

Coffs Harbour City Council Integrated Planning and Reporting



2012/2016 Delivery Program Six-Monthly Progress Report 1 July 2012 to 31 December 2012

Adopted at the Meeting of 28 February 2013

www.coffsharbour.nsw.gov.au

Prepared by:

Ian Cameron

Corporate Planner

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INTRODUCTION

This report provides an overview of the effectiveness of Council activities in *implementing the strategies* and *achieving the objectives* of the *Coffs Harbour 2030 Community Strategic Plan*. It refers to the period 1 July to 31 December 2012.

Council's Quarterly Performance Reporting helps to measure the implementation of *strategies*; using Performance Planning software, we are able to track the progress of projects and ongoing activities (measured by KPIs) in the 41 Services set out in Council's Operational Plan. This measures "outputs" with the assistance of traffic lights and performance percentage figures.

To assess our progress in achieving *objectives*, we need to take a broader view of the combined impacts of Council activities in delivering "outcomes". Interim "Objective Measures" are included in the 2012/2016 Delivery Program to assist this process. Long-term, community/sustainability indicators will soon be in place for Coffs Harbour 2030. A detailed review of Delivery Program and Operational Plan measures is now underway to create a more effective platform for meeting Council's 6-monthly reporting cycle requirements under the NSW Government's Integrated Planning and Reporting (IPR) Legislation.

There are 41 Objectives in the 2012/2016 Delivery Program. Managers have been asked to provide comments on the contribution that their Services have made to the achievement of those Objectives during the period.*

A 'traffic light' status and achievement percentage shows the year-to-date progress for each specific Project identified in the Delivery Program for 2012/2013.

The 'traffic light' system (generated by the Performance Planning software) uses colour codes to represent the performance status of a Service or project. Green represents "On track", Amber represents "Manageable" and Red represents "At Risk". Consult Council's Quarterly Performance Reports for commentary that explains individual results at Service or project/service level.

(For background information, excerpts from the Department of Local Government's **Planning and Reporting Guidelines for Local Government in NSW – 2010** – detailing requirements relating to Delivery Plans – are reproduced on page 3 of this report. For more detail on the structure of Coffs Harbour City Council's Delivery Program and Operational Plan, see DP/OP excerpt **How to Read the Delivery Program and Operational Plan** on pages 4 and 5 of this report.)


The *Coffs Harbour 2030 Plan*, Delivery Program and Operational Plan (and associated Integrated Planning and Reporting documentation) can be accessed at Council's website: www.coffsharbour.nsw.gov.au

* In some instances, the absence of baseline/benchmark data limits Council's ability to comment on any change in status in regard to the Objective. The establishment and review of appropriate baseline/benchmark data is a process that is being considered as part of the development of community/sustainability indicators for the *Coffs Harbour 2030 Plan*.

SAMPLE: 6-MONTHLY PROGRESS REPORT

1 Learning and Prospering - (Director, City Services)		KEY	
2	THEME: Learning and Prospering (We are a prosperous and learning comm	1. Theme, Responsible Officer	
3	OUTCOME: LP1 We are recognised as a model of sustainable business and i	2. Delivery Program Theme	
4	OBJECTIVE: LP1.1 Our businesses and industries are future-driven, smart, in	3. Delivery Program Outcome	
5	OBJECTIVE MEASURE: Incorporating the results from Council's implementat	4. Delivery Program Objective	
	which Coffs Harbour's businesses and industries are future-driven, smart, inno	5. Council Objective Measure	
6	As facilitator and advocate, Council has continued its role in working together v	6. 6-Monthly Report for Jul-Dec 2012	
	National Broadband Network (NBN) includes Coffs Harbour. This has contribu	7. Service/s serving Objective	nt to
	number of innovations and business concepts.	8. Service within Theme	
	Council Services that contribute to achieving this Objective:	9. Delivery Program Project 2011/2012	f the
7	S07 ECONOMIC DEVELOPMENT	10. 6-Monthly progress report	a
		11. Project - Operational Plan 'Traffic Light'	
		12. Project - Percentage complete for year.	
	S35 CARAVAN PARKS & STATE PARK		

Learning and Prospering – Projects 2012/2013

8	Service	Project	Status	Percentage complete	12
	Airport	9 Airport Runway Overlay (P350.07) Design plan completed. 10 Supervising Engineer appointed. Tender documents prepared.	11 	25.00	

EXCERPT: DLG PLANNING AND REPORTING GUIDELINES FOR LOCAL GOVERNMENT IN NSW – 2010

The Delivery Program

This is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program replaces the former Management Plan requirements. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Local Government Act 1993

Following is a summary of the requirements of section 404 of the Act:

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.

A council must prepare a new Delivery Program after each ordinary election of councillors to cover the principal activities of the council for the 4 year period commencing on 1 July following the election.

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.

How to Read the Delivery Program and Operational Plan

Council's Delivery Program and Operational Plan have been structured to match the Themes, Objectives and Strategies of the *Coffs Harbour 2030* Community Strategic Plan.

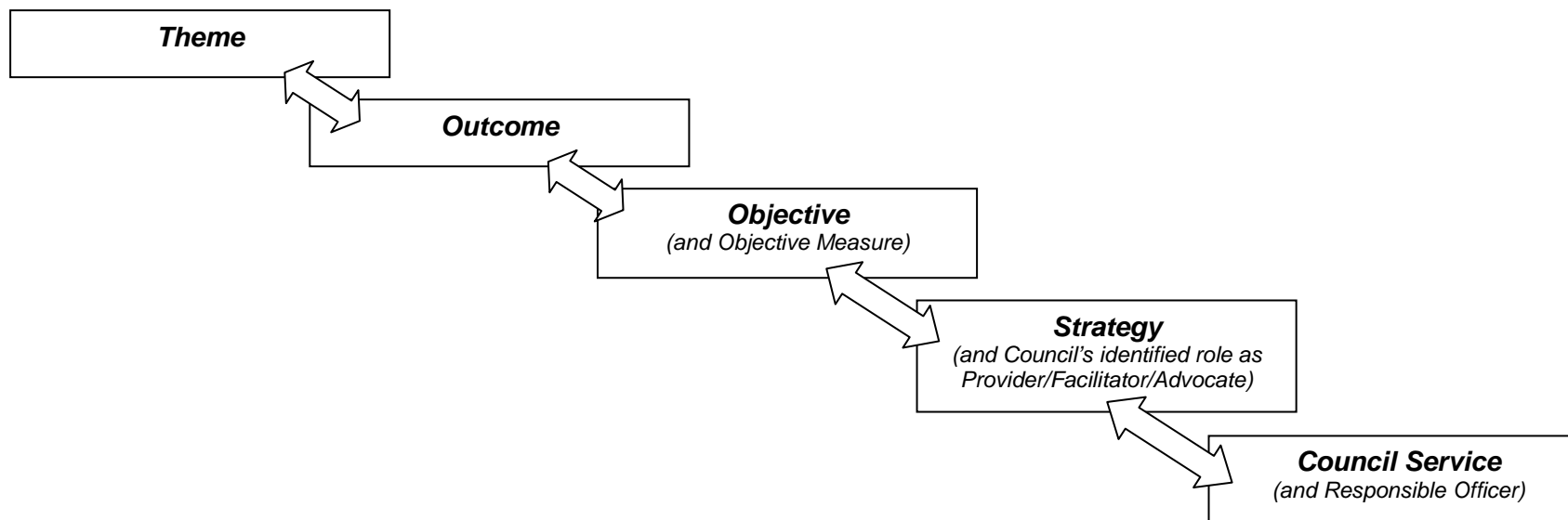
Up until now, Council's financial framework of Budget Programs has been used as the foundation for the Delivery Program and Operational Plan. During 2011/2012, Council initiated an ongoing, organisation-wide Service Level Review that has effectively established a new, operational framework. It identifies 41 Services that match community perceptions of what Council does. These are Council's "principal activities"; they are directly aligned with *Coffs Harbour 2030* and encompass all of the projects and ongoing tasks undertaken by Council.

Council is already using this Service structure to engage with both the community (via the community survey) and the organisation in pursuing opportunities for improvement and optimising levels of service. This new Service framework also provides the foundation for the Delivery Program and Operational Plan from now on.

Delivery Program

Some Services play a role in implementing more than one strategy and are aligned accordingly. In a number of instances, however, activities relate to the general running of Council as an organisation (eg, Finance, Information Systems, Governance and Legal Services) rather than to a specific 2030 goal. To accommodate these Programs and activities, an additional Theme – *Our Council* – has been established within the Delivery Program, with an additional objective and strategies that are consistent with Council's organisational processes.

Illustrated simply, the Delivery Program sets out the following:

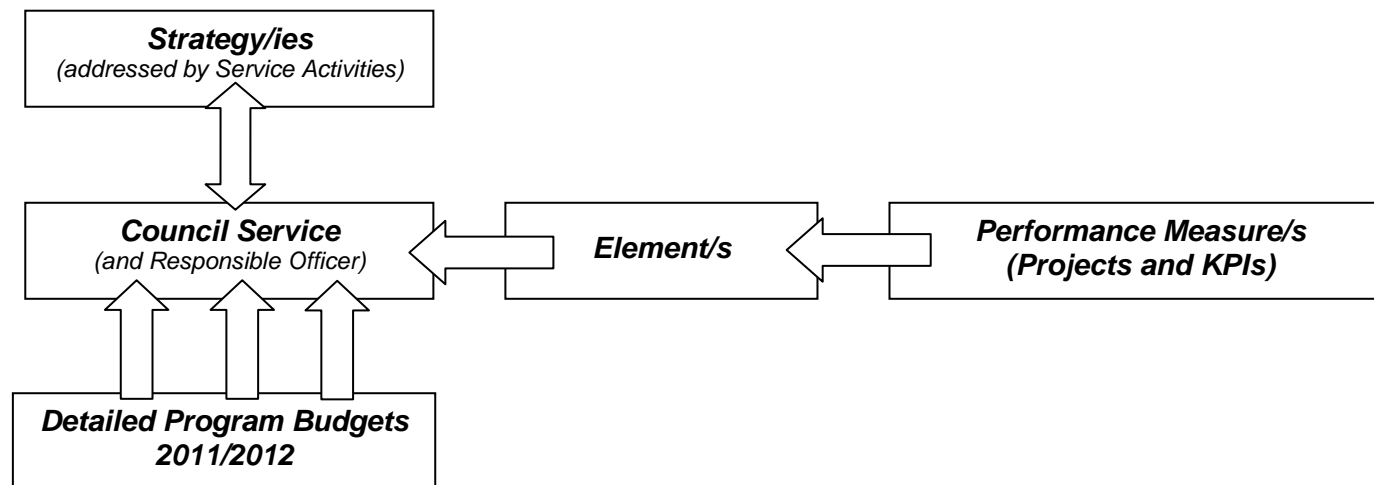


How to Read the Delivery Program and Operational Plan *(Continued)*

Much of the work Council undertakes is ongoing in nature; that is, activities that are carried out on a regular basis and have no 'end-date' (for example, street cleaning, Customer Service, the hire of Community Facilities, etc). The rest of Council's workload is made up of projects with specific start and end-dates (including the development of plans and strategies and the implementation of new processes); in many cases, projects have individual budgets (for example, the flood mitigation works associated with the 2010 rate variation). Each thematic section in the Delivery Program includes an overview of related projects scheduled to be undertaken during the four-year term of the document.

