



COFFS HARBOUR CITY COUNCIL

2019/20 ANNUAL REPORT – SECTION 1

SIGNIFICANT ACHIEVEMENTS



MyCOFFS

“connected – sustainable – thriving”

2019/20 ANNUAL REPORT – SECTION 1 – SIGNIFICANT ACHIEVEMENTS

This Annual Report provides an opportunity for Coffs Harbour City Council to account to the community on the progress made in implementing its Delivery Program over the course of the financial year. The Significant Achievements detailed in this report follow Council’s group structure and refer to the period 1 July 2019 to 30 June 2020.

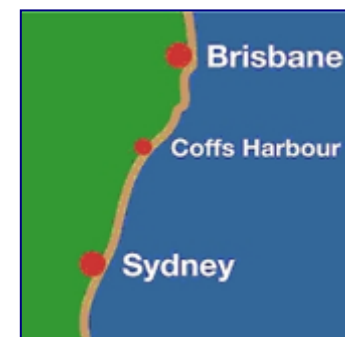
The Annual Report is a component of the performance monitoring provisions of the Integrated Planning and Reporting (IPR) legislation. Full details of Council’s performance against the 2017-2022 Delivery Program and 2019/20 Operational Plan can be found in six-monthly progress reports in the Corporate Planning and Reporting pages of Council’s website: www.coffsharbour.nsw.gov.au

In a separate document, Section 2 of the Annual Report includes information that is prescribed by the Local Government (General) Regulation 2005. It is considered important for the community to have access to this information so it can better understand how Council has been performing both as a service provider and a community leader.

The Annual Report is tabled alongside Council’s Annual Financial Statements, as required by the Local Government Act 1993 - Section 428 (4) (a).

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Coffs Harbour is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. The traditional home of the Gumbaynggirr people, the local government area has a population of approximately 77,280 and encompasses a total area of 1,174 square kilometres of land stretching from Red Rock, south to Bundagen and west past Brooklana and Lowanna.

Cover image: Elton John Concert at C.ex Coffs International Stadium, Coffs Harbour, February 2020.



© Coffs Harbour City Council 2020



FOREWORD TO THE 2019/20 ANNUAL REPORT




Councillor Denise Knight,
Mayor of Coffs Harbour

This year kicked off with the official opening of the \$18m redevelopment of the C.ex Coffs International Stadium, with the city playing host to 18 large-scale events including the National OzTag Championships, the Screenwave International Film Festival and two very successful Elton John concerts in February. We also opened the \$1.2 million West Coffs Reserve District Park, held the Eco Surf Fest and completed the \$2 million rebuild of City Square under Council's City Centre Masterplan. In January, Council commenced construction of the Coffs Harbour Airport Enterprise Park and the Build the Best Bypass Campaign assisted in facilitating the State Government's commitment to constructing tunnels for the Coffs Harbour Bypass. In June, a further \$10m Federal Government grant was awarded for the West Woolgoolga Sports Complex and detailed design is now well underway with major construction expected to commence in early 2021. The detailed design for the Cultural and Civic Space project is well progressed and the project is on track for Council to consider the construction phase in early 2021.

In 2019/20 Council continued its winning streak with a planning excellence award for the Jetty4Shores Project, we won the IFEA World Festival and Event City accolade for the fifth year in a row and Coffs Harbour was named Local Council of the Year at the NSW Champion of Sports Awards run by Sport NSW.

Despite all of the great work achieved, the past year has been difficult, with COVID-19 having a huge impact on all of us and our community. We had devastating bushfires in late 2019, followed by floods earlier this year. The community met these challenges and continued to support each other through the tough times.

In March, the Minister for Local Government announced that the September 2020 local government elections would be postponed for 12 months to enable Councils to address the risks posed by COVID-19. Council initiated a support package to help alleviate the devastating impacts of COVID-19 on local businesses and the community. The support measures included amending Council's 'Rates, Charges and Fees – Financial Hardship Policy' to apply to non-residential properties, suspending new debt recovery actions for outstanding accounts where financial hardship is evident, and deferring the 2020/21 Special Rate for city centre businesses. Council also temporarily suspended street parking patrols, provided rent relief for struggling tenants of Council-owned facilities, and waived the fees or suspended inspections for food, beauty, tattoo and swimming pool businesses. The lockdown forced cafes and restaurants to switch to takeaways only. Council responded to business requests and changed street signage to create 15-minute pick-up parking zones in café precincts around the LGA.

In April, Council conducted its two-yearly Customer Satisfaction Survey. Due to COVID-19, a decision was made to delay the Community Wellbeing Survey until August 2020. We would like to thank everyone who participated in the surveys. These surveys enable Council to gain feedback on satisfaction levels and community wellbeing, which in turn assists Council in measuring how the broader Coffs Harbour Local Government Area community is progressing in achieving the objectives of the MyCoffs Community Strategic Plan. The key findings from the Customer Satisfaction and Wellbeing Surveys can be found on [Council's website](#).

This Annual Report reflects another busy, yet unprecedented year. We would like to take this opportunity to thank all of our Councillors, staff and tireless volunteers who continue support and develop this great place we live.




Steve McGrath,
General Manager



ELECTED MEMBERS

**Mayor,
Councillor Denise Knight**



**Deputy Mayor,
Councillor Tegan Swan**



**Councillor
Michael Adendorff**



**Councillor
Paul Amos**



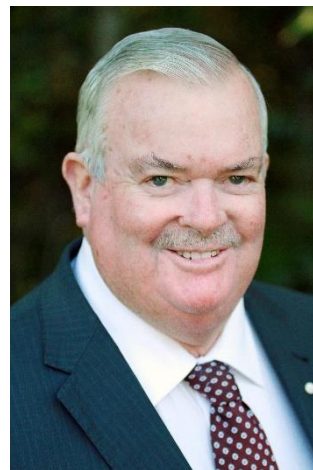
**Councillor
John Arkan**



**Councillor
George Cecato**



**Councillor
Keith Rhoades**



**Councillor
Sally Townley**



ELECTED MEMBERS – ATTENDANCE, PROFESSIONAL DEVELOPMENT AND EXPENSES

Councillor Attendance (by portfolio)		Denise Knight	Tegan Swan	Michael Adendorff	Paul Amos	John Arkan	George Cecato	Keith Rhoades	Sally Townley
Type of event	Held	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.
Council Meetings	23	23	21	23	23	18	23	21	21
Council Briefings	31	29	23	13	29	1	29	4	24
Agricultural Advisory Committee	3		2						3
Airport Emergency & Security Committee	0								
Airport Focus Group	4							4	
Audit & Risk Committee	4			3					3
Australia Day Committee	4	4	0						
City Centre Masterplan Committee	9	8							
Coastal & Estuary Management Advisory Committee	3				2				2
Coffs Coast Regional Park Trust	3		3				3		
Cultural Reference Group	4	4							
Destination Coffs Coast Committee	5		3*		*				
Disability Inclusion & Access Advisory Committee	6								4
Floodplain Risk Management Committee	1						1		1
Northern Regional Planning Panel	2	1	1				2		
Koala Plan of Management Advisory Committee	1					0			1
Library & Gallery Planning Advisory Group	1	1							1
Local Traffic Committee	3						3		
Mid North Coast Bush Fire Management Committee	3								2
AAS Mid North Coast Regional Board	4					3			
Multicultural Reference Group	3	3							
Yandarra Aboriginal Advisory Committee	2	1							1

- Councillor Swan appointed 12/09/2019 to Destination Coffs Coast Committee
- Councillor Amos resigned 12/08/2019 from the Destination Coffs Coast Committee
- Councillor Swan appointed 26/09/2019 to Library & Gallery Planning Advisory Group



ELECTED MEMBERS – ATTENDANCE, PROFESSIONAL DEVELOPMENT AND EXPENSES

Councillor Professional Development	Denise Knight		Tegan Swan		Michael Adendorff		Paul Amos		John Arkan		George Cecato		Keith Rhoades		Sally Townley	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Type of Professional Development																
Induction training, refresher or supplementary courses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional development and training sessions	4	4	4	3	3	0	3	3	3	1	3	3	3	1	4	4
Number of seminars, circulars and other activities	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44

