

End of Term Report

COFFS HARBOUR CITY | 2016-2021



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Acknowledgement

ACKNOWLEDGEMENT OF COUNTRY

Coffs Harbour City Council acknowledges the traditional custodians of the land, 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.

FRONT COVER IMAGE: Elton John Farewell Yellow Brick Road concerts held at C.ex Coffs International Stadium in February 2020

INTRODUCTION *Introduction*

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

The aim of a Community Strategic Plan is to set out the long-term aspirations of the Coffs Harbour community. While Council facilitates the development of the CSP, the vision, outcomes and objectives belong to the whole community and recognise that business, other levels of government, non-government organisations and the community must contribute in order to achieve our desired future. Thousands of residents were directly involved in the development of the MyCoffs CSP, sharing their aspirations and hopes, and prioritising our community objectives for the future over its 10-year timeframe.

The original CSP was developed in 2009. It was revised in 2012 and in September 2016, Council embarked on a substantial review of *MyCoffs 2030 Community Strategic Plan*. The CSP will be refreshed in 2021/22 in line with the new Council term and will be adopted by Council in June 2022.

The End of Term Report is required under the *Local Government Act 1993* and is framed around the four CSP themes:

- Community Wellbeing
- Community Prosperity
- A place for community
- Sustainable Community Leadership

Within each theme there are a number of objectives. For each objective, this includes key strategies to be pursued and the outcomes they seek to deliver, whilst addressing social, economic, environmental and civic leadership issues. These are referred to as the Quadruple Bottom Line.

The Delivery Program sets out Council’s commitments towards achieving the objectives of the CSP during its term in office. A number of activities and topics that underpin the goals of the CSP, including progress on the measures set out in the CSP are highlighted in this report. These goals and actions are outlined in the report and will continue to be measured over time. Assessment of some of the measures outlined in the CSP are reliant on data from the 5-yearly National Census, however the 2021 Census data will not be available when this report is published. As such, alternative data has been provided in some instances to demonstrate current trending.

Aboriginal and/or Torres Strait Islander peoples should be aware that this publication may contain the images of people who have passed away.

The Community Vision

THE COMMUNITY VISION



Elected Councillors



Councillor Keith Rhoades, Councillor Sally Townley, Councillor Michael Adendorff, Mayor Denise Knight, Deputy Mayor George Cecato, Councillor Tegan Swan, Councillor John Arkan, Councillor Paul Amos (from left to right)

The Council elected in 2016 worked with the community to prepare the MyCoffs Community Strategic Plan. The CSP provided the strategic framework for shaping this Council's Delivery Program – it's commitment about what it would deliver over its term to contribute to the achievement of the CSP's objectives. For this term, the councillors were:

Mayor, Councillor Denise Knight
Deputy Mayor, George Cecato ²
Councillor Michael Adendorff
Councillor Paul Amos
Councillor John Arkan
Councillor Keith Rhoades
Councillor Jan Strom ¹
Councillor Tegan Swan²
Councillor Sally Townley

Note:

1 Councillor Jan Strom was granted leave of absence from 12 April 2018 to 28 February 2019 and subsequently resigned from Council 18 March 2019.

2 Changes in Deputy Mayor: Councillor George Cecato September 2017-September 2018, Councillor Tegan Swan September 2018 to September 2020, Councillor George Cecato from September 2020 to September 2021.

OUR COMMUNITY

WHO IS OUR COMMUNITY?

When we refer to 'community', we are referring to a wide range of stakeholders. The Coffs Harbour Local Government Area (LGA) includes a large and diverse community.

Geography



Coffs Harbour LGA is located on the Mid North Coast of New South Wales, about 540 kilometres north of Sydney and 440 kilometres south of Brisbane on the traditional land of the Gumbaynggirr people. It is one of the largest urban centres in NSW north of Sydney, and is a service centre for the surrounding areas.

The LGA is made up of many beachside and inland localities, villages, towns and suburbs. These are Arrawarra, Arrawarra Headland, Barcoongere, Boambee, Boambee East, Bonville, Brooklana, Bucca, Bundagen, Coffs Harbour, Coramba, Corindi Beach, Dirty Creek, Emerald Beach, Halfway Creek, Karangie, Korora, Lowanna, Moonee Beach, Mullaway, Nana Glen, North Boambee Valley, Red Rock, Safety Beach, Sandy Beach, Sapphire Beach, Sawtell, Sherwood, Toormina, Ulong, Upper Corindi, Upper Orara and Woolgoolga.



1,175

TOTAL LAND AREA (SQ KM)



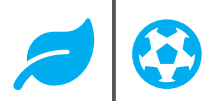
78.8

COASTLINE (KM)



140

FOOTPATHS AND CYCLEWAYS (KM)



2,500

RESERVES PARKS & SPORTING FIELDS (HA)



968

ROADS (KM)



66

POPULATION ON DENSITY (PEOPLE PER SQ KM)



Population

Coffs Harbour is a diverse LGA with an increasing Aboriginal and Torres Strait Islander population, and increasing number of people born overseas. The proportion of older people in our community is increasing, while the proportion of young people and those with a disability are decreasing. The total population is predicted to increase at 0.68% p.a. This is less than the NSW increase of 1.26% p.a.



48% 52%

MALES

FEMALES



78,868

TOTAL POPULATION
(ESTIMATE 2021)



96,087

POPULATION GROWTH
PREDICTION FOR 2036



5%

ABORIGINAL AND TORRES
STRAIT ISLANDER
UP 0.9% | NSW 2.9%



15%

YOUNG PEOPLE
15-25 YEARS



21%

OLDER PEOPLE
65+ YEARS



967

SEIFA INDEX OF
DISADVANTAGE
28TH PERCENTILE | NSW 1001



14%

BORN
OVERSEAS



18%

PEOPLE LIVING WITH
A DISABILITY
2015 22%

** Note: The Social Index of Economic Advantage (SEIFA) is a disadvantage indicator. The lower the number the more disadvantaged people in the community area e.g. unemployment, low incomes or education levels, lack of internet access and homeless.*

COMMUNITY WELLBEING *Wellbeing*

A.1 A VIBRANT AND INCLUSIVE PLACE

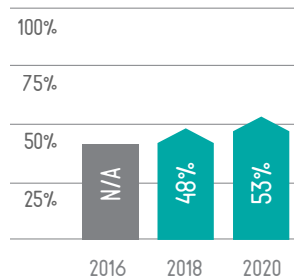
INDICATOR

1. Recognise the traditional custodians

MEASURE

% of community that know the Aboriginal name for the local Aboriginal community

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



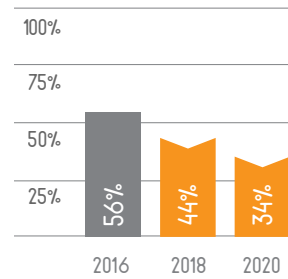
INDICATOR

2. Sense of community belonging and diversity

MEASURE

% of community involved in volunteer activities or community groups

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



*The drop in volunteers in 2020 is partially due to COVID-19 and the cancellation of events and closure of places people in the community volunteer

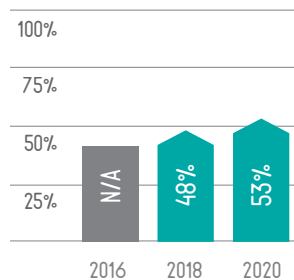
INDICATOR

3. Sense of community belonging and diversity

MEASURE4.

% of respondents that feel part of the community

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



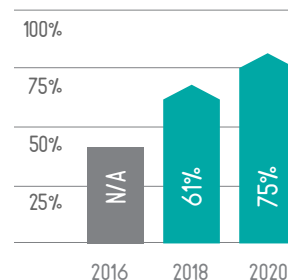
INDICATOR

4. Sense of community belonging and diversity

MEASURE

% of community who agree that it is a good thing for our community to be made up of people from different cultures

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



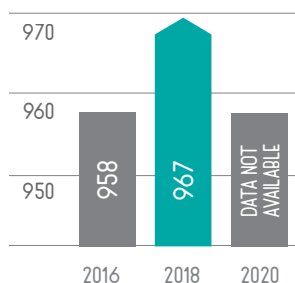
INDICATOR

5. We address the causes of disadvantage

MEASURE

Index of Relative Socio-economic Disadvantage (IRSD)

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Index of Relative Socio-economic Disadvantage (IRSD)

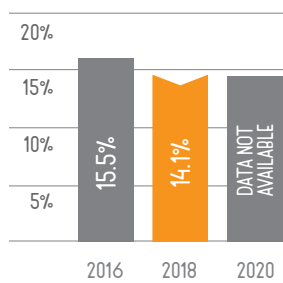
INDICATOR

6. We address the causes of disadvantage

MEASURE

% of households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing

STATISTICS



TRENDING

Aim: Decrease
Actual:



Source: Australian Bureau of Statistics

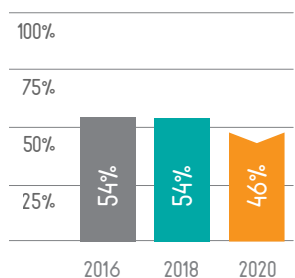
INDICATOR

7. We enrich cultural life through art, learning and cultural endeavour

MEASURE

% of community that regularly attend arts and cultural activities

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey

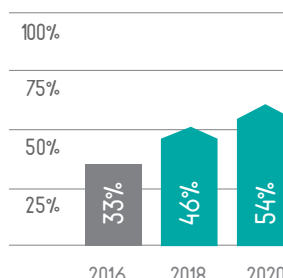
INDICATOR

8. We enrich cultural life through art, learning and cultural endeavour

MEASURE

% of community satisfied with the opportunities to attend arts and cultural activities in the local government area

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey

*The drop in attendance at arts and cultural activities in 2020 is partially due to COVID-19, the gallery being closed and cultural events cancelled.



Cultural and Civic Space

A great deal of work has been taking place on the Coffs Harbour Cultural and Civic Space (CCS project) since the development of concepts in 2017. Construction commenced in April 2021.

This project will combine arts, people, technology and culture to create a vibrant community hub designed to transform our library, museum and gallery into spaces more suited to the Coffs Harbour region's growing role as regional city and visitor destination.

The new building will bring Council administration together in one building, including customer service, Council chambers and administration offices. There will also be a cafe and bookable community meeting and working spaces. Our library, museum and gallery will have 2.5 to 3 times the space they currently have, with shared spaces and the opportunity to collaborate.

The current Harry Bailey Memorial Library is only 40% of the size recommended by the State Library. This means our community does not have access to enough computers, study spaces, meeting rooms, quiet spaces, resources and books.

Our new library will meet State Library guidelines, providing access to books, magazines, personal computers and free wi-fi, as well as a digital media studio, a maker space, a place for young adults to study, play and hang out, and meeting and study rooms for the community.

Our new cultural facilities will be for people of all ages and backgrounds and will help to make sure there is equitable access to safe, inclusive public spaces as well as educational and technological resources for Coffs Harbour residents.

Better cultural facilities will attract national quality exhibitions, workshops and events to Coffs Harbour that our current facilities cannot support due to lack of space and facilities. This is exciting news for both the residents of Coffs Harbour and for the people who visit our beautiful region, providing more things to do, see and experience.

The new building will bring our city to life, with studies showing that well-designed cultural facilities such as libraries, museums and art galleries contribute to regional growth by increasing the attractiveness and liveability of an area, as well as supporting business investment in the surrounding areas. When cultural and civic facilities are placed together in a city's central location, they not only activate each other, they breathe life into the whole area.

The construction phase (2021-2022) is expected to generate around 555 direct and flow-on jobs including 358 local jobs, injecting \$33.3 million dollars into the local economy. When in operation, the new building is expected to generate around \$1.8 million per year in increased tourism.

This project is an important piece of the regional infrastructure to progress Coffs Harbour as a regional city. The project represents a place for the community to come together, connecting our past, present and future in a way that supports the growth and progress of our beautiful city and surrounding areas.



NAIDOC Week and Aunty Grace Roberts Awards

In addition to the proud moment of the official Flag Raising Ceremony at the start of each NAIDOC Week, The Yandaarra Aunty Grace Roberts Community Awards are a part of our community's annual NAIDOC week celebrations. The Awards are coordinated by Coffs Harbour City Council with the Yandaarra Aboriginal Advisory Committee to honour and acknowledge those who work so hard to make a difference and to keep culture and community strong here on Gumbaynggirr Country.

Left: Aunty Karen Roberts: 2021 Recipient of the Grace Roberts Memorial Community Development Award



Volunteers

Many organisations in the LGA rely heavily on volunteers. Volunteers donate their time and energy at sporting events, in Council's libraries, with Landcare, at the Coffs Harbour Botanic Gardens and in Community Transport to name a few.



Above: Colleen Walker-Craig Memorial at Sawtell

Memorial at Mick's Retreat, Sawtell

NSW Aboriginal Affairs and Council collaborated on building a memorial in memory of Colleen Walker-Craig at Micks Retreat at Sawtell.

Colleen Walker-Craig was a victim of the Bowraville murders. Her remains have never been found, but the family were pleased to have this spot where Colleen used to hang out with family.

Harmony Festival

Harmony Festival is a vibrant and inclusive free community event held annually to celebrate our different cultures together in the beautiful Botanic Gardens. Council ran the Harmony Festival from 2007 to 2019. The 2020 and 2021 Festivals didn't go ahead due to COVID-19 restrictions.

