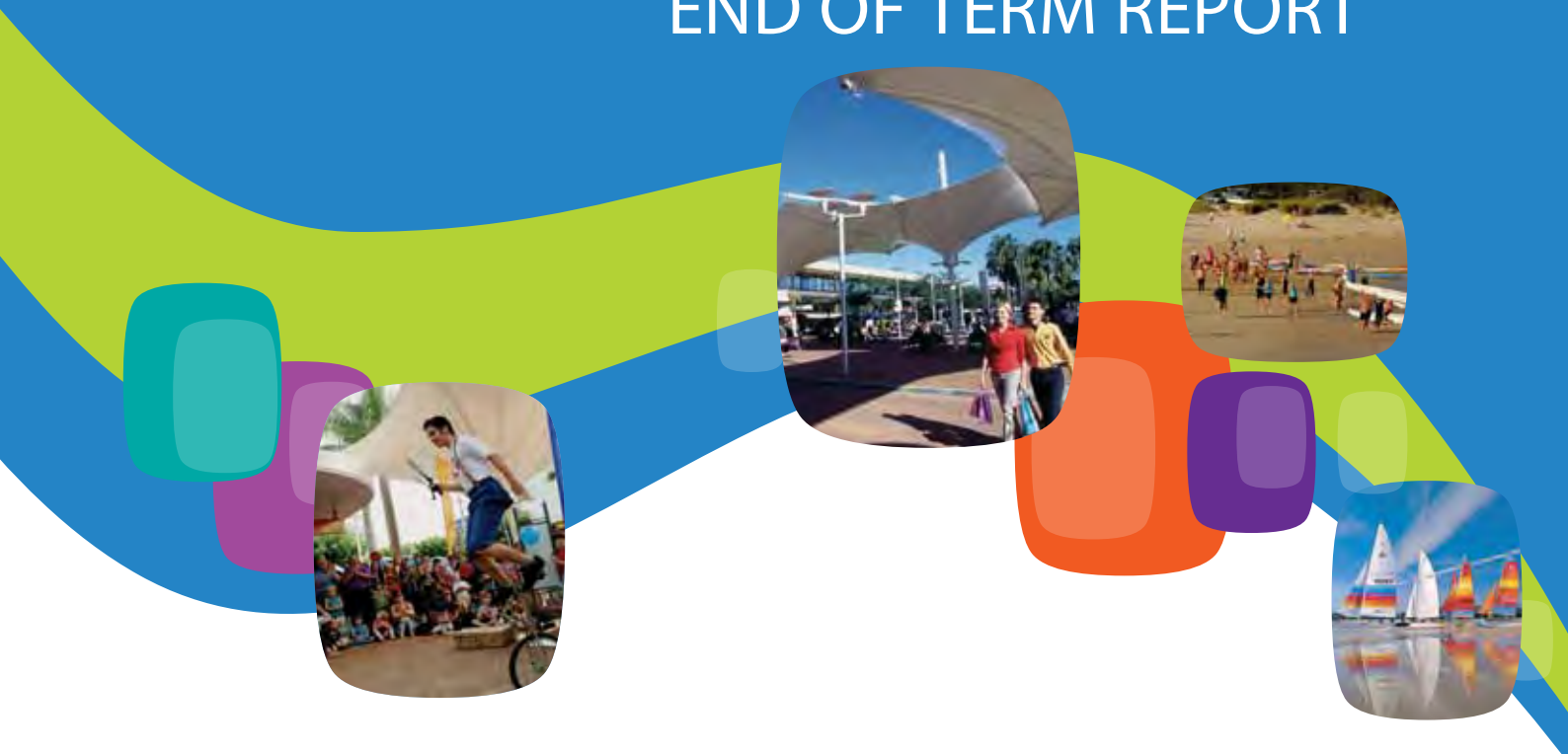




COFFS HARBOUR CITY COUNCIL END OF TERM REPORT



Executive Summary
August 2012



Foreword

This is the first “End of Term” Report to be completed by Coffs Harbour City Council under the Integrated Planning and Reporting (IPR) legislation that has been phased in for NSW councils from 2010. The report is an opportunity for an outgoing council to reflect on the implementation of its local Community Strategic Plan during its term in office. As a “Group 1” council, Coffs Harbour has been IPR-compliant since 1 July 2010, with a Delivery Program, Operational Plan and Resourcing Strategy in place to respond to the Coffs Harbour 2030 Community Strategic Plan.

