three surveys has been similar, though with a slightly higher proportion of residents aged 40-59 in the 2014 and 2016 surveys.

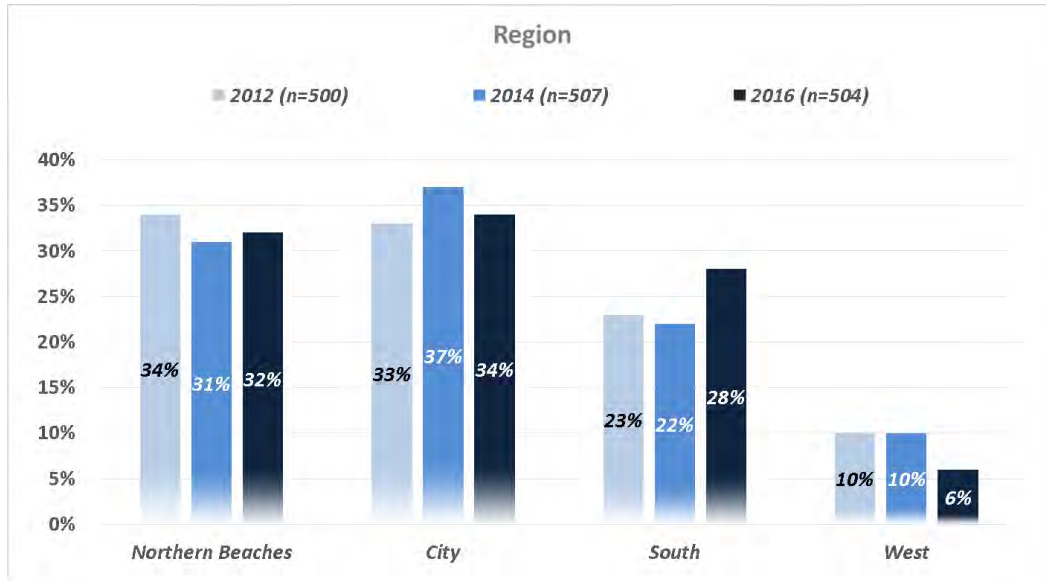
Graph ii: Gender (2016 vs. 2014 vs. 2012)



Similarly, the gender split was identical across the 2012, 2014 and 2016 waves of research, with a slight (i.e. 5-9%) female skew.

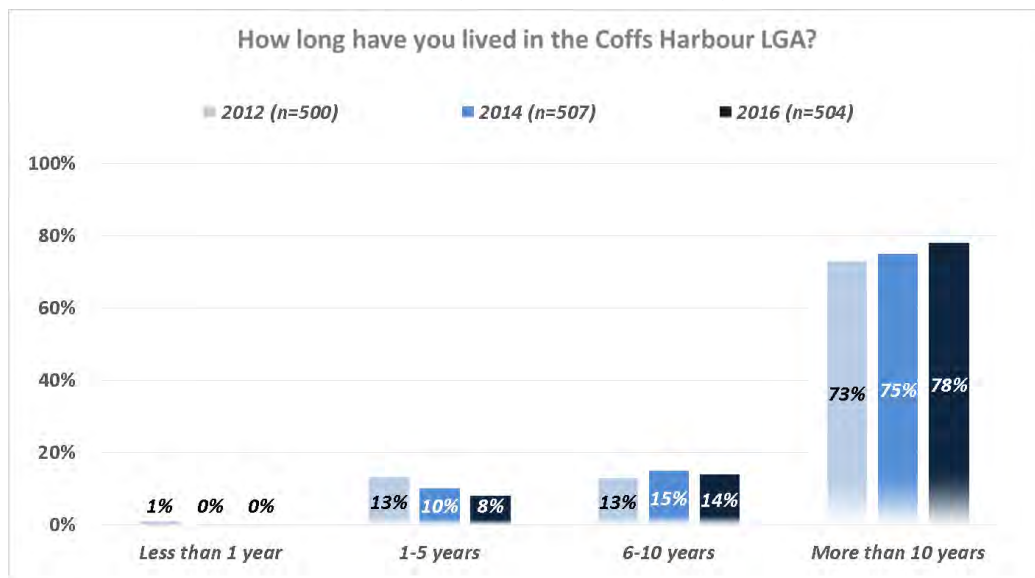


Graph iii: Location (2016 vs. 2014 vs. 2012)



The location split was again similar to 2014, though with a slightly higher proportion of residents coming from the Southern region (Sawtell, Toormina, Boambee and Bonville).

Graph iv: Time lived in the Coffs Harbour LGA (2016 vs. 2014 vs. 2012)



As in 2012 and 2014, the bulk of respondents had lived in the CHCC LGA for a decade or more.

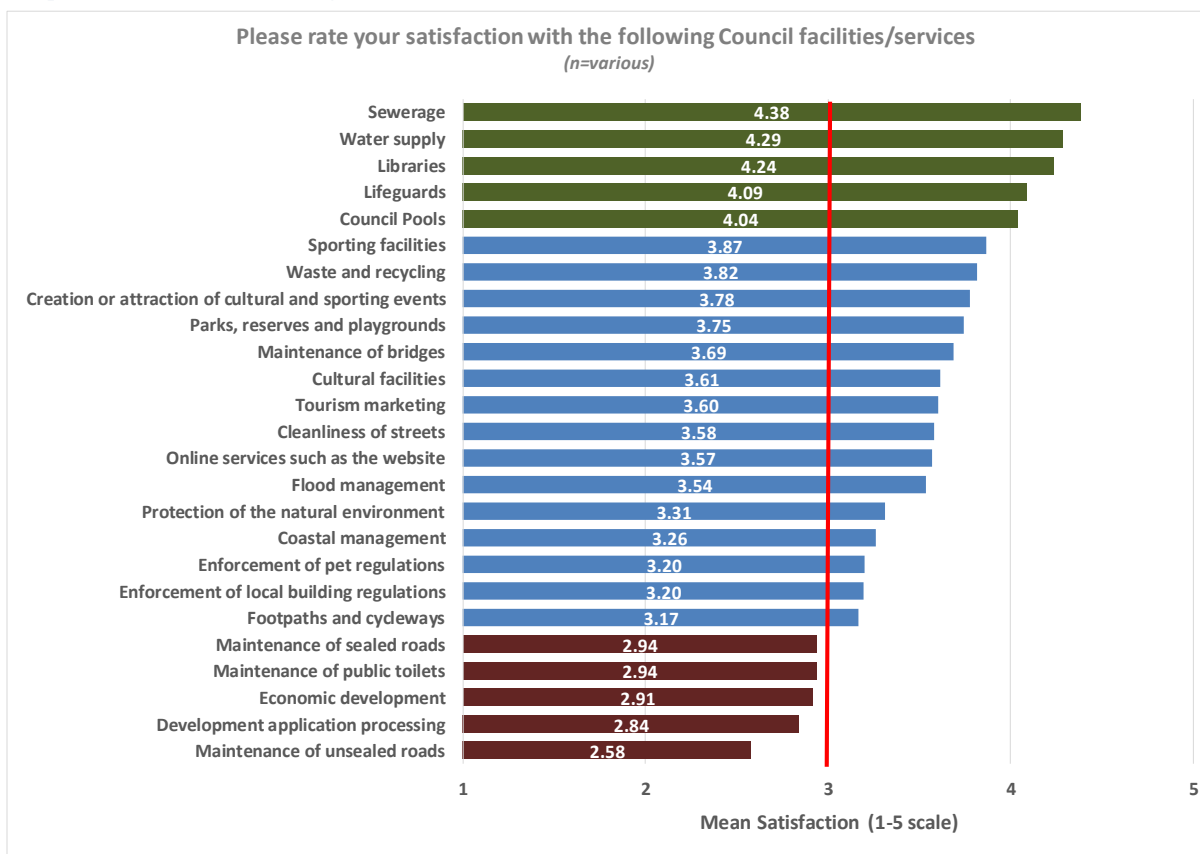


Part 1: Satisfaction and importance with specific facilities/services

The survey proper commenced with residents being asked to rate their satisfaction with 25 different Council facilities and services. A rating scale of 1-5 was used, with 1 being very poor and 5 being excellent.

The mean (i.e. average) satisfaction scores for each of the 25 facilities and services is shown in Graph 1.1, below:

Graph 1.1: Satisfaction ratings



This indicates that of the 25 services rates, five scored in the “very high satisfaction” region (where average rating is >4 out of a possible 5.) These comprised sewerage, water supply, libraries, lifeguard services and Council pools.

A further 15 facilities and services rated “good”, with mean scores of between 3 and 4. Only five rated “poor” (i.e. mean <3): these comprised maintenance of sealed roads; maintenance of public toilets; economic development; DA processing; and maintenance of unsealed roads.



Comparing 2016 results against 2014 (Table 1.1, below) shows an encouraging story with most satisfaction levels maintained at 2014's high base:

Table 1.1: Satisfaction ratings (2016 vs. 2014)

| Facility/service offered | 2014 Mean | 2016 Mean | % change in mean |
|--|-------------|-------------|------------------|
| Flood management | 3.45 | 3.54 | 2.7% |
| Coastal management | 3.19 | 3.26 | 2.2% |
| Sewage | 4.32 | 4.38 | 1.4% |
| Cultural facilities | 3.57 | 3.61 | 1.3% |
| Maintenance of bridges | 3.66 | 3.69 | 0.9% |
| Maintenance of sealed roads | 2.92 | 2.94 | 0.6% |
| Libraries | 4.24 | 4.24 | 0.0% |
| Water supply | 4.30 | 4.29 | -0.3% |
| Maintenance of unsealed roads | 2.60 | 2.58 | -0.9% |
| Lifeguards | 4.14 | 4.09 | -1.1% |
| Tourism marketing | 3.66 | 3.60 | -1.5% |
| Council Pools | 4.10 | 4.04 | -1.5% |
| Maintenance of public toilets | 2.98 | 2.94 | -1.6% |
| Sporting facilities | 3.95 | 3.87 | -2.2% |
| Enforcement of pet regulations | 3.27 | 3.20 | -2.2% |
| Waste and recycling | 3.91 | 3.82 | -2.3% |
| Footpaths and cycleways | 3.25 | 3.17 | -2.5% |
| Economic development | 3.00 | 2.91 | -2.8% |
| Protection of the natural environment | 3.41 | 3.31 | -3.0% |
| Development application processing | 2.93 | 2.84 | -3.0% |
| Parks, reserves and playgrounds | 3.89 | 3.75 | -3.6% |
| Online services such as the website | 3.72 | 3.57 | -4.0% |
| Creation/attribution of cultural & sporting events | 3.94 | 3.78 | -4.2% |
| Enforcement of local building regulations | 3.37 | 3.20 | -5.0% |
| Cleanliness of streets | 3.78 | 3.58 | -5.3% |

Seven of the 25 services and facilities enjoyed a slight increase in satisfaction levels, while the remaining 16 showed a slight decrease. Two decreases in satisfaction were statistically significant: enforcement of local building regulations; and cleanliness of streets.

Within most regional councils, there is often a perception by rurally-based residents that council resources are focussed more on urban areas. In order to test this in Coffs Harbour, we can look at satisfaction with specific facilities and services depending on whether the respondent was urban- or rural-based. These have been listed in Table 1.2 (next page), ranked from highest to lowest difference:



Table 1.2: 2016 Satisfaction ratings, by urban and rural

| Council services/facilities | Urban satisfaction mean | Rural satisfaction mean | Mean Difference |
|--|--------------------------------|--------------------------------|------------------------|
| Economic development | 2.99 | 2.60 | 15% |
| Flood management | 3.61 | 3.18 | 14% |
| Water supply | 4.32 | 3.85 | 12% |
| Development application processing | 2.89 | 2.58 | 12% |
| Maintenance of unsealed roads | 2.64 | 2.35 | 12% |
| Coastal management | 3.31 | 3.03 | 9% |
| Creation or attraction of cultural and sporting events | 3.83 | 3.53 | 9% |
| Sewerage | 4.40 | 4.06 | 9% |
| Cultural facilities | 3.66 | 3.38 | 8% |
| Enforcement of pet regulations | 3.25 | 3.00 | 8% |
| Protection of the natural environment | 3.35 | 3.13 | 7% |
| Sporting facilities | 3.91 | 3.66 | 7% |
| Waste and recycling | 3.85 | 3.62 | 6% |
| Council Pools | 4.09 | 3.85 | 6% |
| Maintenance of sealed roads | 2.96 | 2.84 | 4% |
| Maintenance of public toilets | 2.95 | 2.86 | 3% |
| Libraries | 4.25 | 4.13 | 3% |
| Enforcement of local building regulations | 3.21 | 3.12 | 3% |
| Maintenance of bridges | 3.71 | 3.61 | 3% |
| Lifeguards | 4.11 | 4.00 | 3% |
| Tourism marketing | 3.60 | 3.61 | 0% |
| Cleanliness of streets | 3.57 | 3.62 | -1% |
| Online services such as the website | 3.56 | 3.63 | -2% |
| Parks, reserves and playgrounds | 3.73 | 3.82 | -2% |
| Footpaths and cycleways | 3.14 | 3.30 | -5% |

This indicates that urban residents provided significantly higher satisfaction scores for 8 of the 25 facilities and services, with the largest differences coming on economic development, flood management, water supply, DA processing, maintenance of unsealed roads, coastal management, cultural facilities and sewerage. Rural residents were more satisfied than their urban counterparts in the quality of footpaths and cycleways, parks, reserves and playgrounds, online services and cleanliness of streets.

Looking next at differences in satisfaction scores by age:



Table 1.3: 2016 Satisfaction ratings, by age

| Council services/facilities | Age satisfaction mean (18-39) | Age satisfaction mean (40-59) | Age satisfaction mean (60+) |
|--|--------------------------------------|--------------------------------------|------------------------------------|
| Maintenance of unsealed roads | 2.82 | 2.52 | 2.35 |
| Flood management | 3.75 | 3.40 | 3.48 |
| Coastal management | 3.48 | 3.22 | 3.12 |
| Maintenance of bridges | 3.94 | 3.58 | 3.56 |
| Enforcement of local building regulations | 3.67 | 3.07 | 3.01 |
| Development application processing | 3.27 | 2.60 | 2.89 |
| Creation or attraction of cultural and sporting events | 3.90 | 3.79 | 3.66 |
| Water supply | 4.27 | 4.25 | 4.35 |
| Maintenance of sealed roads | 2.98 | 2.88 | 2.97 |
| Waste and recycling | 3.32 | 4.00 | 4.07 |
| Sewerage | 4.49 | 4.26 | 4.42 |
| Protection of the natural environment | 3.49 | 3.25 | 3.21 |
| Cleanliness of streets | 3.75 | 3.54 | 3.47 |
| Maintenance of public toilets | 2.82 | 2.99 | 2.99 |
| Footpaths and cycleways | 3.49 | 3.05 | 2.99 |
| Libraries | 4.38 | 4.17 | 4.20 |
| Parks, reserves and playgrounds | 3.89 | 3.70 | 3.67 |
| Tourism marketing | 3.67 | 3.56 | 3.60 |
| Lifeguards | 4.05 | 4.04 | 4.19 |
| Cultural facilities | 3.91 | 3.57 | 3.43 |
| Economic development | 3.00 | 2.80 | 2.99 |
| Enforcement of pet regulations | 3.34 | 3.29 | 2.98 |
| Council Pools | 4.06 | 4.10 | 3.94 |
| Sporting facilities | 3.85 | 3.88 | 3.87 |
| Online services such as the website | 3.51 | 3.60 | 3.61 |

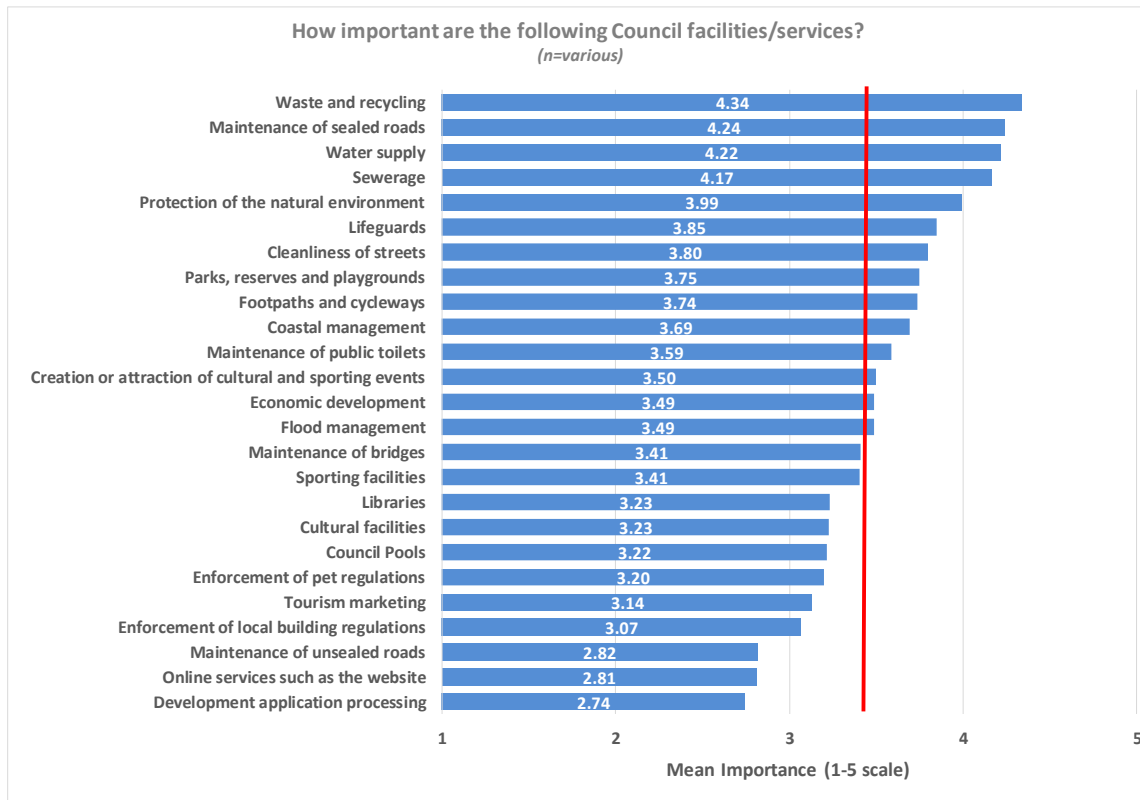
This indicates that younger residents were generally the most satisfied compared with those aged 40-59 years and 60 years or over.

Graph 1.2 (next page) shows the 2016 importance scores for all 25 facilities and services, ranked from highest to lowest:

(Continued next page)



Graph 1.2: Importance ratings



Four services ranked “very high” in importance (i.e. mean score >4 out of a possible 5) – unsurprisingly, these comprised waste/recycling, maintenance of sealed roads, water supply and sewerage. The majority of other facilities and services rated as “high” importance (i.e. mean score of between 3 and 4). Only DA processing, online services and maintenance of unsealed roads ranked below 3. (Keep in mind, however, that these tend to be the type of services that are of high importance to a few but little or none to others, making mean scores potentially misleading.)

Table 1.4 (next page) shows how these importance mean scores have shifted since 2014:

(Continued next page)



Table 1.4: Importance ratings (2016 vs. 2014)

| Facility/service offered | 2014 Mean | 2016 Mean | % change |
|--|-------------|-------------|--------------|
| Online services such as the website | 2.77 | 2.81 | 1.4% |
| Coastal management | 3.64 | 3.69 | 1.3% |
| Maintenance of sealed roads | 4.20 | 4.24 | 1.0% |
| Protection of the natural environment | 3.97 | 3.99 | 0.5% |
| Cleanliness of streets | 3.78 | 3.80 | 0.4% |
| Creation or attraction of cultural and sporting events | 3.50 | 3.50 | 0.1% |
| Waste and recycling | 4.35 | 4.34 | -0.1% |
| Sewerage | 4.18 | 4.17 | -0.3% |
| Maintenance of unsealed roads | 2.83 | 2.82 | -0.5% |
| Flood management | 3.51 | 3.49 | -0.6% |
| Water supply | 4.25 | 4.22 | -0.8% |
| Maintenance of bridges | 3.46 | 3.41 | -1.3% |
| Enforcement of pet regulations | 3.25 | 3.20 | -1.4% |
| Enforcement of local building regulations | 3.13 | 3.07 | -2.0% |
| Tourism marketing | 3.20 | 3.14 | -2.2% |
| Economic development | 3.58 | 3.49 | -2.6% |
| Libraries | 3.32 | 3.23 | -2.7% |
| Lifeguards | 3.96 | 3.85 | -2.9% |
| Sporting facilities | 3.51 | 3.41 | -3.0% |
| Cultural facilities | 3.33 | 3.23 | -3.1% |
| Parks, reserves and playgrounds | 3.87 | 3.75 | -3.3% |
| Development application processing | 2.84 | 2.74 | -3.4% |
| Footpaths and cycleways | 3.91 | 3.74 | -4.4% |
| Maintenance of public toilets | 3.77 | 3.59 | -4.8% |
| Council Pools | 3.40 | 3.22 | -5.5% |

This indicates that *none* of the facilities and services measured have increased significantly in importance, while one is classed as significantly less important than 2014 (Council pools).

This is arguably a good sign, suggesting that things are perceived as running quietly and efficiently behind the scenes.

Table 1.5 (next page) shows the relative importance of facilities and services by whether the respondent was urban- or rurally-based. Scores are ranked from highest urban difference to highest rural difference.



Table 1.5: 2016 Importance ratings, by urban and rural

| Council services/facilities | Urban importance mean | Rural importance mean | Mean Difference |
|--|------------------------------|------------------------------|------------------------|
| Sewerage | 4.40 | 3.07 | 43% |
| Water supply | 4.44 | 3.16 | 40% |
| Libraries | 3.30 | 2.93 | 12% |
| Footpaths and cycleways | 3.80 | 3.43 | 11% |
| Waste and recycling | 4.41 | 4.02 | 10% |
| Council Pools | 3.26 | 3.02 | 8% |
| Cultural facilities | 3.26 | 3.07 | 6% |
| Cleanliness of streets | 3.84 | 3.62 | 6% |
| Sporting facilities | 3.44 | 3.26 | 5% |
| Online services such as the website | 2.82 | 2.76 | 2% |
| Enforcement of pet regulations | 3.21 | 3.16 | 1% |
| Coastal management | 3.70 | 3.66 | 1% |
| Parks, reserves and playgrounds | 3.75 | 3.72 | 1% |
| Maintenance of public toilets | 3.59 | 3.56 | 1% |
| Creation or attraction of cultural and sporting events | 3.50 | 3.50 | 0% |
| Lifeguards | 3.84 | 3.86 | 0% |
| Enforcement of local building regulations | 3.06 | 3.08 | -1% |
| Protection of the natural environment | 3.99 | 4.02 | -1% |
| Flood management | 3.47 | 3.57 | -3% |
| Tourism marketing | 3.12 | 3.22 | -3% |
| Maintenance of sealed roads | 4.21 | 4.39 | -4% |
| Development application processing | 2.72 | 2.87 | -5% |
| Economic development | 3.43 | 3.76 | -9% |
| Maintenance of bridges | 3.35 | 3.71 | -10% |
| Maintenance of unsealed roads | 2.74 | 3.15 | -13% |

This suggests – logically enough – that sewerage, water supply, libraries, footpaths and cycleways and waste services were of significantly higher importance to urban residents, than to rural residents. Maintenance of unsealed roads and bridges and economic development were significantly more important to rural residents

Looking next at differences in importance by age:

(Continued next page)



Table 1.6: 2016 Importance ratings, by age

| <i>Council services/facilities</i> | <i>Age importance mean (18-39)</i> | <i>Age importance mean (40-59)</i> | <i>Age importance mean (60+)</i> |
|--|------------------------------------|------------------------------------|----------------------------------|
| Coastal management | 3.86 | 3.77 | 3.45 |
| Protection of the natural environment | 4.25 | 4.00 | 3.74 |
| Maintenance of unsealed roads | 2.95 | 2.79 | 2.73 |
| Flood management | 3.60 | 3.54 | 3.32 |
| Cleanliness of streets | 3.80 | 3.85 | 3.74 |
| Maintenance of bridges | 3.43 | 3.56 | 3.22 |
| Maintenance of public toilets | 3.48 | 3.81 | 3.43 |
| Footpaths and cycleways | 3.72 | 3.84 | 3.63 |
| Libraries | 2.91 | 3.22 | 3.54 |
| Parks, reserves and playgrounds | 3.79 | 3.95 | 3.47 |
| Tourism marketing | 2.79 | 3.45 | 3.09 |
| Lifeguards | 3.90 | 3.97 | 3.65 |
| Cultural facilities | 3.00 | 3.36 | 3.29 |
| Economic development | 3.26 | 3.76 | 3.40 |
| Enforcement of local building regulations | 2.61 | 3.37 | 3.15 |
| Enforcement of pet regulations | 3.01 | 3.32 | 3.25 |
| Council Pools | 3.05 | 3.39 | 3.17 |
| Development application processing | 2.35 | 3.10 | 2.70 |
| Sporting facilities | 3.48 | 3.62 | 3.09 |
| Online services such as the website | 2.67 | 3.05 | 2.67 |
| Creation or attraction of cultural and sporting events | 3.60 | 3.63 | 3.26 |
| Maintenance of sealed roads | 4.33 | 4.27 | 4.14 |
| Water supply | 4.21 | 4.29 | 4.14 |
| Sewerage | 4.07 | 4.29 | 4.12 |
| Waste and recycling | 4.34 | 4.41 | 4.27 |

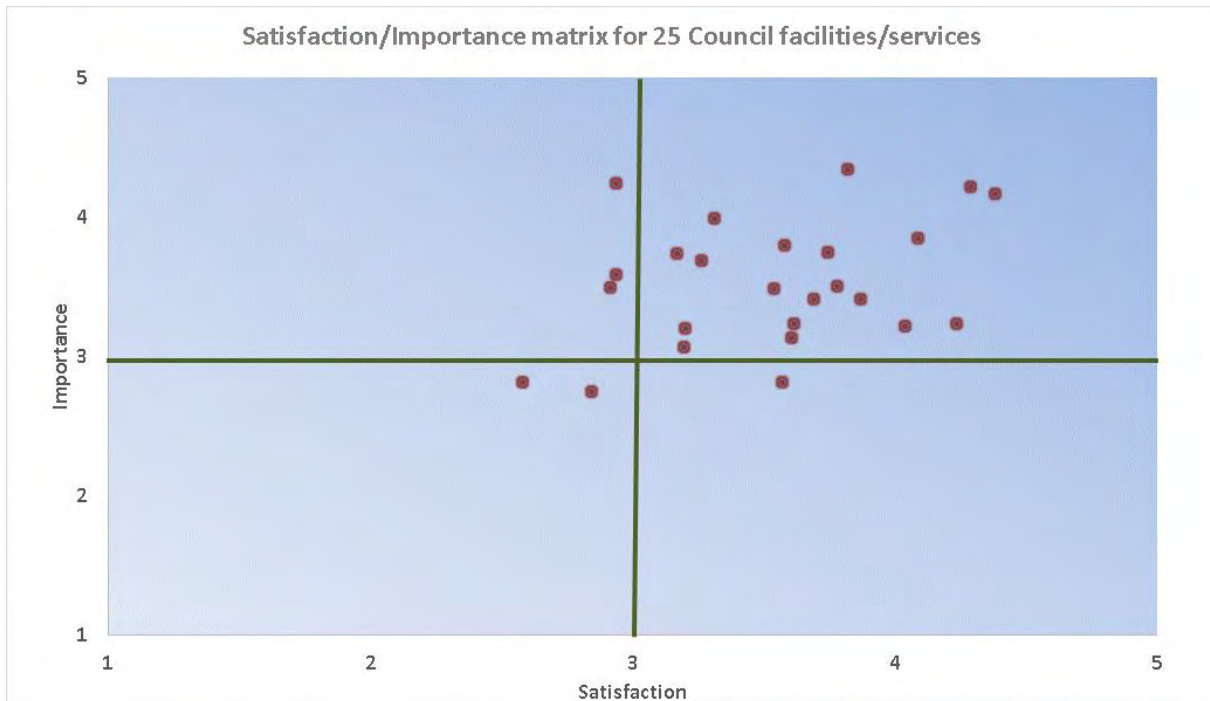
Interestingly, those aged 40-59 years tended to place higher importance on a number of services and facilities than the other age groups. Specifically, those aged 40-59 years placed higher importance on tourism marketing, economic development, enforcement of local building regulations, DA processing and online service than those aged 18-39 years. Furthermore, those aged 40-59 years placed higher importance on maintenance of bridges and public toilets, lifeguards, sporting facilities and online services than those aged 60 years and over. That said, 13 of the 25 categories showed no statistically significant difference by age.

Satisfaction and importance scores can be integrated into a four-quadrant matrix, correlating the relationship between them for each of the facilities and services.

Graph 1.3 (next page) shows the 25 facilities and service in “big picture” format, and on the traditional 1-5 scale. Graph 1.4, using an adjusted scale, then provides a more detailed picture of where each of the facilities and services sit relative to each other.



Graph 1.3: Summary of satisfaction and importance, set against 1-5 scale



This clearly shows how, when using an objective mid-score of 3, the vast majority of facilities and services fell into the top-right, “high satisfaction high importance” quadrant. In absolute terms, only two services (maintenance of unsealed roads and DA processing) fell into the “low satisfaction, low importance” quadrant, and a further three – maintenance of sealed roads, maintenance of public toilets and economic development – were deemed “low satisfaction, high importance”. There was only one service – online services including the website – sitting in the “high satisfaction, low importance” quadrant.

This indicates residents believe most facilities and services are important. And that, generally, they are also happy with the way these facilities and services are being delivered.

However we can also investigate how these rated in relative terms, by looking at the graph in greater detail. As this requires an adjusted scale of 4.5 to 4.5, and an arbitrary mid-point of 3.5, results should be seen in the context of “higher” and “lower” (i.e. rather than “high” and “low”) importance and satisfaction.

Graph 1.4: Summary of satisfaction and importance (detail)

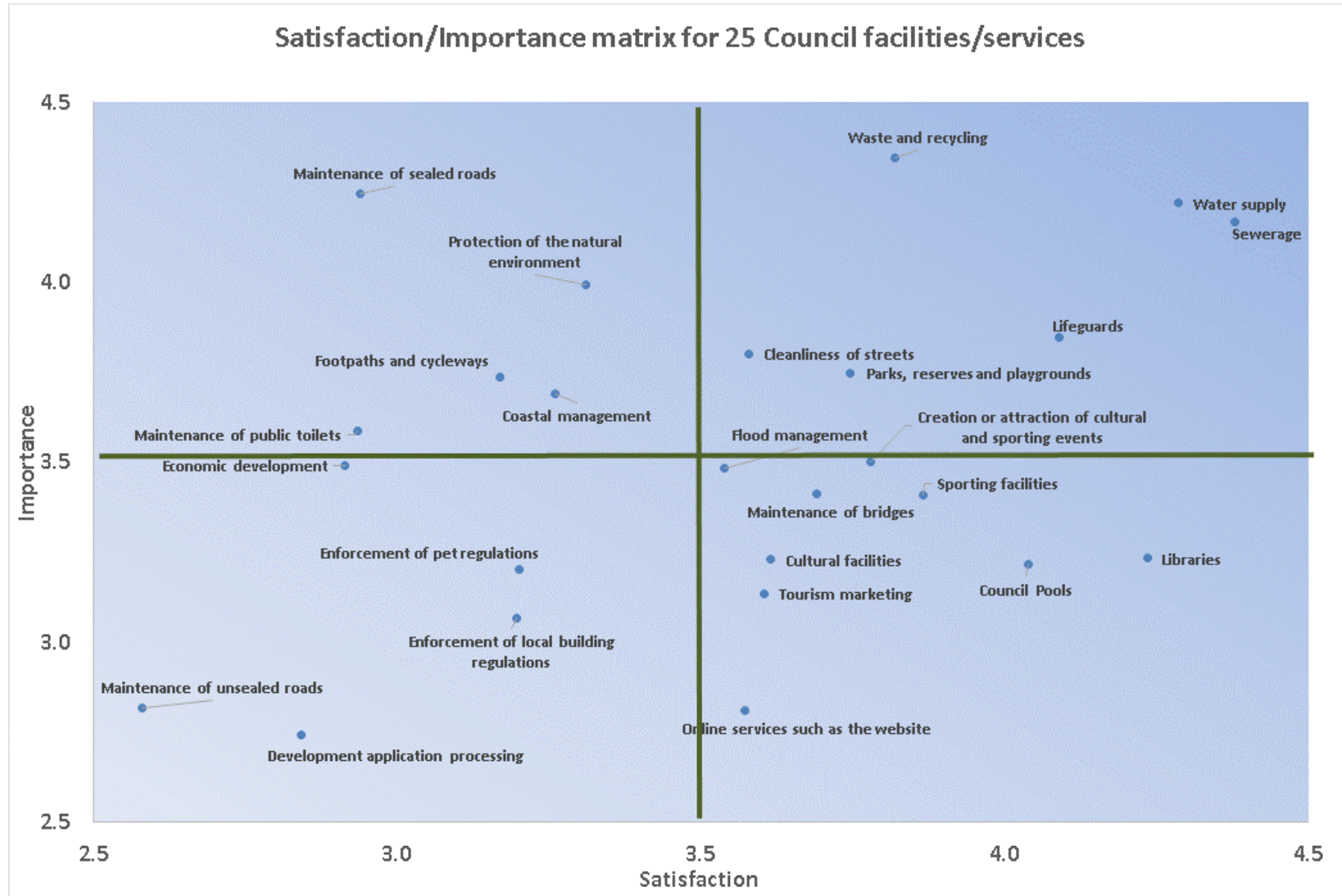




Table 1.5: Summary of satisfaction/important quadrants

| Higher importance/lower satisfaction | Higher importance/higher satisfaction |
|--|--|
| <p style="text-align: center;"> Maintenance of sealed roads Protection of the natural environment Maintenance of public toilets Footpaths/cycleways Coastal management </p> | <p style="text-align: center;"> Water supply Waste and recycling Sewerage Parks, reserves and playgrounds Cleanliness of streets Lifeguards Creation of cultural and sporting events </p> |
| Lower importance/lower satisfaction | Lower importance/higher satisfaction |
| <p style="text-align: center;"> Enforcement of local building regulations Enforcement of pet regulations Development application processing Maintenance of unsealed roads Economic development </p> | <p style="text-align: center;"> Libraries Flood Management Sporting facilities Council Pools Cultural facilities Online services Tourism marketing Bridge Maintenance </p> |

This indicates of the 25 services measured, water supply, waste/recycling, sewerage, parks, reserves and playgrounds, cleanliness of streets, lifeguards, and the creation and attraction of cultural sporting events were perceived as being of highest satisfaction and highest importance.

