



Coffs Harbour City Council

20 February 2013

ORDINARY MEETING

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

THURSDAY, 28 FEBRUARY 2013

The meeting commences at **5.00pm** and your attendance is requested.

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. [Confirmation of Minutes of Ordinary Meeting – 14 February 2013](#)
9. Notices of Motion
10. [General Manager's Reports](#)
11. [Consideration of Officers' Reports](#)
12. Requests for Leave of Absence
13. Matters of an Urgent Nature
14. Questions On Notice
15. Consideration of Confidential Items (if any)
16. Close of Ordinary Meeting.

Steve McGrath
General Manager



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR
28 FEBRUARY 2013

Contents

ITEM DESCRIPTION

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- GM13/3 2012/2016 DELIVERY PROGRAM - SIX MONTHLY PROGRESS REPORT
- GM13/4 BUSINESS IMPROVEMENT AND DEVELOPMENT STUDY TOUR
- GM13/5 REVISED ORGANISATIONAL STRUCTURE

LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORT

- L13/3 DEVELOPMENT APPLICATION 825/12 – SUBDIVISION (1 INTO 2 LOTS) – LOT 111, DP 730304, NO. 7 TASMAN STREET, CORINDI BEACH
- L13/4 WASTE MANAGEMENT - FUTURE DIRECTIONS
- L13/5 ORARA RIVER REHABILITATION STRATEGY

CORPORATE BUSINESS DEPARTMENT REPORTS

- CB13/10 BUDGET VARIATION FOR UPDATED SWIMMING POOL SUBSIDIES AND IMPROVEMENTS
- CB13/11 BANK BALANCES AND INVESTMENTS FOR NOVEMBER AND DECEMBER 2012
- CB13/12 ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 DECEMBER 2012
- CB13/13 QUARTERLY BUDGET REVIEW STATEMENT FOR DECEMBER 2012
- CB13/14 2013/2014 ENVIRONMENTAL LEVY PROJECTS SCHEDULE
- CB13/15 COFFS HARBOUR CITY CENTRE MASTER PLAN 2031

CITY SERVICES DEPARTMENT REPORTS

CS13/11 COMMUNITY FACILITIES MANAGEMENT, ADVISORY COMMITTEES AND COMMUNITY DEVELOPMENT INITIATIVES UPDATE FOR 2012

CS13/12 COMMITTEE MEMBERSHIP - BAYLDON AND SPORTZ CENTRAL

CS13/13 COFFS HARBOUR CULTURAL POLICY AND CULTURAL PLAN 2013-2016

The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

CS13/14 TENDER: RFT-575-TO - GRAVITY SEWER PIPELINE CONSTRUCTION - SAWTELL STP

A portion of this report is confidential for the reason of Section 10A (2):

- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret.

and in accordance with Section 10A (1) the meeting may be closed to the public



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
14 FEBRUARY 2013

Present: Councillors D Knight (Mayor), J Arkan, N Cowling, R Degens, G Innes, B Palmer, K Rhoades, M Sultana and S Townley

Staff: General Manager, Director Corporate Business, Director City Services, Director Land Use, Health & Development and Executive Assistant.

The meeting commenced at 5.00pm with the Mayor, Cr D Knight in the chair.

We respectfully acknowledge the Gumbayngirr Country and the Gumbayngirr Aboriginal peoples who are traditional custodians of the land on which we meet and their Elders both past and present

The Mayor reminded the Chamber that the meeting was to be recorded, and that no other recordings of the meeting would be permitted.

DISCLOSURES OF INTEREST

No disclosures of interests tabled.

PUBLIC ADDRESS

Time	Speaker	Item
5.00 pm	Jeanette Jones	NOM 13/2 – Parking of RV Motor Homes
5.05 pm	Ian Preston & Les Pepper Woolgoolga Surf Life Saving Club	CS 13/1 – Coffs Harbour Coastal Zone Management Plan

MOTION

- 1 **MOVED** (Cowling/Degens) that a further 1 minute be allocated to Ms J Jones for her public address.
-

CONFIRMATION AND ADOPTION OF MINUTES

- 2 **RESOLVED** (Cowling/Townley) that the minutes of the Ordinary meeting held on 13 December 2012 be confirmed as a true and correct record of proceedings.
-

ORDINARY MEETING

14 FEBRUARY 2013

MAYORAL MINUTE

MM13/1 TOWN CRIER

To seek approval for the voluntary role of Town Crier to be publicly advertised via an Expression of Interest and appropriate selection process.

3 RESOLVED (Knight) that Council:

1. Approve the concept of establishing a voluntary Town Crier role;
2. Seek expressions of interest from individuals seeking to fill the voluntary position of Town Crier for Coffs Harbour City Council;
3. Delegate authority to a selection panel consisting of the Mayor, Deputy Mayor, General Manager and the Membership / Media Officer of the Ancient Honorable Guild of Australian Town Criers to review the applications received and appoint a voluntary Town Crier for Coffs Harbour city;
4. Note that the approval is based on the understanding that Council will fund the cost of the application and subscription to the Ancient and Honorable Guild of Australian Town Criers, reasonable cost of the costume, bell and tricorne hat, and annual expenditure for attendance at championship events to a maximum of \$1,000 per annum.

CITY SERVICES DEPARTMENT REPORT

CS13/1 COFFS HARBOUR COASTAL ZONE MANAGEMENT PLAN

The purpose of this report is to have the Coffs Harbour Coastal Zone Management Plan adopted by Council.

MOTION

4 MOVED (Degens/Arkan) that:

1. Council adopt the Coffs Harbour Coastal Zone Management Plan with the following amendment to Action A6:

Delete text in action column and replace with:

Investigate options (Protect, Accommodate or Retreat) to mitigate coastal hazard risk to Woolgoolga SLSC.

Note: the erosion escarpment is within 15m of the Woolgoolga SLSC, and the building is likely to require renewal in the near future. Interim protection works at the base of the structure (e.g. dumped rock) should be considered.

Under Timing / Triggers

2013 finalise risk management option.

2014 or as soon as practical commence investigations for a replacement structure, and put into forward works plans, and Asset Management Plan. When funding is available, rebuild asset further landward.

Cont'd

CS13/1 Coffs Harbour Coastal Zone Management Plan ...(Cont'd)

2. The Coffs Harbour Coastal Zone Management Plan be referred to the Minister for Environment for certification under section 55G of the Coastal Protection Act.
3. A further report be presented to Council regarding resource requirements for the amendment of Council's planning framework to support the implementation of the Coastal Zone Management Plan.
4. Council note that until such time as the Coffs Harbour Coastal Zone Management Plan is certified by the Minister and the provisions of the Coffs Harbour Coastal Zone Management Plan are incorporated into Council's planning framework, the development related provisions of the Coastal Zone Management Plan are unable to be utilised in Council's Development Assessment processes.

NOTICES OF MOTION

NOM13/2 PARKING OF RV MOTOR HOMES

5 RESOLVED (Arkan/Townley) that:

Coffs Harbour City Council allow self sufficient motor homes and vans to park on Council owned land, east of railway at the jetty or the area of land known as the south wall, for a limit of 48 hours.

A permit be purchased from the Visitors Information Centre and be displayed on the vehicles.

DIVISION

A division was duly demanded, and those members voting for and against the motion were recorded:

FOR

Cr Arkan
Cr Cowling
Cr Sultana
Cr Degens
Cr Townley

AGAINST

Cr Innes
Cr Knight
Cr Palmer
Cr Rhoades

**NOM13/1 REPLACEMENT AND EXTRA GARBAGE BINS AT JETTY
FORESHORE**

6 MOVED (Cowling/Sultana) that:

Council add extra bins where required or service them more frequently as needed.
Lids to be replaced as soon as practicable.

AMENDMENT

MOVED (Palmer/Rhoades) that Council increase levels of collection during peak periods of use and remove the recycling bells from the junction of Camperdown St and Jordan Esplanade.

The **AMENDMENT** on being put to the meeting was **LOST**.

The **MOTION** on being put to the meeting was declared **CARRIED**.

DIVISION

A division was duly demanded, and those members voting for and against the motion were recorded:

FOR

Cr Cowling
Cr Sultana
Cr Arkan
Cr Degens
Cr Townley
Cr Palmer

AGAINST

Cr Rhoades
Cr Knight
Cr Innes

NOM13/3 USE OF AUTONOMOUS POWER SYSTEMS

7 RESOLVED (Townley/Arkan) that "The use of autonomous power systems be considered acceptable for electricity provision in suitable subdivision situations".

NOM13/4 NIGHT RIDER SERVICE - NORTHERN BEACHES

8 RESOLVED (Townley/Innes) that Council:

1. Financially support a Night Rider shuttle bus service to the Northern Beaches from Coffs Harbour each Saturday night.
 2. Service to be maintained, at a nominal cost to commuters, say \$10, for a period of 6 months.
 3. To seek co-operation from the NSW Police and the Liquor Accord in order to secure a permanent service.
-

GENERAL MANAGER'S REPORTS

GM13/1 CODE OF CONDUCT POLICY AND RELATED PROCEDURES

That Council adopts the Code of Conduct policy and notes the related procedures.

9 RESOLVED (Arkan/Degens) that:

1. Council adopts the revised Code of Conduct Policy dated March 2013, noting it is based on the NSW Division of Local Government's Model Code of Conduct.
2. Council adopts the related procedures for handling code of conduct complaints.

LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORT

L13/1 DEVELOPMENT APPLICATION NO. 119/13 - LOT 26 DP 1001621, NO. 1 BREAKERS WAY KORORA - MULTI-UNIT HOUSING (ONE ADDITIONAL NEW DWELLING) & STRATA SUBDIVISION

To consider Development Application No.119/13 for multi-unit housing (one additional new dwelling) and strata subdivision at 1 Breakers Way, Korora.

At its meeting of 15 December 2005, Council resolved:

1. *That development applications for approval involving substantial aspects of the following elements be referred to Council for determination:*
 - *Significant public interest and community input;*
 - *Substantial non-compliance with relevant strategic controls;*
 - *Significant land use;*
 - *Major environmental issue(s);*

Accordingly this matter is reported to Council for determination due to significant public interest and community input.

MOTION

10 MOVED (Arkan/Innes) that:

1. Development Application No. 119/13 for multi-unit housing (one additional new dwelling) and a strata subdivision at Lot 26 DP 1001621, No. 1 Breakers Way, Korora be refused as the proposed development would have negative impact to the neighbourhood amenity.
2. Persons who made a submission on Development Application No. 119/13 be informed of Council's decision.

Cont'd

L13/1 Development Application No. 119/13 - Lot 26 DP 1001621, No. 1 Breakers Way, Korora - Multi-Unit Housing (One Additional New Dwelling) & Strata Subdivision ...(Cont'd)

VOTED FOR

Cr Rhoades
Cr Townley
Cr Palmer
Cr Degens
Cr Knight
Cr Arkan
Cr Innes
Cr Sultana
Cr Cowling

VOTED AGAINST

Nil

L13/2 TENDER: PREPARATION OF ENVIRONMENTAL STUDIES AND PLANNING PROPOSAL - BONVILLE RURAL RESIDENTIAL AREA - CONTRACT NO. RFT-559-TO

To report to Council on tenders received for Contract RFT-559-TO for the preparation of environmental studies to inform a Planning Proposal for Bonville Rural Residential Area.

The report provides a preferred tender to Council, following assessment of all tender submissions under Council's Tender Evaluation process, and seeks Council's approval to accept a tender.

11 RESOLVED (Arkan/Palmer) that:

1. Council accepts the conforming tender of de Groot and Benson Pty Ltd for Contract RFT-559-TO (Environmental Studies and Planning Proposal for Bonville Rural Residential), for an upper consultancy fee limit of \$175,175.00 (including GST) as tendered.
2. The contract documents be completed under Seal of Council.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB13/1 KEY FINANCIAL INDICATORS 2011-12

Consideration of the key financial indicators for the financial years ended 30 June 2008 through to 30 June 2012.

12 RESOLVED (Degens/Sultana) that:

1. The operational plan/delivery program and long term financial planning process are prepared bearing in mind the achievement of the key financial indicator benchmarks contained in this report.
 2. The report on the results achieved as at 30 June 2012 for the key financial indicators be received and noted.
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CB13/2 BANK BALANCES AND INVESTMENTS FOR OCTOBER 2012

To list Council's Bank Balances and Investments as at 31 October 2012.

13 RESOLVED (Innes/Palmer) that:

1. The bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty nine million, nine hundred and forty two thousand, two hundred and fifteen dollars (\$169,942,215) as at 31 October 2012 be noted.
2. The general fund unrestricted cash and investments totaling one million, nine hundred and seventy six thousand, three hundred and seventy six dollars (\$1,976,376) as at 31 October 2012 be noted.

CB13/3 MONTHLY BUDGET REVIEW FOR NOVEMBER 2012

To report on the estimated budget position as at 30 November 2012.

14 RESOLVED (Palmer/Townley) that:

The budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 30 November 2012:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 24 May 2012	308,365 (D)	4,397,830 (D)	3,542,337 (D)
Approved Variations to 31 October 2012	(114,923) (S)	Nil	Nil
Recommended variations for November 2012	92,398 (D)	Nil	Nil
Estimated result as at 30 November 2012	<u>285,840 (D)</u>	<u>4,397,830 (D)</u>	<u>3,542,337 (D)</u>

CB13/4 EXECUTION OF LEASE DOCUMENTS - MOBIL OIL AUSTRALIA PTY LTD - DEPOT AND FUELLING FACILITY SITES AT COFFS HARBOUR AIRPORT

Seeking authority to execute lease documents under Common Seal of Council for depot and fuelling facility sites at Coffs Harbour Airport to Mobil Oil Australia Pty Ltd.

- 15 **RESOLVED** (Cowling/Innes) that all documents associated with the renewal of lease of depot and fuelling facility sites (Lots 12 and 13 DP 790102) situated at Coffs Harbour Airport to Mobil Oil Australia Pty Ltd be executed under the Common Seal of Council.

CB13/5 LEASE - SHOP PREMISES AT SUITE 102 RIGBY HOUSE, 27-29 DUKE STREET, COFFS HARBOUR

Seeking authority for the execution of lease for the shop premises at Suite 102 Rigby House, 27-29 Duke Street, Coffs Harbour.

- 16 **RESOLVED** (Innes/Palmer) that:
1. The Council, as registered proprietor of Rigby House, 27-29 Duke Street, Coffs Harbour being Lot 110 in DP 777398, authorises the lease of the commercial space described as Suite 102, and located on the ground floor entrance to the office complex, at market rent for a period of 5 (five) years and subject to the terms and conditions contained in this report.
 2. That any necessary documents required to give effect to the lease of Suite 102 Rigby House, Coffs Harbour, being part Lot 110 in DP 777398 to be executed under the Common Seal of Council.

CB13/6 LEASE TO SPECIAL NEEDS SUPPORT GROUP INC - 13 KANE CRESCENT, COFFS HARBOUR

Seeking authority for the execution of a lease between Coffs Harbour City Council, as the registered proprietor of the land known as Lot 27 in DP 258292 (being 13 Kane Crescent), and the Special Needs Support Group Inc under the common seal of Council.

- 17 **RESOLVED** (Innes/Palmer) that:
1. Council as registered proprietor of Lot 27 in DP 258292 and more generally described as 13 Kane Crescent, Coffs Harbour (the demised premises) authorise the lease of the Demised Premises to Special Needs Support Group Inc for a period of 13 years commencing on or before 1 March 2013 and an option for a further 10 years.
 2. Council's seal be affixed to the lease of Lot 27 in DP 258292, and more generally described as 13 Kane Crescent, Coffs Harbour, to Special Needs Support Group Inc and all other documents required to give effect to the lease agreement.

CB13/7 DEVELOPER CONTRIBUTION PLANS REVIEW

To present to Council the following draft amended Developer Contributions Plans:

1. Regional, District and Neighbourhood Facilities & Services 2013
2. Coffs Harbour Road Network 2013
3. Surf Rescue Facilities 2013
4. Hearnes Lake/Sandy Beach Release Area 2013
5. Korora Rural Residential Release Area 2013
6. Moonee Release Area 2013
7. North Coffs Release Area 2013
8. North Boambee Valley (East) Release Area 2013
9. North Bonville 2013
10. Park Beach Area 2013
11. South Coffs 2013
12. West Coffs Harbour 2013
13. West Woolgoolga 2013
14. Water Supply Development Servicing Plan 2013
15. Wastewater Development Servicing Plan 2013

The Draft Plans include additional schedules to assist in more accurately applying developer contributions to different types of development. This report recommends that the Plans be placed on public exhibition for a period of 30 days.

18 RESOLVED (Palmer/Sultana) that:

The following Draft Section 94 Developer Contributions Plans and Draft Section 64 Development Servicing Plans be placed on public exhibition for a period of 30 days and submissions be invited

1. Regional, District and Neighbourhood Facilities & Services 2013
2. Coffs Harbour Road Network 2013
3. Surf Rescue Facilities 2013
4. Hearnes Lake/Sandy Beach Release Area 2013
5. Korora Rural Residential Release Area 2013
6. Moonee Release Area 2013
7. North Coffs Release Area 2013
8. North Boambee Valley (East) Release Area 2013
9. North Bonville 2013
10. Park Beach Area 2013
11. South Coffs 2013
12. West Coffs Harbour 2013
13. West Woolgoolga 2013
14. Water Supply Development Servicing Plan 2013
15. Wastewater Development Servicing Plan 2013

CB13/8 TENDER RFT-573-TO - ELECTRICAL MAINTENANCE AND REPAIR OF COUNCIL PROPERTIES

To report on the tenders received for electrical maintenance and repair of Council properties and to gain Council approval.

19 RESOLVED (Arkan/Townley) that:

1. Council accept the panel tender offers of BCF Electrical, Doug Knight Electrical and Wardman Electrical and Data for the Provision of Electrical Maintenance and Repair of Council Buildings contract number- RFT-573-TO.

The recommendation is on the basis that:

- a) The tender offers are the most suitable and advantageous following the application of Council's Tender Value Selection System.
 - b) The three tenderers are the current contractors for the Provision of Electrical Maintenance and Repair of Council's Properties. References were obtained from selective Council staff who stated that the three tenderers work performances have consistently been of a high standard.
 - c) The three (3) tenderers will form a panel of suppliers who will be available on-call for use by Council staff. This three panel supplier choice arrangement will allow Council staff the flexibility in achieving the most cost effective outcome.
 - d) All three (3) tenderers are registered and accredited with BNG Conserve who manages Council's online contractor management services for the compilation of insurances, licenses and work, health and safety documentation etc.
 - e) By actively going out to tender Coffs Harbour City Council will not breach the Local Government (General) Regulation 2005- Section 7 Tendering, for annual expenditure over \$150,000.00.
2. Provision be allowed for a 12 month extension based on satisfactory supplier performance which may take this tender through to 16 February 2016.
 3. The contract documents be executed under Council's Seal.

CB13/9 TENDER RFT-574-TO - PLUMBING MAINTENANCE AND REPAIR OF COUNCIL PROPERTIES

To report on the tenders received for plumbing maintenance and repair of Council properties and to gain Council approval.

20 RESOLVED (Arkan/Degens) that:

1. Council accepts the panel tender offers of Laser Plumbing, R H Plumbing and Emerald Beach Plumbing for the provision of plumbing maintenance and repair of Council buildings contract number- RFT-574-TO.

Cont'd

CB13/9 Tender RFT-574-TO - Plumbing Maintenance and Repair of Council Properties ...(Cont'd)

The recommendation is on the basis that:

- a) The tender offers are the most suitable and advantageous following the application of Council's tender value selection system.
 - b) The three tenderers are all local plumbing contractors who have the previous experience and employee qualifications to service the contract.
 - c) The three (3) tenderers will form a panel of suppliers who will be available on-call for use by Council staff. This three panel supplier choice arrangement will allow Council staff the flexibility in achieving the most cost effective outcome.
 - d) By actively going out to tender Coffs Harbour City Council will not breach the Local Government (General) Regulation 2005 - Section 7 Tendering, for annual expenditure over \$150,000.00.
2. Provision be allowed for a 12 month extension based on satisfactory supplier performance which may take this tender through to 16 February 2016.
 3. The contract documents be executed under Council's Seal.

CITY SERVICES DEPARTMENT REPORTS

CS13/2 WOOLGOOLGA LAKE ESTUARY, WILLIS CREEK ESTUARY & DARKUM CREEK ESTUARY COASTAL ZONE MANAGEMENT PLANS

The purpose of this report is to have the Woolgoolga Lake Estuary, Willis Creek Estuary and Darkum Creek Estuary Coastal Zone Management Plans adopted by Council.

21 RESOLVED (Palmer/Arkan) that:

1. Council adopt the Woolgoolga Lake Estuary Coastal Zone Management Plan, Willis Creek Estuary Coastal Zone Management Plan and Darkum Creek Estuary Coastal Zone Management Plan.
 2. The Woolgoolga Lake Estuary Coastal Zone Management Plan, Willis Creek Estuary Coastal Zone Management Plan and Darkum Creek Estuary Coastal Zone Management Plan be referred to the Minister for Environment for certification under section 55G of the Coastal Protection Act.
 3. A further report be presented to Council regarding resource requirements for the amendment of Council's planning framework to support the implementation of the Coastal Zone Management Plan.
 4. Council note that until such time as the Woolgoolga Lake, Willis Creek and Darkum Creek Coastal Zone Management Plans are certified by the Minister and the provisions of the Woolgoolga Lake, Willis Creek and Darkum Creek Coastal Zone Management Plans are incorporated into Council's planning framework, the development related provisions of the Coastal Zone Management Plan are unable to be utilised in Council's Development Assessment processes.
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CS13/3 COASTAL ESTUARY MANAGEMENT ADVISORY COMMITTEE

To report minutes of the Coastal Estuary Management Advisory Committee Meeting held on 29 January 2013.

- 22 RESOLVED** (Palmer/Innes) that Council note the minutes of the Coastal Estuary Management Advisory Committee held 29 January 2013.

CS13/4 COFFS HARBOUR BOAT RAMP - PROPOSAL TO FORM WORKING PARTY

To report on a proposal from Coffs Harbour Deep Sea Fishing Club to form a Coffs Harbour Boat Ramp Working Party with Council.

- 23 RESOLVED** (Arkan/Palmer) that:

A Councillor be appointed to the Coffs Harbour Boat Ramp Working Party.

SUPPLEMENTARY MOTION

MOVED (Rhoades/Palmer) that Cr Palmer be appointed to the Coffs Harbour Boat Ramp Working Party.

AMENDMENT

- 24 MOVED** (Degens/Sultana) that Cr Arkan be appointed to the Coffs Harbour Boat Ramp Working Party.

The **AMENDMENT** on being put to the meeting was **CARRIED**.

It then became the **MOTION** and on being put to the meeting was declared **CARRIED**.

CS13/5 NSW SPORT & RECREATION GRANT FOR SPORTZ CENTRAL

This report is seeking Council approval to apply for the NSW Office of the Communities Sport and Recreation participation and Facility Grant Program to upgrade and improve the court lighting at Sportz Central.

- 25 RESOLVED** (Innes/Arkan) that Council apply for the Sport & Recreation Participation & Facility Grant Program on behalf of the Sportz Central Management Committee to obtain \$35,000 in grant funds to upgrade and improve the court lighting at Sportz Central and that pending the grant being successful their existing loan with Council be increased by \$35,000 to provide the 50% matched funding required under the program.

CS13/6 PACIFIC HIGHWAY - SAPPHIRE TO ARRAWARRA, RENAMING PROPOSAL

To recommend that Council proceed with renaming sections of the Pacific Highway and service roads formed as part of the Sapphire to Arrawarra Highway upgrade as Solitary Islands Way. That gazettal of the new road name take place upon completion of the Sapphire to Arrawarra Highway upgrade.

- 26 RESOLVED** (Cowling/Arkan) that Council proceed with the road naming process as required by legislation to rename the new Pacific Highway – Sapphire to Arrawarra service road including Graham Drive, Hoys Road and sections of Clarence Street as one route to be known as Solitary Islands Way.

CS13/7 PUBLIC ART SELECTION PROTOCOLS POLICY

For Council to adopt the Public Art Selection Protocols Policy.

- 27 RESOLVED** (Townley/Degens) that Council adopts the Public Art Selection Protocols Policy.

CS13/8 TENDER RFT-565-TO: SUPPLY & INSTALLATION OF SAFETY BARRIERS IN COUNCIL'S CASTLE STREET CAR PARK

To report on tenders received for Contract RFT-565-TO for the supply and installation of safety barriers in Council's Castle Street car park and to gain Council approval to accept a tender.

- 28 RESOLVED** (Arkan/Townley) that:
1. Council accept the tender of Metal Fencing Specialists Pty Ltd, ABN 26 003 746 558, for the part Lump Sum and part Schedule of Rates amount of \$150,471, inclusive of GST on the basis that:
 - a) The tender is the most advantageous tender following the application of Council's Tender Value Selection System.
 - b) The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory.
 - c) The Tenderer's financial capacity is acceptable.
 2. The contract documents be executed under the Seal of Council.