The legislative reforms represent a significant shift in the way councils are expected to frame their planning and reporting functions, with the intention of making the local government sector more responsive and more accountable to the community. While Coffs Harbour City Council has embraced the reforms, like many councils it recognises that adjusting to such substantial change can take time. Accordingly, Council – with the assistance of the Division of Local Government - has continued to review and fine-tune its IPR framework to ensure it effectively supports the organisation in serving the community.

This report, then, covers a dynamic period; the legislation introduced midway through the term of the Council that was elected in 2008, and the organisation moving to adapt to the change. With its focus on the community’s strategic priorities, the IPR framework must be dynamic itself, and able to evolve. Much like the growing regional city of Coffs Harbour. So it’s our expectation that we will always be reporting on a “work in progress”.

The last two years have certainly seen plenty of progress in our programs to help achieve the objectives set out across the themes of the Coffs Harbour 2030 Plan and Council’s Delivery Program.

In Learning and Prospering, our economic development strategies have assisted in attracting new investment in the local business sector. A fall in the local unemployment rate has been very welcome, along with positive steps by providers such as the Southern Cross University to extend the reach and impact of tertiary education across the region. Council’s strategic land use planning is vital to the 2030 Places for Living theme, which is also supported through the development and improvement of infrastructure (including our multi-million dollar floodworks program), open space holdings and coastal and estuary management.

The redevelopment of the Pacific Highway has been a focus in Moving Around, along with the escalating costs of maintaining and extending the local road, cycleway and footpath network. Ensuring Coffs Harbour is safe, healthy, inclusive and caring is the driving force behind programs supporting the Looking after our Community theme. In Looking after our Environment, our planning frameworks and conservation and education programs seek the right balance between human experience and protection of our unique natural assets. Meanwhile for Our Council, corporate efficiency and effectiveness have been targeted in internal and external reviews during the period.

However, reaching for 2030 is not just a Council enterprise. We must acknowledge the work that our neighbouring councils, other government agencies, the business sector and, of course, our great community have carried out in our 2030 journey so far.



Keith Rhoades

Keith Rhoades AFSM
Mayor, City of Coffs Harbour



Steve McGrath

Steve McGrath
General Manager

The Community Vision 2030

Coffs Harbour is a model of sustainable living. We value, respect and protect our natural environment and acknowledge that it sustains us and future generations. We work together to live sustainably. We have respect for, and learn from, our diverse communities of many ages and cultures. We are healthy, caring and actively engaged in our communities. We move around safely, easily and sustainably. Our economy is strong and diverse and our businesses are leaders in innovation and sustainability.

We value all people and use the goodwill in our community to build a better future for our children. We think globally and act locally.

The 2030 Plan is laid out under the five themes identified in the Community Vision 2030 being:

- Learning and Prospering
- Places for Living
- Moving Around
- Looking after our Community
- Looking after our Environment

An additional 2030 Theme - "Our Council" - exists within Council's Delivery Program to support its primary role in assisting with the implementation of Coffs Harbour 2030

Beneath each theme there are a number of levels of actions:

Outcomes: These identify our vision for where we want to be in 2030.

Objectives: How we plan to achieve the specified outcome.

Strategies: How we plan to achieve the specified objective.

