

# Coffs Harbour City Council

2020/21 Annual Report — Section 1 | Significant Achievements



“connected — sustainable — thriving”

MyCOFFS





This Annual Report documents the progress made by Coffs Harbour City Council in implementing its Delivery Program over the course of the financial year. The significant achievements detailed in this report are for the period 1 July 2020 to 30 June 2021.

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 2017–2021 Delivery Program and 2020/21 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](http://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. The information in Section 2 indicates 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).

© Coffs Harbour City Council 2020

Cover image: Bale Out – a series of community events held in Nana Glen, Ulong, Coramba, Red Rock, Toormina and Coffs Harbour.

Brisbane

Coffs Harbour

Sydney

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 78,000 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.

# Contents

|                                                  |    |
|--------------------------------------------------|----|
| Foreword to the 2020/21 Annual Report            | 5  |
| Elected Members                                  | 7  |
| Elected Members — Attendance Record and Expenses | 8  |
| Income and Expenditure 2020/21                   | 10 |
| Significant Achievements (by Council Group):     |    |
| Infrastructure Construction and Maintenance      | 12 |
| City Prosperity                                  | 14 |
| Community and Cultural Services                  | 18 |
| Strategic Asset Management                       | 22 |
| Sustainable Places                               | 24 |
| Enabling Business Services                       | 26 |
| Crown Reserves and Commercial Businesses         | 30 |
| Our Volunteers                                   | 31 |



# Foreword to the 2020/21 Annual Report

**2020/21 has been another year to remember for Coffs Harbour and the City Council. With the ongoing impacts of COVID-19, Council has continued to provide support for the community through strong community events, fostering and supporting connections and activity. Council developed and adopted a COVID-19 Response Recovery Plan, articulating the steps Council will take to support the community through recovery.**

Facilitating meaningful interactions with the community drives much of this response. One of these interactions provided a new and COVID-safe way to assist connection with the community vision of connected, sustainable and thriving. Bale Out — a series of events running from April through June — saw hay bales, musicians and loads of fun activities loaded ‘on the truck’ to provide seven unique and local pop-up events in Ulong, Coramba, Nana Glen, Red Rock and Toormina, bookended by two big celebrations in Coffs Harbour. The community connectedness was prevalent throughout the whole region. Another was the setup and delivery of the Culture Hub, a temporary and experimental shopfront space hosting exhibitions and associated programs to disrupt, animate and engage with the everyday. Welcoming over 20,000 through the door, Culture Hub provided locals and visitors alike with a taste of the possibilities within the new Cultural and Civic Space.

Council’s connection with the community is strengthened by the numerous advisory committees, added to during this year with the establishment of the Positive Ageing Committee. Volunteers represent, support and deliver against community needs for the whole of the community.

Coffs is known first and foremost as a great place to live — with that, the city is also a dynamic and rapidly expanding economic hub and a key sporting and event destination. The city has built on that reputation over the last twelve months, delivering a range of community, economic, sporting and cultural

programs. These included the delivery of the Festival of New Thinking events covering strategy, innovation and sustainability learnings for businesses, winning the top prize for Cultural Planning in the Local Government NSW *Leo Kelly OAM Arts and Culture Award*, and being named as a finalist at the 2021 NSW Local Government Excellence Awards for our approach to assisting recovery from the impacts of the 2019 bushfires.

Local infrastructure and planning projects continue to be key to supporting the local economy as we recover from the pandemic. Major building projects are an effective way to help economies move on from a crisis — a truth borne out at all levels of government — as they provide employment, as well as injecting much-needed cash into a region.

The numerous infrastructure projects that have either finished planning, commenced delivery or been finalised include the Coffs Harbour Cultural and Civic Space, the Botanic Gardens Glasshouse, the Wiigulga Sports Complex named in tribute to local Gumbaynggirr heritage and culture, sport infrastructure works including lighting at Toormina Oval and Polwarth Drive, Coffs Coast Regional Sports Hub, the North Wall carpark upgrade and playgrounds, including Woolgoolga Beach Reserve. Along with this, extensive water, sewer and transport asset works were undertaken to continue to provide against the needs of the community.

Council secured Palisade Investment Partners as its commercial operating partner for the long-term lease of Coffs Harbour Airport, with the value to the community forecast at almost \$500 million over the term of the lease and option. This lease commenced on 1 June, 2021.

This Annual Report reflects another busy and successful year for Council. It’s also an opportunity to thank all of our Councillors, staff and tireless volunteers who continue to support and develop this wonderful place in which we are so lucky to live.



**Councillor Denise Knight,  
Mayor of Coffs Harbour**

A handwritten signature in black ink, appearing to read 'Denise Knight'.



**Steve McGrath,  
General Manager**

A handwritten signature in black ink, appearing to read 'Steve McGrath'.



# Elected Members

---



**Mayor**  
Councillor Denise Knight



**Deputy Mayor**  
Councillor George Cecato



**Councillor**  
Michael Adendorff



**Councillor**  
Paul Amos



**Councillor**  
John Arkan



**Councillor**  
Keith Rhoades



**Councillor**  
Tegan Swan



**Councillor**  
Sally Townley

# Elected Members — Attendance Record and Expenses

| Councillor Attendances (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                                   | 22   | 21             | 20             | 22                | 22             | 19             | 21             | 22             | 21             |
| Council Briefings                                  | 56   | 52             | 40             | 12                | 49             | 0              | 48             | 15             | 38             |
| Agricultural Advisory Committee                    | 1    |                | 1              |                   |                |                |                |                | 1              |
| Audit and Risk Committee                           | 5    |                |                | 2                 |                |                |                |                | 4              |
| Australia Day Committee                            | 0    |                |                |                   |                |                |                |                |                |
| City Centre Master Plan Committee                  | 10   | 7              |                |                   |                |                |                |                |                |
| Coastal and Estuary Management Advisory Committee  | 2    |                |                |                   | 0              |                |                |                | 1              |
| Coffs Coast Regional Park Trust                    | 4    |                | 2              |                   |                |                | 4              |                |                |
| Cultural Reference Group                           | 4    | 4              |                |                   |                |                |                |                |                |
| Destination Coffs Coast Committee                  | 5    |                | 3              |                   |                |                |                |                |                |
| Disability Inclusion and Access Advisory Committee | 3    |                |                |                   |                |                |                |                | 3              |
| Floodplain Risk Management Committee               | 1    |                |                |                   |                |                | 1              |                | 1              |
| Koala Plan of Management Advisory Committee        | 0    |                |                |                   |                |                |                |                |                |
| Heritage Advisory Committee                        | 0    |                |                |                   |                |                |                |                |                |
| Library and Gallery Planning Advisory Group        | 1    | 1              | 0              |                   |                |                |                |                | 0              |
| Local Traffic Committee                            | 4    |                |                |                   |                |                | 4              |                |                |
| Mid North Coast Bush Fire Management Committee     | 4    |                |                |                   |                |                |                |                | 3              |
| Mid North Coast Regional Arts Board                | 3    |                |                |                   |                | 1              |                |                |                |
| Multicultural Advisory Committee                   | 1    | 1              |                |                   |                |                |                |                |                |
| Positive Ageing Advisory Committee                 | 4    |                |                |                   |                |                | 4              |                |                |
| Sustainability Advisory Committee                  | 1    |                | 0              |                   |                |                |                |                | 0              |
| Yandaarra Advisory Committee                       | 8    | 8              |                |                   |                |                |                |                | 5              |

| 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 |
| Induction training, Induction refreshers or supplementary inductions | 0             | 0        | 0          | 0        | 0                 | 0        | 0         | 0        | 0          | 0        | 0             | 0        | 0             | 0        | 0             | 0        |
| Ongoing professional development                                     | 6             | 4        | 6          | 1        | 5                 | 1        | 5         | 1        | 4          | 0        | 5             | 1        | 5             | 2        | 5             | 1        |
| Number of seminars, circulars and other activities                   | 50            | 50       | 44         | 44       | 44                | 44       | 43        | 43       | 43         | 43       | 45            | 45       | 43            | 43       | 44            | 44       |