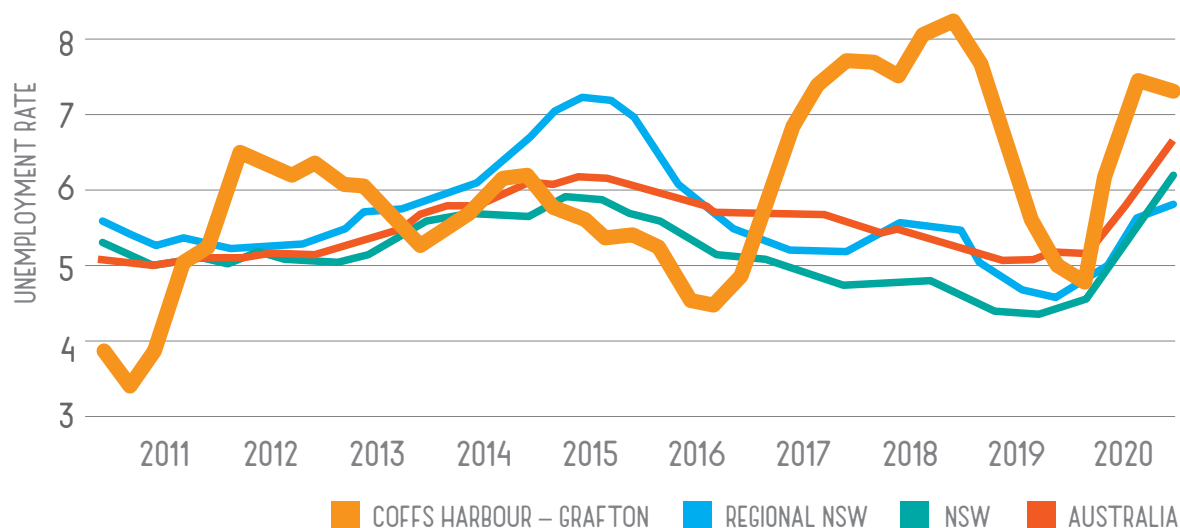


The Broader Impact of Unemployment

By June 2021, the impact of unemployment is projected to have the following outcomes for the Coffs Harbour – Grafton region:

- A projected rise in unemployment from 7.2% to 12.2%. The increase in unemployment is expected to contribute to increased rates of homelessness and housing stress.
- Homelessness is predicted to increase by 30.1%. This would result in an additional 163 Coffs Harbour and Grafton residents being homeless, bringing the total number of people experiencing homelessness in the region to 704.
- The increase in unemployment in the Coffs Harbour- Grafton region is also predicted to increase housing stress by 19.4%. Unemployment and housing stress can impact negatively on mental health. The Report predicted an increase of 28.8% in rates of mental distress for 20-24 year olds in the Coffs Harbour- Grafton region. There is also a potential for increases of 11.7% in current suicide rates.
- The increase in unemployment is predicted to increase the number of children at risk of harm by 30.7%.
- Economic downturns are linked to an increase in domestic violence. Modelling predicts a 0.6% increase in domestic violence in the Coffs Harbour- Grafton region.
- Educational attainment and engagement have been disrupted in 2020 and 2021 due to COVID-19 restrictions, and the NAPLAN scores will be impacted as a result. The impact is greater for disadvantaged students.
- In the Coffs Harbour- Grafton region it is predicted that average NAPLAN scores are likely to be impacted as a result.

Quarterly Unemployment Rate



Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment. Small Area Labour Markets, December 2018. Compiled and presented by .id

Supporting Vulnerable People in the Community

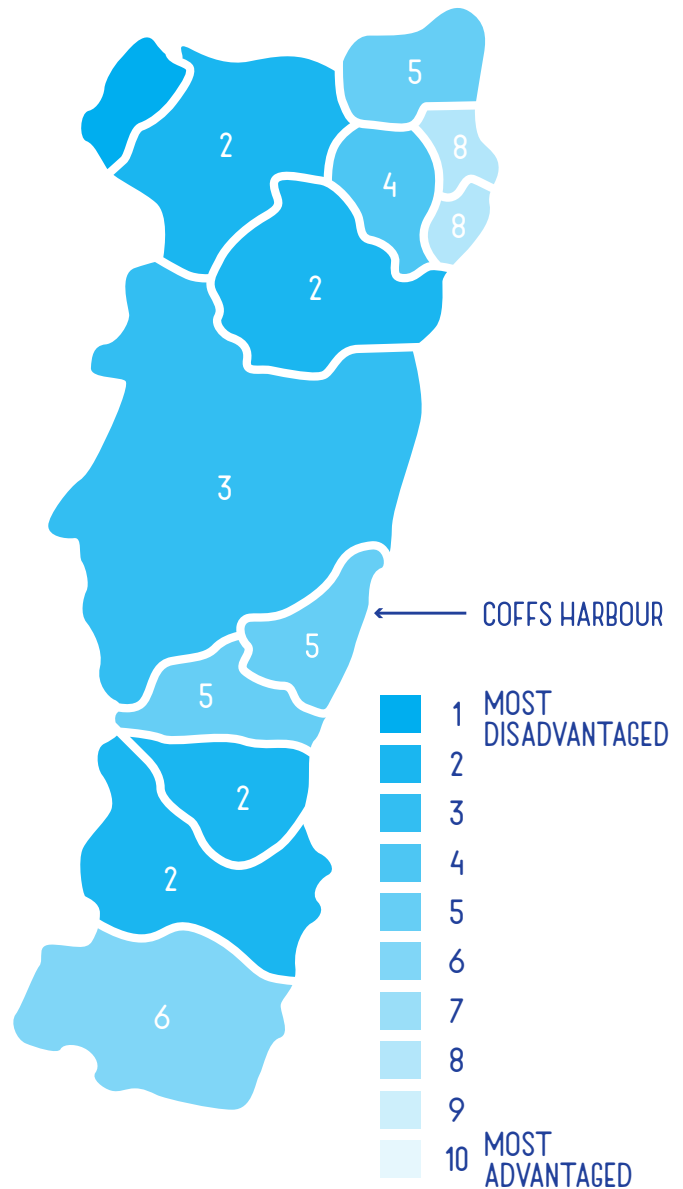
Pete’s Place is a drop in centre for people experiencing, or at risk of, homelessness. It provides a safe space for assistance, connection and support, offering shower and toilet facilities, breakfast provision, free community laundry, advocacy, advice and referrals, and specialist outreach service including medical and legal services.

Located adjacent to the Neighbourhood Centre in Coffs Harbour, Pete’s Place is run by the St Vincent de Paul Society and helps up to 90 people each week day.



Left to right Federal Shadow Minister of Housing and Homelessness, Mr Jason Clare MP, Pete’s Place Manager Anna Scott and Program Manager Wesley Accommodation, Meena Johnson. Photo: David Tune.

Socio-Economic Disadvantage

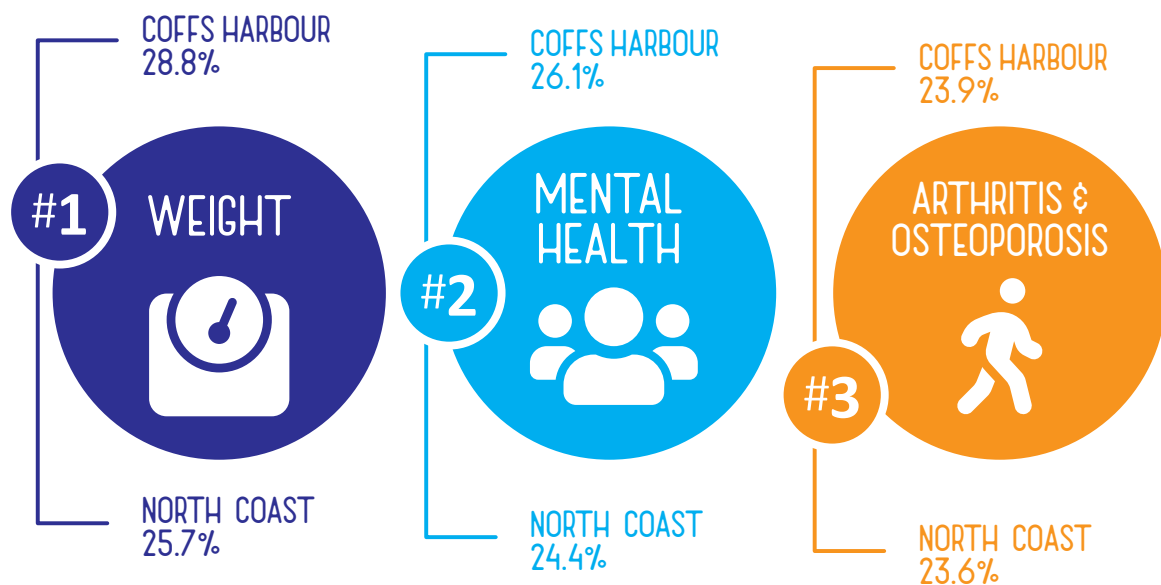


There are areas within the Coffs Harbour LGA that are in the most disadvantaged 10% in Australia.

Source: Australian Bureau of Statistics - 2016 Census. Compiled and presented by profile.id.

Health Challenges within the Community

Survey participants were asked which health challenges they face...



**Results from a 2018 Local Health Needs Community Survey of 3,372 participants which was facilitated by the North Coast Primary Health Network.*



Mission Australia

Construction of a new Mission Australia Centre in Coffs Harbour's CBD, alongside 40 one-bedroom social housing apartments has begun. Both projects form part of Mission Australia's commitment to help end homelessness and ensure people and communities across the Mid North Coast can thrive.

Together with the help of generous supporters, Mission Australia has raised over \$2 million for the project and will continue to raise the remaining funds required to complete construction. Completion of the Mission Australia Centre is projected to occur in the last quarter of 2021.

The latest 2016 Census data shows Coffs Harbour has seen a 15% increase in the number of people experiencing homelessness since the previous Census – a rate higher than the national average. This figure is expected to be higher when the next Census is undertaken in 2021.

The Mission Australia Centre in Coffs Harbour is a community hub which will be designed to meet needs across the Mid North Coast by:

- Providing individuals and the community with access to a variety of support services housed within a single location.
- Connecting locals to a range of support services and activities including homelessness services, health and wellbeing support and social inclusion services.

Below: An artist impression of the social housing currently being built on Duke Street, Coffs Harbour by Mission Australia.



Sustainable Living



Uncle Mark Flanders and community members at the 2020 Eco Surf Festival at Park Beach

The Sustainable Living Program offers a diverse and dynamic program of events, workshops, tours and online content as well as a sustainable schools program free to all community members.

Since 2017, the reach of the program has bloomed, actively engaging face to face with 23,000 people* to drive the Sustainable Living and Climate Change policies. With an ever increasing online presence including dedicated website, Facebook fans, a growing eNewsletter distribution list and the production on online tutorials, the program continues to have broaden the reach and impact to raise awareness, and facilitate behavioural change into our community even further. Over the last two years (2019-2021) program data estimates we have engaged with 50,000 participants online through various channels and platforms.

With successful funding received from the Environmental Levy in 2018, Council was able to develop a new suite of programs which were integrated into the core funded Living Lightly Program. The introduction of the Coffs by Nature Program, Living Lightly Events, the Festivals

Program and the continuation of the Sustainable School Program, have all enabled the 'Living Lightly' Program to grow and more importantly improve how, where and when it connects to the Coffs Community. With major improvements made to online platforms and evaluation systems, the focus has shifted to establishing new external partnerships and building capacity across the community sectors.

Over the past four years the Living Lightly Program has strategically collaborated with other stakeholders to support delivery of numerous environmental strategies including the Biodiversity, Transport and Waste and the Community Strategic Plan. The program will also work closely with areas of Council and external partners to support the Renewable Energy and Emissions Reduction Action Plan.

**7,000 people attended the Sustainable schools program; 12,000 Festival & Events; 3,000 Workshops and 1,000 Tours*

Coffs Harbour City Council thank the family of Uncle Mark Flanders for their permission to use the above image after his sad passing in June 2021.



Shared path at Corindi

Positive Ageing

Our city is home to 15,373 people over the age of 65, as recorded in our last census of 2016. This means the proportion of the Coffs Harbour region aged 65 years and older is 22.1%, which is greater than the proportion for New South Wales (16.2%). A Positive Ageing Strategy has been developed to guide best practice on building an age friendly community. The CSP identified the development of an Ageing Strategy as an important tool to facilitate positive ageing in the Coffs community. Adopted by Council in July 2020, the Positive Ageing Strategy will be implemented via an annual Action Plan with contributions from key stakeholders across the community. The focus of the strategy is to maximise the benefits and proactively manage the challenges associated with a growing proportion of older people in our local area. Find local seniors clubs and groups on MyCommunity Directory (https://www.mycommunitydirectory.com.au/New_South_Wales/Coffs_Harbour)

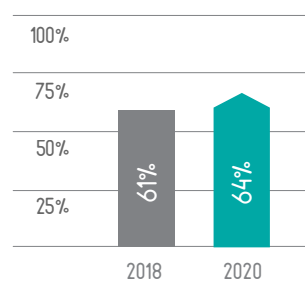
INDICATOR

1. We facilitate positive ageing

MEASURE

% of people over 65 years old that they have the opportunity to have their say on important issues

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey



The Positive Ageing Committee

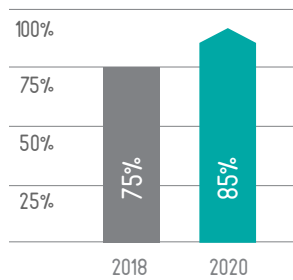
INDICATOR

2. We facilitate positive ageing

MEASURE

% of people over 65 years old that regularly volunteer in the community (monthly or more)

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Maintain
Actual:



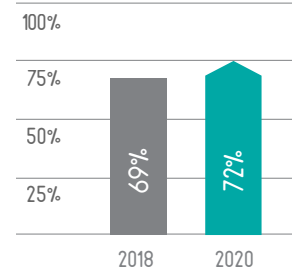
INDICATOR

3. We facilitate positive ageing

MEASURE

% of people over 65% old that have a high level of pride in the community

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



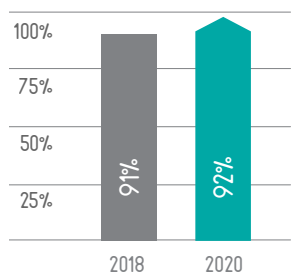
INDICATOR

4. We facilitate positive ageing

MEASURE

% over people over 65 years old that are satisfied with their quality of life

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



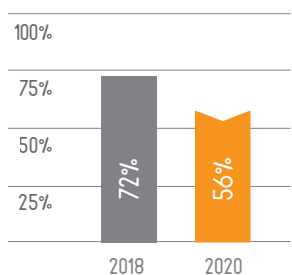
INDICATOR

5. We facilitate positive ageing

MEASURE

% of people over 65 years old that feel part of the community

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Maintain
Actual:



*2020 metric was impacted by COVID-19

A.2 AN ACTIVE, SAFE AND HEALTHY COMMUNITY

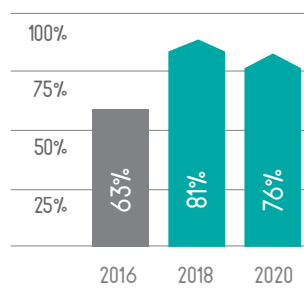
INDICATOR

1. We support our community to lead active lives

MEASURE

% of the community that regularly participate in recreational activities with others

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey

*2020 metric was impacted by COVID-19

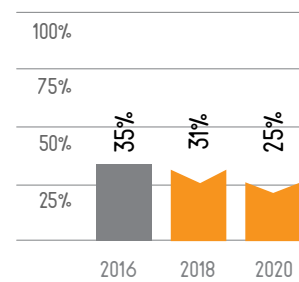
INDICATOR

2. We support our community to lead active lives

MEASURE

% of community that regularly participate in organised sporting activities with others

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey

*2020 metric was impacted by COVID-19

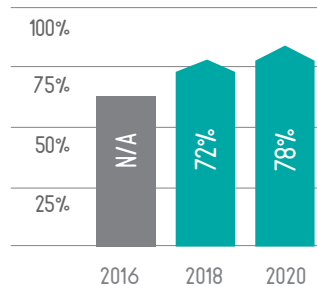
INDICATOR

3. We support our community to lead active lives

MEASURE

People Self-Reporting Health – seeking help from relevant authorities

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Community Wellbeing Survey

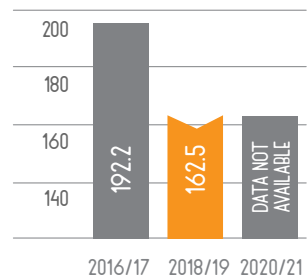
INDICATOR

4. We nurture mental health and wellbeing

MEASURE

Intentional self-harm: hospitalisations

STATISTICS



TRENDING

Aim: Decrease
Actual:



Source: Health NSW statistics - suicide rates

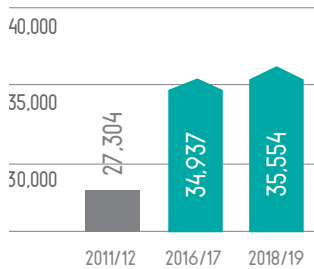
INDICATOR

5. We nurture mental health and wellbeing

MEASURE

Coffs Harbour Local Government Area hospitalisation figures

STATISTICS



Source: NSW Health statistics

TRENDING

Aim: Decrease
Actual:



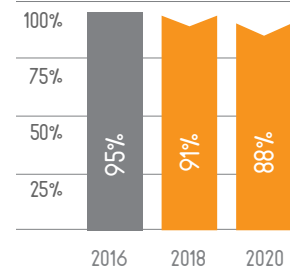
INDICATOR

6. We nurture mental health and wellbeing

MEASURE

% of community satisfied with the quality of life in the Coffs Harbour Local Government Area

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



*2020 metric was impacted by COVID-19

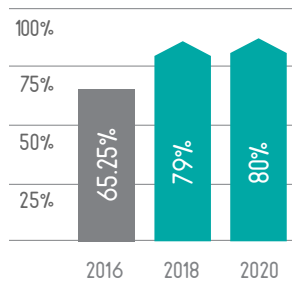
INDICATOR

7. We cultivate a safe community

MEASURE

% of community that feels safe in the local government area

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



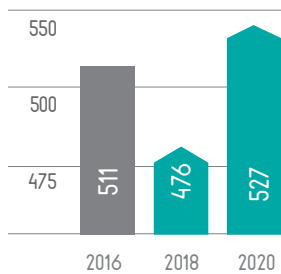
INDICATOR

8. We cultivate a safe community

MEASURE

Domestic violence related assault

STATISTICS



Source: NSW Bureau of Crime Statistics and Research

TRENDING

Aim: Decrease
Actual:

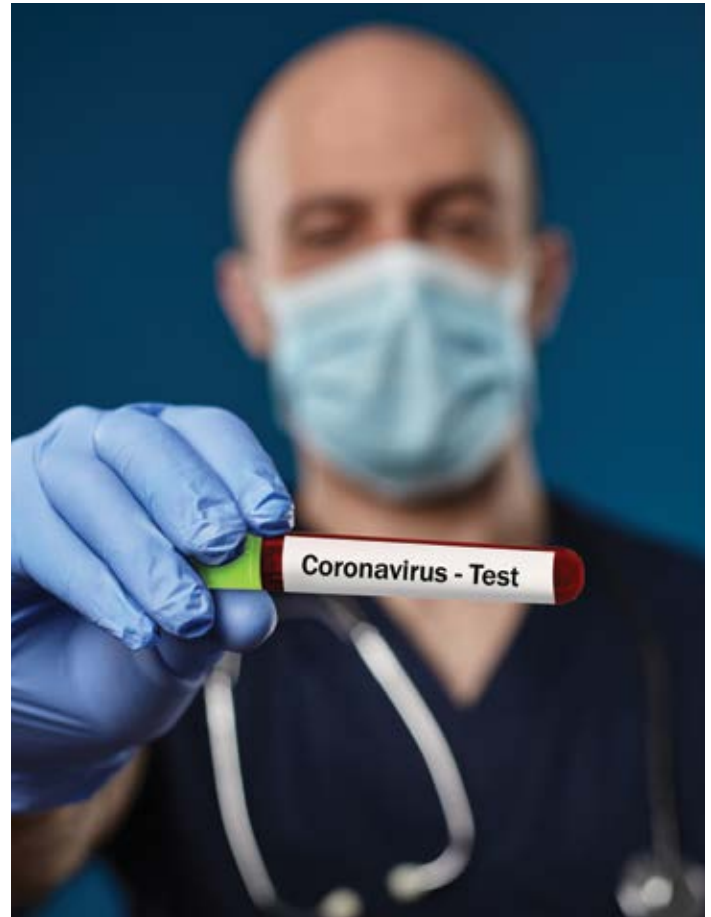


Our Local Health District

Mid North Coast Local Health District (MNCLHD) extends from the Port Macquarie Hastings Local Government Area in the south to Coffs Harbour Local Government Area in the north and provides healthcare services across a geographic area of approximately 11,335 square kilometres.

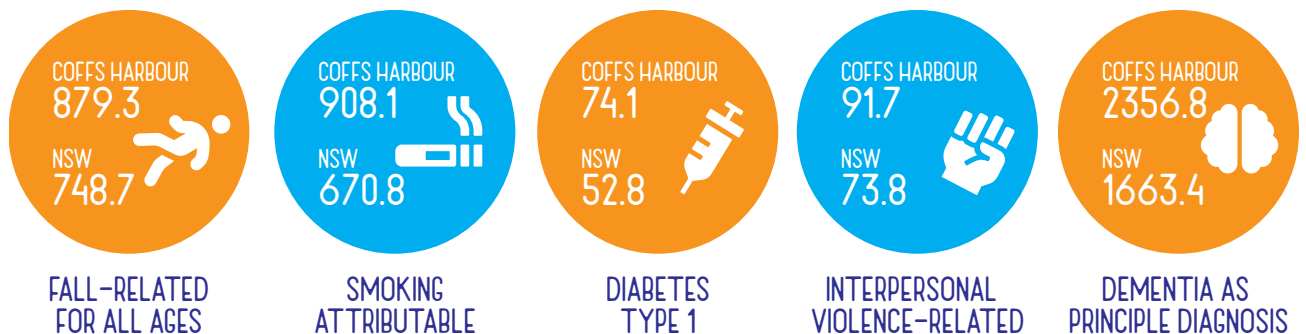
The main health issues facing the District are mental health illnesses and chronic age-related illnesses such as cardiac-pulmonary disease, diabetes, renal disease and dementia. The Mid North Coast also has significant groups of disadvantaged people, including Aboriginal people and refugees, people on low incomes, and people living in small, isolated communities. All these groups are at risk of poorer health outcomes and risk factors such as increasing weight and obesity, low levels of physical activity, poor diet, and the number of people who continue to smoke.

The MNCLHD managed a budget of more than \$673 million in 2019/20. This figure increased by \$31 million in the 2020/21 financial year.



Higher Rates of Hospitalisation

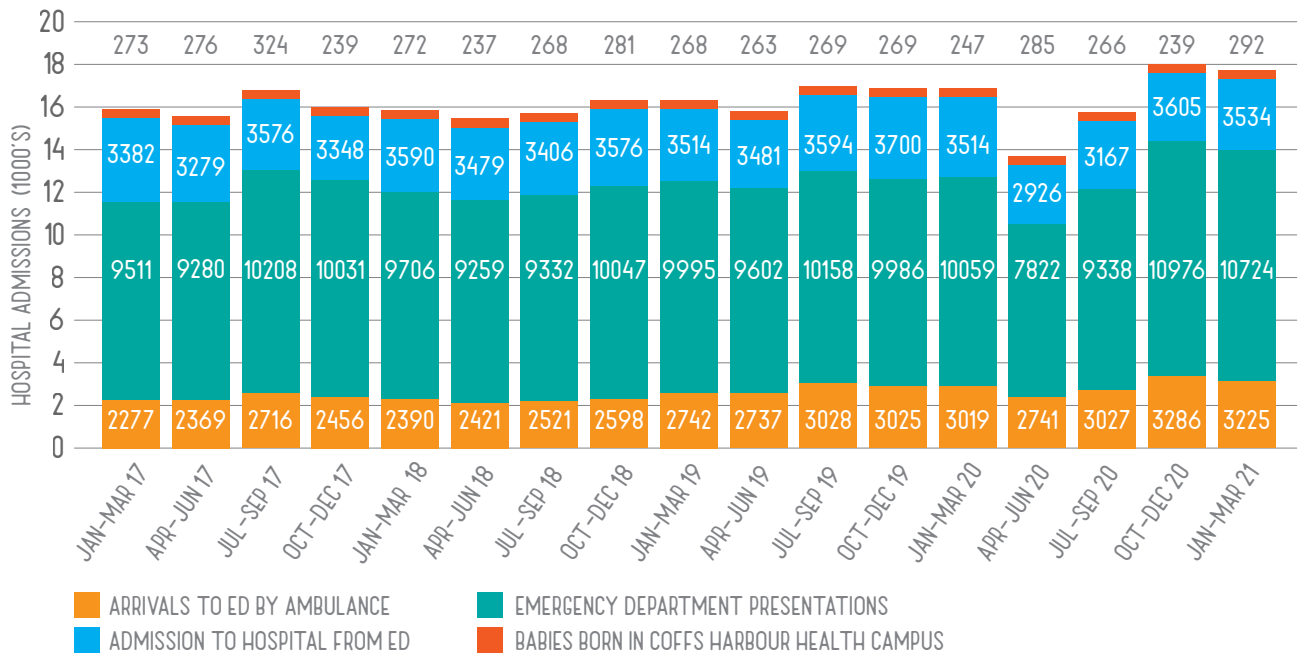
per 100,000 population



**Statistics are from North Coast Primary Health Network - June 2019*

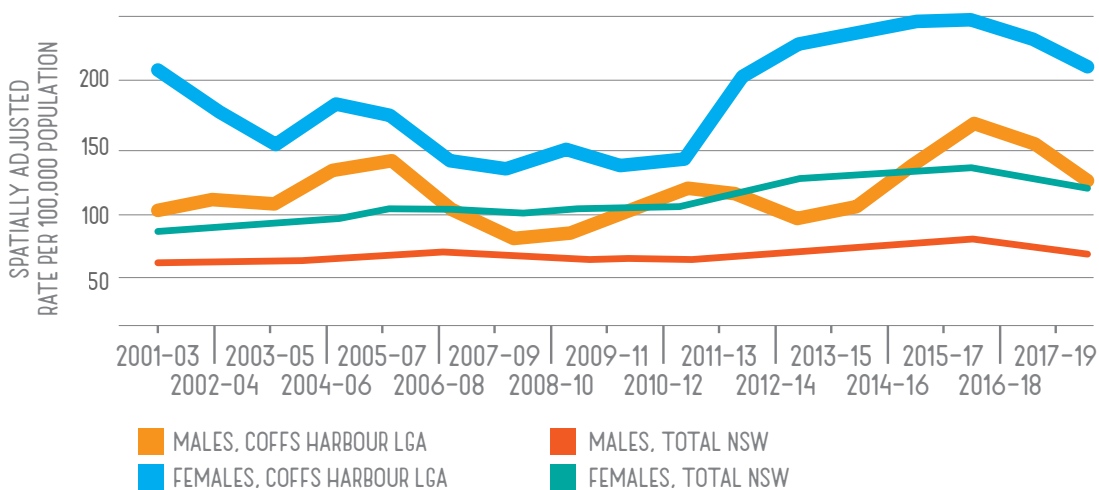
Hospital Admissions at Coffs Harbour Health Campus

January 2017 to March 2021



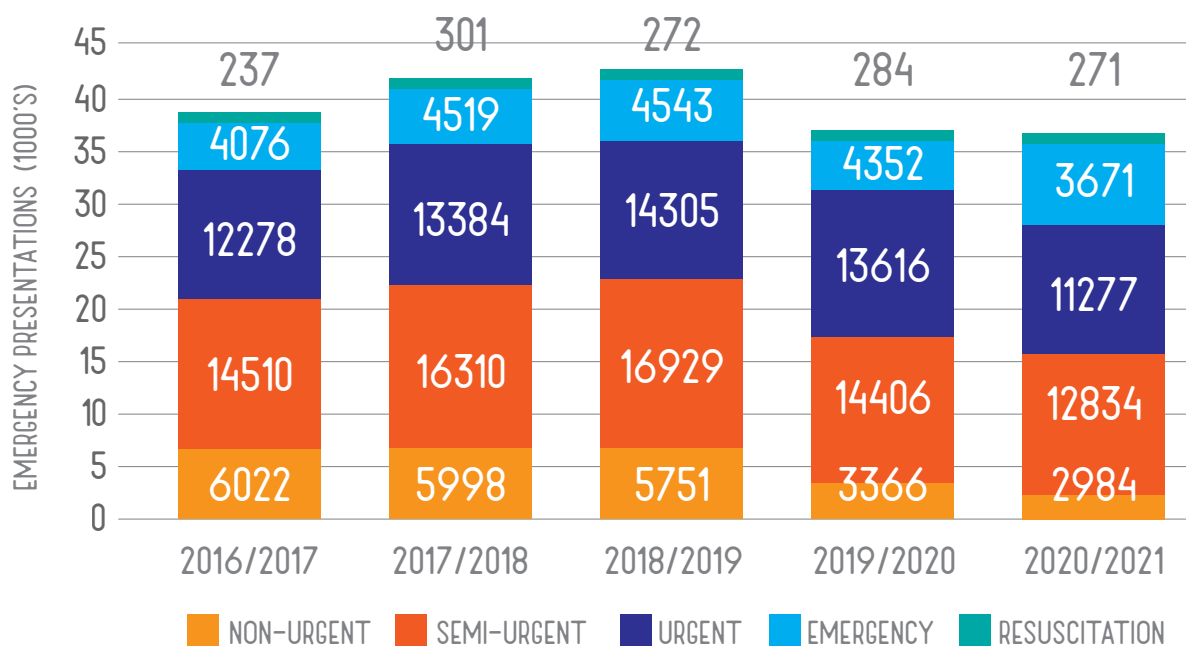
Intentional Self-Harm Hospitalisations

Persons of all ages in Coffs Harbour LGA NSW 2001-03 to 2017-19



Emergency Presentations

2016/17-2020/21



Emergency Department presentations were generally evenly split between males and females. However, children aged under 15 were more likely to be male, but people aged 15 to 34 or over 85 were more likely to be female.

