



# Coffs Harbour City Council

03 April 2013

## ORDINARY MEETING

The above meeting will be held in the Council Chamber, Administration Building, corner Coff and Castle Streets, Coffs Harbour, on:

**WEDNESDAY -11 APRIL 2013**

The meeting commences at **5.00pm** and your attendance is requested.

## AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. [Confirmation of Minutes of Ordinary Meeting – 27 March 2013](#)
9. [Notices of Motion](#)
10. [General Manager's Reports](#)
11. [Consideration of Officers' Reports](#)
12. Requests for Leave of Absence
13. Matters of an Urgent Nature
14. Questions On Notice
15. Consideration of Confidential Items (if any)
16. Close of Ordinary Meeting.

Steve McGrath  
General Manager



**COFFS HARBOUR CITY COUNCIL  
ORDINARY MEETING**

**COUNCIL CHAMBERS  
COUNCIL ADMINISTRATION BUILDING  
COFF AND CASTLE STREETS, COFFS HARBOUR**

**11 APRIL 2013**

**Contents**

**ITEM            DESCRIPTION**

**NOTICES OF MOTION**

NOM13/5    CITY WIDE LEP - B6 ENTERPRISE CORRIDOR

**GENERAL MANAGER'S REPORTS**

GM13/10    INTEGRATED PLANNING AND REPORTING FRAMEWORK FOR THE PERIOD  
2013/2014 TO 2016/2017

The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

GM13/11    COFFS HARBOUR CITY COUNCIL V MINISTER FOR PLANNING AND  
INFRASTRUCTURE AND ORS – ADVICE REGARDING APPLICATION FOR  
SPECIAL LEAVE TO THE HIGH COURT OF AUSTRALIA

A portion of this report is confidential for the reason of Section 10A (2):

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

and in accordance with Section 10A (1) the meeting may be closed to the public

**CORPORATE BUSINESS DEPARTMENT REPORTS**

CB13/23    BANK BALANCES AND INVESTMENT FOR FEBRUARY 2013

CB13/24    MONTHLY BUDGET REVIEW FOR FEBRUARY 2013

CB13/25    ASSIGNMENT OF LEASE - CONSENT TO ASSIGNMENT OF LEASE, KIOSK A,  
CITY SQUARE, COFFS HARBOUR

**ITEM            DESCRIPTION**

**CONFIDENTIAL REPORT**

The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

CB13/26    TENDER RFT-572-TO: COFFS HARBOUR REGIONAL AIRPORT - RUNWAY ASPHALT RESHEETING

A portion of this report is confidential for the reason of Section 10A (2):

- (d)        commercial information of a confidential nature that would, if disclosed:
  - (i)        prejudice the commercial position of the person who supplied it, or
  - (ii)       confer a commercial advantage on a competitor of the council, or
  - (iii)      reveal a trade secret.

and in accordance with Section 10A (1) the meeting may be closed to the public.

**CITY SERVICES DEPARTMENT REPORTS**

CS13/20    NIGHTRIDER SERVICE - NORTHERN BEACHES

CS13/21    COMMITTEE MEMBERSHIP - BAYLDON COMMUNITY CENTRE AND SPORTZ CENTRAL



## COFFS HARBOUR CITY COUNCIL

### ORDINARY MEETING

27 MARCH 2013

**Present:** Councillors D Knight (Mayor), J Arkan, N Cowling, R Degens, G Innes, B Palmer, K Rhoades, M Sultana and S Townley.

**Staff:** General Manager, Director Corporate Business, Acting Director of City Services, Director Land Use, Health & Development and Executive Assistant.

**Other:** Council's Legal Advisors, representatives from Sparke Helmore Lawyers.

We respectfully acknowledge the Gumbayngirr Country and the Gumbayngirr Aboriginal peoples who are traditional custodians of the land on which we meet and their Elders both past and present.

The Mayor reminded the Chamber that the meeting was to be recorded, and that no other recordings of the meeting would be permitted.

The meeting commenced at 5.00pm with the Mayor, Cr D Knight in the chair.

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#### DISCLOSURE OF INTEREST

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The General Manager read the following disclosures of interest to inform the meeting:

<b>Councillor</b>	<b>Item</b>	<b>Type of Interest</b>
Cr Degens	L13/6 - DA 1179/09 and DA 1180/09 - Lot 212, DP597308, 124-124a North Bonville Road, Lot 3 DP532900, 212 Pine Creek Way and Lot 101 & Lot 102, DP881242 Cassidys Road, Bonville - Land Adjoining and Comprising Bonville International Golf Resort.	Pecuniary interest.
General Manager Steve McGrath	CB13/22 - World Rally Championships (WRC) Economic Impact Report to Council.	Non-Pecuniary - Less Than Significant.

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ORDINARY MEETING

27 MARCH 2013

Cr Arkan arrived at the meeting, the time being 5.02pm.

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**PUBLIC ADDRESS**

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<b>Time</b>	<b>Speaker</b>	<b>Item</b>
5.00pm	Bronwyn Bursle	CS13/17 - New Tender for Sportz Central.
Cr Degens declared an interest in the following item, vacated the Chamber and took no part in the discussion or voting.		
5.05pm	Peter Montgomery	L13/6 - DA 1179/09 and DA 1180/09 - Lot 212, DP597308, 124-124a North Bonville Road, Lot 3 DP532900, 212 Pine Creek Way and Lot 101 & Lot 102, DP881242 Cassidys Road, Bonville - Land Adjoining and Comprising Bonville International Golf Resort.

Cr Degens returned to the Chamber at 5.19pm.

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**CONFIRMATION OF MINUTES**

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- 65 RESOLVED** (Townley/Sultana) that the minutes of the Ordinary meeting held on 14 March 2013 be confirmed as a true and correct record of proceedings.

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**CITY SERVICES DEPARTMENT REPORT**

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**CS13/17 NEW TENDER FOR SPORTZ CENTRAL**

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To seek support to invite fresh tenders based on different specified details which include the existing and alternative management models.

**MOTION**

**MOVED** (Cowling/Arkan) that:

1. Council offer a contract to the current Management company Sportsrite Pty Ltd.
2. Three year term Management Agreement.
3. \$137,000 pa plus GST (funded from the operating revenue of the facility).
4. Incentive fee of 25% of net profit.

**CS13/17 - New Tender for Sportz Central (Cont'd)**

5. Council responsible for \$45,000 pa for internal maintenance (provided to the Management committee).
6. External maintenance responsibility of Council.
7. Council responsible for \$25,000 pa toward operating expense of cleaning (provided to the Management Committee).
8. Management fee subject to CPI adjustment annually.
9. The loan repayments made by the Management Committee to Council on Capital items for the facility be not treated as lowering the net profit in regard to the incentive fee.

**AMENDMENT**

- 66 RESOLVED** (Townley/Rhoades) that the matter be deferred until next meeting of Council, staff to provide more information.

The **AMENDMENT** on being put to the meeting was **CARRIED**. It then became the **MOTION** and was declared **CARRIED**.

**LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORT**

Cr Degens declared an interest in the following item, vacated the Chamber and took no part in the discussion or voting, the time being 5.31pm.

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**L13/6 DA 1179/09 AND DA 1180/09 - LOT 212, DP 597308, 124-124A NORTH BONVILLE RD, LOT 3, DP 532900, 212 PINE CREEK WAY AND LOT 101 & LOT 102, DP 881242 CASSIDYS ROAD, BONVILLE - LAND ADJOINING AND COMPRISING BONVILLE INTERNATIONAL GOLF RESORT**

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This report describes and provides an assessment of Development Application (DA) 1179/09 and Development Application 1180/09 for Lot 212, DP 597308, 124-124A North Bonville Rd, Lot 3, DP 532900, 212 Pine Creek Way and Lot 101 & Lot 102, DP 881242 Cassidys Road, Bonville which are lands adjoining and associated with the Bonville International Golf Resort. These applications are being considered together because there are significant matters that make them related.

- 67 RESOLVED** (Arkan/Townley):

1. That Development Application 1179/09 for a concept proposal for Lot 212, DP 597308, 124-124A North Bonville Road, Lot 3, DP 532900, 212 Pine Creek Way, Lot 101 & Lot 102, DP 881242 Cassidys Road, Bonville be approved subject to the conditions provided in Attachment 5.

**L13/6 - DA 1179/09 and DA 1180/09 - Lot 212, DP597308, 124-124a North Bonville Road, Lot 3 DP532900, 212 Pine Creek Way and Lot 101 & Lot 102, DP881242 Cassidys Road, Bonville - Land Adjoining and Comprising Bonville International Golf Resort (Cont'd)**

2. That upon the approval of Development Application 1179/09, Development Application 1180/09 for Stage One under the concept proposal ("Superlot" Subdivision under a Community Titles Scheme) for Lot 212, DP 597308, 124-124A North Bonville Road, Lot 3, DP 532900, 212 Pine Creek Way, Lot 101 & Lot 102, DP 881242 Cassidys Road, Bonville be approved subject to the conditions provided in Attachment 6 and the inclusion of the following new condition 45A:

**Keeping of Dogs – Community Title:**

45A. The Community Management Statement is to state that keeping of cats and dogs (with the exception of assistance animals, as defined under the Commonwealth Disability Discrimination Act 1992) by owners on the Community Titles scheme is prohibited.

3. That persons who made a submission on the development applications be informed of Council's decision.

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**DIVISION**

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A division was duly called for, and those members voting for and against the motion were recorded:

**FOR**

Cr Rhoades  
Cr Townley  
Cr Palmer  
Cr Arkan  
Cr Innes  
Cr Sultana  
Cr Cowling  
Cr Knight

**AGAINST**

Cr Degens returned to the meeting, the time being 5.41pm.

## GENERAL MANAGER'S REPORT

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### GM13/9 COFFS HARBOUR CITY COUNCIL V MINISTER FOR PLANNING AND INFRASTRUCTURE AND ORS COURT OF APPEAL JUDGEMENT

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To provide Councillors with information regarding the judgement handed down by the Court of Appeal on 6 March 2013 - Coffs Harbour City Council v The Minister for Planning and Infrastructure.

- 68** **RESOLVED** Cowling/Townley that this matter be referred to Confidential session at end of meeting.

## CITY SERVICES DEPARTMENT REPORTS

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### CS13/18 PROPOSED ALCOHOL PROHIBITION - LOWER COFFS CREEK RESERVE

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To recommend the creation of a new 9.00am – 9.00pm alcohol prohibited area for the Lower Coffs Creek Reserve, Coffs Harbour (refer to Attachment).

- 69** **RESOLVED** (Palmer/Innes):
1. That Council use the powers granted by Section 632A of the Local Government Act 1993 to prohibit the taking of and/or consumption of alcohol between 9.00pm and 9.00am, except for authorised events, and use the powers granted under Section 632 (2) (e) to prohibit of loitering and antisocial behaviour at all times within Lower Coffs Creek Reserve (Lot 7060 DP 1050246 and part Lot 7036 DP 1051572) as identified on the map attached to this report.
  2. That notices, to effect all of the above, be displayed at appropriate locations.



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**CS13/19 TRAFFIC COMMITTEE REPORT NO 1-2013**

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To confirm the Minutes of the Traffic Committee Meeting held on Thursday, 7 March 2013.

**70 RESOLVED** (Innes/Cowling):

T.1 - Combine Street Coffs Harbour – Traffic Issues (R.504240 [3319036])

That Council undertake further traffic counts and RMS be requested to investigate the feasibility of dual right turn lanes from Combine Street, Coffs Harbour, onto the highway as follows:

- with the left lane straight through and right turn, and
- the right lane right turn only.

T.2 - Arthur Street & Manning Avenue Intersection Coffs Harbour – Signage (R.503760, R. 504950[3319036])

That Council Rangers issue warning notices for vehicles parked illegally in Manning Avenue, Coffs Harbour.

T.3 - Gordon Street Coffs Harbour - Traffic Issues (R.504620[3319036])

That approval be given to modify the three 60° nose-in parking spaces to parallel parking in Gordon Street, Coffs Harbour subject to RMS narrowing their driveway by 2.5m (1.6m on the south and 0.9m on the north) and associated kerb and gutter reconstruction, as per plan T.3-2013.

T.4 - Various Traffic Hazards - Pacific/Coral Streets & Tasman Street, Corindi Beach [3245888]

1. That no action be taken to install barrier line marking on the corner of Pacific and Coral Streets, Corindi Beach, as it does not meet the warrants.
2. That no action be taken to install double barrier lines on the bend in Tasman Street, Corindi Beach, as RMS has approved the extension of the 50km/h speed zone in Tasman Street.

T.5 - Bonville Station Road, Bonville, Christian Community School- School Crossing (R.500700[3319440])

That approval be given to install 'No Stopping' zone on Bonville Station Road, Bonville, adjacent the crossing point from the proposed Christian Community College Design and Technology Centre to the south side footpath leading to the existing building: on the north side 20m on the approach and 10m on the departure side of the crossing; on the south side 40m on the approach and 10m on the departure side of the crossing subject to pedestrian facilities construction meeting Australian Standards, as per plan T.5-2013.

T.6 - Toormina Library Minorie Drive Toormina – Parking Issues (R.502140[3339440])

That approval be given for '1 hour' parking limit Monday to Friday 9:30am - 5pm and 9:30am – 12 noon on Saturday for recessed parking zone (7 spaces) adjacent Toormina Library, Minorie Drive, Toormina, as per plan T.6-2013.

T.7 - Signage - 77 Beryl Street Coffs Harbour (R.503870[3308690])

That approval be given to install a 'No Stopping' zone adjacent 77 Beryl Street, Coffs Harbour, for 10 metres, as per plan T.7-2013.

T.8 – Blackspot Funding Works - Harbour Drive and Orlando Street Coffs Harbour (R.504030[2827558])

That approval be given, subject to RMS funding, to the following:

1. 'No Stopping' zone on Orlando Street, Coffs Harbour, opposite Lawson Crescent (western intersection), as per Plan T.8a - 2013.
2. 'No Stopping' zone and relocation of existing bus zone on Harbour Drive, Coffs Harbour, either side of Boambee Street intersection, as per plan T.8b - 2013.

T.9 - Temporary restricted parking, bus and taxi zones for major events at the BCU International Stadium, Stadium Drive, Coffs Harbour [3340989]

That approval be given for the installation of temporary parking restrictions, and bus and taxi zones for events for up to 10 000 people at the BCU International Stadium, Stadium Drive, Coffs Harbour, with the zones to be as follows:

- 'Bus Zone' from the western corner of Phil Hawthorne Drive for 88 metres (4 bus lengths).
- 'Taxi Zone' west of the bus zone for 20 metres (4 taxis).
- 'No Parking' west of the taxi zone to existing permanent 'no parking' zone at the stadium entrance intersection.
- 'No Parking' on the southern side of Stadium Drive from the crematorium entrance intersection to the curve opposite the stadium entrance intersection, as per plan T9.-2013.
- Approval is subject to transport zones complying with Australian Standards.

T.10 - NAB Coffs Coast Cycle Challenge - 4 August 2013 [3336441]

1. That the following temporary road closures for the NAB Coffs Coast Cycle Challenge on Sunday, 4 August 2013 for the purpose of conducting the Coffs Coast Cycle Challenge be advertised and providing no substantive objections are received, the closures be approved:
  - Jordan Esplanade between Marina Drive and Camperdown Street between 7.00am and 12.00pm.
  - Orlando Street Coffs Harbour (southbound traffic only) between the hours of 7.55am to 8.15am and 8.40am to 8.45am.
2. The organisers of the Cycle Challenge liaise with affected traders and obtain traders approval.

3. The organisers submit a revised traffic control plan for approval by Council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
4. The organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.
5. The organisers allow access via Camperdown Street entrance for Coffs Harbour High School to use Jetty Foreshore area for a school reunion.

T.11 - Coffs Harbour Cycle Club- Winter Road Club Events 2013 [3329024]

That approval be given for the following:

1. Use of Pine Creek Way on Saturday afternoons from 1:30pm to 4:00pm and Sunday mornings between 7.30am and 10.00am starting in March and running until October between Archville Station Road roundabout and the Mailman's Track roundabout.
2. Use of Orara Way between Nana Glen and Glenreagh on Saturday afternoons between 1.30pm and 4.00pm be trialled for three months and subject to no complaints, the event can carry on until October as originally requested.
3. Police approval be sought.
4. No obstruction to be caused to the movement of pedestrian or vehicular traffic.
5. Riders to comply strictly with Australian Road Rules.
6. The submitted Traffic Control Plan (TCP) be approved by Council and the Cycle Club be responsible for the warning signage as per the TCP.

T.12 - Beach Street / Queen Street, Woolgoolga - Temporary Road Closure - Woolgoolga Curry Festival (R.508400 / 1618[3338788])

That the following be approved:

1. The temporary road closure of Beach Street, Woolgoolga, between Wharf Street and Carrington Street and Queen Street between Beach Street and Younger Lane from 6.00am to 10.00pm on Saturday, 13 April 2013, for the purpose of conducting the Woolgoolga Curry Festival, be advertised and providing no substantive objections are received, the closure be approved.
2. The organisers of the Curry Festival liaise with affected traders and obtain traders approval.
3. The organisers submit a traffic control plan for approval by Council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers. Traffic Control Plan to include a sign posted detour route around the road closure.
4. The organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.
5. The organisers submit a detour plan for traffic to bypass the closure.

T.13 - Fiddaman Road, Emerald Beach - Temporary Road Closure - Emerald Beach Community Fair (R.507240 / P/N 2032700[3338788])

Approval for the following:

1. The temporary road closure of Fiddaman Road, Emerald Beach, adjacent the Reserve to the start of Ocean View Crescent, from 6.00am to 4.00pm on Sunday 26 May 2013, for the purpose of conducting the Emerald Beach Community Fair, be advertised and providing no substantive objections are received, the closure be approved.
2. The organisers of the Community Fair liaise with affected traders and obtain traders approval.
3. The organisers submit a traffic control plan for approval by Council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
4. The organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.

T.14 - Beach Street, Woolgoolga - Temporary Road Closure - Anzac Day (R.500270 / 1618 [3327345])

Approval for the following:

1. The following temporary road closure of Beach Street, Woolgoolga, between Queen Street to Short Street Woolgoolga, associated with the Woolgoolga Anzac March to be held on Thursday, 25 April 2013, between the hours of 10.40am and 11.15am be advertised and providing no substantive objections are received, the temporary closures be approved.
2. A traffic control plan to be submitted for this event. This should include details of all traffic signs, barricades and traffic controllers required for this event.

T.15 - First/Second/Fourth Avenues, Sawtell - Temporary Road Closure - Anzac Day (501520 / 501480 / 501550 / 1618 [3329589])

Approval for the following:

1. The following temporary road closures associated with the Sawtell Anzac March to be held on Thursday, 25 April 2013, between the hours of 10.30am and 11:45am be advertised, and providing no substantive objections are received, the temporary closures be approved.
  - First Avenue (Second Avenue to Boronia Street)
  - Second Avenue (First Avenue to Fourth Avenue)
  - Fourth Avenue (Second Avenue to East Street).
2. A traffic control plan to be submitted for this event. This should include details of all traffic signs, barricades and traffic controllers required for this event.
3. A temporary bus zone be signposted in First Avenue north of Second Avenue as an alternative to the Ex-Services Club bus zone.

T.16 - Park Avenue / Gordon Street / Vernon Street, Coffs Harbour - Temporary Road Closure - Anzac Day (R.505670 / R.504620 / R.504180 / 1618 [3338836])

Approval for the following:

1. The following temporary road closures associated with the Coffs Harbour Anzac March to be held on Thursday, 25 April 2013, between the hours of 8.30am and 10.30am be advertised and providing no substantive objections are received, the temporary closures be approved.
  - Park Avenue (Earl Street to Gordon Street)
  - Gordon Street (Park Avenue to Vernon Street)
  - Vernon Street (Gordon Street to Pacific Highway).
2. A traffic control plan to be submitted for this event. This should include details of all traffic signs, barricades and traffic controllers required for this event.

T.17 - Beach Street / Fawcett Street, Woolgoolga - Temporary Road Closure 9 June 2013 - Woolgoolga Heritage Walk and 125<sup>th</sup> Birthday Celebration Parade [3336436]

1. The temporary road closures of Fawcett and Beach Street, Woolgoolga, on Sunday 9 June 2013 as follows:
  - Fawcett Street (from Beach Street to Trafalgar Street) between the hours of 1.00pm and 1:30pm
  - Beach Street (from Fawcett Street to Carrington Street West) between the hours of 1:30pm and 2:30pm
  - Beach Street (from Queen Street East to Carrington Street West) between the hours of 1:30pm and 4:30pmfor the purpose of forming and conducting the Woolgoolga Heritage Walk and the 125th Birthday Celebration Parade, be advertised, and providing no substantive objections are received, the closure be approved.
2. The organisers of the Woolgoolga Heritage Walk and the 125th Birthday Celebration Parade liaise with affected traders and obtain traders approval.
3. The organisers submit a traffic control plan for approval by Council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
4. The organisers be responsible for all costs associated with the temporary closure and clean up.

T.18 – Arthur Street, Coffs Harbour - Entrance to Park Beach Plaza - 'Give Way' signage (R.503760 [3272535])

1. No action be taken for the installation of 'Give Way' signage for Arthur Street, Coffs Harbour, between Pacific Highway and entrance to Park Beach Plaza shopping centre.
2. A refuge for Arthur Street, Coffs Harbour, between Pacific Highway and entrance to the Plaza shopping centre, be listed for consideration in PAMPS.

T.19 - Application for Class 2 B-Double (25-26m) Routes - Industrial, Engineering and Forge Drives, Isles Industrial Park [3301228]

That B-Double access be approved for Industrial Drive, Engineering Drive and Forge Drive, North Boambee Valley.

T.20 - Request for the Jodi Lee Foundation to run Cycle Challenge in March 2013. [3339085]

That the Jodie Lee Foundation Cycle Challenge to be held in March 2013 on roads through Coffs Harbour, Nana Glen, Glenreagh, Coramba, and Ulong, be approved subject to:

1. Police approval being sought.
2. No obstruction to be caused to the movement of pedestrian or vehicular traffic.
3. Riders to comply strictly with Australian Road Rules.

T.21 - State Harley Owners Groups Thunder Run – Proposed Route

That the State Harley Owners Group Thunder Run to be held on 20 October 2013 from Coffs Harbour Jetty to Raleigh and return to the Showground, be approved subject to:

1. Police approval being sought.
2. No obstruction to be caused to the movement of pedestrian or vehicular traffic.
3. Riders to comply strictly with Australian Road Rules.

## **CORPORATE BUSINESS DEPARTMENT REPORTS**

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### **CB13/19 SUPPLY OF ELECTRICITY FOR LARGE CONTESTABLE SITES AND STREET LIGHTING**

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To seek approval from Council to undertake a Reverse Auction process, for the Supply of Electricity for our large Contestable sites and Street Lighting, with Regional Procurement Initiative and in association with their business partner Energy Action.

#### **MOTION**

**MOVED** (Palmer/Innes):

1. That Council approves the undertaking of a Reverse Auction for the supply of electricity for our large Contestable sites and Street Lighting, with Regional Procurement Initiative in partnership with Energy Action.

**CB13/19 - Supply of Electricity for Large Contestable Sites and Street Lighting (Cont'd)**

2. That Council notes the timeframes of this process as set out above in the implementation Date / Priority section of this report.
3. That Council review its Greenhouse Action Strategy adopted in 2002 by deferring the purchase of Green Energy and alternatively continues to invest in its energy efficient cost saving programs.

**AMENDMENT**

**71 RESOLVED (Townley/Degens):**

1. That Council approves the undertaking of a Reverse Auction for the supply of electricity for our large Contestable sites and Street Lighting, with Regional Procurement Initiative in partnership with Energy Action.
2. That Council notes the timeframes of this process as set out above in the implementation Date / Priority section of this report.
3. That Council review its Greenhouse Action Strategy adopted in 2002, while continuing to invest in its energy efficient cost saving program.
4. That Council request costing for provision of 10% and also 20% of energy supplied to be sourced from green or renewable sources, and a report be prepared for Council.

The **AMENDMENT** on being put to the meeting was **CARRIED**. It then became the **MOTION** and was declared **CARRIED**.

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**CB13/20 BANK BALANCES AND INVESTMENT FOR JANUARY 2013**

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To list Council's Bank Balances and Investments as at 31 January 2013.

**72 RESOLVED (Sultana/Degens):**

1. That the bank balances and investments totalling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty seven million, one hundred and seventy three thousand, seven hundred and eighty five dollars (\$167,173,785) as at 31 January 2013 be noted.
2. That the general fund unrestricted cash and investments totalling one million, eight hundred and eighty three thousand, nine hundred and seventy eight dollars (\$1,883,978) as at 31 January 2013 be noted.

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**CB13/21 ASSET ACCOUNTING POLICY**

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For Council to adopt the Asset Accounting Policy.

- 73 RESOLVED** (Innes/Palmer) that Council adopts the Asset Accounting Policy.

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**CB13/22 WORLD RALLY CHAMPIONSHIPS (WRC) ECONOMIC IMPACT REPORT TO COUNCIL**

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To provide to Council the Economic Impact report from Rally Australia (RA) detailing the direct economic impact that the 2011 WRC event achieved.

- 74 RESOLVED** (Degens/Palmer) that the matter be referred to Confidential session at the end of the meeting.

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**L13/7 LOCAL ENVIRONMENTAL STUDY FOR THE DEFERRED AREAS FROM DRAFT COFFS HARBOUR LOCAL ENVIRONMENTAL PLAN 2013 - HEARNES LAKE/SANDY BEACH, EMERALD BEACH AND MOONEE BEACH AREAS**

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The purpose of this report is to commence the preparation of environmental studies and associated planning documents which will inform a Planning Proposal for lands deferred from draft Coffs Harbour Local Environmental Plan (LEP) 2013 within the Hearnese Lake/Sandy Beach, Emerald Beach and Moonee Beach localities.

**MOTION**

- 75 RESOLVED** (Townley/Palmer):
1. That Council reallocates surplus funds totalling \$100,000 from the Planning Proposal for the Bonville Rural Residential Area in the 2012/13 Operational Plan (giving a total funding allocation of \$150,000) to the local environmental study and associated planning documents for the deferred areas from draft Coffs Harbour Local Environmental Plan 2013 of Hearnese Lake/Sandy Beach, Emerald Beach and Moonee Beach.
  2. That Council endorse the attached study brief for the preparation of local environmental study and associated planning documents for the deferred areas from draft Coffs Harbour Local Environmental Plan 2013 of Hearnese Lake / Sandy Beach, Emerald Beach and Moonee Beach.



**L13/7 - Local Environmental Study for the Deferred Areas from Draft Coffs Harbour Local Environmental Plan 2013 - Hearnese Lake/Sandy Beach, Emerald Beach and Moonee Beach Areas (Cont'd)**

**AMENDMENT**

**MOVED** (Degens/Arkan):

1. That Council reallocates \$50,000 of the \$100,000 surplus funds from the Planning Proposal for the Bonville Rural Residential Area in the 2012/13 Operational Plan (giving a total funding allocation of \$100,000) to the local environmental study and associated planning documents for the deferred areas from draft Coffs Harbour Local Environmental Plan 2013 of Hearnese Lake/Sandy Beach, Emerald Beach and Moonee Beach.
2. That Council endorse the attached study brief for the preparation of local environmental study and associated planning documents for the deferred areas from draft Coffs Harbour Local Environmental Plan 2013 of Hearnese Lake / Sandy Beach, Emerald Beach and Moonee Beach.
3. That the remaining \$50,000 go towards the initiation of Rural Residential Studies for West Sapphire.

The **AMENDMENT** on being put to the meeting was **LOST**. The **MOTION** on being put to the meeting was declared **CARRIED**.

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**L13/8 COFFS HARBOUR CITY LOCAL ENVIRONMENTAL PLAN 2000 AMENDMENT NO. 34 (NORTH COFFS) DEFERRED AREAS**

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The purpose of this report is to inform Council of the outcome of the additional assessment of deferred areas within Coffs Harbour City Local Environmental Plan (LEP) 2000 (Amendment No. 34).

**76 RESOLVED** (Palmer/Innes):

1. That Council prepare a Planning Proposal applying to Part Lot 3, DP270233 in accordance with the Environmental Planning and Assessment Act 1979, to allow the land to be zoned for residential development.
2. That the existing zones applying to the Western Precincts of Coffs Harbour City Local Environmental Plan 2000 (Amendment No. 34) remain.
3. That the North Coffs Development Control Plan and North Coffs Developer Contributions Plan be amended to confirm the existing zoning of the deferred areas.
4. That the owners of land nominated as 'Deferred Areas' within the North Coffs Investigation Area be notified of Council's decision.

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**REQUESTS FOR LEAVE OF ABSENCE**

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No requests for leave of absence.

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**MATTERS OF AN URGENT NATURE**

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No matters of an urgent nature.

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**QUESTIONS ON NOTICE**

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No questions on notice.

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**CLOSED MEETING – SECTION 10(A)**

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The Mayor requested a motion to close the meeting to consider confidential reports as outlined in the meeting agenda.

- 77** **RESOLVED** (Innes/Degens) that the meeting be closed to the press and public during consideration of the following items for the reasons as stated:

**GM13/9 - Coffs Harbour City Council v Minister for Planning and Infrastructure and Ors - Court of Appeal Judgement**

This report was confidential for the reason of Section 10A(2):

- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

**CB13/22 - World Rally Championships (WRC) Economic Impact Report to Council**

This report was confidential for the reason of Section 10A(2):

- (d) Contained commercial information of a confidential nature that would, if disclosed:
- (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council.

The motion on being put to the meeting was carried.

The press and public vacated the chamber.

The solicitors, Sparke Helmore Lawyers, acting for Council in relation to item GM13/9 - Coffs Harbour City Council v Minister for Planning and Infrastructure and Ors - Court of Appeal Judgement remained for discussion of that item.

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**GM13/9 COFFS HARBOUR CITY COUNCIL V MINISTER FOR PLANNING AND INFRASTRUCTURE AND ORS COURT OF APPEAL JUDGEMENT**

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To provide Councillors with information regarding the judgement handed down by the Court of Appeal on 6 March 2013 - Coffs Harbour City Council v The Minister for Planning and Infrastructure.

**MOTION**

**MOVED** (Degens/Arkan) that Council accepts the decision of the Court of Appeal and negotiates costs with the Respondents as detailed in the advice from Sparke Helmore Lawyers.

The **MOTION** on being put to the meeting was **LOST**.

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**DIVISION**

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A division was duly called for, and those members voting for and against the motion were recorded:

**FOR**

Cr Arkan  
Cr Sultana  
Cr Degens

**AGAINST**

Cr Rhoades  
Cr Townley  
Cr Palmer  
Cr Innes  
Cr Cowling  
Cr Knight

**78 RESOLVED** (Palmer/Innes):

1. That Council authorise the General Manager to instruct its solicitors Sparke Helmore Lawyers to seek urgent advice from Senior Counsel as to the grounds and prospects of seeking leave to the High Court.
2. That Council authorise the GM to instruct its solicitors, Spark Helmore Lawyers to lodge an application to the High Court seeking leave to appeal.
3. That upon receipt of advice from Senior Counsel a further report be provided to Council indicating the prospects of success in the High Court leave application.

The **MOTION** on being put to the meeting was **CARRIED**.

**GM13/9 - Coffs Harbour City Council v Minister for Planning and Infrastructure and Ors - Court of Appeal Judgement (Cont'd)**

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**DIVISION**

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A division was duly called for, and those members voting for and against the motion were recorded:

<b>FOR</b>	<b>AGAINST</b>
Cr Cowling	Cr Sultana
Cr Innes	Cr Arkan
Cr Knight	Cr Degens
Cr Palmer	Cr Rhoades
Cr Townley	

Council's legal advisors then left the meeting.

The General Manager declared a non pecuniary interest, less than significant in the following matter.

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**CB13/22 WORLD RALLY CHAMPIONSHIPS (WRC) ECONOMIC IMPACT REPORT TO COUNCIL**

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To provide to Council the Economic Impact report from Rally Australia (RA) detailing the direct economic impact that the 2011 WRC event achieved.

- 79 RESOLVED** (Innes/Sultana) that Council note the economic impact report provided by Rally Australia.

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**OPEN MEETING**

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The Mayor requested an appropriate motion to enable the meeting to resolve into Open Meeting.

- 80 RESOLVED** (Arkan/Innes) that the Committee now move into Open Meeting.

- 81 RESOLVED** (Degens/Arkan) that the resolutions of the Closed Meeting be adopted.

The General Manager read to the meeting the resolutions of the Closed Meeting.

This concluded the business and the meeting closed at 7.34pm.

Confirmed: 11 April 2013.

.....  
Denise Knight  
Mayor

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## CITY WIDE LEP - B6 ENTERPRISE CORRIDOR

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### **Purpose:**

Councillor Rodney Degens has given notice of his intention to move:

That the following letter be sent to the Minister for Planning for his consideration and action with respect to the Coffs Harbour City LEP.

Letter to the Minister for Planning:

The City Wide LEP was formally adopted by Council last year in December, approximately three months into the electoral term. Subsequent to the adoption of the City Wide LEP on 13 December 2012 a majority of elected councillors have agreed that certain aspects of the adopted LEP should be amended prior to its approval by the Minister and subsequent gazettal. However the legislation under which the LEP was made has no provision for Council to withdraw the LEP, make the changes and resubmit the LEP. The power to make changes now rests solely with the Minister.

Coffs Harbour City Council therefore respectfully requests that the Minister exercise his powers under the Planning Act to make the changes to the Coffs Harbour City Wide LEP, adopted by council on 13 December 2012 (and subsequently sent to the Department for approval by the minister and gazettal.) prior to its approval and gazettal.

The preferred adjustment to the Coffs Harbour Local Environment Plan is:

That the B6 business zone which currently has a restriction of 150m<sup>2</sup> maximum floor space for retail and office space be raised to 600m<sup>2</sup> for all of the land zoned B6 in Coffs Harbour under the City Wide LEP adopted 13 December 2012

Regards

Steve McGrath  
General Manager of CHCC

Denise Knight  
Mayor Coffs Harbour City Council

### **Staff Comment:**

A Coffs Harbour Business Centres Hierarchy (BCH) was first developed during the preparation of Coffs Harbour Local Environmental Study 1997 which was the strategic body of work that informed Coffs Harbour City LEP 2000.

At its meeting of 16 December 2010, Council adopted the Coffs Harbour City Centre LEP 2011 which created the B6 Enterprise Corridor zone along the Pacific Highway from the CBD north to Bray Street. The City Centre Development Control Plan (DCP) which accompanied the LEP contained a restriction to limit office and business uses in this zone to 120m<sup>2</sup>.

At its meeting of 24 March 2011, Council instructed staff to immediately review the intent of the centre's hierarchy and the resultant zoning and planning controls contained within the proposed B6 zoning within the Coffs Harbour City Centre LEP 2011.

At its meeting of 12 May 2011, Council resolved to engage an appropriate consultancy service to conduct a Review of the Coffs Harbour Business Centres Hierarchy to establish the relevance and importance of the BCH to the growth of Coffs Harbour as a city, and to provide input into the preparation of draft Coffs Harbour LEP 2013.

At its meeting of 15 December 2011, Council adopted the Review of Coffs Harbour Business Centres Hierarchy Final Report which recommended certain actions to strengthen the BCH and the primacy of the CBD, some specifically directed to the B6 zone. This report recommended that **office** and **business** premises be restricted to 150m<sup>2</sup> in the B6 zone, and that this limitation be added to the LEP, rather than having the restriction contained within the DCP. This report made the statement: *'Care needs to be taken that development in the B5 and B6 zones does not erode the vitality of centres, particularly the City Centre CBD. While relatively low land costs or rent and frequently larger site sizes makes the B6 Enterprise Corridor a superficially attractive place for retail and offices to locate, this "attraction" should not be allowed to over-ride the policy imperative of supporting the City Centre and other centres by taking damaging actions such as permitting a wide range of land uses to locate in the B6 Enterprise Corridor zone'* (p 34).

At its meeting of 23 February 2012, Council endorsed draft Coffs Harbour LEP 2013 and sought authority from NSW Planning and Infrastructure to issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979 to allow draft Coffs Harbour Local Environmental Plan 2013 to be exhibited. The draft Coffs Harbour LEP 2013 included a provision under Clause 7.4(3) that *'Development consent must not be granted to development for business or office premises on land within Zone B6 Enterprise Corridor if the total gross floor area of that development will exceed 150m<sup>2</sup> per allotment existing as of 16 December 2010'*.

At its meeting of 13 December 2012, Council considered a report which outlined the results of the public exhibition of draft Coffs Harbour LEP 2013. A number of submissions were received in relation to the B6 Enterprise Corridor zone along the Pacific Highway from the CBD north to Bray Street and Clause 7.4 (3). At this meeting, Council adopted Coffs Harbour LEP 2013, with the B6 land zoning and Clause 7.4 (3) retained unaltered.

(There has been confusion as to what land uses the 150m<sup>2</sup> restrictions apply to. It is confirmed that the 150m<sup>2</sup> restriction does not apply to those forms of **retail** premises which are permissible in the B6 zone, including restaurants or cafes, take-away food or drink premises, garden centres, hardware and building supplies, kiosks, landscaping material supplies, plant nurseries, vehicle sales or hire premises, industrial retail outlets, service stations sex services premises, veterinary hospitals, and wholesale supplies. The restriction only applies to **office** and **business** premises).

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## **INTEGRATED PLANNING AND REPORTING FRAMEWORK FOR THE PERIOD 2013/2014 TO 2016/2017**

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### **Purpose:**

To present the following Integrated Planning and Reporting documents for consideration:

1. Draft reviewed Coffs Harbour 2030 Community Strategic Plan
2. Draft 2013/2017 Delivery Program;
3. Draft 2013/2017 Operational Plan;
4. Draft Program Budgets 2013/2017; and
5. Draft 2013/2014 Fees and Charges.
6. Reviewed Coffs Harbour City Council Resourcing Strategy.

This report recommends the draft documents be adopted for public exhibition.

### **Description of Item:**

Under the Integrated Planning and Reporting (IPR) provisions of the Local Government Act, Council is required to prepare a range of strategic and operational plans to guide the delivery of services. The IPR framework is made up of the following plans:

- A Community Strategic Plan covering at least ten years;
- A Council Delivery Program (including budgets) covering four years; and
- A one-year Council Operational Plan (including a budget and schedule of fees and charges).

These plans are supported and informed by a Resourcing Strategy made up of:

- A Long Term Financial Plan covering at least ten years;
- An Asset Management Strategy covering at least ten years; and
- A Workforce Management Plan covering at least four years.

A major review of this IPR framework is required following the election of a new council. Principally, Council has to review the Community Strategic Plan (Coffs Harbour 2030), the Delivery Program and the Long Term Financial Plan. The draft reviewed Community Strategic Plan and Delivery Program (and its subsidiary Operational Plan) have to be placed on public exhibition for 28 days.

These reviews have been carried out – through an engagement process with the community and across the organisation – and the draft documents are now tabled with Council. This report recommends that the draft documents be adopted to enable them to be placed on public exhibition.

After considering community submissions, Council is required to adopt a reviewed Community Strategic Plan, 2013/2017 Delivery Program and 2013/2014 Operational Plan (including Program Budgets and Fees and Charges) by 30 June 2013.

A central feature of the draft 2013/2017 Delivery Program is a long term budget strategy that relies on special rate variations from 2013/2014 and 2014/2015.



Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a special rate variation application for 2013/2014. This application seeks approval to continue a CBD Special Rate for a further ten-year period to fund a ten-year City Centre revitalisation works program developed through the City Centre Masterplan. There is no impact on Residential, Farmland or Business properties (outside the Coffs Harbour CBD) if Council's application to continue the CBD Special Rate is approved.

The proposed special rate variation from 2014/2015 will involve community wide rate rises over a four-year period. These rate rises will form part of the funding solution to address Council's annual infrastructure renewal gap and ongoing General Fund deficit position. Over the next 12 months, Council will explore alternative funding options aimed at reducing the amount of additional rate revenue required from future rate rises.

The rate rise proposals are important elements in funding community expectations on service delivery. IPART requires these proposals to be conveyed to the community through Council's IPR processes and documents - including Council's Delivery Program, Long Term Financial Plan and Asset Management Plans.

The draft budget for 2013/2014 also allows for the implementation of a 3.4% increase in 'General Income' (income from ordinary and special rates), announced for 2013/2014 by IPART under Local Government 'Rate Pegging' legislation.

As Council continues to experience financial pressures, the development of the Draft 2013/2014 General Fund Budget has aimed for a balanced result. However, the inclusion of a range of priority expenditure items means that the Draft General Fund Budget currently represents a deficit of \$366,308.

#### **Sustainability Assessment:**

The Integrated Planning and Reporting framework arises from statewide planning reforms that are based on Sustainability and Quadruple Bottom Line (QBL) principles. That is, there is a requirement that each component identifies and addresses social, environmental, economic and civic leadership issues.

- **Environment**

The Draft documents include a number of strategies to assist and contribute to the environmental sustainability of Coffs Harbour.

- **Social**

The public exhibition process will assist community engagement in the finalisation of the IPR framework. Consistent with the ongoing intent of the *Coffs Harbour 2030 Plan*, the draft documents include a range of strategies to enhance the social development of Coffs Harbour.

- **Civic Leadership**

Civic leadership and community engagement go hand in hand; the exhibition of the draft documents facilitates public involvement in the Council's strategic and operational planning process. The IPR framework creates the platform for Council to provide works and services aimed at achieving the objectives of the Coffs Harbour Community. Within the reviewed *Coffs Harbour 2030 Plan*, this is consistent with the "Looking after our Community" strategy LC3.1: *Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

- **Economic**

- Broader Economic Implications**

- There are no broad economic impacts associated with the public exhibition process. The IPR framework enables a number of strategies aimed at assisting and contributing to the economic development of Coffs Harbour.

- Delivery Program/Operational Plan Implications**

- Council's current budget allows for the review and development of the IPR framework. This expenditure is monitored through Council's monthly and quarterly budget reviews.

**Consultation:**

- *Community Strategic Plan Review*

- Consultation for the review of the Coffs Harbour 2030 Community Strategic Plan (CSP) has been carried out in accordance with the CSP Community Engagement Strategy adopted by Council on 25 October 2012. As documented in the Community Engagement Strategy, the consultation process has been designed to ensure that stakeholders are provided with the opportunity to contribute and provide feedback on the proposed updates to Coffs Harbour 2030.

- The review has included initiatives to increase community awareness about the Coffs Harbour 2030 Plan. A number of opportunities have been provided for the community to be involved, including:

- The on-line feedback forum [www.coffs2030.com.au](http://www.coffs2030.com.au);
    - A 2030 review stall at the Thursday Growers market;
    - The Coffs Harbour 2030 photographic competition;
    - Extensive media coverage in local newspapers and radio air time; and
    - Communication via Council newsletters, website and rate notices.

- The following contact figures reflect an increased awareness within the Community:

- 169 entries in the Coffs Harbour 2030 photographic competition;
    - Over 500 views of the on-line feedback forum [www.coffs2030.com.au](http://www.coffs2030.com.au); and
    - 42 visitors to the Community Strategic Plan Growers market stall.

- ***Rate Variation for 2013/2014 – CBD Special Rate***

- A key feature of the Draft 2013/2017 Delivery Program and Draft 2013/2014 Operational Plan is the proposal to seek a ten-year extension of the CBD Special Rate (see Issues section of this report). A joint initiative of the local business sector and Council, this proposal has been the focus of a separate community engagement process which began in 2011. Consultation has included:

- Detailed mail-outs to CBD business property owners who currently pay the Special Rate. All stakeholders were invited to provide feedback (via a dedicated e-mail address or in writing) to the various proposals;
    - An external local research organisation was commissioned to conduct a random telephone survey of business property owners. The survey canvassed opinion towards a proposed continuation of the Special Rate for CBD business owners, and the introduction of such a rate to business property owners in the wider City Centre LEP boundary;

- A series of business forums facilitated by Council's General Manager and Director of Corporate Business. All business property owners within the CBD and the wider City Centre LEP area were invited to attend to discuss the future growth of business in the City and the possible extension of the CBD Special Rate. A dedicated e-mail address was again provided for feedback for those stakeholders not attending the forums.
- The establishment of a CBD Masterplan Committee including a 'Terms of Reference'.
- A letter to all CBD business property-owners requesting applications from interested parties wanting to join the CBD Masterplan Committee.
- Four Masterplan Community Engagement Workshops conducted by community engagement consultants - with feedback from these workshops being used in the development of the draft City Centre Masterplan.
- A letter to all CBD business property-owners advising the public exhibition of the draft City Centre Masterplan. This letter provided a dedicated e-mail address, website and mailing address where submissions on the draft Plan could be made.

Submissions of support have clearly indicated satisfaction with the level of consultation and with the rigour and fairness of the process.

- *Delivery Program /Operational Plan*

Throughout 2012/2013, Council has continued an organisation-wide Service Level Review (initiated in 2011/2012). The process has engaged managers and staff in identifying possible efficiency initiatives and opportunities for workplace improvements, with a view to ensure service delivery is appropriate and cost-effective.

In the months following the September 2012 Local Government Election, Councillors and staff have continued to review Council's strategic priorities and resourcing options to assist with the development of the Draft 2013/2017 Delivery Program and Draft 2013/2014 Operational Plan. This has been assisted by the ongoing Coffs Harbour 2030 Plan review.

There has been close consultation between Executive, managers and staff in the development of operational budgets for 2013/2014. At the same time, Service Leaders and staff have been engaged in an organisation-wide review of Council's corporate reporting structure to make it more effective in meeting IPR requirements.

- *Public Exhibition*

Community engagement is a central part of the IPR framework. The public exhibition of the Council's suite of revised IPR documents extends that engagement.

This report recommends the draft documents be adopted and placed on public exhibition for a 28-day period from Friday, 12 April 2013 until close of business on Friday, 10 May 2013.

Public consultation during this period will include: meetings with management committees of council facilities; consultations with key community groups; public information and website displays, media releases and newspaper advertising. The engagement process will encourage the community to consider the draft documents and make submissions to Council on issues of interest and concern.

Community submissions, a summary of recommended responses to submissions, and a final suite of IPR documents will be presented for adoption at the Council meeting on Thursday, 23 May 2013.

Following Ministerial determination, the finalised documents will be posted on Council's website (it is anticipated that this will take place by 30 June 2013). Where hard copies are required, the documents will be printed and distributed in July 2013.

**Related Policy and / or Precedents:**

Council adopted the Coffs Harbour 2030 Community Strategic Plan in December 2009. The IPR Resourcing Strategy was adopted in April 2010 and the 2010/2014 Delivery Program was adopted in June 2010. Each year since then Council has considered a Draft Delivery Program and Draft Operational Plan (including budgets and fees and charges documents).

2012/2013 has been the first election year since the introduction of the Integrated Planning and Reporting provisions. Accordingly, this is the first comprehensive review Council has undertaken of the Coffs Harbour 2030 Plan and the Resourcing Strategy.

**Statutory Requirements:**

Sections 402 to 405 of the Local Government Act 1993 detail requirements in relation to a Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

Additional requirements for the Operational Plan are set out in Local Government (General) Regulation 2005 – Clause 201 (relating to the content of Council's annual statement of revenue policy) and Clause 203 (relating to reporting requirements for budget review statements and estimates revisions).

Section 508 of the Local Government Act 1993 details provisions relating to Special Variations.