Operational Plan

The Operational Plan is structured as follows:



REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Learning and Prospering (We are a prosperous and learning community)

Coffs Harbour continues to strive to improve its standing in regard to per-capita income and education levels. During the period, Council has progressed a range of initiatives (in conjunction with other agencies) to enhance the business environment and create employment opportunities, assisted by the development of appropriate vocational training and higher education. The “Switched on Coffs” Digital Strategy continues to be a focus of activity in recognition of the economic opportunities offered via the online sector, particularly with Coffs Harbour selected as an early roll-out location for the National Broadband Network (NBN).

Planning provisions continue to be implemented and reviewed to support sustainable enterprise. Events and fixtures have been initiated and secured to boost the retail sector and reinforce the ongoing viability of business centres and traders across the Local Government Area. An increased focus has been placed on facilitating community awareness about sustainability as part of the promotion of lifelong learning throughout the city.

Council’s contribution towards achieving objectives in this 2030 theme included:

- Ongoing development of Council’s Economic Development Strategy.
- Council launched a free wifi service in City Square in response to community input into the Switched On Coffs Digital Strategy,
- Council and the Enterprise and Training Company facilitated a presentation to the local business community by US economist, Michael Shuman, on building the local economy.
- Coffs Coast Growers Market continued its success as a popular CBD attraction with the staging of the Show us Ya Dish contest, supported by the Coffs Coast Food Alliance and DeLonghi appliances.
- Arrangements finalised for an NRL pre-season match between the South Sydney Rabbitohs and Newcastle Knights at BCU International Stadium in February 2013.
- More than 760 people participated in a community engagement process to help develop a draft Library Strategic Plan for local library infrastructure, collections, technology, service delivery and marketing.
- Helping to celebrate the National Year of Reading , programs at Coffs Harbour Library included ‘The Clunkertons’ booklaunch and cartooning workshop, author talks by Vogel Award-winning novelist, Mandy Sayer, and romantic mystery writer and pilot Helene Young, and story writing workshops with Deborah Abela, the author behind the ‘Max Remy’ series of children’s books.
- The Coffs Harbour Digital Library service was launched in August 2012 with grant assistance totalling \$27,000 from the Library Council of NSW. New language/literacy online learning resources and new e-book and e-audio book lending services were also launched.
- Coffs Harbour Library staged special programs and activities in October to mark Mental Health Month.
- The Regional Botanic Garden was a key venue for the annual Sustainable Living Festival in November, with a variety of speakers, tours and workshops covering a range of environmental interests.

REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Places for Living (Our built environment connects us and supports us in living sustainably)

As a destination of choice, Coffs Harbour faces many challenges in ensuring its urban settlements can support a rapidly growing population in a sustainable fashion without impacting on the unique environmental assets of the region. During the reporting period, progress was made in the implementation of stormwater and flood mitigation works; these projects remain a community priority following the destructive and disruptive storm events of 2009.

Council's planning instruments continue to be reviewed to ensure urban development is based on sustainability principles and incorporates provisions for a variety of housing options, environmentally-friendly design and construction processes, and open space. The adoption of the new Local Environmental Plan (LEP) in December was a milestone; the Government is expected to gazette the new LEP in 2013.

Programs were implemented to ensure the provision and improvement of public infrastructure including drainage and sewer works, sporting, social and recreational facilities. A number of these initiatives are aimed at preserving and revitalising the unique character of the individual centres within the Local Government Area; the harbour foreshores continue to be a particular area of focus.

Significant achievements during the period included:

- Council completed a major drainage project to help cut costly maintenance bills on Sherwood Creek Road and Duffus Road in Upper Corindi.
- Work was completed on the \$2.8m South Coffs Sewer Pump Station and Rising Main Project, allowing more than 300 lots to be made available for new homes and businesses in the South Coffs area.
- Federal Senator for NSW Matt Thistlethwaite officially marked the completion of the \$1.2m upgrade of the Jetty Foreshore reserve area.
- Council initiated a six-week public exhibition and community engagement process for the new draft Local Environmental Plan (LEP) for the entire Coffs Harbour local government area. The LEP and the Coffs Harbour Development Control Plan were adopted by Council in December.
- Work started in October on a \$275,800 viewing platform and Lifesavers surveillance point at Park Beach. The project is funded through the NSW Department of Sport and Recreation Surf Club Facilities Program, Council's Park Beach Masterplan budget and developer contributions.
- The ongoing Jetty Foreshore Project progressed, with the go-ahead for the development of a detailed concept plan for the area between the Yacht Club, TS Vendetta, the beach and Jordan Esplanade.
- The redeveloped public toilets at the Park Avenue carpark were opened in November. The project was the first in a \$1.5M, five-year public amenities upgrade program funded through Council's Community Facilities Program.
- Work began on a viewing platform to enhance the dramatic vista at Woolgoolga Headland. Identified as a priority project by the Coffs Coast Regional Park Trust Board, the viewing deck features decorative timber posts with stainless steel fittings, a large seating area, interpretive signage and links to the Solitary Islands walking paths.
- A Draft Coastal Zone Management Plan for the Coffs Harbour area was placed on display for public comment in November.

REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Moving Around (We are moving around easily, safely and sustainably)

Work continues on the long-awaited upgrade of the Pacific Highway (Sapphire to Woolgoolga). The promise of an improved carriageway - to accommodate the increasing volume of highway traffic - is welcome; however, Northern Beaches residents continue to endure the unavoidable disruption caused by such a large-scale construction project. Council continues to advocate for a Government commitment to proceed with a highway bypass of Coffs Harbour itself.

Council has also been working with Transport NSW on the Mid North Coast Transport Masterplan, to provide a framework for the ongoing improvement and integration of road, rail, bus, bicycle and pedestrian networks.

Road maintenance is emerging as a critical asset management issue for the city; the impacts of extended wet weather and rising labour and materials costs represent a long-term challenge for Council.

Urban planning provisions place increased emphasis on the importance of infrastructure to encourage and facilitate cycling and pedestrian activity throughout the LGA. Regrettably, a lack of funding has forced the suspension of footpath and cycleway construction for the term of the Delivery Program.

Significant achievements during the period:

- As part of its ongoing road safety initiatives, Council provided the free Nightrider bus service for patrons of this year's Coffs Cup raceday event.
- To coincide with the staging of the NAB Coffs Coast Cycle Challenge, Council, Coffs City Rotary Club and Bellingen Shire Council jointly launched the 'Politely Using Roads' campaign to highlight how cyclists and motorists can share the road safely.
- Council facilitated its annual "On Ya Bike" Day cycling promotion.
- Council assisted the Pacific City Lions Club to upgrade the popular Lions Bicycle Safety Park in Bray Street.
- In a road safety initiative, Council, the Police, the local Liquor Accord, taxi firms and bus companies jointly launched the "Plan Your Plan B" program as an extension of their annual 'don't drink and drive' Christmas campaign.

REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Looking after our Community (Our Community is healthy, informed and engaged)

A rapidly-growing coastal city, Coffs Harbour now has a very diverse community of more than 70,000 residents. With the growth driven by the arrival of newcomers, initiatives are in place to help to encourage a sense of community and inclusiveness. Council programs (often run in conjunction with other agencies) promote pride in the city, community spirit and the value of contributing to the betterment of Coffs Harbour and its people.

Other activities are in place or under development to address health, safety and crime prevention issues, to encourage intergenerational connectedness and to target specific community sectors including young, aged, Aboriginal and disadvantaged people. Council also implemented programs to promote artistic and cultural expression and awareness and to celebrate the city's heritage and diversity.

During the reporting period, key initiatives included:

- Council launched Coffs Connect - a website for connecting communities in Coffs Harbour that it is hoped will become a central online source of information, events and contacts and a space where the community can share ideas and inspiration.
- Council assisted the local Aboriginal Community in the staging of a program of activities to celebrate NAIDOC Week 2012.
- The popular annual Multicultural Harmony Festival, which celebrates Coffs Harbour's diverse community, won the 2012 Local Government Managers Australia NSW Excellence in Diversity Award.
- The Bunker Cartoon Gallery hosted the Bushveldt to Bunker exhibition by local artist Richy Barber (paintings of the landscape and people of Africa) as well as the 'DesignTECH' exhibition of the most exceptional Major Design Projects from the 2011 Higher School Certificate Design and Technology course.
- Exhibitions at the Coffs Harbour Regional Art Gallery included 'Passing by the Tree' by Nathalie Hartog-Gautier, Sydney-based artist Peter Griffen's 'In and Out of Abstraction', printmaker Deborah Williams' 'Dialogue of the Dog' and emerging artist Jane Wilson's portrait show entitled 'about face'. There was also a quilling workshop titled "Butterflies and Blossoms" and the continuation of the 'LMA Four Seasons of Opera' series.
- The Bunker Cartoon Gallery continued its busy schedule of exhibitions during the period with the 'Terra Natura' pottery show by the local Coastal Claymakers group and the 'All New Cartoons' collection by award-winning 17-year-old cartoonist Dahna Knight.
- In October, Council launched a review of the Coffs Harbour 2030 Community Strategic Plan in line with the NSW Government's Integrated Planning and Reporting legislation.
- The Coffs Harbour Regional Art Gallery unveiled its signature event in November with the opening of the prestigious Eutick Memorial Still Life Award (EMSLA) exhibition and Festival.
- A Draft Cultural Policy and Draft Cultural Plan – representing a three year blueprint for the arts, culture and creative industries – were released in November for public comment.

REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Looking after our Environment (Our natural environment is protected and conserved for future generations.)

The Coffs Harbour community recognises and values the local area for its unique environmental characteristics as a major centre for biodiversity on Australia's east coast. Council seeks to further develop environmental awareness in the community through public engagement with its strategic planning processes and through a range of specific programs. The Coffs Ambassadors initiative and the opening of the Solitary Islands Coastal Walk are examples of successful initiatives during the reporting period.

Conservation is central to a number of initiatives undertaken by Council, particularly through its annual Environmental Levy program. With the added input of environmental agencies and community groups; this results in an effective, planned, ongoing and strategically prioritised program of activities. Council's planning and development approval processes reinforce these conservation principles.

During the reporting period, Council continued to advocate on behalf of the local community against the NSW Government's approval of large scale development at Hearn's Lake and logging in declared Koala habitat.