CHCC's role is identified as being:

- a "Provider" where the strategy falls within Council's area of responsibility
- a "Facilitator" where help can be given to others
- an "Advocate" by speaking up on behalf of the community

Other Players:

Those within our community who have a role to play in delivering a strategy including individual citizens, community groups, business and industry, State government, Federal government, non-government service providers and others

Elected members

List of Councillors and Committees of Council



Mayor, Councillor Keith Rhoades AFSM

Chair of: Land Use, Health and Development

Represents Council on:

Airport Focus Group, Australia Day and Special Events Committee, Coffs Harbour International Sports Stadium Inc, Coffs Harbour Regional Airport Emergency Security Committee, Coramba Interagency Community Working Party, Local Emergency Management Committee, Environmental Working Group, Yandarra Aboriginal Consultative Committee



Deputy Mayor, Councillor Denise Knight

Represents Council on:

Access Advisory Committee, Australia Day and Special Events Committee



Councillor John Arkan

Deputy Chair of: Land Use, Health and Development

Represents Council on:

Australia Day and Special Events Committee, Coastal and Estuary Management Advisory Committee, Coffs Coast Regional Park Trust, Coffs Harbour Bicycle Users Group, Coffs Harbour Sports Advisory Committee, Community Development and Support Expenditure Scheme Committee, NSW State Parks Trust Advisory Board



Councillor Jenny Bonfield

Chair of: Corporate Business

Represents Council on:

Coffs Coast Tourism Association, 2030 Community Advisory Group



Councillor Rodney Degens

Deputy Chair of: Corporate Business

Represents Council on:

Coffs Harbour Bicycle Users Group, Coramba Interagency Community Working Party, Environmental Working Group, Floodplain Management Advisory Committee, Governance and Audit Committee, Orara River Restoration Project Management Committee, Solitary Islands Marine Park Advisory Committee, Yandarra Aboriginal Consultative Committee

Councillor Mark Graham

Represents Council on:

Coastal and Estuary Management Advisory Committee, Coffs Coast Tourism Association, Coramba Interagency Community Working Party, Environmental Working Group, Koala Plan of Management Advisory Committee, Orara River Restoration Project Management Committee, Solitary Islands Marine Park Advisory Committee, Yandarra Aboriginal Consultative Committee



Councillor Kerry Hines

Represents Council on:

Australia Day and Special Events Committee, Coffs Coast Regional Park Trust, Coffs Harbour International Sports Stadium Inc, NSW State Parks Trust Advisory Board



Councillor Bill Palmer

Chair of: City Services

Represents Council on:

Coffs Harbour International Sports Stadium Inc, Coffs Harbour Local Traffic Committee, Floodplain Management Advisory Committee, North Coast Water - Clarence Valley and Coffs Harbour Regional Water Supply, NSW Rural Fire Service - Service Level Agreement Working Party, Yandarra Aboriginal Consultative Committee



Councillor Paul Templeton

Represents Council on:

Coastal and Estuary Management Advisory Committee, Coffs Harbour Bicycle Users Group, Coffs Harbour Sports Advisory Committee, Community Development and Support Expenditure Scheme Committee, Mid North Coast Regional Arts Board



Senior Members of Staff

Steve McGrath - General Manager

Ben Lawson - Director, City Services

Chris Chapman - Director, Land Use, Health and Development

Craig Milburn - Director, Corporate Business

Introduction

Coffs Harbour City Council is one of 35 “Group 1” councils across NSW that implemented the State government’s new Integrated Planning and Reporting (IPR) framework on 1 July 2010. The framework has replaced the local government sector’s previous strategic planning and reporting structure which centred on a Management Plan for each council. Under the new framework, councils are required to help their communities develop a long-range Community Strategic Plan – here it is the Coffs Harbour 2030 Community Strategic Plan. Council activities are prepared, implemented and reviewed in response to the objectives of the Community Strategic Plan. To do this, Council has a resourcing strategy (with long term financial, asset and workforce management plans) to support a four-year Delivery Program and a subsidiary, one-year Operational Plan.