**Issues:**

• ***Review of the Coffs Harbour 2030 Community Strategic Plan***

The project to review the CSP has been executed in accordance with the review requirements outlined in the Integrated Planning and Reporting legislation as well as the scope and plan agreed to by Council Executive. The Division of Local Government requires the review to occur every four years - in line with the election of a new Council - and for the review to include:

1. A report from the outgoing council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years.

*The 2030 End of Term Report was completed and adopted at the Council Meeting of 23 August 2012;*

2. A Community Engagement Strategy.

*The Community Engagement Strategy was completed and adopted at the Council Meeting of 25th October 2012. (See Consultation section of this report)*

3. A review of the information that informed the original Community Strategic Plan.

*The review process examined the overall structure of the 2030 Plan and re-evaluated – in considerable detail – the language and intent of its components (2030 Themes, Outcomes, Objectives, Strategies, Council’s roles and External Stakeholders).*

*As a result of the review, the following key changes have been proposed:*

- The “Outcome” level has been removed. The text for the Outcomes has been compiled into a vision statement supporting the relevant Theme. This simplifies the structure of the CSP, making it more reflective of the three-tier structure which is the most common model used by NSW councils;*
- The 2030 Community Indicators have been incorporated in the document according to Theme, highlighting how it is proposed to measure progress against the CSP; and*
- Objectives and Strategies have been rationalised to clarify strategic intent, simplify wording and remove duplicate or overlapping content.*

*The following examples highlight the types of proposed changes made throughout the updated Community Strategic Plan.*

<b>Old Objective</b>	<b>New Objective</b>
We are active ambassadors for our environment and we share our skills and knowledge.	We share our skills and knowledge to care for our environment.
Our economy is strong and diverse providing a wide range of rewarding employment opportunities which are available for all.	We have a strong and diverse economy.

<b>Old Strategy</b>	<b>New Strategy</b>
Plan for new infrastructure and facilities for future renewable energy transport modes.	Plan for new transport infrastructure.
Ensure effective policies and processes exist for prioritising road maintenance and renewal.	Ensure adequate maintenance and renewal roads, footpaths and cycleways.

*The plan remains aspirational in nature, however the document has been simplified and the presentation refreshed with a new graphic layout (including ‘cartoon-style’ illustrations for each Theme). It is hoped that the changes will assist a greater proportion of the local community to understand - and respond to – the Coffs Harbour 2030 Plan as a roadmap for taking the city into the future.*

*Importantly, the reviewed plan retains the underlying strategic intent expressed by the community during the development of the original 2030 document. However, it has been streamlined and made less unwieldy as a strategic platform for stakeholders.*

*The 2030 Plan is a community plan, and the entire community – including the business sector and all levels of government - is expected to play a role in helping to implement its strategies and achieve its objectives. It has to be recognised, however, that Council is the only agency required to report on progress in achieving the 2030 goals. As a result, the 2030 review process has been accompanied by a re-evaluation of Council's corporate reporting structure, with the aim of improving performance monitoring to better demonstrate how Council activities impact on strategic objectives.*

- **Resourcing Strategy Review**

The Resourcing Strategy sets out what resources (human, infrastructure and financial) Council intends to allocate (via the Delivery Program) toward the achievement of objectives for which it is responsible under the Community Strategic Plan.

The Resourcing Strategy comprises a ten-year Long Term Financial Plan (LTFP), a ten-year Asset Management Strategy (AMS) and a four-year Workforce Management Plan (WMP). While not a legislative requirement, the reviewed LTFP, AMS and WMP are tabled at this time for adoption by Council in support of the draft reviewed Coffs Harbour 2030 Plan, Delivery Program and Operational Plan.

The Resourcing Strategy demonstrates that Council's current position is unsustainable, i.e. that Council cannot continue to deliver the services it currently does to current standards, let alone achieve new objectives over and above these.

The first factor in Council's unsustainable position can be seen in the Long Term Financial Plan. Council's revenue base is limited (due largely to rate pegging legislation) and is not keeping pace with increases in costs to deliver the services Council currently delivers, and in addition to this costs arising from responsibilities shifted to Council that were previously the responsibility of the NSW State Government. In total, this gap between revenue and expenditure – even allowing for other controls on operational spending (such as salaries) - is around \$1.8 million per year.

The second factor in Council's unsustainable position can be seen in the Asset Management Strategy. Council is custodian and trustee of around \$1.8 Billion in public assets. Over the years, funding to maintain and renew this infrastructure has been reduced as more funds are required to meet rising costs in other areas. But this has resulted in a significant deterioration in public infrastructure to the extent that an additional \$6.2M is required simply to halt the further deterioration of infrastructure, not to address the significant backlog of infrastructure requiring renewal, which is estimated to be in the order of \$61.7 million for the General Fund (and \$55.2 million for Water Supply and Sewerage Funds).

In summary, if Council is to achieve a sustainable financial position, and thus to have the resources to deliver those objectives of the Community Strategic Plan for which it has historically considered to be its responsibility, \$8M in additional funding is required. It is likely that this will need to come from a range of options, including:

- Productivity improvements (changing the way services are delivered)
- Reductions in current levels of service delivery
- New revenue opportunities (e.g. commercialisation of council services)
- Additional Rate income

Over the next twelve months, the opportunities available in terms of these options will be explored further with a view to seeking the community's endorsement of a revised resourcing strategy from 2014/2015 to return Council to a position of sustainability. It is highly likely that some level of Special Rate Variation will be put forward as part of that strategy. This is discussed further in this report, under the section entitled Options to meet Resourcing Challenges from 2014/15.

- *Long Term Financial Plan*

Council's Long Term Financial Plan currently contains three financial models – 'The Base-Line Model', 'The Sustainable Model' Version 1 and 'The Sustainable Model' Version 2.

This report recommends that Sustainable Model Version 1 form the basis of Council's 2013-2017 Delivery Program and associated four-year budgets.

• *The Base-Line Model*

Council's Base-Line Model produces financial projections (at both fund and consolidated levels) over the next ten years based on a 'business as usual' scenario. This model includes the proposed City Centre Special Variation and associated works program and contains the following key assumptions:

- Annual increases in rate revenue of 4% (including 1% for assessment growth)
- Revenue from annual charges increasing by 4% - 6% per annum (including growth)
- Other Revenues increasing by 3%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 6% for salary expenditure
- Operational expenditure increases capped at 3% per annum
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over 10 years
- \$2.5 million for a new loan borrowing in General Fund in 2013-2014 related to compulsory land acquisition allowed in the 2012-13 Operational Plan.
- Existing Loan repayments (per loan repayment schedules)

• *The Sustainable Models - Versions 1 and 2*

Council's Sustainable Models produce financial projections (at both fund and consolidated levels) over the next ten years based on a 'Sustainable' level of service for assets. This level of service will require additional funding (totalling about \$8 million) to eliminate the annual General Fund infrastructure renewal gap as well as projected General Fund budget deficits.

Version 1 provides for the \$8 million to be staged over four years at \$2 million per annum from 2014-2015.

Version 2 provides for the \$8 million program in 2014-2015.

Both versions of the 'Sustainable; Model contain the following key elements:

- Projected operating General Fund deficits returned to a surplus in 2016-2017.
- The value of the General Fund infrastructure backlog will not continue to increase.
- No significant increases in unfunded new capital works.
- Potential change to service levels upon further service review.
- Annual increase for salary expenditure dropping from 6% to 5% from 2017-2018. This is considered to be achievable.
- Potential further productivity improvement.
- Increase in General Fund asset maintenance spend.
- Increase in General Fund asset renewal spend.
- Additional Funding of approximately \$8 million per annum.

To secure financial sustainability for Council, Version 1 of this Model is considered to be the most affordable option for the Coffs Harbour community. Resourcing opportunities will be fully explored by Council and the community during 2013/2014 (see *Options to meet Resourcing Challenges from 2014/2015* below) with a focus on reducing the need for additional rate revenue in future years.

- *Asset Management Strategy*

Council's Asset Management Strategy provides an overview of the current status of how Council is managing the \$1.8 billion in public assets for which it is custodian and trustee.

Whilst progress has been made towards achieving the objectives identified in the previous Asset Management Strategy adopted by Council in 2010, the Strategy makes clear that significant work remains in order for Council to be in a position to:

- align its asset-related services in such a way as to clearly reflect the priorities of the community;
- provide these assets to the community at the minimum long term cost (taking into account the cost to build, operate, maintain and renew them);
- effectively plan and account for the future needs of providing this infrastructure.

Of the \$6.2M required to address the infrastructure maintenance and renewal gap, \$0.2M is required to increase Council's capacity to manage its assets. The Strategy includes a "gap analysis" highlighting the key areas of asset management capability and capacity Council needs to focus on.

- *Workforce Management Plan*

The Workforce plan was reviewed and revised in 2012. Much of the plan remained the same, as strategies that have been in place for some years have continued to be successful.

Detail was updated in relation to the workplace of the future. All current strategies were updated with current data, as was demographic data. Sections were included on succession planning and on Council's 2012 Emerging Leaders Program.



A matrix of links of each branch with the elements of the Delivery Program and Operational Plan was included as an annexe. A summary matrix of all Human Resources and Organisational Development initiatives was also included as an annexe.

- ***Draft Delivery Program and Draft Operational Plan***

Each year, Council reviews its operations to ensure the organisation is positioned to help implement the Coffs Harbour 2030 Community Strategic Plan. Every activity that Council has nominated to undertake in its 2013/2017 Delivery Program and 2013/2014 Operational Plan is aligned to at least one 2030 Strategy. It will take many agencies and stakeholders – including the community itself – and time, of course, to turn the 2030 Vision into reality. Council is committed to making a substantial contribution to that process.

The Delivery Program is a four-year blueprint showing how Council's 41 Services – its "principal activities" - respond to the Community Strategic Plan. It follows the thematic structure of Coffs Harbour 2030. All of the organisation's plans, projects, actions and funding allocations are directly linked to the Delivery Program.

The Operational Plan is a subsidiary of the Delivery Program. The Operational Plan identifies the business of Council during the financial year.

- *Assessment Methods*

An organisation-wide review is underway into Council's corporate reporting structure to make it more meaningful and effective within the scope of the Integrated Planning and Reporting provisions. The IPR focus is on the impact of Council's Delivery Program on the broad objectives within the Community Strategic Plan.

The legislation requires that a method of assessment be included "to determine the effectiveness of each principal activity detailed in the Delivery Program in achieving the objectives at which the activity is directed." Council is required to provide a progress report at this level at least every six months.

Since the commencement of the IPR framework, Council has relied on its quarterly operational reports as the key data source for this purpose. However, it has become evident that operational performance data – covering hundreds of projects, programs and ongoing tasks - has only limited value in measuring strategic impacts. There is a significant workload for the organisation in compiling quarterly performance reports; the process represents a "double-handling" of data from a range of reporting cycles and systems used to track performance at an operational level across Council Services. Council staff are currently working towards streamlining and strengthening performance management systems at an operational level.

The legislation requires quarterly exception reporting on the budget (Council provides these reports monthly). There is no legislative requirement for quarterly performance reporting on the Operational Plan; in its IPR Guidelines, the DLG acknowledges the challenge Councils face with this detailed level of reporting: *"they should carefully consider the benefits to be achieved by this and the resources required to compile the reports."*

In the corporate reporting review, Service Leaders have worked with a cross-council panel to identify a manageable range of measures that reflect the impact of Council activities in implementing 2030 Strategies and achieving 2030

Objectives. The measures include Key Performance Indicators (eg, % of playground equipment with a condition rating above satisfactory), customer satisfaction survey results, workload and response metrics (eg, numbers of Customer Requests, Gallery visitors) and progress reporting on significant projects.

The first stage of the review has focused on identifying measures for "External" Services, the activities that the community readily associates with Council in addressing 2030 priorities. These Services include Community Services, Development Assessment, Waste Management, the Library, Lifeguards and Water and Sewer. The next stage of the review (to be completed in coming weeks) will address Council's "Internal" Services - such as Corporate Information Services, Finance, Human Resources and Procurement - which support the administration and sustainability of the organization.

In line with IPR legislation, it is proposed that the new framework of measures for the Delivery Program provide the foundation for Council's six-monthly and Annual Reports from 2013/2014, and that quarterly Operational Plan reporting be discontinued after 2012/2013.

- **Application for Special Variation to General Income 2013/2014**

Following Council's resolution of 7 March 2013 (R/M 13/1), application has been made to IPART to continue the CBD Special Rate for a further ten-year period.

IPART has already approved a statewide 'Rate Pegging' increase of 3.4% for 2013/2014. On top of this, Council is seeking a further 2.03% increase in 'General Income' (income from ordinary and special rates) - a total increase of 5.43%. This additional income (above the rate pegging limit) represents the proposed continuation of the CBD Special Rate.

The application for additional rate revenue has no impact on Residential, Farmland or Business properties outside the Coffs Harbour CBD.

Council's application can be viewed in full online at:  
[www.ipart.nsw.gov.au/Home/Industries/Local\\_Govt/Special\\_Variations\\_and\\_Minimum\\_Rates](http://www.ipart.nsw.gov.au/Home/Industries/Local_Govt/Special_Variations_and_Minimum_Rates)

Council will be advised in June 2013 of IPART's decision.

- ***Proposed CBD Special Rate Continuation***

The proposed CBD Special Rate continuation is required to fund a new ten-year City Centre works program which has been developed in conjunction with the City Centre Masterplan. The Masterplan was developed using CBD Special Rate funds from a one-year Special Variation approved for 2012/2013.

The continuation of the CBD Special Rate to fund future works within the City Centre was an initiative first raised in early 2011 by local business people.

- ***Proposed Financial Impacts***

Council's application to IPART is based on the current level of funding from the CBD Special Rate being maintained and increased by the annual rate pegging allowance over the next ten years.

The following table shows the estimated annual rate revenue to be generated over this period from the proposed Special Rate continuation.

Year	Year Starting	Annual Rate Pegging Allowance (%)	CBD Special Rate Yield (\$)
1	1/07/2013	3.4	691,640
2	1/07/2014	3*	712,390
3	1/07/2015	3*	733,760
4	1/07/2016	3*	755,770
5	1/07/2017	3*	778,440
6	1/07/2018	3*	801,790
7	1/07/2019	3*	825,840
8	1/07/2020	3*	850,615
9	1/07/2021	3*	876,135
10	1/07/2022	3*	902,420
<b>Total</b>			<b>7,928,800</b>

\* Please Note: Special Rate yields after 2013/2014 have been calculated using an estimated rate pegging allowance of 3%.

- **Impact on Business City Centre Rates**

The proposed Special Rate continuation will only have an impact on Business properties within the Coffs Harbour CBD.

If the CBD Special Rate is continued for 2013/2014 the average ordinary rate for a Business City Centre property will increase from approximately \$7,081.01 in 2012/2013 to \$7,319.78 for 2013/2014. This represents an average increase of approximately \$238.77 or 3.4%.

If the CBD Special Rate is not continued for 2013/2014, an average ordinary rate for a CBD Business property will decrease from approximately \$7,085 in 2012/2013 to \$5,031 for 2013/2014. This represents an average decrease of approximately \$1,909 or 26.9%.

• **Variation to General Income – 3.4% ‘Rate Pegging’ Increase**

Should Council not be successful with the proposed continuation of the CBD Special Rate, the Draft 2013/2014 Operational Plan allows for the implementation of a 3.4% increase in ‘General Income’ (income from ordinary and special rates), announced for 2013/2014 by IPART under Local Government ‘Rate Pegging’ legislation.

- **Impact on Residential Ratepayers**

With a 3.4% rate variation, a typical residential ratepayer can expect a total rate increase (including annual and usage charges) of approximately \$150.61 per annum (or \$2.90 per week), which is a 5.1% increase from 2012/2013.

In this instance, the impact upon the typical residential ratepayer's rate notice and annual water usage accounts is detailed in the following table:

<b>Rates and Charges</b>	<b>2012/2013 (\$)</b>	<b>2013/2014 (\$)</b>	<b>Increase Amount (\$)</b>	<b>%</b>
Residential Ordinary Rate	901.15	932.01	30.86	3.4
Environmental Levy	37.10	38.35	1.25	3.4
Sewerage Access Charge	760.00	783.00	23.00	3.0
Water Access Charge	135.00	139.00	4.00	3.0
Water Usage (250 Kl pa)	620.00	637.50	17.50	2.8
Domestic Waste Service	460.00	534.00	74.00	16.1
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>2,938.25</b>	<b>3,088.86</b>	<b>150.61</b>	<b>5.1</b>

The following comments should be considered in conjunction with the above information:

1. The average residential ratepayer's land valuation for 2013/2014 is \$184,100 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy for 2013/2014 in the above table.
2. Water usage charges have been averaged at 250 kilolitres per annum.
3. Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.

- **Impact on Non-Residential Ratepayers**

With a 3.4% rate variation, the average non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

<b>Ordinary Rate Component ONLY</b>	<b>2012/13 (\$)</b>	<b>2013/14 (\$)</b>	<b>Increase Amount (\$)</b>	<b>%</b>
Farmland Ordinary Rate	1,660.07	1,717.04	56.97	3.4
Business Ordinary Rate	3,166.05	3,274.54	108.49	3.4
City Centre Business Ordinary Rate	7,081.01	5,171.24	-1,909.77	-27.0

The following comments should be considered in conjunction with the above information:

1. The average land valuation in 2013/2014 for Farmland is \$414,600, for Business \$412,800 and for City Centre Business is \$669,200 – with these valuations being used in the determination of the ordinary rates in the above table.
2. The reduction in the ordinary rate for City Centre Business is due to the expiration of the City Centre Business Special Rate.

- **Annual and Usage Charges for Non-Residential Properties**

It should be noted that the percentage increase on the total amount of rates and charges payable for some non-residential properties may vary above the typical residential 5.1% rate increase.

The average total amount of rates and charges for non-residential properties is difficult to calculate due to the varying nature and service requirements of non-residential properties.

- **Impact on Pensioners**

With a 3.4% rate variation, a typical residential ratepayer receiving a pensioner concession can expect a total rate increase (including annual and usage charges) of approximately \$149.99 per annum (or \$2.88 per week), which is a 6.2% increase from 2012/2013.

In this instance, the impact upon the typical pensioner's rate notice and annual water usage accounts is as follows:

Rates and Charges	2012/13	2013/14	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	651.15	682.01	30.86	4.7
Environmental Levy	18.55	19.18	0.63	3.4
Sewerage Access Charge	672.50	695.50	23.00	3.4
Water Access Charge	67.50	69.50	2.00	3.0
Water Usage (250 KL pa)	600.00	619.50	19.50	3.3
Domestic Waste Service	372.50	446.50	74.00	19.9
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>2,407.20</b>	<b>2,557.19</b>	<b>149.99</b>	<b>6.2</b>

The following comments should be considered in conjunction with the above information:

1. The typical residential land valuation is \$184,100 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy in the above table.
2. Water usage charges have been averaged at 250 kilolitres per annum.
3. Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.
4. The total amount of pensioner rebate granted on the average residential property for 2013/2014 is \$531.67.
5. The percentage increase for a typical pensioner residential ratepayer is greater than for a non-pensioner residential ratepayer as the State Government rebates do not increase for 2013/2014.

- **Pensioner Rebates**

Council will write off about \$3 million in pensioner rates and charges in 2013/2014. Of this, Council voluntarily forgoes approximately \$600,000. Council is required to forgo the remaining \$2.4 million under State Government legislation.

The amount Council is reimbursed by the State is approximately \$1.32 million, leaving an overall cost to Council of approximately \$1.68 million.

- **2013/2014 Environmental Levy Program**

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.55% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The Environmental Levy Project Schedule, totaling \$1,393,847, was adopted by Council on 28 February 2013 (see report CB 13/14).

- **2013/2017 Financial Estimates**

The Financial Estimates for the four years have been prepared in considerable detail, ie the same detail as the Draft 2013/2014 Budget. A review of the estimates for each fund reveals as follows:

- **General Fund**

The draft four year Estimates each return deficit results as set out below:

<b>Year</b>	<b>Financial Estimate (\$)</b>	
2013/2014	<b>366,308</b>	(Deficit)
2014/2015	<b>333,289</b>	(Deficit)
2015/2016	<b>153,848</b>	(Deficit)
2016/2017	<b>231,858</b>	(Surplus)

Operational incomes and expenditures are tightly budgeted and have been subject to constant scrutiny in recent years.

There are significant capital works planned which are funded from rate variations, trading operations, grants, loans, S94 contributions, reserves, etc.

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works. A range of potential solutions to this situation will need to be explored. It is proposed to address this matter in relation to the 2013/14 financial year through the Long Term Financial Plan, Delivery Program, Asset Management Strategy and Workforce Management Strategy. To assist, Council will use the results from the recently completed Service Review and other reviews in progress. These include:

- Update to Asset Management Plan,
- Revenue and expenditure reviews,
- Community Strategic Plan update.

- **Water and Sewerage Funds**

Both the Water and Sewerage Funds have undertaken massive programs of capital works in recent years. Expenditure has been in excess of \$300 million. These works have been essential to maintain the viability of our city. Work is progressing on the final project: the decommissioning of the Sawtell Sewerage Treatment Plant and the construction of a sewerage trunk main from Sawtell to Coffs Harbour.

This unprecedented program has been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221 million borrowed.

Rates and annual charges have been held to reasonable increases in recent years, despite the large increase in loan repayments. This has been achieved by using the cash reserves of each fund to meet annual budgeted deficits.

The draft Delivery Program provides for the deficits to decrease from 2013/2014 to 2015/16 and then move into surplus, as set out below:

Year	Water (\$)		Sewerage (\$)	
2013/2014	4,553,442	(Deficit)	3,165,226	(Deficit)
2014/2015	2,148,030	(Deficit)	2,849,079	(Deficit)
2015/2016	106,946	(Deficit)	1,816,740	(Deficit)
2016/2017	293,706	Surplus	1,938,001	Surplus

The decrease in deficits is achieved primarily due to reducing loan repayments but also due to growth in assessments, increased developer contributions, and annual rates and charges increases.

The viability of both funds is assured in future years.

- *Proposed Loan Borrowings for 2013/2014*

It is anticipated that the following new loans will be drawn in 2013/2014 to fund works as listed.

Borrowings will be sourced through quotations received from major lenders and will be secured by mortgage over Council funds.

Fund	Works	2013/2014 (\$)
General	Open Space Land Acquisition	2,500,000
<b>Total Borrowings</b>		<b>2,500,000</b>

It should be noted that funding arrangements have yet to be finalized for a program of works associated with the proposed Foreshores Masterplan (which has been adopted by Council to go on public exhibition shortly for a three-month period.) It is possible that loan borrowings may be required in 2013/2014 as part of the funding of the Masterplan works.

• **Significant Expenditure 2013/2014**

During the year, Council will continue with the \$12 million program of flood mitigation works initiated in 2010/2011. However, the Operational Plan identifies a range of other initiatives to be pursued in the year ahead, including:

- Moonee to Emerald Trunk Mains works (\$2,372,500)
- Karangi Dam to Red Hill water mains upgrade (\$2,500,000)
- Airport Runway Overlay (\$1,000,000)
- Public Amenities Upgrade (\$300,000)
- CBD Masterplan Works (\$2,975,000)

A range of projects, programs and resourcing needs were considered during the preparation of the Draft 2013/2014 Budget. Council's ongoing funding constraints have meant that a significant number of worthy initiatives have had to be deferred. These include:

Item	Proposed Adjustment \$	Comment
Parks and Reserves R & M	10,000	Tree maintenance, no current allocation
Jetty Decks	7,000	To maintain to standard per licence fee agreement
Community Village Capital Improvements	30,000	Upgrade road, heating and flooring
Archiving/Scanning of DA/CC's	200,000	Covered from 2012/2013 budget
Sandy Shores		Looking at alternatives and will advise
Japanese Garden Development	45,000	
Japanese Garden Events	16,000	
Local Growth Management Strategy	100,000	Allow for in 2014/15 Budget
Sustainability Officer	89,975	Sustainability officer responsible for coordination of EL/grant projects eg OLC, SLF, Greens Schools.
Climate Change Officer	53,985	3 days/week for undertaking endorsed greenhouse action strategy/carbon management
Admin Support	38,000	2.5 day week existing to increase to 5 days for biodiversity/sustainability and realignment to environmental services
Program resource requirements (sustainability)	60,000	Climate change (\$10k), community sustainability (\$30k) eg SLF, statutory env management (\$20k) eg water sampling
Residential Controls (Review)	50,000	Allow for in 2014/15 Budget

- **Draft 2013/2014 Fees and Charges**

The Draft 2013/2014 Fees and Charges document provides for most fees and charges to increase by approximately 4%, slightly higher than current inflation but reflective of the anticipated increase in employee costs.

Council is currently reviewing the GST status of each of the fees and charges listed, as a result of amendments to the A New Tax System (GST) Act 1999. The new Division 81 contains three broad categories setting out the taxes, fees and charges that qualify for exemption. These categories are:



- Australian taxes (section 81-5 of the GST Act).
- Fees or charges for the provision, retention, or amendment, under an Australian law, of a permission, exemption, authority or licence (however described) (subsection 81-10(4) of the GST Act).
- Fees or charges paid to an Australian government agency for recording, copying, modifying, receiving, processing, searching for or allowing access to information (subsection 81-5(5) of the GST Act).

In an effort to seek clarification from the Australian Taxation Office (ATO), Council has engaged Genesis Accounting to analyse Council's existing taxes, fees and charges; to formulate a technical argument to be incorporated in the Ruling application to the ATO and to lodge the ruling application in a group submission to the ATO. Council is currently awaiting the outcome of this ruling application; hence the GST status of some of Council's fees and charges is likely to alter in the final document, as a result of this ruling by the ATO.

The following notes refer to significant changes within the Fees and Charges document:

- **Building and Development**

Other than a small increase in some fees, the fees and charges for this Branch are largely unchanged.

A permit fee for Development Applications – Removal of Trees has been introduced, so as to provide clarification as to when an inspection is required for trees proposed to be removed.

- **Environmental Services**

Onsite Sewage Management fees have increased by 20%, rising from \$150.00 to \$180.00 for High Risk premises, \$50.00 to \$60.00 for Medium Risk premises and \$25.00 to \$30.00 for Low Risk Premises. These fees have been unchanged since 2010/2011 Financial Year.

A new fee of \$400.00 has been introduced for Onsite Sewage Management where Council is required to issue a certificate of certification for Solicitors, on the sale of property with an Onsite Sewerage Management System. This fee includes an inspection of the property to ensure that the Onsite Sewerage Management System is operating in a satisfactory manner, and the issue of certification to the purchaser's solicitor.

A new fee has also been introduced for Legionella Registration for properties with a water cooling tower or warm water mixing system. Prior to this year, Council was charging only for the inspection of the property and not for the registration process. It is now proposed that a registration fee will be levied in addition to the inspection fee.

Council currently levies a registration fee of \$390.00 on Water Carriers. As Council's Environmental Services staff are required to inspect each of these vehicles annually, a Water Carriers Inspection Fee has been levied at \$125.00.

- **Waste Management**

As a result of the Class Ruling submitted by Genesis Accounting on behalf of NSW Councils, the ATO has determined that Non Domestic Waste charges levied under Sections 501 and 502 of the Local Government Act 1993 are taxable. As a result, Council will now issue a Tax Invoice to those ratepayers levied for this charge, inclusive of GST. All other domestic waste charges levied under Section 496 of the Act remain exempt from GST.

Domestic waste charges levied for the current three bin service are to increase to \$534.00 per annum, representing a 16% increase or \$74.00. Similarly, the domestic waste charge for vacant properties is to increase by 25% from \$80.00 to \$100.00 per annum. Due to the class ruling by the ATO, the non-domestic waste charge is \$587.40 inclusive of GST.

Notably, there has also been a significant increase in some of the tipping fees for the Englands Road CRR Park, and the Woolgoolga and Coramba Waste Transfer Stations, as Council seeks to establish a more appropriate minimum charge for the recovery of infrastructure and operating costs for waste. Mixed waste up to 60 kilograms has increased by 11.7% from \$17.00 to \$19.00. Asbestos directed to landfill has increased 13.7% from \$255.00 per tonne to \$290.00 per tonne. All other fees have increased by an average of 5%.

- **Information Services**

Council has revised the structure of fees for map/digital Geographic Information Systems (GIS) data preparation and administration. The new structure charges for the related map plots, and whilst the fees have increased only marginally; will represent an easier method of determining the appropriate fee structure.

All other information services fees remain unchanged.

- **City Parks and Reserves**

In addition to the cemetery fees for burials at all the cemeteries, a charge of \$400.00 is to be applied for burials on weekends and public holidays. An hourly rate will continue for those burials conducted after 3.30pm on a weekday.

Provision has also been made in the fees and charges for burials on private land. Council is required to maintain a register of all private burial grounds and to conduct inspections prior to and at the burial. In order to establish a grave on private property, a Development Application is required to be lodged with Council prior to the time of need, and applicants will need to address the guidelines prescribed by the NSW Department of Health.

Finally, Council has introduced a fee for Private Works – Tree Services including hire of the elevated work platform, and tree services such as the removal of trees and arborist services. Council will provide a quotation for such private works, after an assessment of the proposed works program.

• ***Options to meet Resourcing Challenges from 2014/15***

As noted in the section dealing with the Resourcing Strategy above, Council's current position is unsustainable, i.e. Council cannot continue to deliver the services it currently does to current standards, let alone achieve new objectives over and above these.

For Council to achieve sustainability in terms of future service delivery, an additional \$8M (included in the "Sustainable Model" of the Long Term Financial Plan), is required. This will need to come from a range of options, including:

- Productivity improvements (changing the way services are delivered)
- Reductions in current levels of service delivery
- New revenue opportunities (e.g. commercialisation of council services)
- Additional Rate income

Whilst productivity improvements and new revenue opportunities will help to bridge the gap, it is certain that Council must either reduce services or increase rates (or, most likely, a combination of both) if it is to become sustainable and thus continue to deliver services into the future.

Delaying these hard decisions will simply make things harder in the future, particularly as our infrastructure continues to deteriorate.

Over the next twelve months, it is essential that the community is engaged in the discussion about its priorities for service provision (what services it values, and what standard of service it desires) and how much it is willing to pay for these. That discussion will inform the development and adoption of a revised Resourcing Strategy and Delivery Program from 2014/2015 to help guide Council towards a sustainable future.

**Implementation Date / Priority:**

Subject to Council approval, the draft documents will be placed on public exhibition for a 28-day period from Friday 12 April 2013 until close of business on Friday, 10 May 2013.

**Recommendation:**

**That Council:**

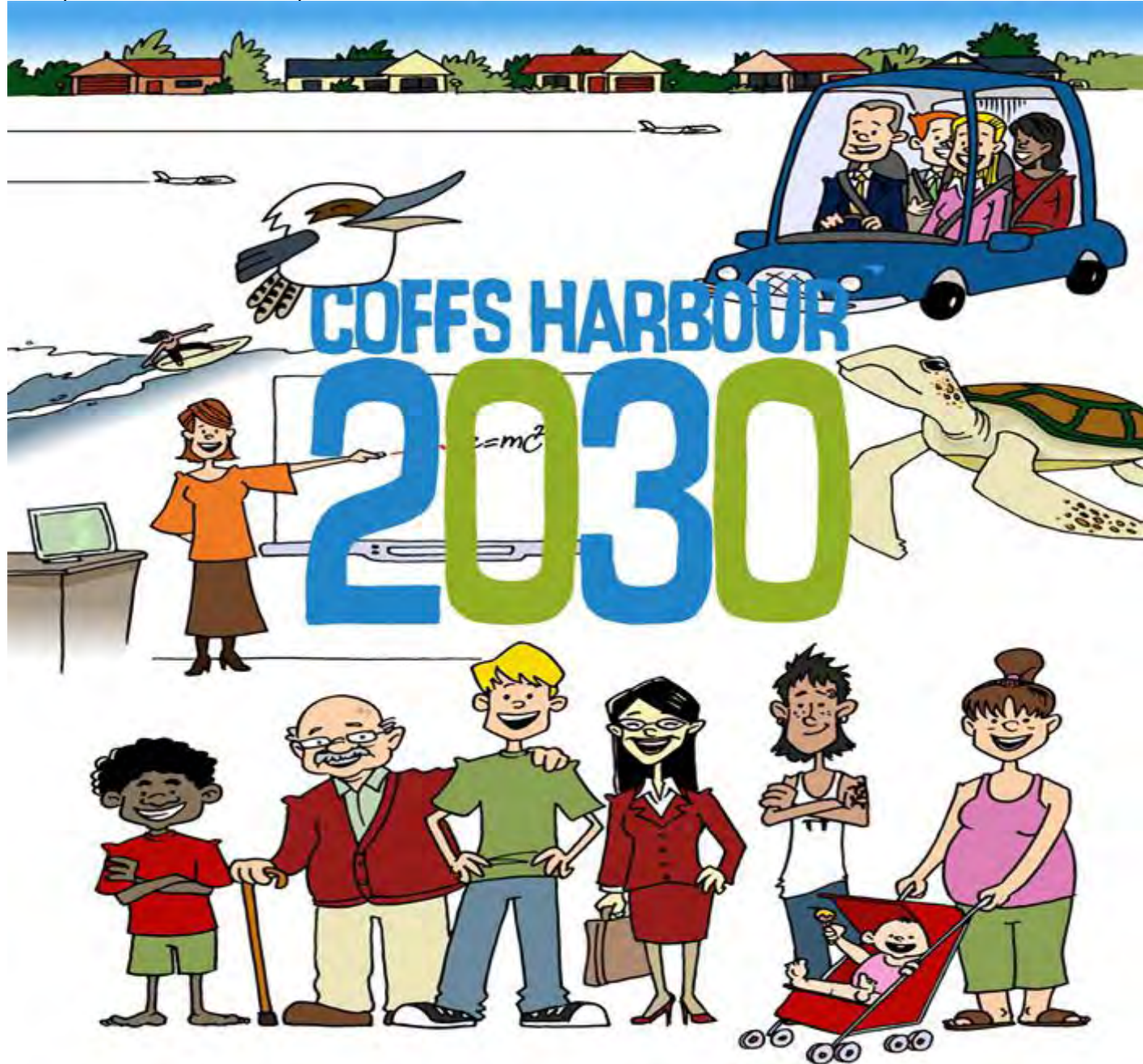
1. **Adopt the following documents for public exhibition:**
  - 1.1 **Draft reviewed Coffs Harbour 2030 Community Strategic Plan**
  - 1.2 **Draft 2013/2017 Delivery Program;**
  - 1.3 **Draft 2013/2017 Operational Plan;**
  - 1.4 **Draft Program Budgets 2013/2017;**
  - 1.5 **Draft 2013/2014 Fees and Charges; and**
  - 1.6 **Reviewed Coffs Harbour City Council Resourcing Strategy.**
2. **Note that the draft documents will be placed on public exhibition for a 28-day period from Friday 12 April 2013 until close of business on Friday, 10 May 2013, and that the community will be encouraged to provide feedback on the documents during that time.**
3. **Consider community submissions prior to adopting the final suite of Integrated Planning and Reporting documents by 31 May 2013.**

**Note that the Draft 2013/2014 Budget is based on a projected deficit of \$366,308 with an undertaking by Council to work to deliver a balanced result by the end of the period.**

As reported to Council 11 April 2013

Attachment 1

**DRAFT**



## Overview

The Coffs Harbour 2030 Plan is a plan for the future of the whole of the Coffs Harbour community. The original plan was developed in 2009 through a series of community forums and consultation and has set the direction for the community and Council since its inception.

In order to ensure the Coffs Harbour 2030 Plan – or Community Strategic Plan (CSP) - maintains its relevance, the NSW Government requires Council to review its CSP every four years, following the election of a new Council.

The review following the 2012 election resulted in a number of key changes to the document designed at making the document easier to understand:

- The Outcome level in the original document has been removed. The text for the Outcomes has been included in a vision statement supporting the relevant Theme. This simplifies the structure of the Community Strategic Plan (the three-tier structure is the most common model used by NSW councils);
- The 2030 Community Indicators have been incorporated into the document according to Theme, highlighting how we propose to measure performance against the Community Strategic Plan; and
- Objectives and Strategies have been simplified and duplications removed to make their strategic aim and language clearer.

While Coffs Harbour City Council is the custodian of the CSP and the only stakeholder required to report on the progress towards achieving the vision of each Theme, it is important to remember that - without the contribution of the other stakeholders identified in the CSP - it will be difficult to achieve the future we want for Coffs Harbour.

Coffs Harbour City Council's own Delivery Program and Operational plan are the management documents used by Council to explain the services and projects that are being delivered as we work towards the goals of the Coffs Harbour 2030 Plan. These documents are available on Council's website – [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## How to Read the Community Strategic Plan

The Plan is broken into five key themes which were identified and adopted by the community during the development of the original 2030 Plan. The five themes are:

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

Each Theme contains a number of different levels of actions which are explained in the following diagram.



## External Stakeholders

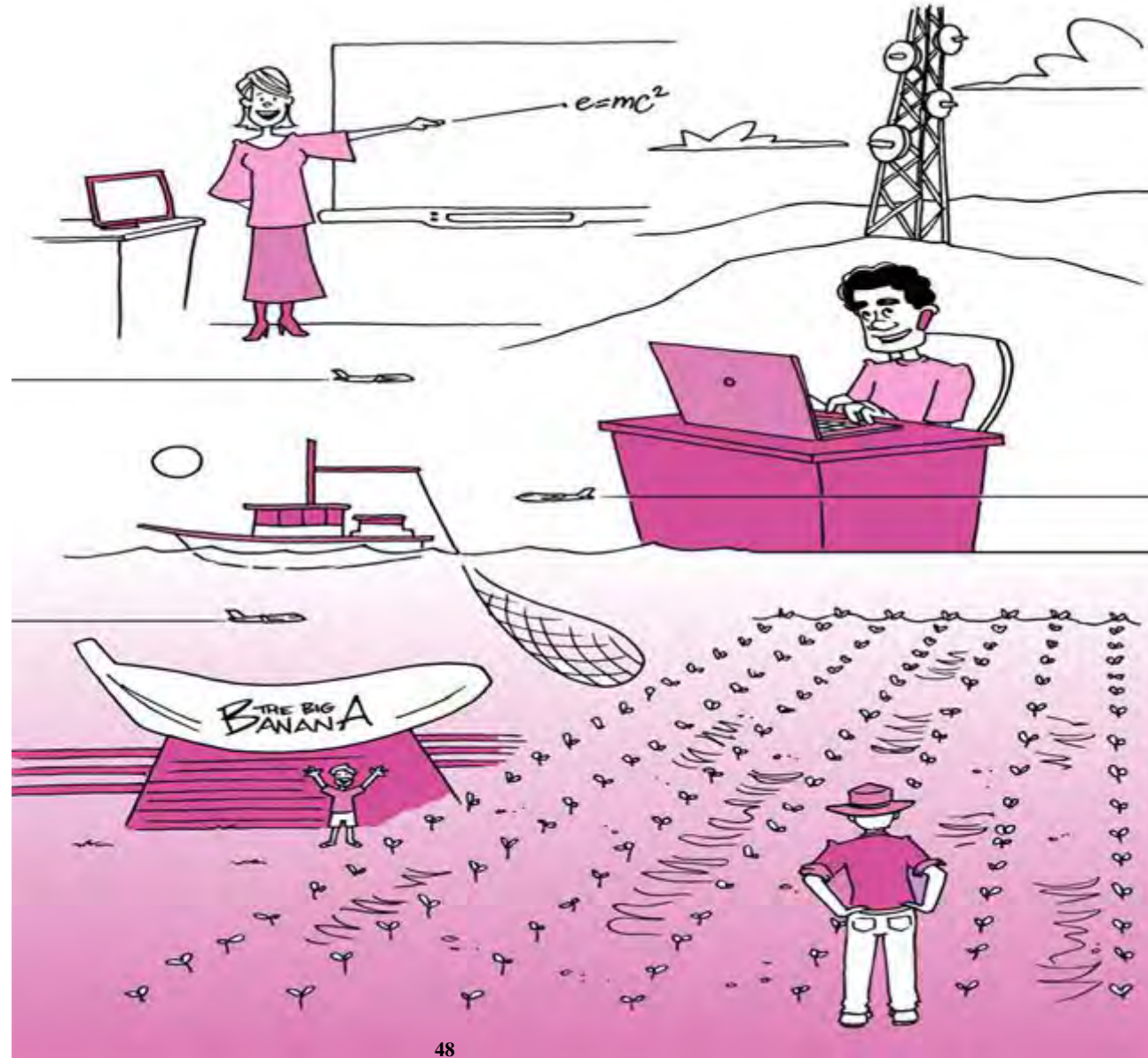
For the purposes of Coffs Harbour 2030 “**Stakeholders**” are defined as anybody who can affect or have input into the implementation of the strategies identified within the Community Strategic Plan.

Coffs Harbour 2030 is a community document and as such the “**Community**” is understood to be a stakeholder in all strategies listed within the document. “**Community**” includes individuals within the Local Government Area as well as community networks, special-interest groups, volunteer and charity organisations and service clubs.

## Acknowledgement

Coffs Harbour City Council would like to acknowledge local cartoonist Jules Faber for his contribution in creating the cover artwork and the individual theme artwork for the Community Strategic Plan.

# Learning and Prospering





## Learning and Prospering

**Vision** - We are recognised as a model of sustainable business and industry with a strong and diverse local economy. We have a lively and diverse city centre. We have excellent education and lifelong learning opportunities that reflect our community values.

### Objective - LP 1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

Strategy	Role	External Stakeholders	
LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Chambers of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>•Manufacture Coffs Coast</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>
LP 1.2 Promote the Local Government Area as a lifestyle location for e-workers	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism Agencies</li> </ul>
LP 1.3 Support innovation and leadership in sustainable business practices	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Public Transport Providers</li> <li>•Business Leaders</li> <li>•Chambers of Commerce</li> <li>•Educational Institutions</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Roads and Maritime Services</li> </ul>

### Objective - LP 2 We have a strong and diverse economy

Strategy	Role	External Stakeholders	
LP 2.1 Maximise opportunities for workforce participation	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Training and Education providers</li> <li>•Business leaders</li> <li>•Job Services Australia</li> </ul>	<ul style="list-style-type: none"> <li>•Aboriginal service providers</li> <li>•Disability employment service providers</li> </ul>
LP 2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Young Achievement Australia</li> <li>•Department of Family and Community Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Community Service Providers</li> <li>•Business leaders</li> <li>•Department of Education and Communities (NSW)</li> </ul>
LP 2.3 Develop and support sustainable village and rural enterprises and commercial ventures	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•Chambers of Commerce</li> </ul>

<b>Objective - LP 3 Our city centre is a place where people can live, work and play</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LP 3.1 Establish and maintain a balanced mix of retail and residential opportunities</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> <li>•Chambers of Commerce</li> <li>•Community Housing</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism Agencies</li> <li>•Business Leaders</li> <li>•Department of Housing</li> </ul>
<b>LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> <li>•Chambers of Commerce</li> <li>•Arts Mid North Coast</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism Agencies</li> <li>•Business leaders</li> <li>•Arts and Cultural associations</li> </ul>

<b>Objective - LP 4 We are recognised as a model of sustainable living</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LP 4.1 Promote Sustainability programs and policies</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> <li>•Clarence Valley Council</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Chambers of Commerce</li> <li>•Nambucca Shire Council</li> <li>•Bellingen Shire Council</li> </ul>

<b>Objective - LP 5 We share the aspirations, knowledge, skills and history of all in our community</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LP 5.1 Promote and support a culture of lifelong learning</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•NSW Aboriginal Education Consultative Group</li> </ul>
<b>LP 5.2 Facilitate and promote shared learning across generational and cultural groups</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•NSW Aboriginal Education Consultative Group</li> </ul>

Objective - LP 6 Our education systems link strongly to the community and business			Attachment 1
Strategy	Role	External Stakeholders	
LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and government	•Facilitator	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> <li>•Chambers of Commerce</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Regional Development Australia</li> <li>•Business Leaders</li> <li>•Manufacture Coffs Coast</li> </ul>
LP 6.2 Support the provision of vocational education related to future need	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Training and Education providers</li> <li>•Business Leaders</li> </ul>
LP 6.3 Increase access to educational opportunities for all	•Advocate	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Department of Education and Communities (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Training and Education providers</li> <li>•Business Leaders</li> </ul>

Community Indicators – Measuring Performance	
Indicator	Measure
Business diversity	Growth in the types of businesses and industries
Provide meaningful local employment	Unemployment rates: percentage of people 15+ years
	Increase in average income per capita
Business environmental sustainability	Business ecological footprint
Numbers of young people	Percentage of residents who are aged 12 -24
Equal access to employment	Percentage of population in employment based on age, gender, disability and cultural background
People live in our city centre	Number and type of housing options in City Centre
Our city centre is lively	Business occupancy rates
	Community perception of city centre
Lifelong learning opportunities	Participation rates in informal and formal education
	Vocational training enrolments: people aged between 25-64 years enrolled in vocational education and training per 100 population

# Looking After Our Community



# Looking After Our Community

**Vision** - We are healthy and strong. We are engaged and connected and work together to live sustainably. We enjoy a comprehensive range of community, artistic and cultural opportunities.