CS13/9 TENDER RFT-570-TO: SUPPLY & DELIVERY OF SEWAGE PUMPS FOR SAWTELL PUMP STATION

To report on tenders received for Contract RFT-570-TO, for the supply and delivery of sewage pumps for main Sawtell Pump Station to enable the decommissioning of Sawtell Treatment Plant, and to gain Council approval to accept a tender.

29 RESOLVED (Arkan/Sultana) that:

1. Council accept the tender of J.A.C. Pump Services Pty Ltd, ABN 89 115 873 964 for the amount of \$249,577.90 (including options,) inclusive of GST on the basis that:
 - a) The tender is the most advantageous to Council.
 - b) The tenderer has the necessary experience in similar works and its ability and performance are satisfactory.
 - c) The tenderer's financial capacity is acceptable.
2. The contract documents be executed under the Seal of Council.

CS13/10 TENDER RFT-576-TO: PLANT REPLACEMENT PROGRAM - SUPPLY ONE CAB CHASSIS 23,000 GVM INTERCHANGEABLE BETWEEN TIPPER AND PRIME MOVER COMBINED WITH ONE THREE AXLE DOG TRAILER RMS REGISTERED 48,000KG GCM SPEC

To advise Council of the result of going to tender for the purchase a one (1) Cab chassis 23,000 GVM which will be interchangeable between tipper and prime mover, combined with one (1) three axle dog trailer RMS registered 48,000kg GCM and recommend purchase under the 2012/2013 Plant Replacement Program.

30 RESOLVED (Arkan/Townley) that Council accepts the tender submitted by K&J Trucks ABN 71 003 113 675 for the supply of a new Scania R480LA6X4MNA combined with a Obieco body and M&S truck bodies trailer for \$306,270.00 (GST exclusive).

REQUESTS FOR LEAVE OF ABSENCE

No requests for leave of absence.

MATTERS OF AN URGENT NATURE

MUN13/1 Siltation in the Harbour

Cr Innes raised the issue of siltation in the harbour and that it is due for its regular maintenance and dredging to bring it back to a navigable harbour.

QUESTIONS ON NOTICE

No questions on notice.

This concluded the business and the meeting closed at 7.41 pm.

Confirmed: 28 February 2013

.....
Denise Knight
Mayor

OPERATIONAL PLAN REPORTING FOR THE QUARTER ENDED 31 DECEMBER 2012

Purpose:

To report on the progress of implementation of Council's 2012/2013 Operational Plan.

Description of Item:

Under the Integrated Planning and Reporting (IPR) framework, Council developed an Operational Plan for the 2012/2013 financial year to guide operational activity and to monitor performance.

This report addresses the progress of that activity from 1 October 2012 to 31 December 2012.

The performance of individual projects and ongoing activities is recorded in detail in Council's *Performance Planning* system, a software tool designed to assist the organisation to monitor progress at an operational level. The system generates a summary report, tracking the performance of Council's 41 Services as well as the major projects and Key Performance Indicators (KPIs) within each Service.

Copies of the report - titled *2012/2013 Quarterly Operational Report – October to December 2012* – have been distributed to Councillors. Once adopted, the report will also be posted on Council's website.

Sustainability Assessment:

This report monitors performance against measures applied to Council's projects and ongoing activities, as set out in the 2012/2013 Operational Plan. The individual projects and ongoing activities (measured by KPIs) are aligned (through Council's Delivery Program) with the Quadruple Bottom Line objectives of the *Coffs Harbour 2030 Community Strategic Plan*. Their performance measure assessments are based on social, environmental, economic, and civic leadership principles. Accordingly, an overall assessment is not required for the tabling of the report.

Consultation:

Managers from all Council departments have submitted performance reports for operational activities within their areas of responsibility.

Statutory Requirements:

Sections 404 and 405 of the *Local Government Act 1993* detail a council's obligations in regard to its Delivery Program and Operational Plan.

There is no legislative or policy requirement for Council to report quarterly on the operational performance measures within the 2012/2013 Operational Plan.

Issues:

The booklet entitled *2012/2013 Quarterly Operational Report – October to December 2012* is generated from Council's *Performance Planning* software package. It shows the status for the quarter for each of the 41 Services within Council's 2012/2013 Operational Plan.

The *Performance Planning* software utilizes 'traffic lights' to indicate the progress towards achievement of performance measures. A green light indicates that the measure is either on track or achieved. An amber light indicates the status is manageable, and a red light indicates the activity is at risk.

Services have subsets – called Elements – which encompass projects and ongoing activities. Council's 2012/2013 Operational Plan identifies 229 projects and a range of ongoing activities carried out as the day-to-day business of Council. The delivery of ongoing activities is measured through the use of Key Performance Indicators (KPIs) which generally compare achievements against set targets or timeframes.

Using commentary and the 'traffic light' graphics, an overall assessment is provided on the progress of each Service. In addition, comments are provided on the progress of significant projects (as identified in the 2012/2016 Delivery Program). Details of relevant Key Performance Indicators (KPIs) are also displayed to show the progress of ongoing activities.

Of Council's 41 Services, 34 are reported as being "On Track" at the end of the December quarter. Of the remainder, five are reported as "Manageable" and two are reported as "At Risk" (reflecting funding and staff resourcing issues related to specific Elements – see table below).

Council Service	September 2012 Status
S09 Environmental Management	<p><i>Service Status: Manageable</i></p> <p>Biodiversity is tracking well - the finalisation of community consultation and adoption of the Class five fine scale mapping was a milestone this quarter.</p> <p>Funding/Resourcing issues with the Onsite Sewerage System Management and Sustainability elements affect the ongoing performance status of this Service.</p> <p><i>Element S09.02 On-Site Sewer Management (Status: At Risk)</i></p> <p>All high risk systems are meeting Council performance standards. However, medium risk and low risk systems are not being inspected on a frequency in accordance with our regime. The existing resources can not meet our performance standards.</p> <p><i>Element S09.03 Sustainability (Status: Manageable)</i></p> <p>A number of grant funded sustainability projects were finalised in the last quarter of 2012. The finalisation of various projects including the completion of Local Food Futures and the Our Living Coast Regional Sustainability Initiative brings to an end an eventful and successful community engagement on topical matters associated with promoting sustainability within our everyday lifestyle.</p> <p>The Sustainable Living Festival, with over 5000 attendees, and the Ambassadors program were both extremely popular events. The value of the Ambassadors program was recognised through obtainment of a LGSA environmental award.</p> <p>Whilst the results from this quarter were effective in promoting sustainable living within the community, such results were only made</p>

	<p>possible through utilisation of grant funds. As the last of the grant funds are expended the ability to maintain the momentum gained over the past few years will significantly diminish and possibly cease unless further funding is obtained.</p>
<p>S13 Health</p>	<p><i>Service Status: At Risk</i></p> <p>The ability of the existing resources to meet inspection targets of food, skin penetration, hairdressers, beauty salons, public swimming pools and other regulated premises is suffering under the pressure of addressing direct complaints from residents.</p> <p>There is clearly increasing community expectations for Council to deal promptly with addressing individual complaint-based concerns. As a consequence, our regulated inspection activities are falling behind.</p> <p><i>Element S13.01 Environmental Monitoring (Status: Manageable)</i></p> <p>Complaint based monitoring / response only being done.</p> <p><i>Element S13.03 regulated Premises (Status: At Risk)</i></p> <p>Although improved meeting expected number of inspections continue to be sidelined with dealing with community complaints.</p>
<p>S17 Parks and Facilities</p>	<p><i>Service Status: Manageable</i></p> <p>Works are being carried out to budget with the exception in General Parks and State Parks - working towards more balanced budgets in these areas in the next quarter.</p> <p>Many events took place in the Botanic Gardens which is impacting on staff hours available for maintenance activities; this has been flagged as an issue that needs resolution either through a budget adjustment or a reduction in service levels.</p> <p>The Japanese Garden is progressing very slowly due to lack of funds, however the sections already completed are very presentable to the public.</p> <p>Funding application for 40k for RFS Mitigation funds has been completed - awaiting approval in February.</p> <p><i>Element S17.04 Nursery (Status: Manageable)</i></p> <p>Council's 2 Nurseries are progressing well with sales peaking during November and tapering off during December as expected from prior experience.</p> <p>Propagation programs are continuing to compensate for sold stock especially for Morgans tree farm as it take considerable time to produce a variety of bag sized plant stock, eg 25 litre takes around 20 weeks.</p> <p><i>Element S17.06 Reserves and Bushland (Status: Manageable)</i></p> <p>Routine and reactionary works undertaken as per programs. Reserve trees CR's 49 completed. Tree clearances Kratz Drive and Jane Circuit fire trails. BBQ's cleaned 1 weekly and roster undertaken for Oct and Dec school holidays. Chemical Wickwiping program postponed due to drought conditions (rescheduled for Jan 2013). Reserve mowing on hold to allow for wickwiping program. General parks budget is running 11% over at 6 month stage. Sawtell rockpool anti fouled and algae treated x 2wkly. Dec spring clean picnic furniture/shelters Dec 2012. Reflect assets record system launched in Sept 2012 and progressing</p>

	<p>with many teething problems during the Oct-Dec qtr. (many since resolved)</p> <p>Continuing with NDF repair works from June 2011 and Jan/Feb 2012.</p> <p><i>Element S17.07 Street Trees (Status: Manageable)</i></p> <p>Received 93 Customer Requests for tree maintenance/safety response with 100% responded to and 73 completed.</p> <p>Undertaken routine safety prune for CBD palms and Hardacre Street palms leading to Botanic Gardens.</p> <p>Callouts minor during this qtr.</p> <p>Woodchipper operating at 100% and EWP at 110% as per Management plant report.</p> <p>Commissioned new up to date Resist-o-graph equipment to better test and assess trees for decay/hollows and solid holding wood which provide computerised readings and reports. This equipment came with training /inductions.</p> <p>Budget is currently running under as team has been concentrating on Environmental Levy weed tree spp removals , Private works, Banner installation, Reserve tree response and service to other council sections including rural maintenance and sewer and water properties such as asset line vegetation (tree) removals.</p>
<p>S18 Property</p>	<p><i>Service Status: Manageable</i></p> <p>The issues raised in the individual elements are symptomatic of a lack of a functioning asset management system and insufficient funding. These issues are being addressed as quickly as current resources allow.</p> <p><i>Element S18.01 Building Maintenance and Repair (Status: At Risk)</i></p> <p>As previously reported Asset management M & R funding is deficient, and at best only adequate to meet the demands of daily breakdown, damage, and repair and graffiti removal. This approach to asset management is not sustainable, particularly given the ageing infrastructure and buildings.</p> <p>The compilation of accurate and up to date records will better enable staff to forecast future M & R requirements.</p> <p><i>Element S18.04 Public Swimming Pools (Status: At Risk):</i></p> <p>Council's four public swimming pools are all operating satisfactorily and lessees are largely complying with lease conditions. Council subsidises the operation of each pool and reviews this subsidy amount on an annual basis. The subsidy arrangements at the Coffs Harbour pool remain unchanged pending receipt of sufficient trading data to enable a proper examination of performance. The proposed report to Council for a subsidy review for the current financial year is yet to be tabled.</p> <p>As previously reported, Council will need to consider long-term replacement and/or improvement of the Sawtell and Woolgoolga facilities as population growth and ageing infrastructure compromise the current level of service provided by the facility. Similarly it has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will likely require major repairs or replacement within the near future. Investigation by specialist contractors is required.</p>

<p>S35 Holiday Parks</p>	<p><i>Service Status: Manageable</i></p> <p><i>Element S35.01 Holiday Parks (Status: Manageable)</i></p> <p>Businesses have performed well during Christmas period, making some recovery from a 'soft' pre-Christmas period. Revenues are up against budget but trading profit for period is unclear due to hold-up of Council invoices. Wage costs and utilities continue to be of concern and are being constantly monitored. There is a noticeable shift in the market away from higher end products with customers preferring to use budget cabins or traditional camping as their preferred holiday option.</p> <p>Projects continue to progress on schedule but Draft Plans of Management are being slowed by external sources including crown Lands.</p>
<p>S40 Strategic Asset Planning</p>	<p><i>Service Status: At Risk</i></p> <p>Collection / updating of asset data continues, however the loss of Manager Asset Systems several months ago continues to impact on implementation of improvements in this area. External resourcing to assist in migration of Water and Sewer Data into Asset Management System is proposed. Works Order system has been developed (to capture asset data including quantity, type, cost, etc) to improve planning for future asset requirements. Assumptions and data sources for "second cut" Asset Management Plans is being finalised to enable a range of scenarios based on various funding regimes to be evaluated as to the future condition of infrastructure.</p> <p><i>Element S40.01 Asset Data Management (Status: At Risk)</i></p> <p>Loss of staff impacting on delivery</p>
<p>S41 Telemetry and Optic Fibre</p>	<p><i>Service Status: Manageable</i></p> <p>Workload High but just managing. Interview new staff Jan 13. A lot of contracts and major work were completed. Still Quoting new works.</p> <p><i>Element S41.01 2030 Switchboards (Status: Manageable)</i></p> <p>Still high workload as per projects; new staff to be interviewed for the additional resources.</p> <p><i>Element S41.02 Fibre Optic Network (Status: Manageable)</i></p> <p>December fibre works very busy; all projects were completed on time and budget.</p> <p><i>Element S41.03 Technology Support Installation and Consulting Services (Status: Manageable)</i></p> <p>Workload high - just managing.</p>

Council's electronic records management system provides data related to completion of tasks assigned across the organisation. A total of 5,226 tasks were recorded in the system for the December quarter with 4,915 tasks completed. With 993 tasks overdue at the end of the period, this equates to 81% being attended to within the required timeframe. This compares to 81% in the September quarter and 82.4% in the December quarter of 2011/2012.

Significant Achievements

Council continued to deliver a full range of programs and services to the Coffs Harbour community during the December quarter. Significant achievements included:

- 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.
- Coffs Harbour Library staged special programs and activities in October to mark Mental Health Month and in November as part of the 2012 National Year of Reading celebrations.
- 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.
- 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.
- 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.
- 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 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.
- In October Council called for community applications for the 2013/2014 round of Environmental Levy funding, with more than \$800,000 available for projects.
- 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.
- Council worked with the National Parks and Wildlife Service to protect an important Little Tern breeding area at Willis Creek near Woolgoolga.
- 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.
- 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.
- 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.
- An Executive study tour was undertaken to Singapore and the United Kingdom to examine opportunities to achieve savings and efficiencies through partnership and outsourcing arrangements.
- Work began on a Viewing Platform 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.
- 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.

- A Draft Coastal Zone Management Plan for the Coffs Harbour area was placed on display for public comment in November.
- 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.
- 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.
- 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.
- In December, Coffs Harbour Water won the 2012 Government Skills Australia 'Innovative Workforce Development Award' for its program to accommodate an ageing workforce.
- Coffs Harbour City Council performed well at the 2012 Local Government Excellence in the Environment Awards. The Coffs Ambassadors 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.
- The Coffs Harbour Local Environmental Plan and the Coffs Harbour Development Control Plan – the planning documents that outline exactly how land can and can't be used in the Coffs Harbour local government area (LGA) – were adopted by Council in December. The documents are expected to be gazetted by the Government in 2013.

Implementation Date / Priority:

Management will continue to monitor the organisation's performance with a view to improving service delivery.

Recommendation:

That Council:

1. **Notes the operational status of Council Services for the quarter ended 31 December 2012, as outlined in the body of this report.**
2. **Continues to monitor its performance with a view to improving service delivery.**



**2012/2013 Quarterly Operational Report
October to December 2012
Adopted at the meeting of 28 February 2013**

www.coffsharbour.nsw.gov.au

Introduction

The *2012/2013 Quarterly Operational Report – October to December 2012* is generated from Council's *Performance Planning* software package. It shows the status for the quarter for each of the 41 Services within Council's 2012/2013 Operational Plan.

The *Performance Planning* software utilizes 'traffic lights' to indicate the progress towards achievement of performance measures. A green light indicates that the measure is either on track or achieved. An amber light indicates the status is manageable, and a red light indicates the activity is at risk.

Of Council's 41 Services, 35 are reported as being "On Track" at the end of the December quarter. Of the remainder, four are reported as "Manageable" and two are reported as "At Risk" (reflecting funding and staff resourcing issues related to specific Elements)

Services have subsets – called Elements – which encompass projects and ongoing activities. Council's 2012/2013 Operational Plan identifies 229 projects and a range of ongoing activities carried out as the day-to-day business of Council. The delivery of ongoing activities is measured through the use of Key Performance Indicators (KPIs) which generally compare achievements against set targets or timeframes.

Using commentary and the 'traffic light' graphics, Service Leaders (the officers responsible for each Service) provide an overall assessment of performance based on the progress of the Elements. In addition, comments are provided – in the blue shaded fields - on the progress of significant projects (as identified in the 2012/2016 Delivery Program). Details of relevant ('weighted') Key Performance Indicators (KPIs) are also displayed – shaded in yellow) - to show the progress of ongoing activities.

The organisation is currently reviewing its corporate reporting structure to make it more meaningful and manageable for Council's needs in complying with local government legislation and monitoring operational performance. It is envisaged that the reviewed structure will (from 2013/2014) place greater emphasis on reporting the impacts of Council activities on the strategic goals of the *Coffs Harbour 2030 Plan*.

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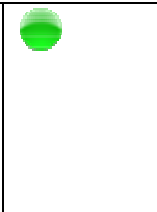
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Dataworks IR 3330260 Attachment

Arts and Culture (S01)

The resources available for these services determine to some degree the outcomes, which have shown an increase in attendance at the Art Gallery, possibly as a result of the EMSLA festival. Work has continued on the leasing of the Bunker Cartoon Gallery and there continue to be challenges associated with that facility. The redevelopment work for the new Museum has progressed with DA approval received during this quarter.



ELEMENT: Bunker

The Bunker Cartoon Gallery is on track. Attendances were down in December as the media release for the shows was not published by the Advocate. Sales of art work, compared to the last quarter, were up. Nine individual exhibitions were opened in this period. the Refugee Youth art show titled Glass without Water, attracted record crowds on opening night with about 150 people in attendance. Volunteer staff are busy undertaking data entry, reception work, devising a newsletter and planning social get events.

% increase in attendance at Bunker Cartoon Gallery compared to same period last year		-62.00
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ELEMENT: Gallery

The Gallery has attracted strong audiences through its exhibitions, public programs and education initiatives in this period. The Gallery opened 4 major exhibitions this quarter. The SCA show attracted a large youth audience while EMSLA (the Gallery's national art prize) and its festival were well received. The Gallery began its first ever concerted school holiday program and almost all sessions were fully booked. Artists ran and staffed the programmes so there was little impost on the Gallery budget and time.

% increase in attendance at Regional Art Gallery compared to same period last year		8.00
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ELEMENT: Museum


Although closed the Museum remains a hive of activity. Terrie Beckhouse attended professional development forums at the Powerhouse museum and at the Australia Museum. The Museum won a volunteer initiated grant of \$858 allowing it to purchase 2 new cabinets to store photographs A coffee table book is being prepared for publication prior to opening the new venue. Volunteer morale is good although they (and paid staff) are anxious to move into the new facility. An late 19th century organ has been donated that has strong provenance to the area. It requires some conservation and plans are under way to hold a major fund-raiser for the organ once the museum is in the new facility.

% increase in attendance at Regional Museum compared to same period last year		0.00
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Dataworks IR 3330260 Attachment

PROJECTS

<p>Museum redevelopment (P516.07) During last quarter DA was approved which allows the detailed design and construction works to now commence.</p>		<p>50.00%</p>
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ELEMENT: Theatre

Extensive work continued on the Business Plan. The Strategic Plan was adopted by Council at the Dec 2012 meeting.
 There was good support for the individual shows and also the program overall
 High school students attended tech workshop
 Helfgott scholarship concert and Gigoryan Brothers event was the highlight for the quarter

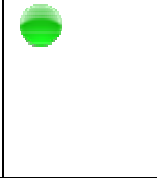
<p>Achieving 65% capacity or more in attendance for available theatre sessions during period.</p>		<p>53.79</p>
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Datworks IR 3330260 Attachment

City Image - Cleaning (S02)

Street cleaning and public toilets continue to progress on a routine basis, and on budget.
 Extra cleaning was carried out in the 2nd quarter, with the cleaning frequency increased during the christmas and new year peak period.
 The amount of customer requests received relating to cleaning are significantly less than last quarter.



ELEMENT: Undertake Street Cleaning

The Street Cleaning Program continues to progress on budget, with 25 customer requests received. 20 requests had been completed, with 5 remaining active at the end of the quarter.

% of customer requests relating to litter and rubbish in public car parks responded to within 2 days		100.00
% of customer requests relating to damage or vandalism in public car parks responded to within 5 days		100.00
% of customer requests relating to litter and rubbish in the CBD and town centres responded to within 2 days		100.00

ELEMENT: Undertake Toilet Cleaning

The Toilet Cleaning Program continues to progress on budget. Five customer requests were received within the 2nd quarter, with all five request completed.

% of customer requests relating to toilet cleanliness in the CBD and town centres responded to within 2 days		100.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Community Services (S03)

See element tracking for the details which outline that this service is progressing as required at this stage of the year.



ELEMENT: Community Development





This service element is progressing as expected for this time of year with Dec often quite busy in comparison to other months. The service remains meeting expectations.

PROJECTS

<p>Community Capacity Building Programs (P516.01) The provision or involvement in Community Development/capacity building programs is a core and ongoing role for the CD Team. Some projects or activities of this period included;</p> <ul style="list-style-type: none"> * Support of international day of people with a disability event. * Participation in mental health month activities. * Co-ordination/preparation for Australia Day celebrations. * Review of Sportz Central operations (still occurring) * Participation in regional planning examining issues around homelessness and affordable housing. * Work on the review of Council's Public Art Policy * Briefing to Council and public exhibition of draft Cultural Plan and Policy * Reporting to funding bodies on community builders and ageing, disability and homecare service agreements with Council. 		<p>50.00</p>
<p>Aboriginal Projects (P516.02) Coffs Harbour City Council continue support Aboriginal projects such as Coffs Harbour City Council Grace Roberts Community Development Awards unfortunately this years awards were cancelled. However each year council involvement with the local indigenous community continues grows stronger and participation in terms of Aboriginal specific events. Future projects for the next three months; Coffs Harbour Gumbaynggirr Regional Museum project, National Close the Gap Day</p>		<p>50.00</p>

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<p>CALD Projects (P516.03) Planning well under way for 2013 Multicultural Festival March 2013. Refugee beach awareness sections completed and these were well attended by the community.</p>		50.00
<p>Arts and Cultural Grants (P516.04) Funding under Council's Arts and Cultural Small Grants Program for 2012/13 has been distributed as outlined in last quarters report. This program has now been completed until the next funding round in September/October 2013. The Cultural Development Officer will liaise according with funded groups as necessary regarding acquital requirements.</p>		100.00
<p>Implement Cultural Plan (P516.05) The Draft Cultural Plan & Policy was presented to Council and placed on public exhibition. The Coffs Culture online forum was also re-opened during the consultation period. Key stakeholders were also contacted by phone to advise of the public exhibition period and encourage any further input. A report is currently being prepared for Council on the outcomes of the exhibition process and requesting adoption of the plan and it is anticipated this will go to the 28/2 Council meeting with the Cultural Plan implementation commencing in March 2013.</p>		90.00
<p>Funding & Grants (P516.08) The sourcing of relevant funding and grant opportunities is a ongoing role of the community development team. Staff continue to source grants where possible, distribute information on to relevant sector networks or groups and where available seek our sponsorship to support the work of the CD Team or broader community partnerships. For example this period work has been undertaken into the development of a sponsorship package to support the Multicultural Harmony Day Festival. Seniors and youth week grants applied for. Investigation of energy efficiency and sport and recreation grants for community facilities with applications being progressed for Sportz Central.</p>		25.00

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ELEMENT: Community Facilities

This service continues to be addressed as effectively as the available resources allow with good outcomes continuing within the community facilities area.

% of Council's advisory and facility committees meetings where a quorum was achieved		100.00
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PROJECTS

<p>Community facility improvement (P516.06) Venues for hire website completed. Awaiting on media and advertising assistance. Nana Glen Equestrian work in progress on the repair of facilities due to two major floods - new ring fence, repair of cross country jumps, removal of debris. Nana Glen examination of construction of bulky equestrian storage shed and grant options. Woolgoolga Community Hall - completion of fire evacuation plan, installation of external key code lock safe and improved energy efficient light fittings. Sportz Central examination of new motorised roof exhaust fans to be installed in Feb 2013</p>		50.00
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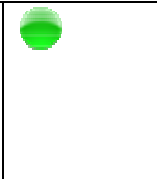
<p>Community facility management (P516.09) All Management Plan, hire fees and hire agreements under review.</p>		50.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Compliance (S04)

Compliance response framework across building, land use, biodiversity and health branches of LUHD continuing with the development of standard letters/procedures and the undertaking of legal training. It is noted that the Rangers workload this quarter was up by 12.5% compared to the same quarter of the previous year.



ELEMENT: Biodiversity

A significant milestone was achieved during the quarter with the finalisation of community consultation and adoption of the Class five fine scale mapping. It has been a relatively subdued quarter in terms of compliance action associated with breaches of the Tree Preservation Order .