* 2020/21 statistics are July 2020 to March 2021 only.

Safer Coffs

It is encouraging to see that crime, in particular personal property crime such as residential break and enters and stolen vehicle have reduced over the past two years, and in some cases by as much as 30%. The focus of the Crime Prevention Unit and the Proactive Crime Team is to address crime issues as they arise and more importantly focus on the drivers of crime to prevent a re-occurrence. Safer Community initiatives such as Council's City Centre CCTV program not only reduces crimes, but allows avenues of investigation in the event that an offence occurs.

Coffs Harbour Health Campus Expansion

An exciting milestone for the \$194 million Coffs Harbour Health Campus Expansion Project was reached in mid-June 2020 with the construction of the multi-storey clinical services building reaching its highest point. The occasion was celebrated with a traditional 'topping out' ceremony of hoisting a tree to the highest point of the building.

The Hospital Expansion Project comprises of:

- Construction of a new five storey Clinical Services Building (including a new rooftop helipad and associated landscaping and internal roadworks;
 - Relocation and construction of car parking spaces on the existing helipad site and east of the existing main hospital entrance;
 - Refurbishment of the existing hospital building Main Building A to realign services, including relocation of the Emergency Department in the new Clinical Services Building; and
 - The expanded facilities will complement the existing assets and services located on the Coffs Harbour Health Campus site, associated infrastructure and service works.
- The redevelopment project will see enhancements to the existing surgical and operating theatres in addition to new theatres, a new short stay surgical unit, orthopaedic and vascular unit, ambulatory care area and the expansion of community health.
 - The expansion project aims to meet projected population growth and facilitate CHHC's ability to deliver modern health services to the community (including acute, sub-acute and mobile health services).
 - This project is expected to generate 290 construction jobs and an additional 330 full-time equivalent operational jobs.
 - This development will enhance the role of CHHC as a regional industry hub and facilitate future expansion opportunities, including improved connectivity and amenity for workers to recreation facilities and services.



Turning the Tide of Domestic Violence

Every week in Australia a woman is murdered due to domestic violence. The statistics for domestic violence in Coffs Harbour dropped in 2018, however, have increased recently.

The Coffs Clarence Police District see Domestic Violence as its number one crime risk. The reporting of domestic violence has increased and whilst disturbing, clearly demonstrates that as a result of community, Council and other agency partnerships, that victims and witnesses have

the confidence and in some cases the courage to speak up and report domestic violence.

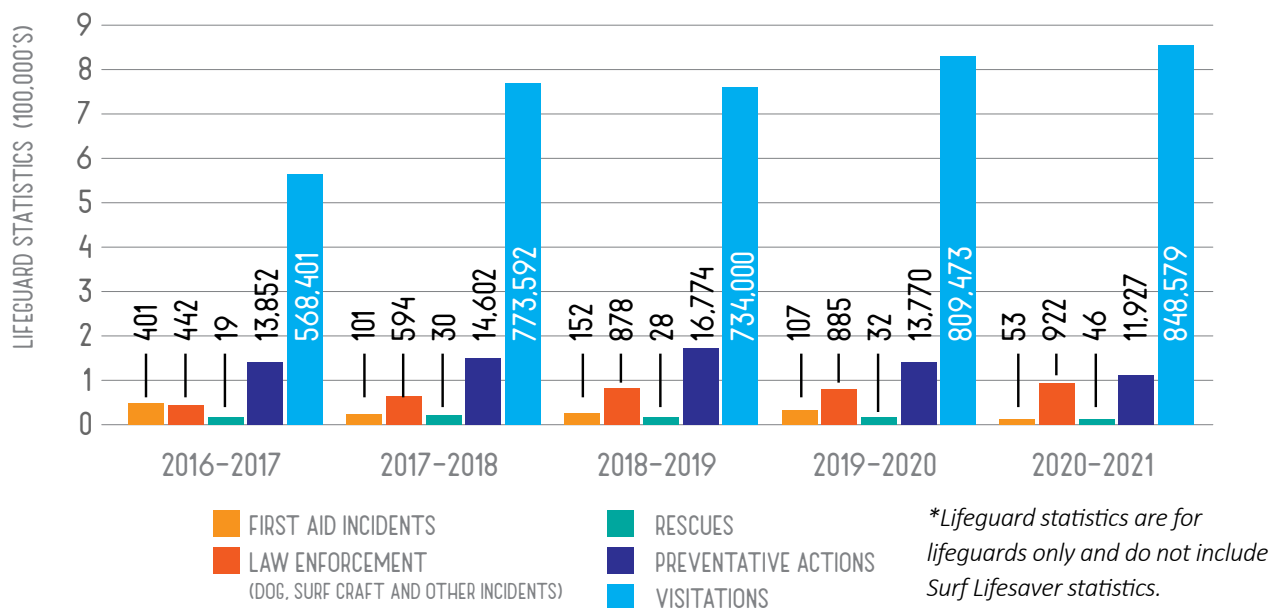
This message being driven by the **'Say no to domestic violence' campaign of 2020/21.**

Police will continue to review domestic violence each fortnight at interagency DV Safety Action Management Meetings (DVSAM) reviewing domestic violence and ensuring a coordinated response to bring about change to victims and their family's circumstances.



Local Lifeguards

During the term lifeguards patrol beaches, respond to after-hours / on call aquatic rescues and deliver beach safety education.



Did you know?

Council patrols eight beaches. The patrolled beaches are Park Beach, Sawtell Beach, Diggers Beach, Emerald Beach, Woolgoolga Beach, Darlington/Lorikeet, Red Rock and Jetty Beach.

Park Beach is patrolled all year round, the other beaches are patrolled seasonally. Patrol times and dates can be found HERE > https://www.coffsharbour.nsw.gov.au/Community-and-Recreation/Your-Neighbourhood/Documents/Beach%20Patrols%20schedule%2011_19.pdf

Four beaches are patrolled by Surf Lifesaving and Council – Park Beach, Sawtell Beach, Woolgoolga Beach and Red Rock. Surf Lifesavers assist at these beaches on weekends and NSW Public Holidays from September through to ANZAC Day.



Wiigulga Sports Complex

A new sports complex wasn't on Council's Strategic Plan for another five to six years, however, due to State and Federal Government funding it was brought forward. It's the biggest project to come to Woolgoolga. The construction of a new indoor sports complex as well as playing fields is now underway. The Wiigulga name was adopted in recognition of the traditional name of the area. The project is anticipated to be completed late 2022.

Right: Wiigulga Sports Complex Welcome to Country at the commencement of construction in 2021
Below: Artist impression of the Wiigulga Sports Complex.





Outside of Mullaway Public School

Safe School Zone Program

School Crossing flags, dragon's teeth road markings and more than 6,500 school zone flashing lights are in place across NSW to warn motorists when they are about to enter a 40km/h school zone during school term.

Transport for NSW, the Department of Education, Council and the police work together to keep our children safe with the Safe School Zone Program. It operates on the Coffs Coast between 8am- 9:30am and from 2:30pm – 4pm school days.

*Analysis of the AAMI Crash Index data shows over a quarter of all road incidents in Australia occur in the afternoon, indicating school pick-up

time is a dangerous time of day. School pick-up time can have a lot of people channelling into small areas under time pressure. The data showed Friday afternoon was the worst day of the week for crashes. The Australian Road Safety Foundation research also revealed more than half of 'Australian parents admit to breaking road laws or undertaking risky behaviour' including speeding or driving whilst distracted.

This highlights the reason why double demerits apply for certain school zone offences such as illegal use of mobile phones and speeding. Transport for NSW has more information on fines and demerit point offences.

**Source: <https://www.caradvice.com.au/821992/school-pick-up-time-most-dangerous/>*

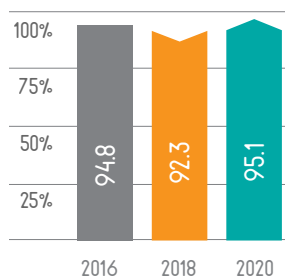
COMMUNITY PROSPERITY *Prosperity*

B.1 A THRIVING AND SUSTAINABLE LOCAL ECONOMY

INDICATOR

1. We champion business, innovation and technology to stimulate economic growth and local jobs

STATISTICS



MEASURE

Employment figures

TRENDING

Aim: Increase
Actual:

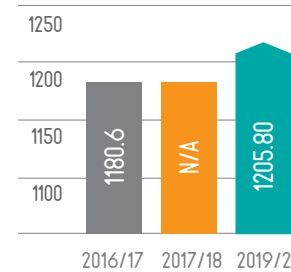


Source: Australian Government, Department of Education Skills and Employment

INDICATOR

2. We champion business, innovation and technology to stimulate economic growth and local jobs

STATISTICS



MEASURE

Value of regional exports

TRENDING

Aim: Increase
Actual:

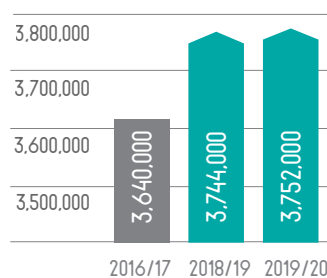


Source: National Institute of Economic and Industry Research (NIEIR)

INDICATOR

3. We champion business, innovation and technology to stimulate economic growth and local jobs

STATISTICS



MEASURE

Gross Regional Product

TRENDING

Aim: Increase
Actual:

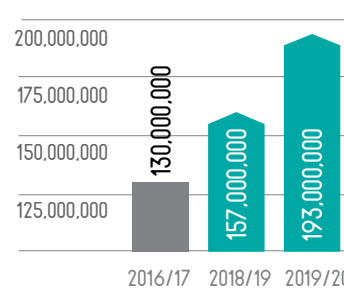


Source: National Institute of Economic and Industry Research (NIEIR)

INDICATOR

4. We champion business, innovation and technology to stimulate economic growth and local jobs

STATISTICS



MEASURE

Value of agricultural production (Agriculture, Forestry and Fishing)

TRENDING

Aim: Increase
Actual:



Source: National Institute of Economic and Industry Research (NIEIR)

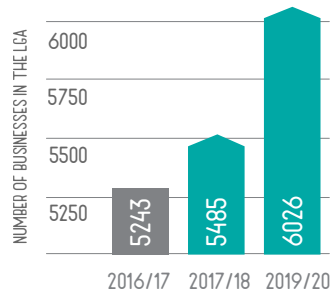
INDICATOR

5. We champion business, innovation and technology to stimulate economic growth and local jobs

MEASURE

Number of businesses in Coffs Harbour

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Coffs Harbour City Council

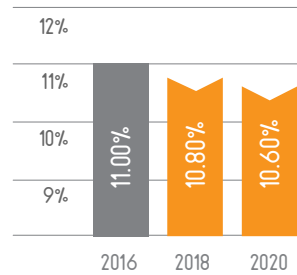
INDICATOR

6. We champion business, innovation and technology to stimulate economic growth and local jobs

MEASURE

% of our community 20-34 years old employed (young workforce)

STATISTICS



TRENDING

Aim: Greater than projected trend
Actual:



Source: Australian Bureau of Statistics



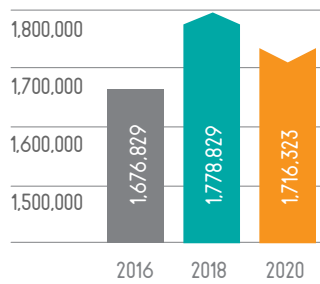
INDICATOR

7. We attract people to work, live and visit in the Coffs Harbour Local Government Area

MEASURE

Tourism Visitor numbers

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Tourism Research Australia (TRA)

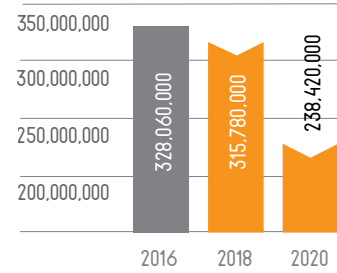
INDICATOR

8. We attract people to work, live and visit in the Coffs Harbour Local Government Area

MEASURE

Coffs Harbour Local Government Area tourism Value Add

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: National Institute of Economic & Industry Research (NIEIR)

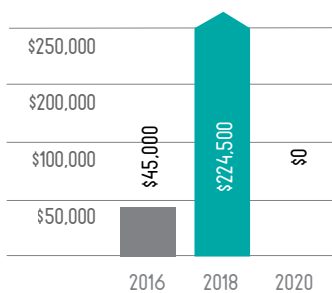
INDICATOR

9. We attract people to work, live and visit in the Coffs Harbour Local Government Area

MEASURE

Destination NSW investment in the Coffs Harbour Local Government Area

STATISTICS



TRENDING

Aim: Increase
Actual:



Source: Regional Cooperative Tourism Marketing Program; Regional Tourism Product Development Program; Regional Flagship Event Program

Note: Destination NSW did not provide funds to the LGA in 2020, however other funding continues.