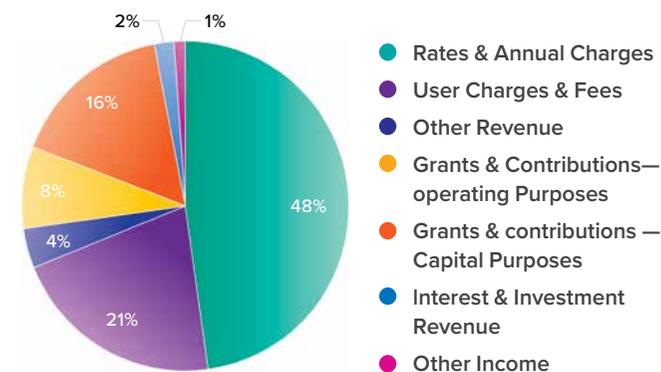
| Councillor Expences (by portfolio)                                                                                                                                                                 | Denise Knight | Tegan Swan | Michael Adendorff | Paul Amos | John Arkan | George Cecato | Keith Rhoades | Sally Townley |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------|-------------------|-----------|------------|---------------|---------------|---------------|
|                                                                                                                                                                                                    | Amount \$     | Amount \$  | Amount \$         | Amount \$ | Amount \$  | Amount \$     | Amount \$     | Amount \$     |
| Mayoral allowance                                                                                                                                                                                  | 55,066        | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Councillor fees                                                                                                                                                                                    | 22,286        | 22,286     | 22,286            | 22,286    | 22,286     | 22,286        | 22,286        | 22,286        |
| Mayor vehicle expenses                                                                                                                                                                             | 12,064        | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Provision of dedicated office equipment allocated to councillors                                                                                                                                   | 0             | 0          | 0                 | 0         | 0          | 0             | 940           | 0             |
| Telephone calls made by councillors                                                                                                                                                                | 475           | 298        | 443               | 298       | 148        | 295           | 444           | 443           |
| Attendance by Councillors at conferences and seminars (excluding overseas and interstate)                                                                                                          | 654           | 45         | 32                | 61        | 0          | 125           | 61            | 106           |
| Provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors                                | 0             | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Other training of mayor and councillors and provision of skill development for mayor and councillors                                                                                               | 18            | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses | 3,215         | *2,949     | 0                 | 0         | 0          | 0             | 2,857         | 0             |
| Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses   | 0             | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions                                                                      | 0             | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions                         | 0             | 0          | 0                 | 0         | 0          | 0             | 0             | 0             |
| Other councillor expenses (catering, stationery, costs associated with attending meetings etc.)                                                                                                    | 2,061         | 0          | 0                 | 0         | 654        | 1,721         | 0             | 1,058         |

\*Figure updated due to administrative error

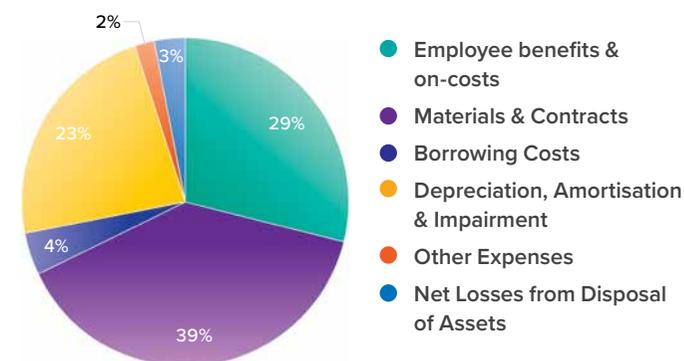
# Income and Expenditure 2020/21

| Coffs Harbour City Council — Income Statement for the year ended 30 June 2021 * |                                                                                                        |       |                           |                           |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------|---------------------------|---------------------------|
| Budget 2021/21<br>\$ '000                                                       | Income from Continuing Operations                                                                      | Notes | Actual 2020/21<br>\$ '000 | Actual 2019/20<br>\$ '000 |
| 100,348                                                                         | Rates & Annual Charges                                                                                 | B2-1  | 104,075                   | 102,294                   |
| 53,006                                                                          | User Charges & Fees                                                                                    | B2-2  | 45,371                    | 39,076                    |
| 6,998                                                                           | Other Revenues                                                                                         | B2-3  | 9,061                     | 8,087                     |
| 15,166                                                                          | Grants & Contributions provided for Operating Purposes                                                 | B2-4  | 17,897                    | 15,248                    |
| 53,669                                                                          | Grants & Contributions provided for Capital Purposes                                                   | B2-4  | 33,674                    | 37,861                    |
| 5,265                                                                           | Interest & Investment Revenue                                                                          | B2-5  | 3,769                     | 5,233                     |
| 2,453                                                                           | Other Income                                                                                           | B2-6  | 1,738                     | 1,964                     |
| <b>236,905</b>                                                                  | <b>Total Income from Continuing Operations</b>                                                         |       | <b>245,585</b>            | <b>209,763</b>            |
|                                                                                 | <b>Expenses from Continuing Operations</b>                                                             |       |                           |                           |
| 48,709                                                                          | Employee Benefits & On-costs                                                                           | B3-1  | 51,141                    | 48,162                    |
| 73,862                                                                          | Materials & Contracts                                                                                  | B3-2  | 68,773                    | 64,237                    |
| 7,782                                                                           | Borrowing Costs                                                                                        | B3-3  | 7,468                     | 8,558                     |
| 47,335                                                                          | Depreciation, Amortisation & Impairment                                                                | B3-4  | 41,649                    | 49,288                    |
| 10,606                                                                          | Other Expenses                                                                                         | B3-5  | 3,552                     | 3,537                     |
| –                                                                               | Net Losses from the Disposal of Assets                                                                 | B4-1  | 5,963                     | 14,343                    |
| <b>188,294</b>                                                                  | <b>Total Expenses from Continuing Operations</b>                                                       |       | <b>178,546</b>            | <b>188,125</b>            |
| <b>48,611</b>                                                                   | <b>Operating Result from Continuing Operations</b>                                                     |       | <b>37,039</b>             | <b>21,638</b>             |
|                                                                                 | <b>Discontinued Operations</b>                                                                         |       |                           |                           |
| –                                                                               | Operating results from discontinued operations                                                         | D3-1  | -2,836                    | –                         |
| <b>48,611</b>                                                                   | <b>Net Operating Result for the year attributable to Council</b>                                       |       | <b>34,203</b>             | <b>-22,644</b>            |
| <b>(5,058)</b>                                                                  | <b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b> |       | <b>529</b>                | <b>15,217</b>             |

**Total Income from Continuing Operations  
\$215.6m**



**Total Expenses from Continuing Operations  
\$178.5m**



\*See Annual Report Section 3 – Annual Financial Statements

# Income and Expenditure 2020/21

## H Additional Council disclosures (unaudited)

### H1-1 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 2020/21 result

2020/21 ratio 4.76%

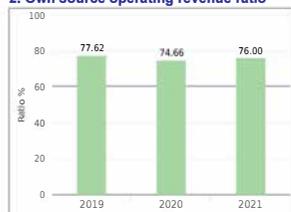
Council is above the benchmark due to the Coffs Harbour Airport lease premium payment received upon execution of the lease agreement. Interest and investment income is still impacted by the downturn in the market; however, Council continues to align its operating expenditure to its available operating revenue.

- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

#### 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 2020/21 result

2020/21 ratio 76.00%

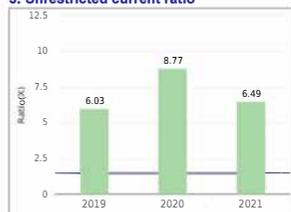
Council continues to retain a high level of own source revenue and performs well against the benchmark. Despite the ongoing effects of COVID-19 on Council's business units and a decline in investment returns, the lease agreement executed for the operations of Coffs Harbour Airport and associated payment has offset the decline in revenue.

- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

#### 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 2020/21 result

2020/21 ratio 6.49x

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

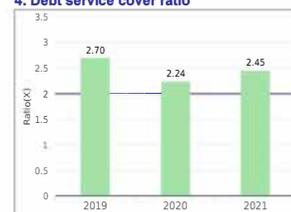
- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

### H1-1 Statement of performance measures – consolidated results (graphs) (continued)

#### 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 2020/21 result

2020/21 ratio 2.45x

Council continues to exceed the debt service cover ratio. This ratio is increased due to the Coffs Harbour Airport Lease premium received and a reduction in loan servicing costs as borrowings approach completion.

- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

#### 5. Rates and annual charges outstanding percentage



#### Purpose of rates and annual charges outstanding percentage

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

#### Commentary on 2020/21 result

2020/21 ratio 6.31%

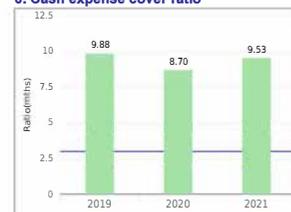
The remains consistent and below the maximum OLG benchmark of 10%. This is a favourable result in light of the hardship concessions that Council has extended to the community in light of the COVID-19 pandemic.

- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

#### 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 2020/21 result

2020/21 ratio 9.53 mths

Council still performs well above the benchmark of 3 months and this ratio is increased further due to the Airport Lease premium received. A number of Council capital projects were delayed due to the impacts of COVID-19 and the redirection of resources to grant funded initiatives.

- Ratio achieves benchmark
- Ratio is outside benchmark

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

# Significant Achievements

## Infrastructure Construction and Maintenance Group

### Works

Coastal Works crews completed a range of significant tasks during the period including:

- ▶ Daily street cleaning and public amenities maintenance;
- ▶ Road, bridge and drainage installation, upgrades and storm and flood damage repairs;
- ▶ Mechanical and electrical maintenance of water and sewer infrastructure;
- ▶ Vegetation maintenance and weed spraying services;
- ▶ Cemetery operation and maintenance;
- ▶ Waste water treatment testing;
- ▶ Design work including progressing the replacements of Hallgaths Bridge, Bucca; McLellands Bridge; Williams Bridge; Little Nymboida Bridge and Cassidy's Bridge; and Hosches Bridge on Fridays Creek Road.

### Road Maintenance, Storms and Flooding

On 17 December, 2020, a natural disaster was declared at Armidale, Ballina, Bellingen, Byron, Clarence Valley, Coffs Harbour, Glen Innes Severn, Inverell Shire, Kempsey, Kyogle, Lismore, Nambucca, Port Macquarie-Hastings, Richmond Valley and Tweed Shire due to flooding.

Three months later the Mid North Coast had another natural disaster event resulting in substantial road and pavement repairs which were undertaken in the June quarter. Despite this, 98 per cent of the total pavement network was recorded as being defect-free during the 2020/21 year.

### Coffs Harbour Bypass Service Relocation

Coastal Works was contracted to relocate 20 kilometres of water and sewer mains to allow for the construction of the Coffs Harbour bypass. The first relocation works are in the vicinity of the Coramba Road Interchange. These water mains supply water to the Karangi water treatment plant. The water is then

distributed to all residents within the Coffs Harbour LGA. Early work on the bypass started in December 2020 and has been progressing well despite the wet weather in the first half of 2021.

### Sewer Infrastructure

The House Inflow Strategy is underway with 1000 properties tested in the period October to December 2020 alone. A contract was awarded for the emergency lining of approximately 10 kilometres of defective gravity sewer pipelines involving about 224 segments and including 59 point repairs. The contract also includes CCTV inspection and pipe condition data collection to review and compile a list of the most urgent pipes that require future relining. In addition, eight pump stations were upgraded between January to June 2021 including pump renewals at Sapphire Beach, Hi-Tech Drive, Hulberts Road, Ganderton Street and Nightingale Street.



Top right: Flooding at Nana Glen

Right: Hobbs Road water main replacement



Far left: Brelsford Park  
 Left: Before and after photos the Hallgaths Bridge replacement  
 Above: Tree lopping  
 Above right: Hulberts Road reconstruction

## Garden and Open Space Maintenance

Coastal Works is engaged in a number of open space and vegetation management activities. These include:

- 🔗 Garden design, construction and maintenance
- 🔗 Mowing and slashing of open spaces
- 🔗 Construction of playgrounds and play equipment
- 🔗 Tree and vegetation management

## Replacement of Wooden Bridges

Up to 11 wooden bridges in the Coffs Coast area will be replaced at a cost of \$5.7 million over a two year period. The NSW Government contributed \$4.5 million and Council contributed \$1.2 million in funding. These works are part of the NSW Government's \$500 million Fixing Country Bridges Program.

One of these bridges is Hallgaths Bridge. This bridge is located approximately 5 kilometres east of Nana Glen. The new structure is 22 metres in length, 4.5 metres wide and includes precast concrete abutments, wing walls and deck panels. The bridge was built from components supplied by the Coastal Works Precast Yard and constructed with a serviceable life of 100 years. The project employed three full time staff and a number of local contractors during the construction phase.

## Key Measures of Success — Infrastructure Construction and Maintenance Group

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 | 2020/21 | % 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

### Wiigulga Sports Complex

The Wiigulga Sports Complex project is the development of a new integrated sport and community facility, located on the north western end of the township of Woolgoolga. The site is located on the western side of Solitary Islands Way, close to the Centenary Drive entrance to Woolgoolga High School.

The project includes:

- ▶ **Playing Fields:** fields to cater to AFL and Cricket (seasonal users), with a tournament overlay for touch football and rugby, including 200 lux lighting, drainage, amenities and cricket practice nets.
- ▶ **Northern Beaches Multi-Purpose Centre:** two indoor courts (Basketball and Netball), a stage, kitchen, multi-purpose rooms, amenities and cafe.
- ▶ **Civil works including roadways, shared pathways, carparks and services.**



Left and far left: Wiigulga Sports Complex development



### Coffs Coast Businesses Care

The Coffs Coast Businesses Care Program was launched to support businesses with managing their responsibilities to visitors, staff, and the community. Council assisted business owners who developed a COVID-19 Safe Plan. Businesses were given promotional material to showcase that they were proactive in operating in a safe manner. More than 160 businesses registered for this program.

With restrictions on travel for a major part of the year, tourism operators worked with Council to deliver content to inspire and assist visitors to plan holiday travel when it was feasible to do so. The drop in annual visitation in 2020 was minimal; however, many of the activities and experiences available as regional travel has reopened have allowed recovery, with some operators suggesting this is one of their busiest periods.

Below: Local business



## Bushfire Recovery

Grant activity to develop the Orara Valley tourist trail was initiated, showcasing the hinterland region of the Coffs Coast in a new light. The trail map features a large number of activities for tourists (and locals) to participate in while travelling through the Orara Valley. A dedicated webpage ([www.oraravalleytouristtrail.com.au](http://www.oraravalleytouristtrail.com.au)) has been designed to ensure the historical, cultural, natural and food activities of the region are showcased readily.

## Talented Local Athletes

- ▶ Brianna Hoy and Kaitlan Leaney played for the NSW Waratahs in the 2021 Super W competition. The Waratahs defeated the Queensland Reds 45–12 here in Coffs Harbour. Following the Super W Series, Kaitlan was selected for the Australian National Squad, the Wallaroos.
- ▶ Maddy Gough qualified for her first Australian swimming team in 2018. At the 2021 Australian Swimming Trials Gough set the Australian record for the 1500m freestyle which gave her selection in the Tokyo 2020 Olympic Games swim team. Maddy finished 8th in the women's 1500m freestyle event.
- ▶ Lachlan Miller qualified for the Australian Rugby 7s Olympic squad. The team placed sixth at the Tokyo 2020 Olympic Games.
- ▶ Bill Latham is set to compete at the Tokyo 2020 Paralympics as part of the Australian Wheelchair Basketball Team at the Tokyo 2020 Paralympics.
- ▶ Madeleine McTernan has realised her long-time dream qualifying for the upcoming Tokyo 2020 Paralympic Games in the swimming team.
- ▶ Emma Moffat was inducted into the Triathlon Australia Hall of Fame.
- ▶ Tamika Hunt (nee Saxby) won the Australian National Women's Squash Champion Award in 2021.