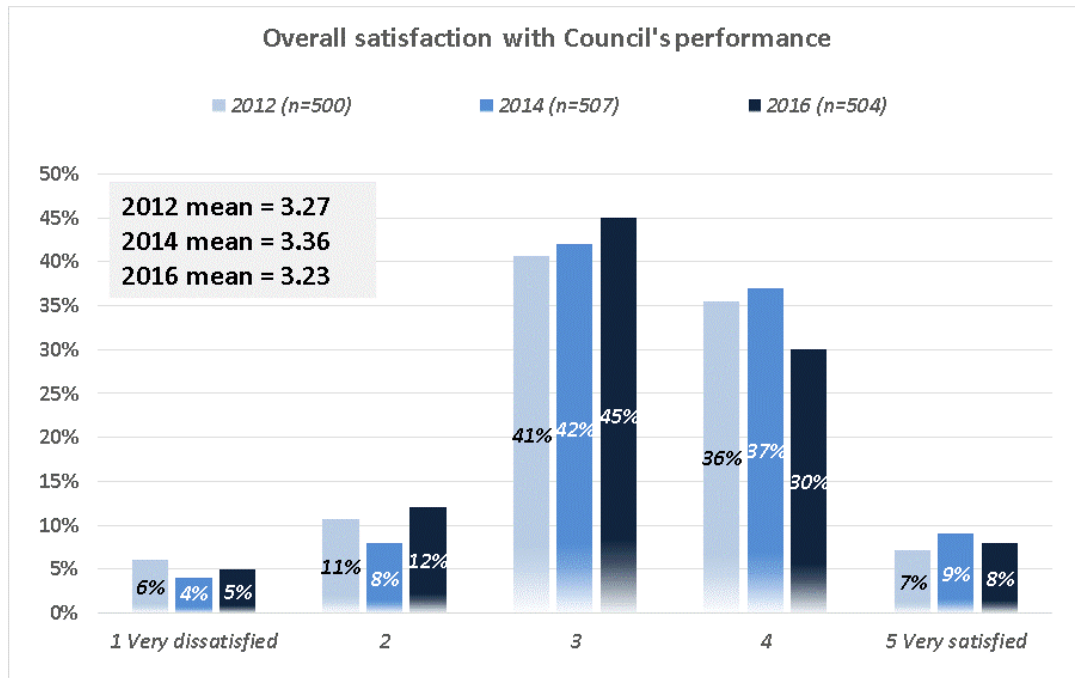
Conversely, those services falling into the “higher importance/lower satisfaction” quadrant comprised maintenance of sealed roads, protection of the natural environment, maintenance of public toilets, footpaths and cycleways , and coastal management. This indicates residents are seeking improvements in these areas, and class them as personally being of high importance.



Part 3: Overall satisfaction with Council

Residents were next asked to rate their overall satisfaction with Council on a 1 to 5 scale where 1 meant very dissatisfied and 5 meant very satisfied:

Graph 3.1: Satisfaction with Council's overall performance (2016 vs. 2014 vs. 2012)



Overall satisfaction with Council decreased slightly but not significantly on 2014, with a mean rating of 3.23 – down 3.9% on the 3.36 mean score recorded in 2014. While this change is not statistically significant, net satisfaction⁶ of 21% was a decrease on the 34% recorded in the previous survey.

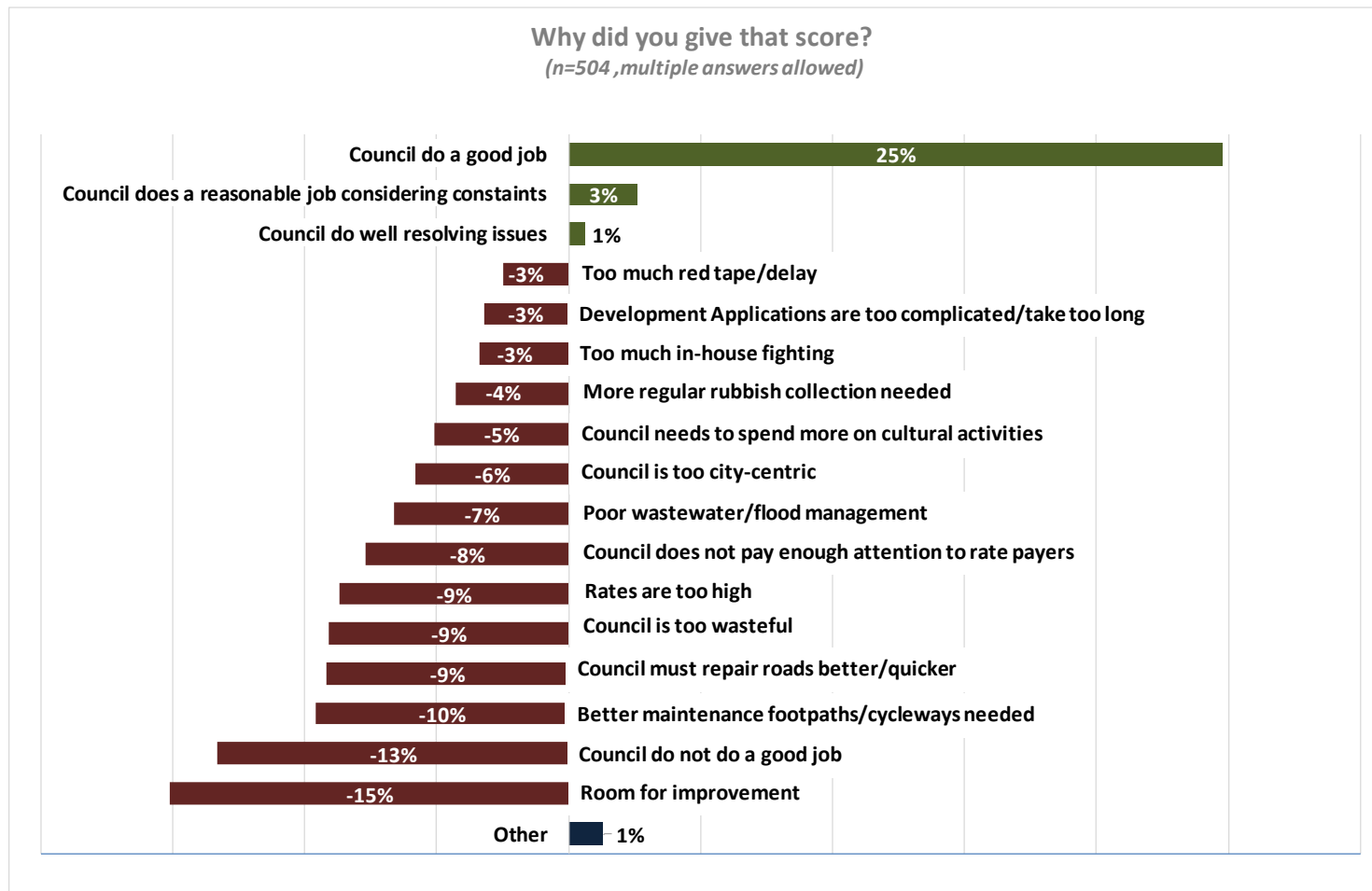
The proportion of respondents saying they were satisfied decreased (to 38%, vs. 46% in 2014), while the proportion of respondents classing themselves as dissatisfied rose from 12% in 2014 to 17% in this latest survey.

Results were similar across groups of interest.

Respondents were also asked to explain why they had provided a particular satisfaction score. Their open-ended responses have been coded (i.e. themed), and are shown in Graph 3.2 (next page), with comparisons against 2014 shown in Table 3.1.

⁶ i.e. those classing themselves as satisfied or very satisfied against those classing themselves as dissatisfied or very dissatisfied

Graph 3.2: Reasons for satisfaction scores





The majority of those with positive scores had trouble articulating specific reasons for their satisfaction, noting instead that Council did a good job generally.

Others noted that Council tried hard given the constraints it faces and does well at resolving issues.

Those with negative comments, on the other hand, tended to be more specific. While a significant proportion indicated that there was generally room for improvement and/or that Council does not do a good job, footpaths, cycleways and roads were specifically noted as requiring improvement. Some criticised Council management, perceiving that Council was wasteful, does not pay enough attention to ratepayers or is too city-centric.

Table 3.1: Reasons for satisfaction scores (2016 vs. 2014)

| Reason for Overall rating (multiple answers encouraged) | (multiple) | 2014 (n=474) | 2016 (n=476) | Difference |
|--|------------|-----------------|-----------------|------------|
| Council do well resolving issues | | 3% | 1% | -2% |
| Council do a good job | | 33% | 25% | -8% |
| Council does a reasonable job considering constraints | | 15% | 3% | -13% |
| Council do not do a good job | | 7% | 13% | 6% |
| Council does not pay enough attention to rate payers | | 2% | 8% | 6% |
| Better maintenance of foot paths/cycleways needed | | 5% | 10% | 4% |
| Council is too wasteful | | 5% | 9% | 4% |
| Rates are too high | | 5% | 9% | 4% |
| Council needs to spend more on Cultural activities | | 1% | 5% | 4% |
| Council must repair roads better/quicker | | 6% | 9% | 4% |
| Poor wastewater/flood management | | 3% | 7% | 4% |
| Development Applications are too complicated/take too long | | 2% | 3% | 1% |
| Too much in-house fighting | | 2% | 3% | 1% |
| More reg. rubbish collection needed | | 4% | 4% | 0% |
| Council is too city-centric | | 7% | 6% | -1% |
| Room for improvement | | 21% | 15% | -6% |
| Too much red tape/delay | | 8% | 3% | -6% |
| Other | | 4% | 1% | -2% |

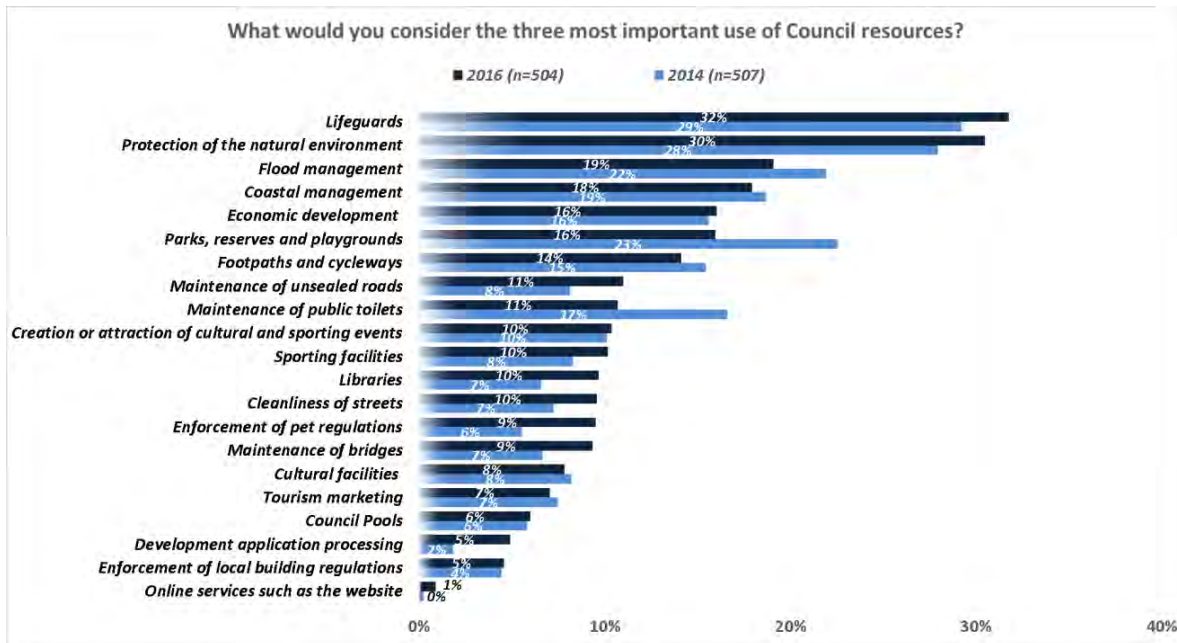
The proportion of residents offering positive comments declined in 2016 (with fewer residents stating that Council does a good job and / or despite constraints). At the same time, fewer residents indicated that there was generally room for improvement or too much red tape.

Residents were next asked what they consider to be the three most important uses of Council resources⁷:

⁷ Note that this question EXCLUDED maintenance of sealed roads, water supply, sewerage and waste/recycling, as there are assumed to be critical. Inclusion would hence have swamped other, less “obvious” facilities and services.



Graph 3.3: Three most important use of Council resources (2016 vs. 2014)



Similarly to 2014 results, lifeguards, protection of the natural environment, flood management and coastal management were considered top priorities.

There were a number of differences in priorities by groups of interest. These included:

- Flood management was particularly important amongst those aged 40 years or older and those residing in the South compared with those in the Northern Beaches (28% to 19%)
- Parks, reserves and playgrounds were more important to those aged 18-39 (39% of 18-39 year olds prioritized parks, reserves and playground compared with 12% of those aged 60 and older) and those in urban areas (25% of urban residents compared with 15% of rural residents)
- Protection of the natural environment was more important to rural residents than urban (42% to 25%) and to those residing in the West compared with those in the City (50% to 23%)
- Lifeguards were particularly important to those in the South compared to those in the West (36% to 25%) and were also more important to women than men (36% to 21%)

There have been a number of changes in major priorities since the 2014 monitor as outlined in Table 3.2:



Table 3.2: Changes in Perception of Major Council Priorities (2016 vs. 2014)

| Priorities | | | | | |
|---|-------------------|--------------|-------------------|--------------|---------------------------|
| <i>Facility/service offered</i> | 2014 count | 2014% | 2016 count | 2016% | % change from 2014 |
| <i>Enforcement of pet regulations</i> | 22 | 5.5% | 35 | 9.5% | 4.0% |
| <i>Libraries</i> | 26 | 6.6% | 36 | 9.7% | 3.1% |
| <i>Development application processing</i> | 7 | 1.8% | 18 | 4.9% | 3.1% |
| <i>Maintenance of unsealed roads</i> | 32 | 8.1% | 41 | 11.0% | 2.9% |
| <i>Maintenance of bridges</i> | 26 | 6.6% | 35 | 9.4% | 2.7% |
| <i>Lifeguards</i> | 115 | 29.2% | 117 | 31.8% | 2.5% |
| <i>Protection of the natural environment</i> | 110 | 27.9% | 113 | 30.5% | 2.5% |
| <i>Cleanliness of streets</i> | 28 | 7.2% | 35 | 9.6% | 2.3% |
| <i>Sporting facilities</i> | 33 | 8.3% | 38 | 10.2% | 1.9% |
| <i>Online services such as the website</i> | 1 | .2% | 3 | .9% | 0.7% |
| <i>Economic development</i> | 61 | 15.6% | 59 | 16.0% | 0.4% |
| <i>Creation or attraction of cultural and sporting events</i> | 40 | 10.1% | 38 | 10.4% | 0.3% |
| <i>Council Pools</i> | 23 | 5.8% | 22 | 6.0% | 0.2% |
| <i>Enforcement of local building regulations</i> | 17 | 4.4% | 17 | 4.6% | 0.1% |
| <i>Cultural facilities</i> | 32 | 8.2% | 29 | 7.8% | -0.4% |
| <i>Tourism marketing</i> | 29 | 7.4% | 26 | 7.0% | -0.4% |
| <i>Coastal management</i> | 74 | 18.7% | 66 | 17.9% | -0.7% |
| <i>Footpaths and cycleways</i> | 61 | 15.4% | 52 | 14.1% | -1.3% |
| <i>Flood management</i> | 86 | 21.9% | 71 | 19.1% | -2.8% |
| <i>Maintenance of public toilets</i> | 65 | 16.6% | 40 | 10.7% | -5.9% |
| <i>Parks, reserves and playgrounds</i> | 89 | 22.5% | 59 | 16.0% | -6.6% |

Parks, reserves and playgrounds and maintenance of public toilets were mentioned as priorities by significantly fewer residents in 2016 than 2014 suggesting that these resources are considered less of a priority or may now meet resident needs.

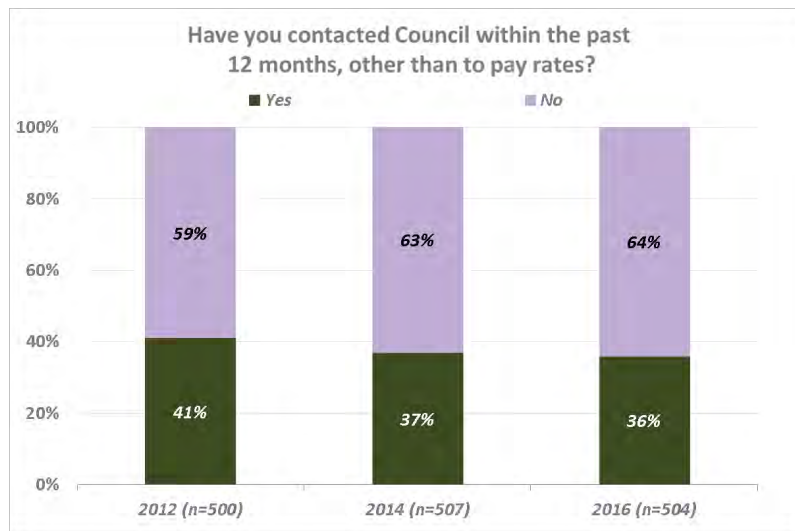
Enforcement of pet regulations, libraries and DA processing all increased by way of major priority to residents.



Part 4: Satisfaction with Council contact

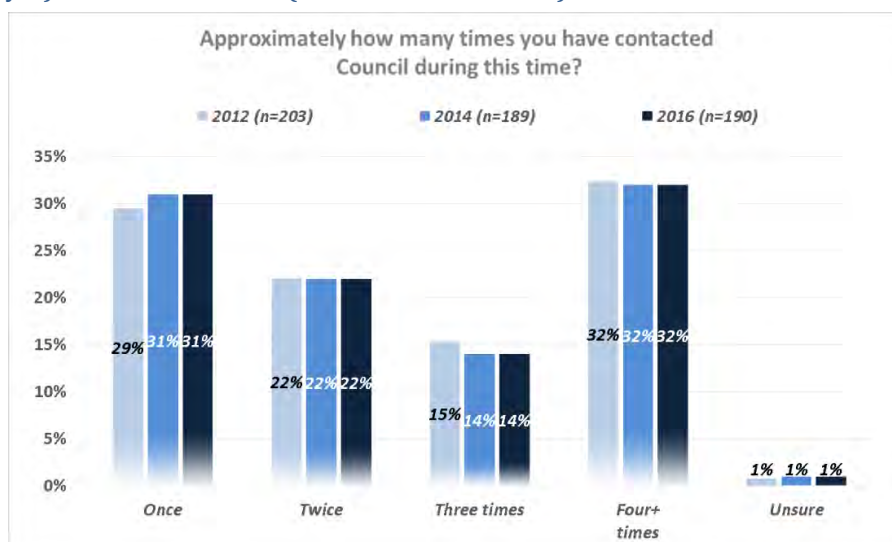
This section of the report looks at the satisfaction levels of those residents who had contacted Council (other than to pay rates) over the previous 12 months. Residents were first asked whether they had contacted Council in the past 12 months:

Graph 4.1: Contact with Council in the past 12 months (2016 vs. 2014 vs. 2012)



The proportion of respondents contacting Council in the 12 months prior to the survey remained stable at 36%. Women were significantly more likely to contact Council than men (at 42 and 31% respectively).

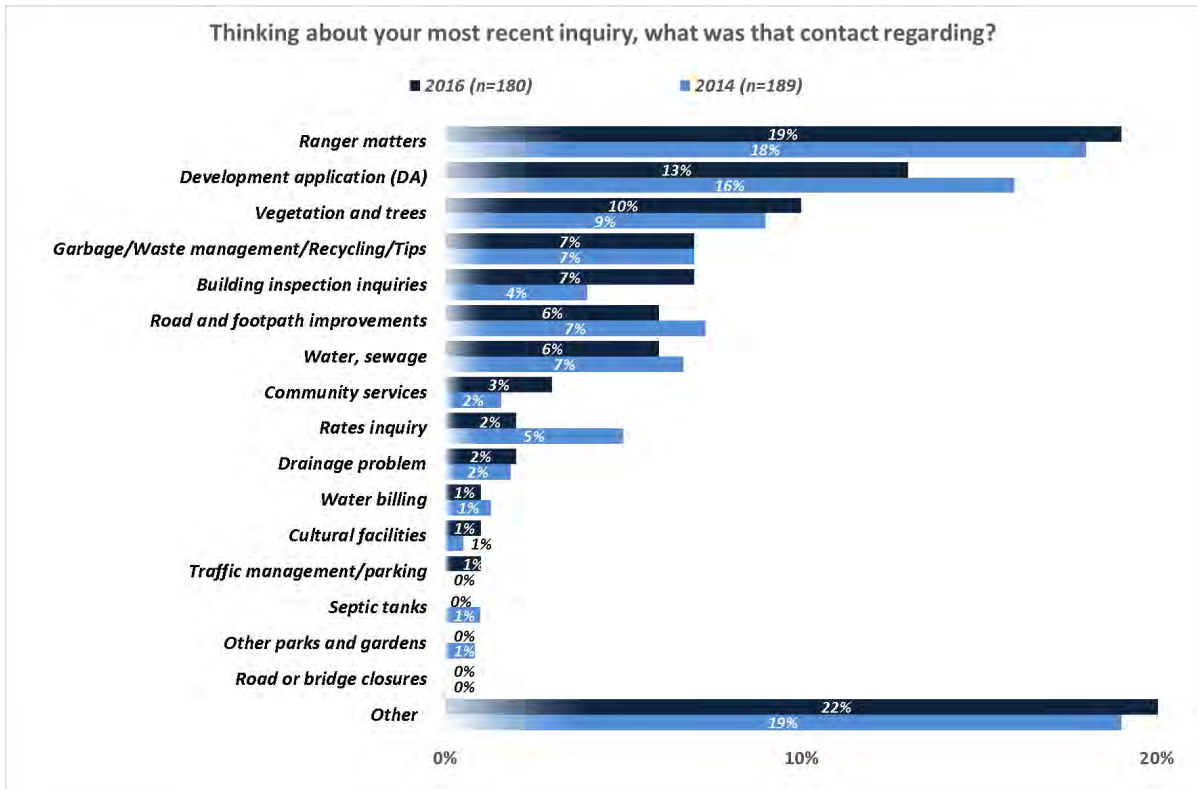
Graph 4.2 (If yes) Number of contacts (2016 vs. 2014 vs. 2012)





Of those who had contacted Council, it split fairly evenly – as in previous years – between infrequent (once or twice) and frequent (three-plus times). This is important, as the two categories can display very different levels of satisfaction: both with their specific inquiries, and overall with council.

Graph 4.3: Reason for most recent inquiry (2016 vs. 2014)

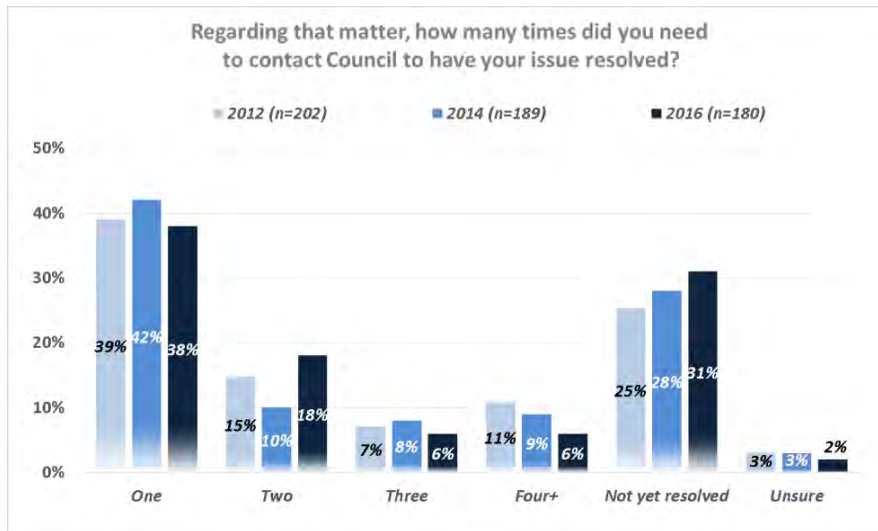


As in 2014, the major reasons for inquiries involved ranger matters (19% of most recent contacts), DA’s (13%) and vegetation and trees (10%). Beyond this, enquiries remained extremely diverse.

(Continued next page)



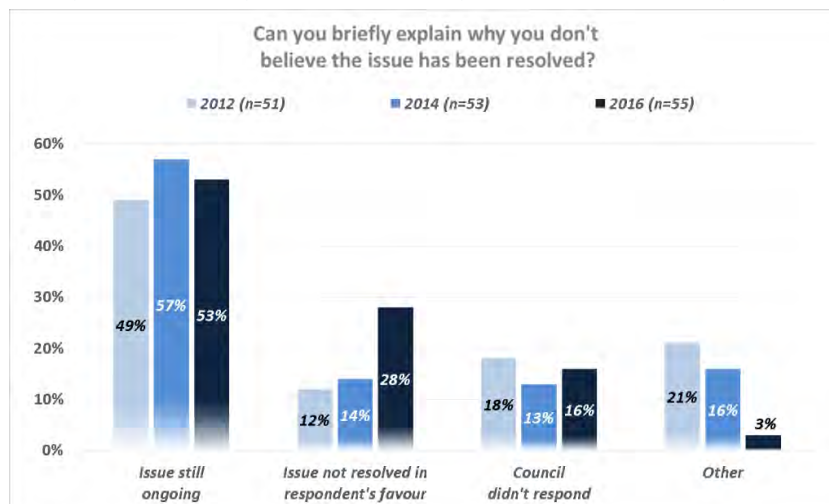
Graph 4.4: Number of contacts required to have your issue resolved (2016 vs. 2014 vs. 2012)



Over one-third of inquiries (38%) were resolved in one call – down slightly on 2014 and likely due to a slight increase in the proportion of contacts now being resolved with two contacts. Furthermore, the proportion of contacts “not yet resolved” has demonstrated an upward trend since 2012.

Looking next at reasons why some issues have yet to be resolved:

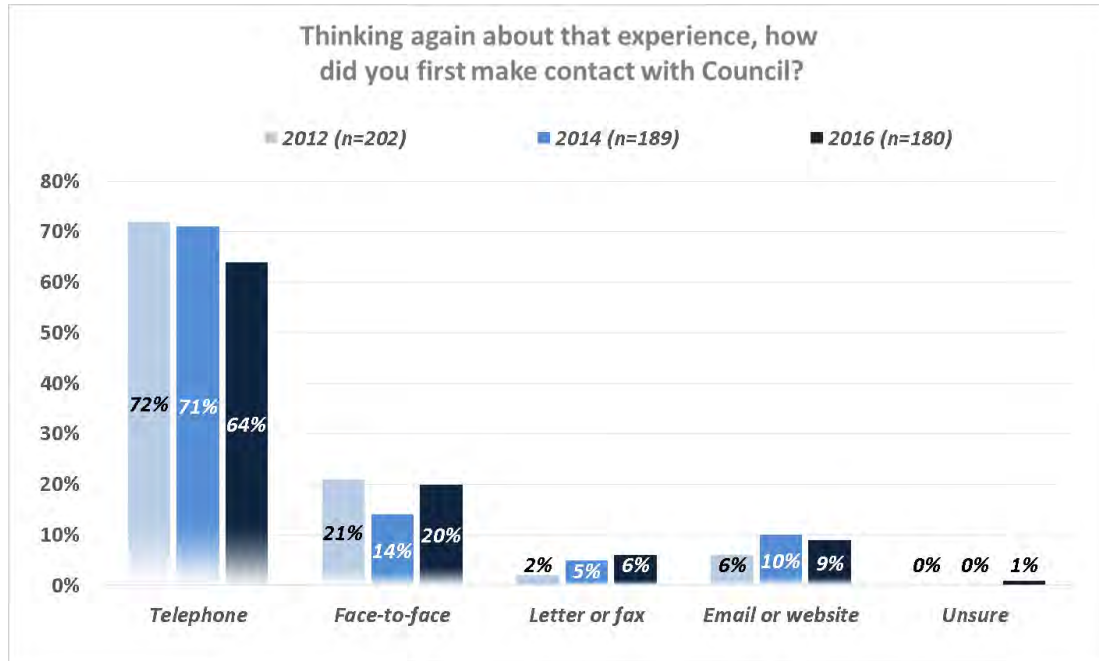
Graph 4.5: Reason why issue has not yet been resolved (2016 vs. 2014 vs. 2012)



Of those (55) respondents who said their issue had not been resolved, over half (53%) said this was because the issue was still ongoing. The proportion saying Council had not responded increased slightly from 13% in 2014 to 16% in the latest survey. It is interesting that in 28% of cases, the issue was resolved from Council’s perspective but not the resident’s – a significant increase from 14% in 2014.



Graph 4.6: Method of contact with Council (2016 vs. 2014 vs. 2012)



Telephone remained the main form of contact but it is demonstrating a downward trend in popularity - used in just under two-thirds of most recent contacts (compared with 71% in 2014 and 72% in 2012). Unfortunately, this decline in telephone contacts appears to have been offset by an increase in face-to-face contacts rather than the more cost effective email or website contact.

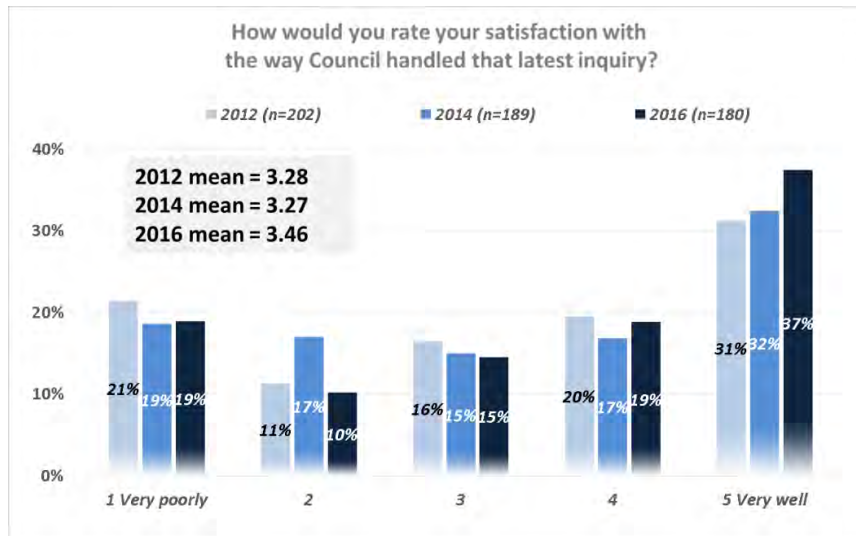
Contact types was relatively consistent by age, gender and location.