There are a number of review mechanisms to assess Council’s performance in terms of implementing the strategies and achieving the objectives of the Coffs Harbour 2030 Plan. Council completes a Quarterly Performance Report on its Operational Plan, a six-monthly Progress Report on its Delivery Program and an Annual Report (covering the Operational Plan, Delivery Program and legislated reporting requirements).

This 2030 End of Term Report follows a similar structure to the six-monthly and Annual Reports;

it focuses on Council’s activities and performance in addressing the 2030 Objectives since the introduction of the IPR framework (ie, from 1 July 2010 to August 2012 when the current term of Council comes to an end).

To assess our progress in achieving objectives, we need to take a broader view of the combined impacts of Council activities in delivering “outcomes”. Interim “Objective Measures” are included in the 2010/2014 Delivery Program to assist this process. The development of long-term, community/sustainability indicators is an ongoing project for Coffs Harbour 2030. The interim Objective Measures in the Delivery Program will be reviewed as sustainability indicators are finalised.

There are 41 Objectives in Council’s 2010/2014 Delivery Program (the 40 Objectives detailed in the Coffs Harbour 2030 Plan and an additional





“Our Council” Theme and Objective developed for the Delivery Program itself.) Council has provided comments on the contribution that has been made to the achievement of those Objectives during the period. In some instances, the absence of baseline/benchmark data limits Council’s ability to comment on any change in status in regard to the Objective. The establishment and review of appropriate baseline/benchmark data is a process that is being addressed as part of the development of 2030 community/sustainability indicators.

According to the Division of Local Government, the focus of the End of Term Report “should be on initiatives Council has direct influence over. However, councils may choose to liaise with external organisations to obtain available information to support the end-of-term report.” Council has sought comment from all external agencies identified as stakeholders in the implementation of the Coffs Harbour 2030 Plan. A number of agencies have kindly provided their own assessments. Those contributions are gratefully acknowledged and reproduced within the full report.

From September 2012, Council will engage with the community on a substantial review of the Coffs Harbour 2030 Community Strategic Plan. It is hoped that – through the experience of attempting to implement the initial 2030 Plan –

Council can assist the community to improve the plan, particularly with regard to the establishment of meaningful targets and timeframes which will enhance future evaluation of progress and performance. To some degree, this first 2030 End of Term Report may contribute to that review process.

**The full report is available at:
www.coffsharbour.nsw.gov.au**





Learning and Prospering

We are a prosperous and learning community

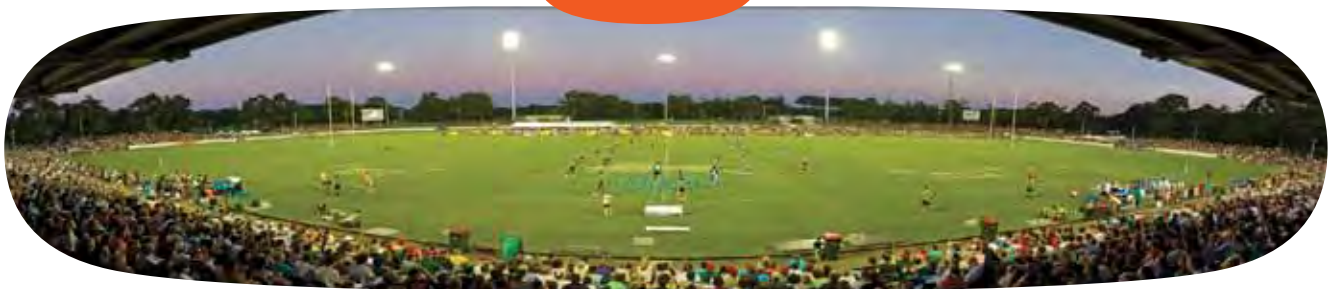
Overview

The industry sector in the Coffs Harbour Local Government Area is the most diverse on the NSW North Coast. Traditionally an area of high unemployment, the region has experienced a steady decline in joblessness over recent years. Council continues to develop and implement initiatives – generally in conjunction with other agencies – aimed at enhancing the business environment, broadening the commercial base and creating employment opportunities. Similarly, Council works with education providers, including Southern Cross University and North Coast TAFE, to promote and assist the development of appropriate vocational training and higher education to serve the region’s workforce needs.

