



# City of Coffs Harbour

Integrated planning and reporting

## Annual Report 2022/23

### Section 1 Significant Achievements





## Acknowledgement of Country

The City of Coffs Harbour Acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

City Garlambirla junga-ngarraynggi yaanga gungangulam wajaarrgundi yilangandi ngiyaa gawbarri: yaam Gumbaynggirr girrwa yaamanga-ndi yaam wajaarr jalumbawnyarr ngarraynggang.

Ngiyalagay garla-ngarraynggi yanggidamgundi Guuyunga, Jurruya jalumbawnyarr, giili, waybunyjigam. Baya ngiyalagay yilaana minggiya gunganbuwa ngayinggirra Girrwaanbiya; garra-buugili.

**The City of Coffs Harbour acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial.**

<b>City Garlambirla</b> City of Coffs Harbour	<b>junga-ngarraynggi</b> acknowledges	<b>yaanga</b> these	<b>gungangulam ...</b> traditional custodians	<b>wajaarrgundi</b> of the land	<b>yilangandi</b> where			
<b>ngiyaa gawbarri:</b> we	<b>yaam</b> meet	<b>Gumbaynggirr</b> the Gumbaynggirr	<b>girrwa ...</b> people	<b>yaamanga-ndi</b> these-who	<b>yaam</b> here	<b>wajaarr</b> the land	<b>jalumbawnyarr</b> from of old	<b>ngarraynggang.</b> have cared for.

**We pay our respects to their elders past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.**

<b>Ngiyalagay</b> we	<b>garla-ngarraynggi</b> respect	<b>yanggidamgundi</b> their	<b>Guuyunga,</b> Eldermen,	<b>Jurruya ...</b> Elderwomen	<b>jalumbawnyarr,</b> past	<b>giili,</b> present	<b>waybunyjigam ...</b> and emerging	
<b>Baya</b> Let	<b>ngiyalagay</b> us	<b>yilaana minggiya</b> hence in the heart	<b>gunganbuwa</b> be friends	<b>ngayinggirra</b> and sit together	<b>Girrwaanbiya; ...</b> with the First People	<b>garra-buugili</b> and be renewed.		

This Annual Report showcases the City of Coffs Harbour's (City) progress in delivering the 2022–2026 Delivery Program and 2022/23 Operational Plan over the course of the 2022/23 financial year.

This Annual Report is one of the key ways that the City shows its progress and accountability to the community. It is a document that is a part of the integrated planning and reporting framework. Full details of the City's performance against the 2022–2026 Delivery Program and 2022/23 Operational Plan can be found on the City's website under Corporate planning and reporting.

**Section 1** of the Annual Report focuses on the City's performance and achievements in the implementation of the Delivery Program and Operational Plan. It is organised into the 4 key themes from the Community Strategic Plan:

 <b>Community Wellbeing</b>	<i>Girrwa-gundi</i> <i>Darruyaygam</i> community-belong wellbeing
 <b>Community Prosperity</b>	<i>Girrwa-gundi</i> <i>Yaabu-maanaygam</i> community-belong property-holding
 <b>A Place for Community</b>	<i>Ya</i> <i>Maam</i> <i>Girrwaawa</i> here place for community
 <b>Sustainable Community Leadership</b>	<i>Manggarla-jaganyjigam</i> <i>Gunuyurrun</i> <i>Girrwaawa</i> in front-standing living long at community

**Section 2** of the Annual Report includes information prescribed by the Local Government (General) Regulation 2005. The information in Section 2 indicates how the City has been performing as a service provider and a community leader.

**Section 3** of the Annual Report contains the City's Annual Financial Statements, as required by the Local Government Act 1993 — Section 428 (4) (a).



Coffs Harbour is a vibrant regional centre on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. The traditional home of the Gumbaynggirr people, the area is home to 79,598 residents and encompasses 1,174 square kilometres of land stretching from Red Rock, south to Bundagen and west past Brooklana and Lowanna.

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Coffs Harbour Marina and Muttonbird Island



# Foreword

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**Looking back on 2022/23, the City of Coffs Harbour has much to celebrate. We doubled down on our efforts to provide stability and balance in the services we deliver and implemented a progressive and well-structured plan that will see us continue to deliver positive outcomes for the community in 2023/24.**

In 2022/23, the City of Coffs Harbour continued to focus on providing vital core services for our community by:

- delivering 5,797 mega litres of high-quality water to homes
- spraying over 270,000L of bitumen into potholes on our 800km of sealed roads
- managing approximately 15,000 tonnes of domestic green waste, 7,100 tonnes of recyclable waste and 21,200 tonnes of domestic household waste.

In addition, we upgraded four rural bridges with the help of grant funding, providing vital links for the communities that use them day in and day out.

To help our community connect and be active, we delivered two new, high quality community facilities last year. We completed and opened the Wiigulga Sports Complex, which further strengthens the City's regional sporting facilities credentials and was recognised as a finalist in the Parks and Leisure Australia NSW/ACT Regional Awards of Excellence. During the year, the Complex had more than 14,066 visitors through its doors. We also opened the Sandy Beach Youth Space and Community Hub. Both facilities provide vibrant, fun and welcoming spaces for our community that will be utilised and enjoyed for many years to come.

Reflecting on the City of Coffs Harbour's achievements in 2022/23, I'd like to acknowledge the contribution and commitment of the City's Councillors, staff and volunteers who invest their time and energy to support and progress this wonderful place we are so lucky to call home. I look forward to continuing to build on our shared success in 2023/24.

**Mayor, Paul Amos**



**The City of Coffs Harbour made some tough but necessary decisions and did the hard work required in 2022/23 to deliver a major financial turnaround.**

We undertook solid operational and capital resets, while delivering a surplus result and ensuring the City of Coffs Harbour is financially sustainable for the future, a result which is nothing short of remarkable.

This puts the City in a very strong position to continue delivering on our shared vision to be a great place to live, work, visit and do business into the future.

We recalibrated our capital works program for the year to ensure we were providing assets in accordance with the community's ability to pay. Our operational reset achieved an impressive \$20 million budget turnaround in a year for the General Fund.

In planning for our region's future prosperity, we adopted the City's Economic Development Strategy. The Strategy is ambitious, with a focus on supporting individuals, visitors and business to thrive. It will guide us in the sustainable development of a healthy, resilient and balanced local economy over the next five years.

In 2022/23, we:

- Welcomed more than 94,000 people to the C.ex International Stadium across 126 events, with highlights including the hosting of the Big Bash League (Sydney Sixers vs Adelaide Strikers) and NRL (Cronulla Sharks vs. Newcastle Knights)
- Sold more than 35,000 tickets sold across hundreds of theatre, comedy, music, film and community events at the Jetty Memorial Theatre.
- Achieved a 31.4% increase in revenue via our Holiday Parks, with 30% of visitors to the parks coming from interstate
- Celebrated the Coffs Coast's first birthday as NSW's first Eco-Tourism Destination

All this could not have been achieved without the dedication of the City of Coffs Harbour Councillors, our staff, and the wonderful volunteers who worked incredibly hard to enable our many successes in 2022/23. I thank you all.