## National Rugby League Game Hosted in Coffs

In May, 2021, the C.ex Coffs International Stadium hosted the first ever NRL Telstra Premiership Game in Coffs Harbour. A joint partnership between the NSW Government, the NRL, Coffs Harbour City Council and the Cronulla Sharks saw this historic event come together to provide the Cronulla Sharks a new home away from home. In front of a COVID Safe sell-out crowd of over 7,000 fans, the Sharks took the premiership points thanks to their new home ground advantage. We look forward to welcoming the Sharks back to the Coffs Coast again soon!

Above: The Cronulla Sharks, May 2021



Far left: Winners and runners up of the Professional Squash Association World Tour Women's and Men's Open events in Coffs Harbour, May 2021

Left: Surf Life Saving Nippers

## C.ex Coffs International Stadium in 2020/21

- ✔ 100 events
- ✔ 36,926 visitors
- ✔ 54,716 visitor nights guaranteed



## A-League — Newcastle Jets v Perth Glory

In April, 2021, Council's long-term partnership with the Newcastle Jets brought the first A-League season fixture to the upgraded C.ex Coffs International Stadium.

The Jets hosted Perth Glory for the match that was played under lights and broadcast nationally. Although the result was a draw on the field, the Stadium facilities proved their worth in supporting elite level content, making the people of the Coffs Coast the clear winners with more games looking likely for the region.

## McLean Street Oval Receives Grant

Funded through contributions by Council and The NSW Asian Cup 2015 Legacy Fund (a joint initiative of the NSW Government, Football NSW and Northern NSW Football), the upgrade of facilities at Forsyth Park McLean Street Oval aimed to make the amenities more inclusive and accessible. The project delivered accessible entry to the ground, new accessible public toilets and upgrades to the canteen and change room facilities.



**Far left:** Newcastle Jets vs Perth Glory at C.ex Coffs International Stadium, April 2021



**Top right:** From left to right: Greg Singleton (Treasurer, Coffs City United Football Club), Council's Andrew Beswick, Stephen Douglass (Facility and Maintenance Coordinator), Council's Chris Chapman, Council's Heather Reid, Adam Schmidt (JLE), Frank Malone (Builder) and Mayor Denise Knight

**Bottom right:** Regional Sports Hub

## Regional Sports Hub

The consolidation of the Coffs Coast Sport and Leisure Park (CCSLP), Coffs Harbour Education Campus, Southern Cross University and the Coffs Harbour Health Campus into a Regional Sports Hub has taken a significant step forward with the construction of the Regional Sports Hub Stage 2 project (set for completion December, 2021).

This is a joint funded project with \$10 million from the NSW Government's Regional Sport Infrastructure Fund, and \$2.5 million from Coffs Harbour City Council. The project will deliver sports facilities including turf and synthetic fields and infrastructure that meet the needs of all genders and people with a disability, and connect the sports sector and other complementary services physically, and through shared provision, for athletes and research students, leading to increased levels of participation for local sportspeople.

## Small Business Festival

In October, 2020, a small business focussed hybrid event was held that included 16 workshop sessions delivered over four days in three locations. Partnering with the local chambers of commerce, this event provided a selection of valuable and practical workshops and talks for Coffs Coast small business owners and community organisations. The sessions were delivered both in-person and online simultaneously, with recordings of the sessions made available to the business community. There were more than 430 registrations across the four-day festival. Workshop themes ranged from digital marketing to self-care, from cash flow to team development.

## Economic Development Strategy

A Local Jobs Program Taskforce is assessing youth opportunities for our region. A campaign to attract youth to hospitality/tourism careers has commenced. Council designed the short-term campaign in conjunction with RDA, TAFE, SCU and CHSC. Due to low registration numbers, the campaign was not run. Development of a longer term approach is with TAFE.

In June, 2021 plans to build a \$440 million movie studio was announced. Council and TAFE are liaising with the founders of the studio around potential TAFE courses relevant to the film industry.

## Eco-Destination Accreditation

Coffs Harbour City Council has undertaken eco-destination accreditation through a program funded by Eco-Tourism Australia and World Wildlife Fund, that when finalised (due mid-September, 2021) assures visitors that the destination provides high-quality, nature-based tourism experiences, backed by a strong, well-managed commitment to sustainable practices. This accreditation means the Coffs Coast will be showcased as an authentic eco-destination, receiving an international, independently verified stamp of approval, the first accredited eco-destination in New South Wales.



In support of this program and the existing accredited eco-businesses in the region, Council has worked with Eco-Tourism Australia to assist a further 10 businesses on their eco-tourism accreditation journey. These businesses traverse a wide array of the tourism sector from accommodation to tours, parks and forests to Indigenous culture, water-based activities to land adventure.

## Visitor Satisfaction

The Tourism Sentiment Index report is accessed as a live report allowing an understanding of what people are saying about the destination online. Council assesses this against our competitors. Impacts of COVID-19 and flooding have provided a low level of safety satisfaction over recent times. Enjoyment of the natural spaces and a number of our activities provides positive sentiment of the region.



Above: Enjoying our space with Montem Bike Tours

Bottom left: Eco-Tourism Summit, Nov 2020

Bottom Right: Small Business Festival 2020

# Key Measures 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      | 3.60    | 2.5      |
| Survey: Customer satisfaction with economic development                                | 2.91      | 3.04      | 3.20    | 5.3      |
| Progress Report Measures                                                               | 2018/19 # | 2019/20 # | 2020/21 | % Change |
| Entrepreneur start-ups (Target 5)                                                      | 5         | 8         | 3       | -62.5    |
| Annual Tourism Visitation (Target 5%)                                                  | 1.66m     | 1.70m     | 1.62m   | -5%      |

# Significant Achievements

## Community and Cultural Services Group

### Patrolled Beaches

The Lifeguard Service Strategic Plan continues to be implemented. One of the strategies in the plan was to expand the use of surf rescue tubes at local beaches for members of the public to use in an emergency. Following a successful trial, the rescue tubes will be rolled out at ten local beaches over the next 12 months.



Right: Local lifeguard next to a surf rescue tube

### Cultural Awards

In an exciting end to Local Government Week 2020, Coffs Harbour City Council won the top prize for Cultural Plans in the Local Government NSW Awards. “The importance of culture and arts to our youth, our community wellbeing and all the immensely talented people working in the creative industry locally is something to be treasured, celebrated and supported,” said Coffs Harbour Mayor, Councillor Denise Knight.

### Eco Surf Fest 2020

Coffs Harbour City Council partnered with Surfing NSW to deliver our second Eco Surf Fest. The event is a sustainability-themed community event celebrating our beautiful, natural environment — all it gives to us and all we can give back in return.

Below: Eco Surf Fest 2020



### Lifeguard Service 2020/21 Beach Statistics

- ✔ Visitation: 848,579 (2019/20: 809,473)
- ✔ Rescues: 46 (2019/20: 32)
- ✔ Patrol days: 764 (2019/20: 759 + 24)
- ✔ Preventative actions: 11,927 (2019/20: 13,770)
- ✔ First Aid incidents treated: 53 (2019/20: 107)
- ✔ Law Enforcement (dog, surf craft and other incidents): 922 (2019/20: 885)



Far left: Welcome to Country from \* the late Uncle Trevor Wilson at the 2020 Yandaarra Aunty Grace Roberts Awards

Left: Winner of the Grace Roberts Memorial Community Development Award for 2020 and winner of the Aunty or Uncle Award.