Councillor Expenses (by portfolio)	Denise Knight	Tegan Swan	Michael Adendorff	Paul Amos	John Arkan	George Cecato	Keith Rhoades	Sally Townley
	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$
Type of cost								
Mayoral allowance	44250	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Councillor fees	20280	20280	20280	20280	20280	20280	20280	20280
Provision of dedicated office equipment allocated to councillors	905	0	0	0	0	0	905	0
Telephone calls made by councillors	493.38	441.95	491.05	323.14	155.44	326.32	504.56	670.08
Attendance by Councillors at conferences and seminars (excluding overseas and interstate)	3928.07	1376.38	0	1002.01	1830.37	1895.64	1675.55	5141.27
Provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors. (incorporated also in conferences and seminars above)	0	384.55	0	0	0	0	0	1179.09
Other training of the mayor and councillors and provision of skill development for mayors and councillors	0	0	0	0	0	0	0	0
Interstate visits by councillors, including transport, accommodation and out-of-pocket expenses	0	0	0	0	0	0	0	0
Overseas visits by councillors, including transport, accommodation and out-of-pocket expenses	0	0	0	0	0	0	0	0
Expenses of any spouse, partner or other person who accompanied a councillor	0	0	0	0	0	0	0	0
Expenses involved in the provision of care for a child or an immediate family member of a councillor	0	0	0	0	0	0	0	0
Other councillor expenses (catering, election, stationery, etc.)	2925.30	0	0	0	82.73	0	0	45.00

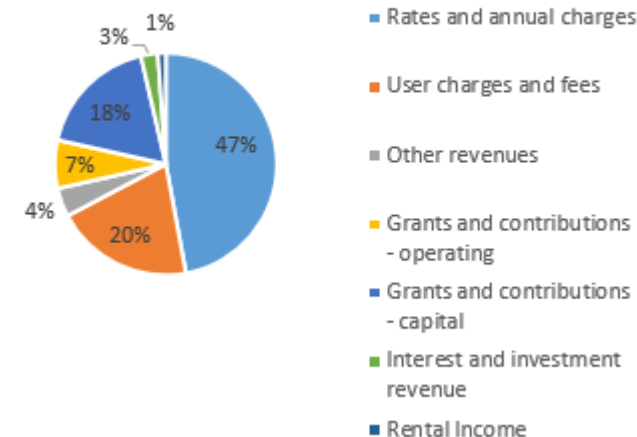


INCOME AND EXPENDITURE 2019/20

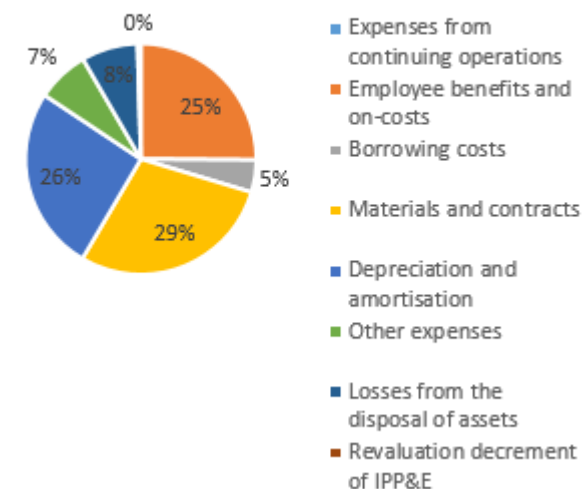
Coffs Harbour City Council – Income Statement for the year ended 30 June 2020 *

Budget 2020 \$ '000		Notes	Actual 2020 \$ '000	Actual 2019 \$ '000
	Income from Continuing Operations			
	<i>Revenue:</i>			
98,664	Rates & Annual Charges	3a	102,294	98,458
44,303	User Charges & Fees	3b	43,812	45,088
16,000	Other Revenues	3c	9,089	16,627
14,184	Grants & Contributions provided for operating purposes	3d,e	15,248	13,651
22,541	Grants & Contributions provided for capital purposes	3d,e	38,857	34,484
5,153	Interest & Investment Revenue	4	5,321	6,915
2,263	Rental income	14c	2,525	-
203,108	Total Income from Continuing Operations		217,146	215,223
	Expenses from Continuing Operations			
50,306	Employee Benefits & On-Costs	4a	48,853	46,714
8,814	Borrowing Costs	4b	8,800	9,934
59,020	Materials & Contracts	4c	56,049	55,502
45,350	Depreciation & Amortisation	4d	50,324	45,820
15,614	Other Expenses	4e	14,235	12,982
-	Net Losses from the Disposal of Assets	5	15,334	3,807
-	Revaluation decrement of IPP&E	4d	907	-
179,104	Total Expenses from Continuing Operations		194,502	174,759
	Operating Result			
24,004	Operating Result from Continuing Operations		22,644	40,464
24,004	Net Operating Result for the Year		22,644	40,464
24,004	Net Operating Result attributable to Council		22,644	40,464
1,463	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		(16,213)	5,980

Total Income from Continuing Operations \$217.1m



Total Expenses from Continuing Operations \$194.5m



*See Annual Report Section 3 – Annual Financial Statements



PERFORMANCE MEASURES

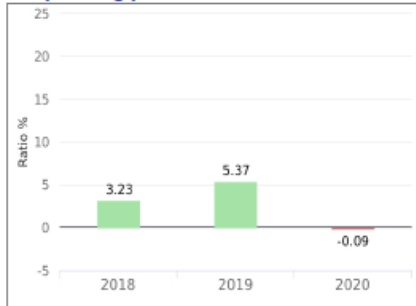
Coffs Harbour City Council

Notes to the Financial Statements

for the year ended 30 June 2020

Note 29(c). Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2019/20 result

2019/20 ratio (0.09)%

Council is only slightly below the ratio benchmark considering the impacts of COVID on Coffs Harbour Airport, Coffs Coast Holiday Parks, CitySmart Solutions, user charges and fees and a reduction in investment income due to the decline in interest rates. Council continues to align its operating expenditure to its available operating revenue.

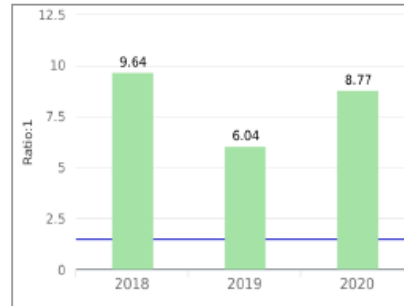
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2019/20 result

2019/20 ratio 8.77x

Council continues to significantly exceed the ratio benchmark. Council's prudent management of funds resulted in its ability to comfortably meet its budgeted operating and capital expenditure programs.

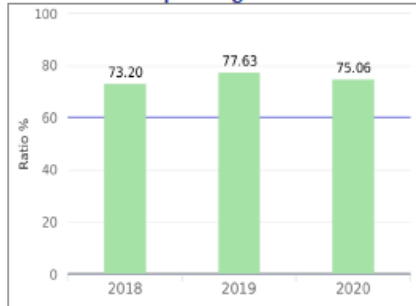
Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2019/20 result

2019/20 ratio 75.06%

Council continues to retain a high level of own source revenue and performs well against the benchmark. The impacts of the pandemic have resulted in a decline in business unit revenue, user charges and fees and a downturn in the performance of the investment market. This ratio has also decreased due to additional grant funding for bush fire and disaster relief and a significant recognition of assets for the first time.

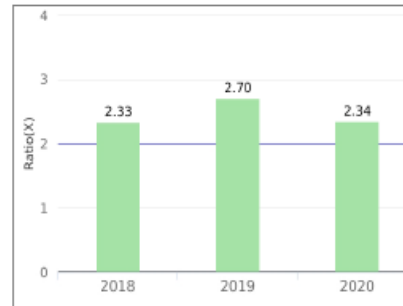
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2019/20 result

2019/20 ratio 2.34x

Council continues to exceed the ratio benchmark considering the impacts of COVID on Coffs Harbour Airport, Coffs Coast Holiday Parks, CitySmart Solutions, user charges and fees and a reduction in investment income due to the decline in interest rates.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

Continued next page



PERFORMANCE MEASURES

Coffs Harbour City Council

Notes to the Financial Statements
for the year ended 30 June 2020

Note 29(c). Statement of performance measures – consolidated results (graphs)

5. Rates, annual charges, interest and extra charges outstanding percentage



Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2019/20 result

2019/20 ratio 6.64%

The ratio remains consistent and below the maximum OLG benchmark of 10%. This is a favourable result in light of the hardship concessions that Council has extended to the community during the pandemic.

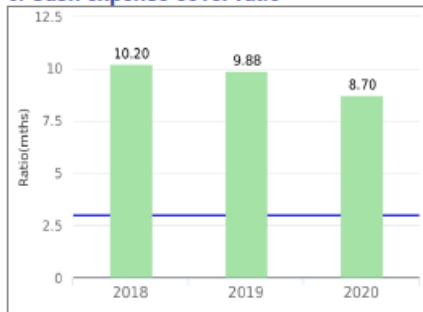
Benchmark: — < 10.00%

■ Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

■ Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2019/20 result

2019/20 ratio 8.70 mths

Capital projects in the latter half of 2019/20 were impacted by COVID and subsequently postponed to the 2020/21 financial year. The reduction in this ratio is impacted by the decline in available cash due to COVID however still performs well above the benchmark of 3 months.