**General Manager, Natalia Cowley**

# Elected members

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**Councillor  
Scott Wolgamot**

**Deputy Mayor  
Sally Townley**

**Mayor  
Paul Amos**

**Councillor  
Jonathan Cassell**

**Councillor  
George Cecato**

**Councillor  
Rodger Pryce**

**Councillor  
Tegan Swan**

**Councillor  
Tony Judge**

**Councillor  
Julie Sechi**

# Elected members attendance record and expenses

Councillor Attendances (by portfolio)		Paul Amos	Jonathan Cassell	George Cecato	Tony Judge	Rodger Pryce	Julie Sechi	Tegan Swan	Sally Townley	Scott Wolgamot
Type of event	Held	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.
Council meetings	21	20	17	21	21	16	20	21	19	21
Council Meeting Briefings	21	19	17	20	20	14	20	13	14	21
Other Councillor Briefings	36	35	25	30	29	11	32	13	29	30
Audit and Risk Committee	4					2			2*	
Australia Day Committee	0	-						-		
City Centre Master Plan Committee	6					2		1		
Coastal and Estuary Management Advisory Committee	1		0						1	
Coffs Coast Regional Park Trust	5			5				3		
Cultural Reference Group	2		2		1					
Destination Coffs Coast Committee	4					0	4	2		
Disability Inclusion and Access Advisory Committee	3				2					
Floodplain Risk Management Committee	1								1	0
Koala Plan of Management Advisory Committee	1		1							
Heritage Advisory Committee	3								1	
Local Traffic Committee	3									3
Mid North Coast Bush Fire Management Committee	2					1				
Mid North Coast Regional Arts Board	7				6					
Positive Ageing Advisory Committee	1				1					
Sustainability Advisory Committee	1		0			1		0		
Yandaarra Advisory Committee	10	5	4							

\*Cr Sally Townley attended all Audit, Risk and Improvement Committee meetings until the Committee's Terms of Reference was amended which reduced the number of Councillor members to one.



Councillor Professional Development	Paul Amos		Jonathan Cassell		George Cecato		Tony Judge		Rodger Pryce		Julie Sechi		Tegan Swan		Sally Townley		Scott Wolgamot	
Type of Professional Development	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Induction training, Induction refreshers or supplementary inductions	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Ongoing professional development	3	3	4	3	4	2	3	3	4	1	4	3	4	4	4	4	3	1
Number of seminars, circulars and other activities	31		31		31		31		31		31		31		31		31	

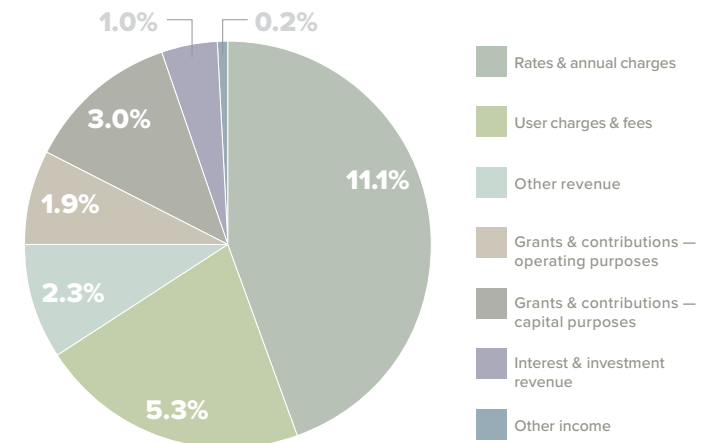
Councillor Expenses (by portfolio)	Paul Amos	Jonathan Cassell	George Cecato	Tony Judge	Rodger Pryce	Julie Sechi	Tegan Swan	Sally Townley	Scott Wolgamot
Type of event	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$
Mayoral allowance	62,510	0	0	0	0	0	0	0	0
Councillor fees	25,310	25,310	25,310	25,310	25,310	25,310	25,310	25,310	25,310
Mayor vehicle expenses	1,783	0	0	0	0	0	0	0	0
Provision of dedicated office equipment allocated to councillors	0	0	0	0	159	0	0	0	180
Telephone calls made by councillors	373	624	502	511	508	557	929	500	511
Attendance by Councillors at conferences and seminars within NSW (excluding overseas and interstate)	1,263	1,402	32	2,342	62	1,638	1,645	1,754	0
Provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	716	716	716	716	716	716	716	716	716
Other training of mayors and councillors and provision of skill development for mayors and councillors	0	0	0	0	0	0	0	0	0
Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	3,045	0	0	2,234	0	230	1,846	2,392	0
Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0	0	0	0	0	0	0	0	0
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions	9	0	0	9	0	0	0	0	0
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions	0	0	0	0	0	0	0	0	0
Other councillor expenses (catering, stationery, costs associated with attending meetings etc.)	4,081	5	60	983	0	0	0	4,607	0

# Income and expenditure 2022/23

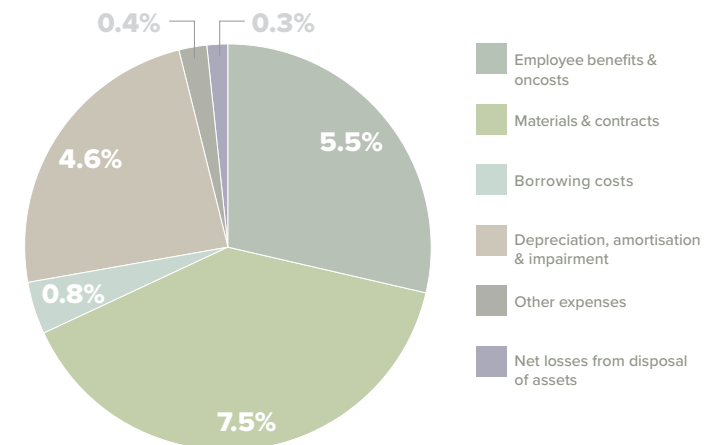
Budget 2022/23 \$ '000		Notes	Actual 2022/23 \$ '000	Actual 2021/22 \$ '000
	<b>Income from Continuing Operations</b>			
108,699	Rates & Annual Charges	B2-1	110,716	107,222
44,779	User Charges & Fees	B2-2	52,714	46,073
15,145	Other Revenues	B2-3	23,185	19,650
15,287	Grants & Contributions provided for Operating Purposes	B2-4	18,792	18,695
39,111	Grants & Contributions provided for Capital Purposes	B2-4	29,575	60,747
4,557	Interest and investment revenue	B2-5	9,729	4,411
1,642	Other income	B2-6	1,904	1,794
<b>229,220</b>	<b>Total Income from Continuing Operations</b>		<b>246,615</b>	<b>258,592</b>
	<b>Expenses from Continuing Operations</b>			
56,085	Employee Benefits & On-Costs	B3-1	54,875	53,969
65,351	Materials & Services	B3-2	74,909	85,030
7,236	Borrowing costs	B3-3	7,723	7,747
43,058	Depreciation, Amortisation & Impairment	B3-4	46,018	43,115
10,359	Other Expenses	B3-5	4,377	2,981
-	Net Losses from the Disposal of Assets	B4-1	3,088	4,847
<b>182,089</b>	<b>Total Expenses from Continuing Operations</b>		<b>190,990</b>	<b>197,689</b>
47,131	Operating Result from Continuing Operations		<b>55,625</b>	60,903
47,131	Net Operating Result for the year attributable to Council		55,625	60,903
<b>8,020</b>	<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>		<b>26,050</b>	<b>156</b>

\*See Annual Report Section 3 — Annual Financial Statements for more detail.