Significant achievements during the period included:

- The Solitary Islands Coastal Walk, a 60 kilometre path that links Sawtell to Red Rock along the coastline, was officially opened on 30 November. The project has been a partnership between Council, the NSW National Parks and Wildlife Service and the Coffs Coast Regional Park Trust. Additional funding was provided by the NSW Environmental Trust through the Our Living Coast program.
- Funding offers were launched for local landowners for environmental works through Council's involvement in the Jalligirr Biodiversity Alliance.
- Council supported community groups in the promotion of National Tree Day on Sunday, 29 July.
- Launch of new schedules for the popular Ambassadors Tours with six new tours and five new tour guides joining the program
- In October called for community applications for the 2013/2014 round of Environmental Levy funding, with more than \$800,000 available for projects.
- Council worked with the National Parks and Wildlife Service to protect an important Little Tern breeding area at Willis Creek near Woolgoolga.
- Draft plans that contain measures to help protect the future health and amenity values of the Woolgoolga Lake, Willis Creek and Darkum Creek waterways were placed on exhibition for public comment in November and December.
- Coffs Harbour City Council performed well at the 2012 Local Government Excellence in the Environment Awards. The Coffs Ambassadors program won the overall award in the 'Communication, Education and Empowerment' category, while the Orara River Rehabilitation Project team won Division C in the 'Natural Environment Protection and Enhancement: On-Ground Works' section.

REPORT SUMMARY BY DELIVERY PROGRAM THEME

THEME: Our Council (Our Council is responsive, effective, innovative and sustainable)

Council exists to provide a range of essential and priority services to assist Coffs Harbour to secure a sustainable future. It is constantly facing the challenge of attempting to fulfil an increasing workload without the assistance of increased resources. To this end, Council continued to explore options, identified through an organisation-wide Service Level Review, to effect efficiency initiatives and opportunities for workplace improvements.

Council remained on target with its legislated reporting obligations for the period.

Significantly, the reporting period saw the staging of the 2012 Local Government election. Council's engagement of contractors for the process proved effective from both an organisational and financial perspective.

Significant achievements for the period included:

- The successful staging of the 2012 Local Government election on 8 September.
- The development and implementation of an ongoing induction program for new Councillors.
- An Executive study tour to Singapore and the United Kingdom to examine opportunities to achieve savings and efficiencies through partnership and outsourcing arrangements.
- Council launched an initiative enabling its Rangers to patrol private carparks used by the public, following requests from local businesses in the CBD and Jetty area.
- Council initiated a program to mill timber from trees that have to be removed from public lands, providing sawn timber that can then be used for picnic shelters, boardwalks and other projects.
- The announcement that Tiger Airways has chosen Coffs Harbour Regional Airport as its first regional flights destination in NSW was hailed as a massive endorsement of the airport and the region.
- In December, Coffs Harbour Water won the 2012 Government Skills Australia 'Innovative Workforce Development Award' for its program to accommodate an ageing workforce.

6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT

Learning and Prospering - (Director, City Services)

THEME: Learning and Prospering (We are a prosperous and learning community)	
OUTCOME: LP1 We are recognised as a model of sustainable business and industry with a strong and diverse local economy	
OBJECTIVE: LP1.1 Our businesses and industries are future-driven, smart, innovative and green.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the extent to which Coffs Harbour's businesses and industries are future-driven, smart, innovative and green.	
<p>As facilitator and advocate, Council has continued its role in working together with a range of partners to ensure Coffs Harbour is well-positioned to capitalise on the marketplace opportunities generated by new technology. The ongoing roll-out of the National Broadband Network locally and the implementation of Council's 'Switched on Coffs' digital strategy are considered critical to the way Coffs Harbour does business in the future. Council continued to provide support to local business by way of providing regular statistical information including the quarterly publication of the Coffs Economic Update.</p> <p>Council's Holiday Parks businesses continued to implement Sustainable Development Strategies, with amenities upgrades, cabin refurbishments and road resurface planning among the activities during the period. The development of management and improvement plans also advanced for the Woolgoolga beach and lakeside sites.</p>	
Council Services that contribute to achieving this Objective:	
S07 ECONOMIC DEVELOPMENT	S35 HOLIDAY PARKS
S23 TOURISM	
OBJECTIVE: LP1.2 Our economy is strong and diverse and provides a wide range of rewarding employment options which are available to all.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the strength and diversity of the Coffs Harbour economy, particularly in regard to employment opportunities.	
<p>As facilitator, advocate and provider, a range of opportunities have been pursued by Council to strengthen and diversify the business (and therefore employment) opportunities in the area. These include the ongoing preparation of Council's Economic Development Strategy, the implementation of the "Switched On Coffs" Digital Strategy, and a continued focus on the City's planning instruments. During the period (September 2012), official figures recorded the area as having a labour force of 33,971 and an unemployment rate of 5.6%.</p>	
Council Services that contribute to achieving this Objective:	
S07 ECONOMIC DEVELOPMENT	S10 EVENT MANAGEMENT
S18 PROPERTY	S21 SPORT
S23 TOURISM	

Learning and Prospering (Continued)

OBJECTIVE: LP1.3 Our young people work, live and study here.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of retention and attraction of young people to Coffs Harbour.

Council has focused on youth traineeship, youth program support and engagement with young people in its role as provider of this objective. In relation to its role as facilitator and advocate, Council has continued to support a range of initiatives and programs which seek to provide opportunities which encourage the retention of young people to study and work in the area.

Council's 'Switched on Coffs TV' includes a focus on youth, in particular engaging more effectively with young people and providing information on opportunities for them within the region. Council's Economic Development Unit also continues to work with the education and training sector looking at the role of youth in the developing digital economy and the educational, economic, and social benefits this provides for the region's youth. Council's new Wi-Fi initiative in the CBD aims to increase engagement with local youth and attract more young people into the CBD.

Anecdotal evidence suggests that with the increase in courses and programs provided by the tertiary institutions, along with the growing cultural and business opportunities, the numbers of young people either staying or moving to the area is growing.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S09 ENVIRONMENTAL MANAGEMENT

OUTCOME: LP2 We have a lively and diverse city centre

OBJECTIVE: LP2.1 Our city centre is a place where people can live, work and play.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the city centre as a place where people can live, work and play.

Council's role as provider includes the areas of retail and residential mix for the CBD, along with social and cultural opportunities and provision of safe, accessible spaces. To this end a number of projects have been undertaken within the City Centre to encourage use and vibrancy. These include the implementation of a free wi-fi service, ongoing planning for the redevelopment of Brelsford Park (including a skate facility), information and education programs along with a renewed focus on the weekly Growers Markets and on the staging of the annual Buskers Festival.

Retail and residential opportunities are prominent in the new Coffs Harbour Local Environmental Plan (adopted in December), and Council is working with the local business sector on the development of a new City Centre Masterplan to direct the ongoing revitalisation of the CBD. CBD garden and roundabout presentations continue to generate positive feedback for Council.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S14 LANDUSE PLANNING

S17 PARKS AND FACILITIES

Learning and Prospering (Continued)

OBJECTIVE: LP2.2 Our commercial areas are connected.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of connectedness between the city's commercial areas.

As a facilitator and advocate, Council seeks to achieve this objective of the 2030 Plan by encouraging development that assists in connecting the various commercial areas of the city in a physical and hierarchical sense.

Council's Business Lands Strategy demonstrates a policy position and builds public awareness of the value of establishing a connection within the commercial centres. As consent authority, Council enforces this policy by assessing potential impacts of commercial development on the primacy of the City Core. A potential threat to this is that, under State legislation, some development may be processed with little or no reference to Council and limited local community input during the consent process.

Council's Local Environmental Plans and Development Control Plans are being refined to accord with the strategies the 2030 Plan.

The adopted Coffs Harbour City Centre Plan incorporates measures to assist in connecting the three primary commercial areas of the City, ie the City Core, the Jetty Village and Park Beach. The City Centre Plan aims to revitalise this City Centre precinct area.

Community and commercial confidence in the continued development of Coffs Harbour can be demonstrated in an ongoing schedule of private sector projects including the ongoing refurbishment of the Palms Centre and the expansion of Park Beach Plaza.

Council Services that contribute to achieving this Objective:

S14 LANDUSE PLANNING

S30 DESIGN

Learning and Prospering (Continued)

OUTCOME: LP3 We have excellent education and lifelong learning opportunities that reflect our community values	
OBJECTIVE: LP3.1 We are recognised as a model of sustainable living.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the extent to which Coffs Harbour is recognised as a model of sustainable living.	
Council continues to work with community groups, education providers, neighbouring local government areas and individuals to establish or enhance programs for promoting sustainable living. The period saw the completion of the Local Food Futures project and the Our Living Coast Regional Sustainability Initiative. The team delivered the annual Sustainable Living Festival as well as a range of community education workshops. The Ambassadors program continued and was recognised with an LGSA environmental award. Community response to these initiatives points to an increasing level of awareness of Coffs Harbour as a centre that pursues sustainability as a common goal.	
Council Services that contribute to achieving this Objective:	
S09 ENVIRONMENTAL MANAGEMENT	
OBJECTIVE: LP3.2 We share the aspirations, knowledge, skills and history of all in our community.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of shared learning across the Coffs Harbour community.	
While Council is a facilitator and advocate in relation to life-long and intergeneration learning, a number of activities which contribute to this objective have been arranged by Council. These include tutoring, programs and resources through the Library Service and intergeneration learning through multicultural activities, the Coffs Ambassadors program and the annual Sustainable Living Festival. Statistical information on participation rates and the nature of those participating along with attendance figures in a variety of circumstances show a positive trend.	
Council Services that contribute to achieving this Objective:	
S01 ARTS AND CULTURE	S03 COMMUNITY SERVICES
S07 ECONOMIC DEVELOPMENT	S15 LIBRARY

Learning and Prospering (Continued)

OBJECTIVE: LP3.3 Our education systems link strongly to the community and business.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the link between local education systems and the community and business sector in Coffs Harbour.

In Council's role as facilitator and advocate, negotiations have continued in attempting to address 'gaps' in educational programs and the provision of skills in the local community and business sector.






Council's Economic Development Unit has been responsible for working with the Education sector in the development of the Education and Training Strategy and Council continues to be a key stakeholder in the Innovation Centre located at Southern Cross University providing links between the University and the Business Sector.