Coffs Harbour is positioning itself to take full advantage of technological change, with the city an early starter with the National Broadband Network and a range of opportunities to be explored and exploited through the Switched on Coffs Digital Strategy.

Council’s urban planning, development control measures and open space management continue to be directed at building Coffs Harbour as a centre for sustainable enterprise and living. An increased focus has been placed – again in partnership with external agencies - on facilitating community awareness about sustainability as part of the promotion of lifelong learning throughout the city.





Significant Achievements

- Coffs Harbour hosted the Australian leg of the World Rally Championships in September 2011, with over 92,000 in ticket sales.
- Record passenger numbers at Coffs Harbour Regional Airport, the sign-off on 5-year landing fee agreements with the major airlines and the development of a \$5M airport upgrade program.
- Council commenced the establishment of a CBD Masterplan Committee to help plan future works as part of a rate variation-funded revitalization program for the City Centre.
- BCU International Stadium was upgraded with the installation of digital-TV broadcast standard lighting. Major events included successful NRL Pre-Season and AFL NAB Challenge games and the Football Federation of Australia girls national championships. A Coffs Harbour business/Council joint venture has secured the 2013 and 2014 National Touch Titles. The draft concept plan for stadium grandstand extensions was endorsed.
- Council collaborated with Southern Cross University and the Coffs Coast Advocate to stage the 2030 Community Forum Series.
- Council's work to create the Coffs Harbour 2030 Plan with the community was Joint Winner in Division C of the 2010 Local Government Excellence in the Environment Local Sustainability Award.
- Development and launch of the "Switched on Coffs" Digital Economic and Community Strategy.
- Coffs Harbour City Library initiated the development of a service-wide strategic plan while recording a continuing increase in library loans and visitation.
- Annual Buskers Festival.
- Promotions at the weekly Growers' Markets in the City Centre, including the Show Us Ya Dish cooking competition (promoting local food production), Cheese Making Workshop and the 'Healthy Kids Eat Healthy Food' campaign.



Places for Living

Our built environment connects us and supports us in living sustainably

Overview

As a rapidly growing regional city, Coffs Harbour relies on careful planning and management to accommodate its increasing population without sacrificing the unique environmental assets that make this region a destination of choice. Council's planning instruments continue to be implemented and reviewed to ensure urban development is based on sustainability principles and incorporates provisions for a variety of housing options, environmentally-friendly design and construction processes.

Important advances have been made towards safeguarding the city from extreme events and climate change; a major focus has been on the ongoing development and implementation of flood mitigation works and coastal zone management initiatives. The roll-out of Council's Open Space Strategy is aimed at enhancing the liveability of the city by balancing accessibility with environmental sustainability. The harbour foreshore improvements and the redevelopment of the Coffs Harbour Olympic pool and the Coffs Creek Walkway are examples of the significant achievements recorded during the period.