Benchmark: — > 3.00mths

■ Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

■ Ratio is outside benchmark



SIGNIFICANT ACHIEVEMENTS – INFRASTRUCTURE CONSTRUCTION AND MAINTENANCE GROUP

WORKS

CoastalWorks completed a range of significant tasks during the period including:

- Daily street cleaning and public amenities maintenance. Due to COVID-19, additional cleaning / disinfecting occurred and hand soap was required. This included installing permanent vandal-proof liquid soap dispensers in a number of locations from March 2020.
- Works have been completed on pavement upgrades on Orara Way / Coramba Road (Main Road 151) at Coramba and Nana Glen. Some works were due to the floods in February, which were declared a natural disaster. Work was also delayed due to COVID-19 restriction hampering electrical works.
- Pavement widening works has been undertaken on Hogbin Drive (Main Road 540) with final surfacing to be completed.
- Design progressed for the replacement of Boambee Creek Footbridge, Melaleuca Street Foot Bridge and Hoist Bridge on Weirs Road.
- There were no instances of non-compliance in Asset Protection Zones.

ROAD MAINTENANCE

Routine road maintenance activities on the Local and Regional Road network were conducted to ensure that all roads were capable of providing unimpeded access. This included a submission made for Natural Disaster Relief and Recovery Assistance for the February 2020 flooding that affected Eastern Dorrigo Way.

WATER INFRASTRUCTURE

The implementation of CoastalWorks Reticulated Water Infrastructure Program included reservoir upgrades at North Boambee Valley, Coramba and West Coffs Harbour Water main renewal projects were completed at Newports Creek, Sunset Avenue, Woolgoolga, Solitary Islands Way, Corindi, Featherstone Drive, Woolgoolga, and in Coffs Harbour at Bailey Avenue, at Beryl and June Streets, and Victoria Street.

Water main extensions were completed at Blackbutt Avenue, Sandy Beach, and Melaleuca Avenue, Woolgoolga, and water reservoir refurbishments were completed at Toormina, Sapphire and Emerald Beach.

SEWER INFRASTRUCTURE

CoastalWorks Sewer Infrastructure Program advanced during the period with the completion of an upgrade of process programming technology at Moonee Water Reclamation Plant, a new pump station at Lakeside Reserve, Woolgoolga, pump station upgrades at numerous locations, stabilising works of the embankment of Middle Creek Sawtell for the protection of Sewer Rising Main No.3, and extensive cleaning, Closed Circuit Television inspections and condition assessments across the sewer network.

The diversion of the Corindi sewer rising main to the Darlington Park sewer pumping station was completed in preparation for the proposed decommissioning of the Corindi Water Reclamation Plant.



Collector Road, Moonee – water main



Pedestrian link to the West Coffs Park between Loaders Lane and Hart Close, Coffs Harbour



Eastern Dorrigo Way debris removed – February 2020



KEY MEASURES OF SUCCESS – INFRASTRUCTURE CONSTRUCTION AND MAINTENANCE GROUP

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Survey	2016 #	2018 #	2020#	% Change
Survey: Customer satisfaction with maintenance of unsealed roads	2.58	2.89	3.00	3.81
Survey: Customer satisfaction with maintenance of sealed roads	2.94	3.24	3.18	-1.85
Survey: Customer satisfaction with maintenance of public toilets	2.94	2.93	3.27	11.60
Survey: Customer satisfaction with maintenance of bridges	3.69	3.67	3.94	7.36
Survey: Customer satisfaction with cleanliness of streets	3.58	3.70	3.83	3.51
Survey: Customer satisfaction with parks, reserves and playgrounds	3.75	3.65	3.80	4.11
Progress Report Measures	2017/18	2018/19	2019/20	% Change
An increase in planned maintenance works offset by a reduction in reactionary maintenance works. (Awaiting implementation of Enterprise Asset Management system.)	-	-	-	-



SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

C.ex STADIUM UPGRADE

In September, Coffs Harbour's C.ex Coffs International Stadium unveiled its remodelled grandstand and upgraded facilities. The \$18-million makeover is designed to bring bigger and better professional sporting events to Coffs Harbour, attracting more spectators and boosting events tourism. The project was funded by Council, the Federal Government and local business, sporting and community groups.

DÉJÀ VU

Coffs Harbour once again won the globally acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award – the fifth year in a row. The award is seen as recognition for the role Council and the community play in developing and managing events to bring visitors to the region.

SPORTS ACCOLADE

In November, Coffs Harbour City Council was named Local Council of the Year at the NSW Champion of Sports Awards run by Sport NSW. The award recognised the commitment of staff and volunteers in promoting sport and delivering improved facilities for the community.

HO HO HO

Council helped usher in the festive season with CBD promotions in the lead-up to Christmas. The annual city centre Kid's Christmas Celebration was staged in the newly transformed City Square with entertainment, activities and Santa's arrival.



Local Council of the Year Award - (from left): General Manager Steve McGrath, Group Leader – City Prosperity Nikki Greenwood, Sports Development Co-ordinator Suellen Bordignon, Coffs Harbour Mayor Denise Knight, and Section Leader - Stadium and Major Events Daniel Heather.

ENTERPRISE DEVELOPMENT

Council's successful "6 Degrees" enterprise development program expanded during the period with Start-up Coffs Coast 2019, a series of workshops and business-pitching opportunities to help local people turn their entrepreneurial visions into reality.

ECONOMIC DEVELOPMENT

Tourism and Economic Bushfire recovery activities commenced early 2020 - with branding and commercials complete and a submission for further tourism funding completed.

Capacity of growth of products and ability to meet future trends researched. The period saw a focus on working with industry and researchers to develop a Future Food System Co-operative Research Centre project.

The Growers markets was closed due to COVID-19.

6 Degrees became a resource for local businesses during COVID-19, providing resources, training and support activities to assist business owners. All face-to face workshops and programs were cancelled. Delivery options for incubators were being assessed to ensure ongoing needs of start-up and existing businesses can be met.

WEST WOOLGOOLGA SPORTS COMPLEX

The proposed West Woolgoolga Sports Complex moved closer to reality with the announcement in June of a \$10m Federal Government grant towards the project. Council has provided \$6.7m and the NSW Government has committed \$8m to the \$24.7m complex. With strong input from the local community, detailed design is now well underway. Some site works are due to begin late 2020, with major construction works to start in early 2021. Construction is anticipated to take two years.



SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

TOORMINA SPORTS FACILITIES

The Toormina Sports Complex precinct moved ahead with the announcement of a NSW government grant of \$215,000 towards the cost of new female change rooms, a referee's room, storage space and an accessible pathway at Toormina Oval. Council has already contributed \$375,000 towards the project, which will benefit local soccer, cricket and Little Athletic clubs. Council also completed new public toilets on the site at a cost of \$303,000.

THE BIG BASH

In January 2020, Coffs Harbour hosted the Sydney Sixers again for The Big Bash. The C.ex Coffs International Stadium hosted a sell-out game recording the second largest crowd ever for the venue; another sporting victory for the region.



The Big Bash: Sydney Sixers versus the Adelaide Strikers



Elton John concert, Coffs Harbour

ELTON JOHN SPECTACULAR

The Coffs Coast secured massive international exposure as a destination when global superstar Elton John performed at the C.ex Coffs International Stadium over two nights in February. Thousands of residents and visitors enjoyed the marathon concerts which underscored Coffs Harbour's long-held status as one of the world's premier cities for hosting events.

TOURISM ACCOLADE

The success of Council's support for the local tourism industry was again demonstrated in March when Coffs Harbour won the 2020 Wotif Aussie Town of the Year award – the first time a NSW destination has come out on top. The prestigious awards are based on data that recognises destinations that offer good affordability, well-rated accommodation and increasing traveller interest over the previous twelve months on Wotif.com.

2023 WORLD OPPORTUNITY

Council's promotion of Coffs Harbour as an events destination took a new turn in June with the announcement that the city is in the running to play host to a team camp for the 2023 Women's World Cup. The C.ex Coffs International Stadium is listed in the winning official bid document as a preparation, training and acclimatisation venue, with Opal Cove Resort listed as the accompanying base camp hotel. If successful, the bid is being hailed as a global opportunity for women's football on the Coffs Coast. The winner is yet to be announced.