Council has also worked closely with local tertiary education providers including North Coast TAFE and Southern Cross University on local employment issues and better linking local business to the education sector. Council has also facilitated the establishment of an Education cluster and is currently working on an online engagement initiative with the education sector through Council's V-Teams initiative.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

Learning and Prospering – Projects 2012/2013

Service	Project	Status	Percentage complete
Airport	Airport Runway Overlay (P350.07) Design plan completed. Supervising Engineer appointed. Tender documents prepared.		25.00
Sport	Stadium Agreements (P375.10) All Stadium signage agreements issued and most have been returned. Stadium naming rights agreement will be reviewed from January 2013 when Nikki Greenwood returns.		50.00
Governance	CBD Masterplan works (P410.02) The CBD Masterplan has been on exhibition. 195 submissions were received making over 960 comments. Overall the response has been very positive. The plan will now be updated based on the feedback with a completed plan being presented to the council on 28 Feb for final adoption.		100.00
Economic Development	Rate-Variation-Funded Programs (P517.04) Held business workshops with Bernard Salt - Economist KPMG and Michael Shuman Economic Development guru from the USA. Supported Business leaders Program with ETC. These projects are progressing well.		50.00
Economic Development	Switched on Coffs Digital Strategy (P517.23) NBN will be switched on in the 1st FSAM in Feb 2013 and then rolled out across the City following that. Official launch should be in Feb 2013 Digital Enterprise Program commenced in November with 7 workshops completed in November/December. Workshops developed included E-Commerce, Websites, Teleworking, Cloud Computing, Videoconferencing and Cyber Security. Switched on Coffs.tv movies attracted more than 1,600 individual views for more than 2,200 minutes during the quarterly reporting period, with multiple views being recorded in Australia, the United States, Germany, United Kingdom, Spain, The Netherlands, Malaysia, Hong Kong, Ireland, Philippines, Canada, France, Taiwan, Indonesia, Lithuania, South Africa, Belgium and New Zealand. The videos were also viewed in India, Brazil, Mexico, Japan, Estonia, Italy, Singapore, Poland, Israel and Saudi Arabia. Most views, aside from in Australia, were recorded in the UK, Canada, USA and Germany, from where many of the city's new citizens originally lived. V Teams have been established for industry sectors, community and partners and utilised to help develop the city's new economic strategy. V Teams have also been established for various business groups and a social service provider in the health industry.		20.00

6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT *(Continued)*

Places for Living – (Director, LUHD)

THEME: Places for Living (Our built environment connects us and supports us in living sustainably)		
OUTCOME: PL1 We have designed our built environment for sustainable living.		
OBJECTIVE: PL1.1 We use best practice urban design and infrastructure development to promote sustainable living.		
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of urban design and infrastructure development to promote sustainable living in Coffs Harbour.		
<p>All new development and release areas continue to have pedestrian and cycle ways which meet current best practice urban design principles and accord with Council's Development Control Plans. Regrettably, budget constraints have forced the suspension of footpath construction by Council for the term of the Delivery Program. Connection with open space is also required and Water Sensitive Urban Design principles continue to be applied.</p> <p>A long-range program of extensive flood mitigation works continues to be implemented; the latest detention basin – at Bennetts Road – is almost complete. Major drainage projects were also completed during the period at Fawcetts Street, Woolgoolga, and Sherwood Creek and Duffus Roads at Upper Corindi. The completion of work on the \$2.8m South Coffs Sewer Pump Station and Rising Main Project will help facilitate the availability of more than 300 lots for new homes and businesses in the South Coffs area.</p> <p>Other important initiatives included viewing platform works at Park Beach and Woolgoolga Headland, a new stage of concept planning for the Jetty Foreshore project, the completion of the Park Avenue public toilets upgrade, and the exhibition of the Draft Coastal Zone Management Plan for the Coffs Harbour area.</p>		
Council Services that contribute to achieving this Objective:		
S04 COMPLIANCE	S06 DEVELOPMENT ASSESSMENT	S11 FLOODING AND COASTAL MANAGEMENT
S14 LAND USE PLANNING	S22 STORMWATER	S20 SEWER
S21 SPORT	S25 WATER	S30 DESIGN
S33 FINANCE	S40 STRATEGIC ASSET PLANNING	

Places for Living (Continued)

OBJECTIVE: PL1.2 We have a diverse and adaptable range of housing options with affordability for all.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of local housing options in terms of diversity, adaptability and affordability.

Council has taken opportunities for discussion and negotiation with a range of potential providers and/or developers of diverse housing options in its role as facilitator and advocate. The drafting of the City Centre Plan LEP and the Local Government Area wide Standard Instrument LEP has also had this as a focus in relation to the opening up of opportunities where possible. Additional provisions have been incorporated into the City Centre Plan DCP and will be incorporated into the DCP being drafted to accompany the Local Government Area wide Standard Instrument LEP.

Council has encouraged opportunities for discussion and negotiation with a range of potential providers and/or developers of diverse housing options in its role as facilitator and advocate.

The City Centre Local Environmental Plan (LEP) and the Local Government Area (LGA) wide Standard Instrument LEP (adopted LEP 2012) also focus on providing prospects for a range of housing options.

Local development projects by the Dept of Housing, targeting affordability, have recently progressed to completion after lengthy delays.

Council Services that contribute to achieving this Objective:

S07 ECONOMIC DEVELOPMENT

S14 LAND USE PLANNING

OBJECTIVE: PL1.3 We live and work in buildings which are attractive and sustainable.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of building design and construction in terms of environmental compatibility.

As a facilitator and advocate, Council encourages building development that uses innovative and sustainable design and is appropriate for and sympathetic to the Coffs Harbour environment.

In recent years, the development sector has shown an increasing awareness of the value of establishing an architectural aesthetic in keeping with a sub-tropical, coastal centre. Council has limited influence in this regard; where it is the consent authority, Council has a role in assessing potential impacts of development on the character of a neighbourhood, privacy, overshadowing, etc. However, under State Environmental Planning Policies, a number of high-profile development applications may be processed with little or no reference to Council; in these cases, Council feedback and local community values may not necessarily be taken into account during the consent process.

Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective. Elsewhere, the implementation of Council's Land Use programs proceeded according to schedule during the period.

The promotion of sustainable design continues to be assisted by the implementation of the NSW "BASIX" legislative requirements.

Council Services that contribute to achieving this Objective:	
S06 DEVELOPMENT ASSESSMENT	S14 LAND USE PLANNING

Places for Living (Continued)

OUTCOME: PL2 We have created through our urban spaces, a strong sense of community, identity and place.

OBJECTIVE: PL2.1 We have beautiful, liveable and accessible spaces for all our people to enjoy.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of the city's public spaces in terms of environmental suitability, access and 'user-friendliness'.

In its role as provider, facilitator and advocate, Council has an Open Space Strategy in place to guide the planning, management and development of Coffs Harbour City Council's Open Space Network to meet the needs of the growing community. The processes and the outcomes contained within this strategy are designed to enhance the environmental sustainability, the accessibility and 'user friendliness' of the open spaces within the LGA. During the period upgrading works on the harbour foreshores and Botanical Gardens progressed significantly, generating a positive community response and resulting in an increase in usage.

The maintenance of public facilities has emerged as an ongoing challenge for Council, as limited resources are feeling to keep pace with the increasing cost of upkeep.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S18 PROPERTY

S03 COMMUNITY SERVICES

S17 PARKS AND FACILITIES

S02 CITY IMAGE - CLEANING

S30 DESIGN

S35 HOLIDAY PARKS

OBJECTIVE: PL2. 2 We have facilities for our youth, elderly, Aboriginal and disadvantaged where they can meet and have fun.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the provision and effectiveness of social facilities for young, elderly, Aboriginal and disadvantaged people.

In its role as provider and facilitator, Council has pursued a range of opportunities and processes to engage with young, elderly, Aboriginal and disadvantaged people to establish and respond to their needs.

Council maintains its commitment to support Aboriginal specific events such as Coffs Harbour City Council NAIDOC Week activities. These annual events continue to receive wider acceptance and participation in the community each year. Council maintains a high profile through its involvement in community networking including Youth Network, Interagency, Aboriginal Interagency, housing and Families First meetings.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S09 ENVIRONMENTAL MANAGEMENT

S03 COMMUNITY SERVICES

Places for Living (Continued)

OBJECTIVE: PL2. 3 We have urban spaces which are child friendly.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the provision of child-friendly urban spaces.

As provider and advocate for the provision of child friendly urban spaces, Council has identified children as a specific target group within the Open Space Strategy.

Council completed its latest safety audit on playparks in December 2012. The Brelsford Park facility continues to provide a regional focus; regrettably, repairs were required after a significant vandalism attack on the facility in December. Routine maintenance continues to be undertaken on all play parks. Resourcing for this has been identified as an issue in Council's ongoing Asset Management strategy.

Council Services that contribute to achieving this Objective:

S17 PARKS AND FACILITIES

S30 DESIGN

OUTCOME: PL3 We have vibrant rural communities.

OBJECTIVE: PL3.1 Our villages are revitalised and maintain their unique identities.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of programs to revitalise villages and maintain their unique identities.

Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective.

Assistance has been provided in the staging of a range of specific 'village' focused events; including Curry Fest, Chilli Fest, CoastOut, the Pittwater to Coffs yacht race, NAIDOC week, and the Buskers Festival. Village Marketing Plans for Sawtell, Woolgoolga, Jetty (all tied back to incorporate City Centre). Works have also been undertaken in upgrade, repair and maintenance of a number of rural roads and bridges.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S03 COMMUNITY SERVICES

S17 PARKS AND FACILITIES

S07 ECONOMIC DEVELOPMENT

S30 DESIGN

S09 ENVIRONMENTAL MANAGEMENT

Places for Living (Continued)

OBJECTIVE: PL3.2 Our villages support a strong tourism base around local produce, arts, culture and nature experiences.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of programs to develop tourism in our villages based around local produce, arts, culture and nature experiences.






As facilitator in relation to this objective, Council continues to manage the Coffs Coast Growers Market which provides an outlet for the sale of local produce, much of which is sourced from local villages. The Market also works to raise awareness about the availability of produce in our local villages and works with producers to enhance opportunities for further exposure through publications and press releases.


Council provides funding to both Woolgoolga and Sawtell Chambers of Commerce to provide VIC (Visitor Information Centres) in both key village locations. Coffs Coast Marketing (Council's Tourism Unit) provides a range of marketing and PR (Public Relations) activities. These include specific media 'familis' that have targeted and generated media exposure for local produce, arts, culture, and nature experiences across the Coffs Coast (incorporates Bellingen LGA).