## Objective - LC 1 Coffs Harbour is a strong, safe and adaptable community

Strategy	Role	External Stakeholders	
<b>LC 1.1 Build pride and identity in Coffs Harbour as a community and a place</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism agencies</li> <li>•Yandarra Aboriginal Consultative Committee</li> </ul>
<b>LC 1.2 Develop community resilience , disaster preparedness and response mechanisms</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Emergency Services</li> <li>•NSW Police Service</li> <li>•Mid North Coast Regional Organisation of Councils</li> </ul>	<ul style="list-style-type: none"> <li>•District Emergency Management Committee</li> </ul>
<b>LC 1.3 Promote a safe community</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Attorney General and Justice (NSW)</li> <li>•NSW Police Service</li> <li>•Health Mid North Coast</li> </ul>	<ul style="list-style-type: none"> <li>•Emergency Services</li> <li>•Roads and Maritime Services</li> </ul>
<b>LC 1.4 Promote a caring, inclusive and cohesive community</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Family and Community Services (NSW)</li> <li>•Community service providers</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Education and Communities (NSW)</li> <li>•Yandarra Aboriginal Consultative Committee</li> </ul>
<b>LC 1.5 Support the vulnerable and disadvantaged</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Community service providers</li> <li>•Department of Family and Community Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Health Mid North Coast</li> <li>•Yandarra Aboriginal Consultative Committee</li> </ul>
<b>LC 1.6 Promote opportunities for all to fulfill their potential</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Family and Community Services (NSW)</li> <li>•Community service providers</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Education and Communities (NSW)</li> </ul>

## Objective - LC 2 We lead healthy lives

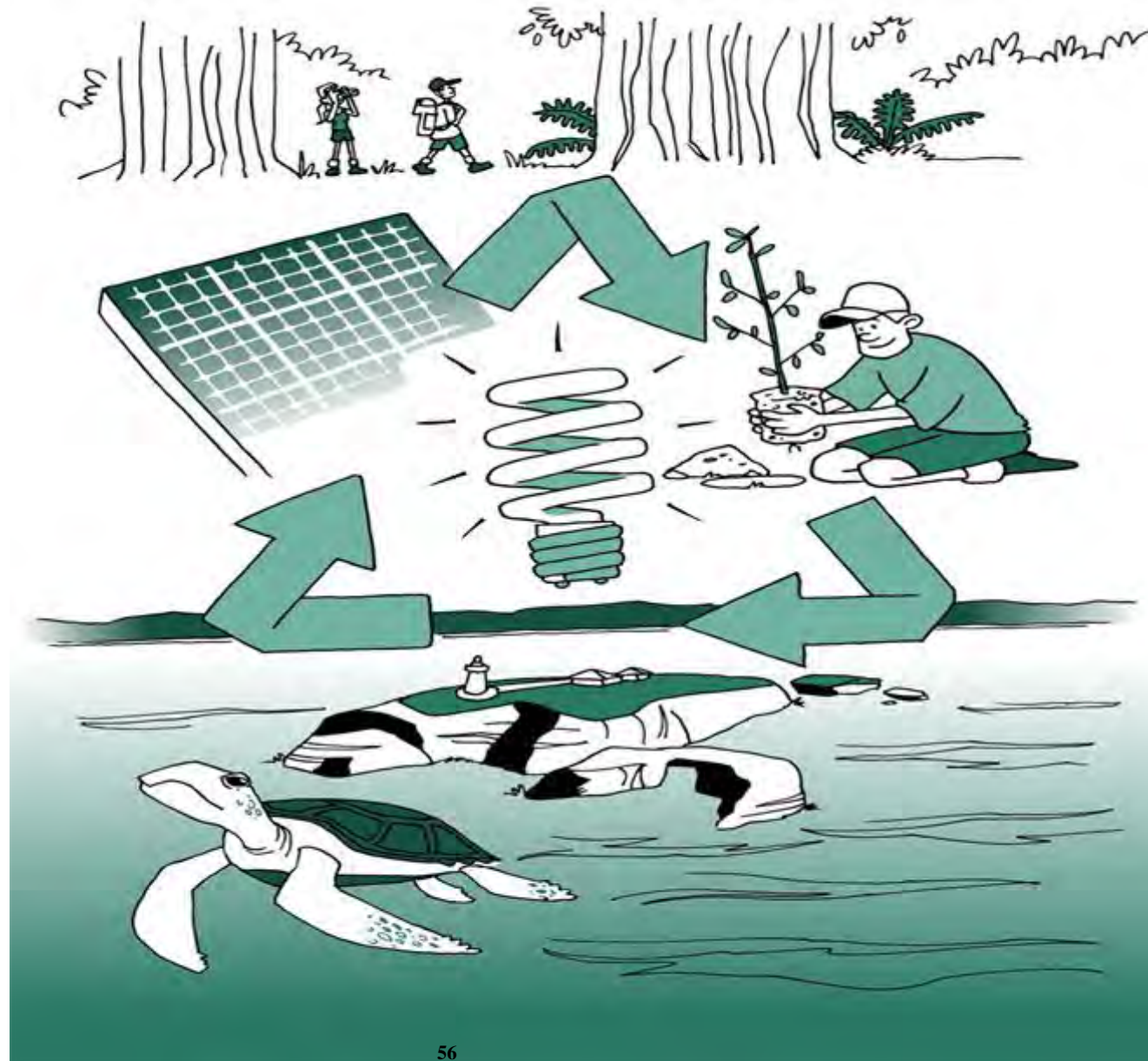
Strategy	Role	External Stakeholders	
<b>LC 2.1 Promote healthy living</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Health Mid North Coast</li> <li>•Community service providers</li> <li>•Department of Education</li> </ul>	<ul style="list-style-type: none"> <li>•Division of General Practice</li> <li>•North Coast Medicate Local</li> </ul>
<b>LC 2.2 Seek to provide a full range of quality health care services for all</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Health Mid North Coast</li> <li>•Community service providers</li> <li>•Division of General Practice</li> </ul>	<ul style="list-style-type: none"> <li>•Allied health professionals</li> <li>•Galambila Aboriginal Health Service</li> <li>•North Coast Medicate Local</li> </ul>

<b>Objective - LC 3 We have strong civic leadership and governance</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•State Government agencies</li> <li>•Mid North Coast Regional Organisation of Councils</li> </ul>	<ul style="list-style-type: none"> <li>•Federal Government agencies</li> </ul>
<b>LC 3.2 Engage the community and other levels of government in securing outcomes</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Mid North Coast Regional Organisation of Councils</li> <li>•State Contracts Control Board</li> <li>•Business Leaders</li> <li>•Regional Development Australia (Federal)</li> <li>•State Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>•Local government procurement</li> <li>•Hunter regional procurement</li> <li>•State and Federal MPs</li> <li>•Chambers of Commerce</li> <li>•Educational Institutions</li> <li>•Federal Government agencies</li> </ul>

<b>Objective - LC 4 We have many opportunities to enjoy life together</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LC 4.1 Support local artistic and cultural expression</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Arts and Cultural associations</li> <li>•Arts NSW</li> </ul>	<ul style="list-style-type: none"> <li>•Arts Mid North Coast</li> <li>•Local Aboriginal Land Council</li> </ul>
<b>LC 4.2 Support opportunities for artistic and cultural growth and enjoyment</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Arts and Cultural associations</li> <li>•Arts NSW</li> </ul>	<ul style="list-style-type: none"> <li>•Arts Mid North Coast</li> <li>•Local Aboriginal Land Council</li> </ul>
<b>LC 4.3 Support activities and events that help us celebrate our diversity</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Education and Communities (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Local Aboriginal Land Council</li> </ul>
<b>LC 4.4 Develop inclusive community, sporting and recreational events and activities</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Coffs Harbour Sports and Recreation Advisory Council</li> <li>•Woolgoolga Sports Council</li> <li>•Tourism Association</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Education and Communities (NSW)</li> <li>•Chambers of Commerce</li> </ul>

<b>Community Indicators – Measuring Performance</b>	
<b>Indicator</b>	<b>Measure</b>
Healthy and Active Community	Percentage of doctors per capita (LGA level)
	Self-reported health as being Good/Excellent for people over 15 years
Early Childhood Development	Early childhood development is consistent with acceptable standards
Physical Activity	30 minutes of moderate activity per day
Safe and Inclusive Community	Rate of offences per population (Crimes against the person and Crimes against property)
	Community perception of safety
	The extent to which people feel part of the community
Connected Communities	Percentage of people who volunteer
Engaged Communities	People feel they have the opportunity to have a say on important issues that impact their community
	Participation in community engagement activities
Civic Leadership	Satisfaction with elected representatives
	Satisfaction with Council
Opportunities to participate in arts and cultural activities	Percentage of people who feel they have adequate opportunities to participate in arts and cultural activities in the local area
	Percentage of people who regularly participate in arts and cultural activities
Recreational activity	Percentage of people who regularly participate in recreational activities with others

# Looking After Our Environment





## Looking After Our Environment

**Vision** - We understand and value our unique natural environment and its cultural connections. We protect and restore our environment to conserve its unique biodiversity for future generations. We manage our resources and development sustainably.

### Objective - LE 1 We share our skills and knowledge to care for our environment

Strategy	Role	External Stakeholders	
<b>LE 1.1 Identify and promote the region's unique environmental values</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism Agencies</li> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Business leaders</li> <li>•Marine Parks Authority (NSW)</li> </ul>
<b>LE 1.2 Develop programs to actively engage communities on environmental issues and solutions</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Landcare (NSW)</li> <li>•Marine Parks Authority (NSW)</li> </ul>
<b>LE 1.3 Promote connections to the environment through learning in the environment</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Educational Institutions</li> <li>•Landcare (NSW)</li> <li>•Marine Parks Authority (NSW)</li> </ul>

### Objective - LE 2 We adapt to Climate Change

Strategy	Role	External Stakeholders	
<b>LE 2.1 Implement climate change planning, adaptation and mitigation strategies</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Marine Parks Authority (NSW)</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>

<b>Objective - LE 3 Our natural environment and wildlife are conserved for future generations</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Marine Parks Authority (NSW)</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>
<b>LE 3.2 Enhance protection of our catchments, waterways and marine areas</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Marine Parks Authority (NSW)</li> <li>•Roads and Maritime Services</li> <li>•NSW Office of Water</li> </ul>
<b>LE 3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Local Aboriginal Land Council</li> <li>•Yandarra Aboriginal Consultative Committee</li> </ul>	<ul style="list-style-type: none"> <li>•Marine Parks Authority (NSW)</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>
<b>LE 3.4 Create environmental management and restoration programs through partnerships with the community</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Landcare (NSW)</li> <li>•Local Aboriginal Land Council</li> </ul>	<ul style="list-style-type: none"> <li>•ICC- Many Rivers Regional Partnership</li> <li>•Educational Institutions</li> </ul>
<b>LE 3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Land and Property Management Authority (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Marine Parks Authority (NSW)</li> <li>•Business Leaders</li> </ul>

<b>Objective - LE 4 We reduce our impact on the environment</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>LE 4.1 Implement total water cycle management practices</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•NSW Office of Water</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Environmental Protection Authority (NSW)</li> </ul>
<b>LE 4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Business leaders</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Environmental Protection Authority (NSW)</li> </ul>
<b>LE 4.3 Ensure the sustainable use of our natural resources</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•NSW Office of Water</li> <li>•Department of Planning and Infrastructure (NSW)</li> <li>•Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Department of Climate Change and Energy Efficiency (Federal)</li> </ul>
<b>LE 4.4 Implement programs which make the Coffs Harbour LGA a zero waste community</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Northern Rivers Catchment Management Authority</li> <li>•Business Leaders</li> <li>•Department of Planning and Infrastructure (NSW)</li> <li>•Mid North Coast Regional Organisation of Councils</li> </ul>	<ul style="list-style-type: none"> <li>•Office of Environment and Heritage (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>•Environmental Protection Authority (NSW)</li> <li>•Mid Waste</li> </ul>
<b>LE 4.5 Develop renewable energy systems for the region</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Office of Environment and Heritage (NSW)</li> <li>•Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Educational institutions</li> <li>•Department of Climate Change and Energy Efficiency (Federal)</li> </ul>
<b>LE 4.6 Promote and adopt energy efficient practices and technologies across the community</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Business leaders</li> <li>•Office of Environment and Heritage (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Climate Change and Energy Efficiency (Federal)</li> </ul>

<b>Community Indicators – Measuring Performance</b>	
<b>Indicator</b>	<b>Measure</b>
Participation in environmental programs	Participation in community based environmental program, event or group in the past 2 years
Access and learning opportunities	Satisfaction with access to natural areas
Aboriginal cultural awareness	Number of aboriginal cultural events, activities and interpretive installations
Enhance biodiversity	Maintaining or increasing key indicator species
	Area (hectares) of local, sub regional and regional corridors rehabilitated and revegetated
Conserve energy	LGA footprint
Local renewable energy generation	Number of renewable energy sources in the LGA
Waste reduction	Total waste collected per capita
	Percentage of total domestic waste collected that is diverted from landfill
	Total waste to landfill per capita
	Total waste to landfill
Maintain and enhance water quality	Percentage of our waterways that meet ecohealth standards

# Moving Around



## Moving Around

**Vision** - We make best use of an excellent, environmentally friendly public transport system. Many of us walk and cycle from place to place. We are well connected to each other and services.

### Objective - MA 1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

Strategy	Role	External Stakeholders	
MA 1.1 Plan for new transport infrastructure	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Public transport providers</li> <li>•Roads and Maritime Services</li> <li>•Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>•Australian Rail Track Corporation</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>
MA 1.2 Improve the effectiveness of the existing transport system	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Public transport providers</li> <li>•Roads and Maritime Services</li> <li>•Airlines</li> </ul>	<ul style="list-style-type: none"> <li>•Australian Rail Track Corporation</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>
MA 1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Public transport providers</li> <li>•Roads and Maritime Services</li> <li>•Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> <li>•Federal Government</li> </ul>
MA 1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Roads and Maritime Services</li> </ul>	

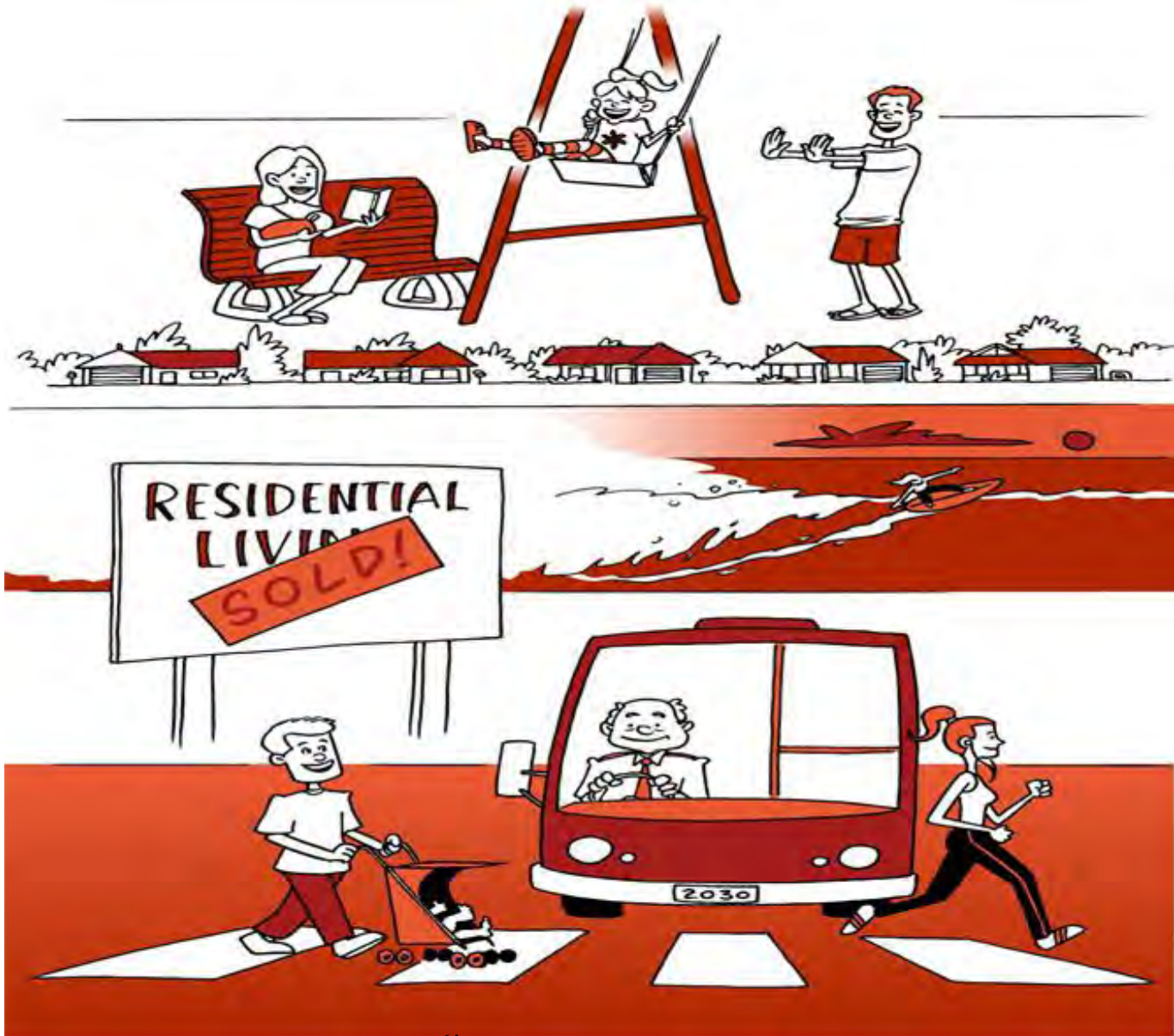
### Objective - MA 2 We have a system of well-maintained and safe roads for all users

Strategy	Role	External Stakeholders	
MA 2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Roads and Maritime Services</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Infrastructure and Transport (Federal)</li> </ul>
MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Roads and Maritime Services</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>
MA 2.3 Reduce the impact of the highway on our community	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Roads and Maritime Services</li> <li>•Australian Rail Track Corporation</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Trade and Investment (NSW)</li> <li>•Railcorp</li> </ul>

Objective - MA 3 We have developed integrated regional freight hubs			
Strategy	Role	External Stakeholders	
MA 3.1 Increase rail freight services	<ul style="list-style-type: none"> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>Business Leaders</li> <li>Australian Rail Track Corporation</li> <li>Railcorp</li> <li>Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>
MA 3.2 Examine opportunities for the integration of road and rail freight services	<ul style="list-style-type: none"> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>Business leaders</li> <li>Australian Rail Track Corporation</li> <li>Roads and Maritime Services</li> <li>Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>Railcorp</li> </ul>
MA 3.3 Develop maritime freight transport opportunities	<ul style="list-style-type: none"> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>Business leaders</li> <li>Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>Roads and Maritime Services</li> <li>Department of Planning and Infrastructure (NSW)</li> <li>Federal Government</li> </ul>

Community Indicators – Measuring Performance	
Indicator	Measure
Increased alternative transport use	Passenger transport by mode: use of public transport or alt (not car) transport on way to work as a percentage of employed people
	Percentage of people satisfied with public transport options
	Public transport patronage
Increased walking and cycling	Percentage of people who walk and cycle from place to place "regularly" (e.g. two or more times a week)
	Satisfaction with cycle ways and walkways
Local road infrastructure	Percentage of people who express satisfaction with standard of local roads
Interstate connections	Number of people satisfied with air, rail and coach services

# Places for Living





## Places for Living

**Vision** - We have designed our built environment for sustainable living. We have created through our urban spaces, a strong sense of community, identity and place. We have vibrant rural communities.

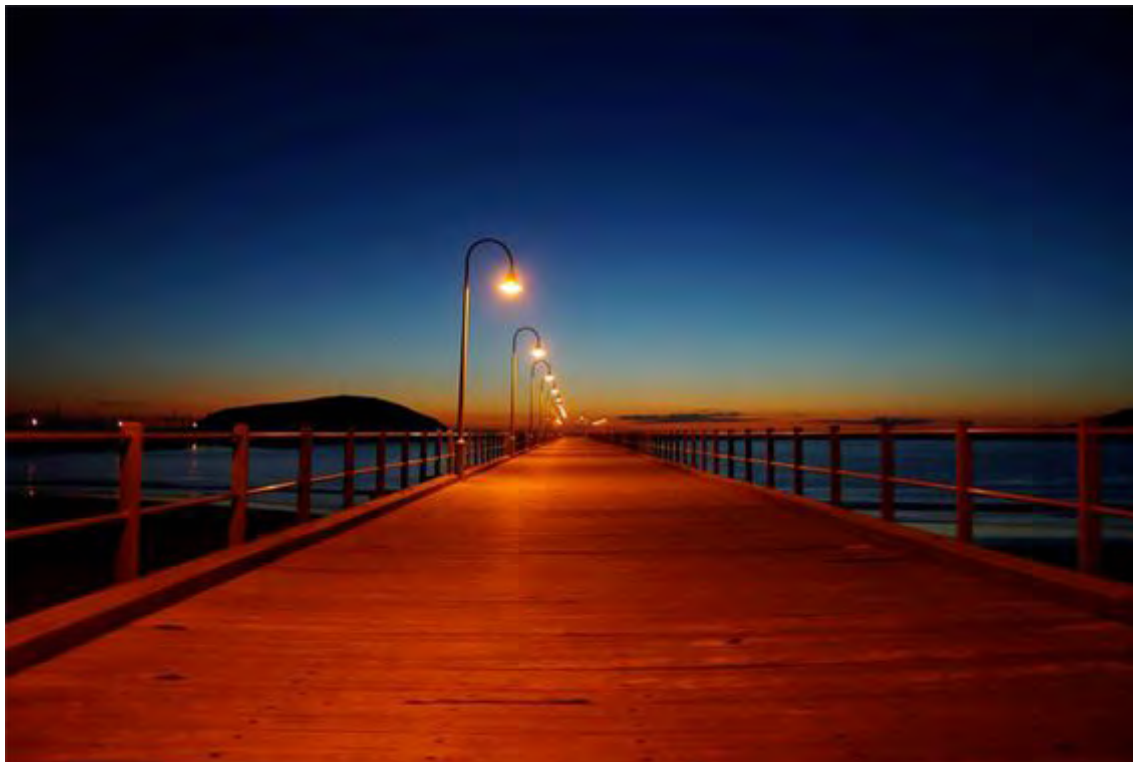
### Objective - PL 1 Our infrastructure and urban development is designed for sustainable living

Strategy	Role	External Stakeholders	
<b>PL 1.1 Promote higher densities in our urban centres</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Urban Design Institute of Australia</li> </ul>
<b>PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Roads and Maritime Services</li> <li>•NSW Office of Water</li> </ul>
<b>PL 1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services</b>	<ul style="list-style-type: none"> <li>•Provider</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Chambers of Commerce</li> </ul>
<b>PL 1.4 Create affordable housing options</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> <li>•Advocate</li> </ul>	<ul style="list-style-type: none"> <li>•Community service providers</li> <li>•Business Leaders</li> <li>•Australian Building Codes Board</li> </ul>	<ul style="list-style-type: none"> <li>•Department of Housing and Community Services (NSW)</li> <li>•Urban Design Institute of Australia</li> </ul>
<b>PL 1.5 Encourage innovative developments that embrace our climate and local environment</b>	<ul style="list-style-type: none"> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>•Urban Design Institute of Australia</li> </ul>
<b>PL 1.6 Reinforce the unique identity of villages and communities</b>	<ul style="list-style-type: none"> <li>•Provider</li> <li>•Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>•Business Leaders</li> <li>•Office of Environment and Heritage (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>•Chambers of Commerce</li> <li>•Department of Planning and Infrastructure (NSW)</li> </ul>

<b>Objective - PL 2 Our public spaces are enjoyed by all our people</b>			
<b>Strategy</b>	<b>Role</b>	<b>External Stakeholders</b>	
<b>PL 2.1 Develop the harbour and foreshores as the focal point for our Local Government Area</b>	<ul style="list-style-type: none"> <li>• Provider</li> <li>• Facilitator</li> <li>• Advocate</li> </ul>	<ul style="list-style-type: none"> <li>• Business Leaders</li> <li>• Department of Trade and Investment (NSW)</li> <li>• Department of Primary Industries (NSW)</li> <li>• Australian Rail Track Corporation</li> <li>• Office of Environment and Heritage</li> <li>• Department of Finance and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>• Roads and Maritime Services</li> <li>• Department of Planning and Infrastructure (NSW)</li> <li>• Regional Development Australia</li> <li>• Local Aboriginal Land Council</li> <li>• Marine Park Authority</li> </ul>
<b>PL 2.2 Provide public spaces and facilities that are accessible and safe for all</b>	<ul style="list-style-type: none"> <li>• Provider</li> <li>• Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Trade and Investment, Regional Infrastructure and Services (NSW)</li> <li>• Department of Primary Industries (NSW)</li> <li>• Department of Finance and Services (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Planning and Infrastructure (NSW)</li> <li>• Office of Environment and Heritage (NSW)</li> </ul>
<b>PL 2.3 Provide safe and accessible play spaces for our children within each community</b>	<ul style="list-style-type: none"> <li>• Provider</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Primary Industries (NSW)</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Finance and Services (NSW)</li> </ul>

<b>Community Indicators – Measuring Performance</b>	
<b>Indicator</b>	<b>Measure</b>
Urban consolidation	Percentage of households within 400m of bus routes
	Percentage of households within 800m of business zones
Housing affordability	Households in the bottom 40% of income distribution with mortgage or rent stress
Spaces for children	Percentage of residences within walking distance (400m) of playground
	Satisfaction with children's facilities (e.g. playgrounds)
Community spaces	Satisfaction with level of access to community facilities e.g. libraries, community centres
	Satisfaction with level of access to open spaces e.g. parks
	Level of use of community spaces (community centres, library, parks)
Vibrant rural communities	Number and location of local markets and community events
	Number of rural local businesses
	Local school enrolments





\* Photograph by Ken Sedgmen





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# COFFS HARBOUR CITY COUNCIL DRAFT 2012/2017 DELIVERY PROGRAM



COFFS HARBOUR  
CITY COUNCIL

Tabled at the Ordinary Meeting of 11 April 2013.

[www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)



## Executive Message



This Draft Delivery Program has been prepared as a blueprint for the next four years – the term of the Council elected in September 2012. It represents an opportunity for the organisation to position itself for some very testing times ahead.

Across the local government sector, NSW councils are finding it increasingly difficult to meet the resourcing challenge associated with going about their business in the 21st century. Finite resources mean finite outcomes – Councils can only provide the services and programs they can fund.

The State Government's "rate-pegging" legislation has meant council revenue from rates has not been able to keep pace with inflation. Yet, as shown by the Coffs Harbour 2030 Community Strategic Plan, community expectations continue to rise. They range well beyond the provision of traditional essential services and now encompass social welfare, cultural, environmental and economic programs designed to build a vibrant, sustainable regional city.



At the same time, councils have been increasingly required to deal with "cost-shifting": implementing a widening spectrum of legislation and strategies set by the State and Federal Governments – often without an appropriate level of assistance.

Asset management has been identified as a critical issue for all councils. Coffs Harbour City Council needs to find additional funding - approximately \$6.2M each year - just to maintain infrastructure to its current standard; without that money, there will be an obvious, ongoing deterioration in the condition of public assets across the local government area. Another injection of funds – totalling about \$1.8M per year – is also needed to lift Council out of the current cycle of successive deficit budgets and enable it to achieve balanced results and a position of financial sustainability.

Where can Council find this money? We need to make our existing resources go further, and we continue to seek opportunities for productivity improvements, cost-savings and revenue generation. Continuing into 2013/2014, Council will engage with the community on service level and rate variation options that may offer a way forward.

As difficult as times are, the Draft 2013/2017 Delivery Program reflects a Council committed to serving the Coffs Harbour community. Major projects in the 2013/2014 Budget include the Moonee to Emerald Trunk Mains works (\$2.4M), Karangi Dam to Red Hill water mains upgrade (\$2.5M), Airport Runway Overlay (\$1M), Public Amenities Upgrade (\$300,000), and the proposed rate variation-funded CBD Masterplan Works (\$2.9M). Even as we tighten our belts, Council will continue to deliver a broad range of projects, programs and activities through the coming year.

  
Denise Knight  
Mayor, City of Coffs Harbour

There are difficult decisions to be faced in coming years; importantly, it will be the community that steers the process.

  
Steve McGrath  
General Manager

# CONTENTS

**Local Government Area Map and Overview..... 1**

**Council Charter ..... 2**

**Council Executive ..... 3**

**Council Vision, Purpose, Strategic Themes, Standards, Goals, Values ..... 4**

**Integrated Planning and Reporting..... 5**

**How to Read the Delivery Program and Operational Plan ..... 9**

**Assumptions that inform the Draft 2013/2017 Delivery Program ..... 13**

**Community Engagement/Public Exhibition of documents ..... 16**

**Application for Special Variation to General Income 2013/14..... 20**

**Options to meet Resourcing Challenges from 2014/15 ..... 24**

**Council Activities Funded by Levies and Rate Variations ..... 25**

**Financial Estimates ..... 32**

**Learning and Prospering..... 35**

**Looking After Our Community..... 43**

**Looking After Our Environment..... 55**

**Moving Around..... 64**

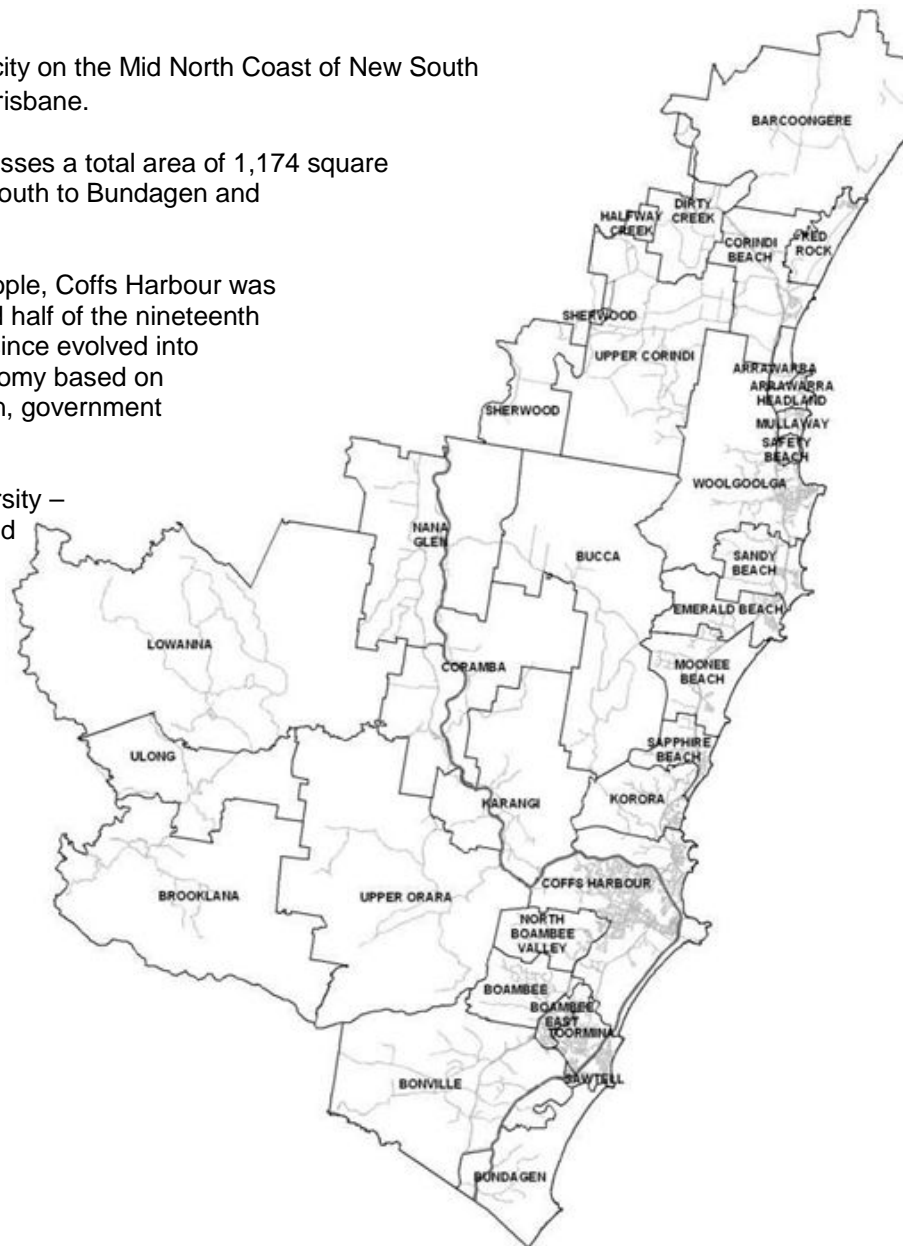
**Places for Living ..... 69**

**Coffs Harbour** is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of 71,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century. The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, manufacturing and construction, government services, education and the health industry.

The region is renowned for its ecological diversity – half of the Local Government Area is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.



## Council's Charter

### Local Government Act 1993, Chapter 3 (8)

1) A council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- to engage in long-term strategic planning on behalf of the local community
- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

(2) A council, in the exercise of its functions, must pursue its charter but nothing in the charter or this section gives rise to, or can be taken into account in, any civil cause of action.

## Council Executive

There are nine elected representatives on Coffs Harbour City Council. They are:

- Councillor Denise Knight, Mayor
- Councillor John Arkan, Deputy Mayor
- Councillor Nan Cowling
- Councillor Rodney Degens
- Councillor Garry Innes
- Councillor Bob Palmer
- Councillor Keith Rhoades
- Councillor Mark Sultana
- Councillor Sally Townley



*Back Row from Left: Councillors Garry Innes, .Rodney Degens.and Keith Rhoades. Centre: Councillors Mark Sultana, Sally Townley, Denise Knight, Bob Palmer, and John Arkan. Front: Councillor Nan Cowling*

Council has four **Senior Staff**. They are:

Steve McGrath  
General Manager



Craig Milburn  
Director, Corporate Business



Chris Chapman  
Director, Land Use, Health & Development



Ben Lawson  
Director, City Services



## **Our Vision, Purpose, Strategic Themes, Standards, Goals and Values**

Our Vision: Coffs Harbour – the Healthy City, the Smart City, the Cultural City for a Sustainable Future

Our Purpose: To make Coffs Harbour a better place to live, as a regional city for present and future communities

Strategic Themes: The *Coffs Harbour 2030* Community Strategic Plan identifies five Vision 'themes':

- *Learning and prospering*
- *Looking after our community*
- *Looking after our environment*
- *Moving around*
- *Places for living*

Council's Delivery Program and Operational Plan are aligned with the 2030 themes.

Our Standards: Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.

We will adapt to community needs, be innovative in the provision of services, and businesslike in the stewardship of the community's resources.

We will deliver friendly, effective, efficient and timely services.

Corporate Goals:

- Corporate sustainability
- Respect for the individual, whether customer or employee
- The pursuit of excellence
- Outstanding customer service

Our Core Values:

- Teamwork
- Effective Communication
- Professionalism
- Innovation
- Integrity
- Achievement

Our aim is to assist Coffs Harbour in fulfilling the city's motto: "Progress and Prosper"

## Integrated Planning and Reporting

The Delivery Program and Operational Plan have been prepared by Coffs Harbour City Council under Integrated Planning and Reporting (IPR) laws enacted by the NSW Government in October 2009.

The IPR framework was developed to improve all NSW councils' long-term community, financial and asset planning. The changes are expected to assist councils to:

- integrate and streamline statutory planning and reporting;
- strengthen strategic focus;
- align with national sustainability frameworks; and
- ensure accountability and responsiveness to local communities.

The framework has been introduced across the state over a three-year transition period. Coffs Harbour City Council nominated to be in the first group of councils, electing an implementation date of 1 July 2010.

The framework requires the development and implementation of the following components:

- a Community Strategic Plan – developed and maintained with the assistance of a community engagement strategy, and covering a timeframe of at least 10 years;
- a long-term Resourcing Strategy (Financial Plan, Asset Management Strategy and Workforce Management Strategy);
- a four-year Delivery Program (generally aligned to the term of each council);
- a one-year Operational Plan;
- an Annual Report; and
- an ongoing monitoring and review process.

The Delivery Program and Operational Plan have to be reviewed every year. Every four years (after each local government election), each council is required to review its Community Strategic Plan.

## Integrated Planning and Reporting (Continued)



For additional information on Integrated Planning and Reporting, see the Department of Local Government website: [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)

### Coffs Harbour 2030

After a comprehensive program of community engagement activities, the *Coffs Harbour 2030 Plan* was adopted by Council as the city's Community Strategic Plan on 17 December 2009. (For more information about 2030, see: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) )

In line with IPR legislation, Council is currently reviewing the Community Strategic Plan (following the September 2012 local government election) – the reviewed *Coffs Harbour 2030 Plan* is to be placed on public exhibition with the draft 2013/2017 Delivery Program, 2013/2014 Operational Plan and associated documents.

### Resourcing Strategy

Council is responsible for a range of activities aimed at achieving objectives identified in the *Coffs Harbour 2030 Plan*. To support those activities, Council has developed a Resourcing Strategy comprising a Long-Term Financial Plan, an Asset Management Strategy and a Workforce Management Strategy. The Resourcing Strategy can be viewed on Council's website at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)



## **Integrated Planning and Reporting (*Continued*)**

### **Delivery Program/Operational Plan**

Each year, Council reviews its operations to ensure the organisation remains positioned to respond to the *Coffs Harbour 2030 Plan*. The principal activities that Council has nominated to undertake in its 2013/2017 Delivery Program are individually aligned to 2030 Strategies. It will take many agencies – including the community itself – and time, of course, to turn the 2030 Vision into reality. Council is committed to making a substantial contribution to that process.

The Delivery Program is a four-year blueprint of Council's principal activities – all of the organisation's plans, projects, actions and funding allocations must be directly linked to this program.

The Operational Plan is a subsidiary of the Delivery Program; it has to identify projects and activities – and a detailed budget – that Council will pursue during the financial year.

### **Annual Report**

Council is required to prepare an Annual Report within five months of the end of the financial year, outlining Council's achievements in implementing its Delivery Program. In the year of an ordinary election, the Annual Report must include an outline of achievements in implementing the Community Strategic Plan (*Coffs Harbour 2030*) as well as a State of the Environment Report. The Annual Report must contain Council's audited financial statements and notes and any information required by legislation.

## Integrated Planning and Reporting – the Delivery Program/Operational Plan

The Local Government Act 1993 (Amended 2009) sets out the following:

### 404 Delivery program

1. A council must have a program (its delivery program) detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.
2. The delivery program must include a method of assessment to determine the effectiveness of each principal activity detailed in the delivery program in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.
3. The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.
4. A draft delivery program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the delivery program is adopted by the council.
5. The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.

### 405 Operational plan

1. A council must have a plan (its operational plan) that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.
2. An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.
3. A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.
4. During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.
5. In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.
6. The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

The full IPR legislation, Guidelines and Manual, can be accessed via an Integrated Planning and Reporting link on the Department of Local Government website ([www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)).

## How to Read the Delivery Program and Operational Plan

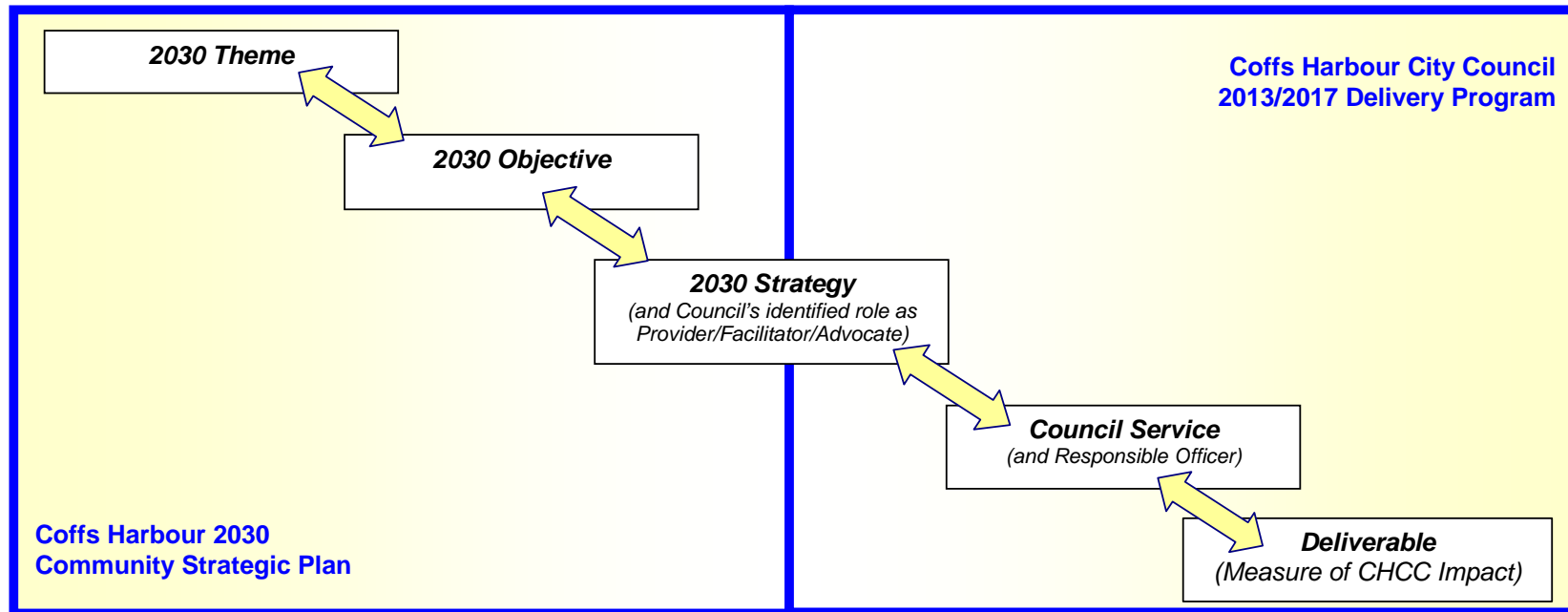
Council's Delivery Program and Operational Plan have been structured to match the Themes, Objectives and Strategies of the *Coffs Harbour 2030* Community Strategic Plan.

During 2011/2012, Council initiated an ongoing, organisation-wide Service Level Review that established a new, operational framework. It identifies 41 Services that match community perceptions of what Council does. These are Council's "principal activities"; they are directly aligned with *Coffs Harbour 2030* and encompass all of the projects and ongoing tasks undertaken by Council. This Service framework provides the foundation for the Delivery Program and Operational Plan.

### Delivery Program

Some Services play a role in implementing more than one 2030 strategy and are aligned accordingly. The Delivery Program distinguishes between "External Services" which have a direct impact on 2030 goals (eg, Roads and Bridges, Waste Management and Community Services) and "Internal Services" which support the general running of Council (eg, Finance, Corporate Information Systems, Governance and Human Resources).

Illustrated simply, the Delivery Program sets out the following:

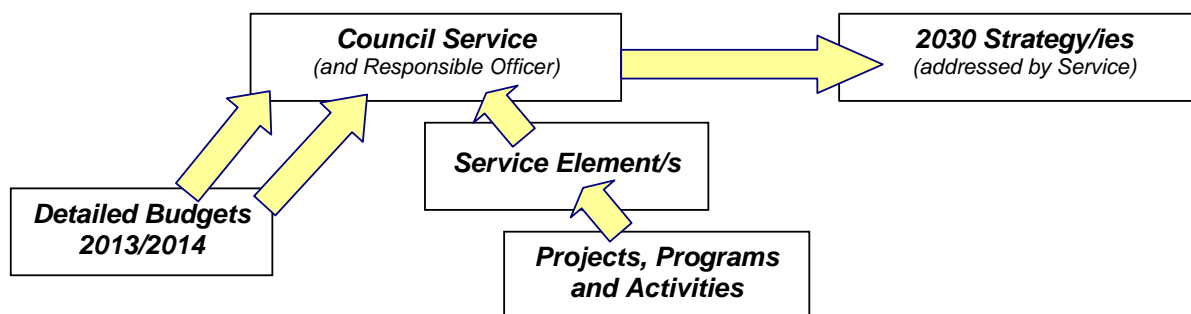


## How to Read the Delivery Program and Operational Plan *(Continued)*

Much of the work Council undertakes is ongoing in nature; that is, activities that are carried out on a regular basis and have no 'end-date' (for example, street cleaning, Customer Service, the hire of Community Facilities, etc). The rest of Council's workload is made up of projects with specific start and end-dates (including the development of plans and strategies and the implementation of new processes); in many cases, projects have individual budgets (for example, the flood mitigation works associated with the 2010 rate variation). Each thematic section in the Delivery Program includes an overview of significant projects scheduled to be undertaken during the four-year term of the document.

### Operational Plan

The Operational Plan details the activities that Council will undertake in a single financial year. It is structured as follows:



The Operational Plan is set out according to Council Service. Services have subsets called “Elements” which encompass activities within a specific operational area (Environmental Management, for example, has three Elements – Biodiversity Management, Onsite Sewer Management and Sustainability). Activities are identified as “Projects” (where progress is reported in narrative form) or “Metrics” (where numbers, percentages or dollar amounts reflect performance status). Activities that are shaded in blue serve as measures for the Delivery Program; these are to be reported on six-monthly – in line with IPR legislation – to reflect the impact that Council activities are having in achieving the strategic goals of the Coffs Harbour 2030 Plan (see *Assessment Framework* on the next page).

## How to Read the Delivery Program and Operational Plan (*Continued*)

### Quadruple Bottom Line Assessment

Council's entire IPR framework is intended to ensure that all interests – social, economic, environmental and governance - are comprehensively addressed. These Quadruple Bottom Line (QBL) principles underpin the establishment, implementation and review of Council's operational activities and guide their alignment – often on a multi-dimensional basis – with the strategic goals of *Coffs Harbour 2030*.

In the Operational Plan – to help illustrate the outcome-focused intent of Council activities - Service Elements are tagged with special icons which indicate the key QBL area (or areas) that they address. These are:



Social



Environmental



Economic



Governance

### Assessment Framework

The Operational Plan identifies all of the projects, programs and activities that Council will undertake during the financial year. Measures have been assigned to each task to enable performance to be monitored according to the different operational needs of individual Services across the organization. In line with IPR legislation, Council provides quarterly exception reporting on the budget in the Operational Plan.

Long-term sustainability indicators have been developed to help measure the achievement of the strategic goals within the *Coffs Harbour 2030 Plan*. These indicators will be finalized as part of the 2030 Plan review and implemented from 1 July 2013. They will assist in providing data for the four-yearly, End of Term reporting needs of the Community Strategic Plan.

An organization-wide review is underway to establish a new range of measures at Delivery Program level for implementation from 1 July 2013. Service Leaders are working with a cross-council panel to identify a manageable range of measures that reflect the impact of Council activities in implementing 2030 Strategies and achieving 2030 Objectives. The measures include Key Performance Indicators (eg, % of playground equipment with a condition rating above satisfactory), customer satisfaction survey results, workload and response metrics (eg, numbers of Customer Requests, Gallery visitors) and progress reporting on significant projects. Where a Service has only an indirect impact on a strategic goal, it may be determined that no reporting is necessary (NRN).

The first stage of the review has focused on identifying measures for “External” Services, the activities that the community readily associates with Council in addressing 2030 priorities. These Services include Community Services, Development Assessment, Waste Management, the Library, Lifeguards and Water and Sewer. The next stage of the review (to be completed in coming weeks) will address Council's “Internal” Services - such as Corporate Information Services, Finance, Human Resources and Procurement - which support the administration and sustainability of the organization.

In line with IPR legislation, it is proposed that the new framework of measures for the Delivery Program provide the foundation for Council's six-monthly and Annual Reports from 2013/2014.

## How to Read the Delivery Program and Operational Plan *(Continued)*

### Financial Estimates

Program Budgets identify detailed allocations for 2013/2014 and the subsequent three years. For reference, the adopted budget figures for the previous year (2012/2013) are also provided. Budgets can be accessed on Council's website at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## Assumptions that inform the Draft 2013/2017 Delivery Program

### Community Expectations

The ongoing community engagement process for the Community Strategic Plan review and Council's 2012 community survey have provided guidance on what the community wants for its future and what its priorities are.

Council's Draft 2013-2017 Delivery Program is based on responding to the expectations expressed in these engagement processes.

The Draft 2013-2017 Delivery Program lists all the strategies from the Community Strategic Plan, but focuses specifically on Council's role in helping to implement these strategies as a Provider, Facilitator or Advocate.

### Level of Service for Assets

Recent asset data places Council's annual 'infrastructure gap' (for the General Fund) around \$6.2M. If this infrastructure gap is not addressed, asset service levels will decline as community assets deteriorate.

This annual funding gap has an impact on Council's ability to meet community strategies captured within the reviewed Community Strategic Plan.

The following asset-specific strategies from the reviewed *Coffs Harbour 2030 Plan* are impacted by the amount of Council's General Fund asset maintenance and renewal spends.

- Provide infrastructure that supports sustainable living and is resilient to climatic events
- Provide public spaces and facilities that are accessible and safe for all
- Provide safe and accessible play spaces for our children within each community
- Improve the effectiveness of the existing transport system
- Ensure adequate maintenance and renewal of roads, footpaths and cycleways

### Addressing the Funding Challenge

The Draft 2013/2017 Delivery Program is based on an asset service level described as "Sustainable Model Version 1" in Council's Long Term Financial Plan. This level of service will require additional funding to eliminate the annual General Fund infrastructure gap (\$6.2M) as well as projected General Fund budget deficits which grow to \$3.5M in 2022/2023.

*Continued next page*

## Assumptions that inform the Draft 2013/2017 Delivery Program (*Continued*)

The 'Sustainable Model Version 1' Draft 2013-2017 Delivery Program will be based on the following elements:

- Projected operating General Fund deficits returned to a surplus in 2016/2017
- General Fund infrastructure backlog remains static
- Potential change to service levels upon further service review
- Further productivity improvement
- Increase in General Fund asset maintenance spend
- Increase in General Fund asset renewal spend
- Current levels of asset service delivery maintained
- Additional Funding of approximately \$8M to be staged over four years at \$2 million per annum from 2014-2015

### Funding Options – 'Sustainable' Level of Service

The required additional funding to achieve a 'Sustainable' level of service delivery will come from a number of funding options which are likely to include:

- Productivity improvements
- Changes to current levels of service delivery
- Resource sharing opportunities
- Commercialisation of council services
- New revenue opportunities
- Additional Rate income

Over the next 12 months, Council will focus on exploring funding options which will result in reducing the need for additional rate revenue in future years.