Significant Achievements

- Implementation of an extensive drainage and flood mitigation works program has seen the completion of the Bakers Road and Marcia Street Detention Basins and the commencement of similar works at Bennetts Road and upper Shephards Lane. Testing has also begun on the initial stage of Council's \$400,000 Flood Early Warning System.
- Construction commenced on a new 5ML concrete water reservoir at Maccues Road, Moonee Beach.
- Park Beach Improvements Program announced
- Adoption of Open Space Strategy, Sports Facilities Plan, City Centre Local Environment Plan, City Centre amended Development Control Plan.
- Funding secured from Dept of Planning to complete Standard Instrument Local Environment Plan (LEP).
- Sub-surface drainage work completed at Richardson Park.
- Completion of \$1.1M upgrade for the Jetty Foreshore reserve and parkland with new amenities, signage and extensive landscaping.
- Construction underway on the Waterside Pavilion and Zen Garden at the Botanical Gardens (assisted by NSW Government grant funding).
- New playground completed at Diggers Beach, Beryl St/Gallipoli Road playground redevelopment completed.
- Sawtell rockpool drained and anti fouled, sand deposits removed and pool refilled.
- Park Beach street lighting works commenced
- Commencement of work on the sewer pipeline from Sawtell to Coffs Harbour WRP and the reclaimed water main near the Jetty
- Work on the design concept for a skate plaza.
- Public exhibition of LEP Amendment number 34 (for North Coffs) and the Coffs Harbour Business Centres Hierarchy Review.
- Community consultation was initiated in the development of the Coffs Creek Coastal Zone Management Plan.



Moving Around

We are moving around easily,
safely and sustainably

Overview

The long-awaited upgrade of the Pacific Highway between Sapphire and Woolgoolga has made considerable progress. While the massive construction project has caused some disruption to Northern Beaches motorists, its completion is expected to provide long term relief to much of the city in terms of the management of highway and local traffic. Council continues to advocate for a Government commitment to proceed with a highway bypass of Coffs Harbour itself.

Council has also been working with Transport NSW on the Mid North Coast Transport Masterplan, to provide a framework for the ongoing improvement and integration of road, rail, bus, bicycle and pedestrian networks.

Road maintenance is emerging as a critical asset management issue for the city; the impacts of extended wet weather and rising labour and materials costs represent a long-term challenge for Council.

Urban planning provisions place increased emphasis on the importance of infrastructure to encourage and facilitate cycling and pedestrian activity throughout the LGA.





Significant Achievements

- Reconstruction of Houlahans Bridge over the Urumbilum River.
- Redevelopment of Coffs Creek Walkway (with funding assistance from the Hogbin family)
- Reserve Footpaths/Boardwalks - 90% completion of pedestrian bridges and approach pathways (Natural disaster funded restoration works). Mick's Retreat walkway now functional full length.
- Successful design and construction of large service relocation projects for RTA/Leightons on the Sapphire to Woolgoolga Highway Upgrade.
- Successful road safety initiatives including the Nightrider, NRMA RRISK; and Mid North Coast Car Pool projects.
- Council facilitated Ride to Work and "On Ya Bike" Day events to promote cycling as an alternative to motor transport.
- Council's Bicycle Users Committee launched a free booklet outlining many of the Coffs Coast's most popular cycling routes.
- Council worked with the NSW Police in mounting the Watch Your Speed Campaign in a bid to cut the number of crashes occurring on local roads.





Looking After Our Community

Our community is healthy, informed and engaged

Overview

The Coffs Harbour of today is a regional growth centre, its population of over 70,000 augmented by a steady influx of new settlers seeking new opportunities in work and lifestyle. They are drawn from a range of backgrounds and cultures and have a wide spectrum of interests. Council assists with a range of initiatives to help encourage a sense of community and inclusiveness, and to promote pride in Coffs Harbour.

With other government and community agencies, Council facilitates programs and activities to address health, safety and crime prevention issues, to

encourage intergenerational connectedness and to target specific community sectors including young, aged, Aboriginal and disadvantaged people.

There is much to celebrate in our city - including its diverse Indigenous and multicultural heritage - and Council assists with the staging of events, festivals and promotional activities. Artistic and creative expression is also supported through a number of programs, including those associated with the Jetty Memorial Theatre, the Regional Art Gallery, the Bunker Cartoon Gallery and the Museum.