The survey continued with a request to rate overall satisfaction with the way Council handled the residents' latest enquiry:

(Continued over page)



Graph 4.7: Overall satisfaction with the way Council handled your latest inquiry (2016 vs. 2014 vs. 2012)



Despite a slight increase in the number of contacts with Council and an increase in the proportion not having their issues resolved in their favour, overall satisfaction with the way the respondent’s most recent inquiry was handled was 3.46 out of 5, a slight increase on 2014. Net satisfaction was 27%, up from 13% last time and an excellent result.

Table 4.3: Satisfaction with way inquiry was handled, by number of calls required to resolve it

| | | Times needed to resolve inquiry | | | Total |
|--|---------------|---------------------------------|--------------|------------------|---------------|
| | | 1 or 2 | Many | Not yet resolved | |
| How would you rate your satisfaction with the way Council handled that latest inquiry, on a scale of 1-5 | 1 Very poorly | 4 4.0% | 3 14.3% | 26 47.3% | 33 18.9% |
| | 2 | 11 11.1% | 3 14.3% | 4 7.3% | 18 10.3% |
| | 3 | 11 11.1% | 4 19.0% | 10 18.2% | 25 14.3% |
| | 4 | 18 18.2% | 5 23.8% | 10 18.2% | 33 18.9% |
| | 5 Very well | 55 55.6% | 6 28.6% | 5 9.1% | 66 37.7% |
| Total | | 99 100.0% | 21 100.0% | 55 100.0% | 175 100.0% |

As one would expect, satisfaction with the way an inquiry was handled was inversely proportional to the number of calls required to resolve it. As shown in Table 4.3, 74% of those for whom an issue was resolved in one or two calls gave a satisfaction score of 4 or 5: this compares with 52% where more than two calls were needed, and 27% where the issue remained unresolved.

Likewise, 55% rated their last Council contact as poor or very poor where the issue remained unresolved.



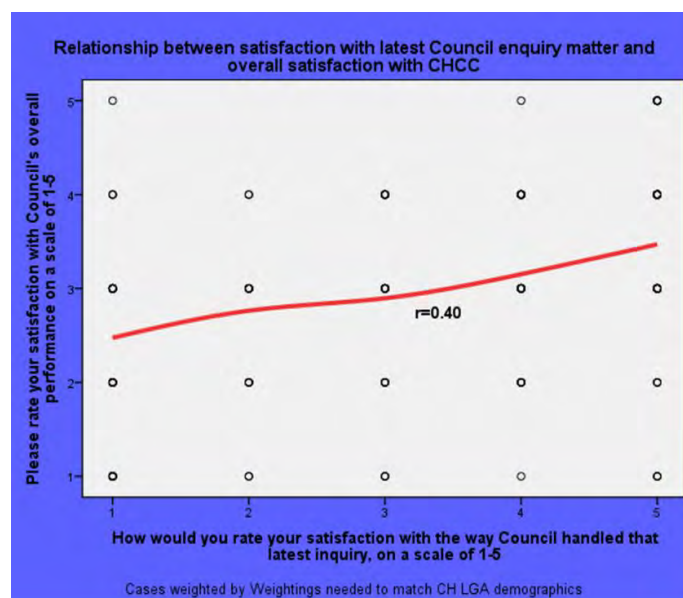
Table 4.4: Overall Satisfaction scores, by number of calls required

| | | Times needed to resolve inquiry | | | Total |
|---|---------------------|---------------------------------|--------------|------------------|---------------|
| | | 1 or 2 | Many | Not yet resolved | |
| Overall satisfaction of Council's performance (1-5 scale) | 1 Very dissatisfied | 2 2.0% | 5 22.7% | 8 14.5% | 15 8.5% |
| | 2 | 9 9.1% | 2 9.1% | 10 18.2% | 21 11.9% |
| | 3 | 48 48.5% | 12 54.5% | 26 47.3% | 86 48.9% |
| | 4 | 34 34.3% | 3 13.6% | 10 18.2% | 47 26.7% |
| | 5 Very satisfied | 6 6.1% | 0 .0% | 1 1.8% | 7 4.0% |
| Total | | 99 100.0% | 22 100.0% | 55 100.0% | 176 100.0% |

There is also an inverse relationship between number of times the most recent issues took to resolve, and overall satisfaction with Council. In this instance 40% of those whose issue had been resolved in one or two calls gave an overall satisfaction score of 4 or 5, against just 14% where it had taken three or more interactions, and 20% for those whose issue remained unresolved.

Finally, the red line in Graph 4.8 indicates a strong and direct relationship between satisfaction with an interaction, and overall satisfaction. That is, the higher a resident's satisfaction with the way their most recent inquiry was handled, the higher their overall satisfaction with Council:

Graph 4.8: Relationship between satisfaction with most recent interaction, and overall satisfaction with Council





In conclusion – and to repeat a key finding of both 2012 and 2014:

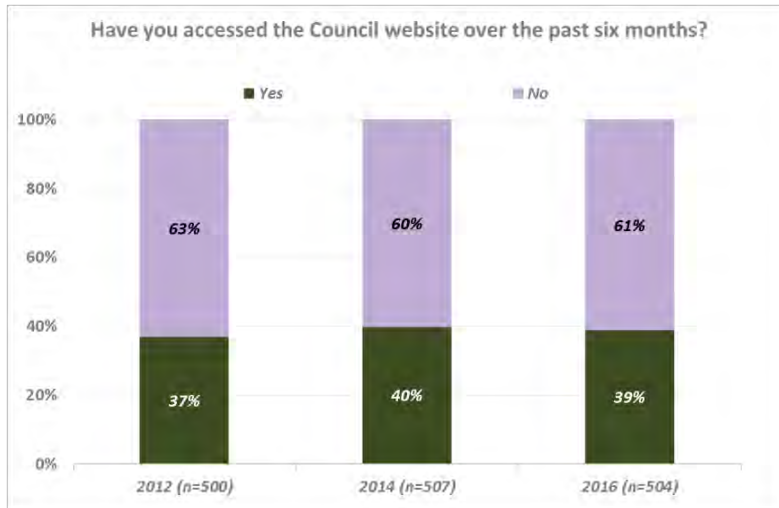
- There is clear evidence that the faster an issue is resolved – and the greater the empathy and clarity of communication shown where the outcome is not in the inquirer’s favour – the more favourably that resident will assess Council’s performance;
- For those residents who have interacted with Council, overall satisfaction with Council’s performance is more closely aligned to how well their interactions have been handled than they are to satisfaction with facilities and services generally.



Part 5: Council website

The survey continued with a section on resident use of the Council website. First, residents were asked whether they had accessed Council’s website within the past six months:

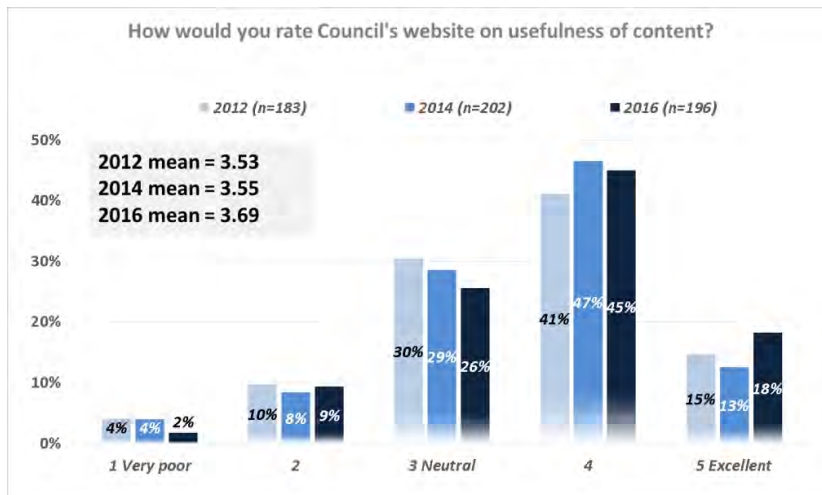
Graph 5.1: Use of Council’s website within the past six months (2016 vs. 2014 vs. 2012)



Two in five respondents had accessed the Council website over the previous six months – virtually unchanged on 2012 and 2014. As one would expect, usage fell with age: slightly less than half of those aged 40-59 had visited the website, against 27% of those aged 60-plus. Interestingly, significantly fewer City residents accessed the website in the past six months compared with those in the three other locations.

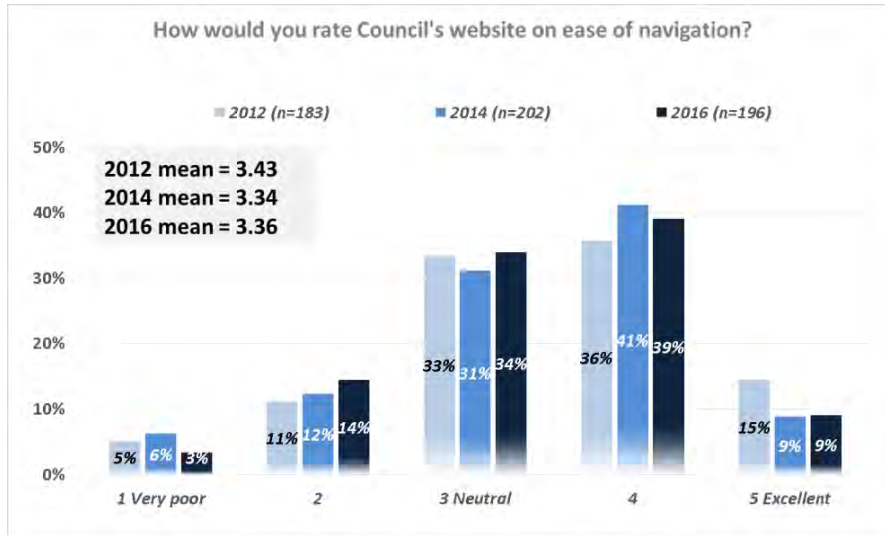
As in 2012 and 2014, we also asked Council website visitors how they found the site’s content and navigability. The results are shown in Graphs 5.2 and 5.3, below:

Graph 5.2: Council website rankings for content (2016 vs. 2014 vs. 2012)





Graph 5.3: Council website rankings for ease of navigation (2016 vs. 2014 vs. 2012)



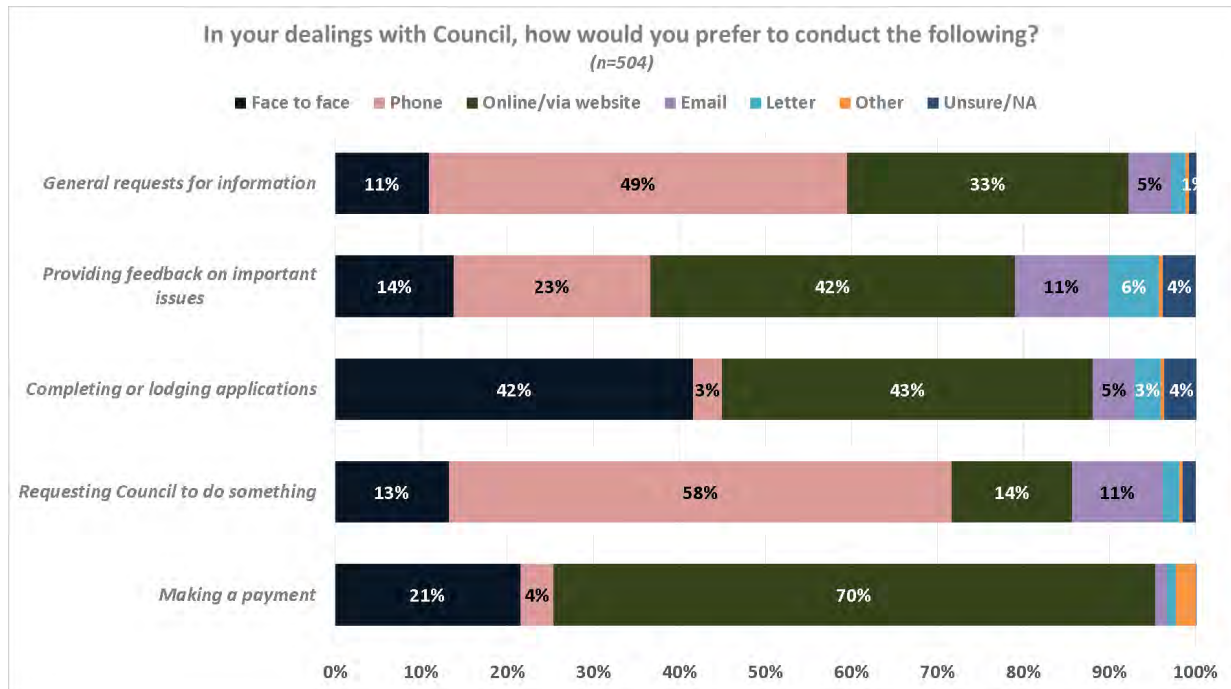
Satisfaction results for content rose in 2016, while perceptions of navigability were almost unchanged on 2014.



Part 6: Preferred means of dealing with Council

As in 2014, the survey concluded with a question asking residents how they preferred to interact with Council on a range of different activities. The 2016 results are shown in Graph 6.1, below:

Graph 6.1: Preferred method of contacting Council by method type



This indicates a high degree of divergence in preferred methods, depending on the reason for contact. Specifically, online is the preferred method of contact with Council when conducting transactional or passive contacts with Council such as making a payment (70%). However people preferred to lodge a form or application in person (42%) - possibly due to potentially requiring assistance completing the form? - or online (43%).

When requesting Council to do something, the majority (58%) still preferred to pick up the phone: this is almost certainly due to phone giving people comfort that their inquiry is being handled by a “real person”, which may in turn give them a perception that this creates greater accountability. If Council wishes to migrate more of its communication online, it will need to address these wishes/concerns.

Table 6.1, next page, shows how these results have changed since 2014 (with increases of 5% or more highlighted in green, and falls of 5% or more in pink):



Table 6.1: Preferred method of contacting Council by method type (change between 2016 & 2014)

| Change in % from 2014 | Face to face | Phone | Online/ via website | Email | Letter | Other |
|---|--------------|-------|---------------------|-------|--------|-------|
| <i>Making a payment</i> | 6% | -2% | 5% | 1% | -1% | -5% |
| <i>Requesting Council to do something</i> | -4% | -1% | 3% | 3% | 0% | 0% |
| <i>Completing or lodging applications</i> | 5% | 0% | 7% | 1% | -5% | -1% |
| <i>Providing feedback on important issues</i> | 2% | 3% | 5% | -2% | 0% | -1% |
| <i>General requests for information</i> | -3% | 2% | 6% | -3% | 1% | -1% |

This shows that Council’s website is becoming increasingly important across all interaction types. However, face-to-face also remains popular.



Appendix 1: Survey questionnaire

Version 1 CHCC_CSS_2016

Last modified:28/04/2016 11:46:11 AM

Q1. Good afternoon/evening, my name is (name) and I am calling from Jetty Research on behalf of Coffs Harbour City Council. Council has commissioned us to conduct a short telephone survey to help them understand residents' priorities and satisfaction with specific Council services. The survey takes less than 15 minutes, all information you provide would be confidential, and we are not trying to sell anything. Would you be willing to assist us by completing a brief survey for Council this afternoon/evening?

Offer a CALL BACK if inconvenient time. If still NO, ask if there is any other adult's home who may be willing to do the survey. If they wish to check validity of poll, ask them to call Darren Thompson at Council (6648 4084) during office hours) and arrange callback.

| | |
|-----|---|
| Yes | 1 |
| No | 2 |

Q1

Answer If Attribute "No" from Q1 is SELECTED

Q2. Thank you for your time.

End

Q3. Before we commence I just have a few quick qualifying questions. Firstly can you confirm that you live in the Coffs Harbour local government area?

If unsure ask which is their local Council.

| | |
|-----|---|
| Yes | 1 |
| No | 2 |

Q3

Answer If Attribute "No" from Q3 is SELECTED

Q4. I'm sorry but you have to be living in the Coffs Harbour LGA to participate in this survey. Thank you for your time.

End



Q5. Would your age be between?

PROMPTED. Researchers note respondents must be 18 or over to participate. If under 18, ask if there an adult available to speak with.

| | |
|-------|---|
| 18-39 | 1 |
| 40-59 | 2 |
| 60+ | 3 |

Q5

Q6. How long have you lived in the Coffs Harbour LGA?

PROMPTED

| | |
|--------------------|---|
| Less than 1 year | 1 |
| 1-5 years | 2 |
| 6-10 years | 3 |
| More than 10 years | 4 |

Q6

Q7. Which residential suburb or town do you live in or nearest to?

UNPROMPTED

| | |
|---|----|
| Ararwarra | 1 |
| Red Rock | 2 |
| Corindi/Upper Corindi | 3 |
| Mullaway | 4 |
| Safety Beach | 5 |
| Woolgoolga | 6 |
| Sandy Beach | 7 |
| Emerald Beach/Emerald Heights | 8 |
| Moonee | 9 |
| Bucca/Lower Bucca/Central Bucca | 10 |
| Sapphire | 11 |
| Korora | 12 |
| Coffs Harbour/Diggers Beach | 13 |
| Nana Glen | 14 |
| Coramba | 15 |
| Karangie | 16 |
| Orara Valley/Upper Orara/Dairyville | 17 |
| Ulong/Lowanna | 18 |
| Sawtell | 19 |
| Toormina/Bayldon | 20 |
| Boambee/Boambee East/North Boambee Valley | 21 |
| Crossmaglen | 22 |
| Bonville | 23 |

Q7



Q8. Are you or immediate family members currently a Councillor or employed by Coffs Harbour City Council?

Immediate family is husband, wife or children

| | | |
|-----|---|-----------|
| Yes | 1 | |
| No | 2 | Go to Q10 |

Q8

Q9. I'm sorry, but immediate family members of Councillors or Council staff do not qualify to participate in this survey. Thank you for your time.

End

Q10. May I have your first name for the survey?

Only so we can refer to you by name

Q10

Q11. To get us underway can you please rate your satisfaction with the following Council facilities or services? We'll use a sliding scale of 1-5, where 1 means you think it is very poor, and 5 means you think it is excellent. We only want you to rate the services you use, so if not just say "not applicable". So firstly, using the 1-5 satisfaction scale, how satisfied are you with...

PROMPTED Offer to repeat rankings. Remind number from 1-5 only. If they have comments, let them know these can be recorded later in the survey.

| | 1 Very poor | 2 | 3 | 4 | 5 Excellent | N/A | |
|--|-------------|---|---|---|-------------|-----|--------|
| Water supply | 1 | 2 | 3 | 4 | 5 | 555 | Q11_1 |
| Maintenance of sealed roads | 1 | 2 | 3 | 4 | 5 | 555 | Q11_2 |
| Maintenance of unsealed roads | 1 | 2 | 3 | 4 | 5 | 555 | Q11_3 |
| Waste and recycling | 1 | 2 | 3 | 4 | 5 | 555 | Q11_4 |
| Sewerage | 1 | 2 | 3 | 4 | 5 | 555 | Q11_5 |
| Flood management | 1 | 2 | 3 | 4 | 5 | 555 | Q11_6 |
| Coastal management, including erosion and sea level rise | 1 | 2 | 3 | 4 | 5 | 555 | Q11_7 |
| Protection of the natural environment | 1 | 2 | 3 | 4 | 5 | 555 | Q11_8 |
| Cleanliness of streets | 1 | 2 | 3 | 4 | 5 | 555 | Q11_9 |
| Maintenance of bridges | 1 | 2 | 3 | 4 | 5 | 555 | Q11_10 |



| | | | | | | | |
|--|---|---|---|---|---|-----|--------|
| Maintenance of public toilets | 1 | 2 | 3 | 4 | 5 | 555 | Q11_11 |
| Footpaths and cycleways | 1 | 2 | 3 | 4 | 5 | 555 | Q11_12 |
| Libraries | 1 | 2 | 3 | 4 | 5 | 555 | Q11_13 |
| Parks, reserves and playgrounds | 1 | 2 | 3 | 4 | 5 | 555 | Q11_14 |
| Tourism marketing | 1 | 2 | 3 | 4 | 5 | 555 | Q11_15 |
| Lifeguards | 1 | 2 | 3 | 4 | 5 | 555 | Q11_16 |
| Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum) | 1 | 2 | 3 | 4 | 5 | 555 | Q11_17 |
| Economic development (strategies to boost local businesses and jobs) | 1 | 2 | 3 | 4 | 5 | 555 | Q11_18 |
| Enforcement of local building regulations | 1 | 2 | 3 | 4 | 5 | 555 | Q11_19 |
| Enforcement of pet regulations | 1 | 2 | 3 | 4 | 5 | 555 | Q11_20 |
| Council Pools | 1 | 2 | 3 | 4 | 5 | 555 | Q11_21 |
| Development application processing | 1 | 2 | 3 | 4 | 5 | 555 | Q11_22 |
| Sporting facilities | 1 | 2 | 3 | 4 | 5 | 555 | Q11_23 |
| Online services such as the website | 1 | 2 | 3 | 4 | 5 | 555 | Q11_24 |
| Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers) | 1 | 2 | 3 | 4 | 5 | 555 | Q11_25 |

Q12. Thanks very much [Q10]. I'm now going to go back through the list, and ask you how IMPORTANT those facilities or services are to you or other members of your immediate household. Again we'll use a 5 point sliding scale, where 1 is unimportant, 4 is very important and 5 is critical.

PROMPTED. Offer to repeat ranking system. For first 5, ask if is this something you could not live without i.e. hence CRITICAL

| | 1 | 2 | 3 | 4 Very important | 5 Critical | |
|--|-------------|-----------|---|------------------|------------|--------|
| | Unimportant | Important | | | | |
| Maintenance of unsealed roads | 1 | 2 | 3 | 4 | 5 | Q12_1 |
| Flood management | 1 | 2 | 3 | 4 | 5 | Q12_2 |
| Coastal management, including erosion and sea level rise | 1 | 2 | 3 | 4 | 5 | Q12_3 |
| Protection of the natural environment | 1 | 2 | 3 | 4 | 5 | Q12_4 |
| Cleanliness of streets | 1 | 2 | 3 | 4 | 5 | Q12_5 |
| Maintenance of bridges | 1 | 2 | 3 | 4 | 5 | Q12_6 |
| Maintenance of public toilets | 1 | 2 | 3 | 4 | 5 | Q12_7 |
| Footpaths and cycleways | 1 | 2 | 3 | 4 | 5 | Q12_8 |
| Libraries | 1 | 2 | 3 | 4 | 5 | Q12_9 |
| Parks, reserves and playgrounds | 1 | 2 | 3 | 4 | 5 | Q12_10 |
| Tourism marketing | 1 | 2 | 3 | 4 | 5 | Q12_11 |
| Lifeguards | 1 | 2 | 3 | 4 | 5 | Q12_12 |
| Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum) | 1 | 2 | 3 | 4 | 5 | Q12_13 |
| Economic development (strategies to boost local businesses and jobs) | 1 | 2 | 3 | 4 | 5 | Q12_14 |
| Enforcement of local building regulations | 1 | 2 | 3 | 4 | 5 | Q12_15 |



| | | | | | | |
|--|---|---|---|---|---|--------|
| Enforcement of pet regulations | 1 | 2 | 3 | 4 | 5 | Q12_16 |
| Council Pools | 1 | 2 | 3 | 4 | 5 | Q12_17 |
| Development application processing | 1 | 2 | 3 | 4 | 5 | Q12_18 |
| Sporting facilities | 1 | 2 | 3 | 4 | 5 | Q12_19 |
| Online services such as the website | 1 | 2 | 3 | 4 | 5 | Q12_20 |
| Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers) | 1 | 2 | 3 | 4 | 5 | Q12_21 |

Q13. CONTINUED from previous question.

PROMPTED

| | 1 | 2 | 3 | 4 Very important | 5 Critical | |
|-----------------------------|-------------|-----------|---|------------------|------------|-------|
| | Unimportant | Important | | | | |
| Maintenance of sealed roads | 1 | 2 | 3 | 4 | 5 | Q13_1 |
| Water supply | 1 | 2 | 3 | 4 | 5 | Q13_2 |
| Sewerage | 1 | 2 | 3 | 4 | 5 | Q13_3 |
| Waste and recycling | 1 | 2 | 3 | 4 | 5 | Q13_4 |

Q14. Thanks [Q10], now could you please rate your satisfaction with Council's overall performance on a scale of 1-5, where 1 means you are very dissatisfied, and 5 means you are very satisfied.

Confirm rating if necessary

| | | | | | | |
|---------------------|---|--|--|--|--|-----|
| 1 Very dissatisfied | 1 | | | | | |
| 2 | 2 | | | | | |
| 3 | 3 | | | | | Q14 |
| 4 | 4 | | | | | |
| 5 Very satisfied | 5 | | | | | |

Q15. Could you briefly explain why you gave that score?

PROBE for an answer

Q15



***Q16. You rated the following services as being of critical importance. Once I read the list back to you, could you tell me which you see as being the 3 most important uses of council resources?**

Excludes sealed road maintenance, water supply, sewerage and waste/Recycling. If asked why these weren't read out, SAY..... We know from previous surveys that these are always critical and would like to see what else is important.

Answer If Attribute "Maintenance of unsealed roads" from Q12 is 5 Critical

| | | |
|--|----|--------|
| Maintenance of unsealed roads | 3 | Q16_1 |
| <i>Answer If Attribute "Flood management" from Q12 is 5 Critical</i> | | |
| Flood management | 6 | Q16_2 |
| <i>Answer If Attribute "Coastal management, including erosion and sea level rise" from Q12 is 5 Critical</i> | | |
| Coastal management, including erosion and sea level rise | 7 | Q16_3 |
| <i>Answer If Attribute "Protection of the natural environment" from Q12 is 5 Critical</i> | | |
| Protection of the natural environment | 8 | Q16_4 |
| <i>Answer If Attribute "Cleanliness of streets" from Q12 is 5 Critical</i> | | |
| Cleanliness of streets | 9 | Q16_5 |
| <i>Answer If Attribute "Maintenance of bridges" from Q12 is 5 Critical</i> | | |
| Maintenance of bridges | 10 | Q16_6 |
| <i>Answer If Attribute "Maintenance of public toilets" from Q12 is 5 Critical</i> | | |
| Maintenance of public toilets | 11 | Q16_7 |
| <i>Answer If Attribute "Footpaths and cycleways" from Q12 is 5 Critical</i> | | |
| Footpaths and cycleways | 12 | Q16_8 |
| <i>Answer If Attribute "Libraries" from Q12 is 5 Critical</i> | | |
| Libraries | 13 | Q16_9 |
| <i>Answer If Attribute "Parks, reserves and playgrounds" from Q12 is 5 Critical</i> | | |
| Parks, reserves and playgrounds | 14 | Q16_10 |
| <i>Answer If Attribute "Tourism marketing" from Q12 is 5 Critical</i> | | |
| Tourism marketing | 15 | Q16_11 |
| <i>Answer If Attribute "Lifeguards" from Q12 is 5 Critical</i> | | |
| Lifeguards | 16 | Q16_12 |
| <i>Answer If Attribute "Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum)" from Q12 is 5 Critical</i> | | |
| Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum) | 17 | Q16_13 |
| <i>Answer If Attribute "Economic development (strategies to boost local businesses and jobs)" from Q12 is 5 Critical</i> | | |
| Economic development (strategies to boost local businesses and jobs) | 18 | Q16_14 |
| <i>Answer If Attribute "Enforcement of local building regulations" from Q12 is 5 Critical</i> | | |
| Enforcement of local building regulations | 19 | Q16_15 |
| <i>Answer If Attribute "Enforcement of pet regulations" from Q12 is 5 Critical</i> | | |
| Enforcement of pet regulations | 20 | Q16_16 |
| <i>Answer If Attribute "Council Pools" from Q12 is 5 Critical</i> | | |
| Council Pools | 21 | Q16_17 |



| | | |
|---|----|--------|
| <i>Answer If Attribute "Development application processing" from Q12 is 5 Critical</i> | | |
| Development application processing | 22 | Q16_18 |
| <i>Answer If Attribute "Sporting facilities" from Q12 is 5 Critical</i> | | |
| Sporting facilities | 23 | Q16_19 |
| <i>Answer If Attribute "Online services such as the website" from Q12 is 5 Critical</i> | | |
| Online services such as the website | 24 | Q16_20 |
| <i>Answer If Attribute "Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers" from Q12 is 5 Critical</i> | | |
| Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers | 25 | Q16_21 |

Q17. Now [Q10], have you contacted Council within the past 12 months, other than to make a payment?

UNPROMPTED

| | | | |
|--------|-----|-----------|-----|
| Yes | 1 | | |
| No | 2 | Go to Q24 | Q17 |
| Unsure | 666 | Go to Q24 | |

Q18. Could you please tell me approximately how many times you have contacted Council during this time?

UNPROMPTED

| | | | |
|--------------------|-----|--|-----|
| Once | 1 | | |
| Twice | 2 | | |
| Three times | 3 | | |
| Four or more times | 4 | | |
| Unsure | 666 | | Q18 |

Q19. Thinking about your most recent inquiry, what was that contact regarding?

UNPROMPTED

| | |
|---|---|
| Garbage/Waste management/Recycling/Tips | 1 |
| Development application (DA) | 2 |
| Building inspection inquiries | 3 |
| Rates inquiry | 4 |
| Water billing | 5 |
| Water, sewage | 6 |
| Septic tanks | 7 |
| Drainage problem | 8 |



| | | |
|---|----|-----|
| Community services (availability of facilities, grants for projects, community events, aged and disabled services etc.) | 9 | |
| Ranger matters - barking dogs, livestock, etc. | 10 | Q19 |
| Vegetation and trees - e.g. requesting council to clear vegetation or mow grass | 11 | |
| Other parks and gardens | 12 | |
| Road and footpath improvements | 13 | |
| Library | 14 | |
| Cultural facilities | 15 | |
| Cultural or sporting events | 16 | |
| Traffic management/parking | 17 | |
| Road or bridge closures | 18 | |
| Can't recall | 19 | |
| OTHER | | |

Q20. And regarding that matter, how many times did you need to contact Council to have your issue resolved?

UNPROMPTED

| | | |
|------------------|-----|-----|
| One | 1 | |
| Two | 2 | |
| Three | 3 | |
| Four or more | 4 | Q20 |
| Not yet resolved | 5 | |
| Unsure | 666 | |

Q21. Can you briefly explain why you don't believe the issue has been resolved?

Answer If Attribute "Not yet resolved" from Q20 is SELECTED

UNPROMPTED

| | | |
|---|---|-----|
| Issue still ongoing | 1 | |
| Council didn't respond | 2 | Q21 |
| Issue not resolved in respondent's favour | 3 | |
| OTHER | | |

Q22. Thinking again about that experience, how did you first make contact with Council?

UNPROMPTED

| | | |
|------------------|---|-----|
| Telephone | 1 | |
| Face-to-face | 2 | |
| Letter or fax | 3 | Q22 |
| Email or website | 4 | |



Unsure

5



Q23. And how would you rate your satisfaction with the way Council handled that latest inquiry, on a scale of 1-5, where 1 means you think it was handled very poorly and 5 means you think it was handled very well?

UNPROMPTED

| | |
|---------------|---|
| 1 Very poorly | 1 |
| 2 | 2 |
| 3 | 3 |
| 4 | 4 |
| 5 Very well | 5 |

Q23

Q24. [Q10], have you accessed the Council website over the past six months?

UNPROMPTED

| | |
|-----|---|
| Yes | 1 |
| No | 2 |

Q24

Q25. Using a 1-5 scale where 1 is very poor and 5 is excellent, how would you rate Council's website on the following two factors?

Answer If Attribute "Yes" from Q24 is SELECTED

PROMPTED- read out options

| | 1 Very poor | 2 | 3 Neutral | 4 | 5 Excellent |
|-----------------------|-------------|---|-----------|---|-------------|
| Ease of navigation | 1 | 2 | 3 | 4 | 5 |
| Usefulness of content | 1 | 2 | 3 | 4 | 5 |

Q25_1

Q25_2

Q26. In your dealings with Council, what method would you prefer to conduct the following?