### Council's Infrastructure Backlog

Council's preference at the present time is to reduce unfunded borrowing liabilities in the General Fund, which will have a positive impact on its long-term financial sustainability and thereby places Council in a better position to be able to selectively use borrowings for major infrastructure renewal projects. This will have the added advantage of reducing Council's current level of infrastructure backlog.



## Community Engagement

The community has a role in helping to set the strategic objectives, program priorities and service levels to be pursued by Council. A comprehensive range of community engagement processes is available to assist the community to participate in Council decision-making and to be informed about Council activities.

Community engagement and/or participation refers to the broad manner in which the views, aspirations and values of the community are communicated to ensure they are effectively able to inform, influence and assist in the decision-making of Council.

True participation involves an active exchange of information and viewpoints between the community and Council.

The range and scope of decisions made by the Council are broad, involving various degrees of complexity and requiring varying levels of expertise and accountability. Effective community engagement improves the decision-making capacity of the Council by:

- Ensuring access to information that is relevant to the issue at hand;
- Providing mechanisms for ensuring the views, values and vision of those likely to be affected by the decision are available to decision-makers;
- Balancing the right of all members of the community to be involved in the decision-making process with the need for this process to be accountable, efficient and fair;
- Ensuring that it is clear that, ultimately, the decision-making authority of the Council rests with the community's elected representatives;
- Providing for increased levels of community participation in decision-making where appropriate.

Council is committed to active engagement processes and to choosing strategies that are appropriate to the business of Council given the nature of its work and the time and resources available. Staff facilitating engagement processes must be guided by the principles contained in Council's Community Engagement policy. These include flexibility and responsiveness, timeliness, transparency, inclusiveness and the principles of social justice.

Different projects, issues or proposals require different levels of community engagement. The level of community participation that is appropriate depends on the level and scale of impact as discussed above, and will be determined having consideration of:

- The urgency of the issue and the time available for deliberation and decision making;
- The availability of resources (including staff, facilitation skills, venues, technology and financial resources);
- The needs of accountability, transparency and equity; and
- The improved decision-making and information flows that might emerge from greater levels of participation.

Council's Community Engagement Policy can be viewed online at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## Community Engagement (*Continued*)

Council is committed to involving the community in the development of its strategic and operational plans.

A Community Engagement Strategy has been underway since September 2012 to support the review of the *Coffs Harbour 2030* Community Strategic Plan. That strategy runs parallel with the consultation process for the other IPR draft documents tabled for public exhibition in April 2013 (see below).

A separate engagement strategy continues to be implemented in regard to Council's application to extend the CBD Special Rate for a further ten years (see page 20). Another engagement process is under development for the finalisation of a strategy to address Council's resourcing challenge from 2014/2015 onwards (see page 24).

Following their adoption by Council, the reviewed *Coffs Harbour 2030* Community Strategic Plan, Draft 2013/2017 Delivery Program, Draft 2013/2017 Operational Plan, Draft Program Budgets 2013/2017 and Draft Fees and Charges 2013/2014 will be placed on public exhibition for 28 days (Friday 12 April to Friday 10 May 2013). The draft documents will be available to be accessed on Council's website: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) Hard copies will also be displayed at Council's Administrative Centre, at the three branches of the City Library (Coffs Harbour, Woolgoolga and Toormina), at General Stores and Post Offices in Karangi, Coramba, Nana Glen, Lowanna, Ulong, Corindi and Red Rock and at the Coffs Harbour Visitor Information Centre.

The public exhibition process will be promoted to the local media. All promotional material will encourage the community to consider the draft documents and provide feedback to Council. Community submissions can be made online or via mail.

Council will consider all community submissions prior to finalising the 2013/2017 Delivery Program, 2013/2014 Operational Plan, Program Budgets 2013/2017 and Fees and Charges 2013/2014. It is Council practice to provide a written response to each submission writer to advise the outcome of their submission.

## Public Exhibition of the Draft Delivery Program and Draft Operational Plan

### **NOTICE UNDER SECTION 405(3) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2013 to 30 June 2014**

Section 405 (3) "A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice."

Section 405 (4) "During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies." (The maps, as displayed, are included on the following pages)

## Rate Category Maps

### NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2013 to 30 June 2014

Section 405 (4) "During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies."

#### ORDINARY RATE - RESIDENTIAL

The Ordinary Rate - Residential will apply to all rateable land within the Council's area (Map "A") categorised "RESIDENTIAL".

#### ORDINARY RATE - BUSINESS

The Ordinary Rate - Business will apply to all rateable land within the Council's area (Map "A") categorised "BUSINESS", **EXCEPT** land sub-categorised City Centre Business.

#### ORDINARY RATE – CITY CENTRE BUSINESS

The Ordinary Rate – City Centre Business will apply to all rateable land, within the City Centre Business Area (being land within the heavy line shown on Map "B") and categorised/sub-categorised "CITY CENTRE BUSINESS".

#### ORDINARY RATE - FARMLAND

The Ordinary Rate - Farmland will apply to all rateable land within the Council's area (Map "A") categorised "FARMLAND".

#### SPECIAL RATE - ENVIRONMENTAL LEVY

The Special Rate - Environmental Levy will apply to all rateable land within the Council's area (Map "A").



Coffs Harbour City Council

“A”



## Application for Special Variation to General Income 2013/14 to 2022/23

Early in 2012, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for approval to continue the CBD Special Rate for a further ten-year period from 2012/2013. The Special Rate was introduced in 2000 to fund an ongoing program to revitalise Coffs Harbour's City Centre as a vibrant commercial and community precinct. The initiative has delivered outstanding results, however the Special Rate was due to expire in June 2012. The application was developed - with the support of the local business community - to extend the program with a scope of new works to facilitate the future growth of the City Centre.

On 4 June 2012, IPART approved the application for the 2012/2013 financial year only, to give Council time to further develop a City Centre Masterplan to guide the revitalisation program.

On 28 June 2012, resolved to incorporate a special variation application (to extend the CBD Special Rate for a further ten-year period) in the development of the 2013/2017 Delivery Program.

Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) to continue the Business City Centre Special Rate for a further ten-year period.

IPART has already approved a state wide 'Rate Pegging' increase of 3.4% for 2013/2014. On top of this, Council is seeking a further 2.03% increase in 'General Income' (income from ordinary and special rates) - a total increase of 5.43%. This additional income (above the rate pegging limit) represents the proposed continuation of the Business City Centre Special Rate.

The application for additional rate revenue has no impact on Residential, Farmland or Business properties outside the Coffs Harbour CBD.

### Consultation Process

The CBD Special Rate Variation proposal has been the focus of a separate community engagement process which began in 2011. Consultation has included:

- Detailed mail-outs to CBD business property owners who currently pay the Special Rate. All stakeholders were invited to provide feedback (via a dedicated e-mail address or in writing) to the various proposals;
- An external local research organisation was commissioned to conduct a random telephone survey of business property owners. The survey canvassed opinion towards a proposed continuation of the Special Rate for CBD business owners, and the introduction of such a rate to business property owners in the wider City Centre LEP boundary;
- A series of business forums facilitated by Council's General Manager and Director of Corporate Business. All business property owners within the CBD and the wider City Centre LEP area were invited to attend to discuss the future growth of business in the City and the possible extension of the CBD Special Rate. A dedicated e-mail address was again provided for feedback for those stakeholders not attending the forums.
- The establishment of a CBD Masterplan Committee including a 'Terms of Reference'.

## Application for Special Variation to General Income 2013/2022 (Continued)

- A letter to all CBD business property-owners requesting applications from interested parties wanting to join the CBD Masterplan Committee.
- Four Masterplan Community Engagement Workshops conducted by community engagement consultants - with feedback from these workshops being used in the development of the draft City Centre Masterplan.
- A letter to all CBD business property-owners advising the public exhibition of the draft City Centre Masterplan. This letter provided a dedicated e-mail address, website and mailing address where submissions on the draft Plan could be made.

Submissions of support have clearly indicated satisfaction with the level of consultation and with the rigour and fairness of the process.

### Financial Impacts

Council's application to IPART is based on the current level of funding from the CBD Special Rate being maintained and increased by the annual rate pegging allowance over the next ten years.

The following table shows the estimated annual rate revenue to be generated over this period from the proposed Special Rate continuation.

Year	Year Starting	Annual Rate Pegging Allowance (%)	CBD Special Rate Yield (\$)
1	1/07/2013	3.4	691,640
2	1/07/2014	3*	712,390
3	1/07/2015	3*	733,760
4	1/07/2016	3*	755,770
5	1/07/2017	3*	778,440
6	1/07/2018	3*	801,790
7	1/07/2019	3*	825,840
8	1/07/2020	3*	850,615
9	1/07/2021	3*	876,135
10	1/07/2022	3*	902,420
<b>Total</b>			<b>7,928,800</b>

Please Note: Special Rate yields after 2013/2014 have been calculated using an estimated rate pegging allowance of 3%.

## Application for Special Variation to General Income 2013/2022 (Continued)

### Impact on Business City Centre Rates

If the CBD Special Rate is continued for 2013/2014 the average ordinary rate for a Business City Centre property will increase from approximately \$7,081.01 in 2012/2013 to \$7,319.78 for 2013/2014. This represents an average increase of approximately \$238.77 or 3.4%.

If the CBD Special Rate is not continued for 2013/2014, an average ordinary rate for a CBD Business property will decrease from approximately \$7,085 in 2012/2013 to \$5,031 for 2013/2014. This represents an average decrease of approximately \$1,909 or 26.9%.

### City Centre Masterplan Works

Council has now finalised the development of a City Centre Masterplan in conjunction with a CBD Masterplan committee. This Masterplan has developed a program of works to be funded with the proposed CBD Special Rate.

The Masterplan has set out a series of Strategies and Projects that are to be undertaken in the coming years.

- **Strategies**

- Access and movement*

- Key connections
  - Bike plan
  - Parking

- Legibility*

- City centre legibility
  - Brand positioning
  - City centre management

- Key land use and open space*

- Strategic sites
  - Rear lane activation
  - Development incentive policy
  - Resilience and flood plan

- **Projects**

- Harbour Drive Access
  - Wayfinding
  - City Sails
  - City Square

- City Square Cultural Building
  - Entertainment Centre
  - Roundabout Retrofit
  - Bus Hub Location

- Castle Street Carpark
  - Street Reconfiguration
  - Brelsford Park
  - Events Program



## **Application for Special Variation to General Income 2013/2022 (Continued)**

### **More Information**

For more information on the Business City Centre Special Rate continuation, please see Council's website:

<http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Pages/special-business-rate-variation.aspx>

The Special Business Rate Variation proposal is examined in detail on page 11 of the Draft 2013/2014 Operational Plan.

## Options to meet Resourcing Challenges from 2014/15

Under the IPR framework (detailed on page 5), the Resourcing Strategy sets out what resources (human, infrastructure and financial) Council intends to allocate (via the Delivery Program) toward the achievement of objectives for which it is responsible under the Community Strategic Plan.

The Resourcing Strategy comprises a ten-year Long Term Financial Plan (LTFP), a ten-year Asset Management Strategy (AMS) and a four-year Workforce Management Plan (WMP). These documents have all been reviewed in support of the draft reviewed Coffs Harbour 2030 Plan, Delivery Program and Operational Plan.

**The Resourcing Strategy demonstrates that Council's current position is unsustainable, i.e. that Council cannot continue to deliver the services it currently does to current standards, let alone achieve new objectives over and above these.**

The first factor in Council's unsustainable position can be seen in the Long Term Financial Plan. Council's revenue base is limited (due largely to rate pegging legislation) and is not keeping pace with increases in costs to deliver the services Council currently delivers, and in addition to this costs arising from responsibilities shifted to Council that were previously the responsibility of the NSW State Government. In total, this gap between revenue and expenditure – even allowing for other controls on operational spending (such as salaries) - is around \$1.8M per year.

The second factor in Council's unsustainable position can be seen in the Asset Management Strategy. Council is custodian and trustee of around \$1.8 Billion in public assets. Over the years, funding to maintain and renew this infrastructure has been reduced as more funds are required to meet rising costs in other areas. But this has resulted in a significant deterioration in public infrastructure to the extent that an additional \$6.2M is required simply to halt the further deterioration of infrastructure, not to address the significant backlog of infrastructure requiring renewal, which is estimated to be in the order of \$61.7M for the General Fund (and \$55.2M for Water Supply and Sewerage Funds).

In summary, if Council is to achieve a sustainable financial position, and thus to have the resources to deliver those objectives of the Community Strategic Plan for which it has historically considered to be its responsibility, \$8M in additional funding is required. It is likely that this will need to come from a range of options, including:

- Productivity improvements (changing the way services are delivered)
- Reductions in current levels of service delivery
- New revenue opportunities (e.g. commercialisation of council services)
- Additional Rate income

Over the next twelve months, the opportunities available in terms of these options will be explored further with a view to seeking the community's endorsement of a revised resourcing strategy from 2014/2015 to return Council to a position of sustainability. It is highly likely that some level of Special Rate Variation will be put forward as part of that strategy.

## Council Activities Funded by Levies and Rate Variations

### ▪ *Environmental Levy for 2013/2014*

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.55% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The program of environmental works for 2013/2014 is as follows:

<b>Projects</b>	<b>Amount</b>
Bush Regeneration	201,571
Environmental Weeds	103,000
Conservation & Sustainable Management of Biodiversity	209,000
Environmental Levy Coordination	64,247
Boambee Beach Bush Regeneration – North of Deep Sea Release Pipeline	19,992
Botanic Garden Education Program	16,000
Coffs Ambassadors Interpretive Tours	43,509
Coffs Harbour Community Seed Bank Network	9,982
Coffs Jetty Foreshore Reserve Follow-up Chemical Weeding	19,992
Coffs Harbour Vertebrate Pest Management Strategy Implementation	14,000
Darkum Headland Access Rehabilitation	50,000
Darrunda Wajaarr Repair to Country Priority Sites	19,900
Green Schools Sustainability Fund	29,500
Impacts on Fresh Water Systems	2,000
Implementation of Coffs Harbour Koala Plan of Management	20,000
Koala / Wildlife Corridor - Bakker Drive Bonville Stage 1	5,260
Orara River Rehabilitation Project	215,500
Our Living Coast Sustainable Festival	29,000
Shorebirds of the Coffs Coast – Signage & Brochures	4,391
Strategic Planning - Biodiversity	40,000

*Continued next page*

## Council Activities Funded by Levies and Rate Variations *(Continued)*

- **Environmental Levy for 2013/2014** *(Continued)*

Environmental Levy Works for 2013/2014 *(Continued)*

<b>Projects</b>	<b>Amount</b>
Supporting Community Action in the Coffs Harbour LGA	164,848
Supporting Voluntary FOP Undertake Environmental Works in eight priority Council Parks & Reserves	39,000
Restoration of Grey-headed Flying Fox Maternity Camps	24,000
Woody Weed Control at Lowanna	6,370
Yarrowarra Giriin Team – Bush Regeneration	19,664
Matching Grant Fund Allowance	23,121
<b>TOTAL 2013/2014 Allocation</b>	<b>1,393,847</b>
<b>Schedule of Funding Sources</b>	
Environmental Rate Levy	1,132,310
Environmental Levy Reserve	181,537
Water Fund Contribution	50,000
Interest	30,000
<b>TOTAL</b>	<b>1,393,847</b>

## Council Activities Funded by Levies and Rate Variations *(Continued)*

▪ **Community Facilities Program (2006)**

In response to community demands, Council developed a \$21.5m schedule of capital infrastructure works - called the Community Facilities Program – as part of the 2006/2009 Management Plan. Council secured Government approval for a 9.56% rate variation to assist in funding the program.

The original schedule of works is mostly completed and has been reported in Council’s Annual Reports (a condition of approval). Work is continuing on the City Parks project following changes to the initial brief.

Through the Community Facilities Program, the rate variation revenue has subsequently assisted in funding the following:

- Richardson Park drainage upgrade;
- Fitzroy Oval lighting installation;
- Harbour Drive Museum redevelopment;
- Woolgoolga netball courts upgrade;
- Public Amenities Upgrade program; and
- Community Grants Funding Pool.

<b>Public Amenities Upgrade Program</b>		
<b>Year</b>	<b>Allocation (\$)</b>	<b>Project</b>
2013/2014	300,000	Arrawarra Headland - New Facility and Sewer Connection to replace existing
2014/2015	300,000	Diggers Beach – New Facility and Sewer Connection to replace existing
2015/2016	309,000	Ocean Parade, Macauleys – New Facility to replace existing
2016/2017	318,270	Park Beach – New Facility to replace existing
2017/2018	327,820	Hills Beach Norman Hill Drive Korora – New Facility to replace existing

## Council Activities Funded by Levies and Rate Variations (*Continued*)

- **Priority Infrastructure and Economic Development (2008)**

For its 2008/2009 Management Plan, Council secured approval for a special variation of 5.95% for costs associated with priority infrastructure and economic development projects.

This variation continues to fund Council's bridges program and economic development projects and events. Council has been required to report in its annual report (for the years 2008/09 to 2012/2013) information on the total income received, expenditure per project/program and outcomes achieved.

<b>BRIDGE PROGRAM 2013/2014 - 2016/2017 (Funded from 2008 Rate Variation)</b>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2013/2014 (\$)</b>	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>
Major Repairs Timber Bridges	57,371	92,042	90,454	113,627
Investigations	30,000	90,000	50,000	55,000
Davies Bridge	360,000			
Seccombes Bridge	365,000			
Ferrets Bridge		180,000		
Herds Bridge		60,000		
Puhos Bridge		140,000		
Condons Bridge		230,000		
Williams Bridge		45,000		
Rhodes Bridge			180,000	
Corfes No. 2			120,000	
Hosts Bridge			40,000	
Bobo Bridge			70,000	
Keoghs Bridge			142,000	
Bardens Bridge			170,000	
Kellets Bridge				560,000
Moleton Bridge No. 3				160,000
Cathodic Protection	10,000	10,000	10,000	10,000
<b>Total</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>
<b>RATE VARIATION REVENUE</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>

*\*Works schedules subject to change according to re-prioritisation and final cost estimates.*

*Continued next page*

## Council Activities Funded by Levies and Rate Variations *(Continued)*

- *Priority Infrastructure and Economic Development (2008) (Continued)*

<b>ECONOMIC DEVELOPMENT PROGRAM 2013/2014 - 2016/2017 (Funded from 2008 Rate Variation)</b>				
	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Project</b>	<b>2013/2014 (\$)</b>	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>
Marketing & Event Promotion	161,325	166,164	171,149	176,284
<b>Total</b>	<b>161,325</b>	<b>166,164</b>	<b>171,149</b>	<b>176,284</b>
<b>RATE VARIATION REVENUE</b>	<b>161,325</b>	<b>166,164</b>	<b>171,149</b>	<b>176,284</b>
<i>*Works schedules subject to change according to re-prioritisation and final cost estimates.</i>				

## Council Activities Funded by Levies and Rate Variations (*Continued*)

- **Flood Mitigation and Drainage Works (2010)**

The NSW Government approved a special variation of 7.00% for Coffs Harbour City Council, for a period of ten years commencing in 2010/2011, to fund flood mitigation and drainage works.

It is a condition of approval that Council clearly reports in its annual report (for the period 2010/2011 to 2020/2021) information on the total income received, expenditure per project/program and outcomes achieved.

Funding for the program is augmented by the Stormwater Management Charge levied by Council and some grant funding.

<b>Full Drainage / Flood Works Program (2013/2014 - 2016/2017)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2013/2014	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	\$3,200,000
2013/2014	Prince Street	Drainage investigation and works	\$30,000
2013/2014	York Street	Drainage amplification works	\$40,000
2013/2014	Park Beach Trunk Drainage	Provision of additional trunk drainage - Stage 1	\$25,589
2013/2014	Bosworth Drive	Stormwater drain realignment works	\$50,000
2013/2014	Collingwood Street / Edgar Street / Jetty	Overland flow path improvement works.	\$50,000
2013/2014	Marcia Street	Improve drainage at Pacific Highway	\$200,000
2013/2014	Central Business District	CBD Drainage Works	\$500,000
2013/2014	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2013/2014	Creek Clearing & Drainage Works	Maintenance Works	\$193,431
2013/2014	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$436,174
<b>Totals for 2013/14</b>			<b>\$4,755,194</b>

*Continued next page*



## Council Activities Funded by Levies and Rate Variations (Continued)

▪ **Flood Mitigation and Drainage Works (2010) (Continued)**

<b>Full Drainage / Flood Works Program (2013/2014 - 2016/2017)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2014/2015	Flood Detention Basin	Construction of flood detention basin (Upper Shepards Lane)	\$3,400,000
2014/2015	Investigation & Design	Drainage Improvements - Investigation & Design	\$38,700
2014/2015	Middle Creek	Creek widening	\$400,000
2014/2015	Creek Clearing & Drainage Works	Maintenance Works	\$223,612
2014/2015	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$145,623
<b>Totals for 2014/15</b>			<b>\$4,207,935</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2015/2016	Park Beach Trunk Drainage - Stage 2	Provision of additional trunk drainage	\$300,000
2015/2016	CBD Drainage - Stage2	Augmentation CBD Drainage to reduce flooding risk - Stage 2	\$100,000
2015/2016	Investigation & Design	Drainage Improvements - Investigation & Design	\$40,000
2015/2016	Creek Clearing & Drainage Works	Maintenance Works	\$262,204
2015/2016	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$154,200
<b>Totals for 2015/16</b>			<b>\$856,404</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2016/2017	Park Beach Trunk Drainage - Stage 3	Provision of additional trunk drainage	\$145,000
2016/2017	Sandy Beach Drive	Pipe open Drain	\$72,500
2016/2017	Harbour Drive	Provision of additional culvert	\$72,500
2016/2017	Investigation & Design	Drainage Improvements - Investigation & Design	\$43,400
2016/2017	Creek Clearing & Drainage Works	Maintenance Works	\$409,734
2016/2017	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$168,552
<b>Totals for 2016/17</b>			<b>\$911,686</b>

## Draft 2013/2017 Financial estimates

The Financial Estimates for the four years have been prepared in considerable detail, ie the same detail as the Draft 2013/2014 Budget. A review of the estimates for each fund reveals as follows:

- **General Fund**

The draft four year Estimates each return deficit results as set out below:

Year	Financial Estimate (\$)	
2013/2014	<b>366,308</b>	(Deficit)
2014/2015	<b>333,289</b>	(Deficit)
2015/2016	<b>153,848</b>	(Deficit)
2016/2017	<b>231,858</b>	(Surplust)

Operational incomes and expenditures are tightly budgeted and have been subject to constant scrutiny in recent years.

There are significant capital works planned which are funded from rate variations, trading operations, grants, loans, S94 contributions, reserves, etc.

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works. A range of potential solutions to this situation will need to be explored. It is proposed to address this matter in relation to the 2013/14 financial year through the Long Term Financial Plan, Delivery Program, Asset Management Strategy and Workforce Management Strategy. To assist, Council will use the results from the recently completed Service Review and other reviews in progress. These include:

- Update to Asset Management Plan,
- Revenue and expenditure reviews,
- Community Strategic Plan update.

## Draft 2013/2017 Financial estimates *(Continued)*

- Water and Sewerage Funds**

Both the Water and Sewerage Funds have undertaken massive programs of capital works in recent years. Expenditure has been in excess of \$300 million. These works have been essential to maintain the viability of our city. Work is progressing on the final project: the decommissioning of the Sawtell Sewerage Treatment Plant and the construction of a sewerage trunk main from Sawtell to Coffs Harbour.

This unprecedented program has been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221 million borrowed.

Rates and annual charges have been held to reasonable increases in recent years, despite the large increase in loan repayments. This has been achieved by using the cash reserves of each fund to meet annual budgeted deficits.

The draft Delivery Program provides for the deficits to decrease from 2013/2014 to 2015/16 and then move into surplus, as set out below:

Year	Water (\$)		Sewerage (\$)	
2013/2014	4,553,442	(Deficit)	3,165,226	(Deficit)
2014/2015	2,148,030	(Deficit)	2,849,079	(Deficit)
2015/2016	106,946	(Deficit)	1,816,740	(Deficit)
2016/2017	293,706	Surplus	1,938,001	Surplus

The decrease in deficits is achieved primarily due to reducing loan repayments but also due to growth in assessments, increased developer contributions, and annual rates and charges increases.

The viability of both funds is assured in future years.

## Draft 2013/2017 Financial estimates *(Continued)*

### Proposed Loan Borrowings for 2013/2014

It is anticipated that the following new loans will be drawn in 2013/2014 to fund works as listed.

Borrowings will be sourced through quotations received from major lenders and will be secured by mortgage over Council funds.

<b>Fund</b>	<b>Works</b>	<b>2013/2014</b>
		<b>(\$)</b>
General	Open Space Land Acquisition	2,500,000
<b>TOTAL BORROWINGS</b>		<b>2,500,000</b>

It should be noted that funding arrangements have yet to be finalized for a program of works associated with the proposed Foreshores Masterplan (which has been adopted by Council to go on public exhibition shortly for a three-month period.) It is possible that loan borrowings may be required in 2013/2014 as part of the funding of the Masterplan works.

### Draft Program Budgets – Public Exhibition

The Full Draft Program Budgets 2013/2017 can be accessed online at [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

Printed copies are available in binders - with copies of the full suite of IPR documents – at Council's display points.

## Learning and Prospering (Director – City Services)

<b>THEME: LEARNING AND PROSPERING (We are a prosperous and learning community)</b>				
<b>OBJECTIVE: LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry</b>				
<b>STRATEGY: LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries</b>				<b>Council Role: Provider, Facilitator, Advocate</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S07	Economic Development	PROJECT	Report on the management and promotion of the Growers market as an outlet for local producers to promote and develop their businesses.(Number of stallholders./ Number of attendees / Number and type of Community and Food Industry education programs implemented)	Manager - Economic Development
		PROJECT	Report on the outcomes of the Creative Industry Network	
		PROJECT	Report on the outcomes of the Food Futures Network	
		PROJECT	Report on the implementation and review of the Switched on Coffs Digital Strategy	
S23	Tourism	METRIC	National Visitor Survey figures - Overnight Visitation.	Manager - Coffs Coast Tourism Marketing
		METRIC	National Visitor Survey figures - direct economic impact	
		METRIC	Coffs Coast Marketing activities figures - direct economic impact	
		METRIC	Number of tourism related jobs	

## Learning and Prospering (Continued)

STRATEGY: LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers				Council Role: Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	METRIC	Report on the number of E-newsletter, social media subscribers	Manager - Economic Development
S23	Tourism	NRN*		Manager - Coffs Coast Tourism Marketing
STRATEGY: LP1.3 Support innovation and leadership in sustainable business practices				Council Role: Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	PROJECT	Report on the roll-out of the Economic Development Strategy	Manager - Economic Development
		PROJECT	Report on Business Development activities funded from approved 3.5% citywide Business Rate variation (2008-2018)	
S10	Event Management	PROJECT	Reporting updated SIX-MONTHLY to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact	Manager - Sports Unit
		METRIC	# of applications approved by the Event Seed Funding Group during period	
		METRIC	Total amount of seed funding awarded during the period	
		PROJECT	Report on development and staging of Buskers Festival	
S23	Tourism	METRIC	Industry contribution (dollar value) to Coffs Coast Marketing activity	Manager - Coffs Coast Tourism Marketing

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Learning and Prospering (Continued)

<b>OBJECTIVE: LP2 We have a strong and diverse economy</b>				
<b>STRATEGY: LP2.1 Maximise opportunities for workforce participation</b>				<b>Council Role:</b> Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S07	Economic Development	METRIC	Report 6-monthly on Workforce Participation Statistics for LGA	Manager - Economic Development
S23	Tourism		See LP1.1	Manager - Coffs Coast Tourism Marketing
<b>STRATEGY: LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S07	Economic Development	PROJECT	Report on the roll-out of "Love Our City" projects in regard to career opportunities for young people (also relates to LC1.1)	Manager - Economic Development
<b>STRATEGY: LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S07	Economic Development		See PL1.6	Manager - Economic Development

## Learning and Prospering *(Continued)*

<b>OBJECTIVE: LP3 Our city centre is a place where people can live, work and play</b>				
<b>STRATEGY: LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S14	Land Use Planning	NRN*		Manager - Land Use Planning
<b>STRATEGY: LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	PROJECT	Report on the delivery of projects and activities that increase visitation to the City Centre	Manager - Economic Development
S30	Design	PROJECT	Report on the development and implementation of Coffs Harbour City Centre Prosperity Plan works (subject to approval of CBD rate variation)	Executive Manager - Engineering Services

<b>OBJECTIVE: LP4 We are recognised as a model of sustainable living</b>				
<b>STRATEGY: LP4.1 Promote Sustainability programs and policies</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	PROJECT	Report on Corporate Sustainability Action Plan Activities	Manager - Land Use Management
		PROJECT	Report on progress in developing Corporate Sustainability Policy	

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.



## Learning and Prospering *(Continued)*

OBJECTIVE: LP5 We share the aspirations, knowledge, skills and history of all in our community				
STRATEGY: LP5.1 Promote and support a culture of lifelong learning				Council Role: Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts & Culture	NRN*		Exec Manager Cultural Community Development
S15	Library	METRIC	Number of Storytime sessions in period	Manager - Libraries
		METRIC	Number of people attending Storytime sessions	
		METRIC	% of members against population. (Local figures and comparison with NSW benchmark)	
		METRIC	Visitation - branches/online (Local figures and comparison with NSW benchmark)	
		METRIC	Turnover of stock (Local figures and comparison with NSW benchmark)	
		METRIC	Age of collection. (Local figures and comparison with NSW benchmark)	
		METRIC	Items per capita (Local figures and comparison with NSW benchmark)	
		METRIC	Circulation per capita (Local figures and comparison with NSW benchmark)	

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Learning and Prospering *(Continued)*

<b>STRATEGY: LP5.2 Facilitate and promote shared learning across generational and cultural groups</b>				<b>Council Role: Provider, Facilitator</b>
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts & Culture	NRN*		Exec Manager Cultural Community Development
S03	Community Services	PROJECT	Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups	Exec Manager Cultural Community Development
		METRICS	Report on participation trends for shared learning activities	
S17	Parks and Facilities		See LE1.3	Manager - Recreational Services

<b>OBJECTIVE: LP6 Our education systems link strongly to the community and business</b>				
<b>STRATEGY: LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government</b>				<b>Council Role: Facilitator</b>
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	PROJECT	Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners)	Manager - Economic Development
S25	Water	NRN*		Executive Manager- Coffs Harbour Water
<b>STRATEGY: LP6.2 Support the provision of vocational education related to future need</b>				<b>Council Role: Facilitator Advocate</b>
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development		See LP6.1	Manager - Economic Development

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Learning and Prospering *(Continued)*

STRATEGY: LP6.3 Increase access to educational opportunities for all				Council Role: Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development		See LP6.1	Manager - Economic Development

## Learning and Prospering – Projects 2014/2015 to 2016/2017

Service	2014/15	2015/16	2016/17
Economic Development	Rate Variation - funded projects - \$166,164	Rate Variation -funded projects - \$171,149	Rate Variation -funded projects - \$176,284
Economic Development	Implementation and review of Economic Development Strategy	Implementation and review of Economic Development Strategy	Implementation and review of Economic Development Strategy
Economic Development	Implementation and review of Switched on Coffs Digital Strategy	Implementation and review of Switched on Coffs Digital Strategy	Implementation and review of Switched on Coffs Digital Strategy
Design	Coffs Harbour City Centre Prosperity Plan works (subject to approval of CBD rate variation)	Coffs Harbour City Centre Prosperity Plan works (subject to approval of CBD rate variation)	Coffs Harbour City Centre Prosperity Plan works (subject to approval of CBD rate variation)

## Looking after our Community (Director – City Services)

<b>THEME: LOOKING AFTER OUR COMMUNITY (Our Community is healthy, informed and engaged)</b>				
<b>OBJECTIVE: LC1 Coffs Harbour is a strong, safe and adaptable community</b>				
<b>STRATEGY: LC1.1 Build pride and identity in Coffs Harbour as a community and a place</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S01	Arts and Culture		See reporting for LC4.1	Exec Manager Cultural Community Development
S02	City Image - Cleaning	SURVEY	Level of satisfaction with cleanliness of streets	Manager - Asset Maintenance
		SURVEY	level of satisfaction with cleanliness of public toilets	
S03	Community Services	SURVEY	The extent to which people feel part of the community (2030 Indicator and 6-mthly survey) (Also applies to LC1.4)	Exec Manager Cultural Community Development
S07	Economic Development		See LP2.2	Manager - Economic Development
S10	Event Management	NRN*		Manager - Sports Unit
S17	Parks and Facilities	METRIC	Seek a 5% increase in the number of patrons visiting Botanic Gardens annually	Manager - Recreational Services
		METRIC	Street tree planting schedule implemented as per annual program	
		SURVEY	Customer satisfaction with roundabouts/reserves - reference group survey	

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Looking after our Community *(Continued)*

<b>STRATEGY: LC1.2 Develop community resilience, disaster preparedness and response mechanisms</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S08	Emergency Management	METRIC	Aggregate of KPI % for Exercises, Plans, LEMC Meetings and Agency Participation	Executive Manager - Coffs City Works
S17	Parks and Facilities	NRN*		Manager - Recreational Services
S19	Roads and Bridges	NRN*		Manager - Asset Maintenance
S20	Sewer	NRN*		Executive Manager- Coffs Harbour Water
S25	Water	NRN*		Executive Manager- Coffs Harbour Water
S28	Corporate Information Services	PROJECT	Identification and implementation of a disaster recovery site	Chief Information Officer

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

<b>STRATEGY: LC1.3 Promote a safe community</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S16	Lifeguards	METRIC	Number of drownings compared to number of preventable drownings.	Coordinator Professional Lifeguards
		METRIC	10 % annual increase in participation of Yr4-10 students in the LGA in school beach safety programs.	

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## Looking after our Community *(Continued)*

<b>STRATEGY: LC1.3 Promote a safe community <i>(Continued)</i></b>				<b>Council Role:</b> Provider, Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S03	Community Services	SURVEY	Community perception of safety (2030 indicator - 6-mthly survey)	Exec Manager Cultural Community Development
		METRIC	Rate of offences per population (Crimes against the person and Crimes against property)	
S04	Compliance	METRICS	Rangers - aggregated KPIs no of complaints / % responded to within timeframe	Team Leader Land Use Management
		METRICS	Building - awnings, pools - KPIs to be established showing numbers and response %	
		METRICS	Compliance - aggregated KPIs no of complaints / % responded to within timeframe	
S06	Development Assessment	NRN*		Team Leader Land Use Management
S13	Health	METRIC	Report on % of Premises Inspection program implemented against Food Authority Standard	Manager - Health
<b>STRATEGY: LC1.4 Promote a caring, inclusive and cohesive community</b>				<b>Council Role:</b> Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S03	Community Services		See LC1.1	Exec Manager Cultural Community Development
		PROJECT	Details of programs which target Aboriginal communities.	
		PROJECT	Details of programs which target Culturally & Linguistically Diverse (CALD) communities. (Report details of programs provided)	
		METRIC	Report on participation trends for community events	

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## Looking after our Community *(Continued)*

<b>STRATEGY: LC1.4 Promote a caring, inclusive and cohesive community <i>(Continued)</i></b>				<b>Council Role:</b> Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S31	Digital E-Leadership	PROJECT	Report on operation of Coffs Connect website	Chief Information Officer
S17	Parks and Facilities	NRN*		Manager - Recreational Services
<b>STRATEGY: LC1.5 Support the vulnerable and disadvantaged</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S03	Community Services	METRIC	Coffs Harbour ranking on the Socio-Economic Indexes for Areas (SEIFA)	Exec Manager Cultural Community Development
		PROJECT	Details of grant activity undertaken	
S17	Parks and Facilities	NRN*		Manager - Recreational Services
<b>STRATEGY: LC1.6 Promote opportunities for all to fulfil their potential</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts and Culture	NRN*		Exec Manager Cultural Community Development
S03	Community Services		See LC1.5	Exec Manager Cultural Community Development
S17	Parks and Facilities	NRN*		Manager - Recreational Services
S21	Sport		See LC4.4 and PL1.2	Manager - Sports Unit

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.



## Looking after our Community *(Continued)*

<b>OBJECTIVE: LC2 We lead healthy lives</b>				
<b>STRATEGY: LC2.1 Promote healthy living</b>				<b>Council Role:</b> Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S20	Sewer	METRIC	Percentage of tests complying with EPA licences	Executive Manager- Coffs Harbour Water
S25	Water	METRIC	Percentage of tests complying with Drinking Water Quality guidelines	Executive Manager- Coffs Harbour Water
<b>STRATEGY: LC2.2 Seek to provide a full range of quality health care services for all</b>				<b>Council Role:</b> Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	PROJECT	Report on roll-out of Health Industry Network projects	Manager - Economic Development

<b>OBJECTIVE: LC3 We have strong civic leadership and governance</b>				
<b>STRATEGY: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S05	Customer Service	METRIC	Average response times to Customer Requests in Electronic Content Management system	Coordinator Plant Administration
		SURVEY	Customer satisfaction (data from exit survey - counter and online transactions)	
		PROJECT	Transfer of transactions to online platforms.	
		METRIC	Volume of online transactions	
		METRIC	Cost per counter transaction	

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## Looking after our Community *(Continued)*

<b>STRATEGY: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour</b> <i>(Continued)</i>				<b>Council Role: Provider</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S06	Development Assessment	METRIC	Number of applications and & responded to within timeframes for DAs, s172 Certificates, 149 Certificates, Construction Certificates, etc. (Service Leader to develop KPI range)	Team Leader Land Use Management
		PROJECT	Implement an electronic system to enable the lodgement and processing of applications under the E housing project.	
S17	Parks and Facilities	METRIC	% saving on plants supplied to Council	Manager - Recreational Services
S26	Airport	METRIC	% increase in passenger traffic	Manager - Airport
		PROJECT	Report on development of opportunities for non-RPT revenue-generation at the airport.	
S27	Civil Contracting	METRIC	Achieve a gross margin of 20% on all private works.	Executive Manager - Coffs City Works
S28	Corporate Information Services	PROJECT	Develop GIS Strategy	Chief Information Officer
		PROJECT	Develop a records and digitisation strategy	
		PROJECT	Upgrade the Property and Rating system	
		PROJECT	Investigate new mobile technologies and implement in the field	
		PROJECT	Development of an external web based mapping system	
		PROJECT	Implement a search engine across all Councils databases and data shares.	
		PROJECT	Investigate Virtual Desktop Infrastructure.	

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## Looking after our Community *(Continued)*

<b>STRATEGY: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour</b> <i>(Continued)</i>				<b>Council Role: Provider</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S29	Corporate Planning	METRIC	100% Compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents	Corporate Planner
		PROJECT	Report on number of community engagement processes and programs implemented and their effectiveness in progressing the 2030 Community Strategic Plan.	
		PROJECT	Monitoring of Community Indicators for the 2030 Community Strategic Plan.	
		PROJECT	Develop options to measure the impact of CHCC's IPR framework.	
S30	Design	METRIC	Sign-off for Design projects (in Job Tracking system) checked against Environmental assessment; Community consultation; Cost/budget assessment	Executive Manager - Engineering Services
S31	Digital e-leadership	PROJECT	Develop framework for implementation of Creative Commons licencing model.	Chief Information Officer
		PROJECT	Develop framework to spatially enable Councils strategy documents.	
		PROJECT	Develop a strategy for automating business processs.	
S32	Environmental Laboratory	PROJECT	Report on productivity increases achieved due to equipment updates	Manager - Environmental Laboratory
		METRIC	% profit relative to budget	
S33	Finance	PROJECT	New General Ledger Structure - consideration of integration to various sub systems i.e. assets, plant, projects.	Executive Manager - Finance
		METRIC	% of accounts paid within 30 days of invoice receipt (>90%)	
		METRIC	Outstanding Rates and Charges ratio (<7%)	

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## Looking after our Community *(Continued)*

<b>STRATEGY: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour</b> <i>(Continued)</i>				<b>Council Role: Provider</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S34	Governance	METRIC	# of code of conduct complaints investigated	Manager - Governance Services
		METRIC	% of code of conduct complaints finalised	
		PROJECT	Report on Conduct of inquiries and investigations in accordance with relevant legislation, lawful directions and Council policy and procedures	
S35	Holiday Parks	METRIC	Achieve 5% increase in revenue for all business operations against previous year's revenue.	Manager - Holiday Parks and Reserves
		METRIC	Achieve 2% increase on room nights sold across all products.	
		METRIC	Achieve budgeted result for Trading Profit across all business operations	
		PROJECT	Implement strategies as per the Sustainable Development Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park and Lakeside Caravan Park	
S36	Human Resources	PROJECT	Co-ordinate activities as set out in HR Strategic Plan Workforce Plan and the HR Project schedule.	Exec Manager Human Resources Org Dev
S37	Media	METRIC	Number of online subscribers	Media Officer
		METRIC	Website visitation numbers	
S38	Plant and Fleet Management	PROJECT	Undertake an annual evaluation of the business case for plant that is not achieving budgeted hours	Coordinator Plant Administration
S39	Procurement	PROJECT	Development of Procurement Roadmap	Management Accountant-Strategic Projects
S40	Strategic Asset Planning	METRIC	Asset condition assessments carried out in accordance with programs	Manager - Strategic Infrastructure
S41	Telemetry and Optic Fibre	METRIC	Revenue generated	Manager - Telecomm and New Technology
		METRIC	Value of productivity savings generated	

## Looking after our Community *(Continued)*

STRATEGY: LC3.2 Engage the community and other levels of government in securing outcomes				Council Role: Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S03	Community Services	PROJECT	Nature of networks attended or facilitated by the Community Development Team	Exec Manager Cultural Community Development
S09	Environmental Management		See LE1.2	Manager - Land Use Management
S10	Event Management	NRN*		Manager - Sports Unit
S18	Property	NRN*		Executive Manager - Business Units
S21	Sport	PROJECT	Report on success of grant applications (number and value)	Manager - Sports Unit
S24	Waste Management	PROJECT	Develop new Waste Strategy	Manager - Health
		PROJECT	Ensure Waste Management is a sustainable business operation	
S29	Corporate Planning		see LC3.1	Corporate Planner
S33	Finance			Executive Manager - Finance
S34	Governance			Manager - Governance Services
S35	Holiday Parks			Manager - Holiday Parks and Reserves
S37	Media		see LC3.1	Media Officer

## Looking after our Community *(Continued)*

<b>OBJECTIVE: LC4 We have many opportunities to enjoy life together</b>				
<b>STRATEGY: LC4.1 Support local artistic and cultural expression</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts and Culture	PROJECT	Report on number and nature of opportunities for local artistic and cultural expression. Include participation numbers.	Exec Manager Cultural Community Development
		METRIC	No. & Value of submissions received for the Arts & Cultural Small Grants program compared to previous year.	
<b>STRATEGY: LC4.2 Support opportunities for artistic and cultural growth and enjoyment</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts and Culture		See LC4.1	Exec Manager Cultural Community Development
S03	Community Services	PROJECT	Report on number and nature of opportunities for cultural growth and enjoyment. Include participation numbers.	Exec Manager Cultural Community Development
		PROJECT	Carry out detailed design and construction works to refurbish 215A Harbour Drive as a new museum	
S15	Library	PROJECT	Participation in artistic and cultural events compared to targets	Manager - Libraries
<b>STRATEGY: LC4.3 Support activities and events that help us celebrate our diversity</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts and Culture		See LC4.1	Exec Manager Cultural Community Development
S03	Community Services		See LC4.2	Exec Manager Cultural Community Development

## Looking after our Community *(Continued)*

STRATEGY: LC4.4 Develop inclusive community, sporting and recreational events and activities				Council Role: Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S01	Arts and Culture		See LC4.1	Exec Manager Cultural Community Development
S03	Community Services		See LC4.2 and LP5.2	Exec Manager Cultural Community Development
S10	Event Management		See LP1.3	Manager - Sports Unit
S21	Sport	METRIC	% usage against capacity	Manager - Sports Unit

## Looking After Our Community – Projects 2014/2015 to 2016/2017

Service	2014/15	2015/16	2016/17
Governance		Co-ordinate 2016 Local Government Election	Co-ordinate 2016 Local Government Election
Corporate Information Services	Implement Enterprise Search		
Corporate Information Services	Virtual Desktop		
Corporate Planning			Co-ordinate End of Term Report on Coffs Harbour 2030 Plan.