Significant Achievements

- Purchase and design/planning for 215A Harbour Drive as the city museum
- War Memorial Olympic Swimming Pool refurbishment completed and pool opened
- Floodlighting installed at Fitzroy Oval to support local AFL teams.
- Development and implementation of a celebration program for the City of Coffs Harbour's sesquicentennial (150th) anniversary; recalling the gazettal of the European settlement in 1861. On Sunday 20 November 2011, thousands of people turned out for Coffs Harbour's Sesquicentennial celebrations; activities included a massive float parade and a community concert at the harbour foreshore.
- Annual NAIDOC week activities staged and heralded a success.
- Council Lifeguard Service established a winter lifeguard service at Park Beach and launched beach safety awareness sessions for migrants.
- Coffs Harbour Regional Art Gallery played host to the 2010 Archibald Prize exhibition, attracting record attendances. Increasing visitor numbers were recorded for the Gallery's annual Eutick Memorial Still Life Award (the nation's premier still life prize). The Gallery maintained its busy calendar with a range of other exhibitions including "Collectie", "Linear" and "Veni, Vidi, Vici", also serving as a venue for fine music.
- Heritage Strategic Plan exhibited and adopted.
- The Multicultural Harmony Festival – an annual family event that celebrates our success as a culturally-diverse community – was staged at the Botanic Garden with increasing crowd numbers.
- Multicultural Action Plan adopted for implementation of strategies.
- Council staged successful Australia Day activities including large-scale Citizenship ceremonies and the annual Australia Day Awards presentation.
- An online forum was opened as part of a wider community engagement process to assist the development of a Draft Cultural Policy.
- Establishment of 6 community project groups following the Coffs Harbour 2030 "Big Ideas Night". Funding totalling \$20,000 was provided to support initiatives driven by the groups.
- Increasing attendance numbers at the annual Japanese Festival of Children Day events held at the Regional Botanic Garden
- Council hosted the 2011 Australian Refugee Film Festival at the Jetty Memorial Theatre as a highlight of Refugee Week
- The Jetty Memorial Theatre officially launched the 2012 Community Theatre Season Showcase.
- A Childrens Art and Culture Festival was staged with the Regional Botanic Gardens and the Art Gallery as venues.
- The Bunker Cartoon Gallery hosted a wide range of shows including the Digitoon exhibition (from the 24th Rotary Cartoon Awards); Exposed (students' works from North Coast TAFE), Echoes (a Dutch community arts exhibition), the Summer Fun cartoon collection, waveAction, retrospectives by local artists Liz Scobie and Frances Larder, the Bald Archy Tour 2012, and 'HRH Jubilee and Paw-traits'.
- A Community Grants Program was launched to help support community-driven sports, cultural, community infrastructure and city beautification works.
- Contract awarded for extensions to SES offices



Looking After Our Environment

Our natural environment is protected and conserved for future generations

Overview

The unique environmental characteristics of the Coffs Coast are recognised and valued by the local community. Council seeks to further develop environmental awareness in the community through sustainability education programs, opportunities for public engagement with its strategic planning processes and through a range of specific programs. The successful Coffs Ambassadors initiative, the extension of the Solitary Islands Coastal Walk and the opening of the Forest Sky PierAir Walk at Sealy Lookout are examples of successful initiatives during the reporting period.

Through its Environmental Levy program Council extends the work of other agencies and groups in helping to conserve the local environment. Conservation principles are also central to the application of Council's planning and development approval processes, as well as underpinning the city's leading edge waste management and resource recovery programs.

A priority has been to address the likely impacts of climate change such as sea level rise and coastal recession, and to reduce carbon emissions into the atmosphere through energy efficiency and renewable energy programs and landfill gas flaring.

At the same time, Council continues to advocate for more sustainable outcomes following the NSW Government's approval of large scale development at Hearnes Lake and logging in 'core koala habitat', decisions at odds with the strategic environmental priorities of the local community.