Council Services that contribute to achieving this Objective:







S07 ECONOMIC DEVELOPMENT

Places for Living – Projects 2012/2013

Service	Project	Status	Percentage complete
Design	City Park Project (P110.01) Brelsford Park master plan included in City Centre Prosperity plan for consideration by community and Council.		50.00
Design	Open Space (P560.03) Friends of Park program details completed. Application submitted to Environment Levy program for funding to commence implementation in 8 urban parks. West Woolgoolga playing fields planning and design continued.		50.00
Property	Public Amenities Upgrade Program (P110.02) New Park Ave carpark toilets completed and opened.		100.00
Landuse Planning	Rural Residential Strategy (P210.01) Council prepared Tender documents for the project. Tender advertised to close 27 November 2012. Submissions received from consultants to be assessed and reported to Council with a view to appoint the successful consultant; The land included in the candidate area for the study and its merits for rezoning will be addressed by the forthcoming planning studies. Residents/landowners of land which in the study area will be informed of key milestones as the study progresses.		40.00
Landuse Planning	Coffs Harbour Standard Local Environmental Plan (SLEP) (P210.02) Council resolved 23 February 2012 to seek Section 65 certificate to allow draft Coffs Harbour LEP 2012 to be exhibited for a period of six weeks. Subsequently on 24 May 2012 Council resolved to publicly exhibit the draft Coffs Harbour DCP 2012 for a period of six weeks, concurrent with draft Coffs Harbour LEP 2012. The Section 65 Certificate was received by 29 August 2012. Amendments were made to draft LEP 2012 to satisfy all conditions of the Certificate, to allow the draft LEP to commence exhibition. Administrative amendments were also made to draft LEP 2012 in accordance with the intent of the following five amendments: <input type="checkbox"/> LEP 2000 Amendment No 34 (land in North Coffs); <input type="checkbox"/> LEP 2000 Amendment No 38 (Thakral lands in North Coffs); <input type="checkbox"/> LEP 2000 Amendment No 46 (lands adjoining Bonville Golf Resort); <input type="checkbox"/> LEP 2000 Amendment No 48 (land on the corner of Clarence Street and Pullen Street, Woolgoolga); and <input type="checkbox"/> LEP 2000 Amendment No 49 (land fronting Backhouse Street, Woolgoolga). NSW P&I also advised that a boundary adjustment clause was available for Council to use and certified it for exhibition. The exhibition period of the draft documents and additional clause was from 13 September 2012 to 26 October 2012 and copies of the LEP, DCP and associated documentation were available to be viewed at Coffs Harbour City		90.00

	<p>Council Administration Building, Coffs Harbour Library, Toormina Library and Woolgoolga Library during normal office hours. A free copy of the documents was available on CD and the documents were provided on Council's website.</p> <p>The draft documents were exhibited and 99 submissions were received. Of the submissions received, 10 were from Government Agencies.</p> <p>With the reclassification of Council land it is a necessary procedure to hold a public hearing. A public hearing was held 14 November 2012, as the draft LEP 2012 proposed to reclassify Council owned lands as Operational lands.</p> <p>A number of briefings with the elected Council were held throughout the course of preparation of the draft LEP 2012 and draft DCP 2012.</p> <p>Explanatory information sheets, including a plain English version of the draft LEP, were prepared to assist with community engagement and were placed on public exhibition with the draft LEP 2012 and draft DCP 2012.</p> <p>A Strategic Management Plan (SMP) was prepared to set out details of changes in the new LEP and the rationale behind decisions made throughout the LEP preparation.</p> <p>A Conversion Plan was prepared to set out details of changes made in the draft DCP and the reasoning behind decisions made throughout the DCP's preparation.</p> <p>To assist with providing simple clear information to the community, a summary brochure entitled Exhibition Explanatory Information was prepared and freely made available to the community, to accompany the draft LEP and draft DCP.</p> <p>A specific website was established to carry the information relating to LEP, DCP and additional boundary adjustment clause for the purposes of the public exhibition.</p> <p>This website was extremely beneficial with visits from 4,585 interested parties. The website also provided a mechanism for the public to lodge submissions to the exhibition. Eleven submissions were generated in this manner.</p> <p>A Business/Industry/Key Stakeholder Information Shop Front was held on the morning of the 18 September and had four attendees.</p> <p>Community Information Shop Fronts were held to assist with providing information on the plan to the community. The five community information shop fronts took place on:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tuesday, 18 September 2012 at Coffs Harbour City Council Chamber <input type="checkbox"/> Wednesday, 19 September 2012 at Red Rock Multi-Use Centre and Woolgoolga Library <input type="checkbox"/> Thursday, 20 September 2012 at Coramba Community Hall and Toormina Library. <p>The Community Information Shop Fronts were attended by a total of 11 people.</p>		
Landuse Planning	<p>City-wide Developmental Control Plan (DCP) (P210.03)</p> <p>On 24 May 2012 Council resolved to publicly exhibit the draft Coffs Harbour DCP 2012 for a period of six weeks, concurrent with draft Coffs Harbour LEP 2012.</p> <p>The exhibition period of the draft documents and additional clause was from 13 September 2012 to 26 October 2012 and copies of the LEP, DCP and associated documentation were available to be viewed at Coffs Harbour City Council Administration Building, Coffs Harbour Library, Toormina Library and Woolgoolga Library during normal office hours. A free copy of the documents was available on CD and the documents were provided on Council's</p>		90.00

	<p>website.</p> <p>The draft documents were exhibited and 99 submissions were received. Of the submissions received, 10 were from Government Agencies.</p> <p>A number of briefings with the elected Council were held throughout the course of preparation of the draft LEP 2012 and draft DCP 2012.</p> <p>Explanatory information sheets, including a plain English version of the draft LEP, were prepared to assist with community engagement and were placed on public exhibition with the draft LEP 2012 and draft DCP 2012.</p> <p>A Conversion Plan was prepared to set out details of changes made in the draft DCP and the reasoning behind decisions made throughout the DCP's preparation.</p> <p>To assist with providing simple clear information to the community, a summary brochure entitled Exhibition Explanatory Information was prepared and freely made available to the community, to accompany the draft LEP and draft DCP.</p> <p>A specific website was established to carry the information relating to LEP, DCP and additional boundary adjustment clause for the purposes of the public exhibition.</p> <p>This website was extremely beneficial with visits from 4,585 interested parties. The website also provided a mechanism for the public to lodge submissions to the exhibition. Eleven submissions were generated in this manner.</p>		
Landuse Planning	<p>Review Local Growth Management Strategy (P210.04)</p> <p>The Review of the current endorsed Local Growth Management Strategy is to commence early in 2013. Discussions about the process have been held with relevant internal stakeholders focusing on consideration to determine which of the components of the LGMS that require modification and what priority is there to review each component.</p>		15.00
Property	<p>Harbour Foreshores (P310.02)</p> <p>Internal council project team is working with community reference group and State Government to prepare a plan for the upgrade of the area between the Yacht club and the Jetty to be placed on public exhibition.</p>		50.00
Property	<p>Land Acquisitions for Detention Basins (P310.04)</p> <p>Compulsory acquisition of land required for Bennetts Rd. detention basin approved by DLG. Contracts for acquisition of land for upper Shepherds Lane basin exchanged. Discussion with RMS continuing.</p>		80.00
Holiday Parks	<p>Business Planning (PCPS.03)</p> <p>Lakeside SISM adopted by exec Team. draft PoM with Lands awaiting permission to place on public exhibition. Woolgoolga Draft PoM completed along with briefing paper to Crown Lands - awaiting meeting with Lands officials to progress Draft PoM to public exhibition.</p>		70.00
Stormwater	<p>Rate Funded Floodworks (P545.02)</p> <p>Bennetts Road detention basin almost complete</p> <p>Fawcett St drainage complete</p> <p>Spagnolos Road watermain relocation almost complete seeking grant funding for basin in 13/14 when grants open in April</p>		60.00

Flooding and Coastal Management	Floodplain Management (P560.01) Bennett's Rd detention basin close to completion.		50.00
Flooding and Coastal Management	Coastal and estuary Management (P560.02) The following projects are currently in progress Woolgoolga Lake Estuary, Willis Creek Estuary and Darkum Creek Coastal Zone Management Plan - Public exhibition phase completed. Coffs Creek Coastal Zone Management Plan- Community Uses Assessment completed. Coastal Zone Management Plan placed on public exhibition. Pipe Clay Lake Education Stormwater Program liaison between different stakeholders, engagement of consultant		50.00
Parks and Facilities	Japanese Garden (P522.05) Work is progressing as per plan.		50.00
Water	Drinking Water Quality Management Plan (P740.05) Project well underway Risk management workshops planned Feb./march Project should be completed this year		60.00
Water	Main Duplication (P740.03) Survey and design underway Construction not planned until 14/15		0.00
Water	Coramba Water Main (P740.04) Not yet at the design phase Not an urgent project could be deferred until resources are available		0.00
Sewer	Sawtell Sewerage Treatment Works Decommissioning (P840.01) Project is on Track with most design components complete. Construction of the twin pipes in stage 1 is approximately 80% complete. The next two reporting quarters will see much construction activity.		50.00

Drainage / Flood Works Program (2012/2013)

Year	Project/Road	Comment / Description	Project Estimate (\$)	Progress
2012/13	Flood Detention Basin	Contribution for Land Purchase (Bakers Road)	200,000	Ongoing
2012/13	Flood warning system & modelling	Early flood warning system / 2D flood modelling	541,110	Ongoing
2012/13	Flood Detention Basin	Construction (Spagnolos Road)	3,299,814	Watermain relocations undertaken
2012/13	Central Business District	CBD Drainage Works	1,905,222	Ongoing
2012/13	Loaders Lane	Loaders Lane Levee	150,000	Ongoing
2012/13	Creek Clearing & Drainage Works	Maintenance Works	144,999	Ongoing
2012/13	Park Beach Trunk Drainage	Provision of additional trunk drainage - Stage 1	30,000	Ongoing
2012/13	Flood Detention Basin	Construction (Bennetts Road)	4,859,745	Nearing completion
2012/13	Fawcett Street	Drainage works adjacent oval	300,000	Ongoing
2012/13	Prince Street	Drainage investigation and works	30,000	Ongoing
2012/13	York Street	Drainage amplification works	40,000	Ongoing
2012/13	Investigation & Design	Drainage Improvements	54,054	Ongoing
2012/13	Marcia Street	Improve drainage at Pacific Highway	273,433	Ongoing
2012/13	Moore Street	Drainage Works	40,000	Ongoing
2012/13	Coffs Creek	Infilling & Hydraulic Capacity	60,000	Ongoing
2012/13	Avenue Street / Valley Street	Stormwater pipeline augmentation works	40,000	Ongoing
2012/13	Creek Clearing & Drainage Works	Maintenance Works	195,535	Ongoing
2012/13	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	473,274	Ongoing
Totals for 2012/13			12,637,186	

6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT *(Continued)*

Moving Around - (Director, City Services)

THEME: Moving Around (We are moving around easily, safely and sustainably)
OUTCOME: MA1 We make best use of an excellent, environmentally friendly public transport system.
OBJECTIVE: MA1.1 We have an integrated, accessible and environmentally-friendly mixed mode transport system.
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess Coffs Harbour's transport system in terms of its levels of integration, accessibility and environmental sustainability.
<p>Council is a provider, facilitator and advocate in relation to this objective.</p> <p>Council plans, coordinates and assesses transport priorities and projects through the Transport Working Group, the Local Traffic Committee and the Access Committee. The Transport Working Group has focused on coordination and review of bus timetables, school bus operations, ticketing systems and Travel Training for new residents.</p> <p>Council gained funding for installation of 200 new bus stop 'J Poles' and installation of 30 new bus shelters with all work scheduled for completion by the end of 2012.</p> <p>The Local Traffic Committee considers issues ranging from speed zone reviews to pedestrian crossing matters. Review of on-street car parking configuration and timed restrictions has been a focus in the CBD.</p> <p>Council's Access Committee meets regularly and has discussed and addressed many access issues affecting the Coffs Harbour LGA. The Access Sub-Committee has also carried out several on-site visits to assess and advise on access issues and has been consulted regarding the approvals of new developments.</p>
Council Services that contribute to achieving this Objective:
S30 DESIGN
OBJECTIVE: MA1.2 We have policies that support increased usage of public transport and reduced car dependency.
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the levels of usage of public transport and cars.
<p>Council continues to work with the Transport NSW, local transport providers and the broader community in identifying and implementing strategies which increase the levels of usage of public transport and decrease the reliance on private vehicles. A number of specific programs have been implemented for specific events as demonstration projects in relation to what is possible with the use of public transport. These include the Carpool Mid North Coast program and the NightRider (late night bus service) program, coordinated during peak holiday season.</p>
Council Services that contribute to achieving this Objective:
S30 DESIGN

Moving Around (Continued)

OBJECTIVE: MA1.3 We have an upgraded North Coast rail line that has taken freight off our roads and offers a high speed passenger service to both Sydney and Brisbane.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of rail freight and passenger services and the North Coast rail line.