Number of Cautions issued	1.00
Number of Penalty Infringement Notices (PINs) issued	2.00

PROJECTS

Implement Compliance Framework - Biodiversity (P230.15) An internal working group within LUHD has been established and continues to work toward refining standard forms and procedures. Group members have been targeted to attend training and enhance their knowledge in evidence gathering and associated compliance actions. Further development of a designated compliance branch is on hold pending determination and establishment of an organisational restructure.	0.00
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ELEMENT: Building

There are no current statistic or measures on compliance activities. Methods of measuring these activities are being developed as part of the compliance project and should allow for analysis by the final quarter of 2012-13


PROJECTS

Develop cross-branch compliance response framework (Building, Land Use, Biodiversity, Health and Environment) (P220.02) The compliance response framework across branches within LUHD is continuing to be developed with specialist created in the branches of LUHD to service each element.	65.00
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ELEMENT: Health and Environment

An attempt to provide a reasonable amount of time to regulated premises inspection has been attempted in this period.

PROJECTS


Implement Compliance Framework - Health and Environment (P240.01) Procedures being written in coordination with other sections		80.00
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ELEMENT: Landuse

There are no current statistics or measures on compliance activities. Methods of measuring these activities are being developed as part of the compliance project and should allow for analysis by the final quarter of 2012-13

% of development-related complaints responded to within 7 working days		0.00
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PROJECTS

Implement Compliance Framework - Land Use (P220.01) The compliance response framework across branches within LUHD is continuing to be developed with specialists created in the branches of LUHD to service each element.		65.00
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ELEMENT: Ranger Services






During the past quarter work loads were up by 12.5% from previous quarters and compare to the same period last year. The Ranger service cuts back on non essential jobs and non core activities to make up the resources to cover these extra work loads. Proactive compliance work by the Ranger team is extremely difficult to resource under these conditions.

Managing illegal camping activities along the coast line was a key activity during the period.

% of overgrown land inspections undertaken within 7 days		90.00
# of new dog and cat registrations		409.00
% of Companion Animal complaints responded to within 2 days (not impounding)		86.00
% of impounding-related complaints responded to within 4 hours		87.00






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Dataworks IR 3330260 Attachment

% of stock complaints responded to within 4 hours		90.00
% of all Other Animal complaints responded to within 2 days		90.00
% of law enforcement general complaints responded to within 2 days		91.00
% of Emergency callouts responded to within 1 hour		100.00
% available patrol days patrolled		96.50

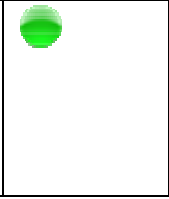
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<p>Customer Service (S05) ELEMENT: Customer Service KPIs tracking well. Switchboard calls 15,871 (from 17,752 Sept quarter) - Reflects start of Holiday period. KPI: At least 96 % (industry standard) of calls answered (No more than 4% of calls lost) = 95% - this stat is per phone. If a call is not answered on one phone, it would normally be picked up by another operator.</p>		
<p>% of calls completed within 2 minutes</p>		<p>99.00</p>
<p>% of total calls answered</p>		<p>95.00</p>
<p>% of drainage diagrams attended to within 2 days</p>		<p>100.00</p>
<p>% of requests for archived building plans attended to within 2 days</p>		<p>100.00</p>

Development Assessment (S06)

The program is continuing to proceed within expectations with the majority of time frames for applications being met. Development activity remains consistent with the previous quarter, overall remaining relatively flat. Complying Development Application numbers remain low, these numbers may increase during 2013/14 with the introduction of the Electronic Housing Code during the 4th quarter of 2012/13.



ELEMENT: Development Advice

Development advice is provided daily by Building and Development officers during core enquiry hours between 8.30 - 10.00am or outside these hours subject to an appointment.

Duty Planner available daily.

All TLC meetings requested were conducted and attended by relevant Council department reps. Number of meetings slightly up on previous quarter, duration of meetings not recorded however would average 1 hour.




ELEMENT: Development Assessment

The number of development applications are slightly up on the previous quarter however are below the forecast figure in the revised KPI target. Processing times are satisfactory with only complex or contentious DAs proceeds >40 days. Processing times for other certificate average - excellent.

% DAs processed within 40 days		93.00
% s172 building certificates processed within 21 days		91.00
% s735A notices processed within 5 days		100.00
% Subdivision plans processed within 5 days		100.00
% Drainage Diagrams prepared with 3 days		97.00
% Drainage Diagrams prepared to standard		100.00
% of Annual Fire Safety Statement Review Reminders issued within 30 days of due date		100.00


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% of 149 Certificate applications processed and issued within 5 days of receipt by Council		95.00
% of Priority 149 Certificate applications (where urgent fee is paid) processed and issued within 2 days of receipt by Council		100.00
% of S96 Applications processed within 40 days		84.00

ELEMENT: Development Management

The number of Construction Certificate applications received are slightly up on the previous quarter however is slightly less than the revised target in the KPIs. Complying Development Certificate application numbers remain steady, processing times are excellent.

% of CDC's processed within 10 days		100.00
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Economic Development (S07)



All EDU projects are on track and progressing well and successfully.

ELEMENT: Enterprise Development

Provision of support services to foster employment and enterprise growth in Coffs Harbour

The digital Enterprise Program aimed at helping business with the new digital economy is proceeding well.

The number of business / industries enquiries remains steady.

PROJECTS

Business development Enquiries (P517.07) Numbers down from long-term average.		50.00
Coffs Coast Jobs (P517.08) Numbers improving since end of quarter.		50.00
Enterprise Facilitation (P517.09) EDU has not been able to obtain 'street front' office space to enable this project t continue.		0.00

ELEMENT: Industry Development

Provision of projects and services to further develop industry in Coffs Harbour






A series of workshops with industry sectors is being conducted for inclusion in the Economic Strategy from information received Action Plans will be developed and implemented by industry sectors and council. Those completed are; Health, Education, Creative Industries, Food - Tourism will be facilitated in March with others to follow.

PROJECTS

Growers Market (P517.10) The Growers Market continues to provide a valuable resource for the community by providing an outlet for local producers to sell their products, educating the community about the benefits of eating locally and seasonally. The Growers Market will be 10 years old in 2013 and we are planning activities to celebrate.		50.00
Manufacturing Network (P517.11) Canvassing for new members on hold since closure of local I&I office.		50.00

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<p>Health Strategy (P517.12) Health Website - 1500 new visits during this quarter. 76% new visitors with the majority visiting from Sydney 50%, Melbourne 14% and Brisbane 10%. Also includes international visitors = 5% UK, 5% USA and 2%NZ Health Industry Network Meeting - Industry meeting held 18 December to identify top priorities for the sector. NBN Telehealth Pilot Program - Feros Care successful with their application which will provide telehealth care access for 200 Coffs Harbour seniors that require greater support, due to their chronic conditions, social isolation and or remoteness to adequate health support services.</p>		<p>50.00</p>
<p>Education and Training (P517.13) On going engagement with industry to input into the Economic Strategy and identify priorities.</p>		<p>50.00</p>
<p>IT Cluster (P517.14) This network will be formed as part of the Economic Strategy - workshop to be held in Feb / March 2013</p>		<p>0.00</p>
<p>Innovation Centre (P517.15) The EDU has regular meetings with CHIC and all seems to be going well.</p>		<p>50.00</p>
<p>Creative Industries (P517.16) This network was formed as part of the Economic Strategy - follow up and commencement of projects will begin once the Strategy is complete and adopted by council.</p>		<p>10.00</p>

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ELEMENT: Marketing

Provision of marketing services and projects to deliver economic benefit to Coffs Harbour

Switched on Coffs TV is a growing tool for our marketing along with all EDU social media. We have a healthy and growing number of followers and hits from across the globe.







Pamphlet produced to be distributed during Christmas expounding our lifestyle.

Facilitation of off shore power boat race to be held in Aug / Sept 2013.

Ongoing collect and distribution of statistics meaningful to business / investors.

Development of a Economic Strategy.

PROJECTS

<p>City Centre Promotional Activities (P517.01) With the new development of Coffs Central progressing the City Centre is again gaining a new vibrancy and life. Future City Centre projects will work to build on the ambiance in the City Centre through the provision of live music, events, aesthetics ect.</p>		<p>50.00</p>
<p>Business E-News (P517.02) Subscriber numbers remain steady, looking to grow the database in 2013.</p>		<p>50.00</p>
<p>Economic Information (P517.03) Economic Profile not to be produced this year.</p>		<p>50.00</p>
<p>Rate-Variation-Funded Programs (P517.04) These projects are progressing well.</p>		<p>50.00</p>
<p>Investment Attraction Activities (P517.05) Content production for Switched on Coffs TV forms part of this program.</p>		<p>50.00</p>
<p>Economic Product Development (P517.06) This project budget is used to develop Switched on Coffs TV a program aimed at promoting Coffs Harbour, its businesses and its social and cultural activities to the world. The results of this are shown elsewhere in this report.</p>		<p>50.00</p>





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ELEMENT: Switched on Coffs



Deliver projects as required for the implementation of the Switched On Coffs strategy
 Switched on Coffs is going slowly but surely. Switched on Coffs TV is attracting hits from across the globe.
 With assistance from EDU Feros Care have received funding for a e health project in Coffs worth \$2.7m.
 SCU / CSIRO & NSW Dept Housing are all preparing to deliver digial programs with funding from Gov and assistance from EDU.
 This is an exciting project with endless possibilities - it should 'take off' more once Coffs has broadband. First FSAM launch 13 February.

PROJECTS

<p>Virtual Office of Digital Economy (P517.17) This committee has not met in a while as there is a lack of need to involve the complete team in projects - see Switched on Coffs TV and Vteams.</p>		<p>25.00</p>
<p>NBN rollout (P517.18) NBN will be switched on in the 1st FSAM in Feb 2013 and them rolled out across the Cit following that. Official launch should be in Feb 2013</p>		<p>50.00</p>
<p>NBN Hubs & Enterprise program (P517.19) 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.</p>		<p>50.00</p>
<p>SOC TV (P517.20) Switched on Coffs.tv movies attracted more than1,600 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, Maxico, 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.</p>		<p>50.00</p>

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<p>SOC V TEAMS (P517.21) 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.</p>		<p>50.00</p>
<p>Switched on Coffs Digital Strategy (P517.23) Projects have been reported on in other sections of this report</p>		<p>20.00</p>

Emergency Management (S08)

Ensuring the Council's responsibilities are fulfilled and the community is prepared as possible.



ELEMENT: Provision of emergency management service

% of LEMC meetings attended



100.00

PROJECTS

Emergency Management (P521.01)

The Bellingen SES flood plan has been endorsed by the LEMC.

There has been a change in the SERM ACT where the General Manager is now the Chair of the LEMC. This is being worked through with Bellingen Council as the LEMC covers both Coffs aNd Bellingen LGAs.

100.00

Environmental Management (S09)

Biodiversity is tracking well - the finalisation of community consultation and adoption of the Class five fine scale mapping was a milestone this quarter.
Funding/Resourcing issues with the Onsite Sewerage System Management and Sustainability elements affect the ongoing performance status of this Service.



ELEMENT: 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.

PROJECTS

<p>Biodiversity Action Strategy 2012 - 2030 (P230.07) Strategy approved by Council in 2012 and includes 174 actions</p>		50.00
<p>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.</p>		50.00
<p>Koala Plan of Management 2013 - 2030 (P230.09) Unchanged from previous quarter. Development of a new KPOM is dependent on the collection and analysis of koala survey population information and modeling with the current class 5 vegetation mapping to identify areas of 'core koala habitat'.</p>		25.00
<p>High Valued Habitats (P230.10) This project depends on the outcome of an Environmental Levy application (Strategic Planning - Biodiversity) for funding. It can not be started until the old-growth layer is completed by OEH.</p>		0.00
<p>Corridors footprint 2012 (P230.11) A large step in the development of the corridors footprint is the completion of the Class 5 vegetation mapping. Funding to further this project has been requested through the Environmental Levy 2013/14 funding round and is dependent on securing sufficient funds.</p>		15.00




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<p>Biodiversity Assets (Ecological Significance) (P230.12) Requires completion of all biodiversity precursor layers before development of this layer can occur. Class 5 Vegetation mapping complete; old-growth layer in prep; corridors footprint yet to be started.</p> <p>Funding has been sought through 2013/14 Environmental Levy funding round (Biodiversity - Strategic planning)</p>		10.00
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ELEMENT: On-Site Sewer Management

Current focus is on low risk systems, resource level don't allow for time frames to be met

<p># of High Risk Onsite Sewerage Management systems inspected</p>		2.00
<p># of Medium Risk Onsite Sewerage Management systems inspected</p>		24.00
<p># of Low Risk Onsite Sewerage Management systems inspected</p>		270.00


ELEMENT: Sustainability

A number of grant funded sustainability projects were finalised in the last quarter of 2012. The finalisation of various projects including the completion of Local Food Futures and the Our Living Coast Regional Sustainability Initiative brings to an end an eventful and successful community engagement on topical matters associated with promoting sustainability within our everyday lifestyle.

The Sustainable Living Festival, with over 5000 attendees, and the Ambassadors program were both extremely popular events. The value of the Ambassadors program was recognised through obtainment of a LGSA environmental award.




Whilst the results from this quarter were effective in promoting sustainable living within the community, such results were only made possible through utilisation of grant funds. As the last of the grant funds are expended the ability to maintain the momentum gained over the past few years will significantly diminish and possibly cease unless further funding is obtained.

PROJECTS

<p>State of the Environment reports (P230.01) Regional State of the Environment Report completed on-time, submitted to DLG with Annual Report.</p>		100.00
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<p>Corporate Sustainability Strategy (P230.04) This project has been on hold due to a loss of funding and insufficient staff resource to undertake the work. Further work will be wholly dependant upon available resource. The Sustainability Action Plan was endorsed by CDT in March 2012 but few actions have been undertaken or completed. The S-Team has continued to meet and undertake projects but more momentum is needed. The review of PDs and PMR system being undertaken across the organisation offers the opportunity to integrate some of the actions within the action plan.</p>		0.00
<p>Community Sustainability (P230.05) The sustainability team finalised grant funded projects in the last quarter of 2012 including 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. Funding for community education projects has now ceased. Funding will need to be sourced for projects to continue in 2013.</p>		50.00
<p>Climate Change and Mitigation Strategy (P230.06) Council continues to utilise the services of 'Planet Footprint P/L', which is an environmental score-keeping service with regard to Council's electricity (and now water) usage. Regular updates/reviews are being held with PF. Project opportunities (incl grants) continue to be reviewed regularly, however, staff resources are limited.</p>		50.00

Event Management (S10)

Event management activities on track - see Element updates



ELEMENT: Event Management

Event management activities on track for this quarter with a number of events being held and events confirmed for 2013 (Info for Sports Unit - no info given from other areas at time or writing)

Sydney Swans camp confirmed for January 2013

Country v City confirmed for the City and initial meetings taking place for game itinerary

2013 school carnival calendar for the stadium filling quickly

PROJECTS

Buskers Festival (P517.22)

In 2012 the Festival attracted 22,000 attendees over the 9-days. Nearly 100 shows took place over the 9-days including Kids Day, which attracted 1,500 children, and the City Centre Spectacular, which attracted nearly 4,000 people into the City Centre. The Festival also included night time shows in local pubs and clubs and daily shows in the City Centre.



100.00

ELEMENT: Identification and Evaluation

Events team meetings held as required during this period.

Funding confirmed for Fuelarama and Coffs Outriggers

PROJECTS

Events (P375.02)

Statistics for the quarter (October - December)

2 National Events, 1 Regional Events, 1 Local Events

No. of Participants at Stadium Events = 2224

No. of spectators at Stadium Events = 2140

Total Visitor Nights = 11030

Total Economic Impact = 11030 x156 = \$1,720,680



50.00

Flooding and Coastal Management (S11)

Flooding program on track.



ELEMENT: Coastal Management

Significant milestone in completion of Coffs Harbour Coastal Zone Management Plan. Plan to be submitted to council for adoption in early 2013. Woolgoolga Lake, Willis Creek and Darkum Creek Estuary Management Plans also completed.

PROJECTS

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

ELEMENT: Flooding

Floodplain mitigation works including Bennetts Road detention basin and Spagnolo's Road detention basin facilitated. Orara River Flood Study completed. Boambee/Newports Creek Floodplain Risk Management Study commenced.

PROJECTS

Floodplain Management (P560.01)

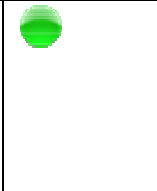
Bennett's Rd detention basin close to completion.



50.00

Footpaths and Cycleways (S12)

The footpath major repairs program has 80% complete for the 12/13 financial year.
 There is minimal budget left for footpath replacements in 12/13.
 The entire footpath network is currently being inspected, which is expected to take 2 to 3 months.
 This inspection will aid in preparing the footpath major repairs program for upcoming years.



ELEMENT: Execute Capital Works (UNFUNDED 2012/13 - 2015/16)

Capital Works program progressing well. Anticipate full scope will be completed on time.

ELEMENT: Plan and Execute Maintenance works

During the 2nd quarter, Asset maintenance have been carrying out extensive footpath restoration works for the NBN rollout.
 The Footpaths and Cycleways Budget is slightly over budget for the first quarter, however this is due to footpath maintenance works being programmed for the 1st quarter, with the concreting crew focusing on other works during the 2nd quarter.

% of customer requests relating to minor pathway and cycleway maintenance responded to within 5 days		83.00
% of customer requests relating to damage to bus shelters responded to within 5 days		100.00

ELEMENT: Plan and promote Capital Works.

The development of forward Pedestrian Access and Mobility Plans (PAMPS) (10-15yrs projection) as well as proposed Bike Plan for future funding opportunities
 Funding for PAMP work and review of LGA Bicycle plan gained from RMS. Projects commenced. Funding for further design review of Coastline Cycleway project north of Diggers Beach Road confirmed.

PROJECTS

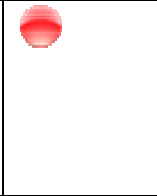
Footpaths - Works Planning (P538.01) only maintenance works on footpaths this year seeking funding for hwy footpath cunnighams shed to stadium drive		60.00
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Health (S13)

The ability of the existing resources to meet inspection targets of OSSM systems, food and other regulated premises is suffering under the pressure of addressing direct complaint from residents. There is clearly increasing community expectations for Council to deal promptly with addressing individual complaint based concerns. As a consequence, our regulated inspection activities are falling behind.



ELEMENT: Environmental Monitoring

Compliant based monitoring / response only being done

# of Beach and Estuary water samples exceeding Dept Health Standards and National Guidelines		0.00
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ELEMENT: Pollution/Health Events

All pollution events were responded to

# of street and litter bin complaints received		0.00
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% of street and litter bin complaints responded to within 2 days		100.00
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% of contractor delivery schedule variation relative to agreed service schedule		0.00
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# of Major Land Pollution incidents reported		1.00
--	--	------

% of Major Land Pollution Incidents responded to within 1 hour		100.00
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# of Minor Land Pollution incidents reported		65.00
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% of Minor Land Pollution Incidents responded to within 2 days		100.00
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% of Major incidents responded to within 1 hour		100.00
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% of Minor incidents responded to within 2 days		100.00
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ELEMENT: Regulated Premises

Although improved meeting expected number of inspections continue to be side lined with dealing with community compliant.

# of public pools registered		123.00
# of inspected pools that don't comply with statutory requirements		0.00
# of non-compliant pools brought up to compliance during period		0.00
% public health complaints responded to within 2 days		100.00
% of premises and businesses registered in NSW Food Authorities Partnerships program inspected during period		19.52
% food handling and contamination complaints investigated within 2 days		100.00
# of Caravan Park Approvals to Operate issued during period		0.00
% of premises inspected for Legionella during period		12.50
% of inspected premises complying		100.00
% of hairdressing and skin penetration premises inspected during period		19.00
% of inspected hair dressing and skin penetration premises complying		100.00

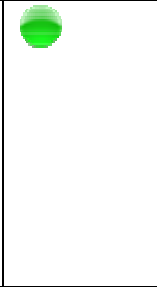
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Landuse Planning (S14)

Land Use Planning are progressing projects and delivering outcomes in a timely manner, generally meeting community expectations. The primary focus of the program remains the finalisation of CHLEP 2013 and DCP 2013.

The exhibition period of the draft documents was from 13 September 2012 to 26 October 2012. Council received 99 submissions to the public exhibition. A report was progressed to the 13/12/12 Council meeting. The draft LEP and DCP were endorsed to progress to the Minister to make.



ELEMENT: Growth Management

Progress is being made with the achievement of two Urban release areas being successfully rezoned to accommodate the population growth being experienced.




One further urban release area, North Boambee Valley, is currently being analysed and the necessary studies carried out to progress urban rezoning. Studies to consider the rural residential zoning of the Bonville area will also progress subject to a current tender process that closes at the end of November. The results will be reported to Council in early 2013.

PROJECTS

<p>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.</p>		<p>40.00</p>
<p>Review Local Growth Management Strategy (P210.04) 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>		<p>15.00</p>

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<p>Bushfire Mapping Review (P210.10) Fine detail - Class 5 Vegetation Study completed, exhibited and reported back to Council at the 13/12/12 meeting. Class 5 Vegetation Map (Version 1.1 2012) and accompanying reports for the Coffs Harbour Local Government Area (LGA) were adopted by Council ie vegetation maps completed and adopted and the endorsement of classifications completed. Progress can now be made on updating the Bush Fire Maps.</p>		20.00
<p>Section 94 Plan Review (P210.11) Council's Developer Contributions Internal Working Group (DCIWG) established with the principal role of the Group being to identify opportunities for the preparation of Developer Contributions Plans, formulate new plans, review existing plans, and to monitor works progress and contributions expenditure. The policy identifies the key roles and responsibilities for members of the DCIWG and formalises contribution plan review timelines. A report was put to Council 25/10/12 to endorse the policy. A further policy on "works in Kind" was developed by the group, considered at the 25/10/12 meeting and endorsed.</p>		40.00
<p>Place Making - Woolgoolga Master Plan Review (P210.12) While the project has not progressed rapidly the issues relating to the review have been assessed in greater detail and the Review of the existing endorsed Woolgoolga Master Plan is scheduled to commence early in 2013. Discussions about the process have been held with relevant internal stakeholders. External funding, to undertake Social and Economic Assessment of Sapphire to Woolgoolga Pacific Highway Upgrade, sought and awaiting feedback on this matter from external NSW Government agency.</p>		25.00

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ELEMENT: Landuse Controls

The draft DCP 2012 provides controls to ensure appropriate forms of development; consistent with community aspirations from social, economic and environmental perspectives, legislation and industry (best practice) standards; are achieved.

Additional bodies of work will be required to test some aspects of the draft DCP to enable the controls to be dynamic and flexible through time to respond to a quadruple bottom line.


The Draft DCP was publicly exhibited and submissions received with a report being provided to Council's 13/12/12 meeting.

PROJECTS

<p>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:</p> <ul style="list-style-type: none"> ☐ LEP 2000 Amendment No 34 (land in North Coffs); ☐ LEP 2000 Amendment No 38 (Thakral lands in North Coffs); ☐ LEP 2000 Amendment No 46 (lands adjoining Bonville Golf Resort); ☐ LEP 2000 Amendment No 48 (land on the corner of Clarence Street and Pullen Street, Woolgoolga); and ☐ LEP 2000 Amendment No 49 (land fronting Backhouse Street, Woolgoolga). <p>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 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. The draft documents were exhibited and 99 submissions were received. Of the submissions received, 10 were from Government Agencies. 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</p>		<p>90.00</p>
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<p>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"> ☐ Tuesday, 18 September 2012 at Coffs Harbour City Council Chamber ☐ Wednesday, 19 September 2012 at Red Rock Multi-Use Centre and Woolgoolga Library ☐ 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>		
<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</p>		90.00




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<p>were provided on Council’s website. The draft documents were exhibited and 99 submissions were received. Of the submissions received, 10 were from Government Agencies. A number of briefings with the elected Council were held throughout the course of preparation of the draft LEP 2012 and draft DCP 2012. 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. 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. 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. 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. 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>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
<p>LEP 38 (Thakral Land) (P210.06) LEP Amendment 38 (Thakral Land) was formally made by the Director General as delegate of the Minister of Planning and Infrastructure, on Friday, 1 June 2012. The North Coffs DCP is also now in force as a result of the LEP Amendment being made by the Minister's delegate. These documents were integrated into the draft LEP 2012 and draft DCP 2012.</p>		100.00

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<p>LEP 46 (BIG Resort site) (P210.07) LEP Gazetted 4th May 2012. Letters issued to all submission stakeholders and government agencies. Development Control Plan activated by notification in paper.</p>		<p>100.00</p>
<p>LEP 34 (North Coffs release area site) (P210.08) LEP Amendment 34 (North Coffs) was formally made by the Director General as delegate of the Minister of Planning and Infrastructure, on Friday, 15 June 2012. An area of land was deferred from the LEP . The North Coffs DCP is also now in force as a result of the LEP Amendment being made by the Minister's delegate. These documents were intergrated into the draft LEP 2012 and draft DCP 2012. Council has approached landowners in the deferred area to enable a further report to be prepared for Council consideration. Council await the provision of this additional information from a landowner.</p>		<p>95.00</p>
<p>North Boambee Valley West Planning Proposal (P210.09) The consultant team have made significant progress on the North Boambee Valley project. They have completed their field work and are in the prepared a Draft report on the studies completed and recommend suggested zonings and Development Control Plan. The draft report, studies and plan has been circulated to all relevant Council Departments. Some modifications have been requested. The Draft Plan and studies, once modified will be reported to Council, so that Council can make resolutions concerning progression of the project to public exhibition.</p>		<p>45.00</p>

Library (S15)

Busy period with a number of well-attended public events conducted and continuing work on the Digital Library Project and Pharos post-implementation activities. Internet/network connectivity issues at the branches, in particular at Woolgoolga, have caused some disruptions during the period. Library Strategic Plan adopted by Council in October, work on the Action Plan has commenced.