SIGNIFICANT ACHIEVEMENTS – CITY PROSPERITY GROUP

COFFS COAST TOURISM STRATEGIC PLAN

The implementation of the Coffs Coast Tourism Strategic Plan 2020 was progressing well until COVID-19 changed people's travel plans. Key highlights included:

- Preparation for Australian Tourism Exchange (ATE) stand (as part of Bushfire recovery), however, due to COVID-19, ATE was cancelled.
- Commencement of an Accommodation Working Group to support accommodation providers.
- Enabling COVID-19 support opportunities.
- Development of a comprehensive marketing plan with consideration of new markets during COVID-19 travel restrictions.
- Delivered holistic digital and traditional media messaging to raise branding knowledge and consistency, including inspirational and preparation messaging.
- Continuance of indigenous consultation for Solitary Island Coastal Walk signage project - placed on hold during COVID-19 due to at risk community.
- Development of media plans for marketing through disaster periods as part of Risk management plan.
- Engagement with industry increasing, particularly at Champions event (prior March). Some industry meetups conducted online during COVID-19.
- Event and web marketing for Sydney Sixers Cricket Game and Elton John concerts in January and February.

- Instagram competition in conjunction with Tiger Air - over 1200 interactions from post, with 98 valid entries for holiday prize package. A winner was identified prior to COVID-19, however, ongoing promotion is on hold.

C.ex STADIUM IN 2019/20

- **39 events**
- **78,135 visitors**
- **111,367 visitor nights**
- **\$15m economic impact**



KEY MEASUREMENTS OF SUCCESS – CITY PROSPERITY GROUP

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Survey	2016 #	2018 #	2020#	% Change
Survey: Customer satisfaction with sporting facilities	3.87	3.92	3.94	0.5
Survey: Customer satisfaction with creation/attraction of cultural and sporting events	3.78	3.61	3.79	5.0
Survey: Customer satisfaction with tourism marketing	3.6	3.51	3.6	2.5
Survey: Customer satisfaction with economic development	2.91	3.04	3.2	5.3
Progress Report Measures	2017/18 #	2018/19 #	2019/20	% Change
Entrepreneur start-ups (Target 5)	5	8	3	-62.5
Annual Tourism Visitation (Target 5%)	1.868m	1.981m	1.5m	-24.3



SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

NAIDOC WEEK

Council was proud to support Coffs Harbour's Aboriginal community in the staging of local events to celebrate NAIDOC Week in 2019. As well as the traditional flag-raising ceremony, performances by local Aboriginal dance groups, and official morning tea, the program included the annual Grace Roberts Community Development Awards. The 2019 award was won by Lloyd Lynwood.



ENGAGEMENT GUIDELINES

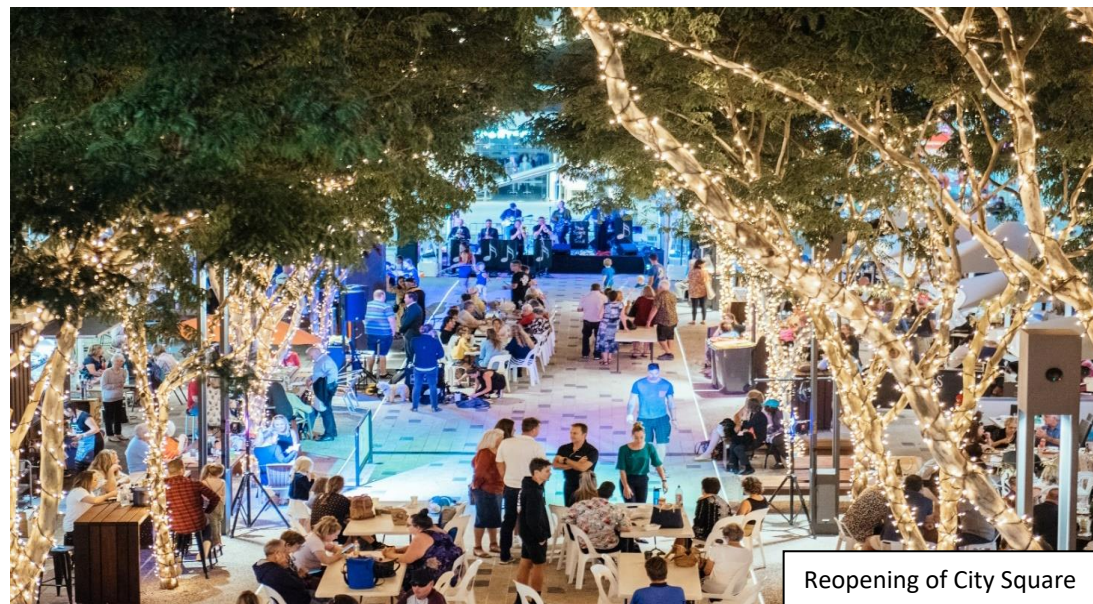
In August, Council adopted "Yandaarra – Shifting Camp Together" – an Aboriginal Cultural Awareness and Engagement Guide, developed to assist Councillors, staff and volunteers to provide a consistent and respectful approach to engaging with the Aboriginal community.

CULTURAL AND PUBLIC SPACES

City Square was officially reopened in October 2019. Public art components have been integrated into City Square Revitalisation and West Coffs Park. Funding options are being explored for the proposed new rehearsal/community space at the Jetty Memorial Theatre.

THE COFFS HARBOUR CITY LIBRARY SERVICE

To help people deal with the restrictions of social distancing, Council launched Indyreads, a book-lover's online wonderland featuring over 10,000 e-Book and e-Audio titles by independent publishers. The library closed for 83 days from 25 March due to COVID-19. During this time, Indyreads introduced an additional option to the existing online platforms BorrowBox, cloud Library, and RBDigital, giving library members an opportunity to access an enormous range of titles at any time. Mayor Councillor Denise Knight joined storytellers across Australia on 27 May for a National Simultaneous Storytime event held online. Streaming live from the Coffs Harbour Libraries Facebook page, Councillor Knight shared the tale of 'Whitney and Britney - Chicken Divas' by Lucinda Gifford.



SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

COUNCIL DONATIONS

Donations from Council for Capital Infrastructure Programs totalled \$318,270 for 2019/20. The donations program supports a wide range of local community organisations and events, and includes the waiving of charges and the provision of rate subsidies for community-run sports facilities and surf clubs.

ARTS AND CULTURAL DEVELOPMENT

This year Council provided \$31,850 in grants under the Grants Program. The grants range from \$2,000 to \$7,000. One of these grants enabled a new pilot program to have roaming musicians play at the Coffs Harbour Hospital. The pilot program was a huge success.



Roaming musicians performing at the Coffs Harbour Hospital

LIFEGUARD CHANGES

Council Lifeguards conducted trial patrols at Jetty Beach over the summer period; they also provided new accessible equipment and facilities to assist people with disabilities to enjoy the beach.

POSITIVE AGEING

Council's 'Draft Positive Ageing Strategy 2020-2024' was released for community feedback in May 2020. The strategy was developed after extensive consultation with the local community and with assistance from local residents and service providers. The strategy aims to support access to infrastructure, facilities, activities and appropriate services for people as they age in the Coffs Harbour LGA.

THE COFFS HARBOUR REGIONAL GALLERY

Due to COVID-19 the Regional Gallery temporarily closed from 25 March until 9 June 2020. This had a major impact on overall visitation for the year. The total visitation for 2019/20 was 10,028, however, had the gallery not closed due to COVID-19 restrictions, based on previous visitation during the year, it is estimated that visitation would have exceeded 13,000.

SUSTAINABILITY ONLINE

With its successful, in-person Sustainable Living programs, events and tours suspended or postponed due to COVID-19, Council provided an online portal so that people could still get involved with an exciting menu of virtual activities. The new program incorporates some of the popular Living Lightly workshops and Coffs By Nature tours focussing on four key sustainability action themes - Energy, Food, Nature and Waste-free living.

ROAD SAFETY

Reopening of schools in May 2020 after COVID-19 public health order changes, saw a major increase in road safety issues. Council worked with other teams, Transport for NSW (TfNSW), police and schools on a 'Safe School Zone Compliance' program and disseminated updated road safety information to schools and community through email, e- newsletter and social media.

Stakeholder engagement was conducted for the 'Drive Safe in Coffs' project and included the distribution of road safety collateral to project partners (intensive horticulture industry, accommodation providers) for the expected arrival of itinerant workers for the new season.

POWERING AHEAD

Solar panels have been installed on 11 of the 16 solar PV sites as part of the 'Powering Ahead' project. Council's target is to be using 100% renewable energy as an organisation by 2030.