Total income from continuing operations \$246.6m



Total expenses from continuing operations \$190.9m





# Overall performance



6 degrees provided **13** activities for business



More than **70%** of construction certificates were issued by the City



**9%** increase in corporate social media audiences\*



**770** patrol days  
This number is all patrol days across all patrolled beaches combined.



**170,377** physical visits to the library  
Issued **304,484** item loans



**94,786** visitors to the C.ex Coffs International Stadium



**949,986** beach visits across all patrolled beaches



**92%** of infrastructure capital program completed



Jetty Memorial Theatre sold **35,744** tickets



**14,066** visitors to the Wiigulga Sports Complex  
(estimated, from opening date in December 2022)



**6,770** registered businesses in the Coffs Harbour LGA



**94.2%** of road network in good condition or better



**93%** of customer enquiries were resolved at first point of contact\*



**429** dogs and cats impounded



**0** Unresolved water quality complaints

\*Average over the year





# Community wellbeing

*Girrwa-gundi*  
community-belong

*Darruyaygam*  
wellbeing



# Highlights



## Stadiums

### C.ex Coffs International Stadium

During the 2022/23 C.ex Coffs International Stadium has seen about 94,786 patrons through the gates across 126 events. 58 of these events were field based and 68 were event space (room bookings). Of these events, 22 involved visitors staying overnight. This equates to 143,006 visitor nights and over \$24m in economic benefit to the local economy.

### Wiigulga Sports Complex

During the 2022/23 Wiigulga Sports Complex has seen an estimated 14,066 patrons through the centre across 640 events. 269 of these events were court based and 371 were event space (room bookings).

The Wiigulga Sports Complex had its opening on 3 December 2022. It opened with a Community Day which included sports and performances to show the many activities the Complex can offer.

The precinct has:

- multi-sport playing fields with lighting
- accessible changing rooms and toilets
- a running and cycle track
- a pump track
- playground and balance play equipment

The complex has a main sports hall for indoor sports, a café and rooms for private gatherings, meetings and other activities. It also includes a full-sized commercial kitchen which can be hired for use at events or for training.

The centrepiece is the main sports hall which can be used for a range of indoor sports including basketball, pickleball, netball and more. Arranged around the courts are accessible changing rooms, toilets, large LED video screens and a high-tech sensory room.

The sports hall also features a large performance stage and backstage complex including a green room and dressing rooms. The hall can accommodate more than 1,000 people in performance mode.

The Complex gained a place as a finalist in this year's Parks and Leisure Australia NSW/ACT Regional Awards of Excellence (held in Albury). It was recognised for its excellence as a sporting, community, inclusive and welcoming space. This is a great achievement for the new Complex.

BELOW Sydney Sixers





## Libraries

The library team continued working on transition planning for the Library, Museum and Gallery (LMG) including planning for enhanced LMG service delivery within Yarrila Place. During this time the libraries continued operations such as their Home Library services, moving books to other libraries to make sure stock is shared equally among the branches and assisting customers who had questions or needed assistance.

### Annual visitation numbers for the library services.

2022/23	170,377 visitors
2021/22	139,115 visitors



## First Nations curator for opening Yarrila Arts and Museum (YAM)

Tori Donnelly was announced as the First Nations curator in August 2022. Donnelly will lead the development and delivery of Yaam Gumbaynggirr Jagun: Here is Gumbaynggirr Country — the working title of one of the first exhibitions to open in the new Yarrila Arts and Museum.

## Lifeguard service 2022/23 beach statistics — across all patrolled beaches

(Park Beach, Sawtell Beach, Woolgoolga Beach, Diggers Beach, Emerald Beach, Darlington/Lorikeet Park, Red Rock, Jetty Beach)

Visitation	949,986
Rescues	54
Patrol days	770
Preventative actions	9,833
First aid incidents treated	54
Law enforcement (dog, surf craft and other incidents)	748

## Toormina Oval sports facilities

The new accessible female change rooms, storage spaces and accessible pathways at Toormina Oval opened in August 2022. The project complements a range of security improvements made at the Toormina Sports Complex precinct to help reduce crime and antisocial behaviour. The City has also installed new public toilets on the site - another key upgrade for the overall precinct masterplan. The City contributed \$408,000 to the project and the NSW Government provided \$215,823 through the Stronger Country Communities Fund.

LEFT Storytime at  
Toormina Library

# Completed projects

## Capital projects completed



Gillibri Crescent, playground replacement



Park & Recreational asset New/ Upgrade



Footpaths Program Elizabeth St, Sawtell



Moonee Forest cycleway



Lowanna Hall upgrade



Coffs Coast Regional Sports Hub New Amenities



Nana Glen playground and carpark



Skate Parks Renewal



Wiigulga Sports Complex



Lifeguard beach patrol equipment renewal



Footpaths program, Cavanbah to Eungella St



Ayrshire Park sports lighting



Clive Joass Oval Sports Lighting



Footpaths SRV 2022/23

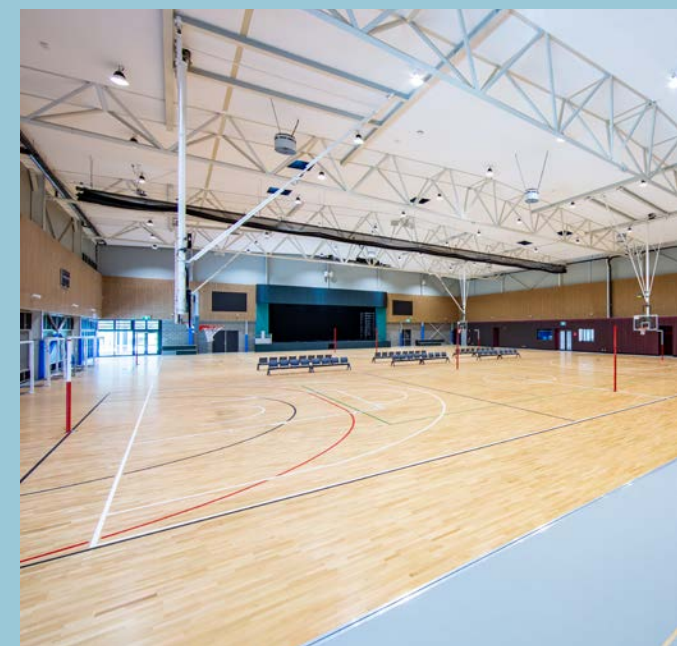


Cavanbah Aircon Renewal

## Significant projects completed



Service metric project — community facilities



ABOVE Wiigulga indoor courts



# Our performance for the year

## Measures of success

Service	Key Performance Indicator (KPI)	Target	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Libraries	Library circulation per capita (to meet NSW LGA population cohort median benchmark — data collected annually)	5.04	-	-	-	🔴
	Physical library visits per capita (to meet the NSW LGA population cohort median benchmark — data collected annually)	4.03	-	-	-	🔴
Lifeguards	Drownings between the flags	0	🟢	🟢	🟢	🟢
	Education programs attendees	3,200	🔴	🔴	🟢	🟢
Theatre services	People attending the Jetty Memorial Theatre annually	21,460	🟢	🟢	🟢	🟢
Cemeteries	% of grassed areas mown to meet usage needs (on average every two weeks)	100	🟢	🟢	🟢	🟢
	% of completed weekly risk and maintenance inspections	100	🟢	🟢	🟢	🟢
Active recreational assets	Number of items of playground equipment that are not available (unserviceable) during the reporting period (baseline is 5)	> 5	🟢	🟢	🟢	🔴
Walking and cycling assets	Footpath and cycleway network is defect free (%)	97	🟢	🟢	🟢	🟢
Maritime assets	Unresolved complaints during the quarter	0	🟢	🟢	🟢	🔴
Public swimming pools	Annual increase in attendance across all activities (%)	5	🟢	🟢	🟢	🟢
	Increase in annual turnover (%)	7	🟢	🟢	🟢	🔴
Sports facilities and development	Best peak usage range for local sports on local and regional sport fields and facilities (hours of use per week)	150–25	🟡	🟡	🟡	🟢
	Best peak usage range for the synthetic multisport surfaces (hours of use per week)	18–30	🟢	🟢	🟢	🟢
	Attendees for events at the C.ex Coffs International Stadium (data collected annually)	15%	-	-	-	🟢
Operate community facilities	Planned Facility Management Committee meetings held	90%	🟢	🟢	🟢	🟢