As advocate for this objective, Council continues to work with and negotiate with relevant state government agencies in relation to improvements and enhancements to local services, based on the aspirations of the local community. Council has submitted the Coffs Coast Rail Feasibility study to government agencies, seeking an allocation of funding to the project. To date no funding has been identified. NSW Transport has indicated rail options will be considered in the North Coast Transport Master Plan.

Council Services that contribute to achieving this Objective:

S30 DESIGN

OUTCOME: MA2 Many of us walk and cycle from place to place.

OBJECTIVE: MA2.1 We have effective plans and policies for a network of integrated cycle ways, footpaths and walking tracks.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of plans and policies for a network of integrated cycle ways, footpaths and walking tracks.

Anecdotal evidence indicates that the usage of the footpath/cycleway network is increasing. The membership of cycle clubs is increasing, the number of customer inquiries/requests received by Council regarding relevant issues is increasing, and there has been an increase in lobbying from the community in relation to cycleway/footpath provision and upgrade.

Provisions within Council's Development Control Plans are in line with the strategies that serve this 2030 objective. Regrettably, budget restrictions have forced the suspension of footpath construction for the term of the Delivery Program.

The Solitary Islands Coastal Walk, a 60 kilometre path that links Sawtell to Red Rock along the coastline, was officially opened on 30 November.

Council Services that contribute to achieving this Objective:

S12 FOOTPATHS AND CYCLEWAYS

S14 LANDUSE PLANNING

S30 DESIGN

Moving Around *(Continued)*

OBJECTIVE: MA2.2 We have constructed an interconnected network of cycle ways, footpaths and walking tracks that connect our urban communities, hinterland and coastal villages.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of construction of an integrated network of cycleways, footpaths and walking tracks that connect our urban communities, hinterland and coastal villages.

As noted above, there is no funding allocation for footpath construction in the four year budget aligned with this Delivery Program.

However, the opening of the Solitary Islands Coastal Walk, linking Sawtell to Red Rock, is regarded as a significant asset in the connection of the city's coastal settlements.

Council Services that contribute to achieving this Objective:

S12 FOOTPATHS AND CYCLEWAYS

OBJECTIVE MA2.3 We actively promote cycling and walking.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of programs to promote cycling and walking.

There is evidence to suggest that promotional programs are being effective in attracting more people to cycle and walk within the LGA.

During the period, promotions included the 'Politely Using Roads' campaign (with Coffs City Rotary Club and Bellingen Shire Council) to highlight how cyclists and motorists can share the road safely as well as Council's annual "On Ya Bike" Day.

Council also assisted the Pacific City Lions Club to upgrade the popular Lions Bicycle Safety Park in Bray Street.

Council Services that contribute to achieving this Objective:

S30 DESIGN

Moving Around *(Continued)*

OUTCOME: MA3 We are well connected to each other and services.

OBJECTIVE: MA3.1 We have a system of well-maintained and safe roads for all users.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the maintenance and safety levels of all roads.

Keeping the road network in a well maintained and safe condition is becoming an increasing challenge with rising costs of materials and assets that are deteriorating faster than they are being renewed. The maintenance activities are not keeping pace with the rate of deterioration on the sealed road network. Changes in maintenance treatment of pavements are improving the value of the maintenance budget; however without an adequate asset renewal budget for road pavements, the road network will continue to deteriorate.

The redevelopment of the Sapphire to Woolgoolga section of the Pacific Highway continues. While this major construction represents a source of disruption to local road users, the ultimate result – the delivery of a multi-lane, dual carriageway – is designed to improve safety on this arterial thoroughfare.

Council Services that contribute to achieving this Objective:

S06 DEVELOPMENT ASSESSMENT

S19 ROADS AND BRIDGES

S30 DESIGN

OBJECTIVE: MA3.2 We have become an integrated regional transportation hub.











OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the status of Coffs Harbour as an integrated regional transportation hub.

As advocate, Council continues to use all opportunities available to lobby relevant government agencies to address the on going issues associated with rail freight services and also the need to decrease the numbers and size of road freight transport providers on the Pacific Highway. The status of this objective is difficult to assess given the lack of specific data available at this time.

Council Services that contribute to achieving this Objective:

S30 DESIGN

Moving Around – Projects 2012/2013

Service	Project	Status	Percentage complete
Roads and Bridges	Regional Roads - Works Planning (P531.01) Extensive maintenance works were carried out in the first and second quarter, therefore the program is trending over budget. The regional roads maintenance budget at this stage is currently manageable, and will be continually monitored. Majority of the works carried out in the 2nd quarter consisted of - pot hole patching, - re-sealing - shoulder grading - mowing		60.00
Roads and Bridges	Local Roads - Bitumen Seal (P535.01) In progress but recent rains will delay progress in the interim.		35.00
Roads and Bridges	Local Roads - Asphalt Resurfacing (P535.02) Works will commence in Feb 2013		0.00
Roads and Bridges	Local Roads - Dust Seal (P535.03) No funds.		0.00
Roads and Bridges	Local Roads - Gravel Re-Sheet (P535.04) On track. No problems but rain will delay works in the interim.		35.00
Roads and Bridges	Local Roads - Council Funded Rehabilitation (P535.05) Priority given to Grant funded works.		0.00
Roads and Bridges	Local Roads - Roads to Recovery Rehabilitation (P535.06) Program progressing well.		65.00
Roads and Bridges	Bridges - Works Planning (P536.01) several bridge construction projects underway		60.00
Roads and Bridges	Bridges - Rate-Variation-funded works (P536.02) all bridge construction funded by rate variation		60.00
Footpaths and Cycleways	Footpaths - Works Planning (P538.01) Only maintenance works on footpaths this year Seeking funding for hwy footpath Cunninghams shed to Stadium Drive		60.00
Design	Transport Planning (P560.04)		50.00
Design	Road Safety (P560.05)		50.00

6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT *(Continued)*

Looking after our Community - (Director, City Services)

THEME: Looking after our Community (Our Community is healthy, informed and engaged)	
OUTCOME: LC1 We are healthy and strong	
OBJECTIVE: LC1.1 We take pride in Coffs Harbour as a strong and adaptable community.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the community's level of pride in Coffs Harbour and its strength and ability to adapt.	
<p>As facilitator and provider of strategies to build pride and resilience within the community, Council has continued to focus on information and education in relation to the community's preparedness for natural disasters and climate change.</p> <p>An ongoing enhancement of community pride is evidenced by the strong number of members of the community volunteering and participating in civic and community events and activities.</p> <p>Community capacity building and connectedness continues to be enhanced through, the commercial, funded and not-for-profit sectors.</p>	
Council Services that contribute to achieving this Objective:	
S03 COMMUNITY SERVICES	S07 ECONOMIC DEVELOPMENT
S29 CORPORATE INFORMATION SERVICES	S10 EVENT MANAGEMENT
S17 PARKS AND FACILITIES	S08 EMERGENCY MANAGEMENT
S04 COMPLIANCE	
OBJECTIVE: LC1.2 We lead healthy lives supported by comprehensive health care services.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess community health levels and development of the health care service sector.	
<p>Council has continued to work in partnership with organisations such as the Cancer Council regarding 'smoke-free' and sun safe policies, along with advocating for greater access to mental health services, drug and alcohol counsellors and ante natal programs. Council continues to provide information and opportunities for health professionals from both the local area and further afield and the community has seen an increase in access to health and allied health professionals. The ongoing opportunities for use of technology in health care continue to be a focus.</p>	
Council Services that contribute to achieving this Objective:	
S03 COMMUNITY SERVICES	S07 ECONOMIC DEVELOPMENT
S04 COMPLIANCE	S13 HEALTH

Looking after our Community (Continued)

OBJECTIVE: LC1.3 We live in a safe, caring and inclusive community.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the levels of safety, caring and inclusiveness in the Coffs Harbour community.

Council continues to provide programs and information to facilitate inclusion within the community. Programs focused on our unique environment such as surf safety, crime prevention and environmental appreciation play a vital role in ensuring all in the community can take advantage of the many opportunities that are available in a safe manner. The range of services, groups, facilities and programs provided for the ongoing care and support of the community are communicated both electronically and through hard copy documents.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S07 ECONOMIC DEVELOPMENT

S16 LIFEGUARDS

S04 COMPLIANCE

S06 DEVELOPMENT ASSESSMENT

S13 HEALTH

S17 PARKS AND FACILITIES

OUTCOME: LC2 We are engaged and connected and work together to live sustainably

OBJECTIVE: LC2.1 Our community is caring and connected with strong intergenerational communication and understanding.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the levels of connectedness, intergenerational communication and understanding in the community.

Anecdotally, through various networks, events, news items and 'letters to the editor', the community is connected in caring for those in need. There are connections being made via specific events for local people in need, with intergeneration activities such as literary, film, theatre and dance events allowing the exchange of ideas and engendering higher levels of understanding. Community improvement activities continue to be undertaken in a number of locations as a joint project between Council and various community groups and services.

A variety of community engagement platforms and activities continue to provide opportunity for the development of appreciation and understanding of various community issues.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S10 EVENT MANAGEMENT

S21 SPORT

S28 CORPORATE PLANNING

S37 MEDIA

S31 DIGITAL E-LEADERSHIP

Looking after our Community (Continued)

OBJECTIVE: LC2.2 We welcome civic leadership to help achieve better outcomes for Coffs Harbour.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess how successful co-operation between government and community agencies has been in achieving outcomes for Coffs Harbour.

The staging of the 2012 Local Government elections (on 8 September) represented an opportunity for the community to exercise its democratic right to appoint the city's civic leadership team for the next four years.