UNPROMPTED.

| | Face to face | Phone | Online or CHCC website | Email | Letter | Social media (facebook etc) | Other | Unsure |
|---|--------------|-------|------------------------|-------|--------|-----------------------------|-------|--------|
| Making a payment | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 666 |
| Requesting Council to do something (e.g. fix a pothole) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 666 |
| Completing or lodging applications and forms | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 666 |
| Providing feedback on important or topical issues | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 666 |
| General requests for information | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 666 |

Q26_1

Q26_2

Q26_3

Q26_4

Q26_5



Q27. Gender?

DONT ASK

| | | |
|--------|---|-----|
| Male | 1 | |
| Female | 2 | Q27 |

Q28. Are you a ratepayer?

UNPROMPTED

| | | |
|-----|---|-----|
| Yes | 1 | |
| No | 2 | Q28 |

Q29. Do you live in an urban or rural setting?

Urban is town. Rural is on a property

| | | |
|--------------|---|-----|
| Urban | 1 | |
| Rural | 2 | Q29 |
| Mixed/unsure | 3 | |

Q30. Just before we finish [Q10], Coffs Harbour City Council is currently seeking to establish a randomly selected online survey panel of local residents. This panel is being established to provide a quick and easy way for locals such as yourself to provide feedback to Council on issues of community importance from time to time. Is this something that may interest you?

UNPROMPTED

| | | |
|-----|---|-----------|
| Yes | 1 | |
| No | 2 | Go to Q35 |

Q31. And do you have an email address that you access at least once a week?

UNPROMPTED Explain panel is online or via email only

| | | |
|-----|---|-----------|
| Yes | 1 | |
| No | 2 | Go to Q35 |



Q32. And would you be willing for Council to send you an email explaining more about the online panel and officially seeking your participation?

Note that their name and contact details will be supplied to Council only in relation to their participation in the online panel, and that their survey responses will remain entirely confidential

| | | |
|------------------------|---|-----------|
| Yes | 1 | |
| No OR already on panel | 2 | Go to Q35 |

Q32

Q33. May I have your email address?

Read back email address to confirm

Q33

Q35. Thank you [Q10], that's the end of the survey. Just to let you know a manager from our office may contact you to confirm this survey was conducted correctly. Did you have other comments on the survey? Thank you again, Council greatly appreciates your feedback. Have a great afternoon/evening.

End



Appendix 2: Weighting Calculation

It is common in random surveys such as this to weight results by age and gender. This avoids the need to sample by quota (which is far more expensive than purely random sampling), and ensures the data from under- and over-represented groups is adjusted to meet the demographic profile of the survey population.

Population weighting can only occur where the true survey population is known. In this case the population, defined as “adults 18-plus living in the Coffs Harbour City Council LGA”, can be accurately measured through the 2011 ABS Census⁸. We can hence weight the survey data by the known population.

To do this we divide the survey sample by gender (male/female) and across three age groups (16-39, 40-59 and 60-plus.) This divides respondents into one of six age and gender categories, as shown below:

| Randomly selected survey respondents by age and gender | | |
|--|--------------|--------------|
| Age | Male | Female |
| 16-39 | 4.4% | 6.7% |
| 40-59 | 20.2% | 31.0% |
| 60+ | 14.1% | 23.6% |
| Total | 38.7% | 61.3% |

Meanwhile ABS data for the adult (16+) population of the Coffs Harbour City Council LGA postcode (as per 2011 ABS census, Usual Resident profile), is shown in the following table:

| CHCC adult population by age and gender (ABS 2011 Census data) | | |
|--|--------------|--------------|
| Age | Male | Female |
| 16-39 | 14.7% | 15.4% |
| 40-59 | 17.7% | 19.5% |
| 60+ | 15.4% | 17.3% |
| Total | 47.8% | 52.2% |

Dividing the “true” population by the sample population for each age and gender category provides the following weighting factors:

| Weighting factor by age and gender | | |
|------------------------------------|-------|--------|
| Age | Male | Female |
| 16-39 | 3.369 | 2.284 |
| 40-59 | 0.872 | 0.631 |
| 60+ | 1.094 | 0.732 |

These weightings are then assigned to each data record based on each respondent’s age/gender profile, and the raw data for each question is adjusted accordingly.

⁸ ABS Census for Coffs Harbour City Council LGA, Usual Resident profile.



Coffs Harbour City Council 2016 Community Wellbeing Survey

An online survey of 516 CHCC adult residents to measure a range of access, service and other wellbeing indicators

Client:

Coffs Harbour City Council

FINAL REPORT Dated:

June 30th 2016

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Front cover photo: Jetty Foreshores



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Executive summary

In May 2016, Coffs Harbour City Council (CHCC) conducted a random (fixed line and mobile) survey of local residents to measure use and performance of a variety of Council-provided facilities and services. The survey was also designed to provide for longitudinal (i.e. time-based) comparisons with a similar online survey conducted by Jetty Research in 2012 and 2014.

Residents from an existing Council owned and managed database of 1,063 online survey panellists (including approx. 210 residents recruited through the 2016 Customer Satisfaction Monitor) were then sent a survey link and accompanying email from the General Manager requesting their participation in a broader community wellbeing and lifestyle survey. This survey was designed to provide Council with a snapshot into a number of community wellbeing measures.

The wellbeing survey was conducted between May 24th and June 10th 2016, as an online poll of 516 residents aged 18 and over living throughout the Coffs Harbour local government area (LGA). No formal quotas were applied.

For more information on survey methodology, sampling error and sample characteristics, see page 8-9. For more detailed information on the demographic breakdown of survey respondents, see pages 10-11.

Among the survey's major conclusions:

Below is the list of scores from the Coffs Harbour City Council Community Wellbeing Survey including comparisons with 2014:



Table i: Wellbeing Measures, 2014 vs. 2016

| Category | Indicator | % yes or agree | | Mean (out of 5) | | Overall movement |
|------------------------------------|---|----------------|------|-----------------|------|------------------|
| | | 2014 | 2016 | 2014 | 2016 | |
| Community inclusiveness | To what extent do you feel part of the community? | 51% | 45% | 3.54 | 3.37 | ↓ |
| | How safe do you feel - at home alone during the day? | 91% | 83% | 4.54 | 4.27 | ↓ |
| | How safe do you feel - walking alone in your local area during the day? | 88% | 83% | 4.41 | 4.23 | ↓ |
| | How safe do you feel - at home alone at night? | 77% | 68% | 4.08 | 3.88 | ↓ |
| | How safe do you feel - walking alone in your local area at night? | 40% | 32% | 3.05 | 2.81 | ↓ |
| City Centre | Do you ever visit the City Centre? | 97% | 97% | | | ↔ |
| | How lively do you think the city centre is during the day? | 52% | 44% | 3.52 | 3.34 | ↓ |
| | How lively do you think the city centre is at night? | 5% | 5% | 2.04 | 1.92 | ↔ |
| Connected Communities | Do you ever do voluntary work in the community? | 59% | 56% | | | ↔ |
| Civic leadership | Do you feel you have the opportunity to have your say on important issues that affect your community? | 34% | 23% | 3.05 | 2.74 | ↓ |
| Arts and cultural activities | Do you regularly attend arts and cultural activities? | 37% | 54% | | | ↔ |
| | How satisfied are you with the opportunities to attend arts and cultural activities in the local area? | 39% | 33% | 3.27 | 3.14 | ↔ |
| Recreational and sporting activity | Do you regularly participate in recreational activities with others? | 64% | 64% | | | ↔ |
| | Do you regularly participate in organised sporting activities with others? | 36% | 35% | | | ↔ |
| Environmental programs | Have you participated in any events, activities or groups to help look after the environment in the last two years? | 27% | 25% | | | ↔ |
| Environmental access and learning | Do you ever use the walking or cycling tracks through our coastal and hinterland parks and reserves? | 80% | 77% | | | ↔ |
| | How satisfied are you with the network of walking and cycling tracks through our coastal and hinterland parks and reserves? | 59% | 53% | 3.61 | 3.53 | ↔ |
| | How satisfied are you with opportunities to learn about Coffs Harbour's natural areas? | 47% | 35% | 3.44 | 3.23 | ↓ |
| Public transport usage | Have you used public transport in Coffs Harbour over the past 12 months? | 12% | 16% | | | ↔ |
| | How satisfied are you with public transport options available in Coffs Harbour? | 44% | 36% | 3.28 | 2.98 | ↓ |
| Sydney and interstate connections | How satisfied are you with regular passenger services from Coffs Harbour to Sydney? | 53% | 60% | 3.53 | 3.63 | ↑ |
| | How satisfied are you with regular passenger services from Coffs Harbour to interstate destinations? | 23% | 32% | 2.72 | 3.03 | ↑ |
| Community spaces | Do you have problems with accessing community facilities or spaces in Coffs Harbour? | 5% | 8% | | | ↔ |



Introduction

Background

The Coffs Harbour City Council (CHCC) Community Wellbeing Survey forms part of a wider approach to identify community perception of progress against the aspirations in the Community Strategic Plan.

The online survey, completed by members of Council's randomly appointed online survey panel (OSP), provides longitudinal (i.e. time-based) measurement of a range of lifestyle factors unobtainable through other statistical measures. The OSP was initially created in 2014, and has been progressively refreshed since then. In 2016, those completing the CHCC Customer Satisfaction Monitor were also invited to join the panel to ensure an updated and current list of residents on the OSP. At the time of the wellbeing survey, the OSP comprised some 1,063 adult residents.

Methodology

The survey questionnaire replicated that used in 2014 to ensure comparability over time. It was entered into the SurveyMonkey platform for distribution to OSP members.

At the time of the survey, the OSP comprised 1,063 Coffs Harbour LGA residents randomly recruited by telephone. (Note that in order to maintain randomness, membership is by invitation only.)

The survey went live on Tuesday May 24th, via an email from General Manager Steve McGrath with an embedded hotlink. A reminder email was sent on Tuesday June 7th.

By the time the survey closed on Friday June 10th, 516 valid responses had been received – a completion rate of 49%. (This compares with 60% for the equivalent survey in 2014.)

Cleaned data was entered into statistical database SPSS for analysis. Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores, Chi-square or other analysis of variation (ANOVA) calculations. In statistical terms, significant differences are unlikely to have been caused by chance alone. Unless indicated otherwise, significant differences are typically highlighted in blue (above mean) and pink (below mean).



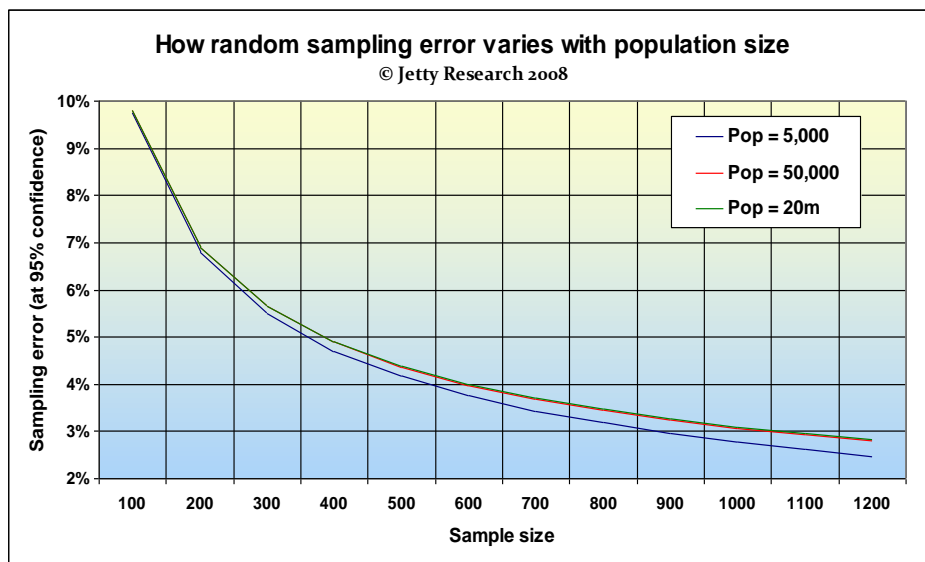
Sampling error

The Coffs Harbour City Council LGA contains approximately 26,074 occupied households.¹ Random sampling error for a randomly selected sample of 516 households is +/-4.3% at the 95% confidence level.

(This means in effect that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population to within a +/- 4.3% margin in 19 of those 20 surveys.)

As Graph v shows, margin for error falls as sample size rises. Hence cross-tabulations or sub-groups within the overall sample will create higher margins for error than the overall sample.

Graph v: How sampling error varies with sample and population size



In addition to the random sampling error, above, some forms of non-random sampling error may have affected results. These include any inherent bias in random telephone recruitment methodology (in particular respondents without fixed line phones), the proportion of non-respondents from the OSP, and/or imperfections in the survey database.

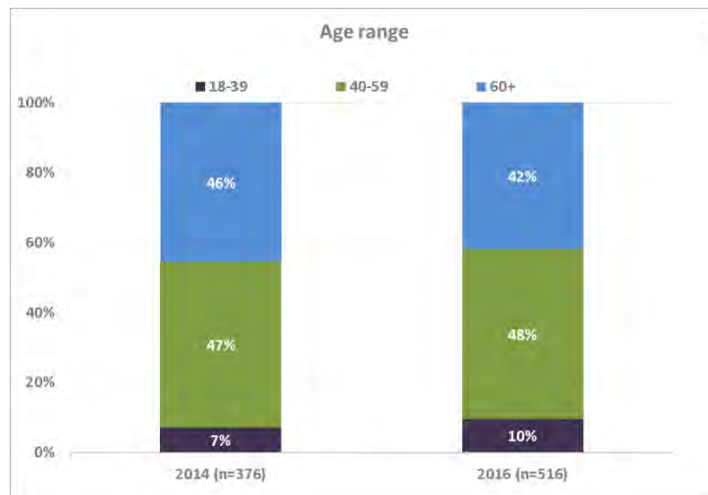
¹ As at time of 2011 ABS Census



Sample characteristics

Graphs i through to iv show the age and gender breakdown of survey respondents:

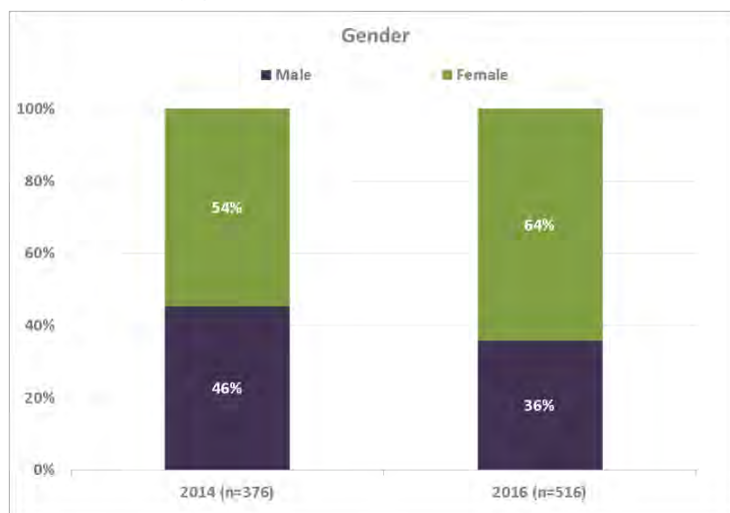
Graph i: Respondent breakdown, by age range



This indicates that the survey sample skews older than the overall population. Results need to be interpreted in this light.

At the time of the 2011 ABS Census (Usual Resident Profile), those aged 18-39 made up 30% of all adults (18+) living in the Coffs Harbour LGA. With only 10% of respondents being aged 18-39, this group is significantly under-represented within the overall survey sample. Conversely the sample over-represents those aged 40-59 (being 37% of all adults in the 2011 Census) and 60-plus (33%).

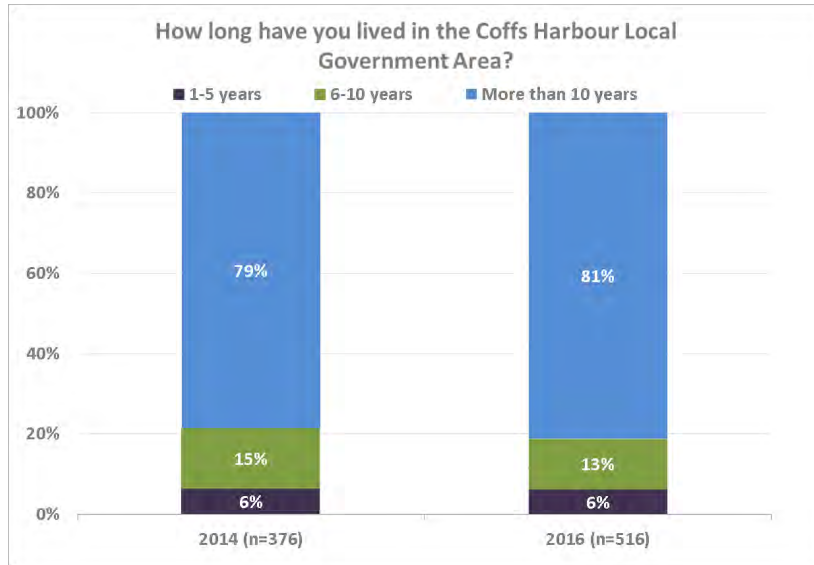
Graph ii: Respondent breakdown, by gender



The survey sample is weighted towards females with females representing 64% of the sample.

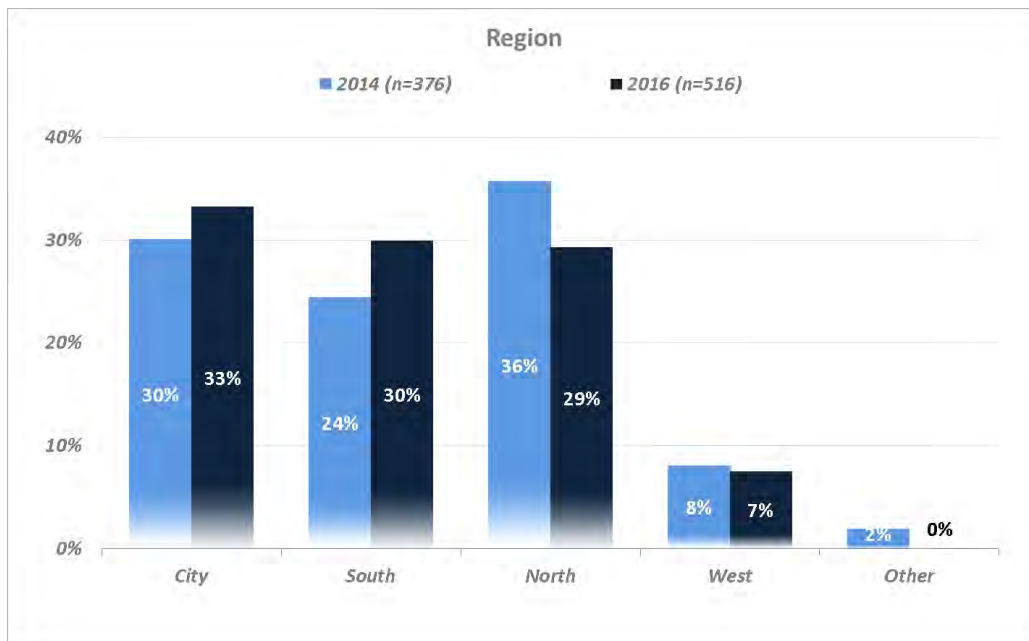


Graph iii: Respondent breakdown, by length of time in the CHCC LGA



Similarly to 2014, four in five respondents had lived in the LGA for more than a decade. While this is undoubtedly higher than the overall population, it does suggest that those taking part have a good knowledge of, and emotional investment in the region.

Graph iv: Respondent breakdown, by region

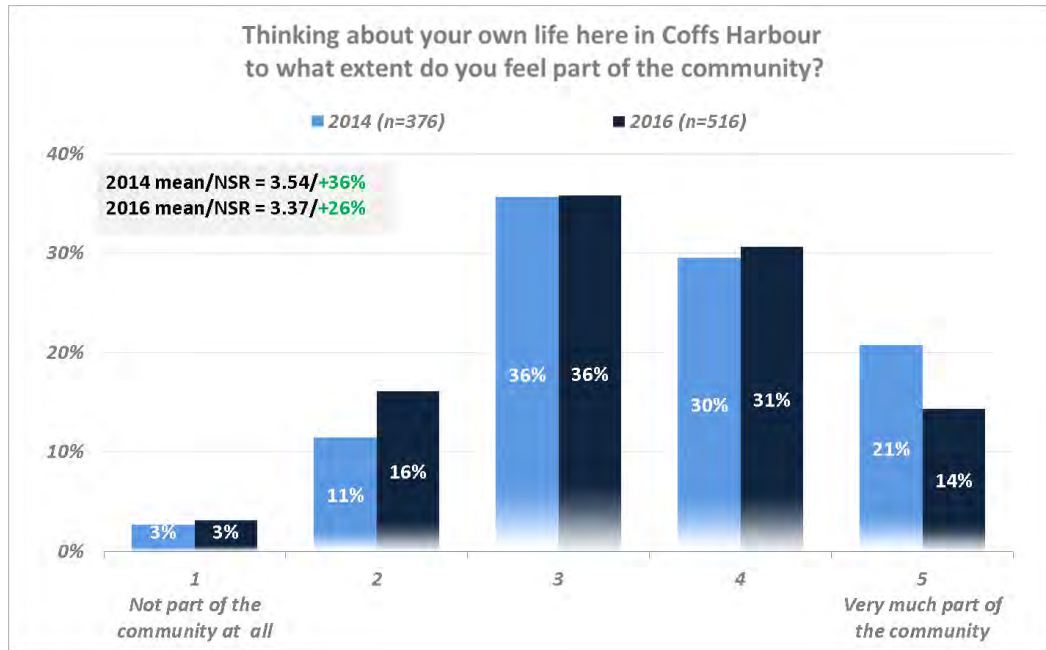


The sample represents a good mix of regions. In 2016, the proportion residing in the City or South has increased slightly at the expense of those in the North.



Part 1: Community inclusiveness

Graph 1.1: Thinking about your own life here in Coffs Harbour, to what extent do you feel part of the community?



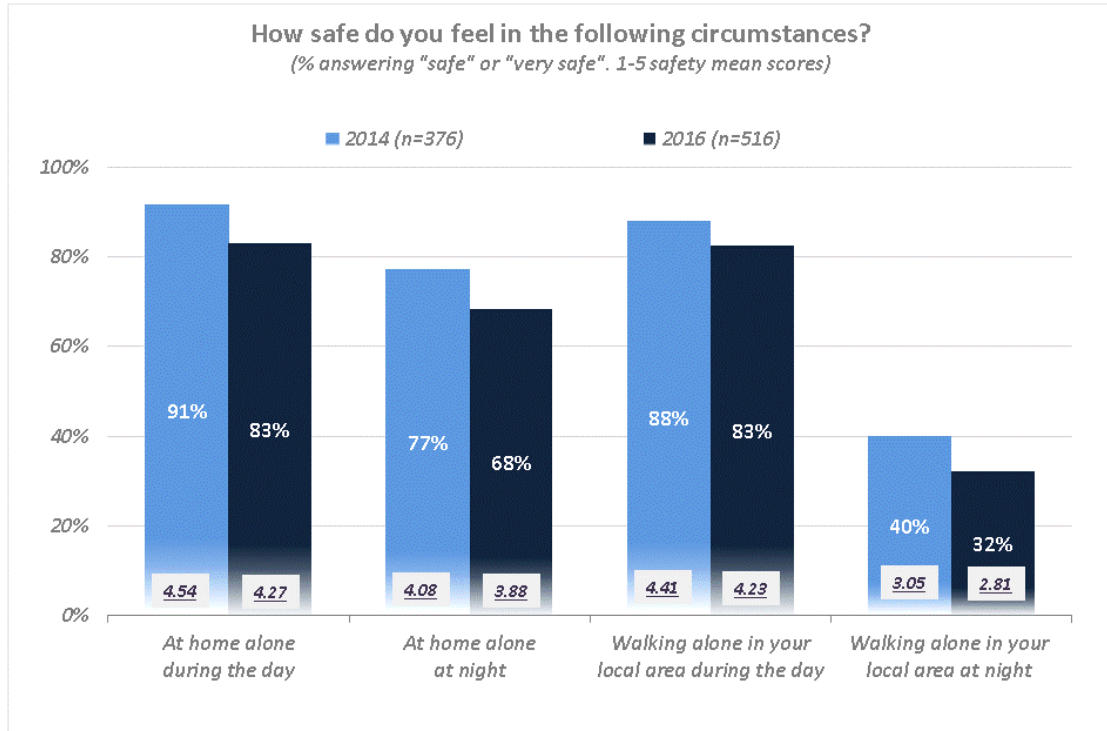
The mean social connectedness score decreased from 3.54 to 3.37 in 2016 suggesting residents are feeling slightly less engaged with the community than they were two years ago. Less than half the sample (45%) provided scores of 4 or 5 (out of a possible 5) to the question “To what extent do you feel part of the community?”, down from 51%. A further 19% indicated low levels of connectedness with a score of 1 or 2 (up from 14% in 2014).

Those aged 60-plus were most likely to feel part of their community (mean social connectedness score of 3.6 compared to 2.9 among 18-39’s). However, there were no significant differences between males and females. Those in the South felt more connected than those in the West (3.43 compared with 3.08).

(Continued next page)



Graph 1.2: .How safe do you feel?



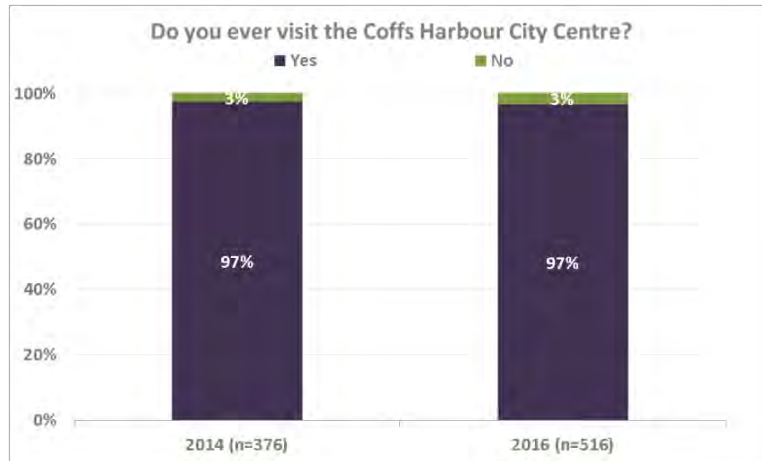
Perceptions of safety declined across all scenarios in 2016. However results still suggest that respondents felt very safe in all respects *except* walking alone in their local area at night.

Women were significantly more likely than men to say they felt unsafe walking alone in their local area at night (with means of 2.56 and 3.26 respectively). Those living in the North of the LGA felt safer at night than those in the City. And, interestingly, young people (aged 18-39 years) felt significantly less safe across all situations than their older (60+ years) counterparts.



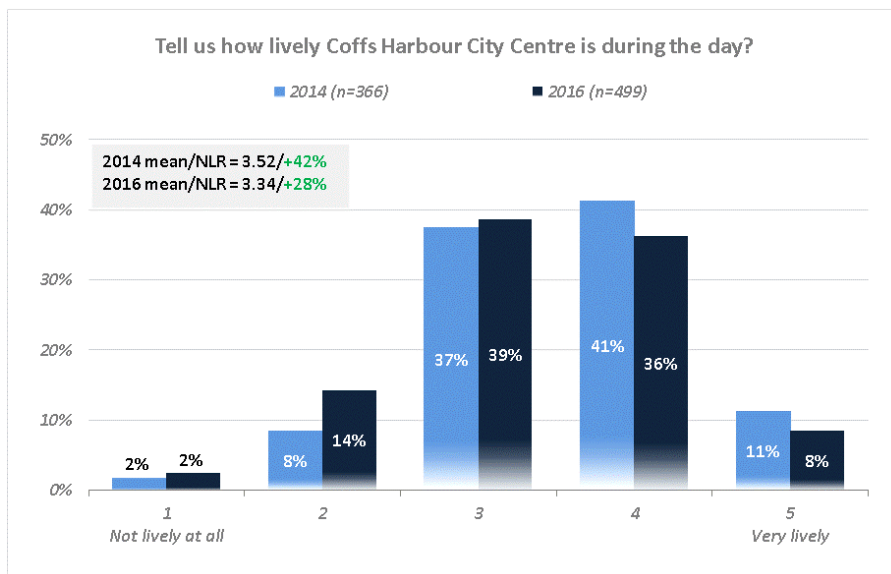
Part 2: City centre

Graph 2.1: Do you ever visit the Coffs Harbour City Centre?



All but 17 respondents (3%) said they visited the Coffs Harbour City Centre. This was unchanged from 2014.

Graph 2.1: How lively do you think the Coffs Harbour City Centre is during the day?

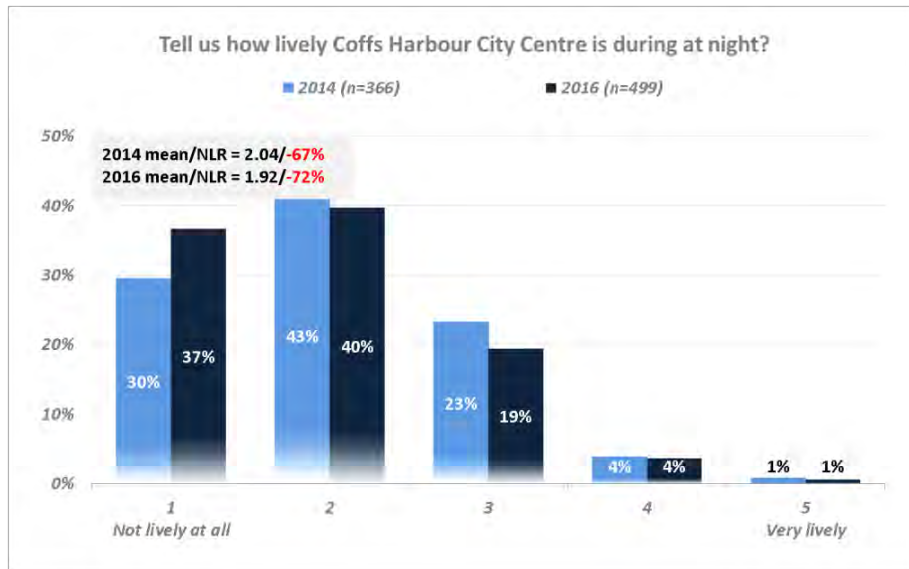


Perception of City centre vibrancy declined in 2016 from a mean liveliness score of 3.52 in 2014 to 3.34 in 2016 and net liveliness score of +28% (down from +42% in 2014). Despite this decline, a high proportion (44%) described it as lively or very lively (against 16% saying it was not lively).

There were no significant differences to this result by age or gender.



Graph 2.1: How lively do you think the Coffs Harbour City Centre is at night?

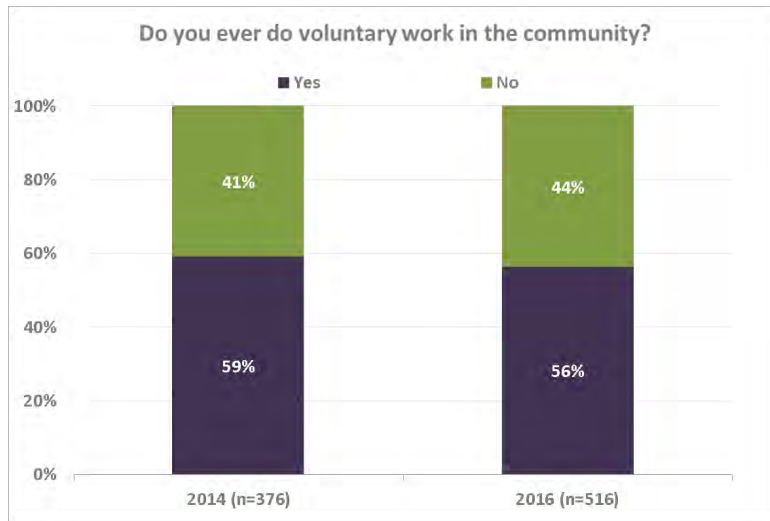


Similarly to 2014, the score for liveliness at night was far lower, with only 5% believing it to be lively or very lively, and a mean of just 1.92 (down slightly from 2.04 in 2014).