## Looking after our Environment (Director - Land Use Health & Development)

<b>THEME: LOOKING AFTER OUR ENVIRONMENT (Our natural environment is protected and conserved for future generations)</b>				
<b>OBJECTIVE: LE1 We share our skills and knowledge to care for the environment</b>				
<b>STRATEGY: LE1.1 Identify and promote the region's unique environmental values</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	NRN*		Manager - Land Use Management
S23	Tourism	PROJECT	Report on development and implementation of promotional campaigns (including media value and potential reach/audience)	Manager - Coffs Coast Tourism Marketing
<b>STRATEGY: LE1.2 Develop programs to actively engage communities on environmental issues and solutions</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	PROJECT	Report on progress in developing Environmental Sustainability Strategy	Manager - Land Use Management
		PROJECT	Report on sustainability education and engagement actions implemented (including number of community members participating)	
S17	Parks and Facilities	METRIC	Number of participants actively supporting the "Friends of Parks" groups	Manager - Recreational Services
		METRIC	Number of volunteer hours	
S25	Water	METRIC	Average water consumption per property (yearly from report)	Executive Manager- Coffs Harbour Water

## Looking after our Environment *(Continued)*

<b>STRATEGY: LE1.3 Promote connection to the environment through learning in the environment</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S09	Environmental Management	METRIC	No of people attending Ambassador tours	Manager - Land Use Management
		METRIC	% of Ambassador tour participants who increase their knowledge	
		METRIC	% of Ambassador tour participants who have changed their behaviour	
		METRIC	% of attendance on tours	
S17	Parks and Facilities	METRIC	Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (1,000 annually)	Manager - Recreational Services

<b>OBJECTIVE: LE2 We adapt to Climate Change</b>				
<b>STRATEGY: LE2.1 Implement climate change planning, adaptation and mitigation strategies</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S09	Environmental Management	METRIC	There are no species extinctions in the LGA	Manager - Land Use Management
		METRIC	Council Green House Gas emissions for electricity, street lighting and fuel consumption	
S14	Landuse Planning	PROJECT	Report on climate change provisions in Landuse Planning Projects	Manager - Land Use Planning
S11	Flooding and Coastal Management	NRN*		Flooding and Drainage Engineer

*(Continued next page)*

## Looking after our Environment *(Continued)*

<b>STRATEGY: LE2.1 Implement climate change planning, adaptation and mitigation strategies <i>(Continued)</i></b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S25	Water	METRIC	Annual Green house gas emissions - from report to office of water	Executive Manager- Coffs Harbour Water
S30	Design		See PL2.2	Executive Manager - Engineering Services

<b>OBJECTIVE: LE3 Our natural environment and wildlife are conserved for future generations</b>				
<b>STRATEGY: LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	METRIC	Area of land (hectares) protected by an environmental zone in a Local Environmental Plan.	Manager - Land Use Management
		METRIC	No net loss of native vegetation based on 2013 baseline vegetation cover	
		PROJECT	Report on actions within the Biodiversity Action Strategy 2012 - 2030	
S14	Landuse Planning		See LE2.1	Manager - Land Use Planning

## Looking after our Environment *(Continued)*

<b>STRATEGY: LE3.2 Enhance protection of our catchments, waterways and marine areas</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S09	Environmental Management	NRN		Manager - Land Use Management
S11	Flooding and Coastal Management	PROJECT	Implement Floodplain Management Plans	Flooding and Drainage Engineer
		PROJECT	Implement Coastal and Estuary Management Plans	
S22	Stormwater	NRN*		Manager - Strategic Infrastructure
<b>STRATEGY: LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs</b>				<b>Council Role:</b> Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S09	Environmental Management	METRIC	Increase Number of aboriginal 'green teams' engaged in environmental restoration from a 2013 baseline.	Manager - Land Use Management
<b>STRATEGY: LE3.4 Create environmental restoration programs through partnerships with the community</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S09	Environmental Management	METRIC	Number of volunteer hours spent on habitat restoration increasing 5% annually from 2013 baseline	Manager - Land Use Management
		METRIC	Number of hectares restored (hectares) within mapped corridors from 2013 baseline.	
S17	Parks and Facilities	METRIC	Number of weed notices issued in decline	Manager - Recreational Services
		PROJECT	Report on progress of bush regeneration program	

*(Continued next page)*

## Looking after our Environment *(Continued)*

<b>STRATEGY: LE3.4 Create environmental restoration programs through partnerships with the community</b> <i>(Continued)</i>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S33	Finance	PROJECT	Manage the development and review of the annual Environmental Levy Program	Executive Manager - Finance
S35	Holiday Parks	PROJECT	Report on implementation of environmental activities	Manager - Holiday Parks and Reserves
S12	Footpaths and Cycleways		See MA1.4	Manager - Asset Maintenance
<b>STRATEGY: LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences</b>				<b>Council Role:</b> Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S12	Footpaths and Cycleways		See MA1.4	Manager - Asset Maintenance
S33	Finance		See LE3.4	Executive Manager - Finance
<b>OBJECTIVE: LE4 We reduce our impact on the environment</b>				
<b>STRATEGY: LE4.1 Implement total water cycle management practices</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S11	Flooding and Coastal Management	NRN*		Flooding and Drainage Engineer
S20	Sewer	METRIC	% of reclaimed water consumed against total treated ( 6-monthly)	Executive Manager- Coffs Harbour Water
S22	Stormwater	NRN*		Manager - Strategic Infrastructure

*(Continued next page)*

## Looking after our Environment *(Continued)*

STRATEGY: LE4.1 Implement total water cycle management practices <i>(Continued)</i>				Council Role: Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S25	Water		See LE1.2	Executive Manager- Coffs Harbour Water
S32	Environmental Laboratory	NRN*		Manager - Environmental Laboratory
STRATEGY: LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free				Council Role: Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S02	City Image - Cleaning	METRIC	Number of complaints (Customer Requests) relating to street litter	
		METRIC	Volume of street litter collected (tonnes)	
S09	Environmental Management	METRIC	Percentage of inspected Onsite Sewer Systems that comply	Manager - Land Use Management
		METRIC	Percentage of scheduled inspections completed (100%)	
S13	Health	METRIC	Number pollution incidents recorded	Manager - Health
		METRIC	% pollution incidents responded to within 2 days	
S20	Sewer		See PL1.2	Executive Manager- Coffs Harbour Water
		METRIC	Number of dry weather overflows	
S22	Stormwater	NRN		
S24	Waste Management	METRIC	Scorecard - testing against targets set by environmental protection licence	Manager - Health

## Looking after our Environment *(Continued)*

<b>STRATEGY: LE4.3 Ensure the sustainable use of our natural resources</b>				<b>Council Role:</b> Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	NRN		Manager - Land Use Management
S25	Water	METRIC	Amount water abstraction as % of total flow in Orara River	Executive Manager- Coffs Harbour Water
		METRIC	100% compliance with water abstraction licence conditions	
<b>STRATEGY: LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	METRIC	No net increase in waste to landfill (from waste figures)	Manager - Land Use Management
		METRIC	Set a target for recycle / recovery	
S13	Health	METRIC	Tonnage of park and street bin collected.	Manager - Health
		METRIC	Percentage of park and street bin waste diverted to recycling.	
S24	Waste Management	METRIC	Volume of waste to landfill	Manager - Health
		METRIC	Volume of material recovered	
		METRIC	Number of warning stickers issued (Coffs Harbour)	
<b>STRATEGY: LE4.5 Develop renewable energy systems for the region</b>				<b>Council Role:</b> Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	NRN*		Manager - Land Use Management

## Looking after our Environment *(Continued)*

STRATEGY: LE4.6 Promote and adopt energy efficient practices and technologies across the community				Council Role: Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S09	Environmental Management	METRIC	No net increase per capita electricity usage over baseline.	Manager - Land Use Management
		METRIC	Tonnes CO2-e abated through council initiatives	
S25	Water	METRIC	Total operating cost per kilolitre	Executive Manager- Coffs Harbour Water



## Looking After Our Environment – Projects 2014/2015 to 2016/2017

Service	2014/15	2015/16	2016/17
Finance	Environmental Levy Program	Environmental Levy Program	Environmental Levy Program
Environmental Management	Implement actions within the Biodiversity Action Strategy 2012 - 2030	Implement actions within the Biodiversity Action Strategy 2012 - 2030	Implement actions within the Biodiversity Action Strategy 2012 - 2030
Environmental Management	Prepare a planning proposal under LEP 2013 to review Environment Zones in the LGA	Prepare a planning proposal under LEP 2013 to review Environment Zones in the LGA	
Environmental Management			Deliver <i>State of the Environment (SoE)</i> Report
Waste Services	Tenders for Weighbridge Operation and Transfer Station Gate operations		
Waste Services	Tenders for CCWS collection contract		

## Moving Around (Director – City Services)

<b>THEME: MOVING AROUND (We are moving around easily, safely and sustainably)</b>				
<b>OBJECTIVE: MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region</b>				
<b>STRATEGY: MA1.1 Plan for new transport infrastructure</b>				<b>Council Role: Provider, Facilitator, Advocate</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S30	Design	PROJECT	Report on new transport infrastructure Design projects	Executive Manager - Engineering Services
S40	Strategic Asset Planning		See PL1.2	Manager - Strategic Infrastructure
<b>STRATEGY: MA1.2 Improve the effectiveness of the existing transport system</b>				<b>Council Role: Provider</b>
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S30	Design		See MA2.2	Executive Manager - Engineering Services
S19	Roads and Bridges	PROJECT	Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period	Manager - Asset Maintenance
		PROJECT	Report on implementation of Gravel Re-sheet program in period	
		PROJECT	Report on implementation of Rehabilitation program in period	
		PROJECT	Complete planned bridgeworks for the year	
S12	Footpaths and Cycleways		See MA1.4	Manager - Asset Maintenance
S26	Airport	PROJECT	Details of progress of airport works	Manager - Airport

## Moving Around *(Continued)*

<b>STRATEGY: MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	PROJECT	Implement recommendations of Public Transport Working Group	Executive Manager - Engineering Services
<b>STRATEGY: MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	NRN*		Executive Manager - Engineering Services
S12	Footpaths and Cycleways	PROJECT	Report on status of works program for footpaths, cycleways & bus shelters	Manager - Asset Maintenance
S14	Land Use Planning	PROJECT	Report on the integration of cycle way and footpath networks in Landuse Planning projects	Manager - Land Use Planning

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

<b>OBJECTIVE: MA2 We have a system of well-maintained and safe roads for all users</b>				
<b>STRATEGY: MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S40	Strategic Asset Planning		See PL1.2	Manager - Strategic Infrastructure
S19	Roads and Bridges	PROJECT	Report % complete of annual routine maintenance program	Manager - Asset Maintenance
		PROJECT	Report% of pavement with defects identified against the total pavement	
S12	Footpaths and Cycleways	PROJECT	Report % of pavement with defects identified against the total pavement	Manager - Asset Maintenance

## Moving Around *(Continued)*

<b>STRATEGY: MA2.2 Facilitate safe traffic, bicycle and pedestrian movement</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	PROJECT	Implement Traffic Committee Recommendations	Executive Manager - Engineering Services
<b>STRATEGY: MA2.3 Reduce the impact of the highway on our community</b>				<b>Council Role:</b> Facilitator Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	NRN*		Executive Manager - Engineering Services
<b>OBJECTIVE: MA3 We have developed integrated regional freight hubs</b>				
<b>STRATEGY: MA3.1 Increase rail freight services</b>				<b>Council Role:</b> Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	NRN*		Manager - Economic Development
<b>STRATEGY: MA3.2 Examine opportunities for the integration of road and rail freight services</b>				<b>Council Role:</b> Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	NRN*		Manager - Economic Development
<b>STRATEGY: MA3.3 Develop maritime freight transport opportunities</b>				<b>Council Role:</b> Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S07	Economic Development	NRN*		Manager - Economic Development

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Moving Around – Projects 2014/2015 to 2016/2017

Service	2014/15	2015/16	2016/17
Airport	RPT taxiways overlay and/or enrichment. Planned RPT enhancements. Planned GA enhancements	RPT taxiways overlay and/or enrichment. Develop new RPT lease sites. Resurface RPT car park. Planned GA enhancements	Terminal refurbishment. RPT taxiways overlay and/or enrichment. Planned RPT enhancements. Planned GA enhancements
Roads and Bridges	Local Roads – Bitumen/Asphalt sealing program	Local Roads – Bitumen/Asphalt sealing program	Local Roads – Bitumen/Asphalt sealing program
Roads and Bridges	Local Roads Gravel Resheet Program	Local Roads Gravel Resheet Program	Local Roads Gravel Resheet Program
Roads and Bridges	Local Road Rehabilitation Program	Local Road Rehabilitation Program	Local Road Rehabilitation Program
Roads and Bridges	Bridge Program	Bridge Program	Bridge Program

### LOCAL ROADS 2013/2014 to 2016/2017 WORKS PROGRAMS

Approximate budgets allocated based on 4 year staged Special Rate Variation (renewals \$2M over 4 years)

Program (Various Locations*)	2013/2014 Estimate (\$M)	2014/2015 Estimate (\$M)	2015/2016 Estimate (\$M)	2016/2017 Estimate (\$M)
<b>Reseals</b> (includes repair and seal and resurfacing)	1.65	2.30	2.30	2.30
<b>Rehabilitation</b>	0.92	0.92	1.40	1.80
<b>Total</b>	2.57	3.22	3.60	4.10

**note: priorities and locations are subject to change due to detailed pavement investigation and further road deterioration.**

**BRIDGE PROGRAM 2013/2014 to 2016/2017 WORKS PROGRAMS**

<b>Funded from 2008 Rate Variation - Priority Infrastructure and Economic Development</b>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2013/2014 (\$)</b>	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>
Major Repairs Timber Bridges	57,371	92,042	90,454	113,627
Investigations	30,000	90,000	50,000	55,000
Davies Bridge	360,000			
Seccombes Bridge	365,000			
Ferrets Bridge		180,000		
Herds Bridge		60,000		
Puhos Bridge		140,000		
Condons Bridge		230,000		
Williams Bridge		45,000		
Rhodes Bridge			180,000	
Corfes No. 2			120,000	
Hosts Bridge			40,000	
Bobo Bridge			70,000	
Keoghs Bridge			142,000	
Bardens Bridge			170,000	
Kellets Bridge				560,000
Moleton Bridge No. 3				160,000
Cathodic Protection	10,000	10,000	10,000	10,000
<b>Total</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>
<b>RATE VARIATION REVENUE</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>
<i>*Works schedules subject to change according to re-prioritisation and final cost estimates.</i>				

## Places for Living (Director - Land Use Health & Development)

<b>THEME: PLACES FOR LIVING (Our built environment connects us and supports us in living sustainably)</b>				
<b>OBJECTIVE: PL1 Our infrastructure and urban development is designed for sustainable living</b>				
<b>STRATEGY: PL1.1 Promote higher densities in our urban centres</b>				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S14	Land Use Planning	PROJECT	Report on urban density provisions in Landuse Planning projects	Manager - Land Use Planning
<b>STRATEGY: PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events</b>				<b>Council Role:</b> Provider
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	NRN*		Executive Manager - Engineering Services
S06	Development Assessment	NRN*		Team Leader Land Use Management
S22	Sport	PROJECT	Report on status of Sports Facility Plan projects (according to funding in LTFP)	Manager - Sports Unit
S25	Water	PROJECT	Report on progress of works in relation to time, budget, and quality	Executive Manager- Coffs Harbour Water
		PROJECT	Report on Main duplication – Karangi WTP to Red Hill	
		PROJECT	Report on progress of Coramba Water Main	
		METRIC	Network efficiency - water loss as % of total water processed	
		METRIC	Total operating cost per kilolitre	

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Places for Living (Continued)

Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S20	Sewer	PROJECT	Report on progress of sewer infrastructure works in relation to time, budget, and quality	Executive Manager- Coffs Harbour Water
		PROJECT	Sawtell Pump Station, Rising Main and Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality	
		METRIC	Total operating cost per kilolitre treated (Yearly Report)	
S35	Holiday Parks	METRIC	% of state park contributions relative to program budget	Manager - Holiday Parks and Reserves
		METRIC	\$ value of budgeted contributions within State Park - actual	
		METRIC	\$ value of contributions within State Park not included in program budget	
S40	Strategic Asset Planning	PROJECT	Review Asset Management Strategy and Asset Management Plans by 30 June	Manager - Strategic Infrastructure
S18	Property	PROJECT	Upgrade public amenities according to program of works.	Executive Manager - Business Units
		PROJECT	Subject to adoption of Commercial Asset Management Strategy, commence implementation	
		PROJECT	Finalisation of all land acquisitions for Flood detention Basins	
S11	Flooding and Coastal Management		See LE3.2	Flooding and Drainage Engineer
S22	Stormwater	PROJECT	Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks.	Manager - Strategic Infrastructure



## Places for Living (Continued)

<b>STRATEGY: PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services</b>				<b>Council Role:</b> Provider
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S14	Land Use Planning	PROJECT	Report on residential proximity to services as per 2030 Indicators (GIS and Asset Management -assisted)	Manager - Land Use Planning
		METRIC	House / Land Monitor Statistics	
<b>STRATEGY: PL1.4 Create affordable housing options</b>				<b>Council Role:</b> Facilitator Advocate
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S07	Economic Development	NRN"		Manager - Economic Development
<b>STRATEGY: PL1.5 Encourage innovative developments that embrace our climate and local environment</b>				<b>Council Role:</b> Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S14	Land Use Planning	NRN*		Manager - Land Use Planning
<b>STRATEGY: PL1.6 Reinforce the unique identity of villages and communities</b>				<b>Council Role:</b> Provider, Facilitator
<b>Service</b>	<b>Service Name</b>	<b>Deliverable</b>	<b>Deliverable Name</b>	<b>Responsible Officer</b>
S14	Land Use Planning	PROJECT	Report on Landuse Planning Placemaking projects	Manager - Land Use Planning
S07	Economic Development	PROJECT	Report on the roll-out of "Love Our City" projects targetting villages and communities	Manager - Economic Development
S30	Design	PROJECT	Report on Landscape and Urban Design projects	Executive Manager - Engineering Services

\*No Reporting Necessary – Secondary alignment between Service and 2030 Strategy.

## Places for Living (Continued)

<b>OBJECTIVE:</b> PL2 Our public spaces are enjoyed by all our people				
<b>STRATEGY:</b> PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area				<b>Council Role:</b> Provider, Facilitator, Advocate
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S30	Design	PROJECT	Report on implementation of Foreshores Masterplan	Executive Manager - Engineering Services
<b>STRATEGY:</b> PL2.2 Provide public spaces and facilities that are accessible and safe for all				<b>Council Role:</b> Provider, Facilitator
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S14	Land Use Planning		See PL1.3	Manager - Land Use Planning
S30	Design	PROJECT	Report on implementation of Open Space Strategy	Executive Manager - Engineering Services
		PROJECT	Complete development of Brelsford Park though the completion of, parkland and picnic areas on the southern side of the park and implement staged development of Regional Skate Plaza on the north west corner of the park.	
S35	Holiday Parks		See PL2.2	Manager - Holiday Parks and Reserves
S02	City Image - Cleaning		See LE4.2	Manager - Asset Maintenance
			See LC1.1	
S03	Community Services	PROJECT	Details of improvement works within facilities.	Exec Manager Cultural Community Development

## Places for Living (Continued)

Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S17	Parks and Facilities	METRIC	Maintain cemetery capacity to serve the community in a timely and professional way	Manager - Recreational Services
		METRIC	Number of CRs regarding mowing	
		METRIC	Number of hectares mowed in period against target	
		METRIC	Number of outstanding risk defects (>70) in decline	
		METRIC	Number of customer requests regarding reserves and street trees	
		METRIC	Tree complaints responded to in a timely manner (as per risk category)	
		METRIC	Number of visitors attending events in the Botanic Gardens (20,000)	
S18	Property		See PL1.2	Property Manager
		METRIC	Swimming pools - review benchmark/scorecard - attendance, satisfaction, revenue	
		METRIC	% Of buildings/property assets at satisfactory or above	
		METRIC	% Of cost recovered on community buildings	
<b>STRATEGY: PL2.3 Provide safe and accessible play spaces for our children within each community</b>				<b>Council Role: Provider</b>
Service	Service Name	Deliverable	Deliverable Name	Responsible Officer
S17	Parks and Facilities	METRIC	% of playground equipment with a condition rating above satisfactory	Manager - Recreational Services
S30	Design	PROJECT	Report on Playground Design projects	Executive Manager - Engineering Services

## Places for Living – Projects 2014/2015 to 2016/2017

Service	2014/15	2015/16	2016/17
Design	Implementation of Foreshores Masterplan	Implementation of Foreshores Masterplan	Implementation of Foreshores Masterplan
Design	Complete redevelopment of Brelsford Park		
Property	Upgrade public amenities according to program of works.	Upgrade public amenities according to program of works.	Upgrade public amenities according to program of works.
Stormwater	Loan Funded and 2010 Rate Variation Funded Floodworks Program	Loan Funded and 2010 Rate Variation Funded Floodworks Program	Loan Funded and 2010 Rate Variation Funded Floodworks Program
Flooding and Coastal Management	Floodplain Management Plans	Floodplain Management Plans	Floodplain Management Plans
Flooding and Coastal Management	Coastal and Estuary Management Plans	Coastal and Estuary Management Plans	Coastal and Estuary Management Plans
Design	Implement Open Space Strategy	Implement Open Space Strategy	Implement Open Space Strategy

**[www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)**

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# COFFS HARBOUR CITY COUNCIL DRAFT 2013/2017 OPERATIONAL PLAN



**Tabled at the Ordinary Meeting of 11 April 2013.**

[www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## CONTENTS

Integrated Planning and Reporting - the Operational Plan .....	1
How to Read the Delivery Program and Operational Plan .....	3
Community Engagement / Public Exhibition .....	6
Rate Category Maps.....	8
Application for Special Variation to General Income 2013/2014.....	11
Statement of Revenue Policy 2013/2014 .....	15
Council Services 2013/2014 .....	35

## Integrated Planning and Reporting – the Operational Plan

The Delivery Program and Operational Plan have been prepared by Coffs Harbour City Council under Integrated Planning and Reporting (IPR) laws enacted by the NSW Government in October 2009.

The IPR framework was developed to improve all NSW councils' long-term community, financial and asset planning. The changes are expected to assist councils to:

- integrate and streamline statutory planning and reporting;
- strengthen strategic focus;
- align with national sustainability frameworks; and
- ensure accountability and responsiveness to local communities.

The framework has been introduced across the state over a three-year transition period. Coffs Harbour City Council nominated to be in the first group of councils, electing an implementation date of 1 July 2010.

The framework requires the development and implementation of the following components:

- a Community Strategic Plan – developed and maintained with the assistance of a community engagement strategy, and covering a timeframe of at least 10 years;
- a long-term Resourcing Strategy (Financial Plan, Asset Management Strategy and Workforce Management Strategy);
- a four-year Delivery Program (generally aligned to the term of each council);
- a one-year Operational Plan;
- an Annual Report; and
- an ongoing monitoring and review process.



## Integrated Planning and Reporting – the Operational Plan (*Continued*)

Each NSW council is required to prepare an Operational Plan under the State's Integrated Planning and Reporting (IPR) legislation. A brief introduction to the IPR framework is included in Council's 2013/2017 Delivery Program.

The Local Government Act 1993 (Amended 2009) sets out the following:

### **405 Operational plan**

1. A council must have a plan (its operational plan) that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.
2. An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.
3. A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.
4. During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.
5. In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.
6. The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

The full IPR legislation, Guidelines and Manual, can be accessed via an Integrated Planning and Reporting link on the Department of Local Government website ([www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)).

A review of Council operations and performance measures has been undertaken – in consultation with the organisation's long-term resourcing strategies - to ensure Council is positioned to address its responsibilities under the *Coffs Harbour 2030* Community Strategic Plan. (Find out more about *Coffs Harbour 2030* at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) )

## How to Read the Delivery Program and Operational Plan

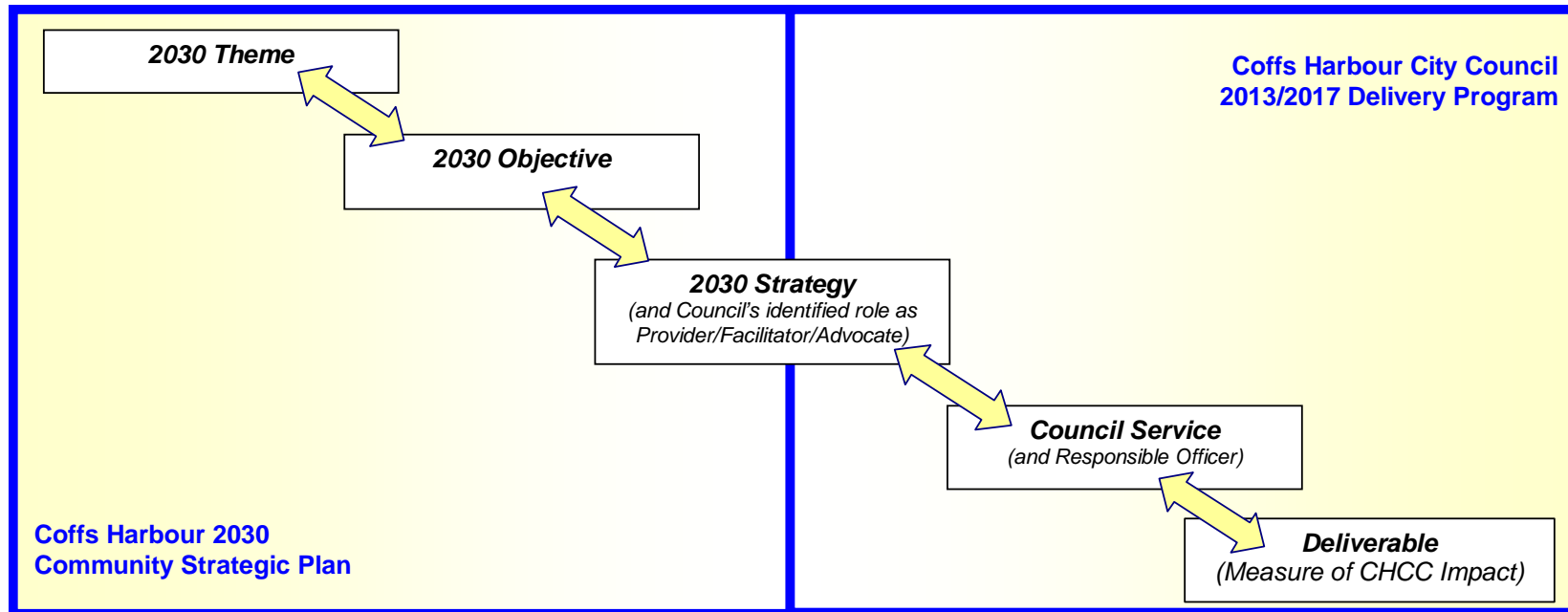
Council's Delivery Program and Operational Plan have been structured to match the Themes, Objectives and Strategies of the *Coffs Harbour 2030* Community Strategic Plan.

During 2011/2012, Council initiated an ongoing, organisation-wide Service Level Review that established a new, operational framework. It identifies 41 Services that match community perceptions of what Council does. These are Council's "principal activities"; they are directly aligned with *Coffs Harbour 2030* and encompass all of the projects and ongoing tasks undertaken by Council. This Service framework provides the foundation for the Delivery Program and Operational Plan.

### Delivery Program

Some Services play a role in implementing more than one 2030 strategy and are aligned accordingly. The Delivery Program distinguishes between "External Services" which have a direct impact on 2030 goals (eg, Roads and Bridges, Waste Management and Community Services) and "Internal Services" which support the general running of Council (eg, Finance, Corporate Information Systems, Governance and Human Resources).

Illustrated simply, the Delivery Program sets out the following:

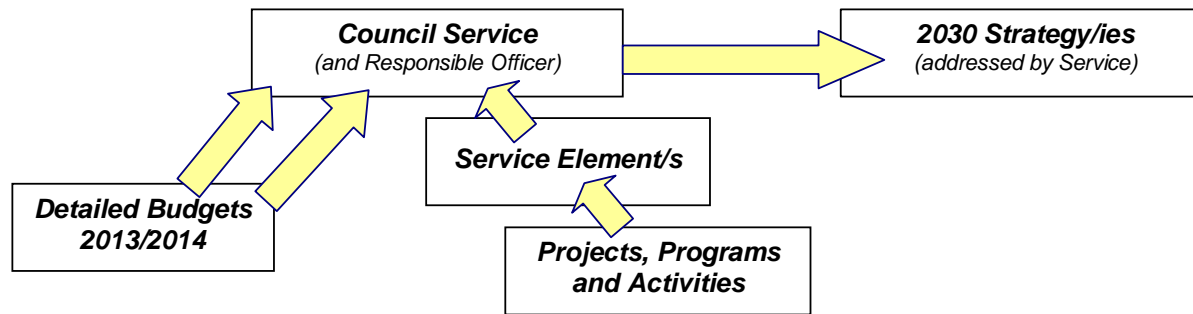


## How to Read the Delivery Program and Operational Plan *(Continued)*

Much of the work Council undertakes is ongoing in nature; that is, activities that are carried out on a regular basis and have no 'end-date' (for example, street cleaning, Customer Service, the hire of Community Facilities, etc). The rest of Council's workload is made up of projects with specific start and end-dates (including the development of plans and strategies and the implementation of new processes); in many cases, projects have individual budgets (for example, the flood mitigation works associated with the 2010 rate variation). Each thematic section in the Delivery Program includes an overview of significant projects scheduled to be undertaken during the four-year term of the document.

### Operational Plan

The Operational Plan details the activities that Council will undertake in a single financial year. It is structured as follows:



The Operational Plan is set out according to Council Service. Services have subsets called “Elements” which encompass activities within a specific operational area (Environmental Management, for example, has three Elements – Biodiversity Management, Onsite Sewer Management and Sustainability). Activities are identified as “Projects” (where progress is reported in narrative form) or “Metrics” (where numbers, percentages or dollar amounts reflect performance status). Activities that are shaded in blue serve as measures for the Delivery Program; these are to be reported on six-monthly – in line with IPR legislation – to reflect the impact that Council activities are having in achieving the strategic goals of the Coffs Harbour 2030 Plan.

The Operational Plan should be read in conjunction with Council's Draft Program Budgets 2013/2017 (see separate document).

## How to Read the Delivery Program and Operational Plan (*Continued*)

### Quadruple Bottom Line Assessment

Council's entire IPR framework is intended to ensure that all interests – social, economic, environmental and governance - are comprehensively addressed. These Quadruple Bottom Line (QBL) principles underpin the establishment, implementation and review of Council's operational activities and guide their alignment – often on a multi-dimensional basis – with the strategic goals of *Coffs Harbour 2030*.

In the Operational Plan – to help illustrate the outcome-focused intent of Council activities - Service Elements are tagged with special icons which indicate the key QBL area (or areas) that they address. These are:



Social



Environmental



Economic



Governance

### Assessment Framework

The Operational Plan identifies all of the projects, programs and activities that Council will undertake during the financial year. Measures have been assigned to each task to enable performance to be monitored according to the different operational needs of individual Services across the organization. In line with IPR legislation, Council provides quarterly exception reporting on the budget in the Operational Plan.

Long-term sustainability indicators have been developed to help measure the achievement of the strategic goals within the *Coffs Harbour 2030 Plan*. These indicators will be finalized as part of the 2030 Plan review and implemented from 1 July 2013. They will assist in providing data for the four-yearly, End of Term reporting needs of the Community Strategic Plan.

An organization-wide review is underway to establish a new range of measures at Delivery Program level. For implementation from 1 July 2013, these measures will help to assess the effectiveness of Council Services in implementing 2030 strategies and achieving 2030 strategic objectives.

### Financial Estimates

Program Budgets identify detailed allocations for 2013/2014 and the subsequent three years. For reference, the adopted budget figures for the previous year (2012/2013) are also provided. Budgets can be accessed on Council's website at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## Community Engagement

The community has a role in helping to set the strategic objectives, program priorities and service levels to be pursued by Council. A comprehensive range of community engagement processes is available to assist the community to participate in Council decision-making and to be informed about Council activities.

Community engagement and/or participation refers to the broad manner in which the views, aspirations and values of the community are communicated to ensure they are effectively able to inform, influence and assist in the decision-making of Council.

True participation involves an active exchange of information and viewpoints between the community and Council.

The range and scope of decisions made by the Council are broad, involving various degrees of complexity and requiring varying levels of expertise and accountability. Effective community engagement improves the decision-making capacity of the Council by:

- Ensuring access to information that is relevant to the issue at hand;
- Providing mechanisms for ensuring the views, values and vision of those likely to be affected by the decision are available to decision-makers;
- Balancing the right of all members of the community to be involved in the decision-making process with the need for this process to be accountable, efficient and fair;
- Ensuring that it is clear that, ultimately, the decision-making authority of the Council rests with the community's elected representatives;
- Providing for increased levels of community participation in decision-making where appropriate.

Council is committed to active engagement processes and to choosing strategies that are appropriate to the business of Council given the nature of its work and the time and resources available. Staff facilitating engagement processes must be guided by the principles contained in Council's Community Engagement policy. These include flexibility and responsiveness, timeliness, transparency, inclusiveness and the principles of social justice.

Different projects, issues or proposals require different levels of community engagement. The level of community participation that is appropriate depends on the level and scale of impact as discussed above, and will be determined having consideration of:

- The urgency of the issue and the time available for deliberation and decision making;
- The availability of resources (including staff, facilitation skills, venues, technology and financial resources);
- The needs of accountability, transparency and equity; and
- The improved decision-making and information flows that might emerge from greater levels of participation.

Council's Community Engagement Policy can be viewed online at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## Community Engagement (*Continued*)

Council is committed to involving the community in the development of its strategic and operational plans.

A Community Engagement Strategy has been underway since September 2012 to support the review of the *Coffs Harbour 2030* Community Strategic Plan. That strategy runs parallel with the consultation process for the other IPR draft documents tabled for public exhibition in April 2013 (see below).

A separate engagement strategy continues to be implemented in regard to Council's application to extend the CBD Special Rate for a further ten years (see page 11). Another engagement process is under development for the finalisation of a strategy to address Council's resourcing challenge from 2014/2015 onwards (see page 14).

Following their adoption by Council, the Draft 2013/2017 Delivery Program, Draft 2013/2017 Operational Plan, Draft Program Budgets 2013/2017 and Draft Fees and Charges 2013/2014 will be placed on public exhibition for 28 days (Friday 12 April to Friday 10 May 2013). The draft documents will be available to be accessed on Council's website: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) Hard copies will also be displayed at Council's Administrative Centre, at the three branches of the City Library (Coffs Harbour, Woolgoolga and Toormina), at General Stores and Post Offices in Karangi, Coramba, Nana Glen, Lowanna, Ulong, Corindi and Red Rock and at the Coffs Harbour Visitor Information Centre.

The public exhibition process will be promoted to the local media. All promotional material will encourage the community to consider the draft documents and provide feedback to Council. Community submissions can be made online or via mail.

Council will consider all community submissions prior to finalising the 2013/2017 Delivery Program, 2013/2014 Operational Plan, Program Budgets 2013/2017 and Fees and Charges 2013/2014. It is Council practice to provide a written response to each submission writer to advise the outcome of their submission.

## Public Exhibition of the Draft Delivery Program and Draft Operational Plan

### **NOTICE UNDER SECTION 405(3) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2013 to 30 June 2014**

Section 405 (3) "A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice."

Section 405 (4) "During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies." (The maps, as displayed, are included on the following pages)

## Rate Category Maps

### **NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2013 to 30 June 2014**

Section 405 (4) "During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies."

#### ***ORDINARY RATE - RESIDENTIAL***

The Ordinary Rate - Residential will apply to all rateable land within the Council's area (Map "A") categorised "RESIDENTIAL".

#### ***ORDINARY RATE - BUSINESS***

The Ordinary Rate - Business will apply to all rateable land within the Council's area (Map "A") categorised "BUSINESS", **EXCEPT** land sub-categorised City Centre Business.

#### ***ORDINARY RATE – CITY CENTRE BUSINESS***

The Ordinary Rate – City Centre Business will apply to all rateable land, within the City Centre Business Area (being land within the heavy line shown on Map "B") and categorised/sub-categorised "CITY CENTRE BUSINESS".

#### ***ORDINARY RATE - FARMLAND***

The Ordinary Rate - Farmland will apply to all rateable land within the Council's area (Map "A") categorised "FARMLAND".

#### ***SPECIAL RATE - ENVIRONMENTAL LEVY***

The Special Rate - Environmental Levy will apply to all rateable land within the Council's area (Map "A").



Coffs Harbour City Council

“A”





## Application for Special Variation to General Income 2013/14 to 2022/23

Early in 2012, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for approval to continue the CBD Special Rate for a further ten-year period from 2012/2013. The Special Rate was introduced in 2000 to fund an ongoing program to revitalise Coffs Harbour's City Centre as a vibrant commercial and community precinct. The initiative has delivered outstanding results, however the Special Rate was due to expire in June 2012. The application was developed - with the support of the local business community - to extend the program with a scope of new works to facilitate the future growth of the City Centre.

On 4 June 2012, IPART approved the application for the 2012/2013 financial year only, to give Council time to further develop a City Centre Masterplan to guide the revitalisation program.

On 28 June 2012, resolved to incorporate a special variation application (to extend the CBD Special Rate for a further ten-year period) in the development of the 2013/2017 Delivery Program.

Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) to continue the Business City Centre Special Rate for a further ten-year period.

IPART has already approved a state wide 'Rate Pegging' increase of 3.4% for 2013/2014. On top of this, Council is seeking a further 2.03% increase in 'General Income' (income from ordinary and special rates) - a total increase of 5.43%. This additional income (above the rate pegging limit) represents the proposed continuation of the Business City Centre Special Rate.

The application for additional rate revenue has no impact on Residential, Farmland or Business properties outside the Coffs Harbour CBD.

### Consultation Process

The CBD Special Rate Variation proposal has been the focus of a separate community engagement process which began in 2011. Consultation has included:

- Detailed mail-outs to CBD business property owners who currently pay the Special Rate. All stakeholders were invited to provide feedback (via a dedicated e-mail address or in writing) to the various proposals;
- An external local research organisation was commissioned to conduct a random telephone survey of business property owners. The survey canvassed opinion towards a proposed continuation of the Special Rate for CBD business owners, and the introduction of such a rate to business property owners in the wider City Centre LEP boundary;
- A series of business forums facilitated by Council's General Manager and Director of Corporate Business. All business property owners within the CBD and the wider City Centre LEP area were invited to attend to discuss the future growth of business in the City and the possible extension of the CBD Special Rate. A dedicated e-mail address was again provided for feedback for those stakeholders not attending the forums.
- The establishment of a CBD Masterplan Committee including a 'Terms of Reference'.

## Application for Special Variation to General Income 2013/2022 (Continued)

- A letter to all CBD business property-owners requesting applications from interested parties wanting to join the CBD Masterplan Committee.
- Four Masterplan Community Engagement Workshops conducted by community engagement consultants - with feedback from these workshops being used in the development of the draft City Centre Masterplan.
- A letter to all CBD business property-owners advising the public exhibition of the draft City Centre Masterplan. This letter provided a dedicated e-mail address, website and mailing address where submissions on the draft Plan could be made.

Submissions of support have clearly indicated satisfaction with the level of consultation and with the rigour and fairness of the process.

### Financial Impacts

Council's application to IPART is based on the current level of funding from the CBD Special Rate being maintained and increased by the annual rate pegging allowance over the next ten years.

The following table shows the estimated annual rate revenue to be generated over this period from the proposed Special Rate continuation.

Year	Year Starting	Annual Rate Pegging Allowance (%)	CBD Special Rate Yield (\$)
1	1/07/2013	3.4	691,640
2	1/07/2014	3*	712,390
3	1/07/2015	3*	733,760
4	1/07/2016	3*	755,770
5	1/07/2017	3*	778,440
6	1/07/2018	3*	801,790
7	1/07/2019	3*	825,840
8	1/07/2020	3*	850,615
9	1/07/2021	3*	876,135
10	1/07/2022	3*	902,420
<b>Total</b>			<b>7,928,800</b>

Please Note: Special Rate yields after 2013/2014 have been calculated using an estimated rate pegging allowance of 3%.

## Application for Special Variation to General Income 2013/2022 *(Continued)*

### Impact on Business City Centre Rates

If the CBD Special Rate is continued for 2013/2014 the average ordinary rate for a Business City Centre property will increase from approximately \$7,081.01 in 2012/2013 to \$7,319.78 for 2013/2014. This represents an average increase of approximately \$238.77 or 3.4%.

If the CBD Special Rate is not continued for 2013/2014, an average ordinary rate for a CBD Business property will decrease from approximately \$7,085 in 2012/2013 to \$5,031 for 2013/2014. This represents an average decrease of approximately \$1,909 or 26.9%.

### City Centre Masterplan Works

Council has now finalised the development of a City Centre Masterplan in conjunction with a CBD Masterplan committee. This Masterplan has developed a program of works to be funded with the proposed CBD Special Rate.

The Masterplan has set out a series of Strategies and Projects that are to be undertaken in the coming years.

- **Strategies**

*Access and movement*

- Key connections
- Bike plan
- Parking

*Legibility*

- City centre legibility
- Brand positioning
- City centre management

*Key land use and open space*

- Strategic sites
- Rear lane activation
- Development incentive policy
- Resilience and flood plan

- **Projects**

- Harbour Drive Access
- Wayfinding
- City Sails
- City Square

- City Square Cultural Building
- Entertainment Centre
- Roundabout Retrofit
- Bus Hub Location

- Castle Street Carpark
- Street Reconfiguration
- Brelsford Park
- Events Program

## **Application for Special Variation to General Income 2013/2022 (Continued)**

### **More Information**

For more information on the Business City Centre Special Rate continuation, please see Council's website:

<http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Pages/special-business-rate-variation.aspx>

### **Options to meet Resourcing Challenges from 2014/2015**

Council's Asset Management Strategy and Long Term Financial Plan demonstrate that the organisation needs additional resourcing of about \$8M a year to achieve a sustainable financial position. This might be achieved through productivity improvements, changes to levels of service, new revenue streams and/or additional rate income.

A strategy is to be pursued during 2013/2014 – in consultation with the community – to develop measures to address this resourcing challenge from 2014/2015 onwards (see page 23 of the Draft 2013/2017 Delivery Program).

## Statement of Council's Revenue Policy 2013/2014

### Draft 2013/2017 Financial estimates

The Financial Estimates for the four years have been prepared in considerable detail, ie the same detail as the Draft 2013/2014 Budget. A review of the estimates for each fund reveals as follows:

- **General Fund**

The draft four year Estimates each return deficit results as set out below:

Year	Financial Estimate (\$)	
2013/2014	<b>366,308</b>	(Deficit)
2014/2015	<b>333,289</b>	(Deficit)
2015/2016	<b>153,848</b>	(Deficit)
2016/2017	<b>231,858</b>	(Surplus)

Operational incomes and expenditures are tightly budgeted and have been subject to constant scrutiny in recent years.

There are significant capital works planned which are funded from rate variations, trading operations, grants, loans, S94 contributions, reserves, etc.

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works. A range of potential solutions to this situation will need to be explored. It is proposed to address this matter in relation to the 2013/14 financial year through the Long Term Financial Plan, Delivery Program, Asset Management Strategy and Workforce Management Strategy. To assist, Council will use the results from the recently completed Service Review and other reviews in progress. These include:

- Update to Asset Management Plan,
- Revenue and expenditure reviews,
- Community Strategic Plan update.

## Statement of Council's Revenue Policy (Continued)

- Water and Sewerage Funds**

Both the Water and Sewerage Funds have undertaken massive programs of capital works in recent years. Expenditure has been in excess of \$300 million. These works have been essential to maintain the viability of our city. Work is progressing on the final project: the decommissioning of the Sawtell Sewerage Treatment Plant and the construction of a sewerage trunk main from Sawtell to Coffs Harbour.

This unprecedented program has been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221 million borrowed.

Rates and annual charges have been held to reasonable increases in recent years, despite the large increase in loan repayments. This has been achieved by using the cash reserves of each fund to meet annual budgeted deficits.

The draft Delivery Program provides for the deficits to decrease from 2013/2014 to 2015/16 and then move into surplus, as set out below:

Year	Water (\$)		Sewerage (\$)	
2013/2014	4,553,442	(Deficit)	3,165,226	(Deficit)
2014/2015	2,148,030	(Deficit)	2,849,079	(Deficit)
2015/2016	106,946	(Deficit)	1,816,740	(Deficit)
2016/2017	293,706	Surplus	1,938,001	Surplus

The decrease in deficits is achieved primarily due to reducing loan repayments but also due to growth in assessments, increased developer contributions, and annual rates and charges increases.

The viability of both funds is assured in future years.

## Statement of Council's Revenue Policy (Continued)

### Variation to General Income – 3.4% 'Rate Pegging' Increase

Should Council not be successful with the proposed special rate variation - being the continuation of a Special Rate applied only to Business properties within the City Centre (CBD) (see page 11), the Draft 2013/2014 Operational Plan allows for the implementation of a 3.4% increase in 'General Income' (income from ordinary and special rates), announced for 2013/2014 by the Independent Pricing and Regulatory Tribunal (IPART) under Local Government 'Rate Pegging' legislation.

#### • Impact on Residential Ratepayers

With a 3.4% rate variation, a typical residential ratepayer can expect a total rate increase (including annual and usage charges) of approximately \$150.61 per annum (or \$2.90 per week), which is a 5.1% increase from 2012/2013.

In this instance, the impact upon the typical residential ratepayer's rate notice and annual water usage accounts is detailed in the following table:

Rates & Charges	2012/13	2013/14	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	901.15	932.01	30.86	3.4
Environmental Levy	37.10	38.35	1.25	3.4
Sewerage Access Charge	760.00	783.00	23.00	3.0
Water Access Charge	135.00	139.00	4.00	3.0
Water Usage (250 Kl pa)	620.00	637.50	17.50	2.8
Domestic Waste Service	460.00	534.00	74.00	16.1
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>2,938.25</b>	<b>3,088.86</b>	<b>150.61</b>	<b>5.1</b>

The following comments should be considered in conjunction with the above information:

1. The average residential ratepayer's land valuation for 2013/2014 is \$184,100 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy for 2013/2014 in the above table.
2. Water usage charges have been averaged at 250 kilolitres per annum.
3. Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.



## Statement of Council's Revenue Policy (Continued)

- Impact on Non-Residential Ratepayers (Farmland, Business or City Centre Business)**

With a 3.4% rate variation, the average non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

Ordinary Rate Component ONLY	2012/13	2013/14	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,660.07	1,717.04	56.97	3.4
Business Ordinary Rate	3,166.05	3,274.54	108.49	3.4
City Centre Business Ordinary Rate	7,081.01	5,171.24	-1,909.77	-27.0

The following comments should be considered in conjunction with the above information:

- The average land valuation in 2013/2014 for Farmland is \$414,600, for Business \$412,800 and for City Centre Business is \$669,200 – with these valuations being used in the determination of the ordinary rates in the above table.
- The reduction in the ordinary rate for City Centre Business is due to the expiration of the City Centre Business Special Rate.

- Proposed Rating Structure for 2013/2014 (Without Business City Centre Special Rate Continuation)**

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2013/2014 if Council's application for the continuation of the City Centre Business Special Rate is **not successful**.

Council applies a 'base amount' and a rate in the dollar (ad valorem rate) to land valuations when determining 'Residential' and 'Farmland' ordinary rates. Council applies an ad valorem rate (with minimum) to land valuations when determining 'Business' and 'Business City Centre' ordinary rates.

Ordinary Rate Structure for 2013/2014 (WITHOUT Business City Centre Special Rate)									
Rating Category / Sub-Category	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value (\$)	Land Value on Minimum (\$)	Estimated Yield (\$)
Residential	28,403.70	0.0034058	305.00	32.73			5,228,820,462		26,471,445
Farmland	716	0.0034058	305.00	17.76			296,854,800		1,229,408
Business	1,416.22	0.0079325			515.00	248	584,654,165	8,367,634	4,699,113
Business (Business City Centre)	322.08	0.0077275			475.00	8	215,525,298	289,840	1,667,032
<b>Totals</b>	<b>30,858</b>					<b>256</b>	<b>6,325,854,725</b>	<b>8,657,474</b>	<b>34,066,998</b>

## Statement of Council's Revenue Policy (*Continued*)

- Proposed Rating Structure for 2013/2014 (Without Business City Centre Special Rate Continuation) (*Continued*)

### Environmental Special Rate Structure for 2013/2014

Special Rate	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum (\$)	Estimated Yield (\$)
Environmental Levy	30,858	0.0001016	19.65	48.55			6,325,854,725		1,249,067

### Levies and Special Rate Variations

- Application for Special Variation to General Income 2013/2014**

As detailed on page 11 of this Draft Operational Plan, Council has applied to IPART to continue the Business City Centre Special Rate for a further ten-year period.

IPART has already approved a state wide 'Rate Pegging' increase of 3.4% for 2013/2014. On top of this, Council is seeking a further 2.03% increase in 'General Income' (income from ordinary and special rates) - a total increase of 5.43%. This additional income (above the rate pegging limit) represents the proposed continuation of the Business City Centre Special Rate.

### Proposed Rating Structure for 2013/2014 (With Business City Centre Special Rate)

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2013/2014 if Council's application for the continuation of the City Centre Business Special Rate is approved.

Council applies a 'base amount' and a rate in the dollar (ad valorem rate) to land valuations when determining 'Residential' and 'Farmland' ordinary rates. Council applies an ad valorem rate (with minimum) to land valuations when determining 'Business' and 'Business City Centre' ordinary rates.

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Proposed Rating Structure for 2013/2014 (With Business City Centre Special Rate) (Continued)

Ordinary Rate Structure for 2013/2014 (WITH Business City Centre Special Rate)									
Rating Category / Sub-Category	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Residential	28,403.70	0.0034058	305.00	32.66%			5,228,820,462		26,471,445
Farmland	716	0.0034058	305.00	17.70%			296,854,800		1,229,408
Business	1,416.22	0.0079325			515.00	248	584,654,165	8,367,634	4,699,113
Business (Business City Centre)	322.08	0.0109381			500.00	4	215,525,298	56,240	2,358,822
<b>Totals</b>	<b>30,858</b>					<b>252</b>	<b>6,325,854,725</b>	<b>8,423,874</b>	<b>34,758,788</b>

*Please Note:* There is no impact on Residential, Farmland or Business properties (outside the Coffs Harbour CBD) if Council's application to continue the Business City Centre Special Rate is approved – therefore the above rating structure for these properties is the same as that shown on the previous page. The variation to the rating structure (if the continuation of the Business City Centre Special Rate is approved) is highlighted in green.

#### Environmental Special Rate Structure for 2013/2014

Special Rate	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Environmental Levy	30,858	0.0001016	19.65	48.55			6,325,854,725		1,249,067

There is no change to the Environmental Special Rate structure if the Business City Centre Special Rate is continued.

#### Impact on Business City Centre Ratepayers

The proposed special rate continuation (if approved) will only have an impact on Business properties within the Coffs Harbour CBD.

If the Business City Centre Special Rate is continued for 2013/2014 the average ordinary rate for a Business City Centre property will increase from approximately \$7,081.01 in 2012/2013 to \$7,319.78 for 2013/2014. This represents an average increase of approximately \$238.77 or 3.4%.