Legend | 🟢 Green / On track | 🟡 Yellow / Within 20% of target | 🔴 Red / Off track

## Statistics

Service	Key Performance Indicator (KPI)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Public health and safety	Dogs and cats impounded at Animal Management Centre	97	93	119	120
Sports facilities and development	Number of day visits and overnight stays	8,047	10,600	27,500	1,070
	Attendees for events at the C.ex Coffs International Stadium	24,827	11,485	41,454	59,749
Operate community facilities	\$ discount to lower booking fees for not-for-profits and community groups	48,600	47,864	50,827	59,749
Cemeteries	Planned tree maintenance activities carried out at cemetery	-	-	-	8
Walking and cycling assets	Bus stops that are DDA compliant*	-	-	-	-
Deliver library services	Library circulation	75,966	73,654	78,857	76,007
	Physical library visits	42,231	41,078	44,664	42,404

\*Unable to report on this in the 2022/23 financial year



# Community prosperity

*Girwaa-gundi*  
community-belong

*Yaabu-maanaygam*  
property-holding

# Highlights



## Arts and Cultural Development Grants Program 2022–23

The Arts and Cultural Development Grants Program is an annual source of funds that artists and community groups can access. This program assists the City in delivering the overall vision and goals of the City's Cultural Strategic Plan.

18 applications were received for the 2022/23 year. A total of \$100,876 was requested through the grants program with \$40,350 available. The assessment panel met in June 2022 where applications were rated against the assessment criteria.

The most highly rated applications were recommended for funding by the assessment panel and are summarised below. A description of the 7 recommended projects can be found below. All projects align with strategies in the Creative Coffs Cultural Strategic Plan:



### Approved Applications 2022/23:

Applicant or Auspice	Project title	Funding provided
Coffs Harbour High School P&C Association	Dawaaalam: a theatrical response to the Coutts Crossing Massacre of 1847	\$5,920
Coffs Harbour Regional Conservatorium	Coffs Coast Jazz Festival 2022	\$7,000
Gamumbi Early Childhood Education Centre Incorporated	Children's Art Matters — Our Stories	\$2,500
GenHealth Inc. (trading as headspace Coffs Harbour)	Coffs Ukulele Youth Group	\$4,333
Sawtell Art Group	Mentorship program for emerging and early career artists	\$7,000
The Friends of the North Coast Regional Botanic Gardens Inc.	Artists in the Garden (phase 2)	\$7,000
Woolgoolga Regional Community Gardens Inc.	Woolgoolga Regional Community Gardens Entrance Mosaic	\$7,000
<b>Total</b>		<b>\$40,753</b>

ABOVE Members of the Woolgoolga Regional Community Gardens Inc





## City of Coffs Harbour donations and summary of community donations, grants and subsidies

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The City provided community donations, grants and subsidies of more than \$2.05 million in 2022/23.

### Coffs Coast — Global Green Awards

During the year the Coffs Coast made it into the Green Destinations top 100 list.

The story entry, Two Path Strong, celebrates Aboriginal tourism on the Coffs Coast and the rich culture that has supported the establishment of the first bilingual Indigenous language school in New South Wales, Australia.

Known as the 'sharing people', Gumbaynggirr people are widely celebrated for giving their abundant food, waterways and knowledge to others, so it's fitting that they receive international recognition for their success in sustainable tourism and Indigenous education.

The story entry put the Coffs Coast in the top 3 of the Global Green Destinations Story Awards in the Culture and Traditions category.

Every year, international sustainable tourism organisation Green Destinations collects outstanding entries worldwide to inspire tomorrow's travellers and today's tourism professionals — and the Coffs Coast was the only Australian finalist in 2023.

## Eco destination accreditation — 1 year anniversary

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Awarded by Ecotourism Australia, this program is recognised by the Global Sustainable Tourism Council through Green Destinations. The ECO Destination Certification recognises the region for preserving its natural beauty. But it is also sustainable in giving back to the community and culturally authentic. There are now 9 accredited ECO Tourism - Certified Champions on the Coffs Coast, with more going through the application process. They are:

- Wajaana Yaam Gumbaynggirr Adventure Tours
- Treetops Adventure
- Bruxner Flora Reserve
- Coffs Coast Mountain Retreat
- Jetty Dive Centre
- North Coast Regional Botanic Garden
- C-Change Adventures
- Mount Browne Cottage
- Solitary Islands Surf School

Read more about our Certified Champions on the Coffs Coast website.

BELOW Boambee Beach





## “New to Business” event

In September 2022 the City’s 6 degrees team ran a successful “New to Business” event. The event gave local people new to business, or thinking of starting a business, opportunities to hear about the different kinds of support available to them.

This was a great opportunity for new or prospective business owners to connect with key industry contacts and hear about some different valuable services that are available.

## Small Business Month

Small Business Month held in November 2022 featured a Connect for Success program made by the 6 degrees team and partners. The program aimed to inform and inspire local business people.

The event featured:

- a workshop to encourage staff retention in retail and hospitality
- a creative industries mini-conference and networking event
- Agrifood — growing your business through value-adding, reaching new markets and exploring a future Coffs Coast Food Hub
- The circular economy — what it is, how big it is and how it’s relevant to your business.

Other events held by 6 degrees over 2022/23:

- Introduction to B Corp
- NSW Plastics Ban Information Session
- Careers Days
- Sustainability is Possible
- Attraction and retention workshop
- Mentoring LinkedIn Local partner event
- Live and Local Music Forum