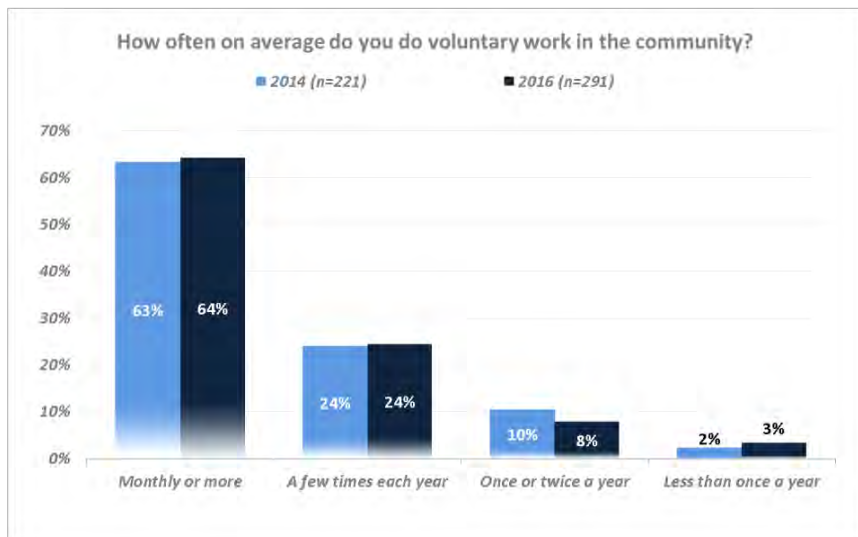
Part 3: Connected communities

Graph 3.1: Do you ever do voluntary work in the community?



Similarly to 2014, over half of respondents claimed to do voluntary work. Results were consistent by age and gender.

Graph 3.2: How often on average do you do voluntary work in the community?

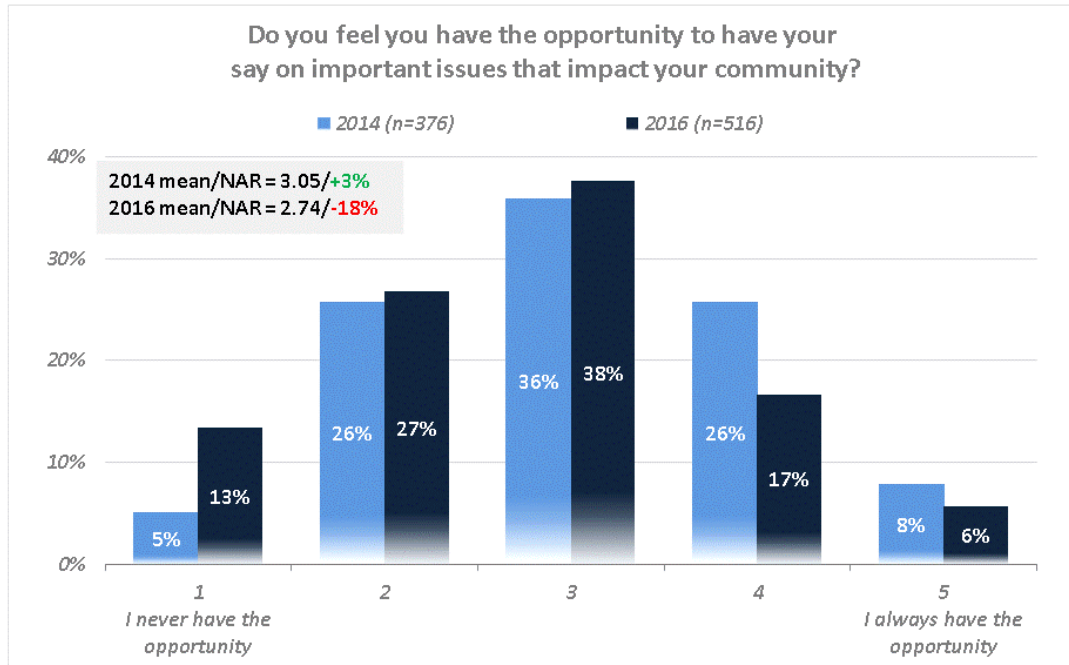


Of those doing voluntary work, almost two-thirds (63%) claimed to do so monthly or more.



Part 4: Civic leadership

Graph 4.1: Do you feel you have the opportunity to have your say on important issues that impact your community?



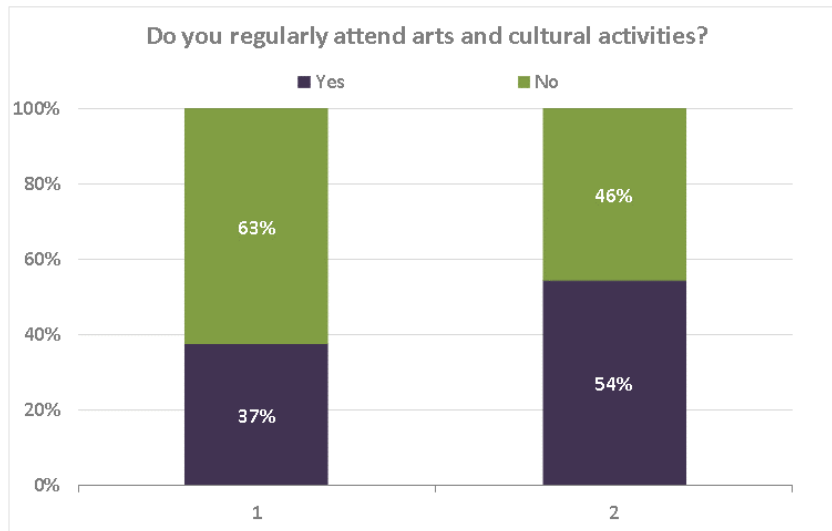
Opinion was sharply divided on the question of whether residents have an opportunity to have their say on important local issues. Almost a quarter (23%) said they usually or always have the opportunity (down from 34% in 2014). A further 40% said they never or rarely had the opportunity (up from 31%), while the balance adopted a neutral/mid-point position.

There were no significant differences in opinion between genders or locations. However, those aged 18-39 years were less likely to feel they have an opportunity to have their say compared with those aged 60+ years (2.16 compared with 3.01).



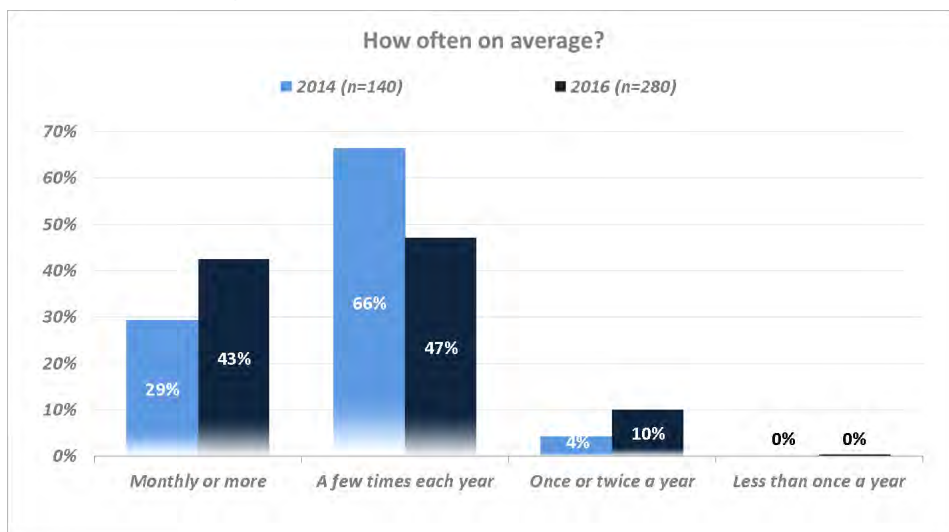
Part 5: Arts and cultural activities

Graph 5.1: Do you regularly attend arts and cultural activities?



Over half of respondents (54%) regularly attended arts and cultural activities (up from 37% in 2014). Women were more likely than men to claim regular arts and cultural attendance, at 59% and 44% respectively.

Graph 5.2: How often on average?

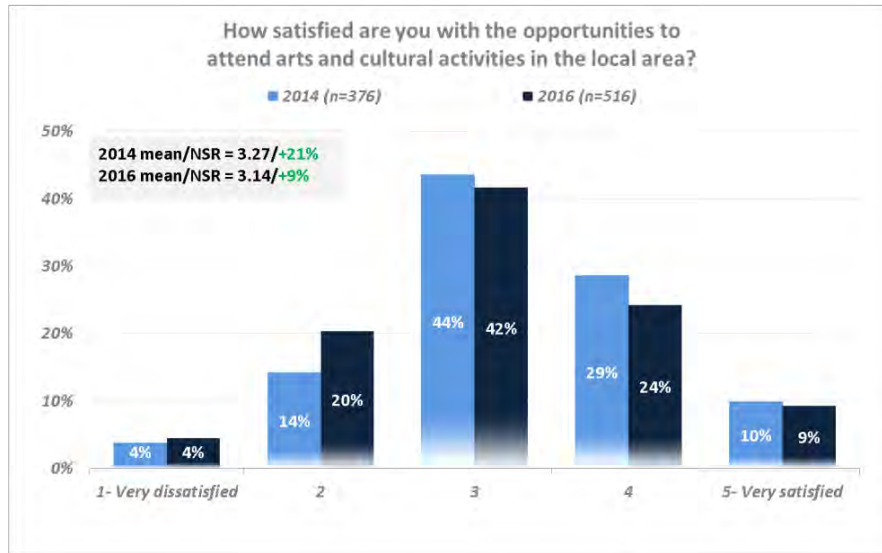


Of those saying they did attend cultural activities, over two in five (43%) said they did so monthly or more (up from 29% in 2014). A further 47% said they did so “a few times a year” (down from 66% in 2014).



Older residents (aged 60+ years) were more likely to attend cultural activities monthly or more than younger residents (at 54% and 14% respectively).

Graph 5.3: How satisfied are you with the opportunities to attend arts and cultural activities in the local area?



Similarly to 2014, one third of respondents felt very or quite satisfied with the opportunities to attend arts and cultural activities locally (33%). A further 42% were unsure or equivocal, while 24% were dissatisfied.

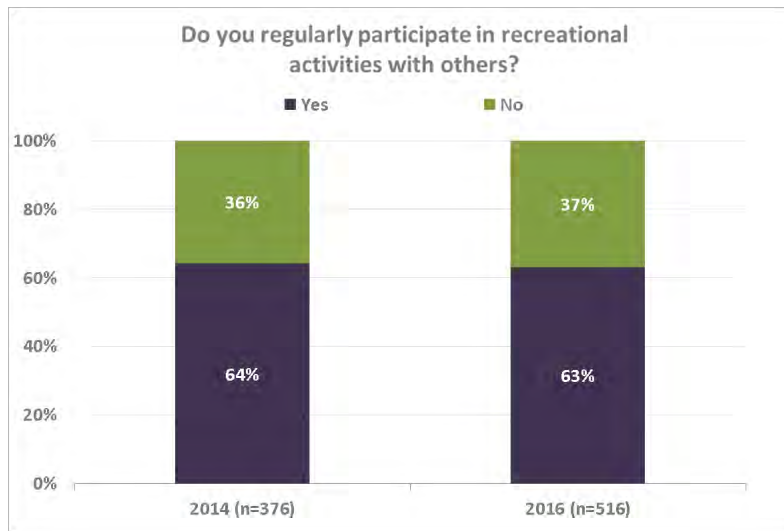
There were no differences by age, gender or region.



Part 6: Recreational and sporting activity

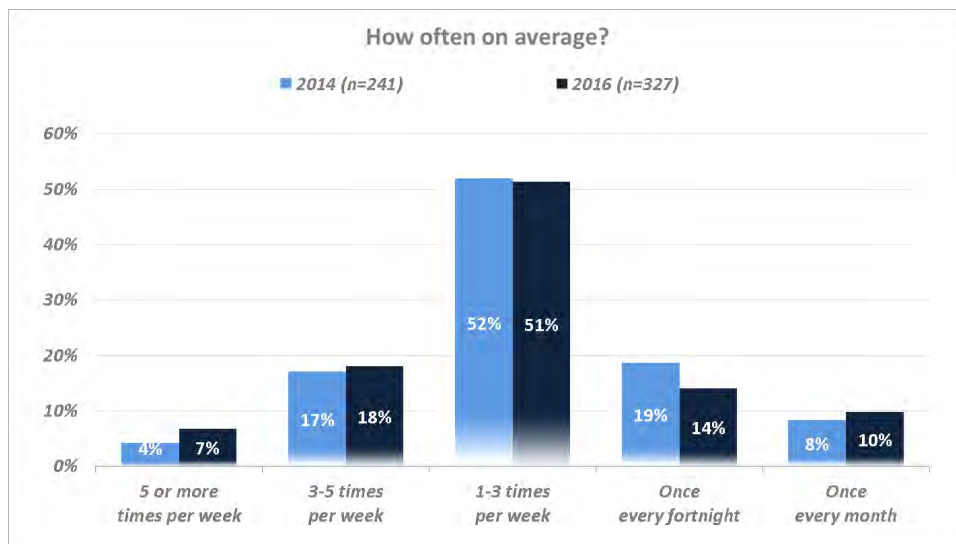
The following definition was included with this section: **“Recreational activities are pursued for enjoyment, amusement or pleasure. Sports are structured activities that involve competing against others - as an individual or in a team. 'Regularly' is defined as at least once a month.”**

Graph 6.1: Do you regularly participate in recreational activities with others?



Similarly to 2014, just under two-thirds of respondents claimed to regularly participate in recreational activities with others. This included 71% of those who resided in the City centre (significantly higher than the 45% who resided in the West).

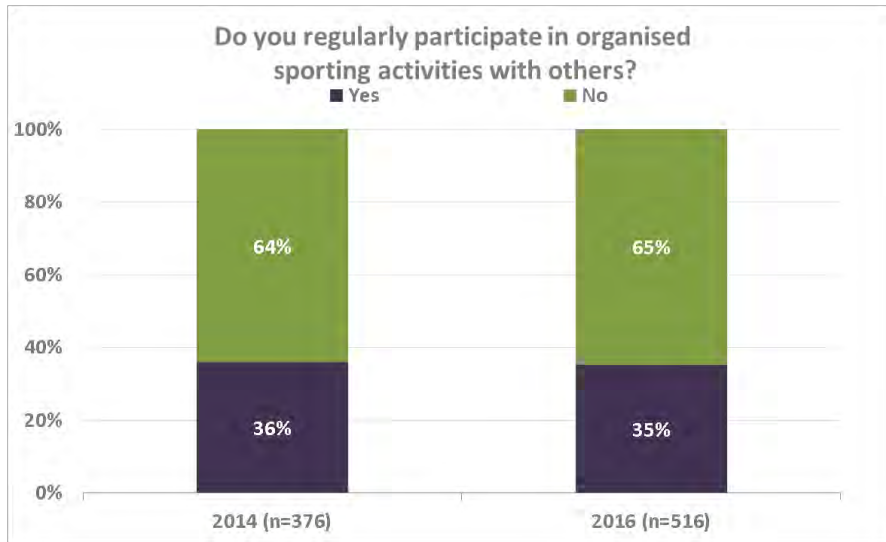
Graph 6.2: How often on average?





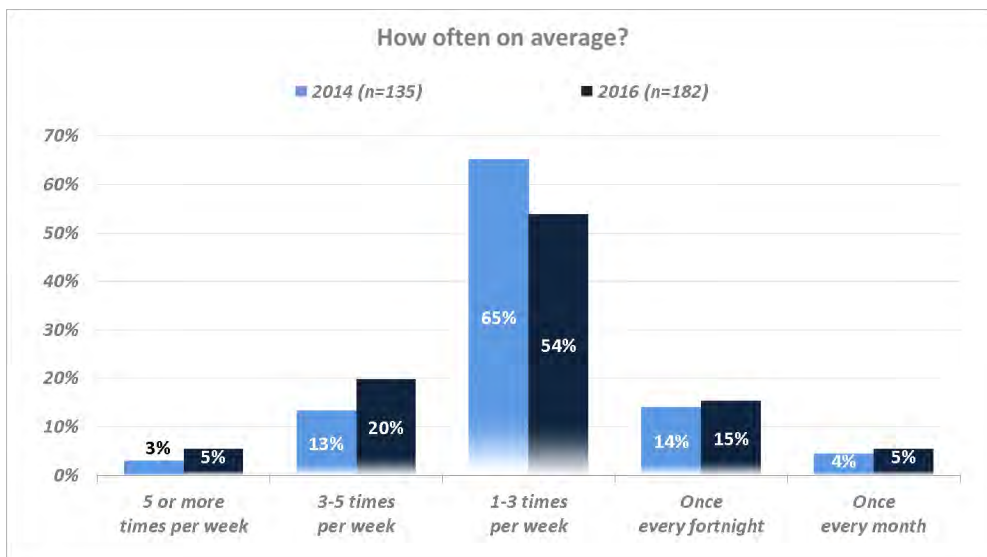
Of those participating in recreational activities, three-quarters claimed to do so once a week or more.

Graph 6.3: Do you regularly participate in organised sporting activities with others?



Just over one-third of those surveyed said they participated in organised sporting events, unchanged on 2014. This included 42% of males (to 32% of females).

Graph 6.4: How often?



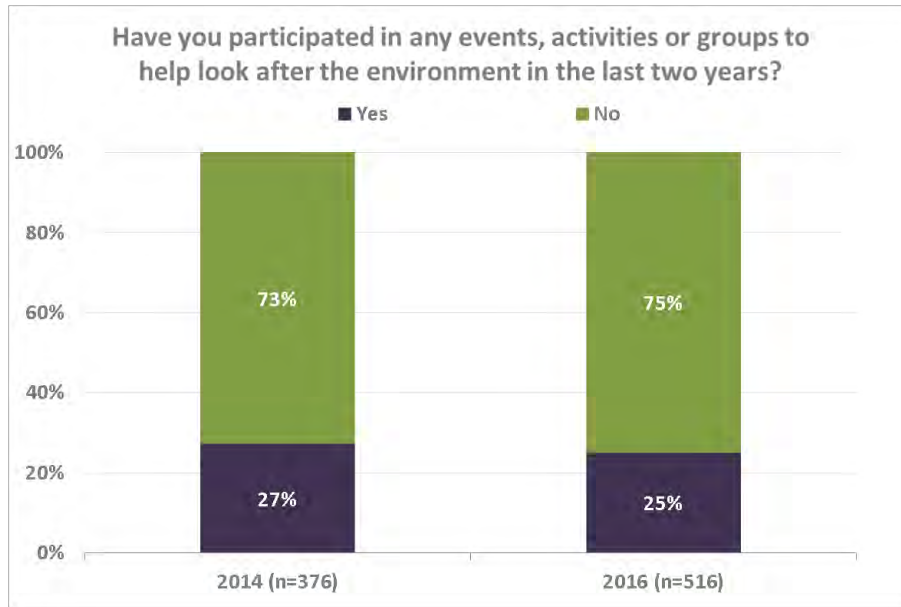


Of those participating in organised sport, frequency increased in 2016 with an increase in those participating 3 or more times a week (from 16% to 25%) at the expense of those participating 1-3 times a week (from 65% to 54%). Females were more likely to participate daily or almost daily than males (34% and 45% respectively) while males were more likely to participate 1-3 times a week (62% compared with 47% of females).



Part 7: Environmental programs

Graph 7.1: Have you participated in any events, activities or groups to help look after the environment in the last two years?



One-quarter of those surveyed said they had participated in some form of environmental event, activity or group at some point over the past two years. This was consistent by age and gender while those in the West were more likely to have participated than those in the South (47% and 20% respectively).

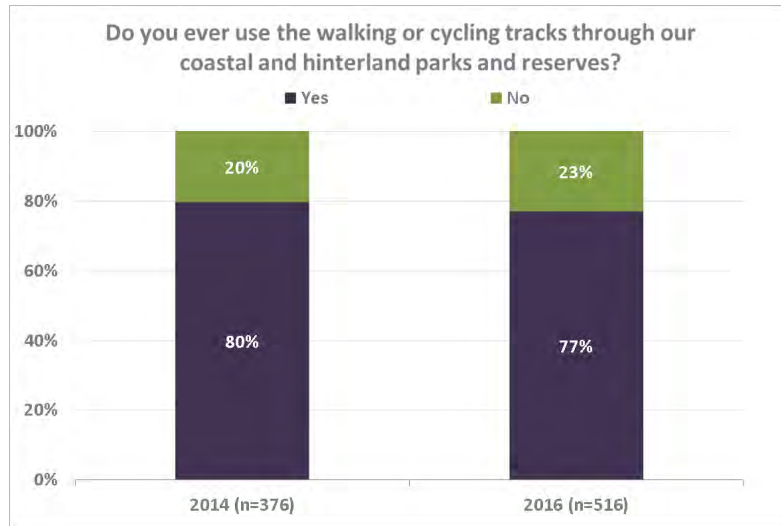
Those answering “yes” to this question were then asked (in an open-ended question) what this entailed. Most popular responses included:

- Tree Planting, Landcare and/or bush regeneration;
- Environmental rallies, workshops and/ or protest days;
- Picking up rubbish and / or participation in Clean-up Australia Day ;
- Dunecare or assisting at Botanic Gardens.



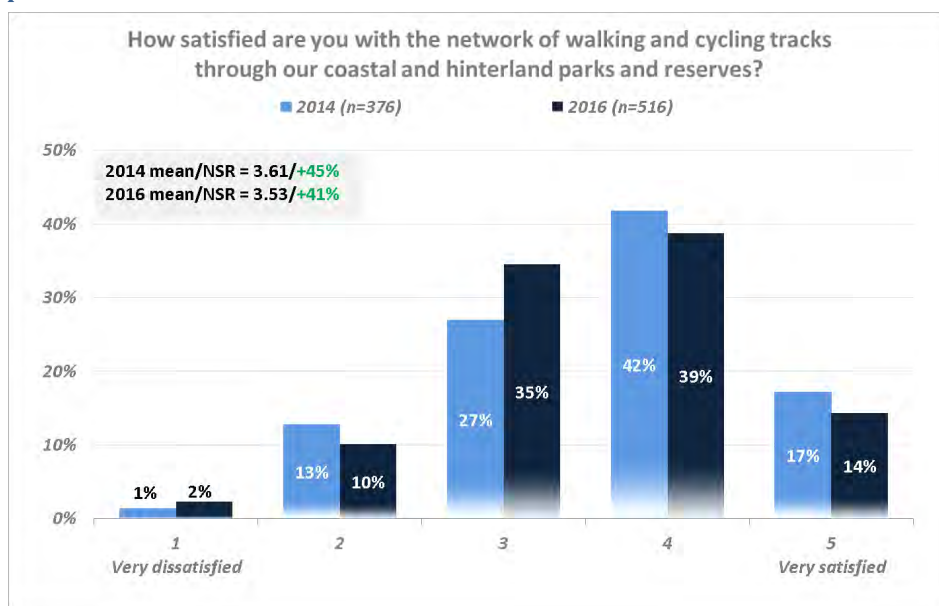
Part 8: Environmental access and learning

Graph 8.1: Do you ever use the walking or cycling tracks through our coastal and hinterland parks and reserves?



Just over three-quarters of panellists said they used walking or cycling tracks within the LGA. Younger residents were significantly more likely to use the walking or cycling tracks than those aged 60 years or more (86% and 72% respectively).

Graph 8.2: How satisfied are you with the network of walking and cycling tracks through our coastal and hinterland parks and reserves?

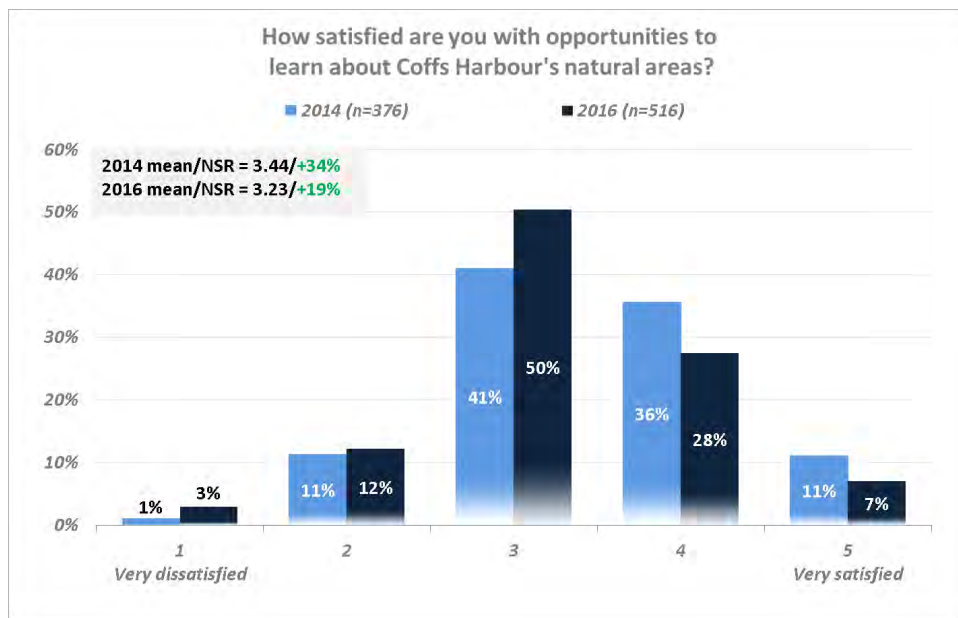




Of those using walking or cycling tracks, there was a high level of satisfaction. Over half (53%) provided a score of 4 or 5 (out of 5), against just 12% expressing dissatisfaction. And these figures are broadly in line with 2014.

Those aged 60 years or older were more satisfied than younger respondents (3.65 and 3.24 respectively).

Graph 8.3: How satisfied are you with opportunities to learn about Coffs Harbour’s natural areas?

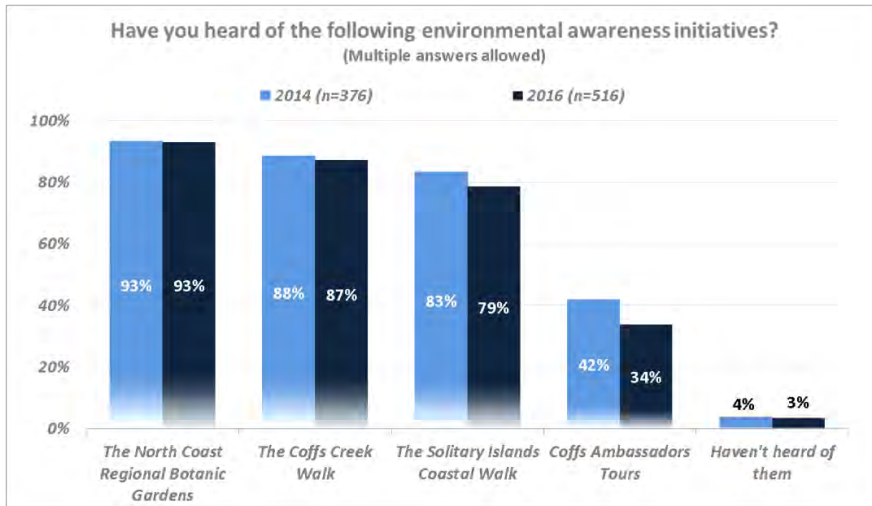


Half of respondents provided a mid-score of 3, suggesting they were neither satisfied nor dissatisfied with opportunities to learn about the region’s natural areas. Of those who were more definite in their views, 35% were satisfied (against 47% in 2014) against just 15% dissatisfied (12% in 2014).

Those aged 60 years and older were more satisfied than those aged 18 to 39 years (mean scores of 3.36 and 2.94 respectively).



Graph 8.4: Have you heard of the following environmental awareness initiatives?

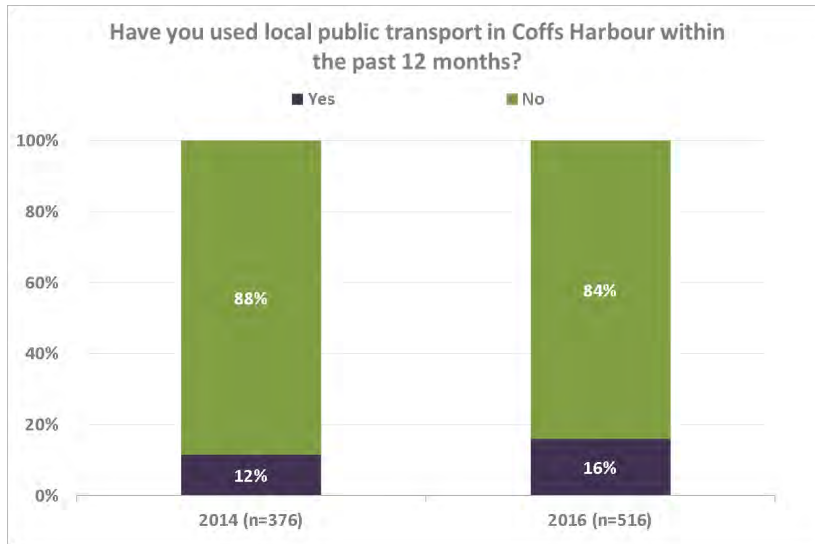


In terms of specific environmental initiatives, awareness was extremely high for the Botanic Gardens (nominated by 93% of respondents), the Coffs Creek Walk (87%) and the Solitary Islands Coastal Walk (79%). Meanwhile one in three claimed familiarity with the Ambassador Tours.



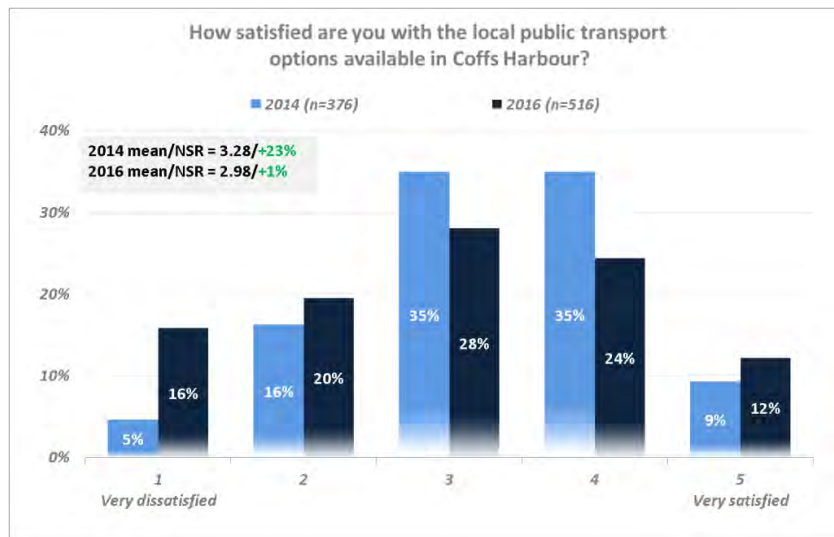
Part 9: Public transport use

Graph 9.1: Have you used local public transport in Coffs Harbour within the past 12 months?



Only 16% of respondents said they had used local public transport within the last year (albeit an improvement on 12% in 2014). Usage was highest among those living in the LGA’s south (at 24%).

Graph 9.2: How satisfied are you with the local public transport options available in Coffs Harbour?

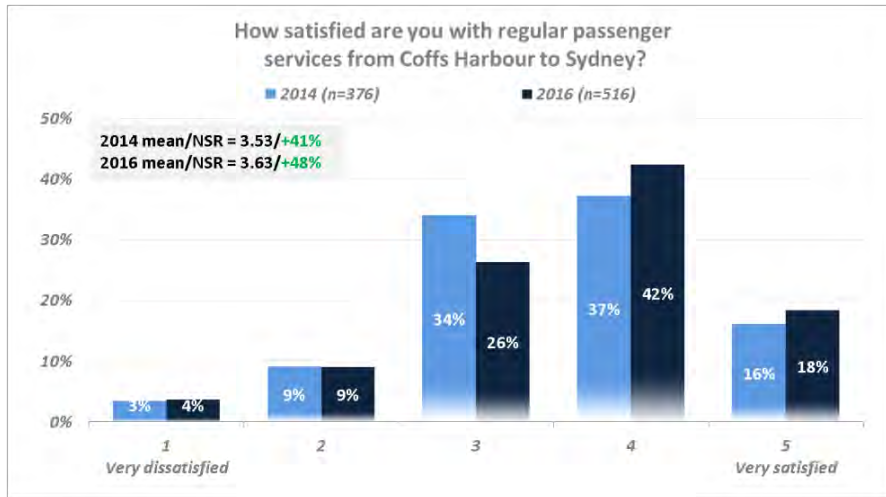


Although 36% of all respondents said they were satisfied or very satisfied with local public transport, this result should be treated with caution given the extremely low usage patterns shown above. Older residents and those residing in the City were more satisfied with public transport.