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

- **Environmental Levy for 2013/2014**

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.55% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The program of environmental works for 2013/2014 is as follows:

<b>Projects</b>	<b>Amount</b>
Bush Regeneration	201,571
Environmental Weeds	103,000
Conservation & Sustainable Management of Biodiversity	209,000
Environmental Levy Coordination	64,247
Boambee Beach Bush Regeneration – North of Deep Sea Release Pipeline	19,992
Botanic Garden Education Program	16,000
Coffs Ambassadors Interpretive Tours	43,509
Coffs Harbour Community Seed Bank Network	9,982
Coffs Jetty Foreshore Reserve Follow-up Chemical Weeding	19,992
Coffs Harbour Vertebrate Pest Management Strategy Implementation	14,000
Darkum Headland Access Rehabilitation	50,000
Darrunda Wajaarr Repair to Country Priority Sites	19,900
Green Schools Sustainability Fund	29,500
Impacts on Fresh Water Systems	2,000
Implementation of Coffs Harbour Koala Plan of Management	20,000
Koala / Wildlife Corridor - Bakker Drive Bonville Stage 1	5,260
Orara River Rehabilitation Project	215,500
Our Living Coast Sustainable Festival	29,000

*Continued next page*

## Statement of Council's Revenue Policy *(Continued)*

### Levies and Special Rate Variations *(Continued)*

#### Environmental Levy Works for 2013/2014 *(Continued)*

<b>Projects</b>	<b>Amount</b>
Shorebirds of the Coffs Coast – Signage & Brochures	4,391
Strategic Planning - Biodiversity	40,000
Supporting Community Action in the Coffs Harbour LGA	164,848
Supporting Voluntary FOP Undertake Environmental Works in eight priority Council Parks & Reserves	39,000
Restoration of Grey-headed Flying Fox Maternity Camps	24,000
Woody Weed Control at Lowanna	6,370
Yarrawarra Giriin Team – Bush Regeneration	19,664
Matching Grant Fund Allowance	23,121
<b>TOTAL 2013/2014 Allocation</b>	<b>1,393,847</b>
Schedule of Funding Sources	
Environmental Rate Levy	1,132,310
Environmental Levy Reserve	181,537
Water Fund Contribution	50,000
Interest	30,000
<b>TOTAL</b>	<b>1,393,847</b>

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

- **Community Facilities Program (2006)**

In response to community demands, Council developed a \$21.5m schedule of capital infrastructure works - called the Community Facilities Program – as part of the 2006/2009 Management Plan. Council secured Government approval for a 9.56% rate variation to assist in funding the program.

The original schedule of works is mostly completed and has been reported in Council's Annual Reports (a condition of approval). Work is continuing on the City Parks project following changes to the initial brief.

Through the Community Facilities Program, the rate variation revenue has subsequently assisted in funding the following:

- Richardson Park drainage upgrade;
- Fitzroy Oval lighting installation;
- Harbour Drive Museum redevelopment;
- Woolgoolga netball courts upgrade;
- Public Amenities Upgrade program; and
- Community Grants Funding Pool.

<b>Public Amenities Upgrade Program</b>		
<b>Year</b>	<b>Allocation (\$)</b>	<b>Project</b>
2013/2014	300,000	Arrawarra Headland - New Facility and Sewer Connection to replace existing
2014/2015	300,000	Diggers Beach – New Facility and Sewer Connection to replace existing
2015/2016	309,000	Ocean Parade, Macauleys – New Facility to replace existing
2016/2017	318,270	Park Beach – New Facility to replace existing
2017/2018	327,820	Hills Beach Norman Hill Drive Korora – New Facility to replace existing

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

- **Priority Infrastructure and Economic Development (2008)**

For its 2008/2009 Management Plan, Council secured approval for a special variation of 5.95% for costs associated with priority infrastructure and economic development projects.

This variation continues to fund Council's bridges program and economic development projects and events. Council has been required to report in its annual report (for the years 2008/09 to 2012/2013) information on the total income received, expenditure per project/program and outcomes achieved.

<b>BRIDGE PROGRAM 2013/2014 - 2016/2017 (Funded from 2008 Rate Variation)</b>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2013/2014 (\$)</b>	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>
Major Repairs Timber Bridges	57,371	92,042	90,454	113,627
Investigations	30,000	90,000	50,000	55,000
Davies Bridge	360,000			
Seccombes Bridge	365,000			
Ferrets Bridge		180,000		
Herds Bridge		60,000		
Puhos Bridge		140,000		
Condons Bridge		230,000		
Williams Bridge		45,000		
Rhodes Bridge			180,000	
Corfes No. 2			120,000	
Hosts Bridge			40,000	
Bobo Bridge			70,000	
Keoghs Bridge			142,000	
Bardens Bridge			170,000	
Kellets Bridge				560,000
Moleton Bridge No. 3				160,000
Cathodic Protection	10,000	10,000	10,000	10,000
<b>Total</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>
<b>RATE VARIATION REVENUE</b>	<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>

*\*Works schedules subject to change according to re-prioritisation and final cost estimates.*

## Statement of Council's Revenue Policy *(Continued)*

### Levies and Special Rate Variations *(Continued)*

- **Priority Infrastructure and Economic Development (2008) *(Continued)***

<b>ECONOMIC DEVELOPMENT PROGRAM 2013/2014 - 2016/2017 (Funded from 2008 Rate Variation)</b>				
<b>Project</b>	<b>Estimate 2013/2014 (\$)</b>	<b>Estimate 2014/2015 (\$)</b>	<b>Estimate 2015/2016 (\$)</b>	<b>Estimate 2016/2017 (\$)</b>
Marketing & Event Promotion	161,325	166,164	171,149	176,284
<b>Total</b>	<b>161,325</b>	<b>166,164</b>	<b>171,149</b>	<b>176,284</b>
<b>RATE VARIATION REVENUE</b>	<b>161,325</b>	<b>166,164</b>	<b>171,149</b>	<b>176,284</b>



## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

- **Flood Mitigation and Drainage Works (2010)**

The NSW Government approved a special variation of 7.00% for Coffs Harbour City Council, for a period of ten years commencing in 2010/2011, to fund flood mitigation and drainage works.

It is a condition of approval that Council clearly reports in its annual report (for the period 2010/2011 to 2020/2021) information on the total income received, expenditure per project/program and outcomes achieved.

Funding for the program is augmented by the Stormwater Management Charge levied by Council and some grant funding.

<b>Full Drainage / Flood Works Program (2013/2014 - 2016/2017)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2013/2014	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	\$3,200,000
2013/2014	Prince Street	Drainage investigation and works	\$30,000
2013/2014	York Street	Drainage amplification works	\$40,000
2013/2014	Park Beach Trunk Drainage	Provision of additional trunk drainage - Stage 1	\$25,589
2013/2014	Bosworth Drive	Stormwater drain realignment works	\$50,000
2013/2014	Collingwood Street / Edgar Street / Jetty	Overland flow path improvement works.	\$50,000
2013/2014	Marcia Street	Improve drainage at Pacific Highway	\$200,000
2013/2014	Central Business District	CBD Drainage Works	\$500,000
2013/2014	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2013/2014	Creek Clearing & Drainage Works	Maintenance Works	\$193,431
2013/2014	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$436,174
<b>Totals for 2013/14</b>			<b>\$4,755,194</b>

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### ▪ Flood Mitigation and Drainage Works (2010) (Continued)

<b>Full Drainage / Flood Works Program (2013/2014 - 2016/2017)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2014/2015	Flood Detention Basin	Construction of flood detention basin (Upper Shepards Lane)	\$3,400,000
2014/2015	Investigation & Design	Drainage Improvements - Investigation & Design	\$38,700
2014/2015	Middle Creek	Creek widening	\$400,000
2014/2015	Creek Clearing & Drainage Works	Maintenance Works	\$223,612
2014/2015	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$145,623
<b>Totals for 2014/15</b>			<b>\$4,207,935</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2015/2016	Park Beach Trunk Drainage - Stage 2	Provision of additional trunk drainage	\$300,000
2015/2016	CBD Drainage - Stage2	Augmentation CBD Drainage to reduce flooding risk - Stage 2	\$100,000
2015/2016	Investigation & Design	Drainage Improvements - Investigation & Design	\$40,000
2015/2016	Creek Clearing & Drainage Works	Maintenance Works	\$262,204
2015/2016	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$154,200
<b>Totals for 2015/16</b>			<b>\$856,404</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2016/2017	Park Beach Trunk Drainage - Stage 3	Provision of additional trunk drainage	\$145,000
2016/2017	Sandy Beach Drive	Pipe open Drain	\$72,500
2016/2017	Harbour Drive	Provision of additional culvert	\$72,500
2016/2017	Investigation & Design	Drainage Improvements - Investigation & Design	\$43,400
2016/2017	Creek Clearing & Drainage Works	Maintenance Works	\$409,734
2016/2017	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$168,552
<b>Totals for 2016/17</b>			<b>\$911,686</b>

## Statement of Council's Revenue Policy (*Continued*)

### Annual Charges for 2013/2014

A charge structure applies to annual Water, Sewer, Stormwater, Trade Waste, Waste Management and On-Site Sewage Charges. These charges are not subject to rate pegging restrictions.

#### ▪ **Water Access Charges**

Charges for Water Services are in accordance with the Pricing Policy mandated by the NSW State Government and were implemented by Council from 1 July 2006.

- Residential Water Access Charges for occupied land are based on the number of occupations at the property.
- Non-residential Water Access Charges are based on the number and size of water services at the property.

#### ▪ **Sewer Access Charges**

Charges for Sewerage Services are also in accordance with the Pricing Policy mandated by the NSW State Government.

The policy has a user pays focus. Non-Residential properties, using Government guidelines, have a Sewer Discharge Factor determined (SDF) which represents the percentage of water each is estimated to dispose of into the sewerage system.

- Non-residential properties are charged a Sewer Access Charge relative to the number and size of water meters and the SDF determined for the property.
- Residential properties are charged a flat sewer access charge per occupation.

#### ▪ **Trade Waste Annual Charges**

Non-residential properties are charged a trade waste annual charge based on the number of trade waste generators present on the property.

#### ▪ **Stormwater Management Service Charge**

The Government, recognising the backlog of necessary stormwater management works, has made amendments to the Local Government Act to allow councils to raise a stormwater management service charge on occupied land in urban areas. These funds for 2013/2014 (approximately \$674,000) will be used towards a program of stormwater works across urban areas.

## Statement of Council's Revenue Policy (*Continued*)

- ***Waste Management Charges***

Apply to properties serviced by the kerbside collection service or, in the case of vacant land, if the property is able to be serviced.

Charges are calculated on the number of 3-bin services provided to each property multiplied by the charge per service.

Non-Residential premises are charged a minimum of one garbage charge for each premise.

- ***Onsite Sewage Management Fees***

Apply to properties where onsite sewage management systems are installed. The fee is calculated on the number of systems multiplied by the unit price. Unit prices vary depending on whether the system has been deemed high, medium or low risk.

The table on the following page shows the proposed annual charge structure (with approximate yields) for 2013/2014.

## Statement of Council's Revenue Policy (Continued)

### Annual Charge Structure for 2013/2014

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
<b>Sewer Access Charges</b>				
Residential	783.00	per occupation	18,980,000	
Vacant Land	540.00	per assessment	566,000	
Non-Residential	766.00	SDF x MF x \$766.00	2,465,000	SDF = Sewer Discharge Factor, MF = Meter Factor (Min of \$540.00)
<b>Water Access Charges</b>				
Residential	139.00	per occupation	3,520,000	
Vacant Land	139.00	per assessment	155,500	
Non-Residential	139.00	MF x \$139.00	602,000	MF = Meter Factor
Water Backflow Device	60.00	For first device	26,400	
Water Backflow Device	15.00	Per additional device	2,100	
<b>Trade Waste Annual Charges</b>				
1 Generator	185.00	per assessment	70,000	
<b>Trade Waste Annual Charges</b>				
2 to 4 Generators	370.00	per assessment	14,000	
5 to 9 Generators	832.50	per assessment	7,500	
10 to 14 Generators	1,480.00	per assessment	3,000	
15 to 19 Generators	2,220.00	per assessment	0	
>19 Generators	3,145.00	per assessment	6,300	
<b>Stormwater Management Charges</b>				
Residential	25.00	per assessment	406,000	
Residential (Strata Unit)	12.50	per assessment	71,600	
Non-Residential	25.00	per 350 sq m (or part of)	183,000	Based on impervious land area
Non-Residential (Strata Unit Complex)	25.00	per 350 sq m (or part of)	13,400	Applied to strata complex - unit charges determined by unit entitlement (Min of \$5.00)

*Continued next page*

## Statement of Council's Revenue Policy (Continued)

### Annual Charge Structure for 2013/2014 (Continued)

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
<b>Waste Charges (Domestic)</b>				
Domestic Waste Charge	534.00	per service or tenement	14,963,000	3 Bin Service
Vacant Land	100.00	per assessment	106,000	
Subsidiary Waste Charge	220.00	per service	43,500	
Subsidiary Recycling Charge	82.00	per service	8,200	
Recycle Waste Service Upgrade	30.00	per service	3,000	Upgrade to 360 litre service
Subsidiary Organic Waste Charge	129.00	per service	7,000	
<b>Waste Charges (Non-Domestic)</b>				
Non-Domestic Waste Charge*	534.00	per service or tenement	1,357,000	3 Bin Service
Vacant Land*	100.00	per assessment	12,400	
Subsidiary Waste Charge*	220.00	per service	100,000	
Subsidiary Recycling Charge*	82.00	per service	31,500	
Recycle Waste Service Upgrade*	30.00	per service	250	Upgrade to 360 litre service
Subsidiary Organic Waste Charge*	129.00	per service	16,800	
<b>On-Site Sewage Charges</b>				
Low Risk Systems	30.00	per system	99,500	
Medium Risk Systems	60.00	per system	124,300	
High Risk Systems	180.00	per system	3,000	
<b>Sullage / Effluent Charges</b>				
Sullage Collection Charge	783.00	per service	36,000	
Effluent Charge	455.00	per service	4,500	
<b>TOTAL</b>			<b>44,007,750</b>	

\* GST will apply to Non-Domestic Waste Charges from 1 July 2013 – charges above are GST exclusive

## Statement of Council's Revenue Policy (*Continued*)

### Usage Charges for 2013/2014

A charge structure applies to water, sewer and trade waste usage charges. These charges are not subject to rate pegging restrictions.

#### ▪ **Water Usage Charges**

Water usage charges for residential properties are based on a number of "steps".

- Step 1: Usage at \$2.55 per kilolitre, for usage less than 1 kilolitre per day
- Step 2: Usage at \$3.83 per kilolitre for usage in excess of 1 kilolitre per day

#### ▪ **Sewer Usage Charges**

Sewer Usage Charges are levied in accordance with the mandated NSW State Government Pricing Policy.

The policy has a user pays focus. Non-Residential properties have been inspected and, using Government guidelines, the percentage of water each is estimated to dispose of into the sewerage system has been determined. This is known as the sewerage discharge factor (SDF). Using this SDF, a sewerage usage charge will be included with the 'Water Account' issued each quarter for all non-residential properties.

#### ▪ **Trade Waste Usage Charges**

Non-residential properties that discharge trade waste into Council's sewer incur usage charges based on the category and volume of waste discharged into the sewerage system.

Non-Residential properties have been inspected and, using Government guidelines, each trade waste generator has been categorised into a charging category.

The estimated volume of trade waste disposed into the sewerage system has been determined and a Trade Waste Discharge Factor (TWDF) applied to relevant water services. The TWDF, in simple terms, is a percentage of the water usage (measured by the water meter) deemed to be discharged into the sewerage system as trade waste.

Using this TWDF, a trade waste usage charge will be included with the 'Water Account' issued each quarter for applicable non-residential properties.

It is important to note that different businesses and commercial activities attract different trade waste charges. These differences are based on the determination of the 'Classification' and 'Charge Category' of the trade waste generator as well as the level of compliance with Trade Waste regulations.

## Statement of Council's Revenue Policy (Continued)

The following table shows the proposed usage charge structure (with approximate yields) for 2013/2014.

### Usage Charge Structure for 2013/2014

Usage Charge	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comment
<b>Water Usage Charges</b>				
Residential - Tier 1	2.55	per kilolitre	9,862,000	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Residential - Tier 2	3.83			
Non-Residential	2.55	per kilolitre	2,423,000	
Non-Rateable - Tier 1	2.55	per kilolitre	28,300	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Non-Rateable - Tier 2	3.83			
Non-Rateable (Non-Residential in nature)	2.48	per kilolitre	785,000	
Fire Service	7.65	per kilolitre	38,500	Applied to usage not used for fire fighting purposes
Raw Water - Tier 1	1.28	per kilolitre	9,300	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Raw Water - Tier 2	1.91			
<b>Sewer Usage Charges</b>				
Non-Residential	2.00	SDF x KLS x \$2.00	1,601,000	SDF = Sewer Discharge Factor, KLS = Water Usage
Non-Rateable	2.00	SDF x KLS x \$2.00	567,000	SDF = Sewer Discharge Factor, KLS = Water Usage
<b>Trade Waste Usage (Category 1)</b>				
Non-Compliant Charge	1.58	TWDF x KLS x \$1.58	47,700	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
<b>Trade Waste Usage (Category 2)</b>				
Compliant Charge	1.58	TWDF x KLS x \$1.58	282,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Non-Compliant Charge	14.54	TWDF x KLS x \$14.54	107,500	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
<b>TOTAL</b>			<b>15,751,300</b>	



## Statement of Council's Revenue Policy (Continued)

### Pensioner Rebates for 2013/2014

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges.

These rebates are as follows:

- 50% of Ordinary Rate up to a \$250.00 maximum rebate.
- 50% of Water Charges up to a maximum \$87.50 rebate.
- 50% of Sewer Access Charge up to a maximum \$87.50 rebate.
- 50% of Domestic Waste Charges up to a maximum \$87.50 rebate.
- 50% of the Environmental Levy.

### Proposed Loan Borrowings for 2013/2014

It is anticipated that the following new loans will be drawn in 2013/2014 to fund works as listed.

Borrowings will be sourced through quotations received from major lenders and will be secured by mortgage over Council funds.

Fund	Works	2013/2014
		(\$)
General	Open Space Land Acquisition	2,500,000
<b>TOTAL BORROWINGS</b>		<b>2,500,000</b>

It should be noted that funding arrangements have yet to be finalized for a program of works associated with the proposed Foreshores Masterplan (which has been adopted by Council to go on public exhibition shortly for a three-month period.) It is possible that loan borrowings may be required in 2013/2014 as part of the funding of the Masterplan works.

### Draft Program Budgets – Public Exhibition

The Full Draft Program Budgets 2013/2017 can be accessed online at [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

Printed copies are available in binders - with copies of the full suite of IPR documents – at Council's display points.

## Contents – External Services


S01 Arts and Culture.....	37
S02 City Image - Cleaning .....	39
S03 Community Services.....	40
S04 Compliance.....	43
S05 Customer Service .....	47
S06 Development Assessment .....	48
S07 Economic Development.....	51
S08 Emergency Management.....	56
S09 Environmental Management.....	57
S10 Event Management.....	61
S11 Flooding and Coastal Management .....	62
S12 Footpaths and Cycleways .....	63
S13 Health .....	65
S14 Landuse Planning.....	69
S15 Library .....	72
S16 Lifeguards.....	75
S17 Parks and Facilities.....	77
S18 Property.....	86
S19 Roads and Bridges .....	89
S20 Sewer .....	101
S21 Sport.....	103
S22 Stormwater .....	105
S23 Tourism.....	108
S24 Waste Management.....	111
S25 Water.....	115


**Contents – Internal Services**


S26	Airport.....	118
S27	Civil Contracting.....	119
S28	Corporate Information Services .....	120
S29	Corporate Planning.....	124
S30	Design .....	126
S31	Digital e-leadership .....	130
S32	Environmental Laboratory .....	131
S33	Finance.....	133
S34	Governance .....	137
S35	Holiday Parks.....	141
S36	Human Resources .....	144
S37	Media.....	148
S38	Plant and Fleet Management.....	150
S39	Procurement .....	151
S40	Strategic Asset Planning.....	154
S41	Telemetry and Optic Fibre.....	156


<b>S01</b>	<b>Arts and Culture</b>	<b>Executive Manager - Cultural &amp; Community Development</b>
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**Description:** The Gallery, Museum, Cartoon Gallery and Jetty Theatre providing cultural programs, services and facilities to the community and visitors

<b>S01.01 Bunker</b>	<b>Exhibitions and planning and running diverse public programs</b>		
Metric	Name	Description	Responsible Officer
S516.02.K1	Attendees	# of attendees at Bunker Cartoon Gallery events during period	Galleries and Museum Director
S516.02.K2	Attendance Level	% increase in attendance at Bunker Cartoon Gallery compared to same period last year	Galleries and Museum Director

<b>S01.02 Gallery</b>	<b>Exhibition development and public and education programs</b>		
Project	Name	Description	Responsible Officer
NEW	Expression, Growth and Enjoyment	Report on number and nature of opportunities for local artistic and cultural expression. Include participation numbers.	Exec Manager Cultural Community Development
Metric	Name	Description	Responsible Officer
NEW	Arts and Cultural Small Grants Program	No. & Value of submissions received for the Arts & Cultural Small Grants program compared to previous year.	Exec Manager Cultural Community Development
S516.04.K1	Attendees	# of attendees at Regional Art Gallery events during period	Galleries and Museum Director
S516.04.K2	Attendance Level	% increase in attendance at Regional Art Gallery compared to same period last year	Galleries and Museum Director

<b>Theatre S01.03 Museum</b>		<b>Exhibition development, public programs, historical preservation and information</b>		
Project	Name	Description	Responsible Officer	
P516.07	Museum redevelopment	Carry out detailed design and construction works to refurbish 215A Harbour Drive as a new museum	Exec Manager Cultural Community Development	
Metric	Name	Description	Responsible Officer	
S516.05.K1	Attendees	# of attendees at Regional Museum events during period	Galleries and Museum Director	
S516.05.K2	Attendance Level	% increase in attendance at Regional Museum compared to same period last year	Galleries and Museum Director	


<b>S01.04 Theatre</b>		<b>Managed performance space to allow the development of performing arts through participation in all aspects of performance through a mix of touring and local product</b>		
Metric	Name	Description	Responsible Officer	
S516.03.K1	Attendees	# of attendees at Jetty Memorial Theatre events during period	Theatre Manager	
S516.03.K2	Attendance Level	Achieving 65% capacity or more in attendance for available theatre sessions during period.	Theatre Manager	


**Arts and Culture - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC1.6 Promote opportunities for all to fulfill their potential
- LC4.1 Support local artistic and cultural expression
- LC4.2 Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 Support activities and events that help us celebrate our diversity
- LC4.4 Develop inclusive community, sporting and recreational events and activities
- LP5.1 Promote and support a culture of lifelong learning
- LP5.2 Facilitate and promote shared learning across generational and cultural groups

<b>S02</b>	<b>City Image - Cleaning</b>	<b>Manager - Asset Maintenance</b>
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**Description:** Plan and implement public space cleaning programs

<b>S02.01 Undertake Street Cleaning</b>	<b>Inspect and clean various Council assets, including carparks, CBD, Town Centres of Sawtell, Woopi, Jetty</b>		
Project	Name	Description	Responsible Officer
SURVEY	Satisfaction	Level of satisfaction with cleanliness of streets	Manager - Asset Maintenance
Metric	Name	Description	Responsible Officer
NEW	Complaints	Number of complaints (Customer Requests) relating to street litter	Manager - Asset Maintenance
NEW	Collection	Volume of street litter collected (tonnes)	Manager - Asset Maintenance

<b>S02.02 Undertake Toilet Cleaning</b>	<b>Inspect and clean public amenities through the Coffs Harbour LGA</b>		
Project	Name	Description	Responsible Officer
SURVEY	Satisfaction	Level of satisfaction with cleanliness of public toilets	Manager - Asset Maintenance
Metric	Name	Description	Responsible Officer

**City Image - Cleaning - Community Strategic Plan Connections (Coffs Harbour 2030)**


- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- PL2.2 Provide public spaces and facilities that are accessible and safe for all

<b>S03</b>	<b>Community Services</b>	<b>Executive Manager - Cultural &amp; Community Development</b>
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**Description:** To develop and provide the community with accessible, creative and innovative services and facilities in order to enrich our society

<b>S03.01 Community Development</b>	<b>The facilitation or provision of a range of services and events to the community</b>					
Project	Name	Description			Responsible Officer	
NEW	Cultural growth and celebration	Report on number and nature of opportunities for cultural growth and celebration. Include participation numbers.			Exec Manager Cultural Community Development	
NEW	Shared Learning	Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups			Exec Manager Cultural Community Development	
NEW	Shared Learning Participation	Report on participation trends for shared learning activities			Exec Manager Cultural Community Development	
NEW	Community Event Participation	Report on participation trends for community events			Exec Manager Cultural Community Development	
NEW	Community and Agency Engagement	Nature of networks attended or facilitated by the Community Development Team			Exec Manager Cultural Community Development	
P516.02	Aboriginal Activities	Details of programs which target Aboriginal communities.			Manager - Community Development	
P516.03	CALD Activities	Details of programs which target Culturally & Linguistically Diverse (CALD) communities.			Manager - Community Development	
P516.08	Grants	Details of grant activity undertaken			Exec Manager Cultural Community Development	

SURVEY	Community Inclusiveness and Pride	The extent to which people feel part of the community (2030 Indicator and 6-mthly survey)	Exec Manager Cultural Community Development
SURVEY	Community safety	Community perception of safety (2030 indicator - 6-mthly survey)	Exec Manager Cultural Community Development
P516.01	Community Capacity Building Programs	Outline of details of programs for Community Capacity Building	Exec Manager Cultural Community Development
P516.05	Implement Cultural Plan	Outline of activities funded from the Cultural Plan	Exec Manager Cultural Community Development
Metric	Name	Description	Responsible Officer
NEW	Rate of offences	Rate of offences per population (Crimes against the person and Crimes against property)	Manager - Community Development
NEW	SEIFA ranking	Coffs Harbour ranking on the Socio-Economic Indexes for Areas (SEIFA)	Manager - Community Development
S516.01.K3	Community network meetings/forums	# of community network meetings/forums held during period (attended by Council Staff)	Manager - Community Development

<b>S03.02 Community Facilities</b>	<b>The effective management of Council's community facilities &amp; support to their volunteer management committees</b>					
Project	Name	Description	Responsible Officer			
P516.06	Capital works in community facility improvement	Details of improvement works within facilities.	Manager - Community Development			
Metric	Name	Description	Responsible Officer			






**Community Services - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC1.3 Promote a safe community
- LC1.4 Promote a caring, inclusive and cohesive community
- LC1.5 Support the vulnerable and disadvantaged
- LC1.6 Promote opportunities for all to fulfill their potential
- LC3.2 Engage the community and other levels of government in securing outcomes
- LC4.2 Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 Support activities and events that help us celebrate our diversity
- LC4.4 Develop inclusive community, sporting and recreational events and activities
- LP5.2 Facilitate and promote shared learning across generational and cultural groups
- PL2.2 Provide public spaces and facilities that are accessible and safe for all


<b>S04</b>	<b>Compliance</b>	<b>Manager - Land Use Management</b>
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**Description:** Regulatory compliance in accordance with statutory legislation and the public interest


<b>S04.01 Biodiversity</b>	<b>Protection of Biodiversity</b>		 
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S230.01.K1	Illegal clearing	# of illegal clearing of vegetation matters investigated	Biodiversity Officer
S230.01.K2	Cautions	Number of Cautions issued	Biodiversity Officer
S230.01.K3	Penalty Infringement Notices	Number of Penalty Infringement Notices (PINs) issued	Biodiversity Officer

<b>S04.02 Building</b>	<b>Building construction compliance, development without approval and development not in accordance with approval</b>		
Project	Name	Description	Responsible Officer
NEW	Compliance response framework 1	Conduct staff training to update relevant staff on cross branch compliance operations	Team Leader, Landuse Management
NEW	Compliance response framework 2	Clarification of Compliance team Reporting	Team Leader, Landuse Management
NEW	Compliance response framework 3	Develop standard compliance/enforcement letters and implement for use via Proclaim	Team Leader, Landuse Management
NEW	Compliance response framework 4	Develop and implement standardised evidence collection procedures encompassing sampling, photo logs etc	Team Leader, Landuse Management

NEW	Compliance response framework 5	Review Enforcement Policy / develop and implement associated compliance action policy (ie Unauthorised Building work)	Team Leader, Landuse Management
Metric	Name	Description	Responsible Officer

<b>S04.03 Health and Environment</b>	<b>Protection of public health and environment</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer

<b>S04.04 Landuse</b>	<b>Unauthorised landuse, development without approval and development not in accordance with approval</b>		
Project	Name	Description	Responsible Officer
NEW	Swimming Pools inspection program	Implement Swimming Pools inspection program - Landuse	Manager - Land Use Management
Metric	Name	Description	Responsible Officer
NEW	Awnings, pools - KPIS	Awnings, pools - KPIs to be established showing numbers and response %	Team Leader, Landuse Management
NEW	Compliance - aggregated KPIS	Compliance - aggregated KPIs no of complaints / % responded to within timeframe	Team Leader, Landuse Management
S220.09.K1	Development-related complaints	# of development-related complaints received	Team Leader, Landuse Management
S220.09.K2	Complaint responses	% of development-related complaints responded to within 7 working days	Team Leader, Landuse Management

S04.05 Ranger Services		Enforcement of statutory controls and Councils adopted policies		
Project	Name	Description	Responsible Officer	
Metric	Name	Description	Responsible Officer	
NEW	Rangers - aggregated KPIS	Rangers - aggregated KPIs no of complaints / % responded to within timeframe	Team Leader Rangers	
S250.01.K1	Overgrown land complaints	# of overgrown land complaints	Team Leader Rangers	
S250.01.K2	Overgrown land inspections	% of overgrown land inspections undertaken within 7 days	Team Leader Rangers	
S250.02.K1	Companion Animals registrations	# of new dog and cat registrations	Team Leader Rangers	
S250.03.K1	Companion animal complaints	# of companion animal complaints - exclusive of impounding complaints	Team Leader Rangers	
S250.03.K2	Companion animal complaints response	% of Companion Animal complaints responded to within 2 days (not impounding)	Team Leader Rangers	
S250.03.K3	Dog infringement notices	# of infringement notices issued for Companion Animals Offence	Team Leader Rangers	
S250.03.K4	Companion animal impoundings	# of dog and cat impoundings	Team Leader Rangers	
S250.03.K5	Impounding-related complaints response	% of impounding-related complaints responded to within 4 hours	Team Leader Rangers	
S250.04.K1	Stock complaints	# of stock complaints	Team Leader Rangers	
S250.04.K2	Stock complaints response	% of stock complaints responded to within 4 hours	Team Leader Rangers	
S250.05.K1	Other Animal Complaints	# of Other Animal complaints (Fowl, Dangerous Birds, Rabbits etc)	Team Leader Rangers	
S250.05.K3	Other Animal complaints response	% of all Other Animal complaints responded to within 2 days	Team Leader Rangers	


S250.06.K1	Law enforcement complaints	# of law enforcement complaints	Team Leader Rangers
S250.06.K2	Law enforcement general complaints response	% of law enforcement general complaints responded to within 2 days	Team Leader Rangers
S250.06.K3	General infringement notices	# of general infringement notices issued	Team Leader Rangers
S250.07.K1	Emergency Responses - callouts	# of Emergency Responses - Callouts	Team Leader Rangers
S250.07.K2	Call out response.	% of Emergency callouts responded to within 1 hour	Team Leader Rangers
S250.08.K1	Patrol frequency	% available patrol days patrolled. Patrols to be conducted on at least 85% of available working patrol days in any given period (ie, 85 days out of every 100).	Team Leader Rangers
S250.08.K2	Parking infringement notices	# of parking infringement notices issued	Team Leader Rangers

**Compliance - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.3 Promote a safe community

<b>S05</b>	<b>Customer Service</b>	<b>Coordinator - Plant Administration</b>
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**Description:** Delivery of efficient and effective service to both external and internal customers


<b>S05.01 Customer Service</b>	<b>To provide the best possible service for both internal and external customers</b>		
Project	Name	Description	Responsible Officer
NEW	Online Services	Transfer of transactions to online platforms.	Coordinator – Plant Administration
SURVEY	Customer Satisfaction	Customer satisfaction (data from exit survey - counter and online transactions)	Coordinator – Plant Administration
Metric	Name	Description	Responsible Officer
NEW	ECM response times	Average response times to Customer Requests in Electronic Content Management system	Coordinator – Plant Administration
NEW	Online activity	Volume of online transactions	Coordinator – Plant Administration
NEW	Counter activity	Cost per counter transaction	Coordinator – Plant Administration
S430.03.K1	Switchboard calls	# of calls to the switchboard	Coordinator – Plant Administration
S430.03.K2	Length of calls	% of calls completed within 2 minutes	Coordinator – Plant Administration
S430.03.K3	Calls answered	% of total calls answered. At least 96 % (industry standard) of calls answered (No more than 4% of calls lost)	Coordinator – Plant Administration
S430.04.K1	Drainage diagram requests	% of drainage diagrams attended to within 2 days	Coordinator – Plant Administration
S430.04.K2	Requests for archived building plans	% of requests for archived building plans attended to within 2 days	Coordinator – Plant Administration


**Customer Service - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

<b>S06</b>	<b>Development Assessment</b>	<b>Manager - Land Use Management</b>
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**Description:** Provide advice in relation to statutory planning, subdivision and building compliance, assess and determine statutory Planning, subdivision and building related applications , Undertake inspection and determination of statutory Planning, subdivision and building functions


<b>S06.01 Development Advice</b>	<b>Provision of advice in relation to statutory oversight and the provision of statutory certificates and written advice in respect to a range of certificate applications</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S220.11.K1	Technical liaison committee meetings	# of technical liaison committee meetings	Technical Officer - Administration
S220.11.K2	Duration of TLC meetings	Duration of TLC meetings	Technical Officer - Administration

<b>S06.02 Development Assessment</b>	<b>Assess and determine by either approval or refusal development applications, construction certificate applications, building certificate applications etc.</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	KPI SCORECARD	Number of applications and responded to within timeframes for DAs, s172 Certificates, 149 Certificates, Construction Certificates, etc. (Service Leader to develop KPI range)	Team Leader, Landuse Management
S220.01.K1	Number of DAs	# of DAs	Technical Officer - Administration
S220.01.K2	DA processing	% DAs processed within 40 days	Technical Officer - Administration
S220.02.K1	s172 building certificates	# of applications for s172 building certificates	Technical Officer - Administration

S220.02.K2	s172 building certificates processing	% s172 building certificates processed within 21 days	Technical Officer - Administration
S220.03.K1	S735A notice applications	# of applications for S735A notices	Technical Officer - Administration
S220.03.K2	s735A notice processing	% s735A notices processed within 5 days	Technical Officer - Administration
S220.04.K1	Subdivision plan applications	# of applications for Subdivision plans	Technical Officer - Administration
S220.04.K2	Subdivision plan processing	% Subdivision plans processed within 5 days	Technical Officer - Administration
S220.05.K1	Drainage Diagram applications	# of applications for Drainage Diagrams	Technical Officer - Administration
S220.05.K2	Drainage Diagrams preparation	% Drainage Diagrams prepared with 3 days	Technical Officer - Administration
S220.05.K3	Drainage Diagrams - standard	% Drainage Diagrams prepared to standard	Technical Officer - Administration
S220.06.K1	Annual Fire Safety Statement Review Reminders	# of Annual Fire Safety Statement Review Reminders issued	Technical Officer - Administration
S220.06.K2	Annual Fire Safety Statement Review Reminders processing	% of Annual Fire Safety Statement Review Reminders issued within 30 days of due date	Technical Officer - Administration
S220.07.K1	149 Certificate applications response	% of 149 Certificate applications processed and issued within 5 days of receipt by Council	Technical Officer - Administration
S220.07.K2	Priority 149 Certificate applications response	% of Priority 149 Certificate applications (where urgent fee is paid) processed and issued within 2 days of receipt by Council	Technical Officer - Administration
S220.07.K3	149 Certificates issued	# of 149 Certificates issued	Technical Officer - Administration
S220.08.K1	S96 "Modification of Development Consent" Applications	# of S96 "Modification of Development Consent" Applications received	Technical Officer - Administration



S220.08.K2	S96 Applications processing	% of S96 Applications processed within 40 days	Technical Officer - Administration
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<b>S06.03 Development Management</b>	<b>Manage the functions associated with the construction/compliance phase of a development and act as Principal Certifying Authority to inspect and ensure that building and subdivision work is constructed in accordance with applicable approvals</b>		
Project	Name	Description	Responsible Officer
NEW	E-PLANNING	Implement an electronic system to enable the lodgement and processing of applications under the E housing project.	Project Manager - Land Use Assessment
Metric	Name	Description	Responsible Officer
S220.10.K1	Construction certificates (building)	# of construction certificates (building)	Technical Officer - Administration
S220.10.K2	Construction certificates (subdivision)	# of construction certificates (subdivision)	Technical Officer - Administration
S220.10.K3	Complying development certificates (CDC)	# of complying development certificates (CDC)	Technical Officer - Administration
S220.10.K4	CDC's processing	% of CDC's processed within 10 days	Technical Officer - Administration

**Development Assessment - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.3 Promote a safe community


LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events


<b>S07</b>	<b>Economic Development</b>	<b>Manager - Economic Development</b>
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**Description:** The Economic Development Unit facilitates high quality information and assistance to its stakeholders


<b>S07.01 Love our City</b>	<b>To unleash the love we feel for Coffs Harbour and our special places in it. And To increase the overall happiness, wellbeing and joyfulness of the community.</b>		
Project	Name	Description	Responsible Officer
NEW	Love Our City - Career Opportunities	Report on the roll-out of "Love Our City" projects in regard to career opportunities for young people	Manager – Economic Development
NEW	Love Our City - Communities	Report on the roll-out of "Love Our City" projects targetting villages and communities	Manager – Economic Development
P517.01	City Centre Promotional Activities	Report on the delivery of projects and activities that increase visitation to the City Centre (A5 + D2)	Manager – Economic Development
NEW	Place Making	Report on festivals / events which celebrate what we love about our special place (A5)	Manager – Economic Development
Metric	Name	Description	Responsible Officer


<b>S07.02 Local is Best</b>	<b>Encourage a strong, sustainable, resilient and culturally and economically diverse local economy.</b>		
Project	Name	Description	Responsible Officer
NEW	Food Futures	Report on the outcomes of the Food Futures Network	Manager – Economic Development
P517.04	Rate-Variation-Funded Programs	Report on Business Development activities funded from approved 3.5% citywide Business Rate variation (2008-2018)	Manager – Economic Development
P517.10	Growers Market	Report on the management and promotion of the Growers market as an outlet for local producers to promote and develop their businesses.(Number of stallholders./ Number of attendees / Number and type of Community and Food Industry education programs impleme (B5)	Manager – Economic Development


P517.16	Creative Industries	Report on the outcomes of the Creative Industry Network (B5)	Manager – Economic Development
P517.06	Economic Product Development	Report on New Business Initiatives (B1-6)	Manager – Economic Development
P517.08	Coffs Coast Jobs	Report on the provision of a skills-matching website. Active involvement and participation of industry and business stakeholders. (Report on Number of registrations; Number of contacts) (B6)	Manager – Economic Development
P517.09	Co-working and Enterprise Facilitation	Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)	Manager – Economic Development
P517.11	Manufacturing Network	Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc) (B2)	Manager – Economic Development
P517.15	Innovation Centre	Report on the operation of the Innovation Centre (B4)	Manager – Economic Development
Metric	Name	Description	Responsible Officer

<b>S07.03 Knowledge Building</b>	<b>Promote the health and education sectors, encourage research and development and build partnerships.</b>		
Project	Name	Description	Responsible Officer
NEW	Economic Development Strategy	Report on the roll-out of the Economic Development Strategy	Manager – Economic Development
P517.12	Health Network	(DP: Report on roll-out of Health Industry Network projects) Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)	Manager – Economic Development
P517.13	Education and Skills	Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners) (C3)	Manager – Economic Development
Metric	Name	Description	Responsible Officer

<b>S07.04 Welcoming Spaces</b>	<b>We have created spaces that are safe, comfortable &amp; encourage interaction between people of all ages and our diverse groups.</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer

<b>S07.05 Smart and Connected</b>	<b>Our community is connected to each other, our families and the world. Our businesses are enjoying growth through new markets. Our children are enjoying expanded education opportunities. Our health is being delivered into our homes by e-health.</b>		
Project	Name	Description	Responsible Officer
NEW	Subscribers	report on the number of E- NEWSLETTER, SOCIAL MEDIA SUBSCRIBERS	Manager – Economic Development
P517.23	Switched on Coffs Digital Strategy	Report on the implementation and review of the Switched on Coffs Digital Strategy (CHES E1)	Manager – Economic Development
P517.19	NBN Enterprise Program (**not Hub)	Report on NBN Enterprise Program (CHES E2)	Manager – Economic Development
Metric	Name	Description	Responsible Officer

<b>S07.06 Planning for Growthd</b>	<b>Transport, Logistics, Distribution. Available Health, Industrial &amp; Commercial Lands</b>		
Project	Name	Description	Responsible Officer
NEW	Very Fast Train	Report on any developments in the Federal Government's Very Fast Train project and proposed stop over in Coffs Harbour (CHES F1)	Manager – Economic Development
NEW	Integrated Freight Terminal	Report on any developments in the establishment of an integrated freight terminal in Coffs Harbour (CHES F1)	Manager – Economic Development
Metric	Name	Description	Responsible Officer

<b>S07.07 Invest Coffs</b>	<b>Promote Coffs Harbour as an ideal investment, development, business and new resident destination.</b>		
Project	Name	Description	Responsible Officer
NEW	Workforce Participation	Report 6-monthly on Workforce Participation Statistics for LGA	Manager – Economic Development
P517.05	Investment Attraction Activities	Report on partnerships with the business sector, create activities that attract investment and new residents to the City. Report on activities including New Residents and Professionals functions, SOC TV, V-TEAMS Business E-News, promotion via social media. (CHES G1)	Manager – Economic Development
P517.07	Business development Enquiries and Information	Report on enquiries and provision of accurate and detailed information. Report on number and type of business/industry enquiries and access to information/website. Including Economic Profile, Newsletters, access to REMPLAN and Profile ID etc. (CHES G1)	Manager – Economic Development
Metric	Name	Description	Responsible Officer

**ECONOMIC DEVELOPMENT PROGRAM 2013/2014 - (Funded from 2008 Rate Variation)**


Project	Estimate
	2013/2014 (\$)
Marketing & Event Promotion	161,325
<b>Total</b>	<b>161,325</b>

**Economic Development - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC2.2 Seek to provide a full range of quality health care services for all
- LC3.2 Engage the community and other levels of government in securing outcomes
- LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour
- LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
- LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers
- LP1.3 Support innovation and leadership in sustainable business practices
- LP2.1 Maximise opportunities for workforce participation
- LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people
- LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures
- LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government
- LP6.2 Support the provision of vocational education related to future need
- LP6.3 Increase access to educational opportunities for all
- MA3.1 Increase rail freight services
- MA3.2 Examine opportunities for the integration of road and rail freight services
- MA3.3 Develop maritime freight transport opportunities
- PL1.4 Create affordable housing options
- PL1.6 Reinforce the unique identity of villages and communities

<b>S08</b>	<b>Emergency Management</b>	<b>Executive Manager - Coffs City Works</b>
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**Description:** Provision of emergency management services as required by the SERM Act to Council


<b>S08.01 Provision of emergency management service</b>	<b>Providing the emergency prevention ,preparedness, response and recovery capability as required by the SERM Act, NSW</b>		
Project	Name	Description	Responsible Officer
P420.17	DR Site	Identification and implementation of a disaster recovery site	Chief Information Officer
Metric	Name	Description	Responsible Officer
S08.D1	Emergency Management Scorecard	Aggregate of KPI % for Exercises, Plans, LEMC Meetings and Agency Participation	Executive Manager - Coffs City Works
NEW	Exercises	Exercise the EOC bi-annually	Executive Manager - Coffs City Works
NEW	Plans	ensure displans and sub em plans re current	Executive Manager - Coffs City Works
NEW	Agency participation	agency participate	Executive Manager - Coffs City Works
S521.01.K1	LEMC meetings	% of LEMC meetings attended	Executive Manager - Coffs City Works

**Emergency Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.2 Develop community resilience, disaster preparedness and response mechanisms



<b>S09</b>	<b>Environmental Management</b>	<b>Executive Manager - Strategy &amp; Sustainability</b>
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**Description:** Protection and enhancement of the environment

<b>S09.01 Biodiversity Management</b>	<b>Enhance the long term viability and sustainability of ecosystems and biodiversity values in the Coffs Harbour LGA</b>		
Project	Name	Description	Responsible Officer
P230.07	Biodiversity Action Strategy 2012 - 2030	Report on actions within the Biodiversity Action Strategy 2012 - 2030	Manager - Land Use Management
P230.08	Priority Habitats and Corridors Framework 2013 - 2030	Draft and seek endorsement for the Priority Habitats and Corridors Framework (PHACF)	Manager - Land Use Management
P230.09	Koala Plan of Management 2013 - 2030	Draft and seek endorsement for the revised Coffs Harbour Koala Plan of Management 2013 - 2030	Manager - Land Use Management
P230.10	High Valued Habitats	Derive High Valued Habitats	Manager - Land Use Management
P230.11	Corridors footprint 2012	Draft and seek endorsement Corridors footprint 2013 - 2100	Manager - Land Use Management
P230.12	Biodiversity Assets (Ecological Significance)	Derive and seek endorsement for Biodiversity Assets spatial layer 2013 - 2030	Manager - Land Use Management
Metric	Name	Description	Responsible Officer
NEW	Green Team involvement	Increase Number of aboriginal 'green teams' engaged in environmental restoration from a 2013 baseline.	Team Leader Biodiversity
NEW	Volunteer Hours	Number of volunteer hours spent on habitat restoration increasing 5% annually from 2013 baseline	Team Leader Biodiversity
NEW	Corridor restoration	Number of hectares restored (hectares) within mapped corridors from 2013 baseline.	Team Leader Biodiversity
NEW	Environmental Zone Protection	Area of land (hectares) protected by an environmental zone in a Local Environmental Plan.	Team Leader Biodiversity



NEW	Native Vegetation	No net loss of native vegetation based on 2013 baseline vegetation cover	Team Leader Biodiversity
NEW	Species conservation	There are no species extinctions in the LGA	Team Leader Biodiversity

<b>S09.02 On-Site Sewer Management</b>	<b>The management of all OSSM systems under the provisions of the LG Act</b>		 
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Onsite Sewerage System Compliance	PERCENTAGE OF INSPECTED OSS SYSTEMS THAT COMPLY	Manager - Health
NEW	Onsite Sewerage System Inspections	PERCENTAGE OF SCHEDULED INSPECTIONS COMPLETED (100%)	Manager - Health
S240.01.K1	Number of High Risk systems inspected in time frame	# of High Risk Onsite Sewerage Management systems inspected	Manager - Health
S240.01.K2	Number of Medium Risk systems inspected in time frame	# of Medium Risk Onsite Sewerage Management systems inspected	Manager - Health
S240.01.K3	Number of Low Risk systems inspected in time frame	# of Low Risk Onsite Sewerage Management systems inspected	Manager - Health

<b>S09.03 Sustainability</b>	<b>Advance regional, local and corporate sustainability</b>		
Project	Name	Description	Responsible Officer
P230.04	Corporate Sustainability Strategy	Report on Corporate Sustainability Action Plan Activities	Manager - Land Use Management

P230.04	Corporate Sustainability Strategy	Report on progress in developing Corporate Sustainability Policy	Manager - Land Use Management
P230.05	Community Sustainability	Report on progress in developing Environmental Sustainability Strategy	Manager - Land Use Management
P230.05	Community Sustainability	Report on sustainability education and engagement actions implemented	Manager - Land Use Management
P230.06	Climate Change and Mitigation Strategy	Council Green House Gas emissions for electricity, street lighting and fuel consumption	Manager - Land Use Management
P230.01	State of the Environment Report	Report on progress on Preparation of the State of the Environment report - Data collection and collation 2013/14/15. Data collection and report preparation 2016 for adoption in November 2016. (Working with the Regional SOER Model developed during 2011/12/13).	Manager - Land Use Management
P230.06	Climate Change and Mitigation Strategy	Report on progress in developing updated Climate Action Strategy and Policy	Manager - Land Use Management
Metric	Name	Description	Responsible Officer
NEW	Electricity Consumption	No net increase per capita electricity usage over baseline.	Coordinator Sustainability Programs
NEW	CO2 Abatement	Tonnes CO2-e abated through council initiatives	Coordinator Sustainability Programs
NEW	Recycling/Recovery Target	Set a target for recycle / recovery	Coordinator Sustainability Programs
NEW	Zero Waste impact	No net increase in waste to landfill (from waste figures)	Coordinator Sustainability Programs
NEW	Ambassador Tour attendance	No of people attending Ambassador tours	Coordinator Sustainability Programs
NEW	Ambassador Tour knowledge	% of Ambassador tour participants who increase their knowledge	Coordinator Sustainability Programs


NEW	Ambassador Tour behaviour	% of Ambassador tour participants who have changed their behaviour	Coordinator Sustainability Programs
NEW	Ambassador Tour capacity	% of attendance on tours	Coordinator Sustainability Programs

**Environmental Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.2 Engage the community and other levels of government in securing outcomes
- LE1.2 Develop programs to actively engage communities on environmental issues and solutions
- LE1.3 Promote connection to the environment through learning in the environment
- LE2.1 Maintain biodiversity in a changing climate
- LE2.2 Reduce our carbon footprint
- LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values
- LE3.2 Enhance protection of our catchments, waterways and marine areas
- LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs
- LE3.4 Create environmental restoration programs through partnerships with the community
- LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- LE4.3 Ensure the sustainable use of our natural resources
- LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community
- LE4.5 Develop renewable energy systems for the region
- LE4.6 Promote and adopt energy efficient practices and technologies across the community
- LP4.1 Promote Sustainability programs and policies

<b>S10</b>	<b>Event Management</b>	<b>Manager - Sports Unit</b>
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**Description:** Facilitate major events



<b>S10.01 Event Management</b>	<b>Planning and running events</b>		
Project	Name	Description	Responsible Officer
P375.02	Events	Reporting updated SIX-MONTHLY to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact	Sports Administration Events Assistant
P517.22	Buskers Festival	Report on development and staging of Buskers Festival	Manager - Economic Development
Metric	Name	Description	Responsible Officer
S375.04.K2	Event Seed Funding approvals	# of applications approved by the Event Seed Funding Group during period	Manager - Sports Unit
S375.04.K3	Event seed funding awarded	Total amount of seed funding awarded during the period	Manager - Sports Unit
S375.04.K1	Event Seed Funding applications	# of applications considered by the Event Seed Funding Group during period	Manager - Sports Unit



**Event Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC3.2 Engage the community and other levels of government in securing outcomes
- LC4.4 Develop inclusive community, sporting and recreational events and activities
- LP1.3 Support innovation and leadership in sustainable business practices

<b>S11</b>	<b>Flooding and Coastal Management</b>	<b>Flooding &amp; Drainage Engineer</b>
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**Description:** Implement Floodplain Management Plans and Coastal and Estuary Management Plans

<b>S11.01 Coastal Management</b>	<b>Address coastal management issues in the coastal zone, such issues, managing risks to public safety and built assets, pressures on coastal ecosystems, and community uses of the coastal zone</b>		 
Project	Name	Description	Responsible Officer
P560.02	Coastal and estuary Management	Implement Coastal and Estuary Management Plans	Executive Manager - Engineering Services
Metric	Name	Description	Responsible Officer



<b>S11.02 Flooding</b>	<b>Reduce the impact of flooding and flood liability on individual owners &amp; occupiers of flood prone property &amp; reduce private and public losses resulting from floods</b>		 
Project	Name	Description	Responsible Officer
P560.01	Floodplain Management	Implement Floodplain Management Plans	Executive Manager - Engineering Services
Metric	Name	Description	Responsible Officer

**Flooding and Coastal Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.2 Engage the community and other levels of government in securing outcomes
- LE2.1 Maintain biodiversity in a changing climate
- LE3.2 Enhance protection of our catchments, waterways and marine areas
- LE4.1 Implement total water cycle management practices
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events


<b>S12</b>	<b>Footpaths and Cycleways</b>	<b>Manager - Asset Maintenance</b>
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**Description:** Provide a safe and trafficable footpath and cycleway network

<b>S12.01 Execute Capital Works</b>	<b>The construction of new footpaths and cycleway facilities</b>		 
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer

**Footpath and Cycleway Construction Program 2013/2014 to 2016/2017**

Regrettably, due to financial pressures, Council is unable to allocate any funds towards Footpath and Cycleway construction within the scope of the 2013/2017 Delivery Program. Council has however continued its maintenance budget for these assets. For 2013/2014 (and each of the subsequent three years) \$64,000 has been allocated for major repairs to footpaths while \$30,000 has been allocated each year for cycleway major repairs.