Number of Businesses and Spread of Industries

During the Term business numbers in the LGA have steadily increased. Coffs Harbour has a broad spread of business numbers, employment numbers and productivity across a variety of industries, dominated by Construction and Health Care and Social Assistance.

As a key focus industry of Coffs Harbour, Agriculture has increased employment and business numbers, while tourism employment and business numbers have decreased, mainly due to the impacts of disasters experienced in 2019/20 and 2020/21.



Agri-Food Sector

Council has become a partner in the Future Food System Cooperative Research Centre (CRC), with five other areas around Australia, research partners and private enterprise. The CRC drives research into Regional Food Hubs, Transport and Logistics for food and value-add production.

Council has commenced an initial research project to conduct a mapping exercise of the food

ecosystem in the region, allowing understanding of production, actors and potential employment opportunities that can be generated through the bountiful food in the region.

The initial report was presented to the industry in June 2021, with further data collection occurring during July and August 2021.

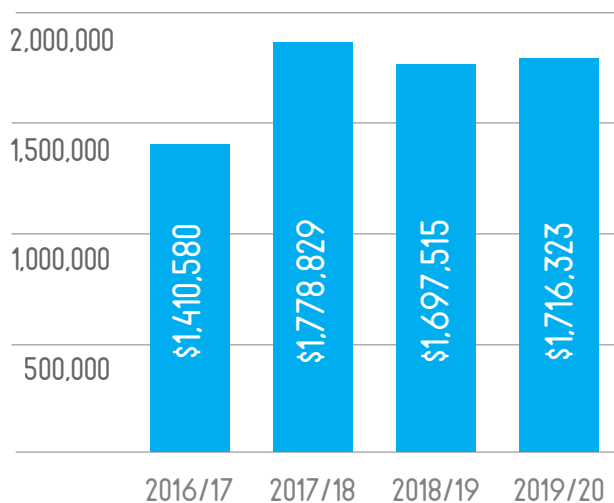


Coffs Harbour Jetty – image courtesy of CoffsCoast

Annual Tourism Visitation

Tourism plays an important role in the Coffs Harbour economy. While visitor numbers have been steadily growing, the impacts felt by travel bans during COVID-19, has reversed this trend slightly in 2019/20 and are starting to rise again in 2021.

Annual Tourism Visitation Income into the Community 2016/17-2019/20



Source: economy.id.com.au

Who visits Coffs Harbour?

Close to half the visitors to the Coffs Coast come for a holiday, with a vast majority of domestic overnight visitors travelling from Sydney.

Domestic day visitation is dominated by visitation from neighbouring LGA's and also LGA's to the west of the Coffs region.

The strong visitors markets to the Coffs Coast are families with children (at almost 40%) and older couples (around 20%). Prior to COVID-19 International visitors accounted for approximately 5% of visitors to the destination.

C.ex Coffs International Stadium

In 2017 through to 2019, the \$18.2m “Building an EPIC Stadium for the Future” Project began to upgrade C.ex Coffs International Stadium. The Stadium remained open throughout the project, continuing to deliver major events and economic benefit to the Coffs Coast. The project provided a major boost to local employment with 62 jobs created during construction and 41 ongoing jobs into the future. The upgraded Stadium now offers a range of accessible, flexible spaces; whether it’s a sporting event utilising the field of play and elite player facilities as well as a variety of different size, accessible spaces featuring integrated audio visual and hearing augmentation technology suitable for staff training sessions, meetings and workshops.

Since the upgrade, the Stadium has been host to a vast array of events such as the Big Bash League,

A-League, NSW Touch State of Origin, Oztag National and State Junior and Senior Competitions, National Touch League, Super W Rugby Series and an NRL Telstra Premiership game, just to name a few.

A major highlight since the completion of the EPIC upgrade was hosting not only one, but two Sir Elton John Farewell Yellow Brick Road concerts in February 2020. The Stadium hosted approximately 30,000 guests over the two nights to enjoy Elton’s hits . This event will go down in Coffs Harbour’s history and was crowned National Major Event of the Year in the Parks and Leisure Australia 2020 Awards of Excellence.

***Increase in total events in 2020/21 is due to the introduction and growth of Space/Meeting bookings at the Stadium. Of the 100 events, 63 were space bookings and the remaining 37 were sporting events (consistent with 2019/20)*

	2016/17	2017/18	2018/19	2019/20*	2020/21*
# of events	58	54	52	39	100**
Visitors	83,238	120,000	70,647	78,135	36,926
Visitor nights	137,272	199,000	127,117	111,367	54,716
Economic impact	\$20.6m	\$25m	\$23.4m	\$15m	\$10.7m

**Impacted by COVID-19*



Employment by Industry

In Coffs Harbour City, Health Care and Social Assistance is the largest employer, generating 5,696 local jobs in 2019/20.

Employment is the most accurate and up to date measure of the total number of people employed in Coffs Harbour City. The statistics are modelled by the National Institute of Industry Research (NIEIR) to correct for the known undercount of jobs recorded in the Census. They estimate the total number of persons employed in an industry sector (full-time and part-time) in Coffs Harbour City regardless of where they live. They are updated annually.

An analysis of the jobs held by the local workers in Coffs Harbour City in 2019/20 shows the three largest industries were:

- Health Care and Social Assistance (5,696 people or 17.7%)
- Construction (4,125 people or 12.8%)
- Retail Trade (3,998 people or 12.4%)

In combination these three fields accounted for 13,820 people in total or 42.9% of the local workers.

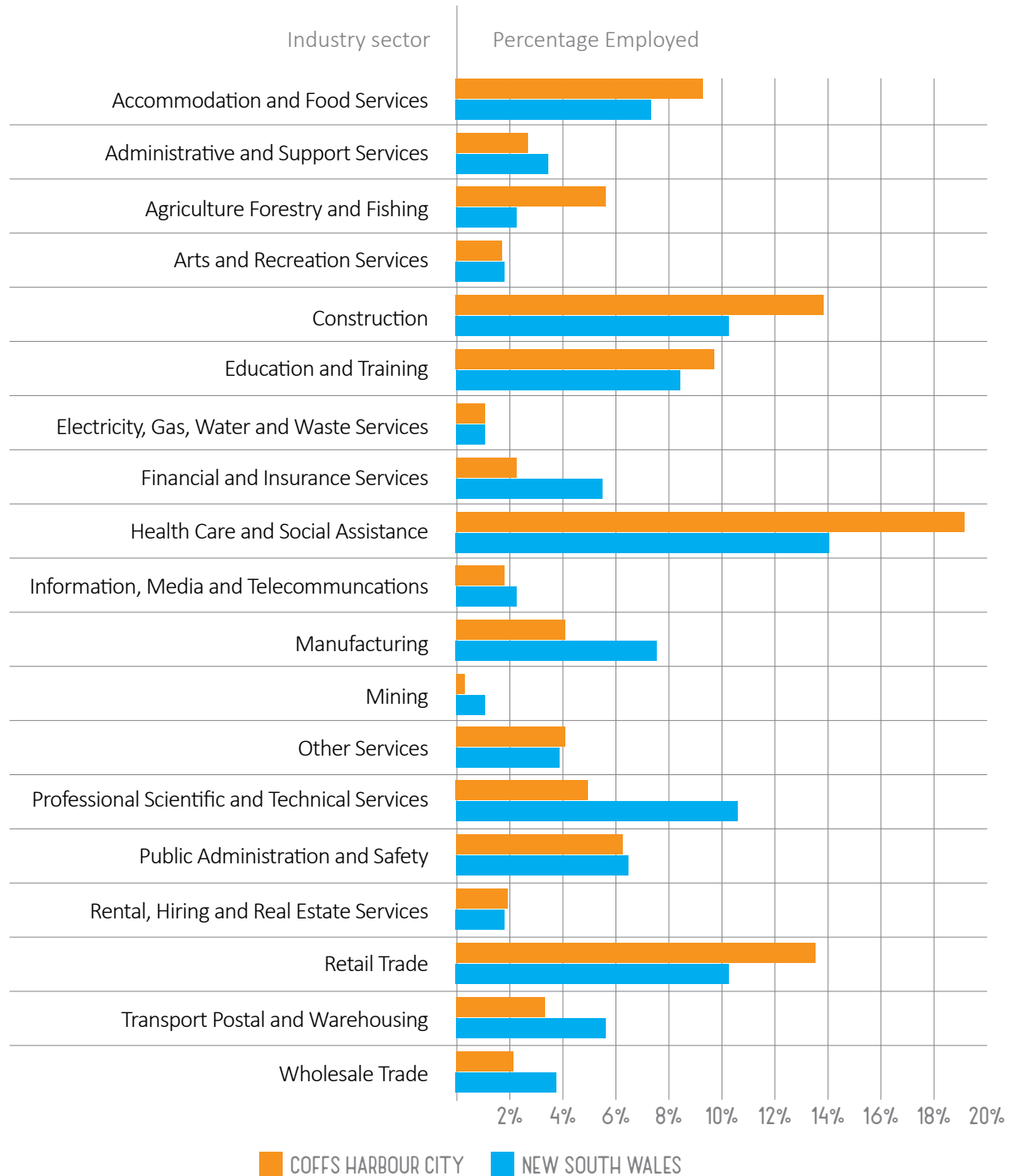
In comparison, New South Wales employed 13.0% in Health Care and Social Assistance, 9.6% in Construction and 9.7% in Retail Trade.

Source: National Institute of Economic and Industry Research (NIEIR).



Employment (total) by Industry

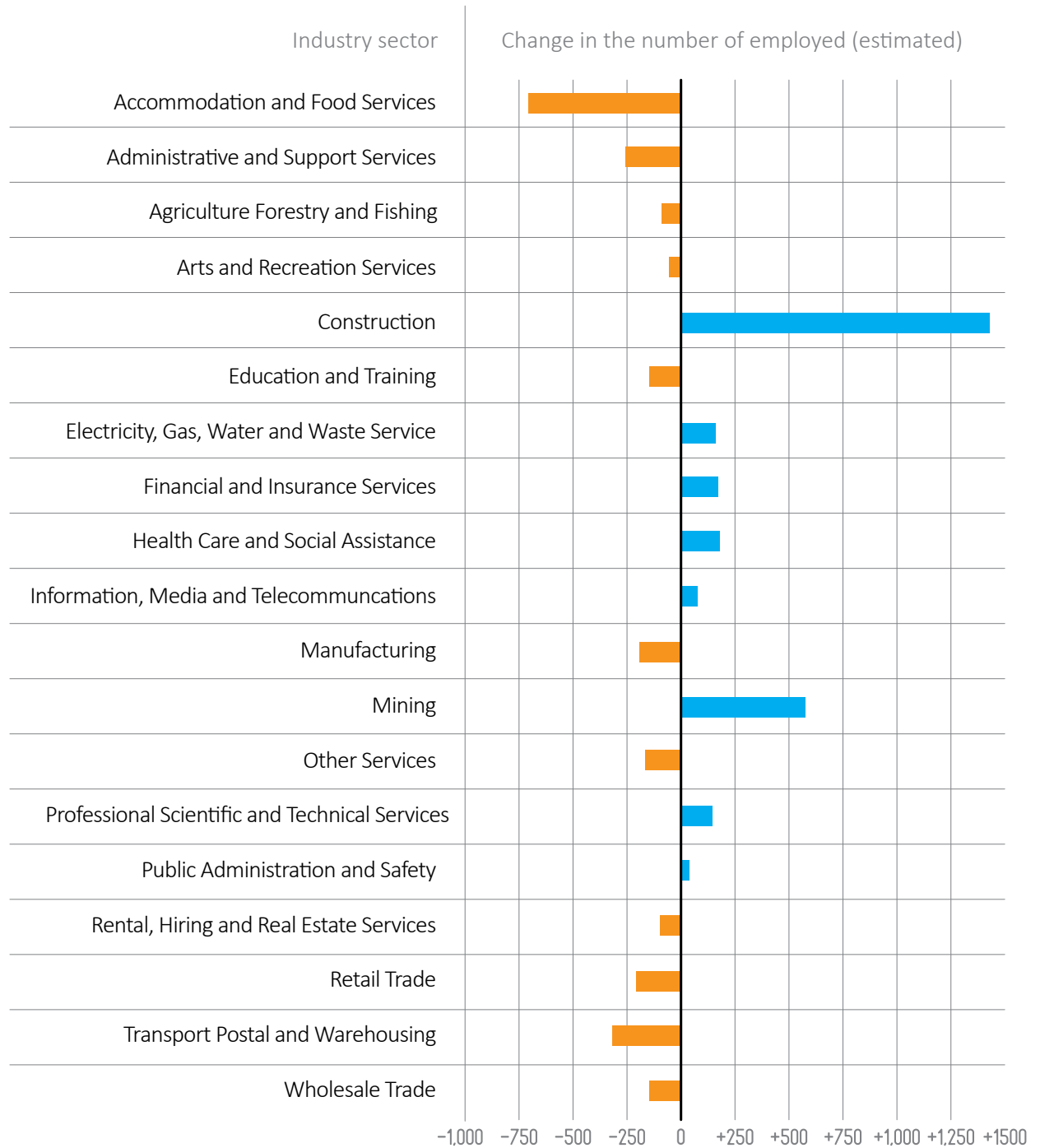
2019/20



Source: National Institute of Economic and Industry Research (NIEIR)

Change in Employment (total) by Industry

2014/15 to 2019/20



Source: National Institute of Economic and Industry Research (NIEIR)

Changes in Employment over Recent Years

The number of local workers in Coffs Harbour City increased in the following industries between 2014/15 and 2019/20:

- Construction (+1,388 local workers)
- Health Care and Social Assistance (+157 local workers)
- Financial and Insurance Services

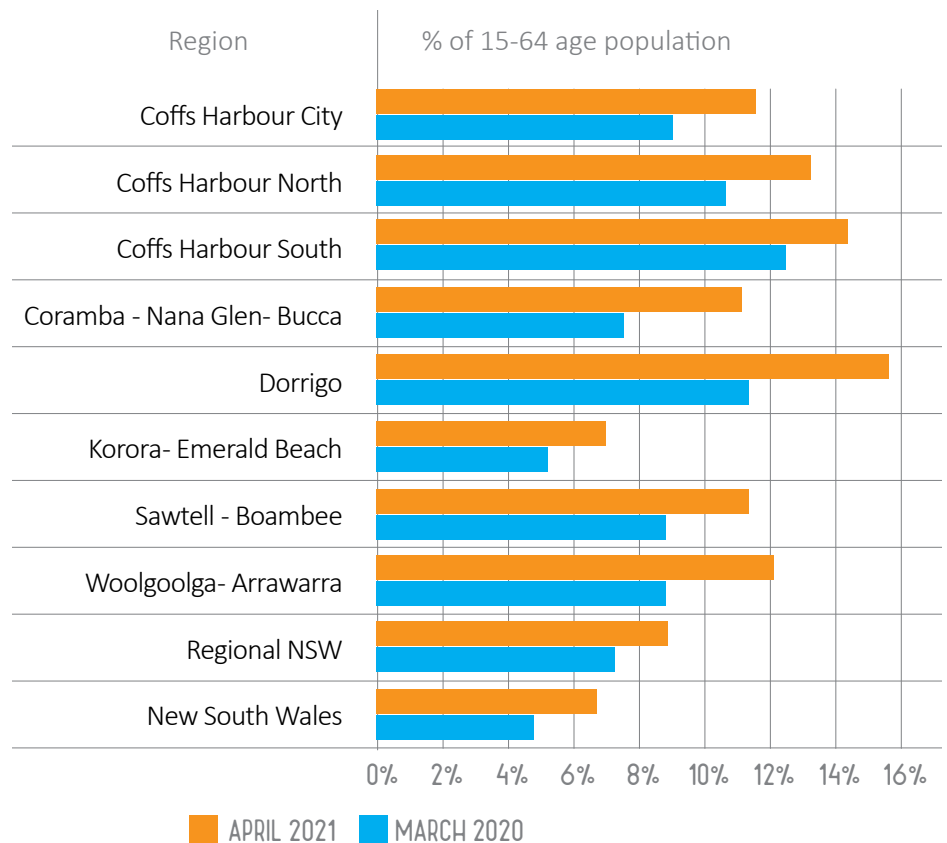
The largest employment industry in the area is the Health Care and Social Assistance, with 5,696 people or 17.7% of our population employed in this sector. The housing boom and the road works have had a big impact on the construction industry, which has boosted jobs in this area. The combined health care, construction and retail workers account for 13,820 people in total or 42.9% of our local jobs.

What is JobSeeker?

JobSeeker is the new name for Newstart. It was an unemployment benefit that was introduced by the Federal Government in March 2020. Due to COVID-19, criteria requiring recipients to be actively seeking work were relaxed for a period in 2020, the rate of payment was temporarily doubled and JobSeeker numbers increased.

JobSeeker Statistics

March 2020 to April 2021
in Coffs Harbour City Council with Regional and State Comparisons



Source: Department of Social Services - JobSeeker and Youth Allowance recipients - monthly profile via data.gov.au.

B.2 A COMMUNITY ACHIEVING ITS POTENTIAL

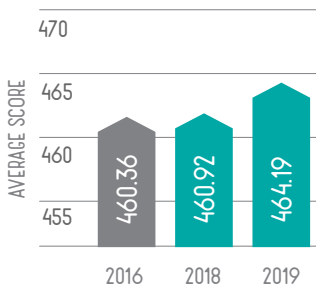
INDICATOR

1. We are best prepared to exploit opportunities now and in the future

MEASURE

NAPLAN test scores across LGA

STATISTICS



Source: NSW Department of Education

TRENDING

Aim: Increase
Actual:



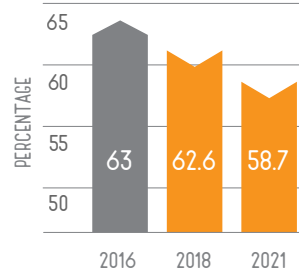
INDICATOR

2. We are best prepared to exploit opportunities now and in the future

MEASURE

School retention rates (year 10-12 trend)

STATISTICS



Source: National Institute of Economic and Industry Research (NIEIR)

TRENDING

Aim: Increase
Actual:



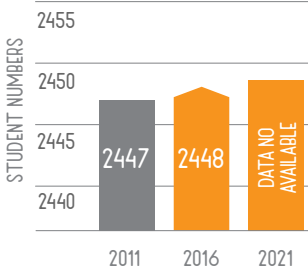
INDICATOR

3. We are best prepared to exploit opportunities now and in the future

MEASURE

People Aged 25-64 years Enrolled in Vocational Education and Training – based on Census

STATISTICS



Source: Australia Bureau of Statistics 2016 Census

TRENDING

Aim: Increase
Actual:



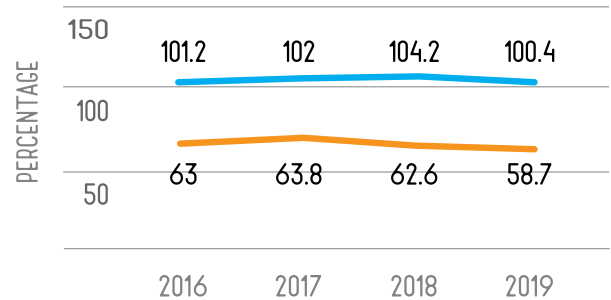
INDICATOR

4. We are best prepared to exploit opportunities now and in the future

MEASURE

School retention rates – North East NSW – based on profile.id Coffs had 77.1% in 2016 so other communities are bringing our score down

STATISTICS



SCHOOL RETENTION RATES – NORTH EAST NSW

— YEAR 7-10 TREND — YEAR 10-12 TREND

Source: NSW Department of Education, Centre for Education Statistics and Evaluation Mid-Year Census 2015-2019

What is NAPLAN?

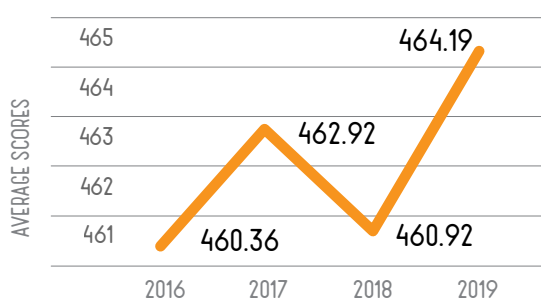
The National Assessment Program Literacy and Numeracy (NAPLAN) is an annual national assessment for all students in Years 3, 5, 7, and 9. All students in these year levels are expected to participate in tests in reading, writing, language conventions (spelling, grammar and punctuation) and numeracy. All government and non-government education authorities have contributed to the development of NAPLAN materials. NAPLAN is not a test of content. It tests skills in literacy and numeracy that are developed over time through the school curriculum and every day in the classroom.

NAPLAN 2016-20

There are 25 Government schools in the LGA and eight Non-Government schools. In 2020, our schools were made up of 52% of boys and 48% of girls and Aboriginal children made up 14.41% of students. NAPLAN tests were cancelled in 2020, however, positive trends were seen between 2016-2019. In 2019, 94.18% of students in the LGA sat for NAPLAN tests. The average student score in 2016 was 460.36. This increased to 464.19 in 2019. The biggest improvement was seen in reading, with an average score to 482, an increase of 2.4% since 2016.

NAPLAN Scores

All Schools in the LGA



Trends in Vocational Education and Training

Young people and adults outside the major cities are around half as likely to finish high school or to attend university as their urban contemporaries but they are more likely to complete a Vocational Education and Training (VET) qualification.

Adult and Community Education (ACE) plays a particular role in regional and rural Australia. In New South Wales delivery of Adult and Community Education programs is disproportionately higher in regional and rural communities, relative to their capital and major cities. In many small rural communities, ACE organisations are the only 'on the ground' providers of post compulsory education.

In 2016, 1.7% aged 25 to 64 years in the Coffs Harbour area were engaged in tertiary level education and 90.6% were not engaged in any education, compared with 1.3% and 90.6% respectively for Regional NSW. The 2021 census data will be available late 2022 and we will provide a comparison against the previous years' Census data.

School Attendance

The average school attendance rate in 2019 was 91%. This has dropped slightly from 92% in 2016.

Disadvantage in schools

On average the % of school children in the LGA that are in the bottom quarter of the Socio-Educational Advantage in 2020 is 40%. This is up from 38% in 2016.

Business Initiatives

Council supports start-up businesses through the 6 Degrees initiative, which facilitates growth opportunities for start-up and established businesses through innovation and entrepreneurialism. Using a variety of activities including Pitch events, workshops, Incubator and Accelerator Programs and visiting speakers, businesses of the region are supported to explore new ways of thinking and exposure to new business methods.

Numerous business events were held during this term including the Start-Up Coffs Coast where businesses pitch their ideas and display their business offerings, Small Business Month activities collaborating with the local Chambers to provide education and networking, and partnering with

external providers so develop youth activities. Industry support is provided to the agricultural, tourism and digital industries via planned activities, workshops, and networking events.

Pacific Highway Bypass

The Coffs Harbour Bypass Project is identified as Critical State Significant Infrastructure under the *Environmental Planning and Assessment Act 1979*. The Minister for Planning and Public Spaces approved the project in November 2020. Since infrastructure approval the project has been gaining increasing momentum with early works. Council and the community advocated for the bypass and the tunnel.



Turning the first sod on the Bypass (from l to r) Minister for Regional Transport and Roads the Hon. Paul Toole MP, Member for Cowper Mr Pat Conaghan MP, Member for Coffs Harbour Mr Gurmeh Singh MP, and Deputy Premier the Hon. John Barilaro MP.

A PLACE FOR COMMUNITY

C.1 LIVEABLE NEIGHBOURHOODS WITH A DEFINED IDENTITY

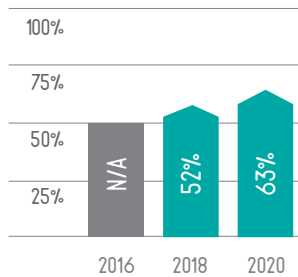
INDICATOR

1. We create liveable spaces that are beautiful and appealing

MEASURE

% of the community who express satisfaction with the appearance of public areas

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



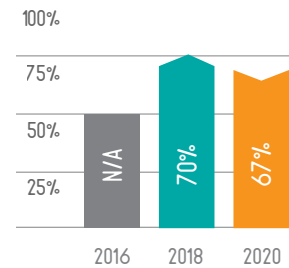
INDICATOR

2. We create liveable spaces that are beautiful and appealing

MEASURE

% of community who express high levels of pride in the Coffs Harbour Local Government Area

STATISTICS



Source: National Institute of Economic and Industry Research (NIEIR)

TRENDING

Aim: Increase
Actual:



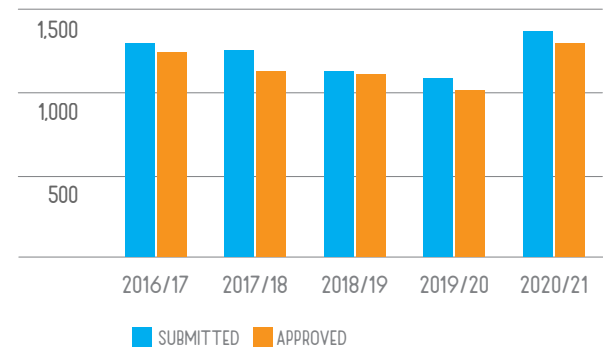
INDICATOR

3. We create liveable spaces that are beautiful and appealing

MEASURE

The number of Development Applications submitted

STATISTICS



TRENDING

Aim: Increase
Actual:

Did you know that the majority of Development Applications (DAs) are now submitted online and on 1 July 2021 it became mandatory for all councils to receive DAs online?

Open Space and Public Realm Program

What is the public realm?

In a nutshell, the public realm is all public land that the community can use. It's our parks, our sports fields, our creeks, our walking tracks, our streets and more!

What is the purpose of a Public Realm Strategy?

Council is aiming to create a connected network of public land (open spaces and streets) throughout all of Coffs Harbour to provide better access and connections to our amazing outdoor environments and to strengthen our ties to nature.

The opening of City Square in 2019 is an example of revitalised open community spaces, with work commenced for Park Avenue and Moonee Street street scaping.



City Centre

A contract has been awarded to develop a concept design with stakeholder consultation for the Park Avenue and Moonee Street streetscapes. Part of the brief is to develop a plan to activate Park Avenue.

Below: City Square opening - 2019





New Park in West Coffs

Coffs Harbour's recreation drawcard- the \$1.2-million West Coffs District Park – officially opened in October 2019. The inclusive play area and facilities are complemented with parking, a community noticeboard, tree plantings, a fenced dog off-leash area and a new pedestrian/cycle bridge linking William Sharp Drive to Loaders Lane.

Woolgoolga Beach Reserve

The playground is part of a \$1.2 million Reserve improvement which include new amenities, a new playground, landscaping, new footpaths and three accessible tables and shelters. Much of the playground has sun shelter and three sides of the playground are fenced.





Whale Trail

The Coffs Coast is a prime whale watching vantage point from the Woolgoolga Headland to the Solitary Islands. The whale trail route is already a popular walk for locals and visitors, however the new walkway being built in 2021 will offer greater pedestrian safety, improved accessibility and enhanced economic opportunities by attracting visitors to Woolgoolga.

Jetty Foreshore

Coffs Harbour's Jetty Foreshores precinct revitalisation has been fast-tracked following an announcement in September 2020 of an initial \$20 million in funding from the State Government to start work on the proposed \$76 million project. The project is expected to be completed in 2022.