Council and the State and Commonwealth levels of government have worked effectively in identifying and funding a range of projects to address local and regional issues. Various government agencies have also worked together to advocate for additional focus on upgrade works for the Pacific Highway. The Jetty Foreshore area has also continued to be a focus for future development and direction. Strong relationships between Council and variety of stakeholders both within Government and private enterprise continue and these generate outcomes and opportunities for the community.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S10 EVENT MANAGEMENT

S35 HOLIDAY PARKS

S21 SPORT

S07 ECONOMIC DEVELOPMENT

S09 ENVIRONMENTAL MANAGEMENT

OBJECTIVE: LC2.3 We value our children and young people and offer them all the facilities and services they need in order to achieve their full potential.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of support available to assist children and young people to achieve their potential.

Effective networking and co-ordination of children and youth services continues to result in appropriate service delivery opportunities being expanded and enhanced. The positive contribution made to the community by young people continues to be recognised in Council via the staging of activities and events through out the year.

The value and development of children continues to be a focus through many library, community and cultural events. The growth in programs such as storytime, 'yourtutor' free online tutoring, class visits and the Japanese Children's Festival are all evidence of the appreciation by the broader community of such programs and events.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES

S15 LIBRARY

S09 ENVIRONMENTAL MANAGEMENT

S17 PARKS AND FACILITIES

Looking after our Community (Continued)

OUTCOME: LC3 We enjoy a comprehensive range of community, artistic and cultural opportunities.		
OBJECTIVE: LC3.1 Our community has access to a range of options for artistic and cultural expression and entertainment.		
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the range of options available for artistic and cultural expression and entertainment.		
Visual and performing arts programs continue to be delivered by Council across a range of disciplines and venues. A diverse program of theatre, dance, music and drama has resulted in substantial audience numbers during the reporting period. The EMSLA Coffs Harbour City Council Art Prize attracted strong entries and prominent attention in the arts sector.		
Council Services that contribute to achieving this Objective:		
S01 ARTS AND CULTURE		
OBJECTIVE: LC3.2 We value, understand and celebrate our diverse cultural heritage.		
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the community's appreciation for its diverse cultural heritage.		
The diversity of our cultural heritage continues to be valued and celebrated through the participation of local and migrant cultural groups in community events, activities, formal occasions and civic functions. Coffs Harbour's Aboriginal and migrant history is further valued and understood through the work on the old police station and court house as a replacement venue for the previous local historical museum. Work continues on the Picture Coffs Harbour project, with thousands of historical photographs now digitised and accessible online.		
Aboriginal culture is highlighted in many events and functions throughout the year, with a range of awards highlighting and improving understanding of the role of local leaders and individuals to the local community; Events continue to grow and develop which enhance community understanding of the diversity of our local cultures including those from refugee, multicultural and Indian backgrounds.		
Council Services that contribute to achieving this Objective:		
S15 LIBRARY	S07 ECONOMIC DEVELOPMENT	S01 ARTS AND CULTURE
S03 COMMUNITY SERVICES		

Looking after our Community *(Continued)*

OBJECTIVE: LC3.3 We enjoy life together through a range of community events and recreational opportunities.











OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the social impacts of community events and recreational opportunities.


The attendance numbers at events and activities continues to grow. The feedback received indicated a level of interest, connection and desire by the community to enhance and further develop these opportunities because of the social capital and positive impacts they continue to have. Specific examples during this reporting period include the International Buskers Festival (approximately 22,000 in attendance), a broad range of local, regional, state and national sporting and recreational competitions along with fundraising, profile raising or issues focused events, dinners, breakfasts and activities. Christmas events such as Santa arrivals in various locations, community lighting of Christmas trees and Carol events were also held.

Council Services that contribute to achieving this Objective:

S03 COMMUNITY SERVICES	S10 EVENT MANAGEMENT	S17 PARKS AND FACILITIES
S21 SPORT	S01 ARTS AND CULTURE	

Looking After Our Community – Projects 2012/2013

Service	Project	Status	Percentage complete
Landuse Planning	E Planning (P210.05) Implementation of project relies on substantial input from IT. Competing IT priorities have limited the availability of IT support. Negotiations ongoing with CIO for options to free up IT resources. Purchased and rolled out tablets; purchased and implemented 3 software modules (one expected to be operational in New Year).		20.00
Corporate Planning	2030 Community Indicators (P230.03) The community indicators have been included in the updated 2030 plan. It was determined that it was more appropriate to include the indicators developed to measure progress towards achieving 2030 goals in the community strategic plan rather than manage two separate documents.		95.00
Corporate Planning	2030 Review (End of Term) (P230.13) EOT adopted by Council 23 August 2012. Used as the basis of the CHCC 2011/12 Annual Report adopted 22 November 2012. No further action.		100.00
Corporate Planning	2030 Review (P230.14) The project is progressing in accordance with the agreed scope and timeframe. There are currently no identified issues with the potential to impact project milestones.		70.00
Sport	Strategic Plan update (P375.07) Looking at doing a feasibility study on a Centre of Excellence at the Stadium. Firstly need to source funding to complete this.		50.00
Sport	Plans of Management Review (P375.08) Still unfunded therefore unable to start.		50.00
Sport	BCU Stadium Seating Upgrade (P375.09) This project is subject to available funding (federal) There are currently no available funding sources available for this project.		50.00
Sport	Stadium Agreements (P375.10) All Stadium signage agreements issued and most have been returned. Stadium naming rights agreement will be reviewed from January 2013 when Nikki Greenwood returns.		50.00
Sport	Fitzroy Oval Floodlighting Installation (P375.11) Completed		100.00
Library	Radio Frequency Identification (RFID) system (unfunded) (P514.04) Library Development Grant application submitted - successful grants announced in March/April 2013.		0.00
Library	Digital Library system (unfunded) (P514.03) New digital library resources in use apart from 5 e-readers which should be available to customers in Q3.		50.00

Community Services	Museum redevelopment (P516.07) During last quarter DA was approved which allows the detailed design and construction works to now commence.		50.00%
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6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT *(Continued)*

Looking after our Environment - (Director, LUHD)

THEME: Looking after our Environment (Our natural environment is protected and conserved for future generations.)	
OUTCOME: LE1 We understand and value our unique natural environment and its cultural connections.	
OBJECTIVE: LE1.1 We are active ambassadors for our environment and we share our skills and knowledge.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of community awareness and engagement in environmental issues.	
<p>Anecdotal evidence suggests there is a substantial level of community awareness and engagement in environmental issues. Participation in the Coffs Ambassadors program – which promotes a variety of the city's environmental features – has been very strong, and the program has been recognised for its success.</p> <p>Community concerns have added to Council's commitment to resolve issues over the NSW Government's approvals of large scale development at Hearn's Lake and logging in declared Koala habitat.</p>	
Council Services that contribute to achieving this Objective:	
S23 TOURISM	S09 ENVIRONMENTAL MANAGEMENT
OBJECTIVE: LE1.2 Our Aboriginal culture and its links to the land is valued and understood.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of community awareness about local Aboriginal culture and its links to the land.	
<p>The level of awareness continues to grow with programs such as those run by National Parks, Council and local Aboriginal groups. A range of cultural awareness programs have been conducted by different sections of the local Aboriginal communities raising awareness of the different aspects of land and the various relationships people have to the land on which they belong.</p> <p>During the period, Council worked closely with the local Aboriginal community following the uncovering of Aboriginal Heritage items whilst undertaking works at Lakeside Caravan Park at Woolgoolga. Holiday Park staff, the Local Aboriginal Lands Council and Elders all worked together to produce positive outcomes for the indigenous and wider community.</p>	
Council Services that contribute to achieving this Objective:	
S09 ENVIRONMENTAL MANAGEMENT	S03 COMMUNITY SERVICES

Looking after our Environment *(Continued)*

OBJECTIVE: LE1.3 We have many opportunities for nature experiences and learning through improved access to natural areas.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of access to natural areas and its effect on the provision of opportunities for nature experience and learning.

The success of the Coffs Ambassadors program (which sees volunteer guides run tours of areas they know and love to help visitors and locals get the most out of the region) has indicated a growing level of interest in community access and awareness of the natural environment. Ambassadors receive thorough training and support from both the NSW National Parks and Wildlife Service and Coffs Harbour City Council to ensure the tour experience they provide is informative, safe and thoroughly enjoyable. The Coffs Ambassadors program won the overall award in the 'Communication, Education and Empowerment' category at the 2012 Local Government Excellence in the Environment Awards..

Access to the city's coastal environment was significantly improved during the period with the opening of the 60km Solitary islands Coastal Walk from Red Rock to Sawtell.

Council Services that contribute to achieving this Objective:

S09 ENVIRONMENTAL MANAGEMENT

S17 PARKS AND FACILITIES

S12 FOOTPATHS AND CYCLEWAYS

OUTCOME: LE2 We protect and restore our environment to conserve its unique biodiversity for future generations

OBJECTIVE: LE2.1 Our forests, beaches, headlands, ocean, rivers, forested mountain backdrop, plants and animals are conserved for future generations.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the state of nature conservation in the local government area.

Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective.

Council's ongoing commitment to the preservation and conservation of our natural assets is evidenced by the strong focus on environmental impacts in the development assessment phase of any development applications considered by Council. The rigorous Environmental Impact Assessment applied to all applications - whether large, medium sized or small – helps to ensure these elements are conserved in an ongoing and consistent manner.

In biodiversity management, a significant milestone was achieved during the quarter with the finalisation of community consultation and adoption of the Class five fine scale mapping. The adoption of the Class five mapping layer provides the foundation to progress further key studies toward the management of biodiversity assets in the Coffs Harbour LGA.

Environmental impacts are central to Council's ongoing negotiations over the Department of Planning's approval of extensive development at Hearn's Lake and DECCW's approval of logging in koala habitat.

Council Services that contribute to achieving this Objective:		
S11 FLOODING AND COASTAL MANAGEMENT	S09 ENVIRONMENTAL MANAGEMENT	S17 PARKS AND FACILITIES
S14 LANDUSE PLANNING	S35 HOLIDAY PARKS	

Looking after our Environment *(Continued)*

OBJECTIVE: LE2.2 We have active programs to restore and improve our environment.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of programs to address environmental issues.

The comprehensive Landcare, Dune care, bush regeneration, Botanical Garden development and other state and national programs operating within the area result in an effective, planned, ongoing and strategically prioritised program of activities. These are enterprises which engender support and engage cross generational, cross cultural and cross socio-economic groups within the community. The growth in numbers of people involved suggests a high level of effectiveness.

Council, in association with regional partners, has secured \$3M of federal government grant funding to undertake restoration works to link habitats in the Coffs Harbour LGA. The Jaliigirr Project will work with landholders to achieve better environmental outcomes in corridors through restoration and rehabilitation works and also allow owners to enter in to the carbon market using the carbon sequestered by biodiverse plantings.

Works supported by Council's Environmental Levy and provisions within Council's Local Environmental Plans and Development Control Plan are in line with the strategies that serve this 2030 objective.

Council Services that contribute to achieving this Objective:

S14 LAND USE PLANNING

S09 ENVIRONMENTAL MANAGEMENT

OUTCOME: LE3 We manage our resources and development sustainably.