Significant Achievements

- The development, adoption, implementation and review of the Environmental Levy Program on an annual basis.
- Installation of 650 Photovoltaic panels to Rigby House completed and solar power “switched on”
- Upgraded Council buildings to improve energy efficiency, including Rigby House which is now 5 star rated.
- The landfill gas project has prevented over 30,000 tonnes of carbon emissions (eCO₂) from entering the atmosphere
- Participation in the development of a Regional State of the Environment Reporting framework
- Facilitated the establishment of the new Coffs Regional Community Garden at Combine Street
- The \$2m grant-funded “Our Living Coast” program implemented to develop initiatives to promote sustainable living.
- Extension of 3-bin waste service system to Red Rock and Corindi.
- The Draft Biodiversity Action Strategy (updating the 2002 Biodiversity Action Plan) was completed and placed on public exhibition in May 2012.
- Worked with Forests NSW and other agencies to establish the Forest Sky PierAir Walk at Sealy Lookout
- Completion of the fine-scale Class 5 vegetation mapping
- Release of the Draft Boambee/Newports Creek Estuary Plan for public exhibition
- Coffs Harbour Coastal Hazard definition study completed and accepted by community.
- The development of a new series of the popular Coffs Ambassadors volunteer program - covering environmental and cultural attractions)
- Solitary Islands Coastal Walk and the Woolgoolga Lake Flying Fox camp restoration project (under the “Our Living Coast” sustainability initiative) endorsed by Council.
- Successful National Water Week promotions.
- Increased recycling with glass crushing and reuse as a construction material.
- The Our Living Coast Sustainable Living Festival established itself as a successful community event, showcasing environmentally sustainable ideas, products, and practices.
- The facilitation of a battery recycling promotion as part of National Recycling Week.
- An extended commitment to improving natural resource management in the region with the renewal of Council’s Memorandum of Understanding with the Northern Rivers Catchment Management Authority.
- Council and the National Parks and Wildlife Service partner to help protect an endangered Little Terns nesting site at Hearn’s Lake Beach.
- Estuary Management Plan adopted to safeguard the future health of Pipe Clay Lake at Corindi.
- Commencement of an \$85,500 program of environmental and recreational improvements to a 17-hectare area of Boambee Creek near the Rex Hardaker Oval on Hogbin Drive.
- Water and energy efficiency upgrade of Sportz Central under the State Government’s Climate Change Fund Public Facilities Program.
- Coffs Harbour helped launch Carpool Mid North Coast as an initiative of the Mid North Coast Group of Councils plus Transport for NSW, North Coast TAFE, Mid North Coast Local Health District and Southern Cross University.
- The Australian Biota Study Days program was staged at the Botanic Garden from June 19-21 involving hundreds of school students from the Mid North Coast region.

Our Council

Council exists to provide a range of essential and priority services to assist Coffs Harbour to secure a sustainable future. It is constantly facing the challenge of attempting to fulfil an increasing workload without the assistance of increased resources.

Council was quick to embrace the opportunity – and the challenges – offered by being in the first group of councils to adopt the Integrated Planning and Reporting (IPR) Framework in 2010. While it is an ever-evolving format, IPR has the potential to make councils more responsive to their local communities and more accountable.

An increased focus has been placed on community engagement to guide Council's decision-making, and Council is exploring innovative ways of going about this – many involving new technological platforms. New systems are also being implemented to facilitate better planning within Council – including financial and asset management planning – as well as to improve performance reporting.



Significant Achievements

- Completion of a Promoting Better Practice Review.
- Enforcement policy and Privacy Management Plan adopted.
- Community Engagement Policy adopted; community engagement framework and action plan under development.
- Development and Implementation of a council-wide Service Review.
- New corporate website launched
- Annual Insurance premiums cut by around \$1M as a result of better management practices
- Collaboration between Council and local business groups to maintain a successful city centre revitalisation program through an application to extend the CBD Special Rate.
- Community Survey completed to evaluate customer satisfaction and community priorities regarding Council services
- Council selected to participate in the NSW Electronic Housing Code project (proposing online approvals for new homes)