ABOVE Live and Local Music Forum

# Completed projects

## Capital projects completed



Sawtell Beach Holiday Park — Hot water System Upgrade



Woolgoolga Lake Holiday Park Tourist Sites



Sawtell Beach Holiday Park Hall Refurbishment



Stories of Coffs — Museum and Gallery Permanent Exhibition

## Significant projects completed



Tourism sentiment index review



Economic Development Strategy





# Our performance for the year

## Measures of success

Service	Key Performance Indicator (KPI)	Target	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
<b>Attract and deliver events</b>	Support and attract new events to start up or run (number of events annually — KPI data collected in June)	<b>16</b>	-	-	-	🟢
<b>Deliver construction services</b>	Capital work orders issued by City completed on time	<b>100%</b>	🔴	🔴	🔴	🟢
<b>Deliver CitySmart Solution technology services</b>	Business operational costs are met by revenue generated (or prior year Business Unit reserves)	<b>Cost neutral</b>	🟢	🟢	🟢	🟢
	Fibre network is operational with no unscheduled outages and impact to City operations (%)	<b>100</b>	🟢	🟢	🟢	🟢
<b>Deliver cultural and creative industries services</b>	Funding is allocated to projects that meet the Arts and Cultural Grants Program criteria (%)	<b>100</b>	🟢	🟢	🟢	🟢
<b>Operate Coffs Harbour laboratory</b>	Client satisfaction with services (net promoter score — data collected annually)	<b>&gt;47</b>	-	-	-	🟢
	Financial operating profit actual is greater than planned profit (trend)	<b>Neutral</b>	🟢	🟢	🟢	🟢
<b>Operate Coffs Coast Holiday Parks</b>	Revenue growth across all holiday park business operations (%)	<b>1</b>	🟢	🟢	🟢	🟢
	Increase on room nights sold across all products (%)	<b>2</b>	🟢	🟢	🟢	🟢
<b>Support economic development</b>	Number of activities for business provided through 6 Degrees	<b>10</b>	🟢	🟢	🟢	🟢
	Investment attraction enquiry	<b>2</b>	🟢	🟢	🟢	🟢
<b>Support tourism destination</b>	Annual visitation numbers (m — data collected annually)	<b>1.7m</b>	-	-	-	🟢
	Annual tourism economic value (\$m — data collected annually)	<b>\$450m</b>	-	-	-	🟢

**Legend** | 🟢 Green / On track | 🟡 Yellow / Within 20% of target | 🔴 Red / Off track

## Statistics

Service	Key Performance Indicator (KPI)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
<b>Attract and deliver events</b>	Visits linked to City-supported events	12,583	10,549	5,830	4,100
<b>Deliver cultural and creative industries service</b>	Cultural Advisory Committee meetings held	1	1	0	0
<b>Support economic development</b>	Number of registered businesses in the Coffs Harbour LGA (data collected annually)	-	-	-	6,770

The background image shows two young girls at what appears to be a community event or fair. The girl on the left is standing and holding a large bag of 'Purina' dog food. The girl on the right is sitting at a table, also with a bag of dog food. In the background, there are other people and a sign that says 'SEA SHEPHERD'. A large, stylized globe logo is overlaid on the right side of the image.

# A Place for Community

Ya      Maam      Girrwaawa  
here   place   for community



# Highlights



## Development applications (DAs) submitted

Type of development	2022/23		2021/22	
	No.	Value (\$m)	No.	Value (\$m)
New dwellings	142	\$79.5	165	\$97.7
Dwelling alterations / additions	240	\$28.6	278	\$26.7
New multiple occupancy	15	\$62.5	21	\$62.0
Swimming pools	110	\$5	149	\$6.3
Commercial / industrial / retail	8	\$12.7	17	\$13.3
Commercial / industrial / retail additions / alteration	10	\$3	23	\$20.5
Other	216	\$34.8	332	\$126.12
<b>Total</b>	<b>741</b>	<b>\$226</b>	<b>985</b>	<b>\$352.62</b>

## Significant development applications

Number	Details	Estimated cost
<b>1037/22DA</b>	Mixed use development (comprising once commercial tenancy and a residential flat building containing 98 apartments) — 1A McLean Street, Coffs Harbour	\$39.7m
<b>0326/22DA</b>	Alterations and additions to an existing educational establishment — Bonville Road, Bonville	\$20m
<b>0541/22DA</b>	Two Residential Flat Buildings (13 storeys) — Ocean Parade, Coffs Harbour	\$14.2m
<b>1012/22DA</b>	Eco-tourist facility (20 cabins and communal building) — Sealy Lookout Drive, Korora	\$7.5m
<b>0579/22DA</b>	Manufactured Home Estate comprising 172 dwelling sites, ancillary communal facilities and services, 7 display homes and sales office — North Boambee Road, North Boambee	\$7.7m
<b>0987/22DA</b>	Subdivision (285 lots) — North Boambee Road, North Boambee	\$27.3m









## Draft Movement and Place Strategy

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The Draft Coffs Harbour Movement and Place Strategy was on public exhibition for a 10-week period from December 2022 to February 2023. It outlines the design, planning and delivery of our transport networks over the next 20 years. We asked locals to help shape how we improve the way we travel around our local government area, and how we can make our streets more attractive places to live and work.

## Draft Public Realm Strategy

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The draft Public Realm Strategy to ‘Create a Connected Network of Public Open Space — that is clean, green and safe’, was put on public exhibition for 28 days (closed on 5 May 2023). The aim of the draft strategy is for everyone in our community to have access to clean green and safe open space within a 5-minute walk from their home.

Public realm is all public land that the community can use. Open spaces include our parks, our creeks, walking tracks, sport spaces, civic spaces, public facilities, streets and more. The draft strategy will aim to improve our network of open spaces to promote community connection, resilience, health and wellbeing through planning, designing and managing our public spaces over the next 10 years. To provide better access and connections to our amazing outdoor environments and to strengthen our ties to nature.

## City advances efforts to improve Hearnese Lake health

---

Council resolved to adopt a scope of works to investigate means to improve the health of the lake. This included creating a dedicated Task Force with the first stage to employ a project officer to obtain formal agreement relating to what works are to be undertaken by each agency.

“A clean Hearnese Lake is beneficial for all of us in the Coffs LGA to support our diverse ecosystems and to ensure our environmental sustainability,” said Chris Chapman, Director City Planning & Communities at City of Coffs Harbour.

BELOW Hearnese Lake







LEFT Yandaarra Aunty Grace Roberts Community Awards, July 2022

## NAIDOC Week 2022

During the first week of July 2022 the City's Yandaarra Aboriginal Advisory Committee organised a series of NAIDOC events, the theme for the year was "Get up, Stand up, Show up".

The week kicked off with a flag raising on the Monday held at the City administration building. The flag raising was followed by a Housing information forum. This forum gives service providers a chance to connect with some of the vulnerable members in our community. It included various housing partners and a morning tea and was held at the Norm Jordan Pavilion.

## Yandaarra cemetery project

The City had been approached by community members who raised concerns about Aboriginal graves and burials within the "Old" cemetery at Coffs Harbour that they felt have been lost and are now unmarked.

A community meeting was held on November 4 in 2019 at the old Coffs cemetery. The objective for this project was to give back the resting place of families, friends, Elders and links to the land, to the community.

Once the project was completed a small ceremony unveiling the plaques was held on 11 May 2023.

## Will Rogers collection

In 2020 a trail of missing artifacts had been "collected" and stored by Amateur Archaeologist Mr Will Rogers, post the hurricane flooding and winds in the 1960s.

The Yandaarra Aboriginal Advisory Committee and the City worked tirelessly to locate and repatriate over 300 items to the care and safe keeping of the City's Museum within a "deed of agreement". Once these artifacts had been returned, a heartfelt repatriation ceremony was held in March 2023 with a belief that around 400 other pieces from the Rogers collection will also be returned.

The ceremony was a success. The Mayor Paul Amos, General Manager Natalia Cowley, Yandaarra members and Dr Chris Davey Executive Officer Australian Institute of Archaeology, Alexandra Simpson Heritage Officer Environment and Heritage NSW, City staff, Traditional Owners and Coffs Harbour Local Aboriginal Lands Council all attended this special day.