REF-YOU-GEE WEEK 2020

Coffs Harbour staged Ref-YOU-gee Week 2020 in June as a 'COVID-friendly' program of online performances and interactive events. Ref-YOU-gee Week is a popular annual celebration, recognising community members from refugee backgrounds, their stories and journeys, talents and strengths, the rich cultural diversity they bring to the region and the positive contribution they make to the local community.



SIGNIFICANT ACHIEVEMENTS – COMMUNITY AND CULTURAL SERVICES GROUP

LIBRARY-MUSEUM-GALLERY PLAN

The Library Museum Gallery (LMG) Strategy 2020-2023 was adopted by Council on February 2020. This strategy covers the city's three libraries, the Regional Museum and Regional Gallery. It aims to improve services to meet changing demands, exploring new programs and platforms ahead of the development of the proposed new Cultural and Civic Space, and build on the integration of the LMG team.

ECO SURF FEST

Council, in conjunction with community partners, held an Eco Surf Fest which attracted participation from over 2,000 people. The festival aimed to promote the need to protect biodiversity, and reduce both plastic pollution and waste to landfill through workshops on water and land use. On the day, a seaside scavenger collected 58kg of litter.



Eco Surf Fest, Woolgoolga – October 2019

Council provided community donations, grants and subsidies of more than \$1.97m in 2019/20

**LIBRARY SERVICE
ANNUAL VISITATION:
2019/20: 193,493 visitors
(2018/19: 258,560 visitors)**

Lifeguard Service 2019/20 Beach Statistics

Visitation:	809,473 (2018/19: 734,000)
Rescues:	32 (2018/19: 28)
Patrol days:	759 plus 24 days that beaches were closed due to environmental factors. (2018/19: 732 + 10)
Preventative actions	13,770 (2018/19: 16,774)
First Aid incidents treated:	107 (2018/19: 152)
Law Enforcement (dog, surf craft and other incidents):	885 (2018/19: 878)



KEY MEASURES OF SUCCESS – COMMUNITY AND CULTURAL SERVICES GROUP

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Survey	2016 #	2018 #	2020 #	% Change
Survey: Customer satisfaction with libraries	4.24	4.11	3.83	-6.8
Survey: Customer satisfaction with lifeguards	4.09	3.98	4.14	4.0
Survey: Customer satisfaction with cultural facilities	3.61	3.64	3.35	-8.2
Progress Report Measures	2017/18 #	2018/19 #	2019/20 #	% Change
Jetty Memorial Theatre seasonal attendance (Target 18,000)	22,989	26,825	22,237	-17.1



SIGNIFICANT ACHIEVEMENTS – STRATEGIC ASSET MANAGEMENT GROUP

JETTY FORESHORE HONOUR

Coffs Harbour's celebrated Jetty4Shores Project was again recognised for planning excellence at the annual Planning Institute of Australia NSW Awards. A 2014 award-winner for Public Engagement, this project took out the 2019 'From Plan to Place' category for an initiative that achieves significant, positive changes through planning.



CITY SQUARE UPGRADE

The \$2-million rebuild of City Square was completed in October and was a key part of an ongoing program of improvements being rolled out under Council's City Centre Masterplan. The City Square upgrade included the installation of CCTV security, contemporary lighting, new paving and public seating, and a raised Shared Zone on Park Avenue Lane to improve pedestrian safety.

WATER RESTRICTIONS

Despite the late summer rainfall, Level 1 water restrictions have been kept in place due to the impacts of the recent bushfires. The catchment of the Nymboida River - which replenishes the main storage dam for our water supply system at Shannon Creek - was significantly impacted by the bushfires when the subsequent heavy rains washed debris from the fires into the river. The back-up Karangi Dam was used to maintain our town water supply using water sourced from the Orara River. Level 1 restrictions need to stay in place until water can be safely extracted from the Nymboida River to return the Shannon Creek dam to full capacity.

SOME OF THE COMPLETED PROJECTS

During the period a number of activities were completed including:

- Arrawarra Beach Reserve boardwalk and meeting place
- Aston Wild Park, Corindi Beach, exercise station
- Second and Third Avenues, Arrawarra Headland, road upgrades, drainage, footpath, bollards, parking and kerb and gutter – underway
- Woolgoolga Reserve, amenities, playground, park furniture, paths – underway
- Headland Road, Sapphire Beach road reconstruction, kerb and gutter, and stage 1 of a shared path Sapphire Beach
- Public Amenity upgrades at Saltwater Park, Hills Beach and Toormina

- Road renewal and upgrades at Red Rock Road, and
- Footpaths at Beryl Street, Manning Avenue, King Street, York Street and McLean Street and a shared pathway at Corindi Beach.



Arrawarra Reserve boardwalk and meeting place constructed by Coastal Works Roads and Open Spaces



SIGNIFICANT ACHIEVEMENTS – STRATEGIC ASSET MANAGEMENT GROUP

NEW DISTRICT PARK

Coffs Harbour's newest recreation drawcard - the \$1.2-million West Coffs Reserve 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.



SAVE OUR RECYCLING

In a move to create a more sustainable future, Council endorsed the Local Government NSW "Save Our Recycling" campaign. Councils want 100% of the waste levy funds that they pay the NSW Government re-invested into waste minimisation, recycling and resource recovery. Of the \$726 million collected from the waste levy in 2016/17, only 10% was directed to the Waste Less Recycle More initiative; the remainder went to the NSW Government's consolidated revenue.

DRIVING ON BEACHES

In April 2020, Council adopted the Vehicles on Beach Policy.

Vehicles are permitted on the following beaches: North Beach (access from Bellingen LGA), Boambee Beach, Woolgoolga Back Beach and Station Creek Beach (Yuraygir National Park).

Vehicles are permitted to launch and retrieve boats, but not park on the following beaches: Pebbly Beach (Yuraygir National Park), Woolgoolga Beach and Emerald Beach.

Vehicles are permitted to launch and retrieve boats, and park on the following beaches: Arrawarra Beach, Sandy Beach and Sawtell Beach.

LOVE FOOD

A pioneering food waste reduction program for local families and businesses, 'Love Food Mid North Coast', was launched in Coffs Harbour in November 2019. A partner in the MIDWASTE forum, Council signed up to the 'Love Food' program as part of a NSW Government grant to deliver a two-year, whole-of-community program to reduce food waste in homes, businesses, pubs, clubs, resorts, aged care facilities and other food-related businesses.



SIGNIFICANT ACHIEVEMENTS – STRATEGIC ASSET MANAGEMENT GROUP

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Survey	2016 #	2018 #	2020 #	% Change
Survey: Customer Satisfaction with footpaths and cycle ways	3.17	3.24	3.30	1.9
Survey: Customer Satisfaction with sewerage	4.38	4.3	4.32	0.5
Survey: Customer Satisfaction with water supply	4.29	4.23	4.25	-1.2
Progress Report Measures	2017/18	2018/19		% Change
Domestic waste diverted from landfill (percentage)	Target 50% Achieved 62%	Target 70% Achieved 66.5	43,890 tonnes	NA <i>(Different targets to previous years)</i>



SIGNIFICANT ACHIEVEMENTS – SUSTAINABLE PLACES GROUP

FLYING FOX PROJECT

In July, Council secured a \$310,000 grant from the NSW Government for the 'Greenery for Grey Nomads' project. It aims to help regenerate specific vegetation areas in Toormina, Woolgoolga and Coffs Harbour that are identified as nationally important habitats for the threatened Grey-Headed Flying-Fox.

PLANNING AWARD

For the second year in a row, Coffs Harbour City Council received a Local Government Week award for compact city planning. The Award for Culture Change Innovation/Excellence recognises Council's approach to capturing community values at a neighbourhood level through the PLACESCORE program as a collaborative approach to delivering liveable places.

PESTICIDE TESTING

Following community concerns, Council completed a study of household rainwater tanks near intensive plant agriculture farms in the Coffs Harbour local government area. Pesticides were detected in 10 of the 71 water samples, but the levels were below the Australian Drinking Water Guidelines values, so the water was considered safe. Council has called on NSW State agencies that oversee pesticide use or its impacts to undertake further research and review regulations.

MIDDLE CREEK

During the period, Council sought feedback from the community on residents' experiences with flooding in the Middle Creek Catchment at Sawtell. Part of an ongoing review of the Flood Study and Floodplain Risk Management Plan, community input helps to finalise flood mitigation works and emergency response planning.

SEEN A KOALA?