## Yandaarra Aunty Grace Roberts Awards

Due to COVID-19 restrictions, NAIDOC Week this year was postponed from July till November. Nominees and recipients were celebrated during a virtual live-streamed event of the Awards on Friday, 13 November, 2020.

## Positive Ageing

The Positive Ageing Strategy was adopted by Council at the Meeting of 9 July, 2020. The Terms of Reference for the Positive Ageing Committee was adopted by Council at the Meeting of 10 December, 2020, with recruitment of Committee Members completed in April, 2021. Council will work with the Committee and key stakeholders to finalise an annual Action Plan that is based on the adopted strategic framework. The Strategy will also provide a planning tool for the ageing section of the population, in order to maximise the benefits and proactively manage the challenges associated with this demographic change.

## Community and Road Safety

New research serves as an important reminder to exercise caution with school pick-up time, found to be a particularly dangerous period on our roads. The AAMI data revealed Friday was the worst day of the week for crashes, followed by Thursday and Wednesday.

Council continues to deliver road safety programs including multicultural community programs, cycle awareness, motorbike safety and road safety in early childhood education.

## Sustainable Living Program

The Sustainable Living Program has delivered a series of successful events and workshops reaching 374 people online and in person. A further 10 online tutorials were delivered, with a combined reach of 2692 people via Facebook. 93 per cent

reported they were likely to use the information to change behaviours as a result of the workshop.

The Mad Green Grants and Adopt a Patch school-based education programs were held and a sustainable schools network meeting was held with 12 educators attending. Coffs by Nature launched and ran a successful Autumn and Winter Program of nature based education.

## Bushfire Recovery Plan and Program

The 'Bushfire Recovery Action Plan 2020–2022' was adopted by Council, 10 September, 2020. The Plan outlines the outcomes, activities and current status of recovery across four key areas including:

- ▶ Community and Social Recovery;
- ▶ Business and Tourism Recovery;
- ▶ Environmental Recovery;
- ▶ Infrastructure Recovery;

The plan was updated in June, 2021 to reflect progress, any changes and status of activities. The Community Recovery Officer was appointed in the June Quarter 2019/20 and has been undertaking outreach activities (in line with COVID-19 protocols) and co-ordination with community members, state and federal agencies, community organisations and neighbouring councils. Regular updates have been provided through the *Have Your Say Bushfire Recovery* page.



Top: Community and Road Safety

Middle: Waste free cooking with Louise

Above: Adopt a Patch



The Bushfire Recovery Internal Working Group has been stood-down as of 1 July, 2021, as all Action Items are complete or on-track to be completed. A second grant funding application was successful to extend the Community Recovery Program to December, 2021, with a focus on preparedness and resilience activities across the Nana Glen and wider local government area along with local emergency management area, including Bellingen Shire Council, and the Local Emergency Management Committee. A Project Support Officer was appointed as part of this grant application and commenced in May, 2021.

### Bushfire Readiness

“Hotspots” is an award winning program which provides landholders and land managers with the skills and knowledge to actively participate in fire management for the protection of life and property. It also ensures healthy productive landscapes in which biodiversity is protected and maintained. Based on the best available science and operational knowledge, Hotspots understands that well-informed and well-prepared communities complement the roles of land managers and fire agencies. A shared approach to fire management is critical to any form of planning.

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.

### Library, Museum and Gallery Strategy

Work continues on transition planning for the Library, Museum and Gallery (LMG), including planning for enhanced service delivery within the Cultural and Civic Space that will contain new facilities for the central library, regional gallery and museum.



Far left: Hotspots Fire Project Workshop, Nana Glen  
 Left: Library and gallery images  
 Below: Bale Out Red Rock

The LMG team also partnered with Coffs Central to implement a temporary outreach and exhibition space within the centre, called Culture Hub, which operated from November, 2020, to the first week of July, 2021. This was a very successful initiative that saw around 20,000 visitors through the doors.

Funding for the new permanent museum exhibition was approved, so planning and procurement will commence from early in the 2021/22 financial year.

### Bale Out

Bale Out was a ‘by-locals for-everyone’ celebration of people, place and all that connects us, with unique and authentically local pop-up events in Ulong, Coramba, Nana Glen, Red Rock, Toormina and book-ended by two big celebrations in Coffs Harbour. With an emphasis on food, music and good old-fashioned, hands-on family-friendly fun in Coffs Harbour, all Bale Out events were free and everyone was welcome. The events ran from April to June, 2021. Bale Out was delivered by Council with support from the NSW Government’s Summer Fund.

**Library Service Annual Visitations:**

- 2020/21: 156,063 visitors
- (2019/20: 193,493 visitors)





## State of the Environment Report

The Regional State of the Environment Report 2020 is on track to produce a summary document for the North Coast Region of New South Wales with details of each Council's performance against each indicator and regional trends. The summary report will be finalised in October for the outgoing Councillors with the End of Term Report, and will provide a public document once finalised. The full technical report will be produced in November, 2021.

## Community Assistance Grants Program

The temporary Community Assistance Grants Program was announced in October, 2020. It was set up to provide support for small to medium community-based organisations undertaking projects that provide community connection, digital inclusion and that help overcome social isolation. One of the grant recipients was the 'Sawtell Super Fun Day – 2021'. The Sawtell Super Fun Day and Fun Run was held on 1 January, 2021. It had a great line-up of entertainment, carnival rides, sprint and novelty races, Shannon's show and shine car show, food and coffee vendors and live music!

✔ Council provided community donations, grants and subsidies of more than \$1.36 million in 2020/21



Above left: Installing nesting boxes

Above right: The band 'The Drive-Ins' performed at the Sawtell Super Fun Day

## Key Measures of Success — Community and Cultural Services Group

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                                   | 2018/19 # | 2019/20 # | 2020/21 | % Change |
| Jetty Memorial Theatre seasonal attendance (Target 18,000) | 26,825    | 22,237    | 24,343  | 9.5      |

# Significant Achievements

## Strategic Asset Management Group

### Capital Works

During the year a number of activities were completed including:

- ▶ Woolgoolga Beach Reserve amenities, playground, park furniture and paths
- ▶ Hallgaths Bridge and Host Bridge
- ▶ Hulbert Drive, Wingarra Drive, Hogbin Drive and Hi-Tech Drive
- ▶ King Street footpath and road upgrade
- ▶ Bruce King Drive footpath
- ▶ Elizabeth Street footpath

### Woolgoolga Whale Trail

Exciting new plans to construct a Whale Trail linking Woolgoolga Beach Reserve with the Solitary Islands Coastal Walk and Woolgoolga Headland whale watching station went on public exhibition in December, 2020. Council and the Australian Government have partnered to build the Whale Trail with a \$1.1 million Community Development Grant.

### Jetty Foreshore

The North Wall upgrade is to improve the carpark capacity and access to the foreshores on Marina Drive. The works will increase parking capacity on the northern side of Marina Drive to 60+ spaces, increase the usable open and green space adjacent to the north wall footpath, and eliminate nuisance drainage issues currently present in the project footprint. Construction is due to finish August, 2021, with acquittal in December, 2021.

The foreshore will be embellished with:

- ▶ Construction of a new enlarged carpark (with lighting) further back from the waterfront;
- ▶ Accessible picnic tables;
- ▶ Seating;
- ▶ Beach shower;

- ▶ Bike racks;
- ▶ And shade tree planting.

Path connections will be built between the carpark and foreshore walk. This will greatly enhance Coffs Harbour's premier foreshore parkland for both tourists and locals.

Funding:

- ▶ Coffs Harbour City Council \$600,000
- ▶ Local Roads and Community Infrastructure Program \$600,000

### Ecohealth Program

Ecohealth is an aquatic ecosystem monitoring program headed by the University of New England. It reports on the condition of waterway environmental indicators including water quality, riparian (riverbank) vegetation, geomorphology (channel shape), and fish and macroinvertebrate (waterbug) communities.