Yandaarra Cemetery project — unveiling





# Completed projects

## Capital projects completed



Coffs WRP  
mixed liquor  
lift pump  
renewal



Moonee WRP  
auto entry  
gates



Crossing  
Newports  
creek bank  
stabilisation



Nile Lane  
Sewer Main  
Replacement



Mahogany  
Ave sewer  
pump station  
renewal



Coffs Water  
Reclamation  
Plant Pumps  
Refurbishment  
& AV Renewals



Coffs Water  
Reclamation  
Plant Pumps  
Refurbishments  
& renewals



Brodie Drive,  
Coffs Pump  
Station Impellers



Woolgoolga  
pool sewer  
main  
relocation



S7.11 Flood  
Mitigation  
& Drainage  
Reserve West  
Coffs



Woolgoolga  
Sports Field  
Sewer Pump  
Station Renewal



Coffs Water  
Reclamation  
Plant UV Lamps



Arrawarra Rd  
Sewer Main  
Renewal



First Ave,  
Sawtell water  
main extension



Coffs Water  
Reclamation  
Plant Replace  
Turbidity  
Analysers



Duke Street to  
Gordon Street  
Water Main  
extend and  
replace



Lining of  
Defective  
Sewer Pipes



Landfill Gas  
System  
Upgrade



Water Solar PV  
System

# Our performance for the year

## Measures of success

Service	Key Performance Indicator (KPI)	Target	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Assess development	New single dwelling DAs determined within 40 days (%)	90	🔴	🔴	🔴	🔴
	Complying Development Certificates determined within 20 days (%)	100	🟢	🟢	🟢	🔴
Certify buildings	Construction Certificates issued by City (%)	70	🟢	🟢	🟢	🟢
Handle process and waste	EPA Licence Compliance (%)	100	🟢	🟢	🟢	🟡
Maintain and operate sewer assets	Breaches of Environmental Protection License	0	🟢	🟢	🟢	🔴
	Unresolved sewer odour complaints	< 10	🟢	🟢	🟢	🟢
Maintain and operate water assets	Compliance with Australian drink water guidelines (%)	100	🟡	🟢	🟡	🟢
	Drinking water quality test compliance	100	🟢	🟢	🟢	🟢
	Main breaks per 100km (less than national median per 100km)	< 19	🟢	🟢	🟢	🟢
	Unresolved water quality complaints (odour, colour, taste)	< 10	🟢	🟢	🟢	🟢
Maintain natural area assets	Number of customer enquiries that remain unresolved every quarter	0	🟢	🟢	🟢	🔴
Maintain stormwater and flood mitigation assets	Maintain detention basins — complaints or defects	0	🟢	🟢	🟢	🟢
Manage botanic gardens	Deliver curriculum-based school activities with school children visiting gardens	1500	🟡	🟢	🟡	🟢
Land use and natural resource planning	Develop and implement studies, policies, strategies, plans and amend planning controls that “shape place” and protect the natural environment	5	🟢	🟢	🟢	🟢

Legend | 🟢 Green / On track | 🟡 Yellow / Within 20% of target | 🔴 Red / Off track



The background image shows a community meeting taking place outdoors or in a semi-enclosed space. A group of people, including men and women of various ages, are seated in rows of chairs, facing towards the left. A man in a dark shirt is standing on the left, gesturing as if speaking. The background features a corrugated metal wall and a large, stylized, light-colored logo that resembles a traditional Indigenous Australian symbol. The entire image has a teal overlay.

# Sustainable Community Leadership

*Manggarla-jaganyjigam*  
in front-standing

*Gunuyurrun*  
living long

*Girrwaawa*  
at community

# Highlights



## Grant funds redirected to key local road repairs

Australian Government grant funding was directed to the repair of local roads. The City was successful in its bid to Phase 3 of the Local Roads and Community Infrastructure Program and secured funds to the value of \$2,764,192. Two of the projects — local road repairs and works at Clive Joass Sports Park — have been completed. However, after a review of the City's capital expenditure program for the current financial year meant 3 of the grant-funded projects - Boambee Creek footbridge refurbishment, West Coffs Cycleway and Dalgety Street foot/cycle bridge — were moved to a future program. Since the deadline could not be met for these projects, the City identified 4 further local road projects worth \$960,000 that could be completed by 30 June 2023 funding deadline. These were:

- Reid Drive, Coffs Harbour
- Frances Street, Coffs Harbour
- Riding Lane, Coffs Harbour
- Lyons Road, Bonville

Riding Lane and Lyons Road were completed by June 30. An extension was given to the 30 June date meaning Frances Street and Reid Drive will be completed in the next financial year.

## Bush 2 Beach festival — Corindi Beach

The Corindi community welcomed everyone from the Coffs Coast LGA and beyond to celebrate the start of summer with the Bush 2 Beach Festival.

The festival line-up included:

- Live bands including The Jacks and Surf Trash
- Drumming workshops
- Local food and markets stalls
- Gumbaynggirr culture
- Local history photos and stories
- Skate Park youth zone featuring bands, skate clinics and loads of prizes up for grabs

There were lots of activities for kids including an inflatable obstacle course, a Trash and Treasure Hunt, an Eco Quest adventure app activity, the chance to witness a turtle release and loads of hands-on creative play and craft fun. Local RFS, SES, Red Cross and other community organisations also ran a 'wall of gratitude' mural where locals could share what they love about their community.







## Fitzroy Oval Storyboards

Vibrant new storyboards that share the stories and culture of The Old Camp Yaam Nguura Jalumgal (pronounced as; yamm- new-raa juul-umm-gal) and the Aboriginal families who lived there were unveiled on 22 August 2022.

Traditional landowners established the site on Coffs Creek in the 1940s with up to 200 people living there at one time in shacks built from waste timber from the nearby sawmill, fibro, sugarbags and tin. In 1955, following pressure to provide better housing — including from the renowned Elder Aunty Grace Roberts - cottages were built at Wongala Estate and The Old Camp was demolished.

In 2017, the site was granted a dual name to 'Fitzroy Oval The Old Camp — Yaam Nguura Jalumgal' in recognition of it as a place of significance for local Aboriginal people. Yaam Nguura Jalumgal is Gumbaynggirr for 'The Old Camp'.

The updated storyboards are displayed on the sports pavilion alongside the two unique metal frieze artworks created by local Aboriginal high school students in 2017 after hearing stories of The Old Camp Yaam Nguura Jalumgal from Aboriginal elders.



## Historic Sawtell Reserve Hall

Built in 1929, the current Hall replaced the very first building which was constructed in 1911. It was the largest Hall on the North Coast in its heyday. At that time, up to 1,400 dancers could be accommodated in the weatherboard building, which is a very rare survivor from that period.

In more recent years the Hall was no longer used for community events due to the need for building upgrades to meet current building and accessibility standards. Planning for the building's restoration began in 2019 with the engagement of g2 Architects to develop a design that keeps the heritage significance of the building in mind.

Thanks to funding of \$500,000 financed jointly by City of Coffs Harbour and a \$250,000 grant from the Crown Reserve Improvement Fund, Stage 1 of the restoration is now complete.

This stage covered major structural integrity works, drainage, new balustrades and painting. The next stages will include internal aesthetic works, a new accessible amenity block and a new kitchen. All works will be dependent on the availability of funding.