Council launched a Spring Survey, appealing to the community to report sightings of koalas on the Coffs Coast. During breeding season, the marsupials are more mobile, and details of sightings help Council to update the Coffs Harbour Koala Plan of Management. You can provide details of any Koala sightings on [Council's Have Your Say Koala Register](#).



Koala Survey

ENDANGERED BEACH SPECIES

Beachgoers were asked to be extra vigilant and heed restrictions following the discovery of new turtle nests at a number of local beaches over summer. It coincided with the local nesting patterns of endangered Little Terns, with the public asked to reduce any potential disturbance by keeping dogs under control and obeying 4WD rules on beaches.

STRATEGIC PLANNING

In April, community feedback was invited on a draft strategy that will help shape the way Council manages the planning opportunities created by the community's changing needs over the next 20 years. The Local Strategic Planning Statement frames NSW and regional planning priorities within a clear local context, to help Coffs Harbour develop as a North Coast regional city to deliver new jobs, more diverse housing and high-quality essential services."

The latest chapter of the draft Coffs Harbour Local Growth Management Strategy – Chapter 8 Employment Lands – was also released for public comment. The blueprint provides a 20-year view of how to manage, facilitate and accommodate a range of future employment lands within the Coffs Harbour local government area to encourage business growth and protect the long-term supply of industrial and business land uses.



SIGNIFICANT ACHIEVEMENTS – SUSTAINABLE PLACES GROUP

CARING FOR OUR ESTUARIES

Council launched a community engagement exercise to find out what local residents value about a number of significant Northern Beaches estuaries. The feedback will inform a new Coastal Management Program (CMP) for Bonville Creek, Darkum Creek, Woolgoolga Lake, Willis Creek and Hearn's Lake Estuaries.

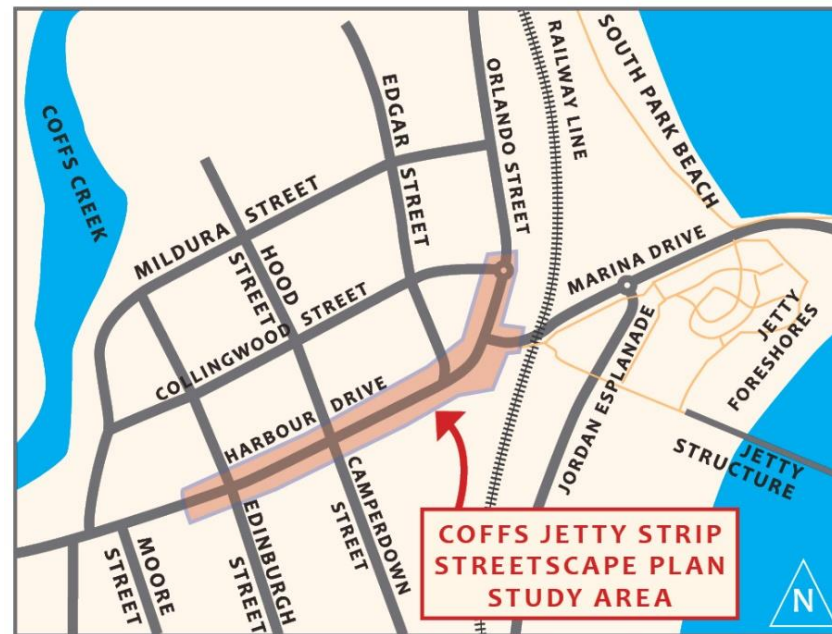
The CMP will set the long-term strategy for coordinated management of the estuary to meet local community needs in the short term and identify risks in the longer term. It also addresses catchment health issues such as bank erosion, water quality, catchment and sediment inflows, as well as recreational opportunities.

COFFS HARBOUR BYPASS

The Build the Best Bypass Campaign assisted in facilitating the State Government's commitment to constructing tunnels for the Coffs Harbour Bypass. Further discussions with TfNSW are required to understand whether Dangerous Goods Vehicles will be able to travel through the tunnels and consequently if the former Pacific Hwy route will be transferred to Council post the Bypass opening. Once this direction is provided, Council will be in a better position to begin the planning process for the rejuvenation of the former Pacific Hwy route. The project currently remains unfunded.

JETTY STRIP STREETScape

Council again turned to the community for feedback in May, this time with the public exhibition of the draft Coffs Jetty Strip Streetscape Plan. Already a popular dining and entertainment destination, the blueprint aims to upgrade the Jetty Strip into a vibrant, pedestrian-friendly and welcoming gateway to the Harbour and Marina Precinct of the city. The plan is to complement major new developments relating to large land parcels along the northern side of the Strip and the NSW State Government's plans for the Harbour area.



Please note that this project is not part of the NSW Government's current Jetty Foreshores project, which will be undertaken east of the railway line.

FUTURE HOUSING OPTIONS

In June, Council released its draft Chapter 7 - Residential Lands plan for public comment. The aim of the draft residential chapter is to ensure that Council can plan for the housing needs of its future population by encouraging quality development within existing residential areas. Housing affordability and short-term rentals are among the key issues considered in the draft.

INTENSIVE AGRICULTURE STUDY

Council committed almost \$40,000 from its Environmental Levy to back new research into the potential impacts of Intensive Plant Agriculture on the environment. Southern Cross University is investigating possible contamination from pesticides and heavy metals associated with intensive agriculture.

NEIGHBOURHOOD SCORECARDS

In collaboration with independent research agency Place Score, Council conducted online and face-to-face surveys throughout November to measure 'place experience'. This allows communities to rate their own neighbourhoods and share what they most care about. The Place Score program is a first for the area and adds to other community consultation findings to help diagnose problems, identify priorities and measure changes in place planning and management.



SIGNIFICANT ACHIEVEMENTS – SUSTAINABLE PLACES GROUP

Development Applications (DAs) Submitted

Type of Development	2018/19		2019/20	
	No.	Value (\$m)	No.	Value (\$m)
New Dwellings	237	167.9	246	84.6
Dwelling Alterations / Additions	294	20.5	266	17.3
New Multiple Occupancy	11	42.7	22	148.0
Swimming Pools	93	3.06	100	3.8
Commercial / Industrial / Retail	7	7.2	10	13.1
Commercial / Industrial / Retail Additions / Alteration	22	6.07	13	6.3
Other	304	75.6	249	49.2
Total	968	323.03	906	322.3

Significant Development Applications submitted for the period 2019/20 included:

- 0415/19DA Senior housing (66 units) 5 Beach Street, Woolgoolga Estimated cost \$20m
- 0767/18DA Residential subdivision (220 lots) Bambara Drive, Bonville
- 0742/19DA Education establishment (alterations and additions and new library) JPC Hogbin Drive, Coffs Harbour Estimated cost: \$8.13m
- 0782/19DA Senior housing (29 dwellings) 8 Anchorage Close Moonee Beach Estimated cost: \$8.7m
- 996/18DA Tourist Accommodation and function centre – Aanuka Resort, Firman Drive, Coffs Harbour Estimated cost: \$20.4m



KEY MEASURES OF SUCCESS – SUSTAINABLE PLACES GROUP

DEVELOPMENT APPLICATION STATISTICS

	No	\$Value
Dwellings	182	66 220 365
Dwelling additions/alterations	266	17 343 221
Dual occupancy	64	18 421 602
Dual occupancy add/alts	1	30 000
Multiple occupancy	22	147 959 500
Multi occupancy adds/alts	0	0
Outbuildings/sheds	105	3 057 078
Outbuildings adds/alts	15	252 830
Swimming pools	100	3 975 981
Commercial/Industrial/Retail - new	10	13 069 878
Commercial/Industrial/Retail – adds/alts	13	6 355 476
Advertising structure	1	10 000
Aircraft hangar	0	0
Amenities building	1	45 000
Amenities building additions	0	0
Assembly building	0	0
Assembly building adds/alts	1	45 124
Demolitions	10	648 031
Designated development	0	0
Health care building	2	4 925 000
Health care building adds/alts	3	5 192 000
Schools – adds/alts	3	2 200 000
Subdivision – Boundary alteration	30	2 650 000
Change of use	41	529 750
Tourist facility	0	0
Tourist facility additions	2	676 469
Miscellaneous	34	28 692 318
TOTAL	906	322 299 625