This information enables natural resource managers to determine where our rivers are under stress and where to invest in environmental management activities. The program is conducted in cycles, with seasonal sampling across 36 sites, and we are currently in the final sampling of our third Ecohealth program with results due in 2022.

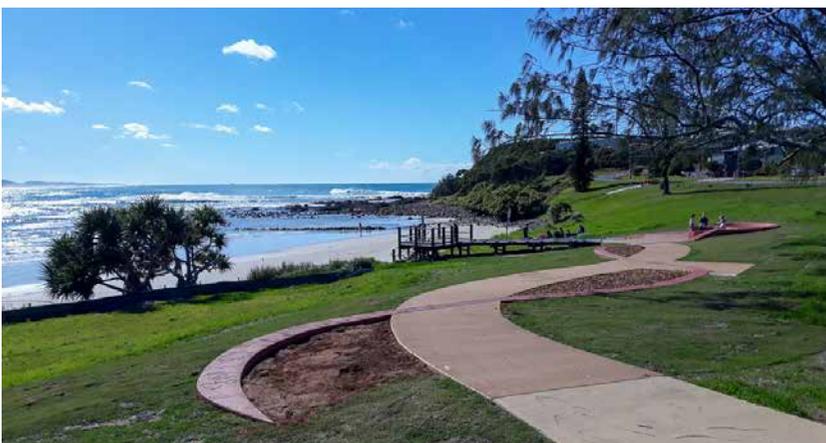
Interim results for 2020 indicate waterways in the best condition are the Orara and Corindi Rivers, with the conditions of some sites highly variable, such as Moonee Creek. The lower estuaries — where there is tidal flushing — tend to have better scores than upper estuary sites near the tidal limit.



**Top:** Jetty Foreshore North Wall



**Above:** Whale Trail linking the Woolgoolga Beach Reserve with the Solitary Islands Coastal Walk and Woolgoolga Headland whale watching station



## Moonee Cycleway

The construction of the Moonee Cycleway is fully funded through the S711 developer contributions and the Local Roads and Communities Infrastructure Grant.

Tenders have closed and are currently being assessed. It is anticipated that construction will be completed prior to Christmas 2021.

## Arrawarra Headland

Stage 2 of the Arrawarra Headland Reserve Masterplan works are now completed. Works on the streetscape of Second and Third Avenue have also been completed.

## Woolgoolga Beach Reserve

The new playground opened at the Woolgoolga Beach Reserve in December, 2020. Since then the old playground and old amenities have been demolished and the fence has come down. In 2021/22 a bike rack and bubbler will be installed.

## Recycling and Waste

Council has a target to recycle 70 per cent of domestic waste ('kerbside' collected material only) and divert it from landfill (i.e. recycled etc.). Unfortunately for the 2020/21 year, the average percentage of waste being diverted from landfill has dropped to approximately 53 per cent due to the state-wide action of the NSW EPA to change the law related to 'alternate waste treatment facilities'. (The 'Target' will be the subject of review as Council prepares a new waste strategy.)

The Coffs Harbour Community Recycling Centre offers free recycling and disposal of problem household waste.

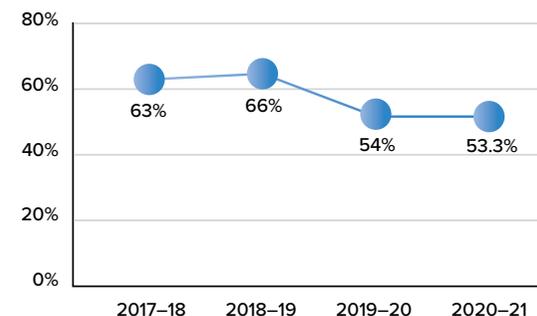


Far left: Arrawarra Headland

Above: Woolgoolga Beach Reserve

Right: Trash Girl at the Coffs Harbour Recycling Centre

## Percentage of Waste Diversion



## Key Measures of Success – Strategic Asset Management Group

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 cycleways | 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                                   | 2018/19 #    | 2019/20 #    | 2020/21      | % Change |
| Domestic waste diverted from landfill (percentage)         | Target 50%   | Target 70%   | Target 70%   | -1.3     |
|                                                            | Achieved 66% | Achieved 54% | Achieved 53% |          |

# Significant Achievements

## Sustainable Places Group



### Coffs Jetty Strip Structure Plan

At its Ordinary meeting of 26 November, 2020, Council resolved to endorse the Coffs Jetty Strip Structure Plan. The plan focuses on the public streetscape, creating spaces and places for people, and reinstating the connection from Harbour Drive to the harbour itself. It provides a vision and direction for the future development of the Jetty Strip area along Harbour Drive and incorporates pedestrian movements and suggestions for cycle connectivity through the site.

### Koala Plan of Management

The draft koala habitat map, study and linkages have been reviewed and finalised by staff in collaboration with environment staff at the Department of Primary Industries and Environment (DPIE). The relevant legislation has been amended again and Council is now in discussions with DPIE regarding when the NSW State Government policy position will be finalised. The document will be reported to Council when the legislation is finalised.

### Local Growth Management Strategy

All of the Chapters within the Coffs Harbour Local Growth Management Strategy 2020 have been completed and approved by Council and also (conditionally) approved by NSW Planning, Industry and Environment. Moving forward, Council will begin to implement the short term/high priority actions within the Strategy, subject to funding.

### Aboriginal Cultural Heritage Management Plan

The preparation of the Aboriginal Cultural Heritage Management Document (ACHMD) is progressing. An initial draft of the ACHMD has been prepared. Initial consultation with the local Aboriginal community has been undertaken and edits to the document are currently being finalised in line with this consultation. Once a final draft document has been prepared, the next step will involve reporting to Council with a view to placing the project on public exhibition to the wider community.

### Development Activity on the Rise

In 2020/21 the majority of Development Applications (DAs) were submitted online and from 1 July, 2021, it became mandatory for all NSW Councils to receive DAs online.

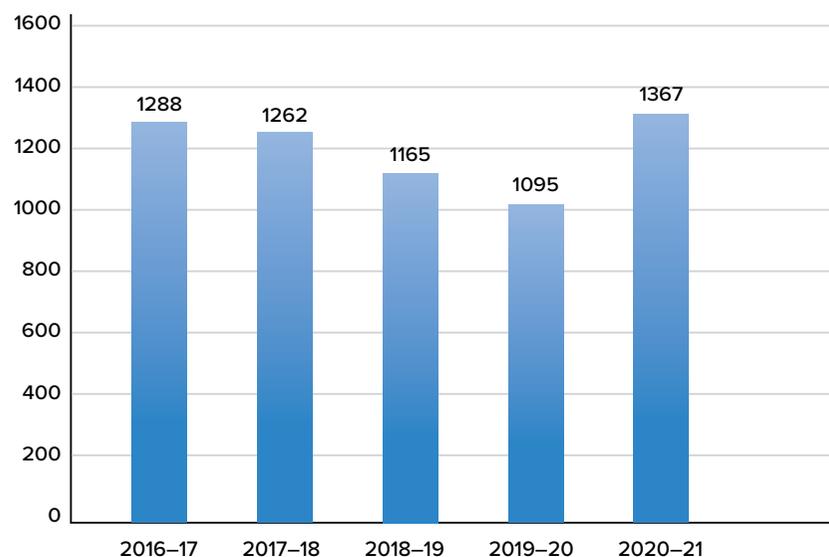
Far left: Coffs Harbour Jetty Strip Plan

Below left: Sawtell

Below: Never Never Range



## DA's Submitted



### Significant Development Applications submitted for the period included:

- 0583/21 DA** Mixed Use Development (Comprising demolition of existing buildings, construction of retail premise (7 Shops) and shop top housing (95 residential apartments) **Estimated Cost \$44.4m**
- 0418/21DA** Seniors Housing (57 self-contained dwellings) **Estimated costs \$28.46m**

## Integrated Transport Plan for Coffs Harbour

Council is developing the plan in a staged approach — the plan is now called the “Coffs Harbour Place and Movement Strategy”. The first stage — setting the Vision — was adopted by Council in May, 2020.