ELEMENT: Customer Services



Lending and reference services going well and a busy period for programs and events. Public information sessions on Digital Library resources have been popular. Library has experienced some post-implementation issues with its Pharos public computer booking and print/copy management system and is working with the vendor to fully resolve them. As with the previous quarter, the library's wifi service continues to be well used with continued high growth in users/sessions.

% increase in loans compared with same period last year		-2.60
% change in membership compared with same period last year		6.10
% change in number of visits compared with same period last year		0.40
% change in number of web visits compared with same period last year		32.00
% increase in public computer/internet sessions compared with same period last year		50.60
% change in HLS membership compared with same period last year		9.70
% increase in attendance at Storytime sessions compared with same period last year		-17.70
% increase in attendance at Yourtutor sessions compared with same period last year		-2.80
# increase in attendance at other sessions compared with same period last year.		16.90

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PROJECTS



NSW Comparison/State Standards (P514.02) Scheduled for Q3.		0.00
Radio Frequency Identification (RFID) system (unfunded) (P514.04) Library Development Grant application submitted - successful grants announced in March/April 2013.		0.00
Library Strategic Plan (P514.05) Due to unexpected staffing issues in Q2-Q3 the action plan schedule has slipped - action plan to be reviewed/updated in Q3.		10.00
Library Policy review (P514.06) Due to unexpected staffing issues in Q2-Q3 this has been placed on hold. Should be in a position to commence library policy review in Q4.		0.00

ELEMENT: Resources and Technical Services

Work continues on developing our Digital Library facilities (grant-funded project) along with our usual collection development/management activities. Internet connectivity issues experienced during the quarter, particularly at the Woolgoolga branch which caused disruptions for customers and staff, situation has improved and we continue to monitor the issue and work with relevant vendors.

% increase in number of database searches compared with same period last year		-7.70
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PROJECTS

Library Catalogue/Member Services (P514.01) Upgrade not yet scheduled due to critical staff vacancies at the library. Investigating Civica managed services proposal.		0.00
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

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Lifeguards (S16)

Service is functioning well with very good figures in the education area from schools



ELEMENT: Education

Education program very busy, the fourth term of the school year is by far the busiest term and 725 certificates were handed out. Education on beach safety conducted with Korean nationals at Woolgoolga, International students at SCU and new immigrants from Anglican care.

# of students participating in school based Surf Safety Program		725.00
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ELEMENT: Lifeguarding

Busy season, best visitation and weather in some 5-years. Rescue numbers have been steady, as have other incidents. The only down side to the season has been the two fatal drowning at Woolgoolga & Emerald beach. Beaches were very busy with large crowds and great weather. The need for a third Lifeguard at Park & Sawtell beach is very real during these very busy times,.

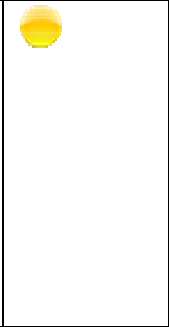
# of patrol variations		0.00
# of drownings		2.00
# of Rescues		12.00
# of other incidents		263.00
# of After Hours emergency responses		2.00

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Parks and Facilities (S17)

Works are being carried out to budget with the exception in General Parks and State Parks - working towards more balanced budgets in these areas in the next quarter.
 Many events took place in the Bot. Gardens which is impacting on staff hours available for maintenance activities, which has been flagged as an issue that needs resolution either through a budget adjustment or a reduction in service levels.
 Japanese Garden is progressing very slowly due to lack of funds, however the sections already completed are very presentable to the public.
 Funding application for 40k for RFS Mitigation funds has been completed - awaiting approval in Febr.



ELEMENT: Botanic Gardens

General standards met. Set new boards on board walk, continued with Japanese development, installed new bubblers

# of patrons visiting Botanic Gardens		16,209
# of weddings		8.00

PROJECTS




Botanic Gardens maintenance (P522.01) General maintenance works have continued, all standards met.		50.00
Botanic Gardens events (P522.02) WE hosted a great number of events this 1/4 including Light the night Fun Run Buskers BGANZ Conference Botanica Peter Pan		50.00
Japanese Garden (P522.05) work is progressing as per plan.		50.00

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ELEMENT: CBD Gardens and Roundabouts

CBD gardens and roundabouts of Sawtell, Woolgoolga and Coffs Harbour all on track for this period regarding programmed maintenance, programmed planting and being within allocated budgets. Majority of expected results achieved. Floral displays and excellent results achieved for the maintenance and aesthetics of the three CBD garden areas and roundabouts.

% of mowing schedule deviation relative to baseline schedule		0.00
% of mowing schedule actuals deviation relative to budget		0.00
% of floral display schedule deviation relative to baseline schedule		0.00

ELEMENT: Cemeteries



All burials undertaken to standard. Ongoing maintenance continues

# of complaints relating to Cemeteries		1.00
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ELEMENT: Nursery

Councils 2 Nurseries are progressing well with sales peaking during Nov and tapering off during Dec as expected from prior experience. Propagation programs are continuing to compensate for sold stock especially for Morgans tree farm as it take considerable time to produce a variety of bag sized plant stock eg 25 ltr take around 20 wks.

Continue review of business plan for future expansions and sustainability of nursery as a viable entity.

% of plant stock availability for Council's maintenance programs and projects		60.00
% of plant stock availability for external sale		70.00

ELEMENT: Play Parks


For all Playparks 2 mthly safety audit for defects undertaken in Dec 2012.

Vandalised Totem and wetpour softfall area at Brelsford park repaired as part of insurance claim

Routine maintenance undertaken; all play parks and responded to - 6 CRs. Brelsford pk remains 7 day maint schedule.


Safety audits completed as per program.

Reflect work orders completed 236 with 55 uncompleted for this qtr and 66 total uncompleted (ie 11 from previous audits.)

% of requests responded to within 7 days relating to work on playgrounds		100.00
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% of Work Orders relating to playgrounds completed within the period		77.00
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ELEMENT: Reserves and Bushland

Routine and reactionary works undertaken as per programs

Reserve trees CR's 49 completed.

Tree clearances Kratz dr and Jane circuit fire trails

BBQ's cleaned 1 weekly and roster undertaken for Oct and Dec school hols

Chemical Wickwiping program postponed due to drought conditions (rescheduled for Jan 2013)

General parks budget is running 11% over at 6 mth stage .


Sawtell rockpool anti fouled and algae treated x 2wkly


Dec spring clean picnic furniture/shelters Dec 2012


Reserve mowing on hold to allow for wickwiping program.


Reflect assets record system launched in Sept 2012 and progressing with many teething problems Oct-Dec qtr. (many since resolved)


Continuing with NDF repair works June 2011 and Jan/Feb 2012


% of mowing schedule deviation relative to baseline schedule		17.00
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% of mowing schedule actuals deviation relative to budget		19.00
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% of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves		100.00
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% of Work Orders relating to footpaths and boardwalks completed within the period		75.00
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% of requests responded to within 7 days relating to works on beach accessways		100.00
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% of Work Orders relating to beach accessways completed within the period		38.00
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% of requests responded to within 7 days relating to beach cleaning		0.00
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% of Work Orders relating to beach cleaning completed within the period		0.00
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PROJECTS

<p>Reserve Fire Risk Management (P522.03) The 10 Oct 2012 inspection/audit and report was completed with copy placed into dataworks and also one forwarded to Rural fire Services and tabled at their BFMCM.</p> <p>Terry Herbert attended the BFMCM on Oct 10 2012</p> <p>Application for \$40K RFS fire mitigation grants has been has met the first stages of approval and now requires HR cert number in BRIMMS. Job numbers have been created, however not active till final approval process completed in Feb 2013</p> <p>These funds will address some of the improvement findings identified from previous audit's.</p>		50.00
<p>Bush Regeneration (P522.04) Bush Regeneration program control works are on track with 42% of the overall budget expended at the end of the 2nd quarter.</p>		42.00



ELEMENT: Street Trees

Received 93 CR requests for tree maint/safety response with 100% responded to and 73 completed.
 Undertaken routine safety prune for CBD palms and Hardacre st palms leading to Botanic gdns
 Callouts minor during this qtr.
 Woodchipper operating at 100% and EWP at 110% as per Management plant report.
 Commissioned new up to date Resist-o-graph equipment to better test and assess trees for decay/hollows and solid holding wood which provide computerised readings and reports. This equipment came with training /inductions.
 Budget is currently running under as team has been concentrating on EL weed tree spp removals , Private works, Banner installation ,Reserve tree response and service to other council sections such as rural maintenance, sewer and water properties such as asset line vegetation (tree) removals.

<p>% of street tree planting schedule deviation relative to budget</p>		0.00
<p>% of Work Orders relating to street trees < 6 years old completed within the period</p>		100.00
<p>% of requests responded to within 7 days relating to street tree maintenance on trees < 6 years old</p>		100.00

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% of Work Orders relating to street trees > 6 years old completed within the period		82.00
% of requests responded to within 7 days relating to street tree maintenance on trees > 6 years old		78.00

ELEMENT: Weed Services

Excellent results in the identification and control of new weed incursions, noxious and environmental weeds within the LGA on both Council controlled lands and private lands (private works). Works carried out within allocated budgets.

Achieving targets specified in the Weeds Action Plan (WAP) . Control of Tropical Soda Apple (TSA) within LGA. Media releases - television advertisements. Weeds awareness field days and Weeds Workshops. Control of Noxious and environmental weeds on Council controlled lands. Control of weeds on private properties (Private works).

# of Section 18A weed notices issued		21.00
# of Section 18 weed notices issued		4.00
# of Section 20 weed notices issued		5.00
# of Section 20 ENTRY notices issued		0.00

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Property (S18)

The issues raised in the individual elements are symptomatic of a lack of a functioning asset management system and insufficient funding. These issues are being addressed as quickly as current resources allow.



ELEMENT: Building M&R

As previously reported Asset management M & R funding is deficient, and at best only adequate to meet the demands of daily breakdown, damage, repair and graffiti removal. This approach to asset management is not sustainable particularly given the aging infrastructure and buildings.

The compilation of accurate and up to date records will better enable staff to forecast future M & R requirements.

Efforts to finalise the Asset management framework are all but realised. The final step involves consultation with the AMS software designers to verify the accuracy and completeness of the proposed framework. In the 3rd quarter staff will focus on validating existing records and populating the AMS .

% of building maintenance and repair work service requests responded to within 24 hours		93.00
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PROJECTS

Public Amenities Upgrade Program (P110.02) New Park Ave carpark toilets completed and opened.		100.00
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ELEMENT: Commercial Property

All matters and advice dealt with in a timely manner . Refer to specific projects for detail.

PROJECTS


Harbour Foreshores (P310.02) 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 Yatch club and the Jetty to be placed on public exhibiton.		50.00
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Commercial Asset Management (P310.03) On hold awaiting outcome of CBD master plan due in early 2013.		0.00
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Land Acquisitions for Detention Basins (P310.04) 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.		80.00
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Sale/Development of 23/31 Gordon Street (P310.05) Due to possible inclusion of the site in the CBD master plan marketing has not been pursued.		50.00
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ELEMENT: Leasing and Property Management

The objective of the leasing portfolio is to ensure lease arrangements for Council properties generate the optimum return for Council and the community. Overall satisfactory progress is being made in this area with occupancy levels being constant and income as projected.

Leasing of community facilities and buildings to community and sports organisations in the 2012/2013 Q2 period accounts for 22 % of the overall number of managed agreements but only 11% of rental income. The rental rates for these agreements represents the ongoing support extended by council to the various community and sports groups by way of minimal/peppercorn rental.

As previously reported there is no consistent approach to leasing and licensing of community land and/or to community/"not for profit" groups. Work continues on drafting a Community Facilities Leasing policy to guide future leasing and licensing arrangements for Council owned community building having regard to cost recovery, ongoing maintenance and appropriate and consistent rent levels. The target date for presentation of a draft policy to executive management was December 2012 however the proposed draft is being circulated amongst Community Services staff for feedback prior to finalising a proposed policy.

% of valuation and property information requests responded to within 14 days		100.00
# of leases managed		440.00
% Rent revenue deviation relative to budget		0.00
Ratio of Community-based leases to the rent revenue generated		22.00
% of available, lettable office space held under lease		100.00
% Room hire revenue deviation relative to budget		2.00
% deviation of Community Village actuals relative to budget		7.00

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ELEMENT: Public Swimming Pools

Councils four public swimming pools are all operating satisfactorily and lessees are largely complying with lease conditions.

Council subsidises the operation of each pool and reviews this subsidy amount on an annual basis.




The subsidy arrangements at the Coffs Harbour pool remain unchanged pending receipt of sufficient trading data to enable a proper examination of performance. The proposed report to Council for a subsidy review for the current financial year is yet to be tabled.

As previously reported Council will need to consider long term replacement and/or improvement of the Sawtell and Woolgoolga facilities as population growth and aging infrastructure compromise the current level of service provided by the facility. Similarly it has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will likely require major repairs or replacement within the near future. Investigation by specialist contractors.

All but the Sawtell facility have participated in an industry benchmark survey to ascertain operating efficiencies and strength/weaknesses. The results of the survey are due in February 2013. It is proposed to incorporate the results of the benchmarking into the future review of subsidy payments.

A pool consultant has been approached to advise the scope of works required to correct the Nana Glen plant issues. It is expected that they will conduct an inspection during the next quarter.

Staff continue to monitor and measure the leak at Woolgoolga pool. Further investigation is required to identify a long term solution to the problem. A pool consultant has been approached to further these investigations with a view to effecting further repairs during the off season..

% Lease agreements in place for Council public swimming pools		100.00
% of pool Lessees have current pool supervisor and management qualifications		100.00
% of Public swimming pools operating within Council's financial contribution		100.00

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Roads and Bridges (S19)

The Roads and Bridges maintenance programs are running to budget.
Daily inspections continue to be carried out on the road network, with maintenance works planned and undertaken on a priority basis.
High numbers of pothole customer requests continue to be taken in the 2nd quarter.
The majority of pothole complaints are located on local roads.



ELEMENT: Execute construction works PROJECTS

<p>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</p> <ul style="list-style-type: none"> - pot hole patching, - re-sealing - shoulder grading - mowing 		60.00
<p>Local Roads - Bitumen Seal (P535.01) In progress but recent rains will delay progress in the interim.</p>		35.00
<p>Local Roads - Asphalt Resurfacing (P535.02) Works will commence in Feb 2013</p>		0.00
<p>Local Roads - Dust Seal (P535.03) No funds.</p>		0.00
<p>Local Roads - Gravel Re-Sheet (P535.04) On track. No problems but rain will delay works in the interim.</p>		35.00

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Local Roads - Council Funded Rehabilitation (P535.05) Priority given to Grant funded works.		0.00
Local Roads - Roads to Recovery Rehabilitation (P535.06) Program progressing well.		65.00
Bridges - Works Planning (P536.01) several bridge construction projects underway		60.00
Bridges - Rate-Variation-funded works (P536.02) all bridge construction funded by rate variation		60.00

ELEMENT: Plan and Execute Roads and Bridges Maintenance

The Roads and Bridges maintenance programs are running to budget.

Daily inspections continue to be carried out on the road network, with maintenance works planned and undertaken on a priority basis.

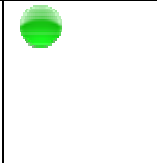
% of customer requests relating to potholes on high traffic roads responded to within 5 days		90.00
% of customer requests relating to potholes on local roads responded to within 5 days		95.00
% of customer requests relating to failed pavement on local roads responded to within 5 days		93.00
% of customer requests relating to minor bridge maintenance responded to within 5 days		100.00
% of customer requests for boat ramp availability responded to within 5 days		100.00
% of customer requests relating to Jetty Structure damage or vandalism responded to within 5 days		100.00

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Sewer (S20)

All systems operating well, with considerable effort being put into sewer rehabilitation and planned maintenance of pump stations. The works involved in the decommissioning of the Sawtell WRP are generally progressing to plan.



ELEMENT: Reclaimed Water Disposal/Reuse

The use of reclaimed water was high over the period due to the hot dry weather. At times the Northern area was hard pressed to keep pace with demand.

ELEMENT: Waste Water Collection

A lot of work has been carried out on Sewer Rehabilitation, Pump station planned maintenance and upgrades and is proving beneficial.

ELEMENT: Waste Water Treatment

Replacement of screens and baffles at Corindi WRP. Old Woolgoolga STP sheds finally demolished. Operation of all plants on track.

% of tests complying with EPA licences		98.30
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PROJECTS

Sewerage performance (P820.01) Ongoing, collection of relevant data on track.		50.00
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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
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Sport (S21)

Management of the BCU International Stadium is adequate for the current funding available.
Overall management of sports grounds adequate for the quarter.



ELEMENT: BCU International Stadium

Management of this facility is adequate for the current funding available.
No funding opportunities available to improve infrastructure for this period.

PROJECTS

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
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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
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ELEMENT: Development Planning and Facility Management

Overall management of sports grounds adequate for the quarter.

% of scheduled COFFSAC meetings attended		100.00
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% of maintenance requests acted upon within 5 days		100.00
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PROJECTS

Strategic Relationships (P375.01) Attended all COFFSAC & Sports Meetings required. Attended & minuted all Country vs City meetings organised as part of the Organising Committee.		100.00
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External Funding (Government) (P375.03) There were no budgeted major works on sport facilities managed by Council's Sport Unit in this quarter, and therefore the Sports Unit has not submitted any applications		50.00
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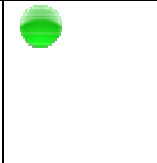
<p>External Funding (Assisting Community) (P375.04) Consultation with Woolgoolga Croquet Club, the newly formed Coffs Harbour Rowing Club was undertaken in this quarter about future facility design and provision. To date none of these projects have developed to the point where they are ready to submit funding applications. Discussions with woolgoolga netball association have continued regarding their court surface deterioration.</p>		<p>50.00</p>
<p>External Funding (Sports Contributions) (P375.05) Council has not undertaken any major works on sporting facilities in this period, and therefore there has been no co-contributions from sports on Council projects. Please note the infrastructure improvements undertaken by local sport sport groups in following section.</p>		<p>50.00</p>
<p>Sports Marketing (P375.06) Negotiated with the Sydney Swans to hold a Training Camp in Coffs Harbour in late January 2013. Training sessions and Kids Clinic to be held at BCU International Stadium Secured Nitro Circus event for 11 May 2013 at BCU International Stadium. Quarterly e-newsletter was sent out in early December updating the community on sporting news and activities over the past quarter. Online events calendar is continuously updated and now provides a list of various sporting events scheduled around the city for 2013. Media releases co-ordinated with Media Officer for all major events the Sports Unit coordinates. Media Releases during this quarter included the following: 18 October 2012 - Teams Named for NRL Pre-Season Clash 30 November 2012 - Get Your Tickets for 2013 NRL Clash 18 December 2012 - Rabbitohs v Knights Game to Go Ahead</p>		<p>50.00</p>
<p>Strategic Plan update (P375.07) Looking at doing a fesibility study on a Centre of Excellence at the Stadium. Firstly need to source funding to complete this.</p>		<p>50.00</p>
<p>Plans of Management Review (P375.08) Still unfunded therefore unable to start.</p>		<p>50.00</p>
<p>Fitzroy Oval Floodlighting Installation (P375.11)</p>		<p>100.00</p>

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Stormwater (S22)

detention basin works underway
no flooding in recent storms
flood warning system issued appropriate low level warnings



ELEMENT: Stormwater and Flood Mitigation

Bennetts road detention basin almost complete
Flood warning system operational
Fawcett st drainage complete

% of responses to requests relating to drainage likely to cause property damage undertaken within 2 days		100.00
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% of responses to requests relating to flood damage due to poorly maintained drains undertaken within 2 days		100.00
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PROJECTS

Drainage - Works Planning (P545.01) bennetts road detention basin almost complete fawcett st drainage complete spagnolos road watermain relocation almost complete seeking grant funding for basin in 13/14 when grants open in april		60.00
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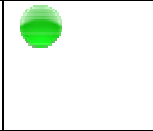
Rate Funded Floodworks (P545.02) same as drainage works		60.00
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Tourism (S23)

Tourism overall performing well, some challenges to be presented in following 12 months with Destination NSW changing funding structures across the state.



ELEMENT: Conferencing

Conferencing market is currently difficult with poor feedback coming from industry “familis” about some CC product

ELEMENT: Leisure tourism

Leisure tourism marketing activity tracking well. Key activity: TVC campaign development.

% increase in contribution to Industry participation Marketing Campaign		80.00
% increase in Business Tourism economic impact		0.90
% increase in brand awareness of Region from national phone survey data		0.90
% increase in online database membership		0.90

PROJECTS



Marketing Campaign Plan (P130.01) Marketing prospectus on track - noting requirements from Destination NSW may require destination management plans to be developed with limited time frame		0.30
Rabbitohs Sponsorship (P130.02) SSFC sponsorship to complete March 2013. Possible negotiation for trial match available		0.80

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ELEMENT: Visitor Information Centre

Review of VIC services current under review

% increase in VIC revenue		1.00
% increase in VIC visitors		0.90

PROJECTS

<p>Visitor Information Centre Review (P130.03) VIC operations currently under review.</p>		0.30
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Datworks IR 3330260 Attachment

Waste Management (S24)

Apart from the reduced recovery of 'product' from the mixed waste bin processing, waste operations remain reasonable stable. Key problems are in the strategic areas on how to move forward.



ELEMENT: Collection

Waste collection system is well established with with only the odd addressable issue.

% of complaints responded to by contractor within 2 days		100.00
# of warning stickers issued (Coffs Coast)		66.00
# of bins removed (Coffs Coast)		0.00

PROJECTS

Processing Contract - Coffs Coast (P260.01) Nil meeting required during period		0.00
Waste Education - Coffs Coast (P260.02)		50.00
Waste Minimisation Promotion - Coffs Coast (P260.03) Continuous program by contractor		100.00
Northern Beaches Transfer Station Construction (P260.05) Proposed to consider this project as part of waste review.		0.00



Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

ELEMENT: Disposal

Landfill operation continues with its licence. The landfill lid trial is also continuing. Landfill lid odour assessment was very favourable.

PROJECTS

EPA licence compliance - Coffs Harbour (P260.04) Nil variations or non compliances to licence during period.		100.00
Waste and Sustainability Improvement (P270.01) Existing programs at various stages. No indication from EPA on current year funding - still in review stage.		70.00

ELEMENT: Processing

Although the processing plant is back in full operation the percentage of reject material has increased with the additional sorting and the amount of recovered product is down.

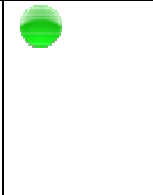
% of organics diverted from landfill (Coffs Coast)		94.21
% organic fraction recovered from mixed residual waste (Coffs Coast)		34.80
% diversion of domestic organics from landfill (Coffs Harbour)		94.21
% diversion of domestic mixed residual from landfill (Coffs Harbour)		87.50
% total of all waste streams diverted from landfill		74.75
Scheduled flare run time for period (hours)		1722.00
Actual flare down time (hours)		486.00
Methane %		52.37
Methane as CO2 equivalent destroyed (tonnes) for period		2311.25

Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Water (S25)

The water supply system has been operating well. Due to the dry hot weather at the end of the year, flow in the Orara and Nymboida rivers was fairly low and abstractions were ceased to comply with licence conditions. There was still plenty of storage in the dams at this stage - recent rains have greatly increased river flows.



ELEMENT: Water Reticulation


New telemetry installed at Red Hill Balance Tanks and Reservoir and the new Moonee Reservoir.
Cross connection installed at Macaulies Res. to facilitate the relocation of mains at Spagnolos Rd Detention basin.


PROJECTS

Water performance (P720.01) Ongoing, collection of relevant data on track.		50.00
Regional Water Supply - CVCC Liaison (P720.02) Good liaison with CVCC on Regional water Supply		50.00
Regional Water Supply - River Monitoring (P720.03) There has been recent monitoring carried out at low flows and a report has been produced.		50.00
Reticulated Water Service (P740.01) watermain renewals underway salamander st almost complete kratz drive about to commence		60.00
Reticulated Water Infrastructure (P740.02) all works within budget, quality and time frames		60.00
Main Duplication (P740.03) survey and design underway construction not planned until 14/15		0.00

Coffs Harbour City Council Quarterly Performance Report – December 2012


Datworks IR 3330260 Attachment


Coramba Water Main (P740.04) not yet at the design phase not an urgent project could be deferred until resources are available		0.00
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Drinking Water Quality Management Plan (P740.05) project well underway risk management workshops planned feb/march project should be completed this year		60.00
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ELEMENT: Water Treatment

Plants operating well. New lime and alum dosing pumps installed at Nana Glen by workshop.