The aim is to turn the Hall into a flexible and adaptable space that can be used for conferences, workshops, film nights, dances, parties, weddings, dinners, games for holiday makers and community fundraisers.

BELOW LEFT Fitzroy Oval — the Old Camp Storyboards

BELOW Sawtell Reserve Hall





## Street Lighting upgrade to reduce emissions

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In 2004, Coffs Harbour became the first council in Australia to introduce energy-efficient street lighting across its entire local government area. In 2019, in collaboration with Essential Energy, The City upgraded 3,043 streetlights to LED.

The final phase of the LED upgrade will potentially save as much as 70% energy per streetlight and reduce the City's CO2 emissions by around 558 tonnes each year.

The City's adopted Renewable Energy and Emissions Reduction Plan has two key targets:

- Net Zero emissions by the organisation by 2030/2031 (excluding landfill)
- Landfill having a Net Zero emissions target of 2033 and 100% renewable energy.

A total of 1,307 streetlights will be upgraded to LED in early 2023 at a cost of \$1.26m. Most of the works were completed by the end of the financial year, project will be completed in 2023/24.

Street lighting upgrades are just one of the ways that these ambitious targets will be achieved. The other measures are:

- rolling out solar power systems throughout City-owned facilities
- purchasing 100% renewable electricity
- energy and water efficiency in City buildings
- purchasing offsets.

## Airport Enterprise Park

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The construction of the last part of the project (Work Portion C) was completed in November 2022. This has enabled subdivision plans to be prepared for lodgement for approximately 70 new fully serviced lots.

## Coastal Works

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Coastal Works has had a fantastic year. A significant contributor to this was the Coffs Harbour Bypass Service Utilities Relocations. Coastal Works completed several major utility relocations around the Englands Rd and Isles Drive area, these works utilised four out of our five civil crews and spanned the majority of the financial year. In this time the value of work completed was just under \$11.5M. An outstanding effort by the work crews, engineers and office team to successfully deliver these major infrastructure relocations.

The other contributing factor to Coastal Works' recent success has been through the Fixing County Bridges Program. Coastal Works have been requested to design and construct several bridges for other LGA's, assisting them with their Round 1 and Round 2 programs. Bellingen Shire Council awarded three Design and Construct bridge packages to Coastal Works, all successfully delivered by our skilled Bridge Team. Coastal Works were also approached by several Councils purely to supply its proprietary precast concrete bridge package and steel girder package, returning profits through the sale of those items and with minimal risk as the installation works were conducted by the purchasing Council.

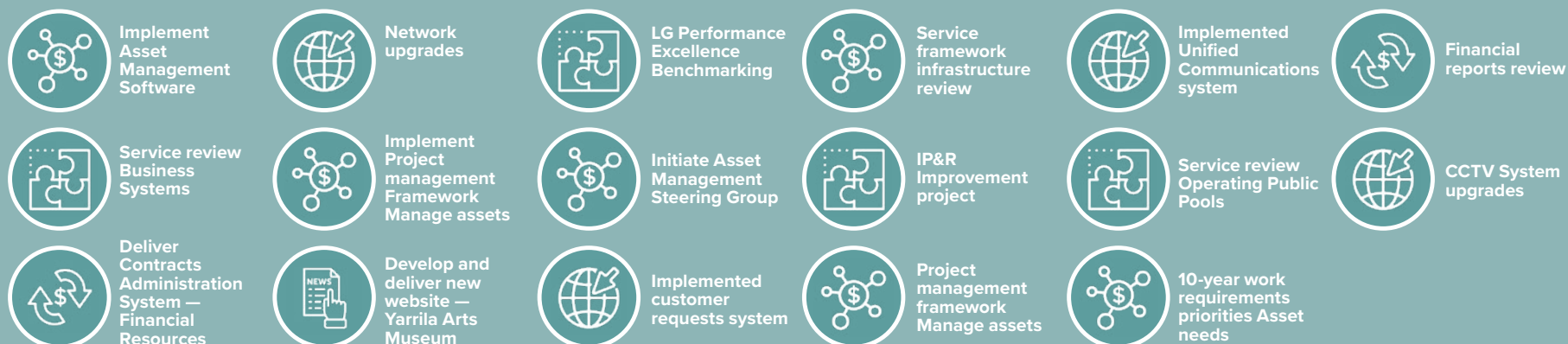
Three more bridges in the local government area were constructed as part of the Fixing Country Bridges program. These were Hosches Bridge, Upper Orara, Lees Bridge Karangi and McClellands Bridge, Bucca Road. The \$5.7m program is jointly funded by the NSW Government and the City to improve transport connections and resilience in rural areas.

# Completed projects

## Capital projects completed



## Completed significant projects





# Our performance for the year

## Measures of success

Service	Key Performance Indicator (KPI)	Target	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
<b>Facilitate business improvement initiatives</b>	Service health checks delivered in accordance with agreed schedule (2 a year)	<b>2</b>	🟢	🟢	🟢	🟢
<b>Communicate City activities and services</b>	Online corporate newsletter engagement (% increase per quarter)	<b>Increase</b>	🟢	🟢	🟢	🔴
	Corporate social media audiences (% increase per quarter)	<b>Increase</b>	🟢	🟢	🟢	🟢
<b>Coordinate customer service requests</b>	Customer resolution at the first point of contact (front counter and contact centre services) (%)	<b>80</b>	🟢	🟢	🟢	🟢
	Calls made to the Contact Centre are abandoned (%)	<b>&lt; 5</b>	🟢	🟢	🟢	🔴
<b>Deliver a positive employee experience</b>	WHS Lost days to injury per 100 employees is less than benchmarked days	<b>65</b>	🟢	🟢	🟢	🟢
<b>Design and deliver capital projects</b>	Infrastructure projects at detailed design stage in Operational Plan (OP) (as a %)	<b>30</b>	🟢	🟢	🟢	🔴
	Capital projects listed in the OP delivered on time and budget (%)	<b>80</b>	🟢	🟢	🟢	🟡
<b>Maintain car parks</b>	Unresolved complaints regarding the cleanliness of the multi-storey carparks quarterly	<b>0</b>	🟢	🟢	🟢	🟢
<b>Maintain roads, bridges and drains</b>	Defect-free road network pavement (sealed area you drive on)	<b>97</b>	🟢	🟢	🟢	🟢
<b>Manage buildings and property</b>	Occupancy rate across all City owned/managed properties (%)	<b>90</b>	🟢	🟢	🟢	🟢
	Crown Reserve Plans of Management completed (%)	<b>100</b>	🔴	🔴	🔴	🔴
<b>Manage corporate information</b>	Corporate information distributed/referred to City service areas for action/information — within 2 business days of receipt (%)	<b>100</b>	🟡	🟡	🟡	🟡
<b>Manage enterprise governance</b>	Formal GIPA applications finalised in accordance with legislative requirements (%)	<b>100</b>	🟢	🟢	🟢	🟢
<b>Manage financial resources</b>	Compliance with procurement guidelines (% - data collected annually)	<b>100</b>	-	-	-	🟡
	Return on investment (> current benchmark return)	<b>Positive</b>	🟢	🟢	🟢	🟢
	Return on 'at call' accounts (above the Reserve Bank cash rates).	<b>&lt; official cash rates</b>	🟢	🟢	🟢	🟢
	Percentage of overdue rates	<b>&lt; 7</b>	🟢	🟢	🟢	🟢
<b>Manage information and communications technology</b>	Positive customer satisfaction is 80% or higher	<b>80</b>	🟢	🟢	🟢	🟢
<b>Manage plant and fleet</b>	Fleet services within 30 days of due date (%)	<b>90</b>	🟢	🟢	🟢	🟢
<b>Plan for asset needs</b>	Projects are fully compliant with the asset management framework	<b>30</b>	🟢	🟢	🟢	🟢
	Infrastructure projects at concept design stage in Operational Plan	<b>30</b>	🟢	🟢	🟢	🟢
	Asset Management Steering Group meets as scheduled	<b>6</b>	🟢	🟢	🟢	🟢
<b>Plan and coordinate sustainability, community engagement and planning</b>	Participants satisfaction with community sustainability programs (Net promoter score)	<b>&gt; 20</b>	🟢	🟢	🟢	🟢
<b>Provide mapping data services</b>	Subdivision updates in GIS processed within 5 days (%)	<b>95</b>	🟢	🟢	🟢	🟢
	Percentage of spatial layers with metadata records (%)	<b>100</b>	🟢	🟢	🟢	🟢
	Manage Council and provide leadership	<b>75%</b>	-	🟢	🟢	🟢

