



COFFS HARBOUR CITY COUNCIL 2016 END OF TERM REPORT



August 2016

Foreword

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

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

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

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

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

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

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

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

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



Denise Knight

Denise Knight Mayor,
City of Coffs Harbour



Steve McGrath

Steve McGrath
General Manager

The Community Vision 2030

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

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

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

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

Outcomes: These identify our vision for where we want to be in 2030.

Objectives: How we plan to achieve the specified outcome.

Strategies: How we plan to achieve the specified objective.

Council's role is identified as being:

- a "Provider" where the strategy falls within Council's area of responsibility
- a "Facilitator" where help can be given to others
- an "Advocate" by speaking up on behalf of the community

Other Players:

Those within our community who have a role to play in delivering a strategy including individual citizens, community groups, business and industry, State government, Federal government, non- government service providers and others

Elected Members

There are nine elected representatives on Coffs Harbour City Council.

They are:

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

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



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



Introduction

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

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

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

The report is framed around the CSP themes:

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

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

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

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

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





Learning and Prospering

We are a prosperous and learning community

Overview

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

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

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

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

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





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

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

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



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

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



Council's Significant Achievements

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

Community Indicators

Indicator	Measure	Commentary
Business diversity	Growth in the types of businesses and industries	The total industry output in Coffs Harbour increased by \$1,029.3 million between 2009/10 and 2014/15 from \$5,599.7 million to \$6,629 million. The largest changes in the output by industries between 2009/10 and 2014/15 in Coffs Harbour were: Construction (+\$645 million) Rental, Hiring and Real Estate Services (+\$345 million) Agriculture, Forestry and Fishing (-\$151 million) Health Care and Social Assistance (+\$62 million) (Source: National Institute of Economic and Industry Research (NIEIR) @2016)
Provide meaningful local employment	Unemployment rates: percentage of people 15+ years	March 2012 - 6.5%, March 2016 - 5.3% (Source: Australian Bureau of Statistics, Labour force survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, March 2016)
	Increase in average income per capita	In 2011, households in Coffs Harbour had a median weekly household income of \$902, this was \$59 less than Regional NSW.* (Source: Australian Bureau of Statistics, Census 2006 and 2011)
Business environmental sustainability	Business ecological footprint	Data for this indicator is not available
Numbers of young people	Percentage of residents who are aged 12-24	2006 - 17.3%, 2011 - 16.2%* (Source: Australian Bureau of Statistics, Census 2006 and 2011)
Equal access to employment	Percentage of population in employment based on age, gender, disability and cultural background	see chart 1.1 below
People live in our city centre	Number and type of housing options in City Centre	Housing Type: No: Dwelling (House) 1,792 Strata Lot 1,814 Dual Occupancy 40 Residential Flats 97 Cluster Housing 3 TOTAL 3,746 (Source: Coffs Harbour City Council)
Our city centre is lively	Business occupancy rates	Data for this indicator is not available
	Community perception of city centre	In 2016, 44% of respondents described the city centre as lively or very lively against just 16% saying it was not lively. In 2012 the figures were 52% and 10% respectively. The score for liveliness at night was far lower, with only 5% believing it to be lively or very lively in 2016, the same score as in 2012. (Source: Coffs Harbour City Council Community Wellbeing Survey 2016)
Lifelong learning opportunities	Participation rates in informal and formal education	Data for this indicator is not available
	Vocational training enrolments: people aged between 25-64 years enrolled in vocational education and training per 100 population	Data for this indicator is not available

Unemployment Rate

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

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



Places for Living

Our built environment connects us and supports us in living sustainably

Overview

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

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

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



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

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

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





Places for Living

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

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

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

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

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





Council's Significant Achievements

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

Community Indicators

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





Moving Around

We are moving around easily,
safely and sustainably

Overview

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

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

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

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

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





Moving Around

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safely and sustainably

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

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



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





Council's Significant Achievements

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

Community Indicators

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





Looking After Our Community

Our community is healthy, informed and engaged

Overview

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

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

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

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

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

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





Looking After Our Community

Our community is healthy, informed and engaged

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

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

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

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



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

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

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



Council's Significant Achievements

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

Community Indicators

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



Looking After Our Environment

Our natural environment is protected and conserved for future generations

Overview

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

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



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

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





Looking After Our Environment

Our natural environment is protected and conserved for future generations

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

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

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

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

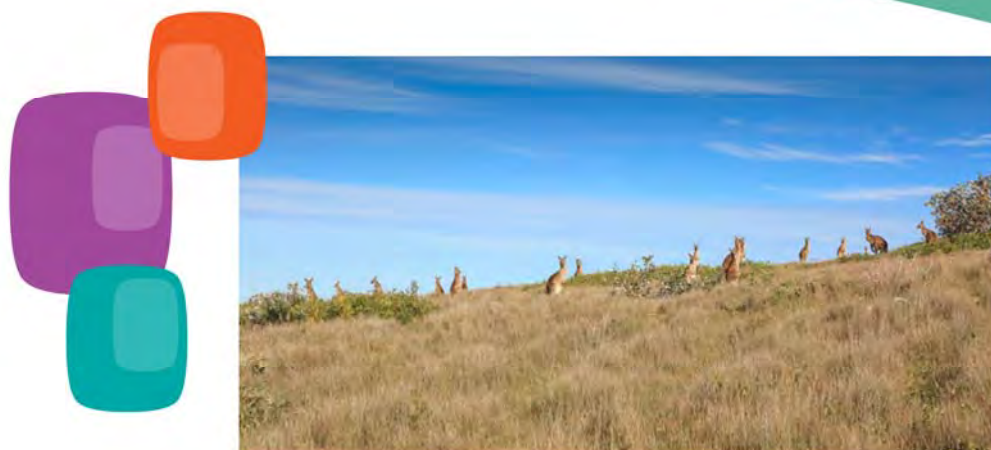


Also, the **Our Living Coast** (OLC) Sustainability Alliance with Nambucca and Bellingen Council continues to develop. The partnership includes a monthly sustainability e-newsletter across the region with 1,727 subscribers as of June 2015. Community input is increasing consistently over time as evidenced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

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

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





Council's Significant Achievements

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

Community Indicators

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

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



Financial Sustainability

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

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



Other Corporate Achievements

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