Percentage of tests complying with Guidelines		100.00
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% compliance with water abstraction licence conditions		99.00
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PROJECTS

Water Efficiency (P720.04) Busiest quarter for water efficiency with National Water Week from 20th - 26th October.		50.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Airport (S26)

All services on track



ELEMENT: Airport

All projects on track or completed.


% of Monthly tenants meetings attended		100.00
% of GA and RPT Focus Group Meetings attended		100.00
% increase in passenger traffic		2.50
# of new non aviation leases		0.00

PROJECTS

Airport Land (P310.01) Additional DA information nearly complete and ready for lodgement.		30.00
Airport Business Management (P350.01) CASA audit completed 21st December. No non-compliance issues		100.00
Security and Safety OTS (P350.02) No non-compliance issues		50.00
Security and Safety CASA (P350.03) No random CASA drug tests this period.		50.00
Airline Liaison (P350.04) Extensive liaison with all current airlines and Tiger during this period.		50.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

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<p>Airport Strategic Planning (P350.05) Updating Master Plan. Developing a land use plan for surplus GA land. Route development planning ongoing.</p>		<p>50.00</p>
<p>Airport Works (P350.06) Apron extension project commenced. Construction of RPT access road commenced.</p>		<p>75.00</p>
<p>Airport Runway Overlay (P350.07) Design plan completed. Supervising Engineer appointed. Tender documents prepared.</p>		<p>25.00</p>

Civil Contracting (S27)

Stage 2 of the commercialisation of CityWorks is in progress



ELEMENT: Private works administration structure and management of business risk in civil contracting activities

Risk is managed through procedures within the Project Management System that commences prior to tendering and continues through to the completion of the project.

Quarry operations licence and legislation compliance (%)		100.00
# of private works jobs.		4.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Corporate Information Services (S28)

All major projects are on track. Some tweaking of the KPIs for the service needs to be undertaken to produce meaningful measures.



ELEMENT: GIS

Service performing well. Work on the ePlanning data progressing. Analysis of the options for external web based mapping service has commenced.

% of GIS mapping requests responded to within 3 days		43.00
% of Subdivision updates in GIS responded to within 5 days		87.00

PROJECTS

GIS Strategy (P420.01) This has been now been scheduled to commence March 2013		0.00
Review and Upgrade Dekho (P420.34) Not due to start.		0.00
External Web Based Mapping System (P420.35) Not yet started.		0.00

ELEMENT: Hardware Support





Hardware replacements proceeding to schedule. No major hardware issues reported during the period.

PROJECTS

ITIL Framework (P420.05) No progress on this as yet.		0.00
Helpdesk Service Strategy (P420.08) Initial planning and development meeting to be held late January.		10.00




Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment



<p>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.</p>		<p>100.00</p>
<p>Infrastructure replacement (P420.14) IT Infrastructure replaced generally in line with the schedule.</p>		<p>100.00</p>
<p>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.</p>		<p>60.00</p>
<p>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.</p>		<p>100.00</p>

ELEMENT: Records and Information Management

Service performing to expectations. The DA scanning project progressing well with no problems experienced during the period.


<p>% of File requests actioned within 24 hrs</p>		<p>92.00</p>
<p>% of correspondence registered within 48 hours</p>		<p>94.50</p>
<p>% of DAs registered within 24 hrs</p>		<p>100.00</p>

PROJECTS

<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>		<p>60.00</p>
<p>Records Management Strategy (P420.03) Project plan commenced.</p>		<p>0.00</p>



Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment




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 in future years.		33.00
Archival Disposal module in ECM (P420.32) Not Yet Started.		0.00
Business Classification System (P420.33) Not yet started.		0.00

ELEMENT: Software Support

Service is performing well. Dataworks upgrade commenced. Various other major system upgrades in the planning stages.










% Level 1 software service desk requests resolved within 3 days		93.00
Overdue software service requests as a % of open software requests		100.00

PROJECTS

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
Property and Rating System Upgrade (P420.09) Not due to start til Sept 2013.		0.00
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
Business Analytics – Dashboards (P420.11) These will be developed in conjunction with the 2030 KPI review team.		0.00
Upgrade Microsoft Software (P420.15) This is a yearly project which must occur for Council to be licenced.		100.00


Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

<p>HR Data Collection (P420.16) All position numbers reviewed and entered into the system. This now reflects the organisation structure as it currently stands.</p>		<p>100.00</p>
<p>IT Organisation Review (P420.18) All Team Leader PDs updated and positions filled. Special Projects Officer PD also assessed and position filled.</p>		<p>100.00</p>
<p>IT Steering Committee (P420.19) Steering Committee formed, TOR produced, committee has been meeting rregularly</p>		<p>100.00</p>
<p>IT Procurement Policy Review (P420.20) 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.</p>		<p>100.00</p>
<p>Development of Coffs Water SLA (P420.21) 3rd draft completed and waiting sign off</p>		<p>90.00</p>
<p>SLAs all Business Units (P420.22) Once the Coffs Water SLA has been finalised, this will become the basis of the general SLA.</p>		<p>70.00</p>
<p>Upgrade financials (P420.24) Upgrade successfully completed over the weekend of the 16 June 2012.</p>		<p>100.00</p>
<p>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.</p>		<p>100.00</p>
<p>Developer Contributions (P420.27) Still awaiting information from other areas of Council. All GIS work that has been received has been completed.</p>		<p>95.00</p>

Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

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
Further Integration ECM and Property (P420.29) Not yet started.		0.00
Integration ECM and Finance (P420.30) Not yet started.		0.00
Web Enabled ECM (P420.31) Not yet started.		0.00
Security Review (P420.36) Initial discussions held with consultants about the services they offer in this area. Awaiting quotes.		15.00
Intranet Redesign (P420.37) Not yet started.		0.00
Database Review (P420.38) Not yet started,		0.00
Contract manager integration with Finance (P420.39) Not yet started.		0.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Corporate Planning (S29)

Integrated Planning and Reporting review progressing. 2030 Plan review on schedule, Delivery Program/Operational Plan review to commence in earnest in the New Year.
Corporate Relations activities on track.



ELEMENT: Corporate Relations

LG Election process completed with GM's report provided to the Minister.
Civic Management budget in surplus (including LG Election expenses surplus)
1 Citizenship ceremony..

% of civic relations expenditure deviation relative to budget		0.00
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PROJECTS

GM Projects (P010.02) Mayoral Letters to: Sasebo (Oct, Nov); funding application for Koala Triage Facility. Assist with 2030 Review project (ongoing)		50.00
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Civic Activities (P010.06) 8 November – Citizenship Ceremony 12 people		50.00
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Local Government Election (P010.07) General Manager's Report on Election provided to Minister for Local Government. Election process completed.		100.00
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ELEMENT: Integrated Planning and Reporting






Annual Report adopted 22 November.
2030 Review progressing on schedule, with re-drafted structure released to Councillors and Leadership Team for input.
Future management of 2030 (including Indicators) to be determined.
Review of Operational Plan Project/KPI reportable structure ongoing.

Delay in production of Quarterly Reports for performance objectives (days)		0.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

PROJECTS

<p>Integrated Planning and Reporting (IPR) (P010.01) Prepared September Quarterly Performance Report (adopted 22 November). IPR Working Group meetings - 3 October, 16 October, 12 November. 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>		<p>30.00</p>
<p>2030 Community Engagement (P230.02) Community engagement ongoing as part of 2030 review. Photographic competition, online forum, ongoing media releases, rates notice flyer included in engagement process.</p>		<p>50.00</p>
<p>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.</p>		<p>95.00</p>
<p>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.</p>		<p>100.00</p>
<p>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.</p>		<p>70.00</p>

Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

Design (S30)

Overall program on-track. Milestones achieved in completion of Coffs Harbour Coastal Zone management plan, Spagnolos Road Detention basin design, incorporation of Regional Skate Plaza/Youth space into Brelsford Park master plan and City Centre Prosperity plan.



ELEMENT: Design

Survey and design programs on-track. Sawtell to Coffs rising main, Jetty Foreshore concept design, R2R reconstruction projects key focus of resources.




% of schedule deviation relative to baseline schedule		0.00
# of complaints relating to Design		0.00
% of street light installations deviation relative to program		0.00
# of planning studies where engineering advice provided		2.00
% of annual Aus-Spec Standards reviews completed and revised standards posted on website		0.00
# of Technical Liaison Committee consultations undertaken		10.00
# of Development Applications		66.00
# of Construction Certificate applications		10.00
% of Construction Certificate applications processed within 21 Days		100.00
# of applications for inspection of infrastructure		95.00
% of inspection of infrastructure applications processed within 2 Days		100.00
% of Subdivision Certificate applications processed within 7 Days		100.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

Area of new sealed roads created (Square metres)		1225.00
Length of footpaths & cycleways created (Metres)		465.00
Length of stormwater drains and box culverts created (Metres)		141.00
Length of water mains created (Metres)		176.00
Length of sewer reticulation created (Metres)		210.00
Number of sewer manholes created		6.00

PROJECTS

City Park Project (P110.01) Brelsford Park master plan included in City Centre Prosperity plan for consideration by community and Council.		50.00
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
Street Lighting Energy Efficiency (P562.01) Investigating Solar LED lighting installations with RMS as part of Pacific Highway upgrade project.		50.00

ELEMENT: Traffic Management

Pacific Highway Sapphire to Woolgoolga Upgrade and Woolgoolga to Dirty Creek Range Upgrade project liaison on-going. Traffic Committee works facilitated. Hogbin Drive traffic modelling completed.

PROJECTS

Transport Planning (P560.04)		50.00
Road Safety (P560.05)		50.00

Digital e-leadership (S31)

Many initiatives are underway. Major focus on making information accessible and spatially enabled.



ELEMENT: Digital e-leadership

CoffsConnect website project phase two scoped and with the developers. Open Block product reviewed.

% compliance for online accessibility		100.00
% of monthly online tool reviews completed		100.00
% of daily website updates completed		100.00
% of bi-annual website reviews completed		100.00

PROJECTS

Implement Online Services (P010.05)

The main achievement this quarter was the adoption by Council of the Social Media Policy. There is still considerable work to make the organisation social media savvy but the process has begun.



- Phase 2 of Coffs Connect website - upgrading Event Calendar management and search capabilities
- Social Media Policy adopted by Council
 - Senior Leadership Team taken through policy and guidelines in a workshop
 - Councillors taken through social media policy and guidelines in a workshop
- Coffs Coast Digital Enterprise Wordpress Site - support for EDU in setting it up
- Received report on options for mapping Council data based on geographic location
- Investigating processes to handle Publications / Proactive Release / Policies / Forms via the website
- Training conducted for depot staff for MyRoadInfo
- Support for 2030 Strategic Review Wordpress site and 2030 Photographic Competition Facebook presence
- Support for Procurement Roadmap Intranet Needs
- Investigate training options for social media



25.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

<p>Other activities</p> <ul style="list-style-type: none"> • Attended Community Engagement Training conducted by Council in-house • Attended the MNC PR Cluster Meeting • Ran a workshop for attendees at the IT 2012 Conference 		
<p>On-line forms (P420.06) Review of several forms engines under way, concentrating on mobile solutions at present.</p>		10.00
<p>Develop Social Media Policy (P420.25) Policy adopted by Council at its meeting of October 25, 2012</p>		100.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Environmental Laboratory (S32)

Operating successfully, complying to all relevant standards, increase in clients for quarter with slight increase in budget forecasts for external revenue.



ELEMENT: Laboratory

% deviation of profit relative to budget



0.00

PROJECTS

Business Planning (P519.01)

Business plan still has to be finalised with a format that ensures uniformity with City Services Business Units.



75.00

Marketing (P519.02)

Lab Mgr and Tech Officer QC now able to devote more time to this as the lab now has a part time Tech Officer filling a long term vacancy.



50.00

NATA audits (P519.03)

September / October Technical Audits now finalised after a few minor conditions were addressed.



100.00

NATA proficiency (P519.04)

Participate in interlab and Global Waterchek programs as scheduled.



100.00

NATA records (P519.05)

QC Officer will concentrate this quarter on audits, database updates, NATA QC to ensure compliance with our NATA Accreditation.



75.00

NATA Manuals (P519.06)

QC Officer will concentrate on these updates this quarter as Lab now fully staffed with a new TO employed three days per week filling the vacancy.



80.00

NATA endorsement (P519.07)


All reports NATA endorsed plus an increase with our scope of accredited tests.



100.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

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Improved systems (P519.08) Some updates plus new pieces of equipment are required this year and these have been included in the budget.		75.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Finance (S33)

See element comments.



ELEMENT: Corporate Support

Branch is up to date with tasks. Budget preparation, Developer Contribution Plans report, new grants system finalisation/implementation, environmental levy finalisation for 2013/14, etc.








# of late grant acquittals		0.00
Delay in production of Grant Management System reports (days)		0.00
Delay in production of Bank and Investment Balance report (days)		0.00
Delay in production of Quarterly budget reports (days)		0.00
Delay in production of monthly budget reviews (days)		0.00

PROJECTS



Section 355 Committee Audits (P430.04) Audits completed in relation to the year ended 30 June 2012.		100.00
Long Term Financial Plan (P430.05) The new LTFP software has been installed and it is operational, for preparation of the 2013/14 LTFP.		25.00
Rolling Capital Works Program (P430.06) Sufficient information from various departments is required to develop the rolling capital works program. It needs to be determined what information is available from the asset system and whether this can then form the basis of the rolling capital works program or if a separate data base needs to be created then sufficient time will need to be dedicated to the development of the program.		20.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

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Assets Accounting (P430.07) An unqualified audit was received. Timeframes were met.		100.00
Formulation of new General Ledger Structure (P430.08) Work Plan has been approved by Senior staff		5.00
User Pays (P430.10) Work on this project is undertaken in the 3rd Quarter.		0.00
Budget Preparation (P440.01) Draft budget has been updated to include loan, salaries, plant, depn, bridge, reserve info. Currently going thru each program to update Lineitems budgets to reflect current trends. Will meet with Craig in next week to discuss timing of Cr briefings		50.00
Grants Commission Return (P440.03) 36 applications received for 2013/14		50.00
Environmental Levy (P440.04) 36 submissions received including external and internal.		50.00
Developer Contributions (P440.05) All Plans to be put to Council in Feb 2013 with amended schedules for calculation of contribution basis. Review of Regional, District & Neighbourhood plan is progressing.		50.00

ELEMENT: Expenditure

% of accounts paid within 30 days of invoice receipt		100.00
# of expenditure related complaints received		0.00
% of payment runs conducted weekly		100.00
Delay in production of financial reports (days)		3.00


Coffs Harbour City Council Quarterly Performance Report – December 2012


Dataworks IR 3330260 Attachment

Delay in production of investment reports (days)		30.00
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PROJECTS

Statutory Financial reporting (P430.01) Financial Statements were submitted to DLG on 12/11/12.		100.00
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Investments Policy (P430.02) Not crucial - little change likely.		0.00
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Key Financial Indicators (P430.03) Task was completed in January 2013.		0.00
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FBT return (P430.09) 4th quarter project		0.00
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Valuation of Land & Building Assets (P430.11) Expect to meet timeframe for completion of 2012/13 Financial Reports.		25.00
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ELEMENT: Revenue

Rates and Annual Charges outstanding % for the quarter ending 31/12/2012 was 7.02% which is an improvement on the previous quarter (which was 7.14%).

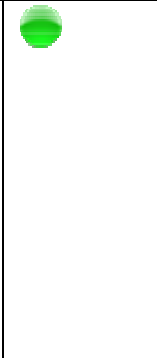
Outstanding Rates and Charges ratio (%)		7.02
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Governance (S34)

Elections in Sept saw Oct/Nov very busy with Councillor induction training and the delivery of the business papers via ipad. The Councillor induction training was structured to cover all areas of Council business and was reasonably well attended.
 Council elections saw the finalisation of the 'old' Governance and Audit committee and the advertising for the new Committee which will be in place for the next four years.
 The recruitment of the Internal Auditor was finalised in November and the successful candidate commenced early Dec.
 There was an increase in insurance claims through this quarter. Preliminary analysis shows this is a recurring trend for Q2. More detailed analysis to occur.



ELEMENT: Governance

Key activities this quarter have been the implementation of the Councillor induction program and the production of the Council Business papers via Diligent Boardbooks and ipads was also rolled out. The recruitment of the new Internal Auditor was finalised and he commenced at CHCC early December.

% of Council Agenda's displayed on website in accordance with timeline (Friday prior)		100.00
% of Council Minutes displayed on website in accordance with timeline (Friday after)		100.00
# of reported errors in Council Minutes		100.00
% of GIPA applications finalised within 20 days		100.00
% of new staff provided with Code of Conduct and Privacy Training within period		100.00
% of code of conduct complaints finalised		0.00

PROJECTS

Disclosure of Interest (P410.01) Disclosure of interest returns completed for all councillors and designated persons and tabled at the Ordinary Council meeting on 25 October 2012.		100.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

<p>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.</p>		<p>100.00</p>
<p>Legal/Governance Management (P411.03) Monthly updates provided to Executive on the status of current litigation matters and legal spend.</p>		<p>50.00</p>
<p>Investigations (P411.04) Nil investigations in second quarter.</p>		<p>50.00</p>
<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>		<p>100.00</p>

ELEMENT: Internal Audit


The internal audit program has been on hold pending the commencement of the new Internal Auditor. Now that this has occurred the new Strategic Audit Plan (SAP) will be redrafted with the agreed timeframes.
 Advertising for the independent members of the Governance and Audit Committee occurred through December. The successful candidates will be advised through Q3.

<p>% of audit reports presented to Governance & Audit Committee at the next available meeting</p>		<p>100.00</p>
<p>% of Audit Results reported to the Governance & Audit Committee quarterly</p>		<p>100.00</p>
<p>% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting</p>		<p>100.00</p>
<p>Delay in production of Strategic Audit Plan (days)</p>		<p>0.00</p>

Coffs Harbour City Council Quarterly Performance Report – December 2012

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PROJECTS

<p>Strategic Audit Plan (P411.01) New Internal Auditor commenced early Dec 2012. Discussions held with outgoing Auditor regarding SAP and status. New draft SAP commenced commensurate with the hours remaining in this financial year.</p>		<p>10.00</p>
<p>Corporate Audit Schedule (P411.02) Recruitment of new Internal Auditor has seen the Audit schedule recommenced. Planning for Cash Handling Audit started. This will occur Q3.</p>		<p>10.00</p>

ELEMENT: Risk Management



Several operational risk assessments were conducted through Q2
 Discussions held with each Director regarding risks in their directorate
 Q2 saw an increase in motor vehicle claims, full analysis to occur as to the reasons behind this
 Work continued on the ERM risk register. This will be presented to the Governance and Audit committee at its first meeting in Q3

PROJECTS

<p>Risk Inspections and Audits (P411.05) Risk Assessments (Events) - Star FM jelly pool Brelsford Park, Coffs Ck cyclists -v- Coffs Ck Discovery Group user conflict, Coast Out event, Sustainability Expo, Santa Arrival City Centre, Festival of Sails, Artside the Box. Contracts/Agreements reviewed - First Five Minutes, Sydney Swans, Electronic Housing Code Project, Airport Tarmac Consultancy Service, River Care, Corowa Weeds Conference, Regional Art Gallery woodworking classes, ARTC Licence for Swr Boambee Ck Bridge, Brelsford Park Grandstand Artwork, Fre Parking Agreement, Fisher Asphalt Terms & Conditions, Aquatic Biodiversity Survey, NRL City -v- Country Game, TAFE HEAD Agreement. Risk Inspections - Jetty Foreshores/metal light poles, Centennial Oval Woolgoolga, Private encroachments into Council Reserve Pitt St, C'Hbr, Regional Art Gallery exhibition deliveries, Coffs Harbour Swim'pool disability hoist, Brelsford Park playground.</p>		<p>50.00</p>
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Coffs Harbour City Council Quarterly Performance Report – December 2012

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<p>Claims (P411.06) 2012/2013 Claims</p> <table border="1"> <thead> <tr> <th rowspan="2">Claim category</th> <th colspan="2">Claim Period</th> <th rowspan="2">YTD</th> </tr> <tr> <th>1/4</th> <th>2/4</th> </tr> </thead> <tbody> <tr> <td>Public Liability</td> <td>29</td> <td>30</td> <td>59</td> </tr> <tr> <td>Professional Indemnity</td> <td>1</td> <td>Nil</td> <td>1</td> </tr> <tr> <td>Motor Vehicle</td> <td>11</td> <td>23</td> <td>34</td> </tr> <tr> <td>Property (CHCC)</td> <td>Nil</td> <td>4</td> <td>4</td> </tr> <tr> <td>1/4 TOTALS</td> <td>41</td> <td>57</td> <td>98</td> </tr> </tbody> </table> <p>Public liability claims are down 30% on 2011/2012 ytd figures.</p> <p>Motor vehicle claims are up 21% on the previous years ytd figures, and for the second year the 2/4 has seen a 100% increase in claims over the 1/4.</p> <p>The increase in claims in the 2/4 appears in part because of summer mowing and resulting windscreen claims (9). However in the balance of the claims (14) council drivers are at fault 9 times to a third party 5.</p> <p>Professional Indemnity and Property claims are consistent with previous years - allowing for spikes from major storm/flood events.</p>				Claim category	Claim Period		YTD	1/4	2/4	Public Liability	29	30	59	Professional Indemnity	1	Nil	1	Motor Vehicle	11	23	34	Property (CHCC)	Nil	4	4	1/4 TOTALS	41	57	98		50.00
Claim category	Claim Period		YTD																												
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1/4 TOTALS	41	57	98																												
<p>Integrated Management Systems (P411.07)</p> <p>During Quarter 2, Coffs CityWorks won its first private tender using the Integrated Management System (IMS) and Project Management System (PMS) and are now constructing a sealed fire trail at Southern Cross University, Coffs Harbour campus. Additionally, the Plant Management System was audited for health and safety compliance, the StateCover Audit Review and Forward Plan, including actions to integrate the IMS/PMS across Council, was approved by CDT and the IMS/PMS is now applied to all capital works over \$250,000.</p> <p>In the coming quarters, Coffs CityWorks is seeking pre-qualification with Essential Energy to provide trenching and underboring, preparing to start construction of the Cook Drive and Pacific Highway Intersection and Governance is developing a project plan to integrate the IMS and PMS across Council.</p>					50.00																										

Coffs Harbour City Council Quarterly Performance Report – December 2012

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Holiday Parks (S35)

Businesses have performed well during Christmas period, making some recovery from a 'soft' pre-Christmas period. Revenues are up against budget but trading profit for period is unclear due to hold up of Council invoices. Wage costs and utilities continue to be of concern and are being constantly monitored. There is a noticeable shift in the market away from higher end products with customers preferring to use budget cabins or traditional camping as their preferred holiday option. Projects continue to progress on schedule but Draft Plans of Management are being slowed by external sources including crown Lands



ELEMENT: Holiday Parks





Key activities this period: Continuation of development of Plans of Management for Woolgoolga Beach and Lakeside, Park Beach & Sawtell SISMs being implemented as per schedule but are awaiting loan applications to PRMF to proceed.

% positive response rate to survey question "how did you rate your stay?"		93.40
% positive response rate to survey questions regarding Service quality		96.40
% positive response rate to survey questions regarding Facility quality		95.00
% positive response rate to survey questions regarding Product quality		89.80
% increase in revenue for all business operations		8.10
% increase on room nights sold across all products		2.40
% of state park contributions deviation relative to program budget		0.00
\$ value of contributions within State Park not included in 2012/2013 program		10300.00
% of trading profit deviation relative to budget		-8.20

Coffs Harbour City Council Quarterly Performance Report – December 2012

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PROJECTS

<p>Business Development (PCPS.01) Implementation of strategies as per the plans are on track. Not a great deal of work being done until loan funds are sourced in April-May</p>		<p>50.00</p>
<p>Environmental Activities (PCPS.02) Environmental initiatives progressing. David Laarhoven engaged to undertake planning for environmental project at Sawtell Beach Reserve and assist with Gumnut applications</p>		<p>50.00</p>
<p>Business Planning (PCPS.03) Lakeside SISIM 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>		<p>70.00</p>
<p>Woolgoolga Reserve Plan of Management (PCPS.04) Draft Plan of Management completed. Waiting on Crown Lands who have requested briefing paper (completed) for presentation to Minister.</p>		<p>87.00</p>

Coffs Harbour City Council Quarterly Performance Report – December 2012

Datworks IR 3330260 Attachment

Human Resources (S36)

All activities are on track.