Housing

With the variety of residential and rural locations, different areas within the Coffs Harbour Local Government area have developed different roles within the housing market. Areas on the outskirts of Coffs Harbour such as North Boambee Valley, Coffs Harbour (West) and Korora- Sapphire Beach are attractive to both young and mature families as well as retirees. Coffs Harbour (North East) and Coffs Harbour (South East) have a significant component of medium and high-density housing, which attracts a large share of retirees, as well as younger adults. Coffs Harbour (Central North), Sandy Beach and Emerald Beach attract fewer retirees. The variety of stock across the Coffs Harbour City Council area means that population outcomes differ significantly across the LGA.

Source: Forecast.id

Housing Affordability and Changes in Housing Supply

Council has resolved to investigate the opportunities and constraints which shape Council's ability to participate in the provision of affordable and/or social housing, with a focus on responsibility at the local government level. The project will result in setting principles for affordable and/or social housing, along with a policy direction and implementation plan, to provide a way forward to allow Council to achieve its identified principles in relation to this issue. Work will commence once funding is allocated.



C.2 A NATURAL ENVIRONMENT SUSTAINED FOR THE FUTURE

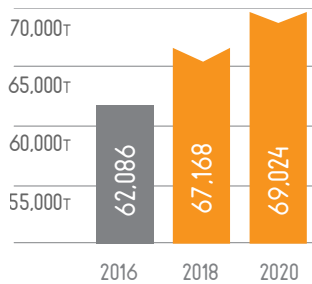
INDICATOR

1. We use resources responsibly to support a safe and stable climate

MEASURE

Volume of waste generated

STATISTICS



TRENDING

Aim: Decrease
Actual:

3.7%

Source: Regional State of Environment Report

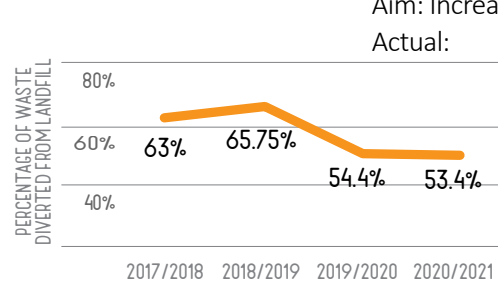
INDICATOR

2. We use resources responsibly to support a safe and stable climate

MEASURE

% of waste diverted from landfill

STATISTICS



TRENDING

Aim: Increase
Actual:

-9.6%

Source: Regional State of Environment Report

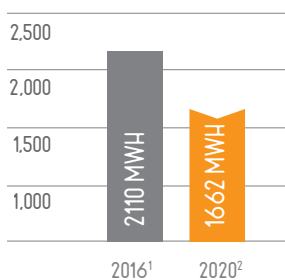
INDICATOR

3. We use resources responsibly to support a safe and stable climate

MEASURE

Annual greenhouse gas emissions tonnes CO₂ equivalent (CO₂-e) per capita

STATISTICS



TRENDING

Aim: Decrease
Actual:

-21%

Source: Regional State of Environment Report

1. MWh electricity consumption per capita in Coffs LGA. Council energy and fuel use- 17,552 tonnes CO₂-e
2. MWh electricity consumption per capita in Coffs LGA. Council energy and fuel use emissions- 17,027 tonnes CO₂-e

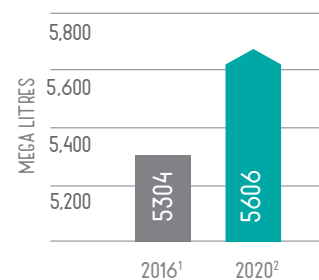
INDICATOR

4. We use resources responsibly to support a safe and stable climate

MEASURE

Water consumed in total across the local government area and percentage residential, non-residential

STATISTICS



TRENDING

Aim: Maintain
Actual:

7.30%

Source: Regional State of Environment Report

1. ML 75% residential, 25% non-residential
2. ML 73.5% residential, 26.5% non-residential

Note: Water usage has increased during the term, with more water going to non-residential usage.

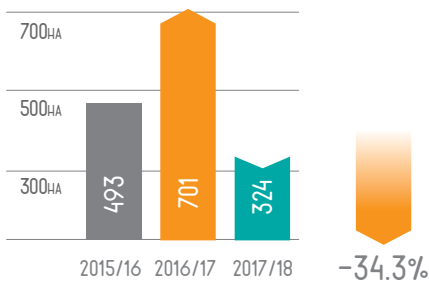
INDICATOR

5. We protect the diversity of our natural environment

MEASURE

Net vegetation change – clearing

STATISTICS



Source: Regional State of Environment Report

Clearing for forestry and agriculture peaked in 2016. Forestry remains the highest contributor to vegetation loss, with agriculture next at 36–45 hectares annually.

TRENDING
Aim: Maintain

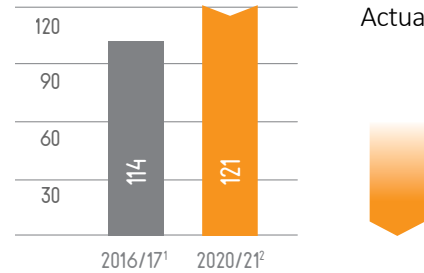
INDICATOR

6. We protect the diversity of our natural environment

MEASURE

Native flora and fauna threatened species, populations and communities

STATISTICS



Source: Regional State of Environment Report

1. 91 endangered species. 3 endangered populations, 13 endangered ecological communities, 0 presumed extinct, 7 critically endangered species, 0 critically endangered populations, 37 key threatening processes (terrestrial only)
2. 93 endangered species. 3 endangered populations, 13 endangered ecological communities, 0 presumed extinct, 11 critically endangered species, 1 critically endangered population, 37 key threatening processes (terrestrial only). This metric is amber due to the increase in critically endangered species and critically endangered populations.

Our Habitat

A new data analysis shows that habitat connectivity and ecological carrying capacity in the Coffs Harbour LGA is higher than the average for NSW, at approximately 50, meaning that 50% of habitat has been altered or lost, with 50% remaining which is higher than the NSW average of 33. Generally, there is a reported ongoing decline in ecological condition, connectivity and carrying capacity in all areas of NSW due to increased urbanisation and clearing for land use changes.

As the way this data is measured has changed since the last data set was compiled, it is not possible to provide a comparison in this report.

Water Health

The University of New England has been monitoring 35 sites through the Ecohealth Program since 2011.

The general trend is steady, with an average of Fair.

- 7 sites have declined or remain very poor, including Coffs Creek and sites at the tidal limited where pollutants from upstream tend to be deposited
- 16 sites are considered fair
- 8 sites have slightly improved
- 4 sites have significantly improved



Renewable Energy and Emissions Reduction

As part of the strategy to reduce greenhouse gas emissions across the LGA, Council has implemented the Powering Ahead project. Since commencing in 2010, Council's emissions have reduced by 11%, and this reduction is expected to grow to 20% following the completion of the final solar projects that are part of Powering Ahead. As the 2020 target of a 25% reduction has not yet been met, Council is reviewing its REERP to consider additional actions that will help to get emission down.

Calculated at the end of each financial year, the last recorded yearly emissions reduction was approximately 2.1% from 2018/19 year to 2019/20 year. Many local residents have also installed solar panels.



Koala Plan of Management

Council has worked with the NSW Government to undertake koala habitat identification and population distribution. A low density population was confirmed in the Lowana area which was very exciting and has importance for climate refugia. Populations remained strong in the South East of the LGA but individuals are now in very low numbers or locally extinct north of Korora. Together with Canines for Wildlife and the Jaliigirr Biodiversity Alliance, work has commenced using wildlife detection dogs to survey koala activity and collect fresh koala scats for genetic analysis in the Sawtell-Toormina-Boambee area. The genetic analysis will identify individual koalas and their gender, if they are related to other individuals and their disease status. The information will assist in better identification and management of this population and the corridors that link them. Council also received a \$480,000 grant from the NSW Government to install a wildlife exclusion fence along a section of Hogbin Drive which is known for koala fatalities. A survey and design for this project has commenced.

The draft koala habitat map and study have been reviewed and finalised by staff in collaboration with environment staff at the Department of Planning, Industry and Environment (DPIE). The relevant legislation has been amended again and Council is now in discussions with DPIE regarding any required changes.

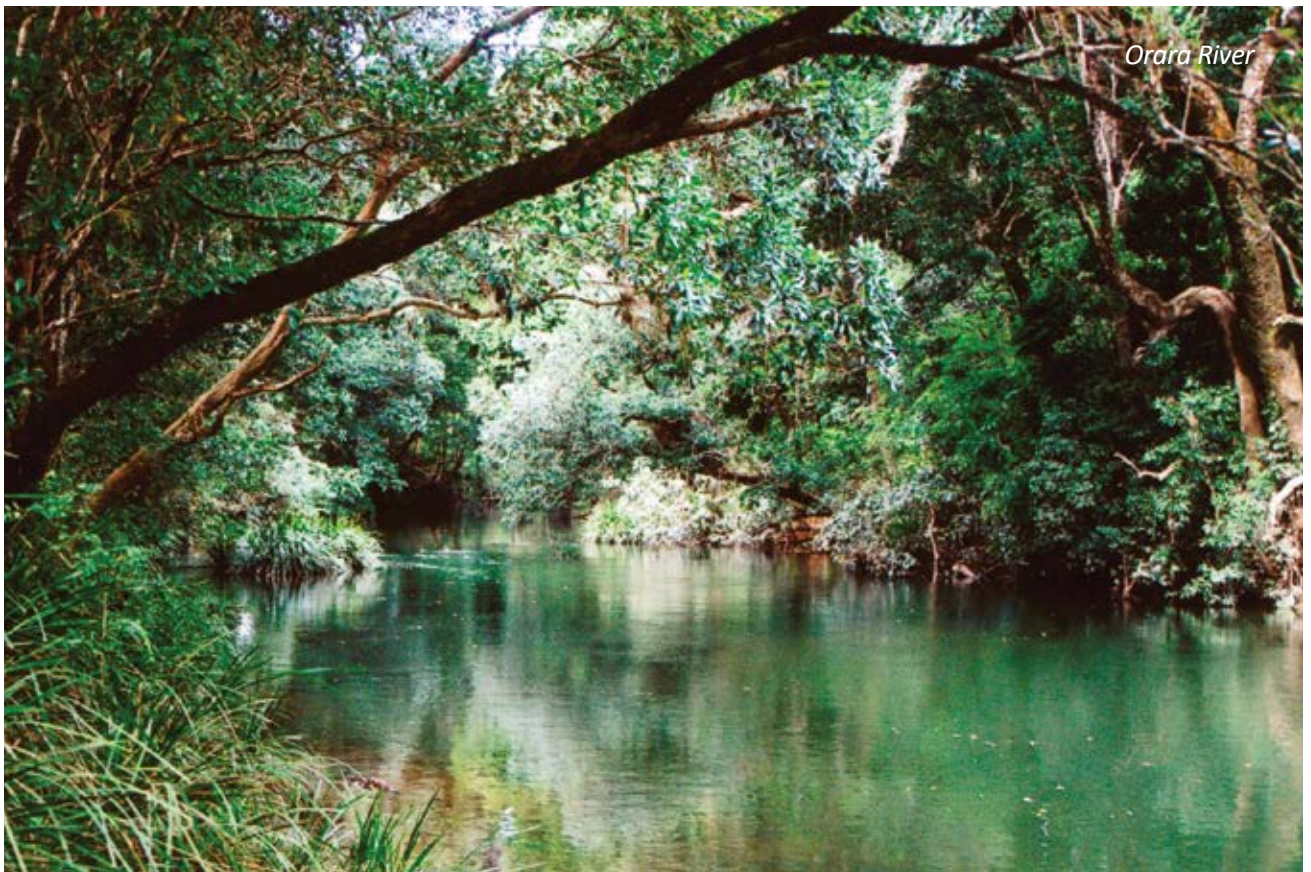
<https://www.coffsharbour.nsw.gov.au/environment/Plants-and-Animals/Pages/Koalas.aspx>

<https://www.koalatracker.com.au/>

Orara River Rehabilitation

Since 2016, the Orara River Rehabilitation Project has continued engaging landholders in the Orara Valley, rehabilitating the riparian zone through weed control, native planting, fencing to restrict livestock entry to the waterways, remediation of severe erosion sites, provision of off-stream watering points and educating landholders through workshops and field days. Grants received over the past 4 years have included DPIE Fisheries Habitat Action Grant, the NSW Environmental Trust, the Australian Landcare Program's Small Farms Smart Farms grant, Bushfire recovery Environmental grant

in 2020, annual grants from North Coast Local Land Services who have continually supported the project since 1997, and the consistent funding from Council's Environmental Levy each year. On average, there are approximately 65 active properties each year. The improvement in waterway health has been quantified in the area of riparian zone now with riparian vegetation in good condition, and the results of the Ecohealth river monitoring program, with the Orara River having the best water quality and fish assemblages in the Coffs LGA.



Intensive Agriculture

Recently, funding has targeted the rapidly increasing intensive plant agriculture sector (IPA) which has seen expansion into the Bucca catchment and mid-Orara, and represents an intensification of land use.

A collaboration with Southern Cross University (SCU) and North Coast Local Land Services since 2016 has quantified the water quality impacts from the IPA and led to a suite of actions including installation of experimental woodchip nutrient bioreactors which treat the high nutrient waste water from the IPA operation, holding regular field days to educate landholders, and working with farmers to

reduce fertiliser and water use and better manage waste and waste water. This collaboration earned Council the LGNSW Excellence in the Environment Award for Natural Environment Protection and Enhancement in 2020, has assisted three SCU students to obtain their PhDs, has resulted in five peer reviewed journal published papers with Council as a co-author, and has also let the horticulture industry and NSW DPIE Agriculture know that there are environmental impacts from the industry that need to be (and can be) managed.





School kids visiting the Botanic Gardens

From July 2016 until June 2020 over 8,500 school children visited the Coffs Harbour Botanic Gardens for educational experiences and participating schools programs.

Friends of the Gardens

The Friends of the North Coast Regional Botanic Garden is a non-profit organisation of volunteers that works in conjunction with the Coffs Harbour City Council to develop and maintain our wonderful botanic garden.