**Legend** | 🟢 Green / On track | 🟡 Yellow / Within 20% of target | 🔴 Red / Off track

# Our performance for the year (continued)

## Statistics

Service	Key Performance Indicator (KPI)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
<b>Deliver a positive employee experience</b>	Rolling 12 month turnover	23	23	23	25
<b>Manage Council and provide leadership</b>	Number of citizenship ceremonies held	1	1	-	6
	Community wellbeing survey — quality of life (% - data collected in December quarter)	-	7.4/10	-	-
<b>Plan and coordinate sustainability, community engagement and planning</b>	Decrease in CO2 emissions generated through Council operations compared to previous year (target 0% by 2030/31 — data collected annually)	-	-	-	11%
	Council's energy that is from a renewable source (target 100% by 2030/31 — data collected annually)	-	-	-	24%





# Our volunteers

The City is privileged to have a large group of volunteers who are willing and actively able to donate their time and passion to assist the Coffs Coast Community. This diverse group of individuals, bring a range of experience, age and nationality and they offer a wide range of skills and experience in many areas to support the successful delivery of the City's programs, services, facilities, venues and events for the Community.

Volunteers and the value they provide to the City has also been identified as a key aspect of the City's Workforce Management Strategy. We will continue to start new initiatives and seek opportunities for volunteer growth within the City. Some of the strategies the City has in place or has committed to over the coming years include:

- Providing opportunities and support for volunteer work experience for community members with disabilities to work alongside staff in various business units.
- Continuing to support the effective induction of Volunteers regarding various policy and procedure documents as well as access to online training programs.
- Reviewing and updating the City's Volunteer Framework.

The impending move to Yarrila Place and the expansive new Library, Museum and Gallery space will provide many additional opportunities for the community to become involved as a volunteer, with the new facilities allowing for enhanced programs and exhibitions to be available.

The City very much acknowledges and appreciates the commitment of our volunteers and the important role they play.



ABOVE Sydney Sixers volunteers

## C.ex Coffs International Stadium

Stadium and Major Event volunteers are crucial to the smooth operation of events at the C.ex Coffs International Stadium. We truly appreciate their support in bringing our events to life.

Our volunteers assist in a variety of roles such as welcome and directional ushers, providing key information to spectators and participants, scanning tickets, assisting with event registration, setting up and packing down equipment, and distributing programs.

There were 40 volunteers registered for C.ex Coffs International Stadium in the 2022/23 year. These volunteers assisted with the operations of 3 major events across the Coffs Coast Sport and Leisure Park Precinct including C.ex Coffs International Stadium in 2022/23. These events were:

1. Wiigulga Sports Complex Opening on 3 December 2022
2. Big Bash League (Sydney Sixers vs Adelaide Strikers) on 17 January 2023
3. NRL (Cronulla Sharks vs Newcastle Knights) on 20 May 2023.



## Cultural Services Support (library, museum and gallery)

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Volunteers contribute work across the Museum, Gallery, and Libraries. Our volunteers provide support through Home Library Service by selecting library books and resources for our elderly and house-bound library members.

Other library volunteers courier books from one library to another to ensure stock is rotated and shared to all branches equally. Specialist library volunteers assist the collections team with book repairs, covering and processing.

Volunteers assisted with welcoming the public to exhibitions at the Gallery and Museum, providing a personalised visitor tour experience. We have volunteers assisting museum and gallery staff with digital collections and local history projects.

Recently, we have engaged volunteers via our social media pages and by partnering with Coffs Coast Volunteering. Over 2022/23, we had 30 volunteers who support our cultural services and the community and volunteered a total of 2,496 hours.



## Theatre and venues

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Volunteers are integral to our theatre and venue operation and management. Theatre volunteers assist with the theatre kiosk/bar, front of house duties, and ushering up to 250 people per event into their allocated seats. Our community hall and sportsground volunteers manage bookings and finances, undertake and co-ordinate cleaning and maintenance duties, and provide an important connection to our user groups and community. In addition, our volunteers help in the delivery of film, music and theatre performance events ensuring continued activation.

## Friends of Parks

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These volunteers dedicate their time and energy into caring for and improving our local parks and reserves. Our Friends of Parks program gives residents access to equipment so they can actively contribute to the upkeep of their local parks with the City's maintenance programs, making local open spaces more welcoming. Our enthusiastic volunteers maintain areas through mowing and brush cutting and assist with some pruning of gardens under supervision or direction from the City staff.

LEFT Bring your own device  
tech help session

# Advisory Committees

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The City's Committees help provide strategic direction and planning on their areas of interest while Community Venue Management Committees are appointed to take care, control and management of various community facilities throughout the local government area.

Committee volunteers enhance communication between the City and local community groups as well as providing specialist advice and support. Across the organisation in 2022/23, 15 Advisory Committees and 8 Community Venue Management Committees were in operation.

The City's committees discussed and considered a range of issues and opportunities, and contributed advice and feedback on the following initiatives:

- Yandaarra Respecting the Difference Aboriginal Cultural Awareness is close to finalisation and being rolled out across the organisation. Training days are set for early 2023/24.
- Yandaarra also gave advice to the City on location and content for the Wiigulga Sports Complex, while ensuring Garby Elders were consulted.
- Yandaarra have been very actively involved in ensuring the Yarrila place has cultural content and community ownership from the entire Gumbaynggirr Nation. Through The Track and artworks from the 6 different clan groups, Sing to Country video, Smoking and ceremonial place in Riding Lane, the Around here permanent history exhibition and the Hear me speak art exhibition.
- Input into developing and implementing strategies to ensure the local government area becomes an accessible community for all people.
- The Destination Coffs Coast Committee (DCCC) provides strategic advice, advocacy, leadership and coordination in regard to tourism for the Coffs Coast region. Discussion/ input into events targeting staff shortages.
- City Centre Masterplan discussions around laneway lighting and activation. Seating, charging points for electric vehicles and endorsed Marketing Implementation Plan July 2022–2023.
- Coastal and Estuary Management, input into various Coastal Management Plans.
- Cultural Advisory Committee, input on the Creative Coffs Cultural Strategic Plan.
- Heritage Advisory Committee, discussions/input around promotional ideas to promote and inform heritage conservation.





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