ELEMENT: Incident Reporting

Targets met during the quarter

% of incident reports converted to requests for action within 3 days		100.00
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# of incidents		0.00
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ELEMENT: Manage Workers Compensation

Targets achieved during the period

% of workers compensation deadlines for reportable incidents achieved		99.00
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% of workcover and council procedures in relation to Rehabilitation services adhered to		100.00
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Average cost per workers compensation claim		0.00
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ELEMENT: Organisational Development

On track during the period

PROJECTS




Organisational Development (P450.02) Projects and tasks are ongoing, and have been implemented during the quarter, subject to changes in other HR matters adding to the project list.		100.00
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Coffs Harbour City Council Quarterly Performance Report – December 2012

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ELEMENT: Payroll

On track during the period

# of payroll session executed without error		100.00
# of fines due to superannuation legislation breaches		100.00
% of documentation from staff and superannuation companies processed with 5 days		100.00

ELEMENT: Recruitment

On track during the period




Average time from requisition submission to HR to position advertisement (days)		100.00
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PROJECTS

Recruitment (P450.01)		0.00
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ELEMENT: Staff Services

On track during the period.




# of complaints relating to HR services		0.00
% of staff requests for assistance attended to within 5 days		100.00
# of legislative breaches		0.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

Dataworks IR 3330260 Attachment

ELEMENT: Training

on track

% of staff certification currency		90.00
Average \$ spent on training per employee		1,000.00
% of employees completing training compared to total # employees		20.00

Media (S37)

Media

Carried out Media Training with Councillors as part of their induction process. Covered local media and their needs and limitations, interview techniques for radio, newspaper and TV. Included filmed interviews with professional cameraman. Very well received by the councillors who attended.

Following the election, there was heightened interest in the new Mayor, which has been reflected in the number of interview requests and photo opportunities. In October there were fewer media releases produced, but November reflected the annual pre-Xmas rush.

Media Officer and Website Administrator were also invited onto an internal working group that is behind the ongoing review of the Community Strategic Plan, the Coffs Harbour 2030 Plan.

No Councillor Bulletins were produced for the period - apart from the Councillors Welcome Bulletin - as no material was provided by the Exec Team. However, two 'Meeting the Future' newsletters were produced for staff to help explain the options being considered to ensure Council's future financial viability.

Media Officer also worked on promotion and publication for Australia Day during this period.

Website

The main achievement this quarter was the adoption by Council of the Social Media Policy. There is still considerable work to make the organisation social media savvy but the process has begun.






- Phase 2 of Coffs Connect website - upgrading Event Calendar management and search capabilities
- Social Media Policy adopted by Council
 - Senior Leadership Team taken through policy and guidelines in a workshop
 - Councillors taken through social media policy and guidelines in a workshop
- Coffs Coast Digital Enterprise Wordpress Site - support for EDU in setting it up
- Received report on options for mapping Council data based on geographic location
- Investigating processes to handle Publications / Proactive Release / Policies / Forms via the website
- Training conducted for depot staff for MyRoadInfo
- Support for 2030 Strategic Review Wordpress site and 2030 Photographic Competition Facebook presence

Coffs Harbour City Council Quarterly Performance Report – December 2012



Datworks IR 3330260 Attachment

<ul style="list-style-type: none"> • Support for Procurement Roadmap Intranet Needs • Investigate training options for social media • Other activities <ul style="list-style-type: none"> • Attended Community Engagement Training conducted by Council in-house • Attended the MNC PR Cluster Meeting • Ran a workshop for attendees at the IT 2012 Conference 	
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ELEMENT: Media

# of media releases produced		37.00
# of Mayoral newspaper columns produced		6.00
# of "Your Council Working For You" Independent Features produced		12.00
# of Council corporate newsletters produced		3.00
# of Councillor newsletters produced		1.00

PROJECTS

<p>Media Advice (P010.03) Carried out Media Training with Councillors as part of their induction process. Covered local media and their needs and limitations, interview techniques for radio, newspaper and TV. Included filmed interviews with professional cameraman. Very well received by the councillors who attended.</p>		50.00
<p>Media Response (P010.04) Following the election, there was heightened interest in the new Mayor, which has been reflected in interview requests and photo opportunities. In October there were fewer media releases produced, but November reflected the annual pre-Xmas rush.</p>		50.00

Coffs Harbour City Council Quarterly Performance Report – December 2012

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Plant and Fleet Management (S38)

All work is up to date and progressing well.



ELEMENT: Provision and management of plant for Council

% of plant usage deviation relative to budget		0.00
% of plant replacement deviation relative to program		0.00
% of Fringe Benefits Tax liabilities deviation relative to budget		0.00

PROJECTS

Plant Management Hire rates (P435.01) 3rd quarter project		0.00
External Truck and Plant Hire (P435.02) Third quarter project		0.00
Plant Review (P435.03) Plant review completed monthly. Issues raised at time addressed and resolved by relevant Managers. Issue generally relate to time-sheets not being filled out adequately - reminders issued.		50.00

Procurement (S39)

Refer all KPIs and Project comments for overall snapshot of Procurement.



ELEMENT: Contract Management utilising Contracts Manager Database

Major contracts have been well managed using the Contracts Manager database. 7 new contracts have been added in the Qtr and 3 have reached Practical Completion and are under maintenance. The total value of contracts remains high at \$210M mainly due to the 20 yr Waste Services contract with Biomass at the England's Road Waste Depot.

Value of Progress Payment Certificates approved in Quarter and issued		\$2,201,025
Value of contract variations approved in Quarter and recorded		\$132,140

ELEMENT: Provision of Inventory/Stores Management

The Stores Section has achieved the following in the past October-December 2012 Quarter:

1. Introduced covered Steel Pipe Racking in the yard to house all white and blue PVC Pipe. Over the years there has been no coverage in the yrad for PVC Pipe and as a result it has been affected by all external environmental conditions e.g. Sun & Rain.
2. With the assistance staff on workers comp/re-hab all yard stored products have been re-labeled for stock codes and descriptions.
3. Random stock counts in all stores has been undertaken with the assistance of re-hab staff and the results have been very good.
4. Moving forward with Inventory Supply Co-ordinator Neale Powell who is in the process of developing a Stores Stock Catalogue for staff with photos of products. Expected completion in next Financial Year 2013/2014.


Issues confronted in this quarter were as follows:

1. Concerns over Operations Staff issued with Orange Protective Clothing Uniform that some are still wearing it even after the Rural Projects have been completed. Need for clarification from Works Management.
2. Need to have certain sections of the external stores yard resurfaced/repared with Bitumen Emulsion.

% of weekly stock register updates completed		100.00
% of purchase order requests processed within 2 days		100.00
# of procurement related complaints received		3.00
% of "Slow Moving & Non-Moving" stock product reports completed for all stock locations		100.00

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% of surplus non-stock goods and materials (inclusive of Abandoned Vehicles) recorded and disposed of via Auction and Sale process		100.00
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ELEMENT: Provision of Purchasing Management

The Purchasing section staff in the October - December Quarter have been heavily involved has part of the PMMS Roadmap Steering Committee. The three Purchasing staff collectively were on annual and sick leave for approximately all of the 12 week period so projects were put on hold until the 1st quarter of the 2013 Calendar Year.

Key activities this period:

1. As part of the PMMS Roadmap Team contributed to the development of appropriate Tendering/Quotation documentation for Council staff use.
2. Again as part of the Roadmap responsible for developing a Standing Offer/Preferred Supplier Agreement document to use for negotiation with local suppliers and simultaneously compliment the increased use of Corporate Credit Cards.
3. The Senior Purchasing Officer was included on the PMMS Roadmap team to re-develop the Council Lincs Procurement site with the assistance of Council's Web Designer and IT Support staff
4. Purchasing & Supply Manager, Senior Purchasing Officer and the Purchasing Officer all contributed to a rather smooth development and transition of Purchasing Order Category Codes.

PROJECTS

Development of Procurement Roadmap (P430.12) The ongoing procurement project is progressing per roadmap. Expenditure category codes have been developed and implemented with further improvements to procurement processes continuing to be developed.		25.00
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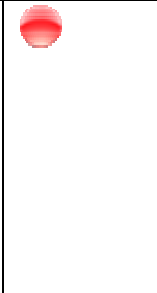
ELEMENT: Tender Management utilising Contracts Manager and TenderLink Databases

Tendering services have been well managed using the TenderLink electronic tendering system.

The PMMS Procurement Roadmap team will be reviewing the integration of Contracts Manager with Dataworks (or new ECM system) in the future to avoid duplication of effort in recording information.

Strategic Asset Planning (S40)

Collection / updating of asset data continues, however the loss of Manager Asset Systems several months ago continues to impact on implementation of improvements in this area. External resources to assist in migration of Water and Sewer Data into Asset Management System is proposed. Works Order system has been developed (to capture asset data including quantity, type, cost, etc) to improve planning for future asset requirements. Assumptions and data sources for "second cut" Asset Management Plans is being finalised to enable a range of scenarios based on various funding regimes to be evaluated as to the future condition of infrastructure.



ELEMENT: Asset Data Management

Loss of staff impacting on delivery

% of new, acquired and upgraded/renewed assets recorded in the asset system		75.00
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ELEMENT: Asset Planning

Strategic planning underway

Set Asset condition assessment programs		20.00
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Asset condition assessments carried out in accordance with programs		30.00
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PROJECTS

Asset Management Strategy Council-wide (P512.01) Resource limitations (including resignation of key staff member) means progress has been slow. Second cut deterioration modelling (which has produced required funding for maintenance / renewal for 10 years) have been undertaken for Roads, Bridges, Stormwater and Recreation Services. Strategic Business Plans for Water and Sewerage Assets are complete and have been adopted by Council. Building data is currently being collected which will enable more detailed modelling and determination of funding requirements.		30.00
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Telemetry and Optic Fibre (S41)

Workload High but just managing. Interview new staff Jan 13.



ELEMENT: 2030 Switchboards

Still high workload as per projects new staff to be interviewed for the additional resources.

Key activities this period: Lismore contract completed. Broadwater contract completed. Coffs Water water boards ongoing.

PROJECTS

2030 Switchboard Sales and Revenue (P421.03)

Switchboard production load still high with a number of jobs lined up. New jobs have been quoted. Awaiting orders. Lismore contract has been completed, Broadwater switchboard completed and delivered. Still high workload and trying to expand at same time.



50.00

ELEMENT: Fibre Optic Network

December fibre works very Busy, all projects where complete on time and budget. Key activities this period: extgen to Telstra exchange fibre completed. Solar inverters fibre completed. Tweed heads fibre works completed.

PROJECTS

Fibre Optic Project Sales and Leases (P421.01)

Completed fiber to Telstra Exchange for Nextgen on time and budget. Awaiting to licence format so can bill. Quoting on additional fiber works World Rally, Lismore and further fiber work in Inverell. Still high work load but just managing. Solar inverters fiber install complete on time and in budget.



50.00

ELEMENT: Technology Support/ Installation and Con

Workload high, just managing.

PROJECTS

Other Consulting Services Sales (P421.02)

CCTV project for inverell stage 1 complete and starting stage 2. Additional works have been add along the contract. The fibre link to Karangi WTP and microwave link has been completed for Coffs Water. Still high workload on CCTV and other works. Interviews for new staff have been approved.



0.00

2012/2016 DELIVERY PROGRAM - SIX MONTHLY PROGRESS REPORT

Purpose:

To provide a progress report on the first six months of implementation of Council's 2012/2016 Delivery Program.

Description of Item:

Coffs Harbour City Council began implementing its 2012/2016 Delivery Program on 1 July 2012, under the Integrated Planning and Reporting provisions (IPR) of the Local Government Act, 1993.

The Delivery Program must include a method of assessment to determine the effectiveness of Council's principal activities in achieving the objectives of the *Coffs Harbour 2030* Community Strategic Plan. Progress reports must be provided to Council at least every six months.

The *Six Monthly Progress Report (for the period 1 July to 31 December 2012) on the Coffs Harbour City Council 2012/2016 Delivery Program* is tabled at this time. The document has been distributed to Councillors and is posted on Council's website. Once adopted, printed copies will also be available at Council's display locations.

The Six Monthly Progress Report identifies specific achievements or challenges recorded during the reporting period. It also attempts to provide an overview of the way in which Council's performance has contributed towards achieving 2030 Objectives.

The ongoing *Coffs Harbour 2030* project includes the development of community/sustainability indicators to help measure overall progress in implementing the 2030 Plan. Having been placed on public exhibition, these are due to be tabled with Council in April with the draft revised 2030 Plan and the draft 2013/2017 Delivery Program. Council is currently reviewing its corporate reporting system to make its 6-monthly progress reports on the Delivery Program more meaningful and more manageable for the organization.

It is recommended that the Six Monthly Progress Report be adopted for public release.

Sustainability Assessment:

- **Environment**

There are no environmental impacts associated with the preparation or content of this report.

- **Social**

There are no social impacts associated with the preparation or content of this report.

- **Civic Leadership**

The IPR framework enables Council to identify and respond to community aspirations and co-ordinate the provision of appropriate works and services to help achieve the city's strategic objectives. This is consistent with the *Coffs Harbour 2030* Community

Strategic Plan strategy LC2.2.1: *Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the preparation or content of this report.

Delivery Program/Operational Plan Implications

The annual development and review of the Delivery Program and Operational Plan are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews. The establishment and review of benchmark/baseline data (to assist future reporting) may necessitate the provision of additional Council resources.

Consultation:

The preparation of this report involved consultation with senior staff, managers and project supervisors across Council.

Related Policy and / or Precedents:

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

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

Issues:

The Six Monthly Progress Report is an overview of the effectiveness of Council's principal activities in *implementing the strategies* and *achieving the objectives* of the *Coffs Harbour 2030 Community Strategic Plan*. It refers to the period 1 July to 31 December 2012.

In the 2012/2016 Delivery Program, Council's 'principal activities' are identified as 41 Services. Each Service encompasses a range of related projects and ongoing tasks. The Services are aligned with one or more of the Strategies that are set out in the *Coffs Harbour 2030 Plan*. The implementation of 2030 Strategies contributes to the achievement of the 2030 Objectives.

The IPR alignment can be viewed as:

Coffs Harbour 2030 Plan		
Theme		
Outcome	Delivery Program	
Objective	Objective	Operational Plan
Strategy	Strategy	Strategy
	Service	Service
	Projects (4 years)	Projects / Ongoing tasks (one year)

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 tasks within each Service (as 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. A review of Council's corporate reporting system is currently underway to establish specific measures to serve as ongoing indicators for the Delivery Program into the future.

There are 41 Objectives – following the Themes of the 2030 Plan - in the 2012/2016 Delivery Program. Comments are provided on the contribution that Services have made to the achievement of those Objectives during the period.

Implementation Date / Priority:

If adopted by Council, the Six Monthly Progress Report on the 2012/2016 Delivery Program will be released immediately.

Recommendation:

That Council adopt the Six Monthly Progress Report (for the period 1 July to 31 December 2012) on the Coffs Harbour City Council 2012/2016 Delivery Program.

Coffs Harbour City Council Integrated Planning and Reporting



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

Tabled at the Meeting of 28 February 2013

www.coffsharbour.nsw.gov.au

Attachment

Prepared by:

Ian Cameron

Corporate Planner

Dataworks Internal Reference: 3330212

Last modified 19 February 2013

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Attachment

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


Attachment

1	Learning and Prospering - (Director, City Services)	
2	THEME: Learning and Prospering (We are a prosperous and learning comm	
3	OUTCOME: LP1 We are recognised as a model of sustainable business and i	
4	OBJECTIVE: LP1.1 Our businesses and industries are future-driven, smart, in	
5	OBJECTIVE MEASURE: Incorporating the results from Council's implementat which Coffs Harbour's businesses and industries are future-driven, smart, inno	nt to
6	As facilitator and advocate, Council has continued its role in working together v National Broadband Network (NBN) includes Coffs Harbour. This has contribu number of innovations and business concepts.	f the a
7	Council Services that contribute to achieving this Objective:	
	S07 ECONOMIC DEVELOPMENT	S35 CARAVAN PARKS & STATE PARK

KEY

1. Theme, Responsible Officer
2. Delivery Program Theme
3. Delivery Program Outcome
4. Delivery Program Objective
5. Council Objective Measure
6. 6-Monthly Report for Jul-Dec 2012
7. Service/s serving Objective
8. Service within Theme
9. Delivery Program Project 2011/2012
10. 6-Monthly progress report
11. Project - Operational Plan 'Traffic Light'
12. Project - Percentage complete for year.

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

Attachment

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.

EXCERPT: COFFS HARBOUR CITY COUNCIL 2012/2016 DELIVERY PROGRAM (Page 9)

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.

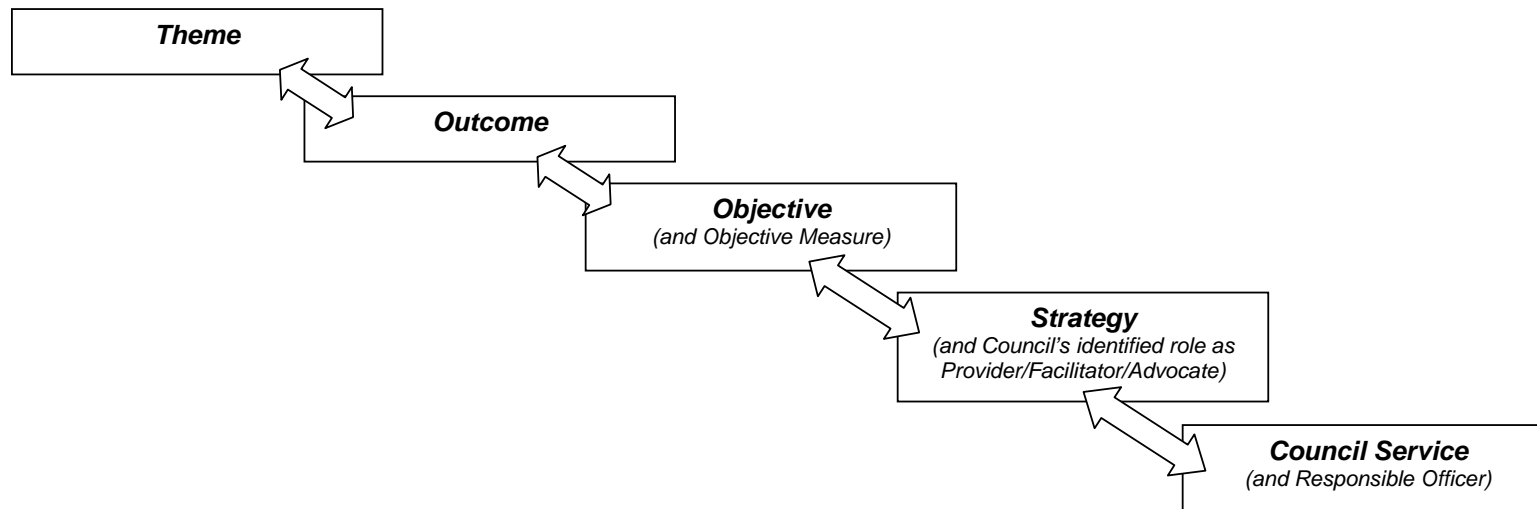
Up until now, Council’s financial framework of Budget Programs has been used as the foundation for the Delivery Program and Operational Plan. During 2011/2012, Council initiated an ongoing, organisation-wide Service Level Review that has effectively established a new, operational framework. It identifies 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:

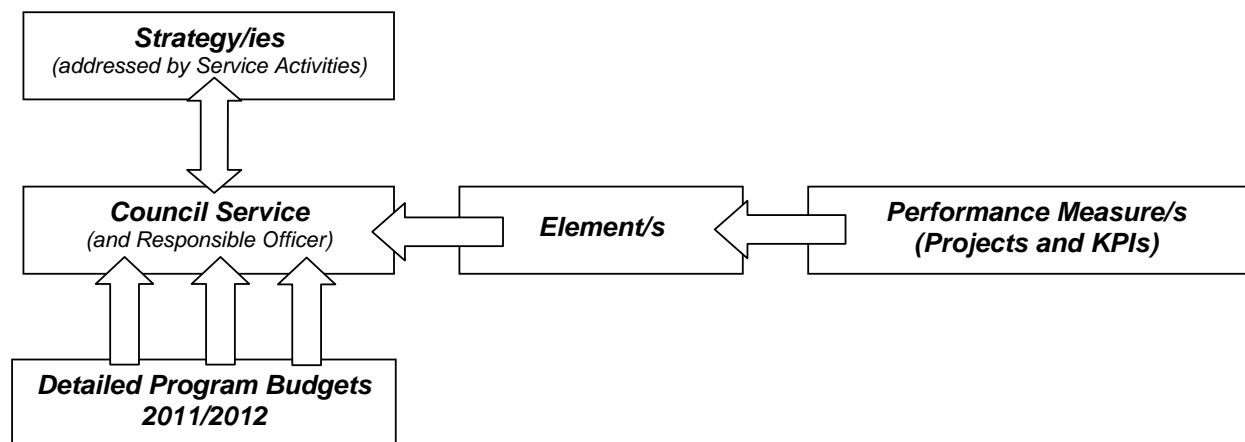


How to Read the Delivery Program and Operational Plan *(Continued)*

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 Jaliigirr 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.	
<p>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.</p> <p>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.</p> <p>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.</p>	
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.	
<p>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 Brelford 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.</p> <p>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.</p>	
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.	
<p>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.</p> <p>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.</p> <p>Council's Local Environmental Plans and Development Control Plans are being refined to accord with the strategies the 2030 Plan.</p> <p>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.</p> <p>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.</p>	
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.	
<p>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.</p> <p>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.</p> <p>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.</p> <p>Local development projects by the Dept of Housing, targeting affordability, have recently progressed to completion after lengthy delays.</p>	
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.	
<p>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.</p> <p>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.</p> <p>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.</p> <p>The promotion of sustainable design continues to be assisted by the implementation of the NSW "BASIX" legislative requirements.</p>	

Attachment

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'.		
<p>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.</p> <p>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.</p>		
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.		
<p>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.</p> <p>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.</p>		
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 'famils' 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: <ul style="list-style-type: none"> ☐ LEP 2000 Amendment No 34 (land in North Coffs); ☐ LEP 2000 Amendment No 38 (Thakral lands in North Coffs); ☐ LEP 2000 Amendment No 46 (lands adjoining Bonville Golf Resort); ☐ LEP 2000 Amendment No 48 (land on the corner of Clarence Street and Pullen Street, Woolgoolga); and ☐ 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

			Attachment
Landuse Planning	<p>City-wide Developmental Control Plan (DCP) (P210.03) 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 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. 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"> ☐ Tuesday, 18 September 2012 at Coffs Harbour City Council Chamber ☐ Wednesday, 19 September 2012 at Red Rock Multi-Use Centre and Woolgoolga Library ☐ 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>		90.00

			Attachment
	<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 Fawcett St drainage complete 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.		Attachment 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)

Attachment

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)*

<p>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.</p>
<p>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.</p>
<p>As noted above, there is no funding allocation for footpath construction in the four year budget aligned with this Delivery Program.</p> <p>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.</p>
<p>Council Services that contribute to achieving this Objective:</p>
<p>S12 FOOTPATHS AND CYCLEWAYS</p>
<p>OBJECTIVE MA2.3 We actively promote cycling and walking.</p>
<p>OBJECTIVE MEASURE: Incorporating the results from Council's implementation of strategies during the period, assess the effectiveness of programs to promote cycling and walking.</p>
<p>There is evidence to suggest that promotional programs are being effective in attracting more people to cycle and walk within the LGA.</p> <p>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.</p> <p>Council also assisted the Pacific City Lions Club to upgrade the popular Lions Bicycle Safety Park in Bray Street.</p>
<p>Council Services that contribute to achieving this Objective:</p>
<p>S30 DESIGN</p>

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.	
<p>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.</p> <p>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.</p>	
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.	
<p>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.</p>	
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.		Attachment 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.	
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.	
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.	
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.	
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.	
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.	
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.	
<p>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..</p> <p>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.</p>	
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.	
<p>Provisions within Council's Local Environmental Plans and Development Control Plans are in line with the strategies that serve this 2030 objective.</p> <p>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.</p> <p>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.</p> <p>Environmental impacts are central to Council's ongoing negotiations over the Department of Planning's approval of extensive development at Hearnes Lake and DECCW's approval of logging in koala habitat.</p>	

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

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.
<p>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.</p> <p>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.</p> <p>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.</p> <p>Council remained on target with its legislated reporting obligations for the period.</p>








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 TELEMTRY 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.		Attachment 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

			Attachment
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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BUSINESS IMPROVEMENT AND DEVELOPMENT STUDY TOUR

Purpose:

To discuss the opportunities identified during the Business Improvement and Development Study Tour to UK and Singapore of December 2012 and how it is proposed to pursue these in the context of Council's broader challenges around financially sustainable service provision.

Description of Item:

There is no 'magic bullet' to address Council's financial sustainability. Council's long term financial plan makes it clear that the cost of continuing to deliver the services the community expects is larger than what Council receives in revenues.

The immediate choices are to cease or reduce the level of some services or alternatively to increase revenues via fees, charges and rates.

But there is a third option: to improve Council's productivity, to deliver services differently. Council needs to explore opportunities for improvement across all aspects of its operations and this must be 'outside the square' – existing solutions are not enough.