<b>S12.02 Plan and Execute Maintenance works</b>	<b>The systematic inspection of Council's footway and cycleway assets as well as the subsequent planning and prioritisation of maintenance and repair works and subsequent execution of works</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Footpath / Cycleway Pavement standard	Report % of pavement with defects identified against the total pavement	Manager - Asset Maintenance


<b>S12.03 Plan and promote Capital Works</b>	<b>The development of forward Pedestrian Access and Mobility Plans (PAMPS) (10-15yrs projection) as well as proposed Bike Plan for future funding opportunities</b>		
Project	Name	Description	Responsible Officer
P538.01	Footpaths - Works Planning	Report on status of works program for footpaths, cycleways & bus shelters	Manager - Strategic Infrastructure
Metric	Name	Description	Responsible Officer


**Footpaths and Cycleways - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences
- MA1.2 Improve the effectiveness of the existing transport system
- MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport
- MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways

<b>S13</b>	<b>Health</b>	<b>Manager - Health</b>
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**Description:** Protection of public health and the environment, principally by proactive regulation of risk related premises, and responding reactively to nuisance issues

<b>S13.01 Environmental Monitoring</b>	<b>Proactive surveillance of environmental parameters</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S240.05.K5	Water closures	# of Beach and Estuary water closures due to contamination	Manager - Health

<b>S13.02 Pollution / Health Events</b>	<b>Investigations of customer complaints and requests</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Park and Street Bin collection	Tonnage of park and street bin collected.	Manager - Health
NEW	Park and Street Bin waste diversion	Percentage of park and street bin waste diverted to recycling.	Manager - Health
NEW	Pollution incidents	Number pollution incidents recorded	Manager - Health
NEW	Incident response	% pollution incidents responded to within 2 days	Manager - Health
S240.02.K1	Number of complaints received	# of street and litter bin complaints received	Manager - Health
S240.02.K2	% complaints responded to within 2 days	% of street and litter bin complaints responded to within 2 days	Manager - Health
S240.03.K1	Number of Major Incidents reported	# of Major Land Pollution incidents reported	Manager - Health



S240.03.K2	% Major incidents responded to within 1 hour	% of Major Land Pollution Incidents responded to within 1 hour	Manager - Health
S240.03.K3	Number of Minor Incidents reported	# of Minor Land Pollution incidents reported	Manager - Health
S240.03.K4	% Minor incidents responded to within 2 days	% of Minor Land Pollution Incidents responded to within 2 days	Manager - Health
S240.05.K1	Number of Major beach and estuary pollution incidents reported	# of Major beach and estuary pollution incidents reported	Manager - Health
S240.05.K2	% Major incidents responded to within 1 hour	% of Major incidents responded to within 1 hour	Manager - Health
S240.05.K3	Number of Minor beach and estuary pollution incidents reported	# of Minor beach and estuary pollution incidents reported	Manager - Health
S240.05.K4	% Minor incidents responded to within 2 days	% of Minor incidents responded to within 2 days	Manager - Health

<b>S13.03 Regulated Premises</b>	<b>Surveillance of all premises / activities required by various acts to be registered and inspected by Council</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Premises Inspection program	Report on % of Premises Inspection program implemented against Food Authority Standard	Manager - Health
S240.06.K1	Public pools registered	# of public pools registered	Manager - Health
S240.06.K2	Public pool inspections	# of public pool inspections in period	Manager - Health

S240.06.K4	Inspected pool compliance	# of inspected pools that don't comply with statutory requirements	Manager - Health
S240.06.K5	Number of non-compliant pools brought up to compliance during period	# of non-compliant pools brought up to compliance during period	Manager - Health
S240.07.K1	Number of complaints received	# of complaints received regarding public health	Manager - Health
S240.07.K2	% public health complaints responded to within 2 days	% public health complaints responded to within 2 days	Manager - Health
S240.09.K1	Number of premises and businesses registered	# of premises and businesses registered in NSW Food Authorities Partnerships program	Manager - Health
S240.09.K2	Number of inspections in period	# of NSW Food Authorities Partnerships program inspections in period	Manager - Health
S240.09.K4	Number of food handling and contamination complaints received	# of food handling and contamination complaints received	Manager - Health
S240.09.K5	% food handling and contamination complaints investigated within 2 days	% food handling and contamination complaints investigated within 2 days	Manager - Health
S240.10.K1	Number of caravan parks registered	# of caravan parks registered	Manager - Health
S240.10.K2	Number of inspections conducted during period	# of caravan park inspections conducted during period	Manager - Health
S240.11.K1	No of premises registered	# of premises registered	Manager - Health
S240.11.K2	No of inspections during period	# of Legionella inspections during period	Manager - Health

S240.11.K4	% of inspected premises complying	% of inspected premises complying	Manager - Health
S240.12.K1	No of premises registered	# of hairdressing and skin penetration premises registered	Manager - Health
S240.12.K2	No of inspections during period	# of hairdressing and skin penetration inspections during period	Manager - Health
S240.12.K4	% of inspected premises complying	% of inspected hair dressing and skin penetration premises complying	Manager - Health

**Health - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.3 Promote a safe community


LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community

<b>S14</b>	<b>Landuse Planning</b>	<b>Manager - Land Use Planning</b>
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**Description:** Identify where the urban areas within Coffs Harbour will grow, what rules will apply to growth and what land is to be conserved

<b>S14.01 Growth Management</b>	<b>Determine future growth areas to be developed for urban and other purposes to enable Coffs Harbour, to accommodate a projected population of 100,000 people by 2031</b>		
Project	Name	Description	Responsible Officer
NEW	Urban balance	Report on residential proximity to services as per 2030 Indicators (GIS and Asset Management -assisted)	Manager – Landuse Planning
NEW	Placemaking	Report on Landuse Planning Placemaking projects	Manager – Landuse Planning
P210.01	Rural Residential Strategy	Commence environmental studies for planning proposal rezoning of priority area - Bonville. Report details of studies commenced to Council. Progress to Planning and Infrastructure. Exhibit rezoning.	Manager – Landuse Planning
P210.04	Review Local Growth Management Strategy	Review current endorsed LGMS. Report to Council. Exhibit. Report to Council. Seek endorsement from Planning and Infrastructure	Manager – Landuse Planning
P210.10	Bushfire Mapping Review	Review mapping to ensure bushfire risks are factored into land use planning in the Local Government Area. Report on progress including vegetation maps, endorsement of classifications, bushfire map preparation, endorsement and exhibition.	Manager – Landuse Planning
P210.11	Section 94 Plan Review	This is a major review of the S94 Plans that are linked to Urban release areas to ensure they now accord with other resolutions and policies of Council. Report details of review to Council. Exhibit revised plans. Report on progress including submissions,	Manager – Landuse Planning
P210.12	Place Making - Woolgoolga Master Plan Review	Review current endorsed Woolgoolga Master Plan. Report to Council. Exhibit. Report to Council for endorsement and implementation.	Manager – Landuse Planning
Metric	Name	Description	Responsible Officer

S14.02 Landuse Controls		Provide controls to ensure appropriate forms of development; consistent with community aspirations from social, economic and environmental perspectives, legislation and industry (best practice) standards; are achieved	
Project	Name	Description	Responsible Officer
NEW	Climate change provisions	Report on climate change provisions in Landuse Planning Projects	Manager – Landuse Planning
NEW	Cycle way / Footpath provisions	Report on the integration of cycle way and footpath networks in Landuse Planning projects	Manager – Landuse Planning
NEW	Urban Density provisions	Report on urban density provisions in Landuse Planning projects	Manager – Landuse Planning
P210.18	Amend Policy Documents to accord with new CSP	Develop amended policies strategies and plans to be consistent with the endorsed amended CSP. Report on progress of Draft amendments, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of documents.	Manager – Landuse Planning
P210.16	Amend Policy Documents to accord with new EPA Act - once introduced	develop amended policies strategies and plans to be consistent with the requirements of The EPA Act 2013/14/15. Report on progress of Draft amendments, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of documents.	Manager – Landuse Planning
P210.13	Completion of Coffs Harbour Standard Local Environmental Plan (SLEP)	Progress Deferred areas from SiLEP. Secure funds and confirm brief via report to Council. Engage consultant to prepare environmental investigations and prepare planning proposal. Report details of studies commenced to Council. Progress to Planning and Infrastructure. Exhibit rezoning.	Manager – Landuse Planning
P210.14	Amend City-wide Developmental Control Plan (DCP) to incorporate Contaminated land Controls	Develop an amended section to Standard DCP consistent with the requirements of SLEP. Report on progress of Draft DCP amendment, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of DCP.	Manager – Landuse Planning
P210.15	Amend City-wide Developmental Control Plan (DCP) to incorporate Residential Lands Controls Review	Develop an amended section to Standard DCP consistent with the requirements of SLEP. Report on progress of Draft DCP amendment, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of DCP.	Manager – Landuse Planning


P210.02	Coffs Harbour Standard Local Environmental Plan (SLEP)	Implement Local Environmental Plan that ensures the sustainable use of land in Coffs Harbour and complies with the standard template set by the NSW Government.	Manager – Landuse Planning
P210.03	City-wide Developmental Control Plan (DCP)	Finalisation & implementation of DCP.	Manager – Landuse Planning
P210.09	North Boambee Valley West Planning Proposal	Commission commencement of environmental studies for rezoning of priority 1 residential area - North Boambee Valley. Report details of studies commenced to Council. Exhibit rezoning. Report on progress including submissions, Draft LEP adoption and Draft	Manager – Landuse Planning
Metric	Name	Description	Responsible Officer
NEW	House / Land Monitor Statistics	House / Land Monitor Statistics	Manager – Landuse Planning

**Landuse Planning - Community Strategic Plan Connections (Coffs Harbour 2030)**


- LC3.2 Engage the community and other levels of government in securing outcomes
- LE2.1 Maintain biodiversity in a changing climate
- LE3.1 Manage land use to conserve the region’s unique environmental and biodiversity values
- LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities
- MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport
- PL1.1 Promote higher densities in our urban centres
- PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services
- PL1.5 Encourage innovative developments that embrace our climate and local environment
- PL1.6 Reinforce the unique identity of villages and communities
- PL2.2 Provide public spaces and facilities that are accessible and safe for all

<b>S15</b>	<b>Library</b>	<b>Manager - Libraries</b>
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**Description:** Services provided by Coffs Harbour City Library

<b>S15.01 Customer Services</b>	<b>Lending services, reference, public facilities and computers, programs and events</b>		
Project	Name	Description	Responsible Officer
NEW	Arts/Culture Events	Participation in artistic and cultural events compared to targets	Manager - Libraries
P514.04	Radio Frequency Identification (RFID) system (unfunded)	RFID will provide for greater automation, improved stock management and self-service facilities for library customers.	Manager - Libraries
P514.02	NSW Comparison/State Standards	Monitor the library's performance against NSW public library standards	Manager - Libraries
P514.05	Library	Implement library strategic plan	Manager - Libraries
Metric	Name	Description	Responsible Officer
S514.06.K1	Storytime sessions	# of Storytime sessions in period	Manager - Libraries
S514.06.K2	Storytime session attendances	# of people attending Storytime sessions	Manager - Libraries
S514.01.K1	Number of loans	# of loans in period	Manager - Libraries
S514.01.K2	Increase in loans	% increase in loans compared with same period last year	Manager - Libraries
S514.01.K3	New members	# of new members in period	Manager - Libraries
S514.01.K4	Active membership	% change in membership compared with same period last year	Manager - Libraries
S514.01.K5	Number of visits	# of visits in period	Manager - Libraries
S514.01.K6	Change in number of visits	% change in number of visits compared with same period last year	Manager - Libraries
S514.02.K1	Web visits	# of web visits (pageviews) in period	Manager - Libraries
S514.02.K2	Change in number of web visits	% change in number of web visits (pageviews) compared with same period last year	Manager - Libraries
S514.02.K3	Public computer/internet/wifi sessions	# of public computer/internet/wifi sessions	Manager - Libraries

S514.02.K4	Increase in public computer/internet/wifi sessions	% increase in public computer/internet/wifi sessions compared with same period last year	Manager - Libraries
S514.03.K1	Home Library Service members	# of Home Library Service members at end of period	Manager - Libraries
S514.03.K2	Change in HLS membership	% change in HLS membership compared with same period last year	Manager - Libraries
S514.06.K3	Increase in attendance at Storytime sessions	% increase in attendance at Storytime sessions compared with same period last year	Manager - Libraries
S514.06.K4	Yourtutor sessions	# of Yourtutor sessions in period	Manager - Libraries
S514.06.K7	Other sessions	# of other sessions in period	Manager - Libraries
S514.06.K8	Attendances at other sessions	# of people attending other sessions	Manager - Libraries
S514.06.K9	Increase in attendance at other sessions	# increase in attendance at other sessions compared with same period last year.	Manager - Libraries

<b>S15.02 Resources and Technical Services</b>	<b>Acquisition, processing, management and development of library collections and resources, including systems for supporting this function</b>		
<b>Project</b>	<b>Name</b>	<b>Description</b>	<b>Responsible Officer</b>
P514.01	Library Catalogue/Member Services	Library catalogue and member services developed to meet changing user needs. (Report on developments)	Manager - Libraries
<b>Metric</b>	<b>Name</b>	<b>Description</b>	<b>Responsible Officer</b>
NEW	% of members against population.	% of members against population.(local figures and comparison with NSW benchmark)	Manager - Libraries
NEW	Visitation - branches/online	Visitation - branches/online (local figures and comparison with NSW benchmark)	Manager - Libraries
NEW	Turnover of stock	Turnover of stock (local figures and comparison with NSW benchmark)	Manager - Libraries
NEW	Age of collection.	Age of collection. (local figures and comparison with NSW benchmark)	Manager - Libraries
NEW	Items per capita	Items per capita (local figures and comparison with NSW benchmark)	Manager - Libraries



NEW	Circulation per capita	Circulation per capita (local figures and comparison with NSW benchmark)	Manager - Libraries
S514.04.K1	Items acquired	# of items acquired during the period	Manager - Libraries
S514.04.K2	Items discarded	# of items discarded during the period	Manager - Libraries
S514.04.K3	Databases	# of databases available	Manager - Libraries
S514.04.K4	Increase in database searches	% increase in number of database searches compared with same period last year	Manager - Libraries
S514.05.K3	Online Picture Library Catalogue additions	# of Online Picture Library Catalogue additions in period	Manager - Libraries


**Library - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC4.2 Support opportunities for artistic and cultural growth and enjoyment

LP5.1 Promote and support a culture of lifelong learning

<b>S16</b>	<b>Lifeguards</b>	<b>Coordinator - Professional Lifeguards</b>
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**Description:** Provision of lifeguard patrols, first aid and water safety education programs

<b>S16.01 Education</b>	<b>Provision of water safety education to any section of the public on request</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	School beach safety program participation.	10 % annual increase in participation of Yr4-10 students in the LGA in school beach safety programs.	Coordinator – Professional Lifeguards

<b>S16.02 Lifeguarding</b>	<b>Manage beach and water use for all users, including 24hr response to all aquatic emergencies</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Patrol effectiveness	Number of drownings compared to number of preventable drownings.	Coordinator – Professional Lifeguards
S240.08.K1	No of patrol variations	# of patrol variations	Coordinator – Professional Lifeguards
S240.08.K2	No of fatal drownings in patrolled areas	# of fatal drownings in patrolled areas	Coordinator – Professional Lifeguards
S240.08.K3	No of Rescues	# of Rescues	Coordinator – Professional Lifeguards


S240.08.K4	No of other incidents	# of other incidents	Coordinator – Professional Lifeguards
S240.08.K5	No of After Hours emergency responses	# of After Hours emergency responses	Coordinator – Professional Lifeguards


**Lifeguards - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.3 Promote a safe community


<b>S17</b>	<b>Parks and Facilities</b>	<b>Manager - Recreational Services</b>
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**Description:** Provision of safe, cost effective, functional and accessible recreational services to the wider community and visitors

<b>S17.01 Botanic Gardens</b>	<b>Maintain and develop Botanic Gardens for recreation, conservation, research and education</b>		
Project	Name	Description	Responsible Officer
P522.05	Japanese Garden	Completion of Japanese Garden Stage 1	Manager – Recreational Services
P522.01	Botanic Gardens maintenance	Develop and maintain Botanic Gardens - Report on progress of Botanic Gardens: plantings, bushland areas maintenance schedule	Manager – Recreational Services
Metric	Name	Description	Responsible Officer
NEW	Attract more visitors to the Botanic Gardens	Seek a 5% increase in the number of patrons visiting Botanic Gardens annually	Curator – Botanical Gardens
NEW	Botanic Gardens visitor numbers	Number of visitors attending events in the Botanic Gardens	Curator – Botanical Gardens
S522.01.K2	Botanic Gardens school programs	Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (1,000 annually)	Curator – Botanical Gardens
S522.01.K3	Number of weddings	# of weddings	Curator – Botanical Gardens


<b>S17.02 CBD Gardens and Roundabouts</b>	<b>Provide amenity areas in an aesthetically pleasing and sustainable way</b>		
Project	Name	Description	Responsible Officer
SURVEY	Customer satisfaction	Customer satisfaction with roundabouts/reserves - reference group survey	Manager – Recreational Services
Metric	Name	Description	Responsible Officer
S522.04.K1	Implementation of floral displays according to schedule	% of floral display schedule deviation relative to baseline schedule	Coordinator – Horticultural Services

<b>S17.03 Cemeteries</b>	<b>Maintain and develop Council Cemeteries and provide professional burial services to the Public</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Cemetery capacity	Maintain cemetery capacity to serve the community in a timely and professional way	Curator – Botanical Gardens
S522.02.K1	Number of burials	# of burials	Curator – Botanical Gardens
S522.02.K2	Number of complaints	# of complaints relating to Cemeteries	Curator – Botanical Gardens

<b>S17.04 Nursery</b>	<b>Nursery</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	% saving on plants supplied to Council	% saving on plants supplied to Council	Coordinator – Recreational Services
S522.11.K1	Number of Nursery Stock plants produced	# of nursery stock plants propagated or purchased	Coordinator – Recreational Services
S522.11.K2	Plant stock availability for Council	% of plant stock availability for Council's maintenance programs and projects	Coordinator – Recreational Services
S522.11.K3	% of plant stock availability for external sale	% of plant stock availability for external sale	Coordinator – Recreational Services

<b>S17.05 Play Parks</b>	<b>Maintain safe, functional and challenging play parks (including skate parks and bicycle safety parks)</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	% Of playground equipment with a condition rating above satisfactory	% of playground equipment with a condition rating above satisfactory	Coordinator – Recreational Services
S522.05.K1	Number of requests for work on playgrounds	# of requests for work on playgrounds	Coordinator – Recreational Services
S522.05.K2	Percentage of requests responded	% of requests responded to within 7 days relating to work on playgrounds	Coordinator – Recreational


	to within seven days relating to work on playgrounds		Services
S522.05.K3	% of Work Orders completed within the period	% of Work Orders relating to playgrounds completed within the period	Coordinator – Recreational Services

<b>S17.06 Reserves and Bushland</b>	<b>Deliver an efficient maintenance service in accordance with annual work programs and relevant standards</b>		
Project	Name	Description	Responsible Officer
P522.04	Bush Regeneration	Report on progress of bush regeneration program	Manager – Recreational Services
P522.03	Reserve Fire Risk Management	Report on outcomes of Quarterly Reserve Fire Risk Management audits/reports	Manager – Recreational Services
Metric	Name	Description	Responsible Officer
NEW	Customer requests – Mowing	Number of customer requests regarding mowing	Coordinator – Recreational Services
NEW	Hectares mowed	Number of hectares mowed in period against target	Coordinator – Recreational Services
NEW	"Friends of Parks"	Number of participants actively supporting the "Friends of Parks" groups	Coordinator – Recreational Services
NEW	Volunteer hours	Number of volunteer hours	Coordinator – Recreational Services
NEW	Outstanding risk defects	Number of outstanding risk defects (>70) in decline	Coordinator – Recreational Services
NEW	High profile mowing	Maintain all high profile mowing areas as per annual maint. program and within budget	Coordinator – Recreational Services

NEW	Mowing operations	Implement mowing operations to schedule and budget	Coordinator – Recreational Services
S522.06.K1	Requests for works on footpaths and boardwalks in reserves	# of requests for works on footpaths and boardwalks in reserves	Coordinator – Recreational Services
S522.06.K2	Percentage of requests responded to within seven days relating to works on footpaths and boardwalks in reserves	% of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves	Coordinator – Recreational Services
S522.06.K3	% of Work Orders completed within the period	% of Work Orders relating to footpaths and boardwalks completed within the period	Coordinator – Recreational Services
S522.07.K1	Number of requests for works on beach accessways	# of requests for works on beach accessways	Coordinator – Recreational Services
S522.07.K2	Percentage of requests responded to within seven days relating to works on beach accessways	% of requests responded to within 7 days relating to works on beach accessways	Coordinator – Recreational Services
S522.07.K3	% of Work Orders completed within the period	% of Work Orders relating to beach accessways completed within the period	Coordinator – Recreational Services
S522.08.K1	Number of requests for beach cleaning	# of requests for beach cleaning	Coordinator – Recreational Services
S522.08.K2	Percentage of requests responded to within seven days relating to beach cleaning	% of requests responded to within 7 days relating to beach cleaning	Coordinator – Recreational Services




S522.08.K3	% of Work Orders completed within the period	% of Work Orders relating to beach cleaning completed within the period	Coordinator – Recreational Services
S522.13.K1	Number of Asset Protection Zones and Fire Trails inspected	# of Asset Protection Zones and Fire Trails inspected	Coordinator – Recreational Services
S522.13.K2	Number of Asset Protection Zones and Fire Trails requiring improvement	# of Asset Protection Zones and Fire Trails requiring improvement	Coordinator – Recreational Services
S522.13.K3	Number of Asset Protection Zones and Fire Trails upgraded.	# of Asset Protection Zones and Fire Trails upgraded	Coordinator – Recreational Services
S522.14.K1	Number of bookings for private functions and public events	# of bookings for private functions and public events	Administration Coordinator - City Works

<b>S17.07 Street Trees</b>	<b>Provide aesthetically pleasing and sustainable streetscapes</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Street tree planting schedule implemented as per annual program	Street tree planting schedule implemented as per annual program	Coordinator – Horticultural Services
NEW	NUMBER OF CUSTOMER REQUESTS REGARDING RESERVES AND STREET TREES	NUMBER OF CUSTOMER REQUESTS REGARDING RESERVES AND STREET TREES	Coordinator – Horticultural Services

NEW	Tree complaints responded to in a timely manner (as per risk category)	Tree complaints responded to in a timely manner (as per risk category)	Coordinator – Horticultural Services
S522.09.K2	Meet Budget (No Variance to Street Tree planting budget affecting street tree planting schedule)	% of street tree planting schedule deviation relative to budget	Coordinator – Horticultural Services
S522.09.K3	Number of street trees (6-) inspected and maintained in period.	# of street trees < 6 years old inspected and maintained in period	Coordinator – Horticultural Services
S522.10.K1	% of Work Orders (6-) completed within the period	% of Work Orders relating to street trees < 6 years old completed within the period	Coordinator – Horticultural Services
S522.10.K2	Number of requests for street tree maintenance (6-)	# of requests for street tree maintenance on trees < 6 years old	Coordinator – Horticultural Services
S522.10.K3	Percentage of requests responded to within seven days relating to street tree maintenance (6-)	% of requests responded to within 7 days relating to street tree maintenance on trees < 6 years old	Coordinator – Horticultural Services
S522.15.K1	Number of street trees (6+) inspected and maintained in period.	# of street trees > 6 years old inspected and maintained in period	Coordinator – Recreational Services
S522.15.K2	% of Work Orders (6+) completed within the period	% of Work Orders relating to street trees > 6 years old completed within the period	Coordinator – Recreational Services
S522.15.K3	Number of requests for street tree (6+) maintenance	# of requests for street tree maintenance on trees > 6 years old	Coordinator – Recreational Services

S522.15.K4	Percentage of requests responded to within seven days relating to street tree maintenance (6+)	% of requests responded to within 7 days relating to street tree maintenance on trees > 6 years old	Coordinator – Recreational Services
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<b>S17.08 Weed Services</b>	<b>Inspections and control of Noxious Weeds, control of environmental weeds under WAP</b>		
<b>Project</b>	<b>Name</b>	<b>Description</b>	<b>Responsible Officer</b>
<b>Metric</b>	<b>Name</b>	<b>Description</b>	<b>Responsible Officer</b>
NEW	NUMBER OF WEED NOTICES ISSUED IN DECLINE	NUMBER OF WEED NOTICES ISSUED IN DECLINE	Coordinator – Horticultural Services
S522.12.K1	Number of weed inspections in response to customer requests.	# of weed inspections in response to customer requests	Coordinator – Horticultural Services
S522.12.K2	Number of weed inspections carried out on Private Property	# of weed inspections carried out on Private Property	Coordinator – Horticultural Services
S522.12.K3	Number of weed inspections carried out on Council-managed land	# of weed inspections carried out on Council-managed land	Coordinator – Horticultural Services
S522.12.K4	Number of private works jobs for weed control	# of private works jobs for weed control	Coordinator – Horticultural Services
S522.12.K5	Number of Section 18A weed notices issued	# of Section 18A weed notices issued	Coordinator – Horticultural Services


S522.12.K6	Number of Section 18 weed notices issued	# of Section 18 weed notices issued	Coordinator – Horticultural Services
S522.12.K7	Number of Section 20 weed notices issued	# of Section 20 weed notices issued	Coordinator – Horticultural Services
S522.12.K8	Number of Section 20 ENTRY notices issued	# of Section 20 ENTRY notices issued	Coordinator – Horticultural Services



**Parks and Facilities - Community Strategic Plan Connections (Coffs Harbour 2030)**


- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- LC1.4 Promote a caring, inclusive and cohesive community
- LC1.5 Support the vulnerable and disadvantaged
- LC1.6 Promote opportunities for all to fulfill their potential
- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LE1.2 Develop programs to actively engage communities on environmental issues and solutions
- LE1.3 Promote connection to the environment through learning in the environment
- LE3.4 Create environmental restoration programs through partnerships with the community
- LP5.2 Facilitate and promote shared learning across generational and cultural groups
- PL2.2 Provide public spaces and facilities that are accessible and safe for all
- PL2.3 Provide safe and accessible play spaces for our children within each community


<b>S18</b>	<b>Property</b>	<b>Executive Manager - Business Units</b>
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**Description:** Property management, Leasing of Council owned/managed land and buildings, Buildings maintenance, Community Village and Swimming Pools

<b>S18.01 Building M&amp;R</b>	<b>Maintenance and Repair of Council's general buildings (excluding Water, Sewer, Airport &amp; Caravan Parks)</b>		
Project	Name	Description	Responsible Officer
P110.02	Public Amenities Upgrade Project	Upgrade public amenities according to program of works.	Executive Manager - Business Units
Metric	Name	Description	Responsible Officer
NEW	Property condition	% OF BUILDINGS/PROPERTY ASSETS AT SATISFACTORY OR ABOVE	Property Manager
S320.03.K1	Number of Property Service requests received	# of Property Service requests received	Property Manager
S320.03.K2	90% of Building Maintenance and Repair work service requests responded to within 24 hours	% of building maintenance and repair work service requests responded to within 24 hours	Property Manager

<b>S18.02 Commercial Property</b>	<b>Purchase / Disposal / Development / Advice in relation to Council property</b>		 
Project	Name	Description	Responsible Officer
P310.03	Commercial Asset Management	Subject to adoption of Commercial Asset Management Strategy, commence implementation	Executive Manager - Business Units
P310.04	Land Acquisitions for Detention Basins	Finalisation of all land acquisitions for Flood detention Basins	Executive Manager - Business Units
Metric	Name	Description	Responsible Officer

S18.03 Leasing and Property Management	Leasing of Council owned / managed land and buildings		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Building Costs	% OF COST RECOVERED ON COMMUNITY BUILDINGS	Property Manager
S310.01.K1	Percentage of valuation and property information requests responded to within 14 days.	% of valuation and property information requests responded to within 14 days	Executive Manager - Business Units
S320.01.K1	Number of Leases managed	# of leases managed	Property Manager
S320.01.K2	Total Rent Revenue compared to Budget	% Rent revenue deviation relative to budget	Property Manager
S320.01.K3	Comparative ratio of Community-based leases to the rent revenue generated	Ratio of Community-based leases to the rent revenue generated	Property Manager
S320.02.K1	90% of available, lettable office space held under lease by appropriate tenants	% of available, lettable office space held under lease	Property Manager
S320.02.K2	Number of room hiring agreements and User category	# of room hiring agreements and User category	Property Manager
S320.02.K3	Room hire income on track with budget	% Room hire revenue deviation relative to budget	Property Manager
S320.02.K4	Monitor financial position of the Community Village and operate within 15% variance of Budget.	% deviation of Community Village actuals relative to budget	Property Manager



S18.04 Public Swimming Pools	Provision of public swimming pool facilities for the community		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	SWIMMING POOLS SCORECARD	SWIMMING POOLS - REVIEW BENCHMARK/SCORECARD - ATTENDANCE, SATISFACTION, REVENUE	Property Manager
S330.01.K1	Lease agreements in place for all Council public swimming pools	% Lease agreements in place for Council public swimming pools	Property Manager
S330.01.K2	100% of pool Lessees have current pool supervisor and management qualifications.	% of pool Lessees have current pool supervisor and management qualifications	Property Manager
S330.02.K1	Public swimming pools operating within Council's financial contribution.	% of Public swimming pools operating within Council's financial contribution	Property Manager



**Property - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.2 Engage the community and other levels of government in securing outcomes
- MA3.3 Develop maritime freight transport opportunities
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
- PL2.2 Provide public spaces and facilities that are accessible and safe for all

<b>S19</b>	<b>Roads and Bridges</b>	<b>Manager - Asset Maintenance</b>
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**Description:** Provide a safe and trafficable road and bridge network

<b>S19.01 Execute construction works</b>	<b>From receipt of work order, investigate, design pavement treatment, plan and undertake works, handover to client within required timeframe and budget</b>		 
Project	Name	Description	Responsible Officer
P535.01	Local Roads - Bitumen Seal - Asphalt Resurfacing	Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period	Manager – Asset Construction
P535.04	Local Roads - Gravel Re-Sheet	Report on implementation of Gravel Re-sheet program in period	Manager – Asset Construction
P535.05	Local Roads - Rehabilitation	Report on implementation of Rehabilitation program in period	Manager – Asset Construction
P536.01	Bridges - Works	COMPLETE PLANNED BRIDGEWORKS FOR THE YEAR	Manager - Strategic Infrastructure
Metric	Name	Description	Responsible Officer

<b>S19.02 Plan and Execute Maintenance works</b>	<b>Inspect, identify defects, plan, resource and schedule works. Undertake maintenance work in accordance with maintenance program and relevant standards</b>		 
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Maintenance Program	Report % complete of annual routine maintenance program	Manager - Asset Maintenance
NEW	Pavement standard	Report % of pavement with defects identified against the total pavement	Manager - Asset Maintenance



NEW	Unplanned works - Rectify defect in accordance with maintenance management plan	% of defects accomplished within target response times	Manager - Asset Maintenance
NEW	Unplanned works - Provide response to CR customer	% of CRs responded within 5 days - target 90%	Manager - Asset Maintenance
NEW	Routine works - Slashing	qty of area slashed	Manager - Asset Maintenance
NEW	Routine Works - Grading	kms roads graded	Manager - Asset Maintenance
NEW	Routine Works - Pothole Patching	potholes patched	Manager - Asset Maintenance
NEW	Routine Works - Sign Replacement	signs replaced	Manager - Asset Maintenance
NEW	Routine Works - Linemarking Rejuvenation	linemarking rejuvenated	Manager - Asset Maintenance
NEW	Bridges - Rectify defect in accordance with maintenance management plan	% of defects accomplished within target response times	Manager - Asset Maintenance
NEW	Backlog of defects - pavement	m2 of unrepaired pavement	Manager - Asset Maintenance
NEW	Backlog of defects - signs	\$ value of unrepaired signs outstanding	Manager - Asset Maintenance
NEW	Backlog of defects - kerb and gutter	\$ value of unrepaired k&G	Manager - Asset Maintenance
NEW	Backlog of defects - street furniture	\$ value of unrepaired street furniture	Manager - Asset Maintenance
NEW	Backlog of defects - priority	Report # of outstanding defects with a priority score greater than 80/100	Manager - Asset Maintenance
NEW	Backlog of defects - total	Report # of total outstanding defects	Manager - Asset Maintenance

S531.01.K1	Performance in Period	# of requests relating to potholes on regional roads	Manager - Asset Maintenance
S531.01.K10	Percentage of responses in required time frame to requests relating to potholes on high traffic roads	% of customer requests relating to potholes on high traffic roads responded to within 5 days	Manager - Asset Maintenance
S531.01.K2	Customer requests	% of customer requests relating to potholes on regional roads responded to within 5 days	Manager - Asset Maintenance
S531.01.K3	New one added	# of requests relating to failed pavement on regional roads	Manager - Asset Maintenance
S531.01.K4	New one added	% of customer requests relating to failed pavement on regional roads responded to within 5 days	Manager - Asset Maintenance
S531.01.K5	Number of requests relating to potholes on local roads	# of requests relating to potholes on local roads	Manager - Asset Maintenance
S531.01.K6	Percentage of responses in required time frame to requests relating to potholes on local roads	% of customer requests relating to potholes on local roads responded to within 5 days	Manager - Asset Maintenance
S531.01.K7	Number of requests relating to failed pavement on local roads	# of requests relating to failed pavement on local roads	Manager - Asset Maintenance
S531.01.K8	Percentage of responses in required time frame to requests relating to failed pavement on local roads	% of customer requests relating to failed pavement on local roads responded to within 5 days	Manager - Asset Maintenance
S531.01.K9	Number of requests relating to potholes on high traffic roads	# of requests relating to potholes on high traffic roads	Manager - Asset Maintenance

S536.01.K1	Number of requests relating to minor bridge maintenance	# of requests relating to minor bridge maintenance	Manager - Asset Maintenance
S536.01.K2	Percentage of responses in required time frame to requests relating to minor bridge maintenance	% of customer requests relating to minor bridge maintenance responded to within 5 days	Manager - Asset Maintenance
S536.01.K3	Number of requests relating to damage to bridge structures	# of requests relating to damage to bridge structures	Manager - Asset Maintenance
S536.01.K4	Percentage of responses in required time frame to requests relating to damage to bridge structures	% of customer requests relating to damage to bridge structures responded to within 5 days	Manager - Asset Maintenance
S547.01.K1	Number of requests relating to unavailability of boat ramp due to siltation or structural problems.	# of requests relating to unavailability of boat ramp due to siltation or structural problems	Manager - Asset Maintenance
S547.01.K2	Boat ramp availability requests - percentage of responses in required time frame	% of customer requests for boat ramp availability responded to within 5 days	Manager - Asset Maintenance
S547.02.K1	Number of requests relating to damage or vandalism to the Jetty Structure.	# of requests relating to damage or vandalism to the Jetty Structure	Manager - Asset Maintenance

S547.02.K2	Requests re Jetty Structure damage or vandalism - percentage of responses in required time frame	% of customer requests relating to Jetty Structure damage or vandalism responded to within 5 days	Manager - Asset Maintenance
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**LOCAL ROADS 2013/2014 WORKS PROGRAMS****Reseal Program 2013/2014**

<b>STREET</b>	<b>Length (m)</b>	<b>Area (m<sup>2</sup>)</b>	<b>Repair + Seal Costs</b>
JAMES SMALL : From : END KERB To : KORORA SCHOOL RD	165	1,056	\$8,506
MCIVER : From : ALEXANDER ST To : START DUSTSEAL	42	134	\$1,083
NORTHSIDE : From : YORK ST To : END KERB	125	675	\$5,437
PARK AVENUE LANE : From : EARL ST To : START OF KERB & GUTTER	113	486	\$3,914
PARK BEACH : From : PHILLIP ST To : HOGBIN DR NTH	281	3,794	\$30,557
GARDINER : From : COMBINE ST To : TO END	62	453	\$3,646
COLUMBUS : From : PACIFIC AVE To : YORK ST	91	728	\$5,864
GUNDAGAI : From : HIGH ST To : END	126	756	\$6,090
HOWARD LANE: From : DIBBS ST To : BARRIE ST(HOWARD LANE)	109	327	\$2,634
RICHMOND : From : DIGGERS BEACH RD To : CLARENCE CR	78	780	\$6,283
RICHMOND : From : MACAULEYS HDL DR To : MANNING AVE	96	1,056	\$8,506
RICHMOND : From : MACLEAY PL To : BRUNSWICK AVE	37	396	\$3,189
RICHMOND : From : MANNING AVE To : MACLEAY PL	44	484	\$3,899
SECOND : From : ARRAWARRA RD To : THIRD AVE	264	1,214	\$9,782
THIRD : From : ARRAWARRA RD To : SECOND AVE	350	1,610	\$12,969
ALBANY : From : END ROUNDABOUT EARL ST To : START ROUNDABOUT GORDON ST	170	2,414	\$19,445
KRATZ : From : NARROW RD To : 245M	245	1,764	\$14,209

NORTH BOAMBEE : From : 3170 To : END	622	5,598	\$45,092
VALLEY : From : PALM ST To : 54.2	54	486	\$3,915
BLACKER : From : SHEPHERDS LNE To : END	90	630	\$5,075
CIRCULAR : From : NTH BELLGROVE ST To : BELLGROVE ST (NT	263	2,183	\$17,583
ELSWICK : From : ISLES DR To : END	159	1,940	\$15,625
FRASER : From : WINGARA DR(STH) To : WINGARA DR(NTH)	532	6,916	\$55,708
GRAHAM : From : S.H. 10 NTH To : DIAMOND HEAD DR	1,853	12,600	\$101,496
MARCIA : From : ROSE AVE To : END KERB & GUTTER	97	1,164	\$9,376
MARTIN : From : GALE ST To : END	109	436	\$3,512
PARK AVENUE LANE : From : START OF KERB & GUTT To : GORDON ST	90	558	\$4,495
SMITHS RD : From : S.H. 10 To : 308	308	2,033	\$16,374
THREE : From : BRODIE DR To : VOST ST	85	340	\$2,739
TINDARA : From : LYONS RD To : DIRRIGEREE CR (STH)	90	918	\$7,394
WOLLONGBA : From : CAVANBA RD To : END	153	1,683	\$13,557
HOWARD : From : END OF SERVICE RD To : RACE COURSE ENT	64	384	\$3,093
BONVILLE : From : EARL ST To : GORDON ST	205	2,050	\$16,513
CIRCULAR : From : BELLGROVE ST (STH) To : BELLGROVE ST (	362	3,041	\$24,494
DIRRIGEREE : From : BANOOL ST To : GILLIBRI CR (NTH)	160	1,632	\$13,146
DIRRIGEREE : From : GILLIBRI CR To : BANOOL ST	344	3,543	\$28,540
DIRRIGEREE : From : TINDARRA DR (STH) To : GILLIBRI CR	95	950	\$7,652
EUGOURIE : From : MURRAY DR To : END	65	585	\$4,712
FIRST : From : ARRAWARRA RD To : END	184	644	\$5,187

FITZGERALD : From : OCEAN PDE To : 86M	86	731	\$5,888
GILLIBRI : From : DIRRIGEREE CR (EAST) To : END	70	560	\$4,511
JEFFRESS : From : CAVANBA RD To : END	90	1,260	\$10,149
KANE : From : HUGHES CL To : GRANT CL	98	1,176	\$9,473
KNOX : From : KNOX ST To : NASH LNE	56	252	\$2,030
LINKS : From : KOTARA PL To : ARDEN ST	14	143	\$1,150
MCIVER : From : ARTHUR ST To : CARRINGTON ST	222	777	\$6,259
MINORCA : From : TOORMINA RD To : END	123	1,132	\$9,115
MOUNT BROWNE : From : (JABOH CL) 1240 To : 1780	540	3,240	\$26,098
MOUNT BROWNE : From : 2790 To : 2970	180	990	\$7,974
ORLANDO LANE : From : ORLANDO ST To : START A/C	50	300	\$2,417
PARK : From : GORDON ST To : EARL ST	210	4,830	\$38,906
PARK BEACH : From : PARK BEACH PLAZA ENT To : BURKE ST	145	1,958	\$15,768
PRINCE JAMES : From : CORAL AVE To : PLANTATION AVE	274	3,014	\$24,278
RED ROCK RD : From : 50KM SIGN To : LAWSON ST	494	2,816	\$22,681
RICHMOND : From : CLARENCE CR To : MACAULEYS HDL DR	105	1,155	\$9,304
SECOND : From : FIRST AVE To : FOURTH AVE	78	1,170	\$9,424
SIXTEENTH : From : FIFTEENTH AVE To : SEVENTEENTH AVE	187	2,094	\$16,870
SUN : From : ORCHID RD To : RAINBOW AVE	105	588	\$4,736
TINDARA : From : DIRRIGEREE CR (STH) To : DIRRIGEREE CR	576	5,933	\$47,789
WATERLOO : From : NIGHTINGALE ST To : QUEEN ST	218	981	\$7,902
ARGYLL : From : ARGYLL ST (EST) To : ARGYLL ST (WST)	84	403	\$3,248

VALLEY : From : 54.2 To : RIDGE ST	83	631	\$5,081
VALLEY : From : GORDON ST To : PALM ST	100	520	\$4,189
WILLIAM : From : KING ST To : START OF KERB	142	1,306	\$10,523
ARGYLL : From : FREDERICK ST To : CHRISTINE CL	108	1,080	\$8,699
ARRAWARRA HEADLAND : From : MULLAWAY DR To : OCEAN VIEW DR STH	917	5,685	\$45,796
BOUNDARY : From : BEACH ST To : END OF BOUNDARY ST	225	2,745	\$22,111
COLLINS LANE: From : ORLANDO ST To : EDGAR ST (OVAL)	115	529	\$4,261
DIANNE : From : BRAY ST To : END	136	1,469	\$11,831
ELEVENTH : From : ELIZABETH ST To : FIRST AVE	108	1,091	\$8,786
ELIZABETH : From : BELLGROVE ST To : ELEVENTH AVE	172	2,064	\$16,626
FRASER : From : WINGARA DR(NTH) To : END OF KERB	80	1,040	\$8,377
HULBERTS : From : BUCKMAN CL To : WALLIS AVE	298	2,324	\$18,723
HULBERTS : From : NEWCASTLE DR To : END OF KERB & GUTTER	81	729	\$5,872
KIDD : From : SECOND AVE To : ELEVENTH AVE	212	954	\$7,684
LOWER BUCCA : From : SH10 A/C To : CHANGE SEAL	52	499	\$4,021
MANNING : From : RICHMOND DR To : NAMBUCCA AVE	292	2,628	\$21,169
MARKET : From : NIGHTINGALE ST To : QUEEN ST	218	3,706	\$29,852
MCIVER : From : END DUSTSEAL To : ARTHUR ST	63	158	\$1,269
MERINDA : From : WARRAWEE ST To : ELOUERA DR	238	1,999	\$16,104
MOUNT BROWNE : From : 1780 To : 2790	1,010	4,343	\$34,983
NIGHTINGALE : From : TRAFALGAR ST To : NELSON ST	128	1,306	\$10,517



OCEAN : From : 55M To : END	113	1,379	\$11,105
PIPECLAY : From : MACDOUGALL ST To : END	169	1,369	\$11,026
RIVER : From : BEACH ST To : GORDON ST	168	1,512	\$12,179
WINGARA : From : O'KEEFE DVE To : COOK DVE	136	1,700	\$13,694
ANDREWS : From : OCEAN ST To : END	114	878	\$7,071
AVENUE : From : RALEIGH ST To : 118.6	118	566	\$4,562
BANOOL : From : LYONS RD To : DIRRIGEREE CR	115	1,173	\$9,449
BAYLDON : From : GOLF CLUB ENT To : LYONS RD (NTH)	368	2,098	\$16,896
BEACH : From : QUEEN ST To : CARRINGTON ST	126	2,646	\$21,314
BEACH : From : RIVER ST To : SHORT ST	117	1,427	\$11,498
BEACH : From : SHORT ST To : BULTITUDE ST	121	1,500	\$12,086
BELMGROVE : From : CIRCULAR AVE (EAST) To : ELIZABETH ST	81	826	\$6,655
BOAMBEE : From : START OF KERB & GUTT To : TWENTY FIFTH	22	255	\$2,056
CAVANAGHS : From : LOWANNA RD To : TIMMS MILL RD	640	4,480	\$36,086
CREEK TOWERS : From : ELBOW ST To : CONCRETE	44	273	\$2,197
DILLON : From : FIRST AVE To : TWENTY FIFTH AVE	160	1,488	\$11,986
DIRRIGEREE : From : GILLIBRI CR (NTH) To : TINDARRA DR (NT	91	928	\$7,477

Note: priorities and locations are subject to change due to detailed pavement investigation and further road deterioration.