The second stage is production of an LGA-wide strategy document that is being developed collaboratively with Transport for NSW and will be co-branded with them. The strategy addresses walking, cycling, public transport, freight, car parking and road improvements. A draft will be provided to Council and Transport for NSW in early 2022 with a recommendation for it to be placed on exhibition for public comment.

## Development Applications (DAs) Submitted

| Type of Development                                     | 2019/20    |                 | 2020/21     |                  |
|---------------------------------------------------------|------------|-----------------|-------------|------------------|
|                                                         | No.        | Value (\$m)     | No.         | Value (\$m)      |
| New Dwellings                                           | 246        | 84.6            | 338         | 132.7            |
| Dwelling Alterations / Additions                        | 266        | 17.3            | 300         | 30.3             |
| New Multiple Occupancy                                  | 22         | 148.0           | 12          | 69.0             |
| Swimming Pools                                          | 100        | 3.8             | 133         | 5.4              |
| Commercial / Industrial / Retail                        | 10         | 13.1            | 11          | 3.9              |
| Commercial / Industrial / Retail Additions / Alteration | 13         | 6.3             | 33          | 13.8             |
| Other                                                   | 249        | 49.2            | 288         | 99.12            |
| <b>Total</b>                                            | <b>906</b> | <b>\$322.3m</b> | <b>1115</b> | <b>\$354.22m</b> |

## Key Measures of Success – Sustainable Places Group

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 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                                                                            | 2018/19 | 2019/20 | 2020/21 | % Change |
| Scheduled inspections completed (Public Pools; Skin Penetration premises; Legionella) (Target 100%) | 100%    | 81%     | 93%     | 12%      |
| DA processing times (% DAs processed within 40 days) (Target 90%)                                   | 75%     | 76%     | 75%     | -1%      |

# Significant Achievements

## Enabling Business Services

- Business Systems
- Customer Services
- Finance and Logistics
- Governance
- Office of the General Manager
- Organisational Development

### Coffs Harbour Airport Lease

Coffs Harbour Airport has officially been privatised, with operations now transferred to Palisade Investment Partners under a long-term lease. Operational control for airport was transferred to the lessee from 1 June, 2021.

Palisade has signed a 50-year lease, with a 49-year extension option. The lease includes the development and operations of the Airport Enterprise Park.

### 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, with completion planned for late 2022.

This project will combine arts, people, technology and 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 a 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



Above: Cultural and Civic Space construction



Left: Coffs Harbour Airport runway



will also be a cafe and bookable community meeting spaces and working spaces. The library, museum and gallery will have 2.5 to 3 times the space currently available, with shared spaces and the opportunity for collaboration.

## Coffs Harbour Highway Bypass

The Australian and NSW governments are funding the 14 kilometre Coffs Harbour bypass project.

Once complete, the Coffs Harbour bypass will save motorists over 12 minutes in travel time, bypass up to 12 sets of traffic lights and remove about 12,000 vehicles from the centre of town, making Coffs Harbour an even better place to live, work and visit.

The design schedule for the Coffs Harbour Bypass works are on track to be completed by September, 2021. The construction period has been compressed for a June, 2024 completion. The new timeline will be a challenge; however, actions are being taken to be able to meet the Transport for NSW revised timeframe.

## Airport Enterprise Park

The Airport Enterprise Park development consists of a subdivision of approximately 43 hectares of land. The subdivision provides for a range of lot sizes that may be developed for aviation-related and compatible commercial and business use leases. Construction commenced in August, 2019, and is due to be completed mid-2022. The current budget for the project is \$25 million comprising of Federal and State Government Grants and Council Funds. The project is currently 50 per cent complete.



**Far left:** Turning of first sod on the Coffs Harbour Highway Bypass (from left to right): Minister for Regional Transport and Roads, the Hon. Paul Toole; MP Member for Cowper, Mr Pat Conaghan; MP Member for Coffs Harbour, Mr Gurmesh Singh and Deputy Premier the Hon. John Barilaro MP.

**Top Left:** Coffs Airport Enterprise Park, November 2020

**Centre Left:** Coffs Airport Enterprise Park, July 2021

**Bottom Left:** Entry into Enterprise Park from Hogbin Drive

## Botanic Garden Glasshouse

The Glasshouse building is due for completion mid July, 2021. Coastal Works staff will then carry out the surrounding and internal landscaping once the building work is completed. The landscaping is expected to be completed by December, 2021.

## Friends of the Botanic 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 gardens. 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.



## Contact Centre Performance

12,456 calls were received through Council's Contact Centre for the reporting period; and of these, 470 calls were abandoned — which equates to a 3.8 per cent abandonment rate.



**Top:** The Glasshouse building, Coffs Harbour Botanic Gardens

**Bottom:** Friends of the Botanic Gardens

## Key Measures of Success — Enabling Business Services

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                                                                                               | 2018/19                        | 2019/20                        | 2020/21                            | % Change |
| Customer request responses (referred to the Customer Services Group) delivered within service time frames (Target 90%) | 97.7%                          | 98%                            | June 2021<br>99%                   | 1%       |
| Customer satisfaction with the way Council handles customer inquiries (Target 90%)                                     | June 2019<br>95.15%            | June 2020<br>98%               | June 2021<br>99%                   | 1%       |
| Increase in online corporate newsletter subscriptions (Target 1%)                                                      | June 2019<br>10,436            | June 2020<br>10,326            | June 2021<br>10,395                | 0.7%     |
| Increase in corporate social media subscriptions (Target 1%)                                                           | June 2019<br>Facebook<br>3,744 | June 2020<br>Facebook<br>6,939 | June 2021<br>Facebook<br>9,234     | 33%      |
|                                                                                                                        | Twitter<br>1,314               | Twitter<br>1,360               | Twitter<br>1,380                   | 1.5%     |
|                                                                                                                        |                                |                                | Linked In<br>4,480                 |          |
| Change in corporate website visitation (Target 1%)                                                                     | June 2019<br>266,524           | June 2020<br>780,939           | June 2021<br>821,840<br>page views | 5%       |
| Compliance with legislative requirements in relation to key dates (Target 100%)                                        | 100%                           | 100%                           | 95%                                | -5%      |
| Creditor accounts paid within business terms (Target 90%)                                                              | 90%                            | 95%                            | 100%                               | 5%       |

# Significant Achievements

## Crown Reserves and Commercial Businesses

- Citysmart Solutions
- Coastal Works
- Coffs Coast Holiday Parks
- Coffs Harbour Environmental Laboratory

### Coffs Coast Holiday Parks

Trading profit for the financial year was above budget. In fact, villa occupancy at the holiday parks is above state and national averages. A very positive outcome given restrictions and lockdowns in different states.



### Sawtell and Woolgoolga Swimming Pools

Sawtell and Woolgoolga Pools are ageing assets and require significant work to either upgrade or refurbish to current standards and to meet community expectations. Each pool facility consists of a 25-metre, five lane, concrete, in-ground structure with associated electric pumps, piping, filtration equipment and backwash system. Both complexes were commissioned around 1979–1981, making them approximately 37 years old. Detailed Concept Designs for the upgrade are now available.

The upgrade proposal for Sawtell includes a new eight-lane, plus accessible lane, 25-metre main pool, a new 10-metre x 8-metre learn-to-swim pool, multi-function building, splash zone for the kids, new amenities, improved accessibility and many more inclusions adding to the great features of this complex.