These choices are not mutually exclusive, they can be undertaken simultaneously and what works for one service may not be suitable to another. They form part of an overall solution to Council's financial sustainability challenge.

It is in this context that Council approved a Business Improvement and Development Study Tour to UK and Singapore in October 2012.

This report discusses what was learnt from the local government authorities visited during the Study Tour, the particular opportunities identified and how it is proposed to respond to these in the context of Council's overall improvement efforts.

The course of action and recommendations of this report have two aims:

- To make Council financially sustainable;
- To delivery on its responsibilities in the Coffs Harbour 2030 Community Strategic Plan.

Council is faced with annual infrastructure funding gap of \$6M and an infrastructure renewals backlog of \$65M. The long term financial plan has forecast significant budget deficits during the next few years thus making Council financially unsustainable. Council has many responsibilities identified in the Coffs Harbour 2030 Community Strategic Plan which require significant infrastructure projects and these are currently unfunded.

Council is continually reviewing the ways we do business, which includes; reviewing its income and expenditure, its business processes, its service delivery performance and the types of service delivered.

Council was approached by Civica (a global software and services company with extensive presence in Local Government in the UK) to participate in a study tour of both Singapore and the UK to review how their public sector businesses are managing organisational change as a response to long term financial constraint.

Council also approached Rockpools (a business specialising in transformational and process re-engineering) to assist with introductions to other Councils and service companies.

It must be stressed that there are a number of issues or projects which will need to be considered in order to deliver an overall solution to Council's financial sustainability challenges. i.e. to deliver the \$6M plus capable of closing the infrastructure renewal gap, a range of initiatives need to be considered, and the outcomes of the Business Improvement and Development Study Tour are one of the potential contributors.

Listed below are the places visited and the key findings:

Singapore

Ministry of Education (responsible for all public schools within Singapore)

Civica, since winning the contract in 2005, continue to provide the library staff services to the public schools. Prior to the contract, many of the library staff were administration staff put into the librarian role without formal training which resulted in high staff turnover. Under the contract, staff were transferred to Civica and received formal librarian training and qualifications. Civica also procures and supplies the books to schools and through economies of scale and sound procurement practices they are able to achieve pricing better than the Government.

Bedok West Primary School

Is a smaller school within the Civica contract with 390 students. The librarian is employed by Civica and is now receiving training and will gain a formal qualification. This demonstrates Civica's commitment to develop the staff transferred to them.

Serangoon Public Library

Civica recently won the contract for the provision of library systems software and is now moving toward providing public library services in Singapore.

Civica Head Office

Met with Philip Barr, Civica General Manager of Library and Learning, and his staff. Civica Head office is where all books are procured and processed; greater than 1.5M over the six years of the Ministry of Education contract. Other value-add services provided by Civica include Library programs and promotional activities (10 per school per year), book exchange, parent information sessions and continuous staff development. Civica also provide library services to the SAFTI Military Institute and the Singapore Sports Hub currently being built.

Key Learnings:

- Library staff indicated satisfaction with their employment being transferred to an external service provider.
- External service provision must be able to demonstrate an ability to quickly and effectively scale its operations to meet the demand of the client company.
- Libraries are located in shopping centres as opposed to requiring specialised buildings. The concept appears to work well.
- There is an opportunity for Council's Library services to procure its learning materials in a similar fashion.

United Kingdom

Gloucester City Council

Met with Peter Gillett, Gloucester Corporate Director of Resources and Michelle Hockings, Gloucester Council Tax and Business Rates Manager and Paul Bradbury, Civica Business Development Director, Steven Shakespeare, Civica Managing Director – Managed Services, Gloucester Council comprises of approximately 450 full time employees and although some of the services provided by them differ from Coffs Harbour City Council similarities can be drawn. Gloucester City Council undertook a soft market test to develop the specification for the contract and to understand what prospective companies could offer. Civica were awarded the contract for 7 years with a 3 year option. 67 staff were offered a transfer under TUPE legislation to Civica from the Revenue and Benefits section. 10 of the transferred staff became the newly established 'Seven Centre' to further develop business process efficiencies and provide capacity for other contracts. The Council is actively looking to provide services to other Councils in partnership with Civica as is evidenced by the recent contract with Forest of Dean District Council, where Gloucester will provide the same service for Forest of Dean as they provide internally at Gloucester. The agreement with Civica allows Gloucester Council to receive a share of the profits derived from the provision of services to other Councils.

Anecdotal evidence suggests that the transfer processes were conducted very professionally with open and transparent communication and consultation between the staff, the unions, the Council and Civica. On commencement of the contract staff said nothing changed because they were properly informed throughout the transitional process. These comments were typical of those from staff at other councils who underwent transition to an external provider. It was also identified that some employees nominated themselves to leave council and become a Civica employee.

Whilst at Gloucester Council, we were given unbridled access to staff within the office. A number of these staff were asked about the transfer process, what they liked about it and what they didn't and would they go back to being Council employees. Civica, due to having other outsourcing contracts, had an opportunity for staff to enjoy increased training, and an ability to contribute to decision making that increased efficiencies and, productivity. The increased diversity of work also gave rise to the opportunity for better career advancement. Not one of the employees interviewed said they would be prepared to go back to being an employee of Gloucester Council.

Key Learnings:

Savings to Gloucester City Council of £220,000 per annum are expected from this contract. Open and transparent communication and consultation with all stakeholders is key to a successful transition of employees.

Luton Borough Council

Met with Chris and Deborah James from Civica and later with Robyn Porter, Luton's Corporate Director of Commercial and Transformation Services. Luton needed to reduce staff, primarily in their Information Communication & Technology (ICT) area. Civica were already contracted to Luton through a project to refurbish local schools. Luton extended this existing contract to cover the ICT services of Council. 60 staff will eventually be transferred to Civica under Transfer of Undertakings (Protection of Employment) Legislation (TUPE). This is the first step under the partnership which will create a Centre of Excellence in ICT service delivery. The Centre of Excellence concept is the drawing together of a team of professionals that allows for the skills, expertise and physical resources to be pooled to provide a capability that can service one or more customers. Overall staff numbers at Luton are 3500 to 3800 and they need to reduce staffing levels by 40% to become sustainable in the future. Centres

of Excellence are seen as an opportunity to achieve a reduction in staffing while maintaining continuity of employment and conditions. .

Key Learnings:

- A Centre of Excellence model is seen as an opportunity to maintain employment while simultaneously improving services.
- Broader savings to Luton Borough Council of £12.6M.
- Reductions in Council staff numbers, while maintaining employment through Centres of Excellence is a concept worth considering.

London Legacy Develop Corporation

The London Legacy Development Corporation is responsible for the regeneration of the London 2012 Olympic Games site. It will manage some of the assets and responsibilities of existing regeneration agencies in the area and will have some planning powers over the site. Civica provides a managed IT service covering email, print, file sharing and telephony services. They are also the single point of contact for any software support at the Corporation and will liaise with other software providers if they do not have the required support expertise.

Woking Borough Council

Met with Ray Morgan, Woking CEO, Councillor John Kinsbury, Leader of the Council, Kieran Sullivan, V4 Director, Liram Maller, Head of Knowledge Management with V4 and David Thomas from Rockpools. Woking needed to save over £1M from a £24M procurement budget. A member of V4 was embedded into Woking to help up-skill the staff and bring some commercialisation to the procurement process. The contract required the engagement to be self-funding. Sessions for local small businesses were held as part of the project to enable the opportunity for securing business with Woking and other councils.

Key Learnings:

- Savings of 4% were achieved in changing procurement processes.
- The concept of embedding a self-funded consultant as a Council resource proved beneficial.
- A requirement of the contract was to save more than the value of the contract.

Peterborough City Council

Met with Gillian Beasley, Peterborough CEO, Balvinder Sangha, Managing Director from Rockpools and Aidan Rave from V4. Peterborough created a transformation team and embedded V4 staff in the team. This team looked at transforming business processes to realise savings and improve productivity. One example quoted was an existing process that took ten weeks with 78 steps which was transformed to a process that took 4 weeks with 12 steps, producing an annual saving of £400,000. Prior to making changes V4 mapped the processes and flagged the areas for change. This allowed Peterborough City Council to see the cost of not implementing change. A number of outsourcing contracts are also in place and some staff have been transferred to these companies under TUPE legislation.

Key Learnings:

The concept of embedding a consultant as a Council resource proved beneficial. Mapping the process prior to making change gives an ability to identify the true cost of change.

Bournemouth Borough Council

Met with Tony Williams, Bournemouth CEO, Gary Josey, Bournemouth Director of Housing Landlord & Parks, Jago Atkinson, Head of Business Consulting at Mouchel and Esther Green from Rockpools. Bournemouth has outsourced their ICT and facilities management services, 300 staff in phase one were transferred. Phase two outsourced the Finance and HR functions (another 100 staff transferred). The contract with Mouchel also requires them to offer apprenticeships, thus creating employment opportunities and successional planning streams. The contract also includes penalties for every job not created.

Key Learnings:

- There are benefits if a strong relationship can be built with the contract partner.
- Dealing with a large contract partner is not always the best.
- An outsourcing contract can deal with any issue, including employment creation and succession planning.
- Public assets can be used to stimulate private sector investment.

Slough Borough Council

Met with Ruth Bagley, Slough CEO, Roger Parkin, Slough Strategic Director Customers & Communities and John Wybrant, Arvato Partnership Director. Slough needed to save £25M over 3 years. Slough reviewed their corporate overheads, debt management, procurement and existing contracts and also agreed to outsource internal services. 110 staff were transferred under TUPE. Council has now agreed to look at outsourcing customer facing services. Slough were very conscious of employment issues within the borough and wanted to increase jobs and retain services. Slough viewed the private sector as being able to drive innovation, make changes and deliver service more quickly than traditional local government.

Key Learnings:

- An outsourcing contract can deal with employment sustainability issues.
- Engage with the staff and unions early and regularly during the process.

Context

Local Government in the UK operates in a different context to Australia. There is no State Government level in the UK but many levels of local government with differing responsibilities. There are boroughs, county, district and unitary councils. As there is no state government, many of the services provided by the Australian state governments are performed by local government in the UK. These include public housing, education, welfare payments and some emergency services. The central government provides funding for some of these activities with rates, user charges and taxes providing the remaining budgets.

UK Local Government experienced several years of funding growth in the years leading up to the GFC. This contributed to many Councils becoming inefficient, over staffed and complacent. Austerity measures were introduced in 2010 which saw funding cuts of up to 30% in certain areas. This forced many Councils to review processes and services.

Some Councils have outsourced certain functions which entailed transferring employees to contracted companies. This was done through the Transfer of Undertakings (Protection of Employment) legislation, known as TUPE. This protected the rights and conditions of employees who are affected by the transfer of business from one entity to another. As time progressed, many of these transferred employees took on different roles within the outsourcing company and therefore went on the standard employment contract and conditions of the company.

The main differences between Australian and UK local government can be summarised as follows:

	UK	Australia
Employee Transfer Legislation	TUPE legislation	Industrial Relations Awards
Funding	10 yrs of growth then GFC and austerity	30+ years of rate pegging, Annual infrastructure funding gap and backlog
Outsourcing Market	Very mature	Limited examples
Structure	No State Government level	State Government

Motivations

The motivations behind Coffs Harbour City Council reviewing its processes and services are not that different to those councils in the UK that were visited. CHCC is not faced with the same level of funding cuts from the upper levels of Government; it is faced with a significant annual infrastructure funding gap which must be addressed simply to be sustainable. This gap is currently approximately \$6M per annum. There is also a replacement and renewals backlog of approximately \$65M.

As can be seen from the financial indicators below Council has a significant funding issue to address its long term sustainability.

Key Financial Indicator 6 – Operating Surplus / (Deficit) adjusted for renewals costs

CHCC Target Range - Breakeven over a five year period
SALGA Suggested Target Range - This indicator has not been endorsed by the SALGA.

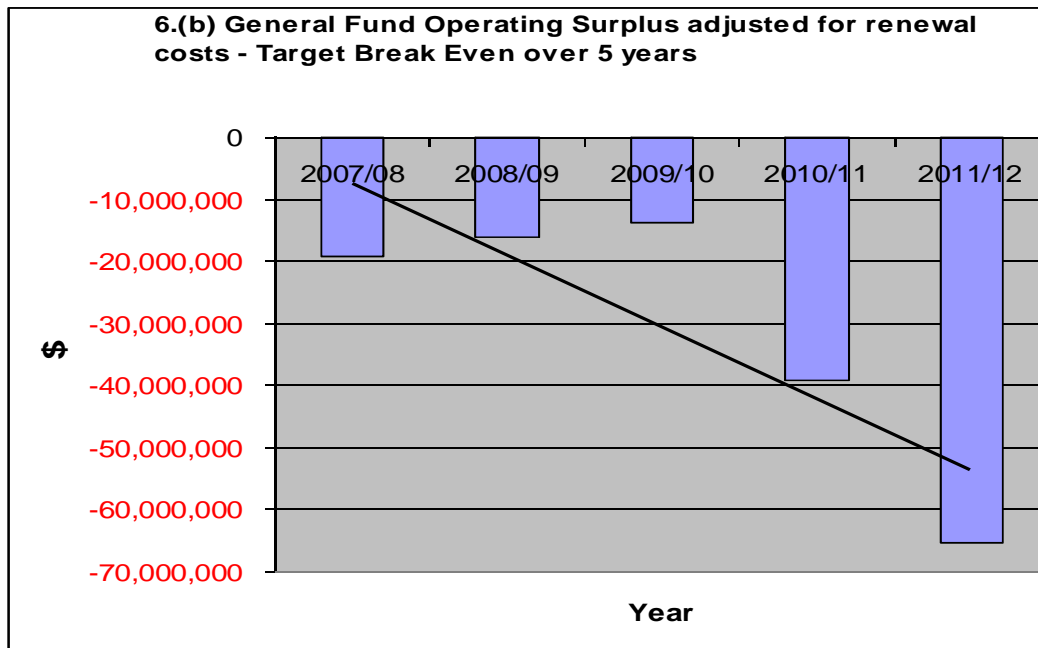
Calculated as - Operating Surplus before Capital Amounts as shown on Income Statement less depreciation plus the estimated cost required to bring assets to a satisfactory condition (renewals costs) as per Special Schedule 7 of the Annual Financial Statements.

This indicator measures the Council's ability to achieve an operating breakeven position, or better, and for sustainability purposes should be measured over a five year period.

For General Fund this is a major area of concern as it shows a very strong negative trend in relation to the operating result. This level of operating deficit is unsustainable and will lead to increases in infrastructure renewal and maintenance backlogs over time, thereby resulting in deteriorations in the level of service that Council can provide to the community.

Remedial Action Required:

Within General Fund there is a need for increasing existing income streams, implementation of alternative income streams and the introduction of austerity measures to reduce expenditure (i.e. service level reductions, reduced oncost rate through measures to reduce workers compensation premium costs, removal of non core services) in order to avoid projected deficits and adding to the existing infrastructure renewal and maintenance backlogs.



Key Financial Indicator 13 – Building and Infrastructure Renewals Ratio:

CHCC Target Range - greater than 100%
LGMA Suggested Target Range - greater than 100%

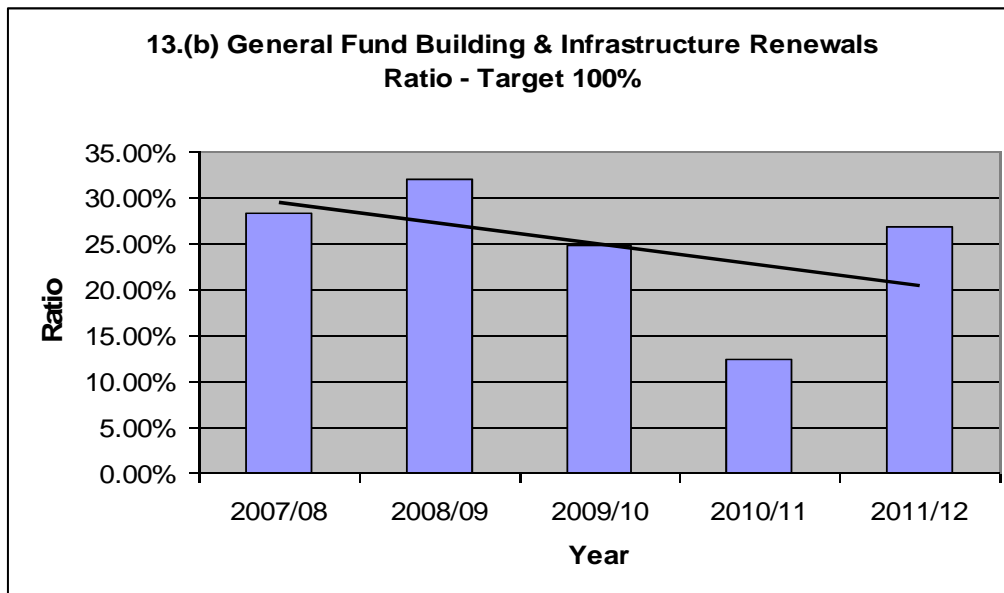
Calculated as – Asset renewals on building and infrastructure as a percentage of depreciation, amortisation and impairment.

This indicator measures the extent to which assets are being replaced at the rate they are wearing out.

The gap between what is being spent and what is required to be spent is very large. At the current rate of 26.76% for General Fund, Council’s assets replacement is unsustainable as a percentage less than 100 on an ongoing basis indicates that assets may be deteriorating at a greater rate than spending on their renewal or replacement.

Required Remedial Action:

Elimination of forecasted General Fund budget deficits so that surplus funds can be applied to required expenditure on renewals and rehabilitation.



In addressing this funding challenge Council will need to look at a number of areas in relation to its finances:

- Increases in revenue from new sources of income such as commercial opportunities and rate increases;
- Reductions in expenditure through cuts to services;
- Reduction in the roles taken on from cost shifting;
- Productivity and efficiency improvements will need to be thoroughly explored and implemented.

It is through the combination of these areas that the funding gap can be addressed and Council placed on a sustainable footing.

In addition to this funding challenge, local government in NSW is undergoing some major changes. These include the development and potential outcomes from the following:

- Destination 2036 report
- Independent Local Government Review Panel
- Local Government Act Review
- Review of the Environmental Planning Assessment Act.

It is essential that Council is prepared for whatever changes it is subjected to from these reforms. To date discussion papers released by the various bodies undertaking these reviews have raised the following as some of the possible actions that may be recommended to the State Government for consideration:-

- Amalgamations
- Shared Services
- Outsourcing
- Use of loan funds.

Council must review its processes and service provision to ensure they are being delivered to a satisfactory level and in an efficient manner. To begin this process, it is planned to undertake a Transformation Pilot Project as outlined in Attachment A.

It is also recommended that any transformation project be undertaken in line with four key principles:

- Services must be delivered at less cost than at present
- Protection of employees employment conditions
- Opportunities for employment growth.
- Services should be delivered from Coffs Harbour wherever possible

Sustainability Assessment:

- **Environment**

There are no direct environmental impacts resulting from this report however the outcomes may assist in process improvements related to the environment.

- **Social**

The social aspects are covered by the four key principles.

- **Civic Leadership**

Council is seen as a leader, not only within the community, but also within the local government industry. This proposal further demonstrates Council's leadership in becoming sustainable into the future.

Council is required to provide sound civic leadership in the utilisation of the resources within its control. Council has an obligation to continually improve the way it operates and to explore and research ways to improve productivity, reduce wastage, etc. This study tour presents an opportunity for Council to explore best practice on an international level and to look at how this may be applied in the Coffs Harbour context.

- **Economic**

Broader Economic Implications

Any transformation process should include an objective to provide the service cheaper than is currently provided. Through improved productivity and efficiency greater funds can be made available for direct service and infrastructure provision thereby assisting the broader economy of the area.

Delivery Program/Operational Plan Implications

There are no implications for the Delivery Program and Operational Plan at present. As outlined in the resourcing section for the Transformation Pilot Project some funds may need to be made available from the Business Development Reserve if the Human Resources & Organisational Development division cannot fully cover the assignment of the Assistant Manager (AMHROD) for the initial 12 month period. It is being proposed that \$100,000 be set aside for this project should it be needed. In addition to covering the secondment of the AMHROD, this budget will also fund consulting services to assist the Corporate Business Review Group develop the business case and the Expression of Interest documentation (refer to Attachment A).

The overall cost of the Study Tour was \$24,525.60. This included costs of \$11850.44 for travel (plane/train), \$11349.68 for accommodation and \$1325.48 for meals and other items. It should be noted that accommodation in the UK is costly when compared to Australia, the accommodation for the group was changed to save money, all flights were economy class and some meals and train travel were funded by our hosts.

Consultation:

As outlined above numerous councils and private sector businesses were consulted during the study tour. Following the distribution of this report, all staff will be informed of the study group's learnings. In relation to implementing the proposed pilot project, Councillors staff and all unions will be engaged during this process.

Additionally, several newsletter style communications have been distributed to staff within the Organisation specifically regarding the Business Improvement and Development Study Tour, one prior to the trip and one upon return.

Related Policy and / or Precedents:

There are no Council related policies or precedents.

Statutory Requirements:

Council will be required to follow all related legislation including the Local Government Act and Regulation and the Local Government Award and other relevant industrial relations legislation.

Issues:

The Singapore and UK Study Tour has highlighted a number of opportunities for Council to drive its productivity and efficiency and thereby provide greater value for the community in its service provision. As the study tour progressed the key principles were reviewed. These have now been refined and endorsed by the internal study tour review group and are:

- Employment maintenance and professional development
- Job growth within the Coffs Harbour LGA
- Open & Transparent communication and consultation with all stakeholders
- Sustainable improvement to the cost of services
- Sustainable improvement to productivity & efficiency.

As previously mentioned, the Pilot Project does require the secondment of Councils Assistant Manager HROD for an initial 12 month period. This will need to be actively managed to ensure other important areas of Council's operations are not negatively impacted.

As the proposed project develops there may be the need to utilise external consultants. If this is required funds will need to be identified from within existing budgets or a business case presented to Council for additional funds. A requirement for the appointment of any external consultants in this area should be that they more than cover their costs through the efficiencies and savings they secure.

Implementation Date / Priority:

The pilot project would commence as soon as practical after the resolution of Council.

Recommendation:

It is recommended that:

- 1. Council notes the learnings from the Business Improvement and Development Study Tour.**
- 2. Council approve the implementation of the Transformation Pilot Project as outlined in Attachment A.**
- 3. A report be provided to Council following the outcomes of the Pilot Project.**
- 4. That Council transfer \$100,000 from the Business Development Reserve for the Transformation Pilot Project.**

Strategic Business Initiatives and Transformation Pilot Project

In order for Council to effectively address its funding gap a number of areas will need to be explored across revenue, expenditure and productivity initiatives. Outlined below is a pilot project that starts to address the productivity element of this equation.

PURPOSE

- To document the current initiatives being undertaken by the Corporate Business Directorate and outline their future direction
- To establish the resourcing for progressing Corporate Business Directorate initiatives and considerations identified during the December 2012 Study Tour
- To propose the establishment of a Pilot Transformation Project that can then be rolled out across the organisation.

OBJECTIVES

1. To establish pathways for improvements to our services while minimising the associated costs to our customers.
2. To rationalise our services to only those that add value
3. To understand the demands placed on us by our customers and respond to this.
4. To determine the potential for income generating opportunities
5. To set a framework where transparency and openness with internal and external stakeholders becomes the norm
6. To create an environment where continual improvements to productivity become part of our normal working day.
7. To create opportunities for staff advancement and learning.
8. To document the improvement processes so they can then be applied across the organisation.

DIRECT LINK TO ALL FOUR COUNCIL CORPORATE GOALS:

1. Corporate sustainability
2. Respect for the individual, whether customer or employee
3. The pursuit of excellence
4. Outstanding customer service

CORPORATE BUSINESS DIRECTORATE INITIATIVES

Below is a list of some of the current Corporate Business initiatives (the list is not exhaustive). The list identifies a number of areas considered to be "areas of greatest gain" (AGG). This list and suggested AGG's needs to be considered by the Executive Team and Corporate Business Review Group (CBRG). The group needs to review and analyse each area in Corporate Business to develop a final priority list of AGG's that can be utilised as part of the pilot project.

Finance

- Process and procedure review *
- Procurement Road Map *
- Invoice processing (Efficiency Leaders)
- General Ledger Review and Restructure
- Grants System Implementation
- Implementation of Purchasing to Credit Card shift *
- Rolling Capital Works Program development
- Water Meter Reading
- Electronic delivery of Rates and Water billing notices

Human Resources

- Empower implementation
 - Payroll
 - Self Service *
 - Time Filing *

Coffs Coast Marketing

- Review of VIC operations

Corporate Information Services

- User pays model for hardware
- Roll out of Hardware

Property

- Review of lease management arrangements

* = Current Areas of Greatest Gain (AGG)

A PLAN TO ACHIEVE THE OBJECTIVES - NEXT STEPS

It is proposed to establish a two stage process for this project. The first stage will explore internal productivity improvements and review the potential for outsourcing some of Council's back of house services. The second stage builds on these learnings and takes the internal productivity improvements to other areas in the Directorate and should the business case be established, move to market test selected areas of Council's business for external provision.