The Friends aim to develop and promote the Garden for the enjoyment and education of the community.

The Friends have over 200 Members, with about 80 who volunteer their time in a range of tasks.

Many of the members volunteer their services to the Botanic Garden. The volunteers are involved in activities including, Committees, Working Bees, propagating plants for sale, Seed Bank, Herbarium, Guiding, Education, Information Shop, Garden Cafe, Events, and Fundraising. If you're interested in volunteering in the community, you may like to join the Friends of the Gardens.

<https://coffsbotanicgarden.com.au/>

Sustainable Leadership

SUSTAINABLE COMMUNITY LEADERSHIP

D.1 OUR LEADERS GIVE US CONFIDENCE IN THE FUTURE

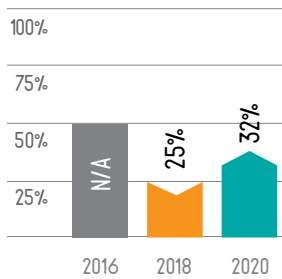
INDICATOR

1. We undertake effective engagement

MEASURE

% of the community who agree that they are able to vote for a trustworthy political candidate

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



+7%

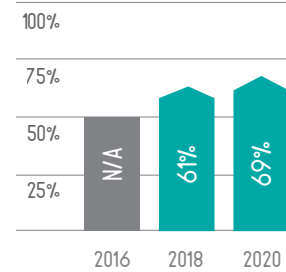
INDICATOR

2. We undertake effective engagement

MEASURE

% of the community who agree that they have the opportunity to have a say on important issues.

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



+8%

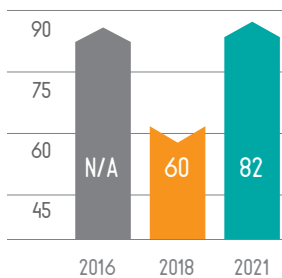
INDICATOR

3. We undertake effective engagement

MEASURE

% of the community that feel part of the community

STATISTICS



Source: Community Wellbeing Survey

TRENDING

Aim: Increase
Actual:



+22%





Voice of our Young People

Young people, those aged between 12 – 25 years, account for 15% of the Coffs Harbour community.

Young people are known to be among the most heavily impacted by the economic and social consequences of the COVID-19 pandemic.

Young people in the community have disproportionately borne the load of education disruption and structural changes to the employment market. They are also exhibiting poorer mental health outcomes and are vulnerable to instability in their home circumstances.

The development of a Youth Strategy and Policy was the top priority identified by service providers from a wide-ranging consultation on ways to improve opportunities and services for local young people.

The engagement process identified 17 recommendations. The highest priority recommendation was to develop a Youth Strategy and Policy with work to start in July 2021.

A further recommendation is for a Youth Forum to be held. This is likely to occur as part of the review of the Community Strategic Plan during late 2021 and early 2022.

Community Participation and Engagement

Community engagement is about talking with members of the community and groups within the community to seek their views on certain topics.

This may be done through online platforms such as Have Your Say, Facebook, phone surveys, meetings with Neighbourhood Centres, OneMob radio, coffee catchups or Bunnings BBQs.



Community Hub Consult Participants at Sandy Beach

Bushfire Recovery Program

Backtrack Works Team

A team of young people from the not-for-profit organisation 'BackTrack Works' have been providing important bushfire recovery assistance, with practical fencing repairs and replacement at properties in Nana Glen and Glenreagh that were impacted by the 2019 bushfires. The BackTrack project was facilitated and coordinated by Council, with funding from the Rotary Club of Coffs Harbour and BlazeAid providing fencing material.



Above: Mayor Denise Knight, Group Training Officer Murray Lupton and BackTrack Works team members

Pictured below at the RFS launch are Superintendent Sean McArdle (Manager – RFS Mid North Coast Team), Melinda Brooks (Council's Community Recovery Officer), Senior Deputy Captain Glenn Locke (Nana Glen RFS Brigade), Captain Tim Jeffery (Bonville RFS Brigade) and Rachael Eggins (District Coordinator - RFS Mid North Coast Team).



Bagawa Bushfire Bash at Nana Glen one year on

On Saturday 7 November 2020, the Coffs Harbour City Council supported the Bagawa Bushfire Bash, a drive-in movie night with music, food and cricket activities for children. The Bagawa Bushfire Bash was a community event that allowed Nana Glen residents to come together, relax and reflect, one year on from the devastating bushfires that swept through the Orara Valley. The night featured the locally produced documentary 'Embark'. A short movie by Lachlan Payne featuring the bushfire experiences of local residents as they recall the events around 12 November 2019. This was followed by the 'Get Ready for a Bush Fire' videos. Optus generously donated the mobile screen and the family movie, 'Ride Like a Girl', the Michelle Payne story, that completed the night's viewing.

Get ready for a bushfire

Coffs Harbour City Council in partnership with Bellingen Shire Council, Resilience NSW and the NSW Rural Fire Service, produced two 'Get Ready for Bush Fire' videos featuring RFS volunteers from the Coffs Harbour and Bellingen local government areas.

D.2 WE HAVE EFFECTIVE USE OF PUBLIC RESOURCES

INDICATOR

1. We effectively manage the planning and provision of regional public services and infrastructure

MEASURE

Financial commitment in Federal Budget to construct the Coffs Harbour Pacific Highway bypass

STATISTICS

\$491m

Source: Federal Budget

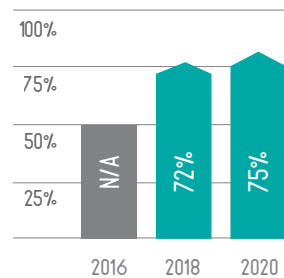
INDICATOR

2. We effectively manage the planning and provision of regional public services and infrastructure

MEASURE

% of the community who feel the area has good or very good public services

STATISTICS



TRENDING

Aim: Increase

Actual:



+3%

Source: Community Wellbeing Survey

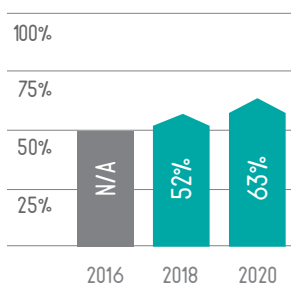
INDICATOR

3. We effectively manage the planning and provision of regional public services and infrastructure

MEASURE

% of the community who feel the area has good or very good facilities and infrastructure

STATISTICS



TRENDING

Aim: Increase

Actual:



+11%

Source: National Institute of Economic and Industry Research (NIEIR)



Precast Bridge Initiative

Faced with the high costs of a limited supply of concrete bridge components, Coffs Harbour City Council took the initiative to step up its own manufacturing plant in the city. The plant is run by the Infrastructure Construction and Maintenance arm of the Council which also operates as Coastal Works, a Business Unit offering civil construction services to other councils and NSW Government agencies.

The primary aim of Coastal Works is to benefit the local community by winning construction projects in and outside the LGA that would otherwise go to large commercial civil contractors from outside the area. By using local sub-contractors and services on these projects, Coastal Works also helps inject money into the local economy.

With hundreds of ageing timber bridges throughout local government areas across the northern part of NSW needing replacement or repair – as well as 50-60 in the Coffs Harbour LGA alone- Coastal Works identified a need to have a local supplier of small bridge components.

Previously, the only places we could source bridge components were Newcastle or southern Queensland and with such limited suppliers, the costs were correspondingly high. So, we decided that the best way forward was to manufacture our own bridge components which we can on-sell to other councils, offer as part of a construction tender and use for our own replacement and repair works.



Coastal Works Precast Beams ready for delivery

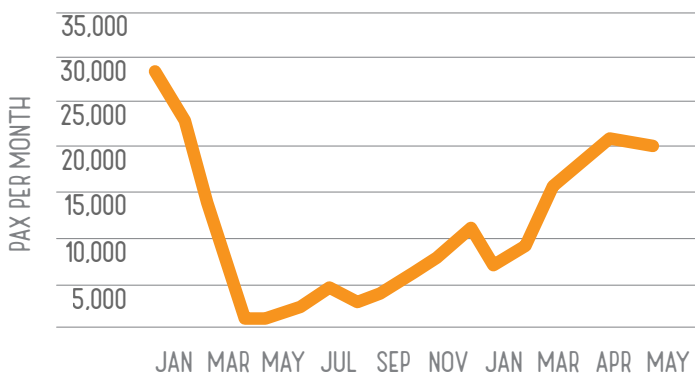
Coffs Harbour Airport

COVID-19 had a huge hit on the passenger numbers coming into and out of the airport. However, they are slowly recovering but continue to be impacted by lockdowns and border restrictions.

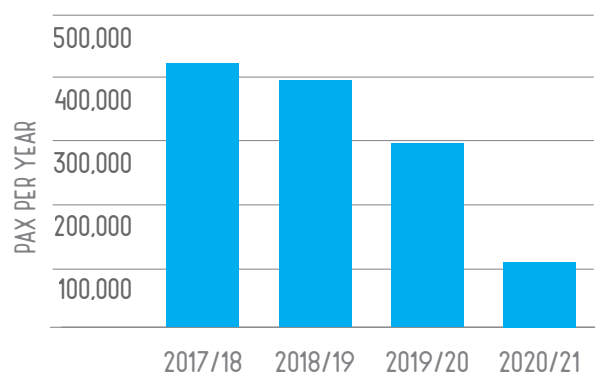
Council has now entered into a long term lease of the airport with Palisade Investment Partners for a period of 50 years, with a 49 year option. The lessee took over the operations of the airport as at 1 June 2021. The net present value of the lease is in the order of \$128 million. The airport lease has not been structured for Council to receive a single upfront lease premium (such as the net present value) but as a combination of an upfront payment, deferred payments and a share of revenue each year. The cumulative value of these payments are estimated to be in the order of \$500 million, in nominal dollar terms, over the lease and option periods.

Coffs Harbour Airport Passenger Numbers

January 2020 — May 2021



June 2017 — May 2021



2021 Election

The 2020 NSW Local Government Election was delayed to December 2021. The NSW Electoral Commission to undertake the election on Council's behalf.

Arrawarra Headland

Arrawarra Headland Reserve is part of the Coffs Coast Regional Park, which is managed in a partnership of Council and the NSW National Parks and Wildlife Service.

The Regional Park is governed by the Coffs Coast Regional Park Trust Board, which is appointed by the NSW Government and includes community representatives, Aboriginal Elders and representatives of Council and National Parks. In 2020 a new concrete path and boardwalk was constructed, along with an educational area and seating, a new shower, bubbler and bike rack and a pathway connecting to the boat ramp carpark.

Animal Pound Facility

Public Tenders were sought for the construction of a new animal impound facility early in 2021. Completion of the new pound is expected by December 2021.

Community Surveys

Customer Satisfaction and Community Wellbeing Surveys were conducted in the community in 2016, 2018 and in 2020. The surveys are conducted by telephone (landline and mobile phone) with > 500 people randomly contacted for each survey across the Coffs Harbour Local Government Area.

The data from these surveys helps inform Council what is important to the community and also how we are tracking in achieving some of the Community Strategic Plan objectives.





Enterprise Park

The Airport Enterprise Park development consists of a subdivision of approximately 43ha of land. The subdivision provides for a range of lot sizes that may be developed for aviation-related, and compatible commercial and business uses leases. Development including the enabling infrastructure, will occur in three stages. Work Portion A, Work Portion B and Work Portion C.

Construction started in August 2019 with the relocation of major services (Water, Sewer, Recycled Water and HV Power), the retaining wall and Partial filling of the Lots. Work Portion A started in August 2020 and was completed in February 2021 and comprised of construction of Roads, Drainage, Water, Sewer and relocation of Power, and Telco Infrastructure to service 13 existing lots

and the creation of 9 new lots. Work Portion B started in February 2021 and is due for completion in September 2021, this will create 25 new lots and service 9 existing lots with new infrastructure, Work Portion B also includes the major Intersection with Hogbin Dr and the development also the reconstruction of the northern section of Christmas Bells Rd. Work Portion C will be the remaining part of the development and will create 34 new lots. Work Portion C is expected to start in October 2021 and be completed by April 2022.

The forecast end cost for the project is \$30M comprising of Federal and State Government Grants and Council Funds, the project is currently 50% complete.

A BALANCED APPROACH *Approach*

Our community planning seeks to strike a balance in achieving social, environmental, economic and leadership objectives. This report provides a summary of progress implementing the MyCoffs Community Strategic Plan. The table below describes the activities and priorities across the four planning dimensions. These dimensions are sometimes called the Quadruple Bottom Line.

Social	Environmental	Economic	Civic Leadership
Access and equity issues	Total water cycle management	Regional economic profiles and opportunities	Policy frameworks
Cultural activities	Preserving biodiversity	Economic sustainability strategies	Decision-making principles and allocation of priorities
Recreation and active living	Waste management	Commercial and Industrial opportunities	Leadership and representation
Built environment – urban design and planning for growth	Protecting specific environment features	Small business strategies	Levels of service
Providing and maintaining community facilities	Climate change impacts and initiatives	Tourism	Council’s role as a responsible employer
Heritage issues	Alternative energy sources	Providing vocational pathways	Business efficiency and probity expectations of the Council
Consultation networks	Air quality	Supply chain issues	Ethical practices
Public health and safety	Environmental impact of development	Transport and trade links with other centres	Consultation and community participation in decision making
Affordable housing	Environmentally sound operation of assets	Financial sustainability of the Council	Community ownership and implementation of the strategic plan
Education			
Transport links between communities in our LGA			

Council leverages the quadruple bottom line in the following ways to inform decision making:

1. As part of the annual preparation of Group Business Plans which are key inputs into the development of Council’s annual operational plan. A PESTLE analysis is completed which expands on the elements in the Quadruple Bottom Line and includes, reviewing the Political, Economic, Social, Technological and Environmental impacts on the Group and its proposed actions; and
2. As part of the preparation of all Council reports. To assist elected members in making informed decisions a quadruple bottom line assessment is completed to draw out key issues related to the potential environmental, social, civic leadership and economic impacts of a decision.