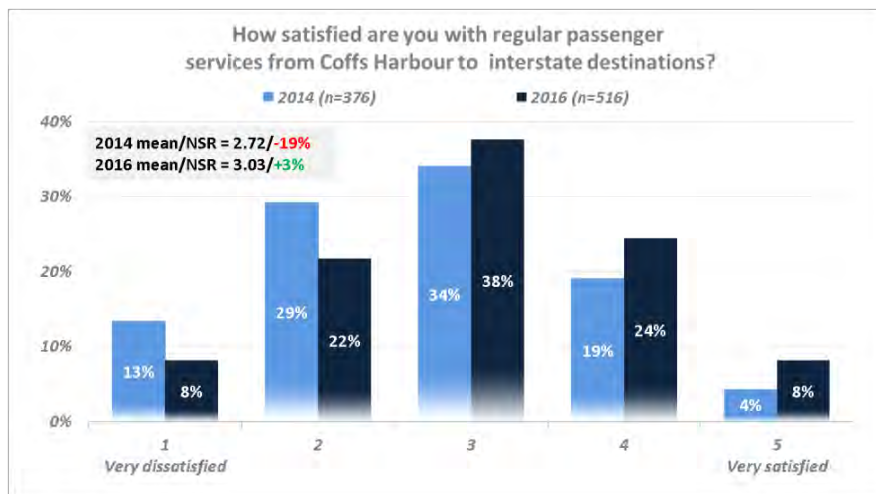
Part 10: Sydney and interstate transport connections

Graph 10.1: How satisfied are you with regular passenger services (including air, rail and coach) from Coffs Harbour to Sydney?



Satisfaction with passenger services to Sydney improved in 2016 with +48% net satisfied (compared with 41% in 2014). Older residents were more satisfied than younger ones and those residing in the City were more satisfied than those in the West.

Graph 10.2: How satisfied are you with regular passenger services (including air, rail and coach) from Coffs Harbour to interstate destinations?

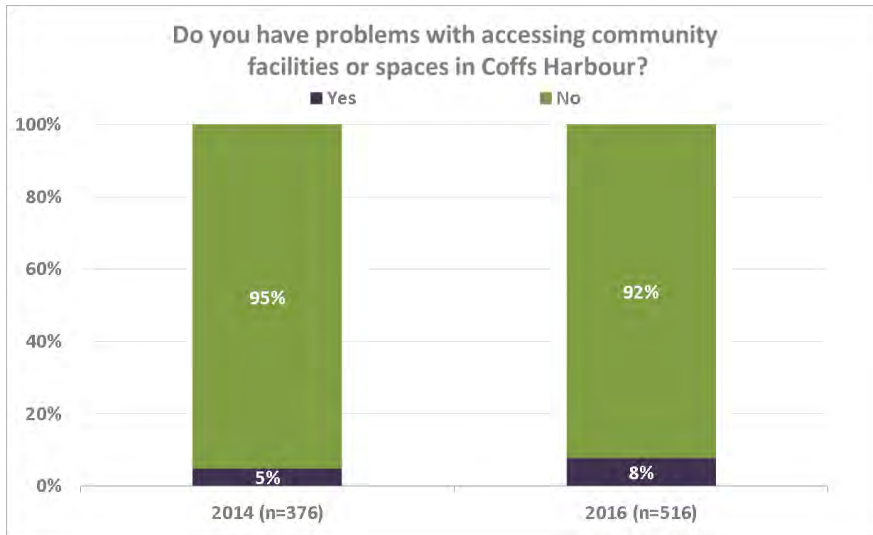


Satisfaction was far lower in relation to services to interstate destinations although the net satisfaction score increased in 2016 (from -19% in 2014 to +3%). Older residents were more satisfied than younger ones (with mean satisfaction scores of 3.24 and 2.39 respectively).



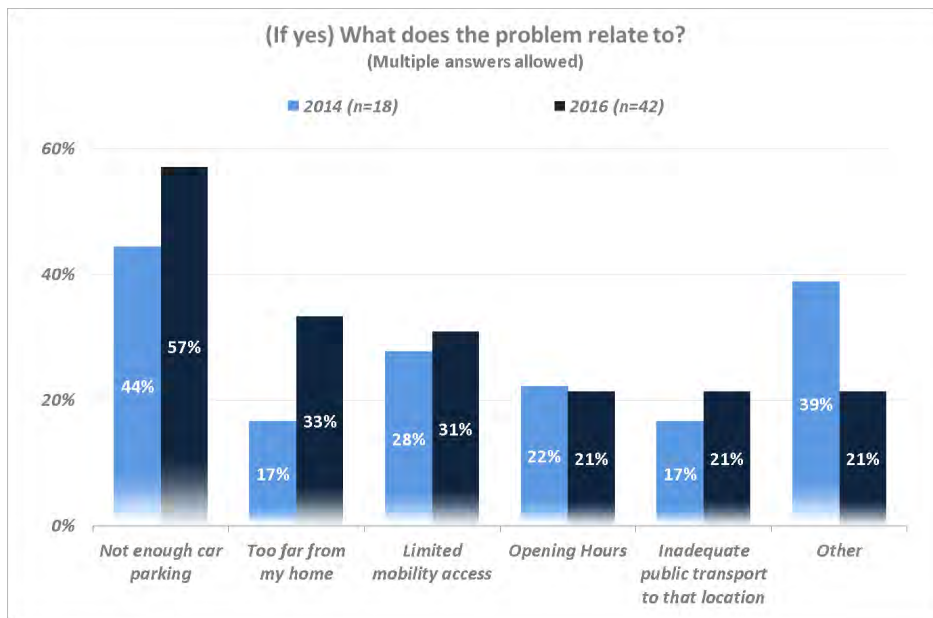
Part 11: Community spaces

Graph 11.1: Do you have problems with accessing community facilities or spaces in Coffs Harbour?



Not quite one in ten (8%) claimed to have difficulty accessing community facilities or spaces.

Graph 11.2: If yes, what does the problem relate to?



Of these, lack of car parking was the main issue raised. (However these results are statistically unreliable due to the extremely small sample size).



Table 11.1: Are there any particular community facilities or spaces to which this problem (or these problems) apply?

| <i>Are there any particular community facilities or spaces to which these problems apply?</i> |
|--|
| Botanic gardens. medical facilities. court house, other government buildings. city centre mall. parking for elderly (not necessarily disabled) |
| CAR PARKING. Especially around the courthouse/police station. Toormina shops the same. but if you're waiting 4 a bus you can get skin cancer for free! |
| City Centre Mall, Woolworths shopping |
| Coffs Harbour jetty |
| Coffs harbour pool |
| Coffs Regional Gallery |
| Disability access and bathroom facilities |
| disable access to footpaths in Woolgoolga |
| Everywhere in Western cooffs and much of the jetty |
| Hospital |
| Lack of footpaths and uneven footpaths |
| Library |
| Library, berisford Park |
| Library, pool |
| Library. City Council offices. Swimming pool. |
| N/a |
| no |
| Nothing specific just a generalisation. Parking problems mainly occur pre school and after school hours |
| Oval and motor bike circuit, lack of accessible parking, footpaths and facilities. |
| public toilets in this area |
| RTA, NRMA, COUNCIL AND GETTING FROM NANA GLEN TO COFFS HARBOUR |
| Sawtell library Lyons rd.....no cemented paths |
| Skate park |
| Skate park, berisford park playgrounds, other playgrounds and parks |
| Skate park, town centre car parking |
| The deal that resulted in the destruction of the Town Hall, giving us CHEC, demonstrably did not ensure that the Town Hall would be replaced by a performing arts venue. Lack of interest or clout from local MPs, and until recently the CHCC, has prolonged the situation and made it far more relatively expensive to fix in tight budgetary times. I am not advocating Glasshouse-style debt - what we need is political clout by a motivated member, particularly in the Federal sphere - otherwise, the embarrassment for this community will continue for decades more. |
| Wheelchair access |
| Woolgoolga Swimming Pool is far too small. I have lived there for 30 years and the pool size has remained the same. A disgrace !!! yes, sawtell boat ramp and rock pool. |

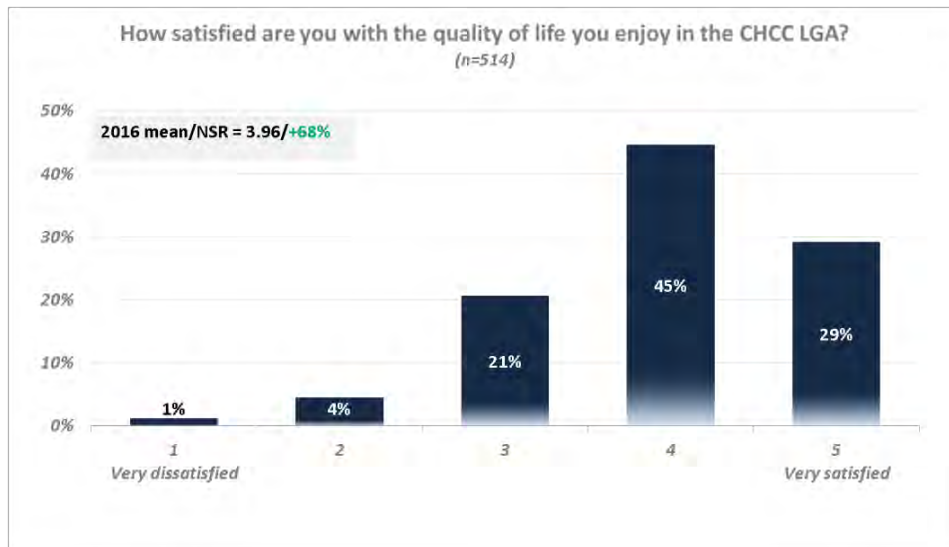
Those with access issues were also invited to address any specific facilities or spaces that caused them access issues. Twenty-nine chose to do so, and their verbatim responses are shown in Table 11.1, above.



Part 12: Overall quality of life, and final suggestions/ideas

The survey concluded with a new question inviting respondents to rate their satisfaction with the quality of life in the CHCC LGA. They were then invited to offer final ideas or suggestions to improve community wellbeing.

Graph 12.1: How satisfied are you with the quality of life you enjoy in the CHCC LGA?



Net satisfaction with quality of life in the CHCC LGA was extremely high at +68%, and with almost three-quarters (74%) of panellists rating quality of life as a four or five out of five. Satisfaction was highest among older residents, with those 60 and older having a mean satisfaction score of 4.13 (compared with 3.49 among those aged 18-39 years).

Over 300 took advantage of the opportunity to offer final suggestions and improvements. Their (largely verbatim) responses are shown in their entirety in Appendix 2. However, some of the key themes and associated verbatims are listed below:

Ensuring Coffs Harbour is attractive to visitors

- ⇒ After spending a few weeks in Cairns and seeing what they have to offer along there Foreshore and there bike ways it was sad to come back to Coffs and see that we have no real vision to attract visitors and for locals to enjoy. We have all this space at the Marina area but using to its full potential also the Skate Park for the kids to enjoy should get bigger with more family value areas added. Better bike lanes to connect City to the beach and connect all the beaches Also Gallows beach seems a hot spot for locals but no ""Stair Case"" down they have to go over the rocks??? The Council really need to get out and see what people are using more and fly up to Cairns and study there lay out.



- ⇒ Like Wollongong, have a free bus (perhaps only in peak tourist times) which get people from plaza to Jetty to City Centre
- ⇒ More upmarket outlets and venues in the city centre. More attractive walks down by the marina and coffee shops without destroying the flora and fauna so done in a way that includes a pleasant area for everyone. Also for tourists attracts more trade and jobs for locals. More information around town with local events. Also some cultural interests including music and dance.
- ⇒ Our environment is the key. It attracts the tourists and also workers. Unless Coffs Harbour maintains its environment and looks attractive, it will spiral down.
- ⇒ Perhaps more information about what is going-on in Coffs and what aspects of the community are available for residents to be involved in. The Council website is good value, but one has to make a conscious effort to look at it. Having sites around town which advertise the Coffs Community would be helpful. Using existing features such as the Botanical Gardens, Library/Gallery, for example, as well as having displays in Coffs Central, the Plaza and Jetty. The Information Bureau on the highway, for example, is only purposefully visited by tourists. Half a page in Saturday's Advocate would also bring activities to people's attention. Such information is often in the Advocate, but you really have to look for it. I think we could project the idea of 'community' a lot more forcefully and effectively. At the moment you have to really go out and search for it.
- ⇒ More environmental friendly / ecologically friendly development of tourism Development of clean industry that would bring employment to the area Better planning , Better architectural choices/development involvement of local artists
- ⇒ Concentrate on tourism it is the only thing we have left and sticking it out at the Big Banana is a huge mistake. We need an overnight coach stop in the town centre where travellers don't have to pay a fortune to get a cab, and a stopover where it is manned by staff, as coaches don't always arrive at a given time. I certainly would not catch or leave a coach at the present depot. Would you?

Focus on Arts / Arts or entertainment centre

- ⇒ A Theatre Arts Space Complex would be most welcome asset as we in Coffs miss out on so much on offer as we do not have that facility - great performance opportunities by pass us. Something for the excellent local Arts associations and companies to use as well. A new venue was promised years ago - but it is the typical 'Coffs Harbour Council' blinkered focus on sport to the detriment of its community - that has allowed this tragedy to happen to a large section of its rate paying community.
- ⇒ The arts centre needs to be built. We need a facility for international live performances.
- ⇒ Improved arts and cultural facilities.
- ⇒ More arts and culture and nature.
- ⇒ Support the arts and help with funding for smaller art galleries to survive and continue providing the community with local artists. Not everyone is in to sport.



- ⇒ We need an arts/cultural centre. We (and many friends) travel to Port Macquarie regularly for decent performances. That's a lot of money being lost from Coffs.
- ⇒ Would love to have a proper entertainment centre, not having to go where there are pokies, proper facilities to attract great things, and for our schools to use as well, for the arts.

Transport

- ⇒ Better public transport on the weekends, however I realise this is out of Council's control. This does restrict access to weekend cultural activities.
- ⇒ Better transport options from areas not in the Coffs Harbour city centre
- ⇒ I often choose to walk into town or to work rather than drive and I live within 10mins walk from the city centre but the lack of lighting makes it feel very dangerous at night as well as a lack of footpaths on streets so close to town for example King street and Pitt street. The city centre at Harbour Drive also doesn't feel so safe at night because the restaurants don't stay open. Moonee Street has a good feel although it's limited by the space available on the footpath. Coffs often has some great things to do like the Friday night food markets and shows at the theatre but public transport to and from these events is non-existent so this forces people to drive which can be inconvenient on a night out if you would like to have a glass of wine.
- ⇒ I would like to see a dedicated Senior Citizens Centre established, not just for bowls or bingo, but a one-stop information centre about services for seniors available locally, that also organises group bookings to interesting events. I would also like to see better community/public transport made available to seniors in outlying areas to allow them to get into Coffs/attend appointments etc.
- ⇒ Improved public transport particularly to the northern beaches.
- ⇒ Improved public transport to enable social attendance where we can enjoy a few drinks and be able to get home easily without it costing a fortune.
- ⇒ More opportunity for satellite areas i.e. Coramba, Nana Glen, Glenreagh etc. to have transport available for New Year's Eve and other events, so we don't feel that we are ""forgotten"".

Employment

- ⇒ More environmental friendly / ecologically friendly development of tourism Development of clean industry that would bring employment to the area Better planning, Better architectural choices/development involvement of local artists
- ⇒ More opportunity for young people to gain employment skills or experience.
- ⇒ Clean up the drugs and people on them need for development so that jobs can be created /retained
- ⇒ Invest in more business coming to Coffs region to create jobs,
- ⇒ More jobs and tougher penalties on the employers doing the wrong thing by their employees
- ⇒ Also for tourists attracts more trade and jobs for locals



Appendix 1: Final suggestions or ideas

| <i>Do you have any final suggestions or ideas about how community well-being can be improved in Coffs Harbour?</i> |
|---|
| * an Arts and performance centre /library/council chambers built on the City Hill land ,Hogging Drive/Albany St. * Midweek flights to Melbourne *completion of a sound (and safe) cycle way on Lyons Rd, Hwy to Sawtell. * finally getting the Pacific Hwy to bypass Coffs so as to enable the CBD to be truly enhanced as has been so successfully happening in Taree. * Completion of the Four Stages of the current redevelopment plan for the Harbour foreshore. * completing the Marina breakwater project * developing a sound plan for the rest of the Harbour precinct that is truly worthwhile and that we can utilise and be proud of. |
| 1. Develop and support a decent gallery and library space. 2. Develop a decent performance space, but retain the heritage important Jetty Theatre, possibly for alternative uses. 3. Actually do something about protecting heritage values in Coffs Harbour LGA, especially built heritage, and for example parts of the State Forests buildings at the Jetty, including interiors. The almost complete loss of the original buildings throughout Sawtell is pretty disgraceful (a description that applies to most of the crap that has been built in the place of the lost buildings). 4. Protect some natural heritage values, such as protecting valuable urban trees, including on private land, and small spaces with natural vegetation that can be found throughout the urban areas of the LGA. 5. Roundabouts at either end of the main street of Sawtell are becoming increasingly necessary, most importantly at the southern end of the street, where innumerable people do U-turns all day long, and where the offset intersection and lack of visibility to the north when turning from the eastern side of Boronia Street into First Avenue makes safe turning difficult. The two roundabouts would also be excellent garden full-points to the main street, as well as greatly assisting traffic management. |
| 1. More reliable internet. 2. Vernon street carpark bays should definitely be wider!!!! 3. Don't have any more of those ridiculous, very noisy hands-driers in public loo-washrooms, especially with all the hard surfaces throughout!!! |
| 1/ greater attention to general security around harbour drive mall, there is always an ""underbelly"" element present. 2/ have council actually enforce the by-laws they make, and have a ranger department that has funding and willingness to respond to community needs, we live in Mulloway and dogs roam freely. 3/ rates need to represent value for money, they do not, no gutters, no footpaths, the smell rotting rubbish in summer, due insufficient collection of bins 4/ rates are extremely excessive for what we get. |
| A highway bypass would improve Coffs Harbour enormously. Keep as much 'open space' as possible. |
| A number of Buccal Roads remain unsealed and are causing dust problems for the roadside residents. There is very little signage to show people the localities of Buccal and Glenreagh. The Coffs Harbour city does not have enough mature trees to cool the area during hot weather. This should be addressed to reduce the need for air conditioning. |
| A proper town hall/culture/theatre with proper seating & adequate toilet facilities. |
| A real, non-profit, all-purpose community venue. |
| A space is needed for live music and theatre in addition to the Jetty Theatre |
| A Theatre Arts Space Complex would be most welcome asset as we in Coffs miss out on so much on offer as we do not have that facility - great performance opportunities by pass us. Something for the excellent local Arts associations and companies to use as well. A new venue was promised years ago - but it is the typical 'Coffs Harbour Council' blinkered focus on sport to the detriment of its community - that has allowed this tragedy to happen to a large section of its rate paying community. |
| A tram service connecting the city centre , the jetty area and Park Beach Plaza |
| A welcome pack to new residents explaining community groups and events and local government activities. |
| A well designed performance centre for drama, dance and live theatre would help increase the cultural aspect of our region. It doesn't have to be big. We have plenty of sports facilities, not many cultural ones. |



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| Add an extra bin at Hilltop Park, Beryl St Coffs, as often overflows and I have to clean up waste that blows out and into my yard and neighbours, more walking tracks please and cycle paths |
| Additional 'safe' cycleway would be useful. Council should also enhance outdoor recreational and sports areas rather than spend money on an arts centre. More people use the Coffs Creek walking track than would ever use an arts centre, and funding should be allocated accordingly. Council must learn from the Port Macquarie Glasshouse experience and must not lock the people of Coffs harbour into the never ending cost of an arts centre. |
| After spending a few weeks in Cairns and seeing what they have to offer along there Foreshore and there bike ways it was sad to come back to Coffs and see that we have no real vision to attract visitors and for locals to enjoy. We have all this space at the Marina area but using to its full potential also the Skate Park for the kids to enjoy should get bigger with more family value areas added. Better bike lanes to connect City to the beach and connect all the beaches Also Gallows beach seems a hot spot for locals but no ""Stair Case"" down they have to go over the rocks??? The Council really need to get out and see what people are using more and fly up to Cairns and study there lay out. |
| Allow use of motorbikes under supervision in state and national forest and on crown land and allow off road tracks for 4x4 use make the area more recreational and less confined |
| An artificial reef would be welcomed at Mulloway. |
| An Entertainment Centre would be great. I also think more could be done with our beautiful beaches. Egg. Shops. Promenades, entertainment eg. Geelong in Victoria or even Port McQuarie N.S.W. |
| As we live at Sandy Beach I do feel we get a left behind in the northern beaches. Even things like our round about etc. at Woolgoolga are not looked after as well as in Coffs. Kerb and guttering etc. |
| Assistance to volunteer groups and volunteers in general to apply for government grants. The ""Get that Grant"" workshop is good, but doesn't provide hands on assistance for non-local government grants. Assistance that casts a wider net and help underfunded volunteers would be fantastic. More music at that fantastic stage and the Botanic Gardens - Sunday afternoon jazz or chamber music would be so lovely!! |
| Basically, I think you are doing a good job. When Council has difficulties funding some projects, I think it helpful if they explain respectfully. |
| Beautification of Coffs: stop bulky goods collection program as it is and substitute an alternative method e.g. free drop at tip or collection on demand from householder (limited to 1/2 per yr. |
| Better access to the coastal areas, beaches etc., more picnic, BBQ areas that are maintained and don't have half of the homeless population living around them |
| Better drainage & footpaths in the outer villages e.g. Emerald Beach. |
| Better public amenities, kept clean |
| Better public transport on the weekends, however I realise this is out of Council's control. This does restrict access to weekend cultural activities. Regarding sporting activity mentioned in this survey, I do Yoga once or twice a week, and although this is not competitive, I consider it a recreational activity. I would recommend Council make sure that all footpaths and cycleway are in good condition as I am in my senior years and live in a retirement estate and some of the paths to access footpaths etc. are in poor condition. I know of several elderly friends who will not use one ""path"" in particular that is unsafe, and this limits these friends from accessing one of the areas wonderful jewels, namely Boambee Creek Reserve. |
| Better public transport over weekends. |
| better roads and transport from Coffs harbour surrounds |
| Better street lighting at night. Major safety issue. Better performance venue and library Better footpaths and cycleway |
| Better suburban footpaths. |
| Better transport options from areas not in the Coffs Harbour city centre |
| Bigger penalty's form ""ICE related Crime"" May give locals some security & less fear in our community! |



| |
|--|
| <p>Bike paths in the hinterlands/Urara valley - perhaps on railway land. The roads are narrow, windy and dangerous for cyclists but beautiful places to ride. Create a park on the river at the bottom of Martin St in Coramba - lawn, picnic tables, sign with history/natural history. Promote knowledge of hinterland rainforests. Create walking tracks in Ulidarra National Park.</p> |
| <p>Bike tracks are good but need to join up better. More bus services to Boambee East after 12.00. I can get in to town but I cannot get home.</p> |
| <p>Build a bypass and stop residential development of the coastal strip!</p> |
| <p>Build more Houso houses and give them to Aussies first and stop bringing in these problem people who have brought nothing but trouble to our town u know who</p> |
| <p>By building a Cultural Centre.</p> |
| <p>Change the mayor.</p> |
| <p>Changes to existing structures and facilities should be encouraged not changed for the worst. Pioneer park botanic gardens town centre traffic lights. Councillors egos are well over due to expire bring on elections.</p> |
| <p>CHCC should have wards and the council should represent the ratepayers and not represent developers and political parties and vested interest</p> |
| <p>city centre needs to be activated in the evenings</p> |
| <p>Clean up the drugs and people on them need for development so that jobs can be created /retained</p> |
| <p>Clean up the waterways</p> |
| <p>Coffs Harbour By-Pass; combined Arts, Entertainment & Cultural Centre; more support and exposure for local artists (painters/sculptors etc.) - while the EMSLA is great as a national art feature, the local artists struggle for recognition. Maybe they just aren't good enough ... but they still need something to aspire to. And then there's sport - it looks like fewer young people are participating in sporting activities (but then I live in the hinterland so maybe I don't get to see all the action?) It would be good to encourage more young people to play ... also ... this survey. I fear that the quantitative results will not be a true insight into the answers you need. I found myself ticking a box - not because it was my true response, but because I couldn't move forward without responding.</p> |
| <p>Coffs Harbour needs to be updated. The jetty is wasted space and needs to be utilised like other towns have.</p> |
| <p>Coffs is a great place to live and overall is well-managed. One big issue that has affected me personally, as well as many others is both housing affordability and housing availability. The cost of housing (mostly to rent but also to buy) is very high here.</p> |
| <p>Community no or low cost recreation. A stationary exercise equipment facility at the Foreshores. Parkrun. Free outdoor theatre events.</p> |
| <p>Community wellbeing thrives where individuals willingly become involved in helping to organise events/ activities and have good support from community minded participants. We are very fortunate to have some great active groups that are always helping out and deserve the support of us all. I was going to say that the teenagers might have fresh ideas but then it's all up to each individual as to just how involved he or she want to be. Surf Lifesaving, Various Sporting Groups, Athletics, Creative and Performing Arts are very active and available in our community (albeit and sadly some may be too expensive for many these days). I see the skate parks being utilised and the various Parks and BBQ areas as well. I know lots of locals really enjoyed the Friday Night Market and entertainment in Summer. Encouraging individuals to be caring and thoughtful re others was strongly advocated years ago. One hopes that continues and that we sadly don't become a ME ME ME society or community! I hope you get some great ideas.</p> |
| <p>Concentrate on tourism it is the only thing we have left and sticking it out at the Big Banana is a huge mistake. We need an overnight coach stop in the town centre where travellers don't have to pay a fortune to get a cab, and a stopover where it is manned by staff, as coaches don't always arrive at a given time. I certainly would not catch or leave a coach at the present depot. Would you?</p> |



| |
|--|
| Concerned about the garbage and MacDonald waste being left at scenic/tourist sites, in particular Sealy lookout. Education campaign about keeping our coast and environment needed as well more recycling bins for bottles and cans. |
| Consultation with the community and visitors is VIP to ensure a wide and diverse view. We moved to the area in 2011 however despite volunteering and putting ourselves ""out there"" we didn't feel as if we received a welcome worthy of the Coffs Coast. A welcome package distributed through local real estate agents targeting 4 groups - Seniors, Singles, Families and Couples would provide valuable information. |
| Council doesn't listen to our needs |
| Council in theory have public consultations but always end up doing what the staff want & ignore majority public opinions. The Council always knows what is best for Coffs H>.Councillors do what stall recommend. |
| Council need to look at the big picture, the future of Coffs and its surrounding areas. The recent debacle and sudden change of heart regarding the Fishing Club and the possibility of council dropping the World Rally says to me that they are out of touch with the community and ways to put the Coffs area on the map. Council really also needs to consider the lower demographic community such as the homeless or very low income earners in their future plans. This demographic seems to be growing in size and there seems to be less and less tolerance from council in regards them particularly the homeless rough sleepers - the move in orders that rough sleepers have been receiving from council are less than favourable. |
| Council needs to be less overbearing, heavy handed and bureaucratic. Less red tape and fees will mean people feel freer to do and be. |
| Council should listen to the public about concerns when deciding to change things in the town instead of saying they will listen when in actual reality they have already made their mind up on the issue. |
| Council to extend the lease of the fishing club. So that the community can continue to use their facilities... |
| Create more arterial roads. |
| Cultural/arts centre |
| Curbing and guttering in the northern beaches communities - we need a long term schedule and a commitment to stick to it, otherwise it will continue to fall off the agenda. After all some of pay astronomical rates (twice those in a plush Sydney north shore suburb) but still have no kerbing and guttering. On the positive side, we certainly appreciate the important investment in water supply, sewerage, and flood mitigation that CHCC has made, and also that some long-overdue roadwork has been done in and near Woolgoolga. |
| Cut/trim the trees around Coffs harbour - Sawtell - Toormina area so we can see the road signs for a safer well-being for us all. |
| Cycling paths that are shared walking paths are sometimes dangerous. I have stopped using the Coffs Creek Walk early in the morning because of cyclists who use it a training ride at speed. As a walk it is beautiful and relaxing - provided there are no cyclists careering around corners at speed. |
| Develop the Jetty. It could be the crown jewel of our community. And by develop I don't mean high rise monstrosities. I mean Restaurants, bars and shops. Get rid of the trees on the dunes. Have grass all the way to the sand. The quarry would make a great auditorium and concert. |
| Disability access to the beaches, lower priced Citi I ties for access for elderly and disability, offers of yoga etc. in park area, fencing along busy roadways at Beresford park and more seating and family oriented picnic benches at Beresford and jetty areas |
| Disable access via footpaths. |
| Do not change the natural beauty of the Jetty Beach area, We have people who holiday here because it is not too built up. There are enough shops nearby that are struggling so why add more competition. See what happened with the Sunday Markets at the Jetty Village when the council allowed another market to start up on the same day, under the impression that it would be a handmade only market, well that was a lie. |
| Don't try to do things like increase dog access to beaches |
| Dredge the creek and continue to improve the walkways |



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|---|
| Due to the populations expanding waistline I think we need more outdoor fitness areas for adults near kid's playgrounds so everyone can enjoy the outdoors & benefit from exercise. |
| Early bus to hospital |
| Encourage community groups or forums in northern beaches |
| Encouraging more pride in our area, littering is awful, roads, parks etc. Too many unrestrained dogs and droppings, more boat ramps to counter the chaos at times at Arrawarra Headland. A suitable entertainment centre with appropriate shows, exhibitions etc. would be wonderful. Overall I think Council does a pretty good job. Thanks. |
| Entertainment centre Better public transport, particularly at weekends, buses |
| Fix our roads. Do basic maintained. Road signs can't see due to over grown trees. Can't see school crossing signals for same reason... leaves etc. outside Toormina primary. Street sweeper never there. Clean the gutters. |
| Fix the harbour area. It is a disgrace at the moment. |
| Fix the jetty foreshore properly |
| Footpaths need upgrading, there are still many areas without proper walking paths... Handbags on southern break wall should be offered to local artists to decorate and make the walk along the break wall more interesting..... Markets held on break wall.... Cruise ships invited to stop at Coffs Harbour |
| free basketball courts/area many other cities have them, training equipment around in parks, more ""known"" events/acts to Coffs Harbour, more understanding from schools in local are of hidden disability and how it affects students and families, larger health facilities with access to more allied health services, have a ""Coffs Coast"" NBL team, with support from local area |
| Get a new council which is not aligned to restricting private investment. |
| Get drugs and druggies off the streets. |
| Get rid of Andrew ""The Strangler"" Fraser |
| Get rid of at least a portion of the foreshore ""shrubby"" along the jetty front so that we can see the sea!!! |
| get rid of councillors and employ a professional administrator |
| Get rid of Frazier, Luke and the council, we need a better town planner and more venues for the retired, clean up the drugs and slugs around the place, never let petrofilars and the like come here, better incentives for work, better infrastructure, and more lights , more police to keep us safe, get the young unemployed to care and clean up our town so they respect their environment, more housing for homeless, more money from the back pockets of the state government, a bi pass , neighbourhood watch programs, safe houses, more recreation play outside areas for the youth, like teenagers, clean up the area near Woollies car park where teenagers are looking for trouble, the toilets are awful there, allow people to make spot fines on tourists who trash our area, bring down our petrol prices, more patrols and financial support for life savers, , more rental housing. |
| Get rid of the self-centred Executive Team and brainless Councillors of Coffs Harbour City Council |
| Get us a cultural theatre please. Nowra has one and it's not as advance as our area. Would love to see more ballet, concerts etc. and performers won't come if there's no facility. |
| GIVE THE TEENS MORE PLACES TO VISIT/HANGOUT ESPECIALLY AT NIGHT |
| Go plastic bag free! |
| Greater assistance for villages within the city limits. It appears the majority of funds are spent in Coffs Harbour, rather than a more equitable distribution of funds. |
| Have a huge entertainment building to attract world's leading entertainers. We are ideally situation between Sydney and Brisbane and have an airport and train services! |
| Have an entertainment place we miss out on so much |
| have someone patrol dog beach for bad owners that do not clean up after the dog has left a dropping on the sand .Visitors have told me we are lucky to have such a beach to use ,but bad owners are letting us |