The exploration of potential outsourcing requires a number of matters to be addressed initially including areas around industrial relations, consultation with all parties including Council, staff and unions and the documentation of current service levels. It is proposed that this takes place as stage 1b and runs concurrently with the internal productivity improvements initiative (stage 1a).

Stage 1a – Internal Productivity Improvement Process (AGG's)

1. Identify areas where Council can on sell its services to other public (and private) sector areas.
2. Flag Corporate Information Services (including Help Desk, GIS, Records and Program Support/Business Analysts) as an AGG with potential for initial market testing.
3. Review AGG's for currency
4. Develop Project Plans, Review & sign off project plans
5. Implement Plans
6. Provide progress reports on plan implementation to CBRG and Executive Team
7. Provide final project reports.
8. The development and trial of a simple continuous improvement suggestion process (Suggestion Box, Coffs Best Value, All the Dumb Things), to engage staff at all levels in productivity initiatives.

Note: All project plans to include:

- Provision of training key staff in the five principles of LEAN thinking
- Review of value adding services
- Development of full documentation for processes & procedures
- Adequate resourcing committed by responsible manager
- Adequate resourcing by Finance for measuring current costs and reporting of financial performance indicators (FPI's) to the CBRG & Executive

Stage 1b – Potential Outsourcing

This will involve:

- Determining compliance obligations for EOI's & Selective Tender processes
- Determining Industrial Relations framework and obligations
- Determining and implement communication and consultation arrangements
- Documenting current service levels
- Detailing costs of existing service provisions
- Developing detailed Business Case for consideration by Executive

Go/No Go for Stage 1b EOI

If business case supports the "Go" decision

- Development of EOI Documentation
- Run EOI process

Stage 2a

1. Review outcomes of Stage 1a projects.
2. Determine priority target area/s for further internal productivity improvement process
3. Determine possible areas for outsourcing.
4. For targeted internal productivity improvement processes develop and implement project plans.
5. For targeted potential outsourcing areas, develop business cases for consideration by Executive.

Stage 2b

Review outcomes of Stage 1b EOI

Go/No Go for Selective Tender

If the review supports the “Go” direction:

Suggested criteria for Selective Tender to include:

- Communication & Consultation framework
- Neutrality of employment conditions
- Identifiable savings from day 1
- Quantifiable savings over life of contract
- Service level values are, at a minimum maintained or, improved
- Joint beneficiaries of innovation measures introduced over life of contract
- MOU for partnering service level expansion
- Job creation within our Local Government Area

Other Initiatives

Ref: 1a (2)

Act on identified areas where Council and its potential contract partner can on sell its services to other public (and private) sector areas through a centre of excellence model.

RESOURCING:

In order to run the project an appropriate governance and management frameworks will need to be established. Outlined below are the key elements of this framework and the related resources.

Corporate Business Review Group (CBRG)

The role of this group will be to oversee the project, provide guidance for the project and report to the Executive on the projects progress and outcomes.

Owner Director Corporate Business (DCB)

Team	Executive Manager Human Resources and Organisational Development (EMHROD)
	Assistant Manager Human Resources and Organisational Development (AMHROD)
	Management Accountant Revenue
	Chief Information officer
	Management Accountant Strategic Projects
	Team Leader Records

Position Resource

The project will require a person to lead the transformation Pilot Project. It is recommended that Council approve the secondment of the Assistant Manager Human Resources and Organisational Development (AMHROD) to the role to coordinate and drive projects for initial 12 month period. The AMHROD has previous experience with business process mapping and implement change and is well suited to this role.

HR IMPACTS

As the Pilot Project requires resources from HROD there will be an impact on this area that will need to be effectively managed. Outlined below are the key issues that have been identified in relation to managing this secondment and the impacts on HROD.

Projects

Several projects will be placed on hold and or progressed if time and resourcing is available. *(Note: Elements of below projects will be attended to as part of the strategic business initiatives & Pilot Project).*

- Employment Condition awards/agreements
- Salary Structure Review/Pay Policy Review
- Position Evaluation

Industrial/Employee Relations

The Assistant Manager Human Resources and Organisational Development will continue as a primary contact and provide advice, direction and action of short term matters. Longer term matters i.e. (B&H allegations, investigations, just cause matters) will be determined on case by case basis (DCB & EMHROD, AMHROD)

WHS & Workers Compensation

The Assistant Manager Human Resources and Organisational Development will continue with management oversight of WHS project planning & Workers Compensation performance.

HR General

There will be periodic review with DCB, EMHROD, AMHROD

Funding should be provided from within the existing HROD budget allocation for this position plus a top up potentially from the Business Development Fund. The estimate is \$100,000. This budget will also fund consulting services to assist the Corporate Business Review Group develop the business case and the Expression of Interest documentation.

REPORTING AND REVIEW

The Transformation Leader to provide fortnightly reports to Director Corporate Business. The Transformation Leader to provide monthly reports to CBRG and Executive including meeting with the CBRG and Executive to deliver the report.

At an appropriate point (3 – 12 months) the project is to provide a review to report on progress, learning's and achievements of the trial project including recommendations on how the Transformation Project can be improved and applied across the organisation.

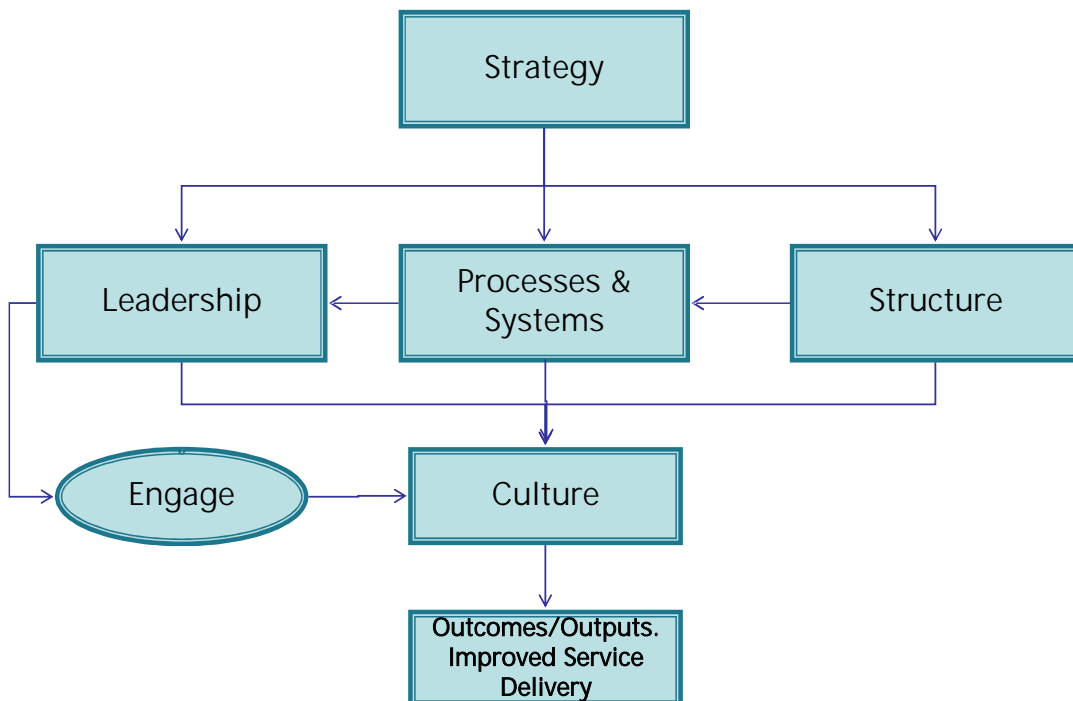
REVISED ORGANISATIONAL STRUCTURE

Purpose:

To discuss barriers to effective service delivery arising from the current organisational structure and to recommend improvements that will enable Council to better utilise its existing resources to translate strategy into action, delivering more efficient and effective services to the community.

Description of Item:

Upon commencement with Council in late 2010, I indicated that it was my intention to utilise a guiding model to facilitate the strategic review of the organisation. The simple model is as follows:



Initially, it was quite important to review the strategic drivers, such as Coffs Harbour 2030; the State Government’s Regional Plans etc, to ensure that the alignment to Leadership; Processes and Systems; and Structure were appropriate. Strategy informs these three critical organisational functions and if the strategy is not appropriate, or poorly integrated then it is quite likely that the subsequent results will be less than adequate.

The Executive and the Leadership Team have then committed substantial efforts in reviewing “Leadership” and “Processes/Systems” with the knowledge that “Structure” would need to be reviewed at some point however, the outcomes of the “Leadership” and “Processes/Systems” reviews would assist greatly as inputs into the review of our organisation’s structure.

Once all of these elements are aligned appropriately, through a process of engagement across the organisation, cultural awareness improvement will occur where necessary. All of this should provide improved service delivery outcomes.

Whilst not intended to be an exhaustive list, the following organisational improvement initiatives have assisted in reviewing “Strategy”, “Leadership” and “Processes and Systems”:

- Building awareness of Coffs Harbour 2030
- Development of indicators/measures for Coffs Harbour 2030
- Review and update resourcing strategies (Asset Management Plans, Long Term Financial Plan and Workforce Resourcing Strategy).
- Leadership (self awareness/personality profiling, 360 degree feedback)
- Risk Management Framework
- Promoting Better Practice Review
- Service Review Project (a critical component).

In undertaking all of these reviews/projects, and others, the critical outcome here is that the Executive and Leadership Teams have been listening to the feedback, both external and internal. Having listened, we now need to respond. Importantly, to enable Council to meet its strategic obligations and deliver services more effectively and efficiently into the future, we believe that the structural changes outlined in this report are necessary to ensure appropriate cultural change.

In adopting an organisational structure, Council needs to be mindful of two things: the need to group similar functions and the need to have an appropriate span of control.

Grouping similar functions creates economies of scale, as well as facilitating stronger communication by avoiding “silos” and duplication.

An appropriate span of control means achieving a balance between minimising the number of managers and ensuring that staff are effectively led and managed; optimising the productivity of staff.

The Service Review project undertaken in the latter part of 2011 defined 26 external services delivered by Council as they are seen by the community. What was apparent was that the current organisational structure does not group similar functions and consequently lacks economies of scale and suffers from ‘silos’.

In discussing alternatives to better align Council's service delivery functions it became clear that a fourth directorate would deliver the best return for the community. Calculations suggest that the structure discussed in this report and recommended to Council for adoption can be contained to an increase in staff costs of \$25,000, however the benefits of this investment, which amounts to less than 0.1% of Council's annual expenditure on wages and salaries, will be more than recouped by significantly improved performance arising from economies of scale and more appropriate span of control.

Sustainability Assessment:

- **Environment**

The proposed structure will deliver better environmental outcomes, particularly via the integration of the Biodiversity unit (currently part of Strategy and Sustainability) into the Sustainable Planning function. This will ensure that biodiversity values and supporting environmental attributes better inform Council policy regarding land use planning instruments.

A stronger focus on regulatory enforcement will increase Council's effectiveness and efficiency in enforcing its adopted environmental protection regulations.

- **Social**

The establishment of the Community Development directorate that groups similar functions all focused on social outcomes and community capacity building that are currently in different directorates will result in a substantially increased focus on Council's role in achieving social and capacity building outcomes in collaboration with the community.

- **Civic Leadership**

Council's leadership in the community is founded on the development of a Community Strategic Plan that describes the vision of Coffs Harbour in 2030 and sets out how Council and the community can work together to achieve this. As Councillors are aware Council must adopt a new Plan by 30 June 2013.

It is essential that both Council staff and the community have ownership of their part in translating strategy into action and achieving the vision of Coffs Harbour 2030. It is also critical that there is an ongoing environment of collaboration – that Council and the community see it as a journey, not a one-off effort to develop a strategy.

Interestingly, Council adopted Coffs Harbour 2030 in late 2009 and as pointed out elsewhere in this report Council's Organisation structure has not been formally reviewed post the adoption of Coffs Harbour 2030. As well as addressing the economies of scale and span of control issues highlighted in this report, the proposed amendments to Council's Organisation Structure also provides a much stronger alignment of the structure to Coffs Harbour 2030. From a civic leadership perspective, this should ensure improved ability to address the goals and aspirations identified in Coffs Harbour 2030.

In the proposed structure, the Director Community Development ideally would provide a leadership focus for this project (fostering ownership) and on into the future (the continuing collaboration between Council and the community).

Following on from this, the improvements being developed as outcomes of the Service Review project and other organisational improvement initiatives will ensure that Council is well placed to deliver its part in achieving the vision of Coffs Harbour 2030. Critical to this though, is the grouping of functions as proposed under the recommended structure and the appropriate span of control to ensure an optimum level of productivity from staff resources.

- **Economic**

Broader Economic Implications

The recommended structure is critical to achieving the following:

- creating clear alignment between priorities identified in strategic plans and objectives of staff;
- realigning Council structure to improve coordination between related functions and also generate economies of scale;

and therefore improving economic outcomes for the community.

Delivery Program/Operational Plan Implications

The small (less than 0.1%) increase in staff costs associated with the recommended structure will be far outweighed by the improvements in performance realised by the improvements in economies of scale and span of control under the proposed structure. Thus, with around \$25,000 investment, Council will achieve significantly larger improvements in achieving objectives set out in the Delivery Program / Operational Plan.

Consultation:

Essentially, consultation on elements of the structure review have been undertaken since mid 2011 in a range of forums within Council.

In a more formal sense, consultation regarding proposed changes to Council's organisational structure commenced with a briefing for Councillors of the then Council on Wednesday 16 May 2012. The proposed changes were developed based on significant discussions between the Executive and a number of organisational improvement initiatives resulting in consensus on 99% of issues.

Since that Councillor briefing, comprehensive consultation occurred with staff in a number of forums as well as with the respective unions and the consultative committee. Overwhelmingly, staff feedback on the proposed structure was positive and a number of suggestions have been adopted with the proposal that will further improve outcomes.

As is to be expected, there was some negative feedback regarding the proposed changes however in considering these submissions it became clear that these are a result of different philosophical views, and possibly a reluctance to change.

Having regard to the intensive induction program provided for the newly elected Council since late September 2012, two briefing sessions have been held with the newly elected Council (30 January and 6 February 2013).

Related Policy and / or Precedents:

Previous reviews of Council's organisational structure have been undertaken most recently in July 2006 and November 2002.

Statutory Requirements:

Under the Local Government Act, Council must review its organisational structure within 12 months of an ordinary election, and may review this from time to time as required. (Sections 332 and 333 of the Local Government Act 1993).

Issues:

As noted in recent discussions with Councillors around the challenges facing Council with regards to financially sustainable service provision, Council has a number of options to explore to address this issue, including: increase rates, cut services and/or improve productivity. There is no one solution to the challenge.

While there is a small increase in costs, the proposed structure effectively involves better utilising existing resources – “doing more with less/same”. As such, it is far more preferable to Council's other options (increasing rates or cutting services) as a major initiative to assist in addressing the challenge of financial sustainability.

Grouping similar functions creates economies of scale, as well as facilitating stronger communication by avoiding “silos”.

An appropriate span of control means achieving a balance between minimising the number of managers and ensuring that staff are effectively led and managed, optimising the productivity of staff.

As noted above, it was apparent from the Service Review project and other organisational improvement initiatives that the current organisational structure does not group similar functions efficiently and effectively and consequently lacks economies of scale and suffers from ‘silos’.

In discussing alternatives to better align Council's service delivery functions it became clear that a fourth directorate would deliver the best return for the community. This will achieve economies of scale while also ensuring an appropriate span of control.

In broad terms, the proposed structure can be summarised as follows:

- **Corporate Business**, focused on enabling other departments to deliver effective and efficient services to the community and maximising the efficiency, effectiveness and profitability of Council's business units.
- **City Infrastructure Services**, focused on providing infrastructure that meets the needs of the community at minimum cost and risk to Council.
- **City Planning**, focused on the sustainable use and management of land but also more broadly on the associated social and economic issues.
- **Community Development**, focused on building the capacity of the community across social and economic spheres particularly, but also delivering services to support these objectives.

The proposed structure is provided in Attachment 1, and details of the current and proposed functions within Council is provided in Attachment 2.

This four-directorate structure strongly aligns similar functions so as to maximise economies of scale and avoid the ‘silos’ created when complementary functions are located across departments. Two key examples are the “community-focused” functions and the “infrastructure-focused” functions.

Under the existing structure:

- Community and Cultural Development and EDU report to City Services;
- Tourism and Sport report to Corporate Business; and
- Responsibility for the Community Strategic Plan – Coffs Harbour 2030 – sits with Land Use Health and Development.

Under the proposed structure, all of these “community-focused” functions would report to Community Development. Economies of scale will be created and the current ‘silos’ that exist as a result of their being dispersed across the organisation will be removed.

Under the existing structure:

- Most infrastructure is managed through the City Services department.
- Property (dealing with similar issues and needing similar processes) reports to Corporate Business.

- Waste (the largest, most complex contracts managed by Council) reports to Land Use Health and Development (who are otherwise focused on regulatory, environmental and planning issues).

Under the proposed structure, all these “infrastructure-focused” functions would report to City Infrastructure Services. Substantial economies of scale will be created resulting in more effective planning and delivery of infrastructure – arguably one of Council’s biggest challenges in the future. Council’s exposure to risk as a result of contract management expertise being dispersed throughout Council will also be significantly reduced.

As noted above, span of control (balancing the number of managers against the ability to provide effective leadership and management by not having too many people reporting direct to one manager) is a real issue in terms of effective, efficient delivery of services.

It is acknowledged that on first impression there may be concerns that the proposed structure results in the creation of a new Director’s position and therefore substantial cost, however it is proposed to fund the majority of this role from the position of Executive Manager Community and Cultural Development (which would become redundant).

Costs associated with this role together with a number of other initiatives to reallocate tasks within existing resources means that the net cost of the proposed structural changes is minimal, and will be far outweighed by an increased return for the community in terms of improved effectiveness and efficiency of service delivery, and over time, productivity gains.

While initial concerns of a new directorate are acknowledged, any alternative structure with only three directorates would simply not secure the same productivity gain potential, and therefore fail to aid Council’s efforts to address its financial sustainability challenges.

A three department structure could not group all “community-focused” and “infrastructure-focused” functions without creating problems with an excessive span of control. What this means is that while a Director could certainly provide oversight of an increased number of managers, the ability of the Director to effectively lead and manage that number of staff will be significantly reduced, meaning that the level of productivity that Council receives from staff is reduced.

Or, if these “community-focused” and “infrastructure-focused” functions are dispersed across the departments (as they are now), then the economies of scale that arise from grouping them, and removal of ‘silos’ that result from co-location in one department, is not achieved.

Under the NSW Local Government Act, 1993 the General Manager is responsible for utilising the resources allocated by Council effectively and efficiently and for ensuring the implementation, without undue delay, of decisions of Council.

The proposed restructure is not about additional staff resources, it is about realignment of functions and redesign of roles.

Effectively, the recommended structure seeks to reorganise Council’s existing resources. While it is acknowledged that there is a small increase in staff costs, the gains for the organisation from this investment in terms of efficiency and effectiveness (productivity) will be substantial.

Implementation Date / Priority:

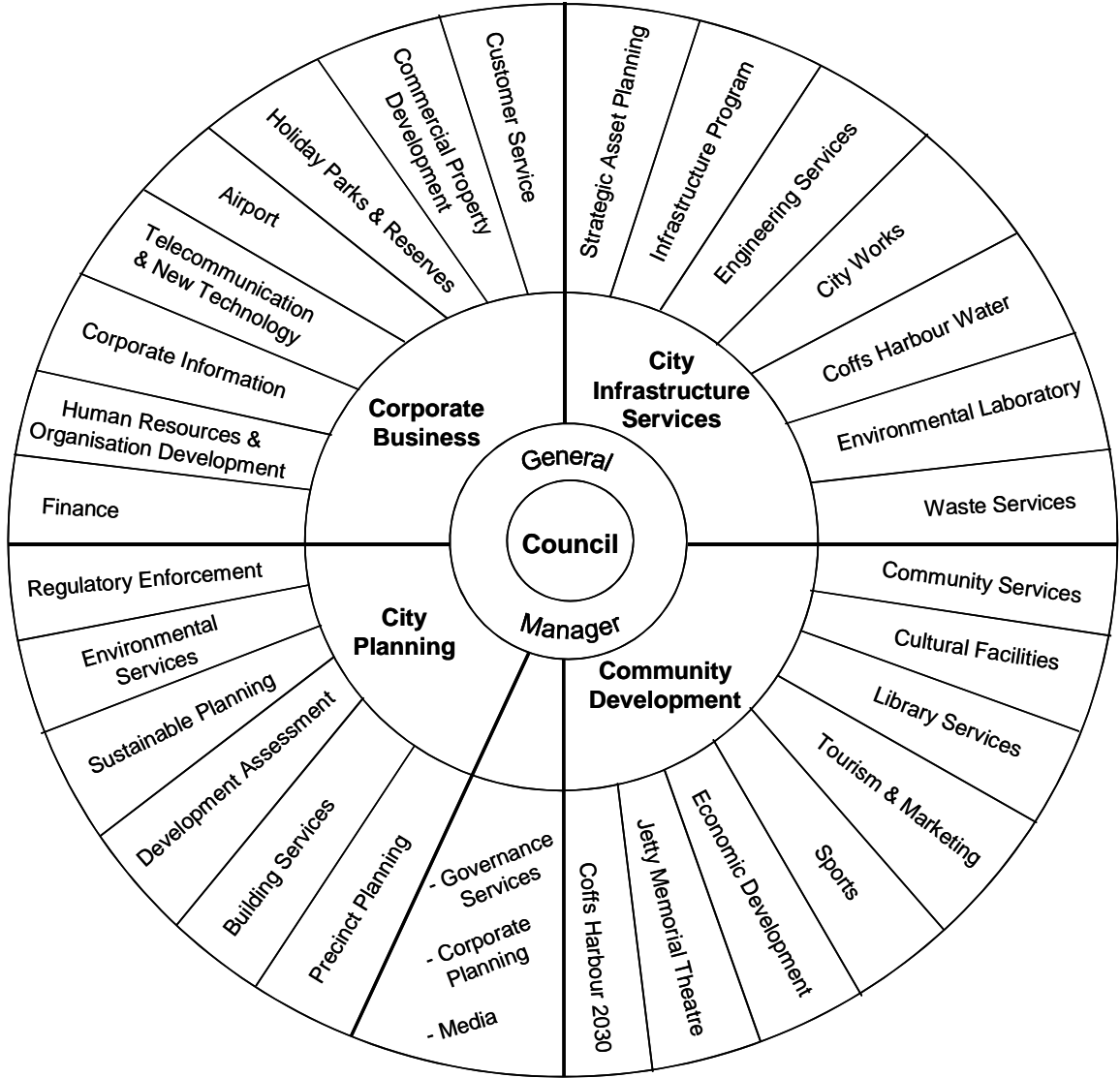
The commencement date for implementation of the structure, if approved by Council, is proposed to be immediate, subject to implementation processes to be resolved.

The vacant Director's position recruitment process would commence at the earliest opportunity to enable the new Director to commence in the role as soon as possible. In the interim, an acting Director will be appointed.

Recommendation:

- 1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the proposed Organisation Structure as identified in the Attachment to this report; and**
- 2. That it be noted that applications will be invited for the vacant Director Community Development role.**

Proposed Organisational Structure



Details of the Locations of Current and Proposed Functions within the Organisational Structure

The following tables provide more detail of the transition that is proposed in the draft structure:

Currently

City Services

Community & Cultural Development
Economic Development

Corporate Business

Sports Unit
Tourism and Marketing

Property Asset Management

Land Use Health & Development

Waste Services

Currently

Corporate Business

Finance
Human Resources & Organisation Development
Corporate Information
Telecommunications & New Technology
Business Units – Airports
Business Units – Holiday Parks & Reserves
Commercial Property

Currently

Land Use Health & Development

Strategy & Sustainability
Health
Land Use Planning
Land Use Assessment
Land Use Management

Currently

City Services

Engineering Services
Asset Systems
Engineering Special Projects
City Works
Coffs Harbour Water
Environmental Laboratory

Proposed

Transfer

To Community Development
To Community Development

To Community Development
To Community Development

To City Infrastructure Services

To City Infrastructure Services

Proposed

Corporate Business

Finance
Human Resources & Organisation Development
Corporate Information
Telecommunications & New Technology
Airports
Holiday Parks & Reserves
Commercial Property Development
Customer Service

Proposed

City Planning

Environmental Services
Sustainable Planning
Development Assessment
Building Services
Regulatory Enforcement
Precinct Planning

Proposed

City Infrastructure Services

Engineering Services
Strategic Asset Planning
Infrastructure Program
City Works
Coffs Harbour Water
Environmental Laboratory
Waste Services

Proposed

Community Development

Community Services
Cultural Facilities
Library Services
Tourism and Marketing
Sports
Economic Development
Jetty Memorial Theatre
Coffs Harbour 2030

Currently

Reporting Direct to General Manager

Governance Services
Corporate Planning
Media (including website Admin)

Proposed

Reporting Direct to General Manager

Governance Services
Corporate Planning
Media (including website admin)