### Coastal Works

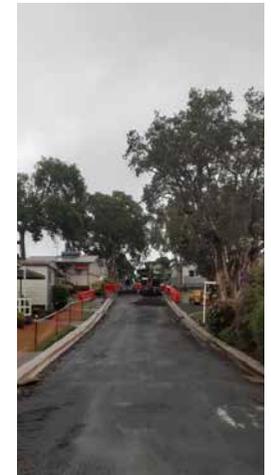
Coastal Works provide civil construction services, including project management specialising in municipal works, which extends across roads, bridges, water and sewer, earthworks, stormwater drainage and precast concrete products.

In the 2020/21 period, 98 per cent of the total pavement network was recorded as being defect free. The major works in the first half of 2021 were largely associated with the February – March 2021 flooding Natural Disaster events. Council staff have undertaken considerable quantities of pavement repairs in the June quarter.

Above left and far left: BIG4 Park Beach Holiday Park

Above right: Sawtell Pool upgrade proposal

Below: Wet weather damage checks and repair, March, 2021



# Our Volunteers

## Our Wonderful Volunteers

Coffs Harbour City Council is incredibly fortunate to have a large and dedicated group of volunteers who play a critical role in helping us provide important services to our community. We value and greatly appreciate those in our community who volunteer their time and bring a wide range of skills, expertise and experience to support the successful delivery of Council programs, services, facilities, venues, events and projects for the community. Many services would not operate so successfully without the commitment of the time, energy, enthusiasm and knowledge of our wonderful volunteers.

## Volunteer Management

During 2020/21, a Volunteer Coordinator was appointed to implement the recommendations of the Volunteer Strategic review. Significant progress was achieved on Council's volunteer management system and framework, developed in line with Volunteering Australia's National Standards for Volunteer Involvement. The standards have been designed to assist organisations like Council 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 the organisational outcomes.

We celebrated our volunteers during National Volunteer week – Australia's largest annual celebration of volunteers – where our volunteers enjoyed coming together over a lovely afternoon tea. As a way to recognise, celebrate and thank our volunteers for the vital role they play in our community, Council staff participated in the "Wave for Volunteers" campaign – where we put our hands up, and waved a special smile of appreciation!

## Theatre and Venues

Volunteers are integral to our theatre and venue operation and management. Theatre volunteers assist with the theatre kiosk/bar, front of house duties, and ushering up to 250 people per event into their allocated seats. Our community hall and sportsground volunteers manage bookings and finances, undertake and co-ordinate cleaning and maintenance duties, and provide an important

connection to our user groups and community. In addition, our volunteers help in the delivery of film, music and theatre performance events ensuring continued activation.

Our theatre and venues are registered COVID Safe venues and operate under COVID safety measures in accordance with NSW Government guidelines. As a result, we were able to remain open for the financial year, although endured several capacity restriction changes. Our volunteers were integral in assisting us to implement enhanced health and hygiene measures, putting the health and safety of all visitors and staff at the forefront of what we do.

## C.ex Coffs International Stadium

Stadium and Major Event Volunteers are crucial to the smooth operation of events at the C.ex Coffs International Stadium. We truly appreciate their support in bringing our events to life. Our volunteers assist in a variety of roles such as Welcome and directional ushers, providing a personalised feel to events by giving key information to spectators and participants, scanning tickets, assisting with event registration, setting up and packing down equipment, and distributing programs. Despite the restrictions stemming from COVID-19, which limited activities and reduced crowd capacities, the C.ex Coffs International Stadium successfully

**Top right: National Volunteer Week – Wave for Volunteers campaign**

**Middle: Jetty Memorial Theatre Open Day**

**Bottom: C.ex Coffs International Stadium**



hosted several COVID-safe events in 2020/21 and our volunteers were front and centre for all. As always, our priority was the health and wellbeing of our event participants, staff, volunteers and the wider community.

The highlight of our event calendar saw the first ever NRL regular season match on the Coffs Coast when the Cronulla Sharks took on the Gold Coast Titans in the Indigenous Round of the NRL Telstra Premiership clash.

With restrictions in place, the traditional ANZAC Day street march and service was moved to the stadium, with over 2,000 service personnel, veterans and residents joining in the commemorations.

New South Wales Touch State of Origin, OzTag and Touch Football tournaments rounded out another fabulous year.

## Library, Museum and Gallery Support

Volunteers are an integral part of the Library, Museum and Gallery (LMG). Volunteers assist with various operational support activities and are essential to the delivery of quality services. Our volunteers support staff in providing patrons with knowledge and information that supports lifelong learning, in an engaging, creative environment. Prior to COVID-19 restrictions, 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 reopened following last year's lockdown, volunteer roles which had all been temporarily suspended were steadily reactivated. While some volunteers chose to remain inactive for personal reasons relating to the COVID-19 situation, others came back on board in their various support roles.

## Visitor Services

Our wonderful volunteers welcome visitors to the Coffs Coast and promote Coffs Harbour as a destination of choice for locals and visitors alike. During January, the height of the Coffs Coast tourist season, our volunteers provided a pop-up visitor tent at the Jetty Foreshores and in the City Centre. Despite the inclement weather at times wreaking havoc, the volunteers who assisted delighted in the opportunity to connect with the Council team and visitors, handing out visitor packs with the Destination Coffs Coast magazine, maps and specialised flyers for targeted activities and operators.



## Community Events

Council's Community Events team loaded up the truck with hay bales, musicians and loads of fun activities and managed to squeeze in 8 big events over the short space of three months, between restriction periods, in 2020/21. The Bale Out Event series ran from April to June, with unique and local pop-up events in Ulong, Coramba, Nana Glen, Red Rock and Toormina, bookended by two big celebrations in Coffs Harbour. Engaging both council and community volunteers, more than 10,000 people attended the celebrations of people, place and all that connects us with an emphasis on food, music and good old-fashioned, family-friendly fun and activities.



## Friends of Parks

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



**Top left:** Visitor Services

**Top:** Library, Museum, Gallery DVD repairs

**Middle:** Harmony Festival

**Bottom:** Friends of Parks, volunteers

## Advisory Committees

Council Committees provide strategic direction and planning on their areas of interest while Community Venue Management Committees are appointed to undertake the care, control and management of various community facilities throughout the local government area. Committee volunteers enhance communication between Council and local community groups as well as providing specialist advice and support.

Across the organisation in 2020/21, 18 Advisory Committees and 9 Community Venue Management Committees were in operation.

With COVID-19 restrictions impacting the ability of committees to meet on a regular face-to-face basis, meetings moved to online delivery where possible. Council's committees discussed and considered a range of issues and opportunities throughout the year and contributed advice and feedback on the following initiatives:

- Input to “The Track” within Yarrila Place (Cultural and Civic Space building). This involved input from the six clans of the Gumbaynggirr nation, to nominate multiple locations to be included on the journey through the building.
- Input into Fitzroy Oval being given endorsement for the updating and re-installation of the original “old Camp” signage to be located once again at Fitzroy, commemorating the early days of Aboriginal living.
- Input into the development of Council's new Coastal Management Programs for key estuaries in the Coffs Harbour Local Government Area, including guidance and advice about key issues impacting our local estuaries and assisting in developing management actions to address threats and risks.
- Input into the post-February 2021 flood event review, prioritisation of future flood risk management options and studies, and floodplain management grant selection.
- Input into the review of Council's energy usage, other emissions-related data, and key actions undertaken as part of the first phase of the Renewable Energy and Emissions Reduction Plan (REERP).
- Input into the planning and feedback for the Australia Day community event, determining the Australia Day Award categories, reviewing nominations and determining winners by consensus decision making.
- Input into the Positive Ageing Action Plan and effective policy and service provision regarding older people in the Coffs Harbour Local Government Area.
- Input into the Disability Inclusion Action Plan 2022–2025 and the development and implementation of strategies which aim to ensure that the local government area becomes an accessible community for all people.



**Top: Yandaarra Committee, 2021**

**Middle: Positive Ageing Advisory Committee Volunteers**

**Bottom: Disability Access & Inclusion Advisory Committee Volunteers**





Coffs Harbour City Council  
Locked Bag 155 Coffs Harbour NSW 2450  
[www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