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| <p>down .Council provide bags thy are too lazy .FINE THEM FOR NOT DOING THE WRONG ..AND MAKING US LOOK BAD TO VISITORS TO OUR AREA</p> |
| <p>Having a theatre which could host shows and large scale musical events (egg Symphony orchestra, ballet)</p> |
| <p>Help the fishing club instead of trying to destroy it</p> |
| <p>Helping the homeless find suitable living</p> |
| <p>Housing affordability, drug and alcohol use and associated crime.</p> |
| <p>I am sorry that visions of water are very few. Sawtell headland is unkempt and has little in the way of usable seats. This could be a sought after area if it was developed with views of water and mountains in mind</p> |
| <p>I believe Coffs Harbour City Council is terrible on development issues I do not believe they listen at all</p> |
| <p>I can't believe the council does not encourage free camping for 'the grey nomads'" while travelling we get so much negative feedback. Eg. We never stop in Coffs, They do not encourage caravans, no parking for shopping etc. no free camping. Such a common complaint. Councillors need to get out there to country towns and see how they support us and what business it brings to the town. So very disappointing!!!! Almost ashamed to say we come from Coffs.</p> |
| <p>I do have some concerns and it relates to the Pacific Highway traveling north and south over McCauley's Headland. Why do all the residents have to suffer the loud sports exhaust on the trucks who use their Jake Brakes Instead of slowing down and using their normal brakes? I know this noise will eventually stop when the alleged by-pass comes into effect. It's a bit like waiting for Jesus Christ returning to earth??? It's about time Council put up big signs warning cowboy truckers entering or exiting McCauley's Headland on the Pacific Highway that it's against the law to use Jake Brakes in a built up residential area. As a result the Highway Patrol should be policing it.</p> |
| <p>I don't know why Coffs Harbour streets aren't lined with beautiful Poinciana's as they grow so well here and are such a stunning tree!</p> |
| <p>I don't understand why you have called this a 'wellbeing' survey. Hardly that!</p> |
| <p>I feel safe because I live north of town. If you asked me if I felt safe in town the answer would have been a resounding NO. Our tourists and residents around the park beach area are not safe.</p> |
| <p>I feel that everything these days is all about development, it seems that that's all council is on about and so is business, while I understand that it is very important, I think that it detracts from the beauty of this area</p> |
| <p>I feel that more needs to be done in the area of safety, not just for children but women and men too. The rate of crime in those areas is too high. Scary when you have children and family members living throughout Coffs Harbour.</p> |
| <p>I feel we need to support the Deep Sea Fishing Club. The staff are doing a great job and we really need somewhere like this club for locals and visitors. We go there every two weeks and feel more is needed to help this business thrive. I also think development in and around Coffs Harbour needs to be encouraged not discouraged, as I feel it is now. As a family of three with three local businesses between us and employees who rely on our businesses for an income, I feel new development needs to be ongoing.</p> |
| <p>I like our community as it is.</p> |
| <p>I often choose to walk into town or to work rather than drive and I live within 10mins walk from the city centre but the lack of lighting makes it feel very dangerous at night as well as a lack of footpaths on streets so close to town for example king street and Pitt street. The city centre at harbour drive also doesn't feel so safe at night because the restaurants don't stay open. Moonee street has a good feel although it's limited by the space available on the footpath. Coffs often has some great things to do like the Friday night food markets and shows at the theatre but public transport to and from these events is non-existent so this forces people to drive which can be inconvenient on a night out if you would like to have a glass of wine.</p> |
| <p>I really feel the Council doesn't listen to the community on a lot of matters. Also Council seems to undertake worthless tasks...i.e. the recent work on the Coffs Creek Track (the N/E end that was to remain basic) many, many man and machine hours has left this section looking like ""clear fell""Wasteful, unnecessary and an eyesore for many months.</p> |



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| I would like to see a dedicated entertainment space or at least the Conservatorium finished for use |
| I would like to see a dedicated Senior Citizens Centre established, not just for bowls or bingo, but a one-stop information centre about services for seniors available locally, that also organises group bookings to interesting events. I would also like to see better community/public transport made available to seniors in outlying areas to allow them to get into Coffs/attend appointments etc. |
| I would like to see a greater representation of our vibrant multicultural communities in the commercial district. An inclusive environment is a healthy one...The Palm Centre lacks heart and soul- too commercial. Places like Happy Frog- link to the community and people feel good when they go there...more of that is needed. Homeless people need a place to sleep. The arts centre needs to be built. We need a facility for international live performances. Bring another Community Garden closer to the centre of town- why not have one right next to the Skate park? (It warms the heart to see people enjoying the skate park it would also be great to have a community garden where it can be easily seen. I love the round-about- they make me feel good and an aesthetically pleasing environment uplifts. Research shows that wellbeing is enhanced when people work towards shared goals that are bigger than themselves-school bands, community choirs, shared murals, mosaics, art-making are all products of these kinds of collaborations and improve community well-being. |
| I would like to see financial support to keep the Whoopi pool open over winter, with (advertising) support encouraging mature age people to take up water exercising. Fitness and good health are more difficult to maintain during winter. Gymnasiums are very expensive for pensioners. |
| I would like to see more community get together. Like family bbq's for special occasions etc. On days like Australia Day |
| I would like to see more environmental awareness and more stance on development affecting the environment. Our great asset is the beautiful area in which we live so let's not ruin it! It can only improve tourism and community enjoyment. Let's lead by example. |
| I would sincerely like to see all the undergrowth removed from the Jetty Foreshores and beside the road along the beach areas and replaced with bbq tables etc. Leave the trees, but make nice grassed areas underneath instead of the rubbish which is there now, which encourages ticks, rats etc., and blocking the view to our lovely Harbour. |
| I'd love to see a Parkrun up and happening in Coffs Harbour. It's a great community event and brings people into the area as well as promoting community health and wellbeing all for very limited expense. |
| Improve athletic facilities. The area caters for football & other sports but has no athletic facilities at all. For a regional area of this size it is not good. |
| Improve parking facilities around Coffs Harbour. Design roads that will be useful into the future - not just roads made for our present population. |
| Improve public transport especially from northern beaches |
| IMPROVE STANDARD OF DRIVING |
| Improve the interconnection of recreational cycleway. Continue the upgrading of the Jetty foreshores. |
| improved arts and cultural facilities |
| Improved public transport particularly to the northern beaches. An improved space & location for the CH Regional Gallery plus with added facilities, gallery shop, cafe etc. (like Grafton Regional Gallery) which is a lovely place to go on a weekend. More parks with play equipment for children to be added to the housing estates should be a prerequisite for any Development approvals plus more mature trees to be left as part of developments. Life guards for Arrawarra/ Corindi beach during the peak summer season. A reduction in speed (40kms or less) for Arrawarra Beach road as there are no footpaths and locals and visitors have to share the road with the multitude of cars, buses and trucks that come in at excessive speeds. More cultural events, Coffs Harbour would be the perfect location for a ""Sculptures by the Sea"" (like Sydney's Bondi to Bronte each year). Improved facilities (particularly for children) for the Woolgoolga area to service the growing community. |
| Improved public transport to enable social attendance where we can enjoy a few drinks and be able to get home easily without it costing a fortune. |



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| <p>Improved weekend bus services in the northern beaches eg, Woolgoolga to Coffs and return. More regular mowing and maintenance of beach accesses and parks surrounding them particularly in the northern beaches area. Now that the Woolgoolga to Coffs highway has been completed for some time now, there seems to be very little roadside maintenance along this stretch. Vegetation and rubbish along the highway and on exit and entry ramps is very unsightly and not a good impression for visitors to the area. The northern beaches would love more curb and guttering, footpaths and the footpaths that are scattered around the suburbs to be maintained more regularly. Some streets in older sections of the northern beaches have very limited street lighting and if there is street lighting maintenance is limited. Maybe a survey for all residents of particular areas of Coffs could be consulted on issues that are relevant that directly concern their living environment eg. I live in Sandy Beach and all of these issues are relevant to this area, they don't necessarily relate to Coffs central or Coffs as a whole, it's more about your immediate surroundings.</p> |
| <p>Improving public transport to areas west of Coffs Harbour for those families who don't have access to vehicles</p> |
| <p>Include the population west of the city centre as part of the community and not as aliens from a million miles away</p> |
| <p>Infrastructure , development of jetty foreshore</p> |
| <p>Install footpaths around local streets. I care for my 2 grandchildren and try to take them for walks. It is annoying to have to drive somewhere to walk as walking on the side of the road is too dangerous with a toddler and baby.</p> |
| <p>Invest in more business coming to Coffs region to create jobs ,</p> |
| <p>It is essential to introduce a long term planning for the region. Most NSW and Australian towns including Coffs Harbour have been developed without reference to a long term vision, or an overall concept for strategic planning. In some cases, development has proceeded without appropriate engineering input. While, in the past, this approach may have worked for small settlements, it is clearly inappropriate for Coffs Harbour 2016. It is also necessary to note that planning of NSW towns and cities including Coffs Harbour Region has not been integrated with population projections for Australian States or with population projections for the nation of Australia. The above is true despite the fact that the ABS has projected Australian population for 100 years (ABS, 2008). And yet, unfortunately, such projections have, so far, not yet been properly considered and have not yet been integrated into the planning of our towns and cities, including long term land use planning and planning of related infrastructures. This situation demands to be rectified. It should be noted that the world population has been projected subject to uncertainties related to the next period of 50-100 years. The following accuracies have been considered; i) projections for the current period up to next 50 years, ii) projections which include uncertainties for the next period of 50-100 years, and iii) speculation for the period beyond 100 years. Scientists who have analysed climatic changes have also adopted the time horizon of 100 years [IPCC, 1996]. On the basis of the above, it is considered that any town or city with current population greater than 20000 should be planned with a vision for the next 50 years, at least, and should be provided with a master plan of future development. The selection of a population of 20000 is arbitrary and could be changed following consideration by DSS. However, it must also be acknowledged that a master plan and a vision for future development are essential documents for land use planning, the development of infrastructure within towns, the development of state facilities such as highways, railways, airports, power transmission lines, dams, schools, hospitals and recreation areas etc. Such master plans should also be supported by master plans for infrastructure systems (water and sewerage systems and creeks) should form the basis of logical staging of the development of strategies and policies for more detailed land use planning. Master plans for infrastructure systems should show major transport corridors, and major transmission pipes for water and sewerage systems, as well as selection of sites for future water and sewage treatment plants and sites for other major infrastructures. Master plans should also include strategies for protection from future increases in sea levels, where applicable. And, further, such master plans should be the basis for the designing of culverts and bridges to avoid backflows and inundation to properties, which may be built in the future. It needs to be noted that most floods are</p> |



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| <p>manmade due to lack of proper planning I have been a resident of Coffs Harbour for the past 17 years. The Coffs Harbour Region is a good example of a city in which integration of disciplines should have been introduced many years ago. In fact, the Coffs Harbour region clearly illustrates the result of neglect of many principles referred to in this submission. In my opinion, the consideration of the above issues should allow to conclude the need for integration of the population growth and the development of long term master plans. Bridges on the Pacific Highway at Coffs and Newport's Creeks have been constructed without consideration of the fact that urban development could take place upstream, which would mean that land use would be changed. However, neither creek bed has been widened to accommodate the additional flow which has been generated by the new urban development upstream</p> |
| <p>It would be good to stop the destruction of our beautiful grazing land just so that greedy Indians can get richer and poison our land, use and poison our water, and kill our animals. Stop destroying the land between the highway and the beaches for money, there are animals and birds and insects there. >:(I am sickened at the thought of the land opposite and down a bit from our airport being raped and destroyed, yet again, so some already rich, greedy persona can get richer. Disgusting!!!! Wake up Coffs harbour!</p> |
| <p>Just feel very blessed to live in an amazing place of such natural beauty, so maintaining the national park areas and keeping waterways clean is very important. I do think the library resources (books, DVDs, magazines) could be improved - compared to the Gold Coast where my niece is a librarian, ours is current resources poor.</p> |
| <p>Keep 4wd beach access FREE.</p> |
| <p>Keep being inclusive with the community and make sure roadways leading down to the local beaches are safe to walk on when cars are travelling in both directions. The road to Mulloway beach is an accident looking to happen, especially when school holidays. Especially going around the bends and trying to negotiate a pram and children.</p> |
| <p>Keep promoting the area Australia wide and internationally. Improve the roads, we live in a lovely area, let's keep it beautiful and welcoming to all. We need more business and we need to be attractive to new businesses.</p> |
| <p>keep up the good work</p> |
| <p>Keep up the good work, i.e. communication and listening to the community</p> |
| <p>Keep walkways pathways cycle ways clear of weeds and overgrowth so it can be enjoyed by all, year round and not just when the tourists are here come!</p> |
| <p>Lack of efficient and affordable public transport in not of L.A. area needs to be addressed</p> |
| <p>LEAVE THE HARBOUR HOW IT IS</p> |
| <p>Less bureaucracy, and less Rangers!</p> |
| <p>Less Coffs and more attention to other areas in the northern beaches. Lower the speed limit on highway between emerald Beach and Woolgoolga.</p> |
| <p>Less development. More protection of the environment</p> |
| <p>Less emphasis on everything having to make a profit i.e. updating the City Centre seems profit oriented despite there being so many empty shops, in a couple of cases, whole arcades are empty which is very depressing when trying to promote Coffs as a go-ahead vibrant community.</p> |
| <p>less Sudanese gangs at night and kids not playing on the road</p> |
| <p>Like Wollongong - have a free green bus (perhaps only in peak tourist times) which get people from plaza to Jetty to City Centre</p> |
| <p>Limit the population to maintain the peaceful character of Coffs Harbour - stop the urban sprawl. Keep population in town where the services are. Clean up our town - the rubbish on our streets is disgraceful, third world.</p> |
| <p>Listen more to the community after all they elected you. A good example is the Fishing Club.</p> |
| <p>Listen to the residents and small businesses more rather than the few loudest voices that always want their way</p> |



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| Local council & governments should promote work for the dole programs. Working & being involved in the community gives a sense of achievement & belonging. As a community we support, provide & give too much free reign for those non-contributing residents. I live next door to a family (3 sml children) neither work, the children are in daycare from 8.30 till 6pm when i arrive home from work they are being picked up. Other working members of the public are unable to get childcare because the system is clogged with too many government assisted free loaders. They have two red bins never use the recyle or green waste & regularly use other neighbours bins for there over production of rubbish. This lifestyle is all too apparent in Coffs Harbour & should be more closely monitored. Why should i we paying for these freeloaders????? |
| Local member needs to exert pressure to expedite Coffs highway bypass as when adjoining upgrades are complete Coffs traffic bottleneck will result in significant driver frustration endangering local Coffs community (in particular pedestrians). |
| Long-time residents especially retirees are finding it increasingly difficult to stay in their homes due to rate increases and now have to endure another. Very sad. |
| Love it here |
| Lower rates and less corrupt/more transparent council. |
| Make Coffs a safer place, one which allows people to walk freely and not be harassed or feel intimidated by congregations of people in (no alcohol) parks and other public areas, during the day and also at night. |
| Make it safer for God sake. It's become ridiculous |
| Make some Beaches Dog Free, this will allow people and children to enjoy the beaches without fear of being mauled, bitten and treading in dog poo. |
| Many egg Putting exercise stations at intervals along the Jetty Walking paths |
| Many members of the public can't afford to attend many activities and events due to the high cost of living and now higher rates. We all pay rates but only high income earners have the pleasure of attending organised events. Is it true that many government bodies (Health NSW, Council, Centrelink etc.) have a scheme for their staff members to attend any gyms and other fitness outlets for free of charge? If yes, how is it that those who can afford it, get if for free and those who can't afford, go without. As a volunteer tutor for 'Coffs Harbour Education & Recreation Program', I have a waiting list of people wanting to join affordable classes of Yoga, Tai Chi and Aqua fitness. These people can't afford to attend private outlets. Sadly, the average wait to get a placement into a class is 2 years. My partner is a keen swimmer but it's too costly for him to attend the Memorial Swimming Centre on a regular basis. Well-being isn't always affordable. |
| Maybe a transport / Bus service for the elderly to the Beautiful Fissures area once per fortnight to admire such Beauty. This would be great for them to picnic & meet others. (Month / 3 months)?? |
| Meet council members, open meeting once a month to get to know who and what they stand for. |
| Mental health unit for people who are under eighteen years old as we do not have one in Coffs. |
| More ""village"" spaces ,eg corner shops, in the housing developments for suburban dwellers to congregate. |
| More activities for seniors, maybe but on the whole I am very satisfied living in Coffs/Woolgoolga |
| More activity and in city centre... Concrete blocks at southern break wall, could be offered to local artists, to be painted or tiled to make the walk more interesting.... Also a food stall market on weekends at southern break wall ... |
| More arts and culture and nature. Very disappointed with Pioneer park decision. |
| Brighter signage on streets that lead to start of walking tracks. Promote walks thru radio 2air-fm for older generation info on regular basis continue to upgrade bike tracks to wide concrete surfaces i.e. link road Use solar lighting on high poles for currently dark walkway along new northern hogging drive Plan for paved cycleway and footpaths into new subdivisions as Coffs expands Plan for WIDE roads in new subdivisions to allow for future public bus routes Upgrade the WALK at burner park to the new lookout near the transmitter tower -well done on the work so far |
| More cameras and police presence in the City Centre Mall and around pubs and clubs at night would be very beneficial. Also there are too many empty shops in the City Centre Mall. |



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| More car parking at libraries and bus services from Northern Beaches to Coffs and return at night time to attend events etc. |
| More community events...better use of the jetty area its getting better but still needs more |
| More community events for families to attend. |
| More Community events, i.e. free live shows, music festivals etc. |
| more cultural /senior citizen events |
| More cycleway and paths Better security in Coffs at night |
| More environmental friendly / ecologically friendly development of tourism Development of clean industry that would bring employment to the area Better planning , Better architectural choices/development involvement of local artists |
| More focus on community, not on business and real estate; less money on WRC & football teams, more money & focus on environment; more welcoming and lively city centre |
| More housing to reduce residential rental and housing prices! |
| more inclusion for people with disabilities |
| More jobs and tougher penalties on the employers doing the wrong thing by their employees |
| More local free events for families struggling. So parents can do a participate in events a get invoked. In the community more. |
| more media coverage of activities happening in our area |
| More open council, they have too many hidden agendas. Generally the council staff are hard to get on with, and of my friends agree with this. |
| More opportunity for satellite areas i.e. Coramba, Nana Glen, Glenreagh etc. to have transport available for New Year's Eve and other events, so we don't feel that we are ""forgotten"". |
| More opportunity for young people to gain employment skills or experience. |
| More police presence in small towns like Sawtell where their stations have been downgraded & are unmanned. More pathways in residential areas to encourage bike riders & make walking with prams & small children much easier. |
| more public transport, an entertainment centre |
| More security around the city centre and car parks between 5pm to 6pm for women finishing work and getting to their cars. |
| More spent on roads and foot paths in west Coffs. |
| More street art and music |
| More up market outlets and venues in the city centre. More attractive walks down by the marina and coffee shops without destroying the flora and fauna so done in a way that includes a pleasant area for everyone. Also for tourists attracts more trade and jobs for locals. More information around town with local events. Also some cultural interests including music and dance. Hope this has been helpful. |
| More work opportunities for the unemployed. |
| My only concern is advertising regarding any future events. Perhaps there could be more. |
| N/a |
| Need picnic tables and toilets down near the jetty area /quarry |
| needed is a central building for library, art gallery meeting place and theatre |
| Needs to be safer. |
| No, we have lived here 30 yrs. and have been grateful to have our kids grow up here. And now our grandchildren. |
| Our communities people's ideas must always be taken into consideration no matter how large or small they are."" from little things big things grow. |
| Our environment is the key. It attracts the tourists and also workers. Unless Coffs harbour maintains its environment and looks attractive, it will spiral down. |
| Outdoor concert events would be a nice addition |



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| Outdoor fitness equipment along the Coffs Creek track and/or jetty foreshore areas would be great! |
| Parking is usually a problem, I don't feel like going to town, but am forced to attend medical appointments. There is a shortage of passive recreational parks and open space, not good for mental health, cut funds to the Stadium and spend it on the unconnected ratepayers... Natural creek, stream, ocean water views are restricted. The above waters are difficult to access to touch the water because of right of way. The Jetty precincts visual amenity has been absolutely ruined and falsified. It looks artificial, and gets very hot in summer, not good for mental health. Fresh food like salads at small outlets is of a poor (unwashed) standard and is sometimes questionable. Footpath maintenance is not up to date. More paths needed. The attitude of people who control activities in Coffs is OK for a one-off visit but becomes challenging if you wish to join in. Coffs Harbour is ruled by cliques and many people give up because of the energy required to attempt to join in. It's safer, easier, better for one's mental health to stay away, according to my conversations and experience. |
| Parking spaces" "is a problem near memorial swimming pool, library and Centrelink and got services and near meals on wheels |
| perhaps more attention to the natural environment - more funding for climate change |
| Perhaps more information about what is going-on in Coffs and what aspects of the community are available for residents to be involved in. The Council website is good value, but one has to make a conscious effort to look at it. Having sites around town which advertise the Coffs Community would be helpful. Using existing features such as the Botanical Gardens, Library/Gallery, for example, as well as having displays in Coffs Central, the Plaza and Jetty. The Information Bureau on the highway, for example, is only purposefully visited by tourists. Half a page in Saturday's Advocate would also bring activities to people's attention. Such information is often in the Advocate, but you really have to look for it. I think we could project the idea of 'community' a lot more forcefully and effectively. At the moment you have to really go out and search for it. |
| Plant more flowers in the roundabouts as they are starting to look sad. |
| Please can we remove the highway traffic from the centre of our city as soon as possible! Noise and air pollution, safety for all - pedestrian, local traffic and cyclists. It destroys the 'feel' of the town centre also and traffic is getting heavier all the time. |
| Please increase the number of bus times between Emerald Beach and Coffs Harbour, and encourage people to take the buses, so the bus companies and/or the government doesn't lose money providing this service. With about the same number of people as the Coffs Harbour area, and spread out over a similar amount of land, Darwin has 1 bus every 30 minutes! |
| Pretty happy with present. |
| Privatise the Botanical gardens and extend the opportunity to have a huge marketing campaign to use the facilities there for commercial events such as weddings, breakfasts, corporate lunches and dinners. Seek corporate sponsorships. This should raise funds to support the gardens. Check out how Coffs Harbour Golf Club is run (it has very high maintenance costs) and how it has brought in corporate and commercial events to raise funds. More sponsorship and promotions could be organised in the regional art gallery to attract funding. |
| Provide a tailor made performing art and gallery space to attract quality artists with decent acoustics and space to perform |
| Provide basic facilities such as kerb and guttering, footpaths and bus shelters. Re the City centre precinct, the shops along Harbour Drive should be open more often in line with the shopping centre |
| Provide more and better services for those who live outside Coffs but pay the same rates as those who get to enjoy Coffs city. |
| Provide more continuous mountain bike trails through the bush lands. Provide cigarette butt bins (with water at headlands etc.) Provide green sound and visual barriers between highway and industrial areas and the main centre of Coffs harbour. Pedestrianize larger areas to keep cars out and provide safer zones for families and recreation. Highway noise is increasing provide more sound barriers vegetation especially on the south approach .plant out open paddocks and barren land snot used for agriculture. Improve water way |



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| filtration from industrial areas and domestic run off. and generally enhance Coffs to be an amazing rural city - not a city |
| Provide more youth focused events and services. The skate park was finally a fantastic addition, maybe another one towards the North Coffs areas. Also maybe look at Liverpool mall, they have a water feature, a giant chess set adding these either down at the jetty area or in Coffs Central area I think would be a bonus. I also think shops/cafes closing early on a weekend is giving the town a ghost like appearance to travellers and locals. |
| Public transport (bus services) expensive Buses going through Coffs do not have links to railway station |
| Public transport has to be a high priority and then a cultural centre, covering theatre and art. |
| Public Transport needs to be more often and more affordable . More Pathways in Woolgoolga |
| public transport timetables that suit working hours |
| Putting on more live entertainment for all ages. Have a BBQ day for all residents of Coffs welcome. |
| Rates should be spent on local community not on tourist activities that do not aid the general ratepayer. |
| Reduce alcohol serving hours |
| Remove the graffiti promptly and improve the maintenance of facilities in our parks and reserves. |
| Small subsidies/ concessions to central city restaurants and eateries which remain open until 9-30 pm during daylight saving or anything else that helps to keep the city central alive after 5 pm. Also, as relatively new to Coffs Harbour, I believe that Park Beach Plaza looks as though it has been discriminated for to such an extent that Coffs Harbour Central looks as though it has been actively discriminated against. |
| Some of the cycle paths do not continue on and link up with others, they just end, and some walkways and paths need to be improved , drainage and maintenance etc. |
| Still waiting for an entertainment centre. Restaurants could open later in the summer in the city centre. Buskers etc. at night in the city centre in the summer months. Bike tracks could be safer on public roads. |
| Stop catering for the elderly. Young people want to be able to walk where they can see the water. Not the back of dunes. We live on the coast but there is nowhere to go and have a cheap family meal and look at the water. Go and have a look at Port Macquarie and what they have done along their coast line. |
| Stop destroying all the natural environments and commercialising the town. Pioneer park and the fishing club are 2 prime examples of poor decisions from our council. For shame |
| Stop putting our rates up! We pay more than any of the cities and it's almost impossible to keep Owning your own home in Coffs |
| Stop spending money on useless crap like Art |
| stop wasting money on gardens in roundabouts it defeats the purpose of the roundabout you can't see the traffic |
| Stop wasting money on non-essential items and redirect the funds where it is most needed. Example: There was no need to spend thousands of dollars on signage for the Karangi Dam and the water processing plant. |
| Stop wasting money on the city centre and focus on the jetty foreshores!!! Also we do not need an entertainment centre there are more important projects to spent money on |
| Stop wasting rate payers money on operating your rate payer funded ""private"" business to compete against local businesses. |
| Street lights in dark streets. Road crossing on Corcoran St for school hours. |
| Support for seniors, more bicycle paths in the Sandy Beach area, preservation of our parks and continued funding for the Botanical gardens. |
| Support the arts and help with funding for smaller art galleries to survive and continue providing the community with local artists. Not everyone is in to sport. |
| Tell council staff to reply to all correspondence and not just ignore it when they don't wish to solve a problem. |
| The approval of fuel stations beside Coffs Creek tributary is an indication of a lack of real environmental interest. |



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| The Coffs council should listen to what the people want not what they want also Coffs has gone downhill larger crime rate fix it |
| The combination of pedestrian and cycle activity on the same path is particularly dangerous for older people and near serious accidents have narrowly been avoided. A major incident is waiting to happen. |
| the council could listen to the people |
| the council should canvas more opinion like these surveys |
| The cycle paths are nearly non-existent. There is no safe way to cycle from Coffs Harbour to the Northern Beaches. Once you get to the Big Banana there is no safe option. The playground facilities at Emerald Beach are in urgent need of upgrading. |
| The field at York Street is wonderful but the surrounding area is full of rubbish, lounges, broken prams, cupboards, dirty nappies etc. |
| The highway through town has always been a problem; a problem for driving; for walking and noise pollution. Get it done! It's never going to get cheaper. |
| The ladder at the jetty the kids use is broken and dangerous. Needs fixing as this is very popular and the kids love it? Make it safe |
| The library and art gallery being enlarged is a good idea and, in the long run, having a larger cultural centre like Port & Taree have would be so good. |
| There is much division between drivers and bike riders in the community. Our environment is so beautiful and our climate so mild, more bike riding should be considered. I feel this would encourage a better community feel. |
| They need to clean up the skate park the language that is heard they is a disgrace and the smoking at it as well How about more exercise equipment like the one installed near the skate park. |
| Think ahead. Don't keep working of old projects that don't seem to have solutions. Use the millions of \$\$ to think outside the box and solve these ongoing problems instead of spending so much on beautification. Oh, & our round about are so wrong that we are a laughing stock!! |
| Toilet blocks around the CBD are disgraceful. They need to be cleaned more regular. Fitzroy Oval being the worst. |
| Too much crime like break and enters, feeling very unsafe. We have been robbed 2 times while we r at home at it makes it hard to feel relaxed. Also limited footpaths making going for walks around the neighbourhood with children and pets very difficult. Something like a rolling community Street party could help get people out and meet others |
| Train service schedule to Brisbane and Sydney needs to be improved so that they are commuter friendly. |
| Treat Woolgoolga as an equal, not a second rate town. CH and Sawtell dominate. Wrong, I pay my rates for below standard infrastructure!!!!!! |
| Turn the old Bunnings site into a multipurpose entertainment centre. |
| Upgrade the cultural venues e.g. bigger art gallery which could be incorporated with a suitable civic centre. |
| Venue for eisteddfods, shows act |
| Very satisfied with Council objectives & activities. |
| Walking in Coffs Harbour is available and accessible, I do not feel that many potential walks are promoted or publicised as a public promotion for visitors and locals. Cyclists are usually considerate of walkers but would love an area to be ""walkers only"" such as the Marina walk to Mutton-bird. |
| We do these surveys in good faith, but honestly feel that it is all in vain. Our opinions are not really of interest. Have lived in Coffs Harbour for 70 years because it is the best place. Please respect it. |
| We need an arts/cultural centre. We (and many many friends) travel to Port Macquarie regularly for decent performances. That's a lot of money being list from Coffs |
| We need an Entertainment Centre. The Yacht club needs to be accessible for people with disability. |
| We need to bring big business to town |
| we need to do more for the homeless re cheap housing |



| |
|---|
| We need to keep upgrading and improving our public facilities. Roads and parking are getting busier and harder. |
| We need to vote for someone other than the National party representative. Then perhaps money would flow into the town and we might even end up with a bypass. As it is we are at the end of the line for consideration. |
| We need/deserve to have more high profile events here; eg's NRL style matches, State cricket matches, concerts (not just for teenagers). |
| We really need as venue where large concerts, plays, productions can be staged. We miss out, even Port Macquarie has something, and we have nothing. We also need to open up the Jetty foreshores. The vegetation that has been planted there is not a natural occurring landscape, so why not remove it so we can see the ocean. |
| Wellbeing should not be inclusive to Coffs Harbour. It should include all surrounding areas. |
| Well you asked whether I had volunteered for community service. You didn't ask about those who make thousands or tens of thousands of dollars to those community groups to allow them to carry out their service. You need volunteers but you also need money and doesn't always have to be government money which comes with way too much baggage |
| What is council doing for people with disability as the ndis is still a long way off here. |
| Why keep changing the Mall |
| Wider streets to prevent slums of the future. In W'ga clear pool/ambulance block for a properly designed garden - not designed by Council. |
| Woopi is the forgotten area. 1. Complete cycle track from high school to Coffs with particular attention to the link to The pines van park. 2. Provide better public transport especially at weekends. 3. Provide transport links from / to airport and or railway. Provide longer term secure parking at railway. 4. Provide footpaths in west woopi 5. Improve the park opposite Woolworths. |
| would like to see the local roads and highways free of litter and garbage |
| Would love an upgrade of the Coffs playground like tamworths new playground . We're in a new development in mimiwali drive and would like it be compulsory in new estates for a small park to be built |
| Would love to have a proper entertainment centre, not having to go where there are pokies, proper facilities to attract great things, and for our schools to use as well, for the arts |
| Would love to have more live theatre, ballet and musical performances available. |
| yes - coffs creek track - great track is wider now but terrible the amount of extra dirt added and the dust and asthma attack I get from going on it.....if you add dirt - compact it or wait till it rains and then add |
| Yes do spend our dollars on our retired persons to make them more comfortable and lower their rates and allow them free bus services within a 10klm area of Coffs. |
| Yes I do have a problem with the council pulling the wool over the eyes of rate payers about Coastal Works,very dishonest a civil company is funded by private company not rate payers. |
| Yes more advertising on indigenouse events and happenings and more advertising about what you can drop off at your local tip for free and more green waste vouchers with our rates each time they go up each year to get our money's worth for our increase of rates each year and increase the pension rebates for pensioners on there rates they increase the rates but forget about increasing the pension rebates for the pensioners rates thanks |
| Yes the mens resource center should get some form of funding my tafe class went there the other day and when they told us they were not paid wow |
| You're doing pretty good! |
| Young people community well-being needs to be focussed on. I grew up here with bands playing at clubs, night clubs, something on every weekend night. Not enough appropriate for young people now, so they are frustrated. |



REPORT TO ORDINARY COUNCIL MEETING

TRAFFIC COMMITTEE NO. 4-2016

REPORTING OFFICER: Traffic Committee
DIRECTOR: Director Sustainable Infrastructure
COFFS HARBOUR 2030: MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement
ATTACHMENTS: ATT1 Minutes of Traffic Committee 4/2016 held informally via electronic mail 5 August 2016
ATT2 Traffic Instruments - Traffic Committee 4/2016

Recommendation:

T.- 58 BCU Coffs Tri 4 & 5 March 2017 (IR 5375028)

Approval to close roads as follows in order to conduct the 5th Annual Approval for the 2017 BCU Coffs Tri to be held on 4 & 5 March 2017.