OBJECTIVE: LE3.1 We are responsible in the use and management of our natural resources and work to reduce our ecological footprint.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess natural resource management and ecological impacts in the local government area.






During the period, Council joined with local government authorities across north-eastern NSW in the finalisation of the first Regional State of the Environment Report. The preparation of the report was co-ordinated by the Northern Rivers Catchment Management Authority. It identifies the status of a range of environmental indicators at both a regional level and a local level for the 2011–12 financial year and provides environmental benchmarks for councils and natural resource managers to make informed decisions. The report can be accessed at Council's website:

<http://www.coffsharbour.nsw.gov.au/our-environment/Pages/state-of-the-environment.aspx>

Looking after our Environment *(Continued)*

Council Services that contribute to achieving this Objective:	
S30 DESIGN	S25 WATER
S20 SEWER	S13 HEALTH
S24 WASTE MANAGEMENT	
OBJECTIVE: LE3.2 We are independent in our energy production and carbon neutral by using efficient, environmentally-friendly, renewable sources of power.	
OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the level of progress achieved in making Coffs Harbour independent in energy production and carbon neutral.	
Council continues to monitor the operation of a large solar panel installation at Rigby House as part of an ongoing program to identify other locations where such panels can be installed.	
Council continued to implement its Greenhouse Emission Reduction program at the city's Waste Recovery Facility.	
Council Services that contribute to achieving this Objective:	
S24 WASTE MANAGEMENT	S09 ENVIRONMENTAL MANAGEMENT

Looking After Our Environment – Projects 2012/2013

Service	Project	Status	Percentage complete
Finance	Environmental Levy (P440.04) 36 submissions received including external and internal.		50.00
Environmental Management	State of the Environment reports (P230.01) Regional State of the Environment Report completed on-time, submitted to DLG with Annual Report.		100.00
Environmental Management	Priority Habitats and Corridors Framework 2013 - 2030 (P230.08) Awaiting completion of old-growth forest layer and 'stand alone' corridors footprint before combining all layers in to a high value habitats layer. This composite layer will then inform the Priority Habitats and Corridors Framework.		50.00
Environmental Management	Koala Plan of Management 2013 - 2030 (P230.09) A contract for the Northern precinct has been let to tender. Funding has been secured for both the southern and western precincts. Development of a 'core koala habitat' layer will be integral to informing "High Priority Habitats" layer for the LGA. Further development of a revised (new) Koala Plan of Management is dependent on the collection and analysis of koala population information to proceed. Modeling with the fine-scale Class 5 vegetation mapping greatly assists the identification of 'core koala habitat' within the LGA. This will assist in the seeking of resolution between possible conflicts between core koala habitat and the determination of Private Native Forestry agreement.		25.00
Environmental Management	Biodiversity Action Strategy 2012 - 2030 (P230.07) Strategy approved by Council in 2012 and includes 174 actions		50.00
Waste Management	Northern Beaches Transfer Station Construction (P260.05) Proposed to consider this project as part of waste review.		0.00

6-MONTHLY PROGRESS REPORTS BY OBJECTIVE AND PROJECT *(Continued)*

Our Council - (Director, Corporate Business)

THEME: Our Council (Our Council is responsive, effective, innovative and sustainable)

OUTCOME: OC1 We are served by a Council that is committed to achieving our vision for the future.

OBJECTIVE: OC1.1 Our Council organisation supports the delivery of high quality, sustainable outcomes for Coffs Harbour.

OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of Council's organisation in supporting the delivery of high quality, sustainable outcomes for Coffs Harbour.

The successful staging of the 2012 Local Government election on 8 September began a new chapter for Coffs Harbour City Council. The subsequent period has seen the implementation of an ongoing induction program for elected members.

The organisation continues to wrestle with the challenge of trying to deliver an increasingly costly range of services with limited resources. A Council-wide Service Level Review continues to evolve, identifying areas for improvement and cost reductions. During the period, an Executive study tour was undertaken to Singapore and the United Kingdom to examine opportunities to achieve savings and efficiencies through possible partnership and outsourcing arrangements.

Council's Operational Plan – formatted according to the structure established in the Service Level Review – includes a range of “Internal” Services that cover activities specifically aimed at ensuring that Council operates as a responsive, effective, innovative and sustainable organisation. The Services relate to ongoing processes and systems that are regularly monitored and reviewed to enhance workplace practices, efficiencies and returns on investment.

Council remained on target with its legislated reporting obligations for the period.








Our Council *(Continued)*














OBJECTIVE MEASURE (Continued): Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of Council's organisation in supporting the delivery of high quality, sustainable outcomes for Coffs Harbour.








Council Services that contribute to achieving this Objective:

S26 AIRPORT	S27 CIVIL CONTRACTING
S28 CORPORATE INFORMATION SERVICES	S29 CORPORATE PLANNING
S30 DESIGN	S31 DIGITAL E-LEADERSHIP
S32 ENVIRONMENTAL LABORATORY	S33 FINANCE
S34 GOVERNANCE	S35 HOLIDAY PARKS
S36 HUMAN RESOURCES	S37 MEDIA
S38 PLANT AND FLEET MANAGEMENT	S39 PROCUREMENT
S40 STRATEGIC ASSET PLANNING	S41 TELEMETRY AND OPTIC FIBRE
S05 CUSTOMER SERVICE	S20 SEWER
S25 WATER	S18 PROPERTY
S14 LANDUSE PLANNING	S06 DEVELOPMENT ASSESSMENT
S23 TOURISM	S17 PARKS AND FACILITIES

Our Council – Projects 2012/2013

Service	Project	Status	Percentage complete
Corporate Planning	<p>Integrated Planning and Reporting (IPR) (P010.01) Prepared June and September Quarterly Performance Reports (adopted 23 August, 22 November). IPR Working Group meetings - monthly. Integration model to be incorporated in IPR documents for exhibition in April 2013. Focus on dialogue between Asset Mgt and Long Term Financial Plan. CHCC 2011/12 Annual Report prepared (based on adopted 2030 EOT Report) - adopted by Council on 22 November. Ongoing work with CIO on Performance Planning development for 2012/13 (Service-based Op Plan/new PP model); ongoing review of Project/KPI reportables. 2nd MIDROC Integrated Planning forum in Port Macquarie 19 November - opportunity to explore regional/joint development of Indicators. Assist 2030 Review working group.</p>		30.00
Corporate Planning	<p>Local Government Election (P010.07) General Manager's Report on Election provided to Minister for Local Government. Election process completed.</p>		100.00
Tourism	<p>Visitor Information Centre Review (P130.03) VIC operations currently under review.</p>		0.30
Landuse Planning	<p>E Planning (P210.05) Implementation of project relies on substantial input from IT. Competing IT priorities have limited the availability of IT support. Negotiations ongoing with CIO for options to free up IT resources. Purchased and rolled out tablets; purchased and implemented 3 software modules (one expected to be operational in New Year).</p>		20.00
Governance	<p>New Councillor Induction (P411.08) Structured Councillor induction program commenced in Sept 2012 and completed in Dec 2012. During this time weekly training sessions were conducted across all aspects of Council business. Ongoing training and development to continue for all Councillors.</p>		100.00
Corporate Information Services	<p>GIS Strategy (P420.01) This has been now been scheduled to commence March 2013</p>		0.00
Corporate Information Services	<p>ECM Upgrade or Replacement (P420.02) Test System was upgraded in Dec. Training is due to commence Jan 2013. The upgrade of the production system is scheduled for March 2013.</p>		60.00

Corporate Information Services	Records Management Strategy (P420.03) Project plan commenced.		0.00
Corporate Information Services	SharePoint upgrade to 2010 (P420.07) A shortage of staff resource has delayed the completion of this project. The external sharepoint sites have been upgraded in the test environment.		70.00
Corporate Information Services	Ingenuity Replacement (P420.10) System chosen and the reported to Council. Live date for Payroll is due in Feb 2013. This is now a project being managed by Human resources and Org Development Manager.		100.00
Corporate Information Services	Business Analytics – Dashboards (P420.11) These will be developed in conjunction with the 2030 KPI review team.		0.00
Corporate Information Services	Scanning of Hardcopy DAs (P420.12) Scanning and registration under way. All equipment in place and performing well. This is a multi-year project and funding will be needed to complete in future years.		33.00
Corporate Information Services	Mobile Computing rollout (P420.13) IPADS delivered to Councillors and training undertaken. Further tablets rolled out to Works supervisors and Building assessment staff. This will continue with other areas of Council as needs arise and funding permits.		100.00
Corporate Information Services	Infrastructure replacement (P420.14) IT Infrastructure replaced generally in line with the schedule.		100.00
Corporate Information Services	Upgrade Microsoft Software (P420.15) This is a yearly project which must occur for Council to be licensed.		100.00
Corporate Information Services	HR Data Collection (P420.16) All position numbers reviewed and entered into the system. This now reflects the organisation structure as it currently stands.		100.00
Corporate Information Services	DR Site (P420.17) Fibre cable upgrade to the DR site from the Administration Building. Most equipment procured and being commissioned. Having difficulty locating appropriate technical training in the equipment.		60.00
Corporate Information Services	IT Organisation Review (P420.18) All Team Leader PDs updated and positions filled. Special Projects Officer PD also assessed and position filled.		100.00
Corporate Information Services	IT Steering Committee (P420.19) Steering Committee formed, TOR produced, committee has been meeting regularly		100.00
Corporate	IT Procurement Policy Review (P420.20)		100.00

Information Services	IT Steering committee adopted the equipment list concept about IT supported products. This will allow Managers to have approved equipment supplied in a much quicker timeframe.		
Corporate Information Services	Development of Coffs Water SLA (P420.21) 3rd draft completed and waiting sign off		90.00
Corporate Information Services	SLAs all Business Units (P420.22) Once the Coffs Water SLA has been finalised, this will become the basis of the general SLA.		70.00
Corporate Information Services	Chargeback Model (P420.23) IT Steering Committee considered this item at the Sept meeting but was not approved. A project team is to review all corporate overheads (inc IT) and the method of distribution.		100.00
Corporate Information Services	Upgrade financials (P420.24) Upgrade successfully completed over the weekend of the 16 June 2012.		100.00
Corporate Information Services	AMS Integration (P420.26) The Director of City Services has advised that there is no need for the work order process and therefore it is unknown what integration is required from the AMS to Finance. The web service that was purchased for this process has been installed and tested and documentation sent to Infomaster.		100.00
Corporate Information Services	Developer Contributions (P420.27) Still awaiting information from other areas of Council. All GIS work that has been received has been completed.		95.00
Corporate Information Services	Name and Address Register (P420.28) Awaiting the upgrade of Dataworks to ECM 3.08 to allow this to occur. This is scheduled for March 2013.		0.00
Corporate Information Services	Security Review (P420.36) Initial discussions held with consultants about the services they offer in this area. Awaiting quotes.		15.00

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