KEY MEASURES OF SUCCESS – SUSTAINABLE PLACES GROUP

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Surveys	2016 #	2018 #	2020 #	% Change
Survey: Customer Satisfaction with DA processing	2.84	2.96	4.06	37.2
Survey: Customer Satisfaction with protection of the natural environment	3.31	3.33	4.68	40.5
Survey: Customer Satisfaction with enforcement of local building regulations	3.2	3.09	4.2	35.9
Survey: Customer Satisfaction with enforcement of pet regulations	3.2	3.16	4.0	26.6
Survey: Customer Satisfaction with flood management	3.54	3.37	3.74	11.0
Survey: Customer Satisfaction with coastal management	3.26	3.06	3.39	10.8
Progress Report Measures	2017/18	2018/19	2019/20	% Change
Improvement in the health of our waterways (Awaiting Ecohealth program commencement)	-	-	-	-
Scheduled inspections completed (Public Pools; Skin Penetration premises; Legionella) (Target 100%)	100%	100%	81%	-19%
DA processing times (% DAs processed within 40 days) (Target 90%)	82%	75%	76%	1%



SIGNIFICANT ACHIEVEMENTS – ENABLING BUSINESS SERVICES

- **BUSINESS SYSTEMS**
- **CUSTOMER SERVICES**
- **FINANCE AND LOGISTICS**
- **GOVERNANCE**
- **OFFICE OF THE GENERAL MANAGER**
- **ORGANISATIONAL DEVELOPMENT**

AUSTRALIA DAY 2020

Council was again proud to support the staging of the annual Australia Day Ceremony for 2020. The event, at the North Coast Regional Botanic Garden, saw 60 people from 19 countries receive Australian Citizenship. Among the Australia Day Awards, Jean Vickery was named Coffs Harbour's LGA Citizen of the Year.

COMMUNITY SATISFACTION

The 2020 Customer Satisfaction Survey showed that overall satisfaction with Council has grown over the past two years. When plotted against surveys of five other Mid North Coast and New England regional councils, the results show that Coffs Harbour City Council has the highest overall satisfaction rating. The 2020 survey showed that protection of the natural environment, lifeguards, parks, reserves and playgrounds, and coastal and flood management continue to be top community priorities.

ELECTION POSTPONEMENT

Due to the impact of COVID-19, the Office of Local Government postponed NSW Council elections until September 2021.

CULTURAL AND CIVIC SPACE

In February, Council gave the green light for the demolition of existing buildings on the site of the new Cultural and Civic Space in Gordon Street. The assessment of the Development Application for the demolition was undertaken independently by Armidale Regional Council. Following a series of tender processes, Council also approved the appointment of consultants to manage the construction, design finalisation and costs of the Cultural and Civic Space Project.

Council welcomed the news in June of a \$500,000 NSW Public Library Infrastructure Grant towards the new central library in the proposed new Cultural and Civic Space. Administered through the State Library of NSW, it's the maximum amount available through the grant scheme and will be used for the internal fit-out and furniture of the new library space.

ENVIRONMENT LEVY

Council provided funding of almost \$350,000 for community projects under the 2020/21 round of Environmental Levy Grants Program. A total of 17 local community groups were awarded grants, ranging from \$4,800 for the revegetation of Sandy Beach Reserve to \$25,000 to Jetty Dunecare for the control of Glory Lily on Boambee Beach.

BUSINESS INCENTIVE POLICY

After community consultation, Council revised its Business Incentive Policy to help further stimulate business development and growth across the Coffs Harbour Local Government Area. Changes to water and sewer developer contribution charges are expected to generate significant savings for local businesses.



SIGNIFICANT ACHIEVEMENTS – ENABLING BUSINESS SERVICES

NATIONAL CARTOON GALLERY

The National Cartoon Gallery is Australia's first and only gallery dedicated to cartoons and cartooning. It is home to the largest private collection of contemporary cartoons in the southern hemisphere. Council agreed in February to contribute \$213,000 to assist the National Cartoon Gallery with its plans to expand the facility after they encountered a budgeting shortfall with the project.



National Cartoon Gallery, Coffs Harbour

PUBLIC HOLIDAY RE-THINK

With the COVID-19 restrictions in NSW, Council withdrew its application for a part-day public holiday for this year's Coffs Harbour Gold Cup Day in August 2020. The Coffs Harbour Racing Club was able to run the horse races in 2020, but was prohibited from hosting the annual carnival event for race-goers under COVID-19 safety restrictions; consequently, it requested that Council withdraw the 2020 holiday application.

BUSINESS INCENTIVE POLICY

After community consultation, Council revised its Business Incentive Policy to help further stimulate business development and growth across the Coffs Harbour Local Government Area. Changes to water and sewer developer contribution charges are expected to generate significant savings for local businesses. expected to generate significant savings for local businesses.

CHANGING THE WAY WE DO THINGS

[Council's website](#) visitation increased by 31.7% this year as customers found new ways to obtain the information when the Council's Customer Service desk was closed for face-to-face visitation due to COVID-19. Over the course of the year Council's Facebook followers increased by 100%, Twitter increased by 3.5%, with the subscription to the Corporate Newsletter down by 1%.

PROPERTY LEASING

A draft policy was released in November for public comment to help ensure that a structured, transparent framework is in place for the leasing and licensing of Council owned and controlled properties to community organisations. Council maintains a significant portfolio of leases and licences to various community organisations. The draft policy and guidelines aim to safeguard the sustainability of community facilities, while acknowledging the valuable contribution that community groups make.

BUSHFIRE CRISIS

The horrific bushfire season impacted the Coffs Harbour region in November with fires sweeping through extensive areas of bushland and forest in the north and west of the local government area. Council worked closely with local emergency authorities in the fire-fighting effort. Council appointed a Community Recovery Officer in March 2020 and continues to work with the community and other services as part of the recovery journey.



Have Your Say Coffs Harbour

Hello and welcome! Have Your Say is Council's online portal to engage with community members. If you live, work or visit the Coffs Harbour area we encourage you to learn more about Council projects and contribute your unique feedback. We are committed to making well informed decisions that lead to the best possible outcomes for the area and we can't do it without you! See our featured projects below, or visit projects above to search for current and past projects.



KEY MEASURES OF SUCCESS – ENABLING BUSINESS SERVICES

KEY MEASURES OF SUCCESS

Data from Council's two-yearly Customer Satisfaction Survey and Six-Monthly Progress Reports.

(Note: all survey results show the Mean response on a scale of 1-5 where 1 = very dissatisfied and 5=very satisfied.)

Customer Satisfaction Survey	2016 #	2018 #	2020 #	% Change
Survey: Customer satisfaction with online services	3.57	3.55	3.51	-1.1
Survey: Customer satisfaction with Council pools	4.04	3.71	3.69	-0.8
Progress Report Measures	2017/18	2018/19	2020#	% Change
Customer request responses delivered within service time frames (Target 90%)	No data	97.76%	98%	0.25%
Customer satisfaction with the way Council handles customer inquiries (Target 90%)	June 2018 96.8%	June 2019 95.15%	June 2020 98%	3.0
Increase in online corporate newsletter subscriptions (Target 1%)	June 2018 8,750	June 2019 10,436	June 2020 10,326	-1.05
Increase in corporate social media subscriptions (Target 1%)	June 2018 Facebook 2,321 Twitter 1,273	June 2019 Facebook 3456 Twitter 1,314	June 2020 Facebook 6939 Twitter 1360	Facebook 100.78 Twitter 3.5%
Change in corporate website visitation (Target 1%)	June 2018 159,539 (1/2 year)	June 2019 592,738	June 2020 780,839	31.73
Compliance with legislative requirements in relation to key dates (Target 100%)	100%	100%	100%	-
Creditor accounts paid within business terms (Target 90%)	90%	90%	95%	5.56%



SIGNIFICANT ACHIEVEMENTS – COMMERCIAL BUSINESS UNITS

- CITYSMART SOLUTIONS
- COASTAL WORKS
- COFFS COAST HOLIDAY PARKS
- COFFS HARBOUR AIRPORT
- COFFS HARBOUR LABORATORY

AIRPORT LEASE

Council continued to advance a proposal to transfer the running of Coffs Harbour Airport to a private operator. Lease arrangements are already in place at 24 capital city and regional airports across Australia. It is expected that a lessee would not only provide greater opportunities for the airport but would also remove Council from any regulatory or operational risks.

AIRPORT MASTER PLAN

During the period, Council updated the Coffs Harbour Airport Master Plan. The 20-year blueprint updates all airport maps and plans and references long-term air traffic forecasts and opportunities for business, facility and technology development. Coffs Harbour Airport is one of the largest and busiest regional airports in NSW.



AIRPORT PASSENGER NUMBERS

(2019/20: 290,148)

(2018/19: 396,917)

Passenger numbers were affected by COVID-19

AIRPORT ENTERPRISE PARK

Work began on the construction of the 98-lot development Airport Enterprise Park. Initiated with funding from Council and \$10m funding from the Australian Government, it is anticipated the new Enterprise Park will bring new businesses, new opportunities, new families and new jobs to the region.



Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack, Federal Member for Cowper Pat Conaghan and Coffs Harbour Mayor Denise Knight were on site for the start of construction of the \$10m Coffs Airport Enterprise Park.

HOLIDAY PARK UPGRADE

Extensive work was completed on upgrading Woolgoolga Beach Holiday Park in time to welcome visitors for the Christmas Break. The new park layout provides 73 short-term sites, 5 long-term sites, a new entry via Wharf Street, solar lighting and improved services.

Due to the extensive period of closure of the Holiday Parks (HPs) through COVID-19, the implementation of projects for the quarter was amended. Redevelopment of the Woolgoolga Beach Holiday Park (WBHP) and Park Beach HP security fencing were by March 2020.



LONG TERM USE OF DEEP SEA FISHING CLUB

The long term tenure procurement is on hold pending outcomes of NSW State Government planning for the Coffs Harbour Jetty Foreshores.



SIGNIFICANT ACHIEVEMENTS – CROWN RESERVES



Woolgoolga Beach Reserve Upgrade

WOOLGOOLGA BEACH RESERVE UPGRADE

A locals-led design to enhance Woolgoolga's seaside village charm and attract more visitors to the beach reserve started to take shape in June with the commencement of Stage 1 of the \$1.2m Woolgoolga Beach Reserve Upgrade. The project will include a new playground featuring inclusive play elements, shade sails and fencing, as well as new landscaping, and a new accessible toilet block and 'Changing Places' facility. The project is funded by Council and the NSW Government's 'Stronger Country Communities Funding' and 'Everyone Can Play' grant schemes.

BOTANICAL GARDENS GLASSHOUSE

Funding has been allocated to complete construction from the Australian Government's Local Roads and Community Infrastructure Program, part of the country's COVID-19 economic stimulus recovery plan. The project will now commence planning for delivery. Construction has not yet been scheduled.

SANDY BEACH YOUTH SPACE

Plans for a [Youth Space](#) for 8-15 year olds at Sandy Beach Reserve received a boost in May when the NSW Government announced \$150,000 in funding for the \$300,000 project. The space was a key feature identified in community consultation for the Sandy Beach Reserve Masterplan. A further \$150,000 in funding for the Youth Space is to be provided by the Coffs Coast Regional Park – a partnership of Council, the National Parks and Wildlife Service and community representatives.



Proposed Youth Space at Sandy Beach Reserve

JETTY REPAIR NEEDS

Council resolved in May to seek funding from the State and Federal Governments to enable major repairs to be carried out to Coffs Harbour's historic Jetty. The last surviving nineteenth century NSW State Government-built jetty in NSW, the structure needs repair potentially costing around \$16-20m.

Council has nominated the Jetty for listing for State Heritage Significance. Council manages the structure as a Crown asset of the Coffs Coast State Park. Since 2008, Council has spent \$3.5m on major

repairs to the structure, as well as \$75,000 each year on general maintenance



OUR VOLUNTEERS



Coramba S355 Committee



Housebound library service volunteer getting out and about

OUR WONDERFUL VOLUNTEERS

Volunteers are integral to a strong community and make a valuable contribution to community life both socially and economically. Council appreciates those in our community who volunteer their time and by doing so bring a wide range of skills, expertise and experience to support the successful delivery of Council programs, services, facilities and venues, events and projects for the community.

VOLUNTEER STRATEGIC REVIEW

Stemming from last year's Volunteer Strategic Review, a Volunteer Coordinator has been appointed to implement the review's recommendations. A Volunteer Handbook has been developed and is accessible on Council's website while a recognition program has been launched. During 2020/21 Council will create of a volunteer management system and framework, developed in line with National Standards for Volunteer Involvement. The standards have been designed to assist organisations like ours develop effective volunteer involvement practices to attract, manage and retain volunteers while ensuring that volunteers are engaged in meaningful and useful activities that contribute to our organisational outcomes.

THEATRE AND VENUES

Volunteers are integral to our theatre and venue operation and management. Theatre volunteers assist with the theatre kiosk/bar including front of house duties and ushering up to 250 people into their allocated seats. Our community hall and sportsground volunteers take bookings, manage finances, undertake and/or 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. The impact of COVID-19 resulted in the theatre and venues being closed between March and June 2020 and accordingly our volunteers were unable to be utilised or were utilised with severe restrictions.

The review identified that our volunteers provide Council with approximately 10,500 hours a year. Not only does having well-established and well-managed Volunteer Programs have fiscal benefits for Council, it ensures that we can continue to provide services valued by our community and offer opportunities to a range of people to give back to their communities. Our volunteers feel highly valued by Council. We have some good foundations in place and the review identified further opportunities for improvement to become a leading volunteer employer.



OUR VOLUNTEERS

EVENTS

In the period of 2019/20 the C.ex Coffs International Stadium hosted a range of events from big to small. Some major, first time events were a big success and our volunteers were front and centre for all! Sydney Sixers played a Big Bash in January, Elton John's – 'Farewell Yellow Brick Road' in February, Oztag and Touch Football tournaments rounded out a busy start to 2020. Due to COVID-19, the March Oztag matches were cancelled.

Our team of volunteers play an important role in the smooth operation of these events and their contributions are appreciated. The roles of the volunteers were varied due to the needs of the operating event, but focused on:

- Reducing the large bottlenecks of attendees at the main gates
- Scanning of tickets in and out of the venue
- Directing attendees to amenities, kiosks and seating locations at events
- Providing a personalised feel to events by communicating with the crowd and assisting in making the event enjoyable
- Distributing guides and other event collateral
- Setting up and packing down equipment

Due to COVID-19 C.ex Coffs International Stadium had to close its doors from March to July impacting the engagement of volunteers as we were unable to bring volunteers onsite for events or training.

Since July 2020, C.ex Coffs International Stadium has reopened and begun to coordinate events again, however with reduced capacities we are yet to re-engage volunteers. We have used this time to communicate with our volunteers and ensuring all documentation and online training is up to date, prior to their return in the near future.



Hank, volunteer on Council's Disability Inclusion Access Committee



Louet and Rhonda, volunteering at the Eco Surf Fest



Dot, volunteer at the Harry Bailey Memorial Library, Coffs Harbour

LIBRARY, MUSEUM AND GALLERY SUPPORT

Volunteers are an important part of Library, Museum and Gallery (LMG), assisting with various operational support activities. Prior to COVID-19, this included shelving or covering library books, branch library deliveries, assisting with library children's programs, museum and gallery reception, and helping with exhibition changeover. Some volunteers with specialist skills were also assisting with our digitisation project, local history research, library collections work and digital literacy programs. When our facilities temporarily closed due to COVID-19 in March 2020, all LMG volunteer roles were suspended, and none had resumed by the end of the financial year to avoid putting them at risk. As restrictions lift, selected LMG volunteer roles returned, with more planned in 2020.



OUR VOLUNTEERS

ADVISORY COMMITTEES

Across the organisation in 2019/20, 17 Advisory Committees were facilitated. From March 2020 meetings of advisory committee were less frequent due to COVID-19 restrictions or moved to online delivery where possible.

Advisory Committees that met during 2019/20 year included: City Centre Master Plan Committee, Cultural Reference Group, Heritage Executive Committee, Destination Coffs Coast Committee, Disability Inclusion and Access Advisory Committee, Heritage Executive Committee, Koala Plan of Management Advisory Committee, Yandaarra Aboriginal Advisory Committee and the North Coast Regional Botanic Garden Advisory Committee.

A range of issues and opportunities were discussed and considered. Initiatives that the committees contributed advice and feedback included:

- Input to the short term letting accommodation discussion paper
- Input to major capital infrastructure projects such as Woolgoolga Multipurpose Centre and Cultural and Civic Space
- Input and advice around the Youth and Performing Arts Space Issues and Options Papers.
- Input to Coastal Management Programs currently being developed by Council.
- Input to the development of Council's new Koala Plan of Management.

- Input to the development of flood studies, management plans and flood evacuation plans currently being developed by Council.
- Input to the development of Chapter 5 Rural Lands of the Coffs Harbour Local Growth Management Strategy 2020.
- Input to assist Council to actively promote the city's heritage resources, heritage conservation and heritage fund.



C.ex Stadium volunteers



Thorsten, volunteering at the Harry Bailey Memorial Library, Coffs Harbour Library's Lego League



Community Village team of volunteers



Gale, volunteer at the Harry Bailey Memorial Library, Coffs Harbour



Lyn, volunteer at the Regional Museum





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