Saturday 4 March

- Jordan Esplanade, Marina Drive roundabout to Camperdown Street 7.00am to 6.30pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 2.30pm to 3.15pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 3.30pm to 4.15pm

Sunday 5 March

- Jordan Esplanade 4.30am to 6.00pm or earlier if competition area is clear.
- Harbour Drive, Marina Drive to Salamander Street 5.30am to 11.30am
- Hogbin Drive from the Rugby Club to Orlando Street 5.30am to 11.30am

subject to the following conditions:

1. Valid public liability insurance being held by the event organiser with Coffs Harbour City Council listed as an interested party (minimum \$20,000,000) to be submitted by 1 February 2017.
2. NSW Police approval is obtained by 1 February 2017.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.



REPORT TO ORDINARY COUNCIL MEETING

- c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
 5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
 6. Community and affected business consultation including adequate response/action to any raised concerns.
 7. Arrangements made for private property access and egress affected by the event.
 8. The local community is notified about the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
 9. That the applicant organise for the events to be listed on council's web page.
 10. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).

T.59 - Amendment – 351 Pacific Highway Coffs Harbour (The Big Banana) (6005539)

That approval be given for the installation of one 10m Loading zone and a 58m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service Road, Coffs Harbour as per plan T.31.

T.60 Temporary Road Closure - 2016/17 Sawtell Summer Sessions Markets & Entertainment (R.501520, IR 5390351)

That approval be given for the temporary road closures of First Avenue, Sawtell, between Boronia Street and Second Avenue between 4.00pm and 8.30pm for the purpose of holding the Sawtell Summer Sessions markets and entertainment on the following Thursdays:

THURSDAY, 13 October 2016

THURSDAY, 10 November 2016



REPORT TO ORDINARY COUNCIL MEETING

THURSDAY, 8 December 2016

THURSDAY, 12 January 2017

THURSDAY, 9 February 2017

THURSDAY, 9 March 2017

subject to the following conditions:

1. **A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by Thursday 29 September 2016.**
2. **NSW Police approval is obtained and submitted by Thursday 29 September 2016.**
3. **The following traffic control conditions shall also be observed;**
 - a. **Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.**
 - b. **Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.**
 - c. **All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.**
 - d. **Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.**
4. **Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.**
5. **Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.**
6. **Community and affected business consultation including adequate response/action to any raised concerns.**
7. **Arrangements made for private property access and egress affected by the event including.**
8. **Adequate provision for legal parking.**
9. **The local community is notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints**
10. **That the applicant organise for the events to be listed on Coffs Harbour City Council website.**



REPORT TO ORDINARY COUNCIL MEETING

T.61 - Coffs Harbour Triathlon Club – Triathlon Season 2016/2017 Events (6093176, IR 5364936)

That approval be given for the use of Marina Drive, Harbour Drive, Hogbin Drive, Arthur Street, and Orlando Street, Coffs Harbour on Sundays every two weeks from 6.30am – 9.30am from 11 September 2016 to 23 April 2017 to conduct the Coffs Harbour Triathlon Club events for the 2016/17 triathlon season, subject to the following conditions:

1. NSW Police approval is obtained.
2. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed.
3. Participants adhere to the Australian Road Rules and relevant legislation.

T.62 – Woopi Tri Festival 9 October 2016 (R.508400, IR 5378549)

That approval be given for the temporary road closure of Beach Street, Woolgoolga between Bultitude Street and Pollack Esplanade between 5.30am and 12.00 noon on Sunday, 9 October 2016 subject to the following conditions:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by Thursday 29 September 2016.
2. NSW Police approval is obtained by Thursday 29 September 2016.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
6. Community and affected business consultation including adequate response/action to any raised concerns.



REPORT TO ORDINARY COUNCIL MEETING

7. Arrangements made for private property access and egress affected by the event.
8. The local community to be notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
9. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
10. Endorsement of the event by Bicycle NSW.
11. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).

T.63 - Regulatory Signage and Pedestrian Crossings associated with new traffic signals at the intersection of Harbour Drive and Gordon Street Coffs Harbour

The signage and locations are shown on the attached plan. It is recommended that:

1. The R1-4 Stop signs be installed with the traffic signals on Harbour Drive as part of the intersection signalisation.
2. That the full length of Gordon Street on the western side between Harbour Drive and Vernon Street be a No Stopping zone.
3. That adjustments to parking controls in accordance with the attached plan be implemented.

EXECUTIVE SUMMARY

The Local Traffic Committee (LTC) Meeting minutes are presented to Council for approval of six items pertaining to approval for four events, one amendment to a previous traffic instrument and one regulatory signs and lines plan approval.

REPORT

Description of Item:

Issues:

The Local Traffic Committee (LTC) Meeting minutes are presented to Council for approval of six items pertaining to four upcoming events, one amendment to a previous traffic instrument and one approval for a regulatory signs and lines plan:

1. Village Sports requested that Council approve as soon as possible, their application for road closures for the BCU Coffs Tri held in March every year to assist with their application for series events to be incorporated into the Triathlon.
2. Woolgoolga Triathlon Club are seeking approval for road closures to hold their annual event in October. If the approval is delayed due to Council elections, they will not be able to comply with the legislation to advertise the closures before the event.
3. Coffs Harbour Triathlon Club start their season in September and require Council approval to stage the bike leg on local roads consistent with previous seasons.
4. Sawtell Chamber of Commerce are again hosting their Sawtell Summer Sessions Markets and Entertainment on Thursdays in October, and also require approval to advertise the First Avenue closures prior to the series.
5. Big Banana has requested a change to T.31, parking restrictions adjacent to the Big Banana as the original plan would cause congestion. These changes need to be in place before the school holidays.
6. Approval of the plan for regulatory signage at the Harbour Drive / Gordon Street, Coffs Harbour signalized intersection, including the removal of two former pedestrian crossings.

The Local Traffic Committee (LTC) Meeting minutes are presented to Council for approval of these six items

Issues:

Council should note carefully the recommendations of the LTC as they relate to the authorisation of traffic control facilities and prescribed traffic control devices with the aim to improve road safety and traffic management on local roads.

Options:

Council's delegation under the Roads Act 1993 requires Council to seek the advice of the NSW Police and the Roads and Maritime Services (RMS) before exercising their delegated functions. This is done via the Local Traffic Committee.

In cases where the Local Traffic Committee advice is unanimous, and Council intends to follow that advice, Council may authorise the implementation of the facility or device without further notifying the RMS or the NSW Police.

If the Council wishes to act contrary to unanimous LTC advice, then Council must notify in writing, both the NSW Police and the RMS representatives on the LTC. Council must then refrain from taking any action for 14 days so that the NSW Police or the RMS is given an opportunity to appeal to the Chairperson, Regional Traffic Committee should they wish.

In the case of an appeal, the decision of the Chairperson, Regional Traffic Committee is binding and final for matters under the Road Transport (Safety and Traffic Management) Act 1999.

Council does not need to notify the NSW Police or the RMS if they decide not to proceed with any proposal for any reason.

Sustainability Assessment:

- **Environment**

Not applicable.

- **Social**

The recommendations in the report serve to improve road safety and traffic flow in the Local Government Area.

- **Civic Leadership**

Objective - MA2 We have a system of well-maintained and safe roads for all users
MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement - Provider.

- **Economic**

Broader Economic Implications

Not applicable.

Delivery Program/Operational Plan Implications

Council has an existing budget for minor works associated with traffic improvements.

Risk Analysis:

The risk assessment has identified the following risks associated with the Local Traffic Committee recommendations:

- That Council fulfill its delegations as a road manager
- That Council fail to implement risk mitigation measures identified in the Local Traffic Committee meeting

To mitigate these risks it is recommended that Council:

- Consider carefully the recommendations from the Local Traffic Committee following investigation and approval of the Roads and Maritime Services and the Police
- That Council implement the recommendations to mitigate the road safety risks.

Consultation:

The Local Traffic Committee members' attendance is listed on the minutes. Most of the matters raised were requests from the community. Relevant stakeholders were consulted before the Local Traffic Committee meeting.

Related Policy, Precedents and / or Statutory Requirements:

- Traffic control facilities and prescribed traffic control devices may be authorised for use on a road or road related area, whether a public road or on private land, only by the RMS or Council.

- Traffic may be regulated for various purposes by means of notices or barriers erected by a road authority
- Section 50 of the *Transport Administration Act 1988* permits RMS to delegate its functions to other public agencies such as Councils.
- Section 53A Part 6 permits RMS to give directions to Councils in relation to RMS functions.
- The *Road Transport (Safety and Traffic Management) Act 1999*, incorporating the *Road Rules 2008* provides for a system of traffic laws relating to all vehicles and pedestrians.

Implementation Date / Priority:

Road related modifications will be listed in the works program for installation within two months of the Council meeting.

Conclusion:

Council to confirm Minutes of the formal Traffic Committee Meeting 4/2016.

Attachment 1

Traffic Committee
Electronic Minutes 5 August 2016

T.- 58 BCU Coffs Tri 4 & 5 March 2017 (IR 5375028)

Background:

Village Sports Coffs Harbour is intending to conduct the 5th Annual 'BCU Coffs Tri' on Saturday 4 and Sunday 5 March 2017.

Summary of report:

Village sports are seeking approval for road closures in order to hold their 5th annual 'BCU Coffs Tri' on Saturday 4 and Sunday 5 March 2017.

Saturday events will be conducted within the Jetty Foreshores area.

The Sunday event cycle course is from the Jetty Foreshores south along Jordon Esplanade, right onto Camperdown Street, left onto Harbour Drive, left onto Hogbin Drive, turnaround point at the Rugby Club southern boundary, left onto Hi-Tech Drive, left onto Craft Close, around Hi-Tech Drive, left back onto Hogbin Drive, turnaround point south of Watsonia Avenue, left onto Harbour Drive, right onto Marina Drive and right onto Jordon Esplanade. The same course is repeated for the second lap.

The cycle course shall be a closed road with only local traffic allowed to cross the course at designated crossings. Local residents will be able to use the parking lanes to exit their homes under SES supervision to get to the cross over points. The course will be under the control of accredited traffic controllers at major intersections and cross over points. The Coffs Harbour and Corindi SES members will control the minor intersections. NSW police officers will also be attendance at required intersections.

Village Sports have advised they endeavoured to make the cycle course safe for all triathlon participants as well as keeping the traffic flow with minimum disruption to the community.

The run will be 2 x 5km laps course around the Jetty Foreshores on closed roads under the control of accredited traffic controllers.

Proposed road closures for the event are as follows;

Saturday 4 March

- Jordan Esplanade, Marina Drive roundabout to Camperdown Street 7.00am to 6.30pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 2.30pm to 3.15pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 3.30pm to 4.15pm

Sunday 5 March

- Jordan Esplanade 4.30am to 6.00pm or earlier if competition area is clear.
- Harbour Drive, Marina Drive to Salamander Street 5.30am to 11.30am
- Hogbin Drive from the Rugby Club to Orlando Street 5.30am to 11.30am

Attachment 1

Recommendation to Committee:

Approval to close roads as follows in order to conduct the 5th Annual Approval for the 2017 BCU Coffs Tri to be held on 4 & 5 March 2017.

Saturday 4 March

- Jordan Esplanade, Marina Drive roundabout to Camperdown Street 7.00am to 6.30pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 2.30pm to 3.15pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 3.30pm to 4.15pm

Sunday 5 March

- Jordan Esplanade 4.30am to 6.00pm or earlier if competition area is clear.
- Harbour Drive, Marina Drive to Salamander Street 5.30am to 11.30am
- Hogbin Drive from the Rugby Club to Orlando Street 5.30am to 11.30am

subject to the following conditions:

1. Valid public liability insurance being held by the event organiser with Coffs Harbour City Council listed as an interested party (minimum \$20,000,000) to be submitted by 1 February 2017.
2. NSW Police approval is obtained by 1 February 2017.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
6. Community and affected business consultation including adequate response/action to any raised concerns.
7. Arrangements made for private property access and egress affected by the event.

Attachment 1

8. The local community is notified about the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
9. That the applicant organise for the events to be listed on council's web page.
10. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).

RECOMMENDATION TO COUNCIL:

Approval to close roads as follows in order to conduct the 5th Annual Approval for the 2017 BCU Coffs Tri to be held on 4 & 5 March 2017.

Saturday 4 March

- Jordan Esplanade, Marina Drive roundabout to Camperdown Street 7.00am to 6.30pm
- Jordan Esplanade from Camperdown Street Intersection to the Quarry 2.30pm to 3.15pm

Jordan Esplanade from Camperdown Street Intersection to the Quarry 3.30pm to 4.15pm

Sunday 5 March

- Jordan Esplanade 4.30am to 6.00pm or earlier if competition area is clear.
- Harbour Drive, Marina Drive to Salamander Street 5.30am to 11.30am
- Hogbin Drive from the Rugby Club to Orlando Street 5.30am to 11.30am

subject to the following conditions:

1. Valid public liability insurance being held by the event organiser with Coffs Harbour City Council listed as an interested party (minimum \$20,000,000) to be submitted by 1 February 2017.
2. NSW Police approval is obtained by 1 February 2017.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.

Attachment 1

4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
 5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
 6. Community and affected business consultation including adequate response/action to any raised concerns.
 7. Arrangements made for private property access and egress affected by the event.
 8. The local community is notified about the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
 9. That the applicant organise for the events to be listed on council's web page.
 10. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).
-

T.59 - Amendment – 351 Pacific Highway Coffs Harbour (The Big Banana) (6005539)

Background

This report recommends an amendment of T.31 from Traffic Committee Meeting of 27 April 2016 regarding on-street parking at the Big Banana.

Summary of Report

Council approved the following parking restrictions at their meeting dated 27 April 2016:

‘two 15 minute parking zones for 28m and 35m. One 10m loading zone and a 23m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service road, Coffs Harbour.

An amendment is suggested as the road was found to be too narrow for on-street parking. This can cause congestion which could affect the Pacific Highway. The Manager is particularly concerned about traffic blocking the road during peak holiday season. The 15 minute parking was installed to allow visitors to park and take photos, but the Manager will direct them to the 450 spaces to the rear of the attraction.

The amendment would read:

That approval be given for the installation of one 10m Loading zone and a 58m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service Road, Coffs Harbour.

Recommendation to Committee:

Approval be given for the installation of one 10m Loading zone and a 58m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service Road, Coffs Harbour.

Attachment 1

RECOMMENDATION TO COUNCIL:

That approval be given for the installation of one 10m Loading zone and a 58m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service Road, Coffs Harbour as per plan T.31.

T.60 Temporary Road Closure - 2016/17 Sawtell Summer Sessions Markets & Entertainment (R.501520, IR 5390351)

Background

Request for the temporary road closures of First Avenue, Sawtell, between Boronia Street and Second Avenue between 4.00pm and 8.30pm for the purpose of holding the Sawtell Summer Sessions markets and entertainment on the following Thursdays:

THURSDAY, 13 October 2016
THURSDAY, 10 November 2016
THURSDAY, 8 December 2016
THURSDAY, 12 January 2017
THURSDAY, 9 February 2017
THURSDAY, 9 March 2017

Recommendation to Committee

That approval be given for the temporary road closures of First Avenue, Sawtell, between Boronia Street and Second Avenue between 4.00pm and 8.30pm for the purpose of holding the Sawtell Summer Sessions markets and entertainment on the following Thursdays:

THURSDAY, 13 October 2016
THURSDAY, 10 November 2016
THURSDAY, 8 December 2016
THURSDAY, 12 January 2017
THURSDAY, 9 February 2017
THURSDAY, 9 March 2017

subject to the following conditions:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by - Thursday 29 September 2016.
2. NSW Police approval is obtained and submitted by Thursday 29 September 2016.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans

Attachment 1

- should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
- c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
 5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
 6. Community and affected business consultation including adequate response/action to any raised concerns.
 7. Arrangements made for private property access and egress affected by the event including.
 8. Adequate provision for legal parking.
 9. The local community is notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
 10. That the applicant organise for the events to be listed on Coffs Harbour City Council website.

RECOMMENDATION TO COUNCIL:

That approval be given for the temporary road closures of First Avenue, Sawtell, between Boronia Street and Second Avenue between 4.00pm and 8.30pm for the purpose of holding the Sawtell Summer Sessions markets and entertainment on the following Thursdays:

THURSDAY, 13 October 2016
THURSDAY, 10 November 2016
THURSDAY, 8 December 2016
THURSDAY, 12 January 2017
THURSDAY, 9 February 2017
THURSDAY, 9 March 2017

subject to the following conditions:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by Thursday 29 September 2016.
2. NSW Police approval is obtained and submitted by Thursday 29 September 2016.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.

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- b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
 5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
 6. Community and affected business consultation including adequate response/action to any raised concerns.
 7. Arrangements made for private property access and egress affected by the event including.
 8. Adequate provision for legal parking.
 9. The local community is notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints
 10. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
-

T.61 - Coffs Harbour Triathlon Club – Triathlon Season 2016/2017 Events (6093176, IR 5364936)

Background:

Coffs Harbour Triathlon Club - request approval to hold 2016/17 triathlon season events on Sundays every two weeks from 6.30am – 9.30am from 11 September 2016 to 23 April 2017. This involves use of Marina Drive, Harbour Drive, Hogbin Drive, Arthur Street and Orlando Street, but no road closures.

Recommendation to Committee:

Approval be given for the use of Marina Drive, Harbour Drive, Hogbin Drive, Arthur Street, and Orlando Street, Coffs Harbour on Sundays every two weeks from 6.30am – 9.30am from 11 September 2016 to 23 April 2017 to conduct the Coffs Harbour Triathlon Club events for the 2016/17 triathlon season, subject to the following conditions:

1. NSW Police approval is obtained.
2. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed.
3. Participants adhere to the Australian Road Rules and relevant legislation.

Attachment 1

RECOMMENDATION TO COUNCIL:

That approval be given for the use of Marina Drive, Harbour Drive, Hogbin Drive, Arthur Street, and Orlando Street, Coffs Harbour on Sundays every two weeks from 6.30am – 9.30am from 11 September 2016 to 23 April 2017 to conduct the Coffs Harbour Triathlon Club events for the 2016/17 triathlon season, subject to the following conditions:

1. NSW Police approval is obtained.
 2. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed.
 3. Participants adhere to the Australian Road Rules and relevant legislation.
-

T.62 – Woopi Tri Festival 9 October 2016 (R.508400, IR 5378549)

Background:

Request for the temporary road closure of Beach Street, Woolgoolga between Bultitude Street and Pollack Esplanade between 5.30am and 12.00 noon on Sunday, 9 October 2016 for the purpose of holding the Woopi Tri Festival.

Recommendation to Committee:

Approval be given for the temporary road closure of Beach Street, Woolgoolga between Bultitude Street and Pollack Esplanade between 5.30am and 12.00 noon on Sunday, 9 October 2016 subject to the following conditions:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by Thursday 29 September 2016.
2. NSW Police approval is obtained by Thursday 29 September 2016.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.

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6. Community and affected business consultation including adequate response/action to any raised concerns.
7. Arrangements made for private property access and egress affected by the event.
8. The local community to be notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
9. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
10. Endorsement of the event by Bicycle NSW.
11. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).

RECOMMENDATION TO COUNCIL:

That approval be given for the temporary road closure of Beach Street, Woolgoolga between Bultitude Street and Pollack Esplanade between 5.30am and 12.00 noon on Sunday, 9 October 2016 subject to the following conditions:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by Thursday 29 September 2016.
2. NSW Police approval is obtained by Thursday 29 September 2016.
3. The following traffic control conditions shall also be observed;
 - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
 - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites.
 - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event.
 - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police.
 - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons.
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner.
5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event.
6. Community and affected business consultation including adequate response/action to any raised concerns.

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7. Arrangements made for private property access and egress affected by the event.
 8. The local community to be notified of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints.
 9. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
 10. Endorsement of the event by Bicycle NSW.
 11. The event be conducted and signposted in accordance with the Roads & Maritime Services Guidelines for Bicycle Road Races (where applicable this supersedes signposting in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites).
-

T.63 - Regulatory Signage and Pedestrian Crossings associated with new traffic signals at the intersection of Harbour Drive and Gordon Street Coffs Harbour

Origin:

Traffic signals at the intersection of Harbour Drive and Gordon Street are now under construction in association with other works and are due to be commissioned in early September. This report deals with the removal of existing pedestrian crossings, signage associated with the signals and parking controls in the intersection and works area generally.

Summary of Report:

Reconstruction of the intersection has involved the removal of a roundabout and installation of traffic signals to manage pedestrian and vehicular flow at the intersection. The traffic signals will include pedestrian facilities on all four sides of the intersection which will make the previous marked pedestrian crossings on the northern leg of Gordon Street and the mid-block crossing on the southern leg of Gordon Street adjacent to Park Avenue Lane, redundant.

The existing pedestrian crossing adjacent to Park Avenue Lane does not meet current guidelines and safety objectives. Removal of the crossing will permit additional angle parking to be reinstated as indicated in the attached plan. Parking signage will also be adjusted to suit.

When traffic signals are installed it is necessary to nominate one axis of the traffic flow as the direction which will face Stop signs which become operative when a blackout or malfunction results in the signals not being operational. Pavement directional arrows will also be added to respective lanes in each leg of the intersection. Due to the location and configuration of the intersection it is not considered necessary to include signs to support exclusive turning lanes.

Parking control signage has also been reviewed. Generally, No Stopping signs will be reinstated around the intersection and the location of parking control signs has been adjusted to suit changes to location of parking bays etc.

Attachment 1

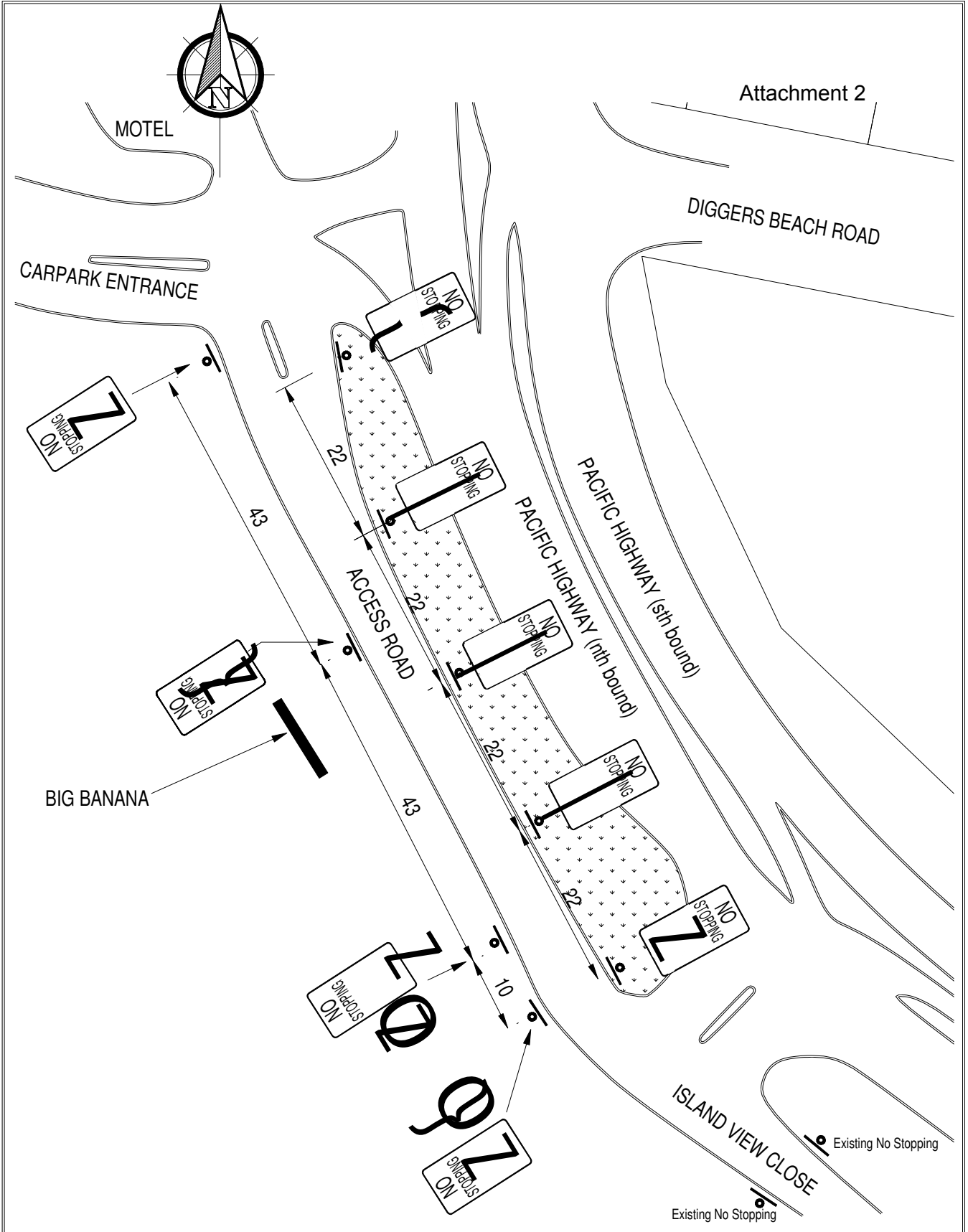
Previously, the western side of Gordon Street from Harbour Drive to Vernon Street included a section of angle parking on the western side in addition to two traffic lanes. The angle parking has been deleted from this section and two northbound lanes maintained. Therefore, it is necessary to install No Stopping signs for the full length of Gordon Street on the western side from Harbour Drive to Vernon Street.

RECOMMENDATION TO COUNCIL:

The signage and locations are shown on the attached plan. It is recommended that:

1. The R1-4 Stop signs be installed with the traffic signals on Harbour Drive as part of the intersection signalisation.
2. That the full length of Gordon Street on the western side between Harbour Drive and Vernon Street be a No Stopping zone.
3. That adjustments to parking controls in accordance with the attached plan be implemented.

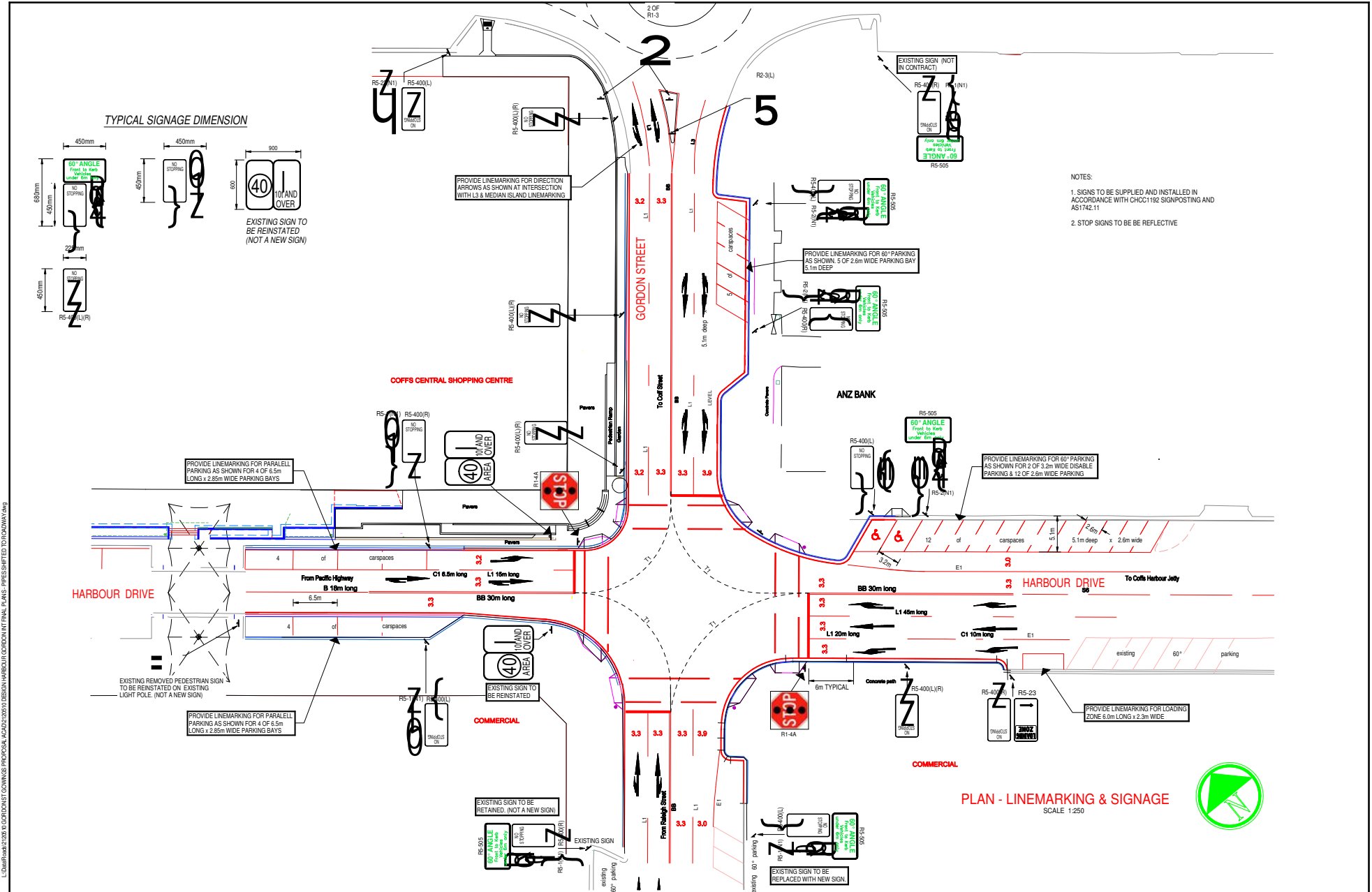
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NOTES:
 Installation of two 15 minute parking zones for 28m and 35m. One 10m loading zone and a 23m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service road, Coffs Harbour, as per plan



TRAFFIC INSTRUMENT
T.31-2016
 No Stopping, 15 min Parking & Loading zone
COFFS HARBOUR (Big Banana)



NOTES:
 1. SIGNS TO BE SUPPLIED AND INSTALLED IN ACCORDANCE WITH CHCC1192 SIGNPOSTING AND AS1742.11
 2. STOP SIGNS TO BE REFLECTIVE

PLAN - LINEMARKING & SIGNAGE
 SCALE 1:250

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| (C) COPYRIGHT The design and details shown on these drawings are applicable to this project only and may not be reproduced in whole or in part or be used for any other project or purpose without the consent of COFFS HARBOUR CITY COUNCIL with whom copyright resides. | Datum: A.H.D Grid: GD84M(GA) Origin: SSM | Survey BS/LM JUNE 2016 Designed CW 08/16 Drawn BS 08/16 Checked PM - Status CONSTRUCTION Works No: 32666-4 | SIGNED APPROVALS ON ORIGINAL Design Manager P.Meredith Drawing Status: Unless there is an approved signature hereon this plan it is not for construction | COFFS HARBOUR CITY COUNCIL Locked Bag 155 Coffs Harbour NSW 2450 Ph (02)66484000 Fax (02)66484477 www.coffs Harbour.nsw.gov.au coffs.council@chcc.nsw.gov.au | SURVEY AND DESIGN BRANCH | HARBOUR DRIVE / GORDON STREET INTERSECTION | Council Plan No. 2120510 |
| | Reference Plans: 0 ISSUED FOR INFORMATION Rev. Amendments Chk'd Date | | | | | SCALES 0 1 2 3 4 5 10 15 20 25 1: 250 | Sheet 30 of 31 |
| | Rev. 0 Date 12.08.16 | | | | | Size A1 Rev. A | HARBOUR DRIVE / GORDON STREET INTERSECTION REDESIGN FOR SIGNALISED INTERSECTION LINEMARKING & REGULATORY SIGNAGE PLAN HARBOUR DRIVE. COFFS HARBOUR CBD |

WARNING - DO NOT CONSTRUCT FROM THIS PLAN UNLESS SIGNED AS APPROVED