**LOCAL ROADS 2013/2014 WORKS PROGRAMS**

**Rehabilitation Program 2013/2014**

<b>ROAD/STREET NAME</b>	<b>LOCATION</b>	<b>LENGTH (m)</b>	<b>AREA (m2)</b>	<b>VALUE (\$)</b>
HARBOUR : From : DIBBS ST To : END SPLIT LEVEL RD	COFFS HARBOUR	64	1331	66,560
HARBOUR : From : EDINBURGH ST To : HOOD ST	COFFS HARBOUR	135	3227	161,325
HARBOUR : From : SALAMANDER ST To : HARDACRE ST	COFFS HARBOUR	76	1611	80,560
HARBOUR : From : HARDACRE ST To : GLENREAGH ST	COFFS HARBOUR	65	1378	68,900
PRINCE : From : OCEAN PRD To : HOGDIN DR NTH	COFFS HARBOUR	220	2530	126,500
TURON : From : BULTITUDE ST (STH) To : KIM CL	WOOLGOOLGA	456	5107	255,360
TURON : From : KIM CL To : BULTITUDE ST (NRTH)	WOOLGOOLGA	222	2531	126,540
ELEVENTH : From : ELIZABETH ST To : FIRST AVE	SAWTELL	108	1210	60,480

Note: priorities and locations are subject to change due to detailed pavement investigation and further road deterioration.

**BRIDGE PROGRAM 2013/2014 (Funded from 2008 Rate Variation)**

Project	Estimate
	2013/2014 (\$)
Major Repairs Timber Bridges	57,371
Investigations	30,000
Davies Bridge	360,000
Seccombes Bridge	365,000
Cathodic Protection	10,000
<b>Total</b>	<b>822,371</b>

*\*Works schedules subject to change according to re-prioritisation and final cost estimates.*

**Roads and Bridges - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- MA1.2 Improve the effectiveness of the existing transport system
- MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways

<b>S20</b>	<b>Sewer</b>	<b>Executive Manager - Coffs Harbour Water</b>
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**Description:** Provide waste water service to the community

<b>S20.01 Reclaimed Water Disposal / Reuse</b>	<b>Utilisation or disposal of by-products</b>		 
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Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
NEW	Reclaimed water consumed	% of reclaimed water consumed against total treated ( 6-monthly)	Manager – Water Treatment

<b>S20.02 Waste Water Collection</b>	<b>Collection &amp; transport of sewage to treatment plants</b>		 
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Project	Name	Description	Responsible Officer
NEW	Sewer Infrastructure Works	Report on progress of sewer infrastructure works in relation to time, budget, and quality	Flooding and Drainage Engineer
Metric	Name	Description	Responsible Officer
NEW	Overflows	Number of dry weather overflows	Manager - Distribution

<b>S20.03 Waste Water Treatment</b>	<b>Treatment of sewage to licence requirements</b>		 
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Project	Name	Description	Responsible Officer
P840.01	Sawtell Sewerage Treatment Works Decommissioning	Sawtell Pump Station, Rising Main and Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality	Flooding and Drainage Engineer
P820.01	Sewerage performance	Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report.	Executive Manager – Coffs Harbour Water


Metric	Name	Description	Responsible Officer
NEW	Operating cost	Total operating cost per kilolitre treated (yearly report)	Senior Technical Coordinator - Water
S820.01.K2	Licence compliance	% of tests complying with EPA licences	Manager – Water Treatment


**Sewer - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- LC2.1 Promote healthy living
- LC3.2 Engage the community and other levels of government in securing outcomes
- LE4.1 Implement total water cycle management practices
- LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events

<b>S21</b>	<b>Sport</b>	<b>Manager - Sports Unit</b>
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**Description:** Development, planning and facility management

<b>S21.01 BCU International Stadium</b>	<b>Provide and manage a sporting facility capable of hosting elite sporting events and other events, that deliver significant economic impact and local community benefits to Coffs Harbour</b>		
Project	Name	Description	Responsible Officer
P375.09	BCU Stadium Seating Upgrade	Upgrade of seating at BCU International Stadium (dependent on funding availability).	Manager – Sports Unit
Metric	Name	Description	Responsible Officer

<b>S21.02 Development Planning and Facility Manage</b>	<b>Ground and infrastructure management of sporting ovals, Guiding the development of current and future sporting infrastructure , Building the capacity of sports to service the community</b>		
Project	Name	Description	Responsible Officer
NEW	Sports facility plan projects	Report on status of sports facility plan projects (according to funding in ltfp)	Manager – Sports Unit
P375.03	External Funding (Government)	Report on Number of grants applied for, value and success rate	Manager – Sports Unit
P375.07	Strategic Plan update	Update Sports Unit Strategic Plan to incorporate a Stadium Business Plan including feasibility of infrastructure projects (dependent on funding availability).	Manager – Sports Unit
P375.08	Plans of Management Review	Review CCSLP and Sportsground Plans of Management (dependent on funding availability).	Manager – Sports Unit
P375.01	Strategic Relationships	Report on details of event meetings, conferences and sports forums attended	Manager – Sports Unit
P375.04	External Funding (Assisting Community)	Number of organisations assisted with grant applications for leased grounds, \$ value and success rate	Manager – Sports Unit


P375.05	External Funding (Sports Contributions)	Number and value of co-contributions from sports	Manager – Sports Unit
P375.06	Sports Marketing	Ensure the optimum promotion of activities to foster sports development (Online events calendar updated quarterly; Sports Unit e-newsletter distributed quarterly; Report on Media releases for major and national events, major upgrades to facilities, and ot	Manager – Sports Unit
<b>Metric</b>	<b>Name</b>	<b>Description</b>	<b>Responsible Officer</b>
NEW	% Usage against capacity	% usage against capacity	Manager – Sports Unit
S375.01.K1	Attend 80% of scheduled COFFSAC meetings	% of scheduled COFFSAC meetings attended	Manager – Sports Unit
S375.02.K1	Number of forums hosted by CHCC	# of forums hosted by CHCC	Manager – Sports Unit
S375.02.K2	Number of third party meetings or training promoted	# of third party meetings or training promoted	Manager – Sports Unit
S375.03.K1	Number of requests for maintenance	# of requests for maintenance of sports facilities	Manager – Sports Unit
S375.03.K2	100% of requests acted upon within 5 days	% of maintenance requests acted upon within 5 days	Manager – Sports Unit

**Sport - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.6 Promote opportunities for all to fulfill their potential
- LC3.2 Engage the community and other levels of government in securing outcomes
- LC4.4 Develop inclusive community, sporting and recreational events and activities

<b>S22</b>	<b>Stormwater</b>	<b>Manager - Strategic Infrastructure</b>
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**Description:** Works program preparation, determine method of procurement and ensure program is carried out. Liaise design, project management, construction, and assets

<b>S22.01 Stormwater and Flood Mitigation</b>	<b>Flood program preparation and execution, stormwater maintenance and nuisance works, application for grant funding</b>		
Project	Name	Description	Responsible Officer
P545.02	Rate Funded Floodworks	Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks.	Manager - Strategic Infrastructure
Metric	Name	Description	Responsible Officer
S545.01.K1	Number of requests relating to drainage likely to cause property damage	# of requests relating to drainage likely to cause property damage	Manager - Strategic Infrastructure
S545.01.K2	Percentage of responses in required time frame to requests relating to drainage likely to cause property damage.	% of responses to requests relating to drainage likely to cause property damage undertaken within 2 days	Manager - Strategic Infrastructure
S545.01.K3	Number of requests relating to flood damage due to poorly maintained drains.	# of requests relating to flood damage due to poorly maintained drains	Manager - Strategic Infrastructure



S545.01.K4	Percentage of responses in required time frame to requests relating to flood damage due to poorly maintained drains.	% of responses to requests relating to flood damage due to poorly maintained drains undertaken within 2 days	Manager - Strategic Infrastructure
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**Drainage / Flood Works Program (2013/2014)**


<b>Full Drainage / Flood Works Program (2013/2014)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate</b>
2013/2014	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	\$3,200,000
2013/2014	Prince Street	Drainage investigation and works	\$30,000
2013/2014	York Street	Drainage amplification works	\$40,000
2013/2014	Park Beach Trunk Drainage	Provision of additional trunk drainage - Stage 1	\$25,589
2013/2014	Bosworth Drive	Stormwater drain realignment works	\$50,000
2013/2014	Collingwood Street / Edgar Street / Jetty	Overland flow path improvement works.	\$50,000
2013/2014	Marcia Street	Improve drainage at Pacific Highway	\$200,000
2013/2014	Central Business District	CBD Drainage Works	\$500,000
2013/2014	Investigation & Design	Drainage Improvements - Investigation & Design	\$30,000
2013/2014	Creek Clearing & Drainage Works	Maintenance Works	\$193,431
2013/2014	Drainage Works Urban & Non Urban	Drainage Works Urban & Non Urban	\$436,174
<b>Totals for 2013/14</b>			<b>\$4,755,194</b>


**Stormwater - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LE3.2 Enhance protection of our catchments, waterways and marine areas
- LE4.1 Implement total water cycle management practices
- LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events


<b>S23</b>	<b>Tourism</b>	<b>Manager - Coffs Coast Tourism &amp; Marketing</b>
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**Description:** Destination marketing and Visitor Services for Coffs Coast

<b>S23.01 Conferencing</b>	<b>Promotion of the Regions as a destination for business conferences / events</b>		
Project	Name	Description	Responsible Officer
P130.02	Business Tourism Plan	Complete annual Marketing and Campaign Plan	Manager – Coffs Coast Tourism Marketing
Metric	Name	Description	Responsible Officer

<b>S23.02 Leisure tourism</b>	<b>Promotion of the Region as a Tourism destination</b>		
Project	Name	Description	Responsible Officer
NEW	Marketing Campaign Implementation	Report on development and implementation of promotional campaigns (including media value and potential reach/audience)	Manager – Coffs Coast Tourism Marketing
P130.01	Marketing Campaign Plan	Complete annual Marketing and Campaign Plan	Manager – Coffs Coast Tourism Marketing
Metric	Name	Description	Responsible Officer
NEW	Industry contribution (dollar value) to Coffs Coast Marketing activity	Industry contribution (dollar value) to Coffs Coast Marketing activity	Manager – Coffs Coast Tourism Marketing
NEW	National Visitor Survey figures - Overnight Visitation.	National Visitor Survey figures - Overnight Visitation.	Manager – Coffs Coast Tourism Marketing

NEW	National Visitor Survey figures - direct economic impact	National Visitor Survey figures - direct economic impact	Manager – Coffs Coast Tourism Marketing
NEW	Coffs Coast Marketing activities figures - direct economic impact	Coffs Coast Marketing activities figures - direct economic impact	Manager – Coffs Coast Tourism Marketing
NEW	Number of tourism-related jobs	Number of tourism-related jobs	Manager – Coffs Coast Tourism Marketing
S130.01.K1	% increase in contribution to Industry participation Marketing Campaign	% increase in contribution to Industry participation Marketing Campaign	Manager – Coffs Coast Tourism Marketing
S130.01.K2	% increase in Business Tourism economic impact	% increase in Business Tourism economic impact	Manager – Coffs Coast Tourism Marketing
S130.01.K3	% increase in brand awareness of Region from national phone survey data	% increase in brand awareness of Region from national phone survey data	Manager – Coffs Coast Tourism Marketing
S130.01.K4	% increase in online database membership	% increase in online database membership	Manager – Coffs Coast Tourism Marketing


<b>S23.03 Visitor Information Centre</b>	<b>Supplier of general and Tourist information to domestic, international visitors and local community</b>		
Project	Name	Description	Responsible Officer
P130.03	Visitor Information Centre Review	Review VIC Operations and long term strategy	Manager – Coffs Coast Tourism Marketing
Metric	Name	Description	Responsible Officer
S130.02.K1	% increase in VIC revenue	% increase in VIC revenue	Manager – Coffs Coast Tourism Marketing
S130.02.K2	% increase in VIC visitors	% increase in VIC visitors	Manager – Coffs Coast Tourism Marketing

**Tourism - Community Strategic Plan Connections (Coffs Harbour 2030)**


- LE1.1 Identify and promote the region's unique environmental values
- LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
- LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers
- LP1.3 Support innovation and leadership in sustainable business practices
- LP2.1 Maximise opportunities for workforce participation


<b>S24</b>	<b>Waste Management</b>	<b>Manager - Health</b>
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**Description:** Provision of waste collection, processing, resource recovery and landfill disposal

<b>S24.01 Collection</b>	<b>Provision of waste collection and transfer stations</b>		
Project	Name	Description	Responsible Officer
P260.05	Northern Beaches Transfer Station Construction	Northern Beaches Transfer Station construction (awaiting full funding)	Manager - Health
P260.01	Processing Contract - Coffs Coast	Number and details of meetings held between CCWS Councils. Summary of key issues.	Manager - Health
P260.02	Waste Education - Coffs Coast	Number and details of school programs undertaken	Manager - Health
P260.03	Waste Minimisation Promotion - Coffs Coast	Details of programs implemented and community activities/events supported; Estimated number of community members involved	Manager - Health
Metric	Name	Description	Responsible Officer
NEW	Number of warning stickers issued (Coffs Harbour)	# of warning stickers issued (Coffs Harbour)	Manager - Health
NEW	Environmental Compliance scorecard	Scorecard - testing against targets set by environmental protection licence	Manager - Health
S260.01.K2	Number of complaints	# of complaints received regarding Waste Collection	Manager - Health
S260.01.K3	% of complaints responded to by contractor within required timeframe	% of complaints responded to by contractor within 2 days	Manager - Health
S260.03.K1	Number of warning stickers issued (Coffs Coast)	# of warning stickers issued (Coffs Coast)	Manager - Health

S260.03.K2	Number of bins removed (Coffs Coast)	# of bins removed (Coffs Coast)	Manager - Health
S260.04.K3	Green Bin (including Transfer Station equivalent) To Processing Plant (in tonnes)	Green Bin (including Transfer Station equivalent) To Processing Plant (in tonnes)	Manager - Health
S260.04.K4	Non-Domestic Organics (incl biosolids, etc) To Processing Plant (in tonnes)	Non-Domestic Organics (Palms, pallets, oversized stumps, wastewater biosolids, etc) To Processing Plant (in tonnes)	Manager - Health
S260.04.K5	Yellow Bin (including Transfer Station) To Materials Recovery Facility (in tonnes)	Yellow Bin (including Transfer Station equivalent) To Materials Recovery Facility (in tonnes)	Manager - Health
S260.04.K6	Non-Domestic Recyclables (including steel, tyres, concrete, soil, etc) (in tonnes)	Non-Domestic Recyclables (including steel, tyres, concrete, soil, etc) (in tonnes)	Manager - Health
S260.04.K7	Red Bin (including Transfer Station) To Processing Plant (in tonnes)	Red Bin (including Transfer Station equivalent) To Processing Plant (average 48.87% to landfill) (in tonnes)	Manager - Health
S260.04.K8	Non-Domestic Mixed Waste To Processing Plant (Commercial, industrial, litter bins, etc) (in tonnes)	Non-Domestic Mixed Waste To Processing Plant (Commercial, industrial, litter bins, etc) (average 48.87% to landfill) (in tonnes)	Manager - Health

<b>S24.02 Disposal</b>		<b>Provision of landfill for disposal of residual material</b>		
Project	Name	Description	Responsible Officer	
P260.04	EPA licence compliance - Coffs Harbour	Report on Variation to licence requirement	Manager - Health	
P270.01	Waste and Sustainability Improvement	Report on Management of Waste and Sustainability Improvement Program	Manager - Health	
Metric	Name	Description	Responsible Officer	
NEW	Waste to Landfill	Volume of waste to landfill	Manager - Health	
NEW	Material Recovered	Volume of material recovered	Manager - Health	
S260.04.K9	Direct to landfill(Demolition waste, asbestos, council clean-up, other commercial, etc) (in tonnes)	Direct to landfill(Demolition waste, asbestos, council clean-up, other commercial, etc) (in tonnes)	Manager - Health	

<b>S24.03 Processing</b>		<b>Processing and recovery of materials to reduce waste to landfill</b>		
Project	Name	Description	Responsible Officer	
NEW	WASTE STRATEGY	Develop new Waste Strategy	Manager - Health	
NEW	SUSTAINABLE BUSINESS	Ensure Waste Management is a sustainable business operation	Manager - Health	
Metric	Name	Description	Responsible Officer	
S260.02.K1	Percentage diversion of domestic organics from landfill (Coffs Coast)	% of organics diverted from landfill (Coffs Coast)	Manager - Health	




S260.02.K2	Percentage diversion of domestic mixed residual from landfill (Coffs Coast)	% organic fraction recovered from mixed residual waste (Coffs Coast)	Manager - Health
S260.04.K1	Percentage diversion of domestic organics from landfill (Coffs Harbour)	% diversion of domestic organics from landfill (Coffs Harbour)	Manager - Health
S260.04.K2	Percentage diversion of domestic mixed residual from landfill (Coffs Harbour)	% diversion of domestic mixed residual from landfill (Coffs Harbour)	Manager - Health
S270.01.K1	Percentage of total of all waste streams diverted from landfill	% total of all waste streams diverted from landfill	Manager - Health
S270.02.K1	Scheduled flare run time for period (hours)	Scheduled flare run time for period (hours)	Manager - Health
S270.02.K2	Actual flare down time (hours)	Actual flare down time (hours)	Manager - Health
S270.02.K3	Methane %	Methane %	Manager - Health
S270.02.K4	Methane as CO2 equivalent destroyed (tonnes) for period	Methane as CO2 equivalent destroyed (tonnes) for period	Manager - Health


**Waste Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.2 Engage the community and other levels of government in securing outcomes
- LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community

<b>S25</b>	<b>Water</b>	<b>Executive Manager - Coffs Harbour Water</b>
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**Description:** Provide drinking water to the community

<b>S25.01 Water Reticulation</b>	<b>Distribution, storage &amp; supply to customers</b>		
Project	Name	Description	Responsible Officer
P740.02	Reticulated Water Infrastructure	Report on progress of works in relation to time, budget, and quality	Manager - Strategic Infrastructure
P740.03	Main Duplication	Main duplication – Karangi WTP to Red Hill	Manager - Strategic Infrastructure
P740.04	Coramba Water Main	Report on progress of Coramba Water Main	Manager - Strategic Infrastructure
P740.05	Drinking Water Quality Management Plan	Report on progress of Drinking Water Quality Management Plan (completed by 30 June 2013)	Manager - Strategic Infrastructure
P720.01	Water performance	Progress on preparation of yearly data for NSW Water Supply; Sewerage Performance Monitoring Report.	Executive Manager – Coffs Harbour Water
P720.02	Regional Water Supply - CVCC Liaison	Provide details on liaison with and reports from Clarence Valley Council	Executive Manager – Coffs Harbour Water
P720.03	Regional Water Supply - River Monitoring	Provide details on river monitoring carried out	Executive Manager – Coffs Harbour Water
P740.01	Reticulated Water Service	Report on progress of preparation of Works Program	Manager - Strategic Infrastructure
Metric	Name	Description	Responsible Officer
NEW	Water consumption	Average water consumption per property (yearly from report)	Senior Technical Coordinator - Water
NEW	Green House Gas emissions	Annual Green house gas emissions - from report to office of water	Senior Technical Coordinator - Water


S25.02 Water Treatment	Abstraction, storage & treatment of water		
Project	Name	Description	Responsible Officer
P720.04	Water Efficiency	Status of Implementation of the Regional Water Efficiency Strategic Plan (including CHCC projects)	Executive Manager – Coffs Harbour Water
Metric	Name	Description	Responsible Officer
NEW	Water abstraction	Amount water abstraction as % of total flow in orara river	Senior Technical Coordinator - Water
NEW	Network efficiency	Network efficiency - water loss as % of total water processed	Senior Technical Coordinator - Water
NEW	Operating cost	Total operating cost per kilolitre	Senior Technical Coordinator - Water
S720.01.K2	Water Quality	Percentage of tests complying with Drinking Water Quality guidelines	Senior Technical Coordinator - Water
S720.02.K1	% Compliance with water abstraction licence conditions	% compliance with water abstraction licence conditions	Senior Technical Coordinator - Water
S710.01.K1	Water expenditure to budget	% of water expenditure deviation relative to budget	Executive Manager – Coffs Harbour Water
S710.01.K2	Water Revenue to budget	% of water revenue deviation relative to budget	Executive Manager – Coffs Harbour Water

**Water - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- LC2.1 Promote healthy living
- LC3.2 Engage the community and other levels of government in securing outcomes
- LE1.2 Develop programs to actively engage communities on environmental issues and solutions
- LE2.1 Maintain biodiversity in a changing climate
- LE4.1 Implement total water cycle management practices
- LE4.3 Ensure the sustainable use of our natural resources
- LE4.6 Promote and adopt energy efficient practices and technologies across the community
- LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events

<b>S26</b>	<b>Airport</b>	<b>Manager - Airport</b>
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**Description:** A separate business unit of Council servicing the air travel, airfreight and general aviation needs of the region

<b>S26.01 Airport</b>	<b>Infrastructure and services required for domestic air services and general aviation operations</b>		
Project	Name	Description	Responsible Officer
NEW	Non-RPT Opportunities	Report on development of opportunities for non-RPT revenue-generation at the airport.	Manager - Airport
P350.06	Airport Works	Details of progress of airport works	Manager - Airport
P310.01	Airport Land	Subject to DA approval, prepare a feasibility report and staging plan.	Manager - Airport
P350.01	Airport Business Management	Report on outcome of Annual Civil Aviation Safety Authority Audits	Manager - Airport
P350.02	Security and Safety OTS	Provide details of outcomes of quarterly security audit conducted by the Office of Transport Security	Manager - Airport
P350.03	Security and Safety CASA	Provide outcomes of Random CASA DAMP Audits	Manager - Airport
P350.04	Airline Liaison	Undertake Regular liaison with airlines	Manager - Airport
P350.05	Airport Strategic Planning	Develop Airport Strategic Plans	Manager - Airport
Metric	Name	Description	Responsible Officer
S350.01.K3	% increase in passenger traffic	% increase in passenger traffic	Manager - Airport
S350.01.K1	Monthly tenants meetings	% of Monthly tenants meetings attended (100%)	Manager - Airport
S350.01.K2	GA and RPT Focus Group Meetings	% of GA and RPT Focus Group Meetings attended (100%)	Manager - Airport


**Airport - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

MA1.2 Improve the effectiveness of the existing transport system

<b>S27</b>	<b>Civil Contracting</b>	<b>Executive Manager - Coffs City Works</b>
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**Description:** Provision of a profitable civil contacting capacity to Council


<b>S27.01 Private works administration structure</b>	<b>Tender and undertake civil contracting works, managing risk from tender to final completion. Review the administration structure</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S27.D01	Return on Private Works	Achieve a gross margin of 20% on all private works.	Executive Manager - Coffs City Works
S541.01.K1	Monitor quarry operations to ensure compliance with licences and legislation	Quarry operations licence and legislation compliance (%)	Executive Manager - Coffs City Works
S550.01.K2	Value of quotations on private and government works submitted	Total \$ value of quotations on private and government works submitted	Executive Manager - Coffs City Works
S550.01.K5	Value of private works carried out, year to date	\$ value of private works carried out, year to date	Executive Manager - Coffs City Works


**Civil Contracting - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour


<b>S28</b>	<b>Corporate Information Services</b>	<b>Chief Information Officer</b>
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**Description:** Provide information and related technology support to the organisation

<b>S28.01 GIS</b>	<b>Capture, maintenance and analysis of spatial information</b>		
Project	Name	Description	Responsible Officer
P420.01	GIS Strategy	Develop GIS Strategy	Chief Information Officer
P420.35	External Web Based Mapping System	Development of an external web based mapping system	Chief Information Officer
Metric	Name	Description	Responsible Officer
S420.01.K1	GIS mapping requests responded to within 3 days	% of GIS mapping requests responded to within 3 days	Chief Information Officer
S420.01.K2	No of GIS mapping Requests	# of GIS mapping Requests	Chief Information Officer
S420.01.K3	Subdivision updates in GIS responded to within 5 days	% of Subdivision updates in GIS responded to within 5 days	Chief Information Officer
S420.01.K4	No of subdivision updates	# of subdivision updates	Chief Information Officer


<b>S28.02 Hardware Support</b>	<b>Support of all computer hardware inc Servers, PCs, Tablets, Phones, Networking equip. Investigation of new hardware</b>		
Project	Name	Description	Responsible Officer
P420.13	Develop Mobile Communication Strategy	Investigate new mobile technologies and implement in the field	Chief Information Officer
P420.17	DR Site	Identification and implementation of a disaster recovery site	Chief Information Officer

P420.05	ITIL Framework	Implementation of the ITIL Framework	Chief Information Officer
P420.08	Helpdesk Service Strategy	Develop Helpdesk Strategy	Chief Information Officer
P420.14	Infrastructure replacement	Replace technology infrastructure as per replacement cycle	Chief Information Officer
Metric	Name	Description	Responsible Officer
S420.03.K1	% Level 1 service desk requests resolved within 3 days	% Level 1 hardware service desk requests resolved within 3 days	Chief Information Officer
S420.03.K2	Number of Level 1 Helpdesk calls	# of Level 1 Hardware Helpdesk calls	Chief Information Officer
S420.03.K3	Overdue hardware service requests	Overdue hardware service requests as a % of open hardware requests	Chief Information Officer

<b>S28.03 Records and Information Management</b>	<b>Capture, management, retention and disposal of corporate information. Printing. Access to information</b>		
Project	Name	Description	Responsible Officer
NEW	Implement Enterprise Search	Implement a search engine across all Councils databases and data shares.	Chief Information Officer
P420.03	Records Management Strategy	Develop a records and digitisation strategy	Chief Information Officer
P420.12	Scanning of Hardcopy DAs	Scanning of old development applications not currently digitised	Chief Information Officer
P420.32	Archival Disposal module in ECM	Implement Archive Disposal module in ECM to assist in meeting legislative requirements	Chief Information Officer
Metric	Name	Description	Responsible Officer
S420.02.K1	% of File requests actioned within 24 hrs	% of File requests actioned within 24 hrs	Chief Information Officer
S420.02.K2	No of file requests	# of file requests	Chief Information Officer



S420.02.K5	% of correspondence registered within 48 hours	% of correspondence registered within 48 hours	Chief Information Officer
S420.02.K6	% of DAs registered within 24 hrs	% of DAs registered within 24 hrs	Chief Information Officer

<b>S28.04 Software Support</b>	<b>Support of software and users. Investigation of new software. Process analysis and improvement</b>		
Project	Name	Description	Responsible Officer
NEW	Virtual Desktop	Investigate Virtual Desktop Infrastructure.	Chief Information Officer
P420.09	Property and Rating System Upgrade	Upgrade the Property and Rating system	Chief Information Officer
P420.11	Business Analytics – Dashboards	Implementation of Business Analytics – Dashboards (Performance Planning)	Chief Information Officer
P420.15	Upgrade Microsoft Software	Upgrade Microsoft software as per LGP108	Chief Information Officer
P420.28	Name and Address Register	Standardise names and addresses between ECM and Property	Chief Information Officer
P420.29	Further Integration ECM and Property	Implement enhanced integration between ECM and Property	Chief Information Officer
P420.30	Integration ECM and Finance	Implement integration between ECM and Finance	Chief Information Officer
P420.37	Intranet Redesign	Redesign intranet to improve content, layout and useability	Chief Information Officer
P420.38	Database Review	Database review (datawarehouse) including standardisation of existing databases	Chief Information Officer
P420.39	Contract manager integration with Finance	Implement integration between Contract Manager and Finance	Chief Information Officer

Metric	Name	Description	Responsible Officer
S420.04.K1	% Level 1 software service desk requests resolved within 3 days	% Level 1 software service desk requests resolved within 3 days	Chief Information Officer
S420.04.K2	# of Level 1 Software Helpdesk calls	# of Level 1 Hardware Helpdesk calls	Chief Information Officer
S420.04.K3	Overdue software service requests	Overdue software service requests as a % of open software requests	Chief Information Officer


**Corporate Information Services - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.2 Develop community resilience, disaster preparedness and response mechanisms

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

<b>S29</b>	<b>Corporate Planning</b>	<b>Corporate Planner</b>
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**Description:** Co-ordinate the development and implementation of Council's Integrated Planning and Reporting framework

<b>S29.01 Corporate Relations</b>	<b>Provide assistance to the General Manager on corporate relations issues</b>		
Project	Name	Description	Responsible Officer
P010.02	GM Projects	Provide assistance to the General Manager on corporate relations issues.	Corporate Planner
P010.06	Civic Activities	Co-ordinate activities through the offices of the Mayor and General Manager to enhance civic relations (including citizenship ceremonies, Australia Day celebrations, civic receptions and Sister City functions).	Executive Assistant - Mayor
Metric	Name	Description	Responsible Officer

<b>S29.02 Integrated Planning and Reporting</b>	<b>Co-ordinate the development, implementation and review of Council's Integrated Planning and Reporting (IPR) framework to comply with legislation and to optimise corporate performance management</b>		
Project	Name	Description	Responsible Officer
NEW	IPR IMPACT	Develop options to measure the impact of CHCC's IPR framework.	Corporate Planner
P230.02	2030 Community Engagement	Report on number of community engagement processes and programs implemented and their effectiveness in progressing the 2030 Community Strategic Plan.	TBA
P230.03	2030 Community Indicators	Monitoring of Community Indicators for the 2030 Community Strategic Plan.	TBA
Metric	Name	Description	Responsible Officer
NEW	IPR compliance scorecard	100% Compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents	Corporate Planner
NEW	Ensure all community submissions to the draft IPR framework are responded to in a timely fashion.	All submissions responded to by 30 July	Corporate Planner


NEW	Ensure adoption of 6-monthly progress report (on Delivery Program) by 28 February	6-monthly progress report adopted by 28 February	Corporate Planner
NEW	Ensure adoption of Annual report by 30 November	Annual Report adopted by 30 November	Corporate Planner
NEW	Co-ordinate review of Delivery program, Operational Plan and associated documents	Draft IPR documents tabled with Council by end of April	Corporate Planner
NEW	Co-ordinate finalisation of Delivery program, Operational Plan and associated documents	Final IPR documents tabled with Council by 30 June	Corporate Planner

**Corporate Planning - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 Engage the community and other levels of government in securing outcomes


<b>S30</b>	<b>Design</b>	<b>Executive Manager - Engineering Services</b>
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**Description:** Provide Engineering Design Services

<b>S30.01 Design</b>	<b>Plan, program and undertake engineering design services</b>		
Project	Name	Description	Responsible Officer
NEW	City Centre Prosperity Plan - Infrastructure planning and design	Report on the development and implementation of Coffs Harbour City Centre Prosperity Plan works (subject to approval of CBD rate variation)	Executive Manager - Engineering Services
NEW	Harbour Foreshores	Report on implementation of Foreshores Masterplan (subject to funding)	Executive Manager - Engineering Services
NEW	Playground Design	Report on Playground Design projects	Executive Manager - Engineering Services
NEW	Landscape/Urban Design	Report on Landscape and Urban Design projects	Executive Manager - Engineering Services
P110.01	City Park Project	Complete development of Brelsford Park though the completion of, parkland and picnic areas on the southern side of the park and implement staged development of Regional Skate Plaza on the north west corner of the park.	Executive Manager - Engineering Services
P560.03	Open Space	Report on implementation of Open Space Strategy	Executive Manager - Engineering Services
P562.01	Street Lighting Energy Efficiency	Report on Street Lighting energy usage/costs compared to budget	Executive Manager - Engineering Services
Metric	Name	Description	Responsible Officer
NEW	Design Sign-off	Sign-off for Design projects (in Job Tracking system) checked against Environmental assessment; Community consultation; Cost/budget assessment	Executive Manager - Engineering Services
S560.01.K1	Report on Number of engineering plans prepared and approved	# of engineering plans prepared and approved	Executive Manager - Engineering Services

S560.01.K2	Number of Part V applications prepared and approved	# of Part V applications prepared and approved	Executive Manager - Engineering Services
S560.02.K1	Scheduled timeline maintained. (Variance to Scheduled timeline of tasks)	% deviation relative to adopted design program	Executive Manager - Engineering Services
S560.02.K2	Nil justifiable stakeholder complaints received. (Number of justifiable stakeholder complaints)	# of complaints relating to Design	Executive Manager - Engineering Services
S562.01.K2	Street light installations on track with program	% of street light installations deviation relative to program	Executive Manager - Engineering Services
S570.01.K1	Number of studies commented on	# of planning studies where engineering advice provided	Engineer Flooding Development Assess
S570.02.K1	Annual review completed and revised standards posted on CHCC website	% of annual Aus-Spec Standards reviews completed and revised standards posted on website	Engineer Flooding Development Assess
S570.03.K1	Number of Technical Liaison Committee consultations undertaken	# of Technical Liaison Committee consultations undertaken	Engineer Flooding Development Assess
S570.04.K1	Number of Development Applications	# of Development Applications	Engineer Flooding Development Assess

S570.05.K1	Number of Construction Certificate applications	# of Construction Certificate applications	Engineer Flooding Development Assess
S570.07.K1	Number of Subdivision Certificate applications	# of Subdivision Certificate applications	Engineer Flooding Development Assess
S570.07.K3	Area of new sealed roads created (Square metres)	Area of new sealed roads created (Square metres)	Engineer Flooding Development Assess
S570.07.K4	Length of footpaths & cycleways created (Metres)	Length of footpaths & cycleways created (Metres)	Engineer Flooding Development Assess
S570.07.K5	Length of stormwater drains and box culverts created (Metres)	Length of stormwater drains and box culverts created (Metres)	Engineer Flooding Development Assess
S570.07.K6	Length of water mains created (Metres)	Length of water mains created (Metres)	Engineer Flooding Development Assess
S570.07.K7	Length of sewer reticulation created (Metres)	Length of sewer reticulation created (Metres)	Engineer Flooding Development Assess
S570.07.K8	Number of sewer manholes created	Number of sewer manholes created	Engineer Flooding Development Assess

<b>S30.02 Traffic Management</b>	<b>Plan, program and undertake traffic management services</b>		
Project	Name	Description	Responsible Officer
NEW	Transport Infrastructure	Report on new transport infrastructure Design projects	Executive Manager - Engineering Services
NEW	Public Transport	Implement recommendations of Public Transport Working Group	Executive Manager - Engineering Services

NEW	Road Safety	Implement Traffic Committee Recommendations	Executive Manager - Engineering Services
P560.04	Transport Planning	Implement Transport Working Group Action Plan	Executive Manager - Engineering Services
P560.05	Road Safety	Implement Road Safety Strategic Plan using current Safe Systems methodology	Executive Manager - Engineering Services
Metric	Name	Description	Responsible Officer


**Design - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LE2.1 Maintain biodiversity in a changing climate
- LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour
- MA1.1 Plan for new transport infrastructure
- MA1.2 Improve the effectiveness of the existing transport system
- MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage
- MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport
- MA2.2 Facilitate safe traffic, bicycle and pedestrian movement
- MA2.3 Reduce the impact of the highway on our community
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
- PL1.6 Reinforce the unique identity of villages and communities
- PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area
- PL2.2 Provide public spaces and facilities that are accessible and safe for all
- PL2.3 Provide safe and accessible play spaces for our children within each community



<b>S31</b>	<b>Digital e-leadership</b>	<b>Chief Information Officer</b>
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**Description:** Digital e-leadership

<b>S31.01 Digital e-leadership</b>	<b>Digital e-leadership</b>		
Project	Name	Description	Responsible Officer
NEW	Develop Open Data Strategy	Develop framework for implementation of Creative Commons licencing model.	Chief Information Officer
NEW	Spatially Enable Documents Strategy	Develop framework to spatially enable Councils strategy documents.	Chief Information Officer
NEW	Develop Process Automation Strategy	Develop a strategy for automating business processes.	Chief Information Officer
NEW	Report on operation of Coffs Connect website	Report on operation of Coffs Connect website	Chief Information Officer
Metric	Name	Description	Responsible Officer


**Digital e-leadership - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.4 Promote a caring, inclusive and cohesive community

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

<b>S32</b>	<b>Environmental Laboratory</b>	<b>Manager - Environmental Laboratory</b>
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**Description:** Operation of a NATA Accredited Laboratory as a successful business unit within CHCC

<b>S32.01 Laboratory</b>	<b>Management of the Laboratory as a business unit meeting needs of internal and external clients</b>		
Project	Name	Description	Responsible Officer
P519.08	Improved systems	Report on productivity increases achieved due to equipment updates	Manager - Environmental Laboratory
P519.01	Business Planning	Report on Status of business plan review	Manager - Environmental Laboratory
P519.02	Marketing	Report on number of brochures produced, number of media releases, outcomes of customer surveys, development and implementation of marketing campaigns	Manager - Environmental Laboratory
P519.03	NATA audits	Organise NATA audits	Manager - Environmental Laboratory
P519.04	NATA proficiency	Participation in proficiency rounds.	Manager - Environmental Laboratory
P519.05	NATA records	Maintain records of qualifications, training and experience of staff.	Manager - Environmental Laboratory
P519.06	NATA Manuals	Compilation of Laboratory Quality Manuals, Methods, essential for compliance with NATA Accreditation	Manager - Environmental Laboratory
P519.07	NATA endorsement	Reports are all NATA endorsed.	Manager - Environmental Laboratory

Metric	Name	Description	Responsible Officer
S519.01.K1	Laboratory delivers a profit on budget	% profit relative to budget	Manager - Environmental Laboratory
S519.02.K1	Additional clients secured during period	# of additional clients secured during period	Manager - Environmental Laboratory
S519.02.K2	Additional tests undertaken in period	# of additional tests undertaken during period	Manager - Environmental Laboratory


**Environmental Laboratory - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

LE4.1 Implement total water cycle management practices


<b>S33</b>	<b>Finance</b>	<b>Executive Manager - Finance</b>
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**Description:** Expenditure, revenue and corporate support services (exclusive of plant, customer service, purchasing and stores functions)


<b>S33.01 Corporate Support</b>	<b>To provide specialist accounting functions, To provide accounting support and reporting to specialist functions</b>		
Project	Name	Description	Responsible Officer
P430.08	Formulation of new General Ledger Structure	Due for implementation 1/7/13 - consideration of integration to various sub systems i.e. assets, plant, projects.	Executive Manager - Finance
P440.04	Environmental Levy	Manage the development and review of the annual Environmental Levy Program	Executive Manager - Finance
P430.04	Section 355 Committee Audits	Audited annual financial statements completed by 31 August each year.	Executive Manager - Finance
P430.05	Long Term Financial Plan	Ensure the LTFP informs and responds to Council's strategic planning.	Executive Manager - Finance
P430.06	Rolling Capital Works Program	Rolling Capital Works Program for 2013/14 finalised by 31 December 2012	Executive Manager - Finance
P430.07	Assets Accounting	Unqualified audit received relating to Annual Financial Statements Note 9 - Property Plant and Equipment - by end of October.	Executive Manager - Finance
P430.10	User Pays	Ensure the User Pays principle is implemented via Council fees and charges. Draft Fees and Charges adopted for exhibition by Council by 30 April; Final Fees and Charges adopted by council by 30 June	Executive Manager - Finance
P440.01	Budget Preparation	Status of progress of preparation of Program Budgets For Draft Delivery Program	Executive Manager - Finance
P440.03	Grants Commission Return	Grants Commission Return completed by 30 November	Executive Manager - Finance
P440.05	Developer Contributions	Provide details of developer contributions plans prepared, implemented and reviewed	Executive Manager - Finance
P430.01	Statutory Financial reporting	Ensure the delivery of annual financial statements according to legislative requirements. Financial Statements Prepared and audit completed by 31 October; Council to consider the annual financial statements within 5 weeks of receipt of Auditors report, an	Executive Manager - Finance

P430.02	Investments Policy	Review of the Investments Policy reported to Council by 30 April	Executive Manager - Finance
P430.03	Key Financial Indicators	Provide report to council by no later than 31 December on previous financial results & trends for past 5 years.	Executive Manager - Finance
P430.09	FBT return	Ensure Council is fully up-to-date and compliant with FBT legislative requirements. (FBT return completed and submitted by 21 May)	Executive Manager - Finance
P430.11	Valuation of Land & Building Assets	Review stock, remaining useful lives, conditions etc	Executive Manager - Finance
Metric	Name	Description	Responsible Officer
S430.02.K1	Number of late grant acquittals.	# of late grant acquittals	Executive Manager - Finance
S430.09.K1	Grants Management System reports provided to Executive according to timeframe	Delay in production of Grant Management System reports (days)	Executive Manager - Finance
S430.10.K1	Business Activity Statements Completed by 21st of proceeding month	Delay in production of Business Activity Statements (days)	Executive Manager - Finance
S430.11.K1	Bank & Investment Balance report to Council by no later than 2 months proceeding month reviewed.	Delay in production of Bank and Investment Balance report (days)	Executive Manager - Finance
S430.12.K1	Reconciliations prepared and authorised according to agreed schedule.	Delay in production of reconciliations (days)	Executive Manager - Finance

S440.01.K1	Quarterly budget reports submitted to Council meetings in November, February and May	Delay in production of Quarterly budget reports (days)	Executive Manager - Finance
S440.02.K1	Monthly budget reviews submitted to Council according to timetable	Delay in production of monthly budget reviews (days)	Executive Manager - Finance

<b>S33.02 Expenditure</b>	<b>To process accounting tasks related to expenditures, To provide accounting support and reporting related to expenditures</b>		
Project	Name	Description	Responsible Officer
P430.01	Statutory Financial reporting	Ensure the delivery of annual financial statements according to legislative requirements. Financial Statements Prepared and audit completed by 31 October; Council to consider the annual financial statements within 5 weeks of receipt of Auditors report, an	Executive Manager - Finance
P430.02	Investments Policy	Review of the Investments Policy reported to Council by 30 April	Executive Manager - Finance
P430.03	Key Financial Indicators	Provide report to council by no later than 31 December on previous financial results & trends for past 5 years.	Executive Manager - Finance
P430.09	FBT return	Ensure Council is fully up-to-date and compliant with FBT legislative requirements. (FBT return completed and submitted by 21 May)	Executive Manager - Finance
P430.11	Valuation of Land & Building Assets	Review stock, remaining useful lives, conditions etc	Executive Manager - Finance
Metric	Name	Description	Responsible Officer
S430.01.K1	90% of accounts are paid within 30 days from receipt of invoice at Council.	% of accounts paid within 30 days of invoice receipt	Management Accountant - Expenditure
S430.01.K2	Number of written complaints received	# of expenditure related complaints received	Management Accountant - Expenditure

S430.01.K3	payment runs conducted weekly	% of payment runs conducted weekly	Management Accountant - Expenditure
S430.01.K5	Delay in production of financial reports (days)	Delay in production of financial reports (days)	Management Accountant - Expenditure


<b>S33.03 Revenue</b>	<b>To process accounting tasks related to revenues, To provide accounting support and reporting related to revenues</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S610.01.K1	Outstanding Rates and Charges ratio is below 7%	Outstanding Rates and Charges ratio (%)	Management Accountant - Revenue

**Finance - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 Engage the community and other levels of government in securing outcomes
- LE3.4 Create environmental restoration programs through partnerships with the community
- LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences


<b>S34</b>	<b>Governance</b>	<b>Manager - Governance Services</b>
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**Description:** Facilitate Council's compliance with legal and governance requirements and oversee the administration of Corporate Business.


<b>S34.01 Governance</b>	<b>Act as Public Officer for Council, Facilitate information access, Policy/procedure oversight</b>		
Project	Name	Description	Responsible Officer
P411.04	Investigations	Report on Conduct of inquiries and investigations in accordance with relevant legislation, lawful directions and Council policy and procedures	Manager - Governance Services
NEW	Legislative Review	Assess outcomes from the review of the Local Government Act being undertaken by the Local Government Acts Taskforce	Manager – Governance Services
P410.01	Disclosure of Interest	Annual Disclosure of Interest Register fully completed (>95%) as set down in Local Gov Act.	Manager – Governance Services
P411.03	Legal/Governance Management	Provide status on quarterly reporting to Council Executive and annual reporting to Council on legal spend and litigation management	Manager – Governance Services
Metric	Name	Description	Responsible Officer
S411.03.K3	# of code of conduct complaints investigated	# of code of conduct complaints investigated	Manager - Governance Services
S411.03.K4	% of code of conduct complaints finalised	% of code of conduct complaints finalised	Manager - Governance Services
S410.01.K1	Website updated Friday prior to meeting for agenda	% of Council Agenda's displayed on website in accordance with timeline (Friday prior)	Manager – Governance Services
S410.01.K2	Website updated Friday after meeting for minutes	% of Council Minutes displayed on website in accordance with timeline (Friday after)	Manager – Governance Services



S410.01.K3	Nil reported errors	# of reported errors in Council Minutes	Manager – Governance Services
S410.02.K1	Number of GIPA applications finalised in period.	# of GIPA applications finalised in period	Manager – Governance Services
S410.02.K2	100% of applications finalised in required timeframe)	% of GIPA applications finalised within 5 days	Manager – Governance Services
S411.03.K1	Number of new staff provided with Code of Conduct and Privacy Training within period.	# of new staff provided with Code of Conduct and Privacy Training within period	Manager – Governance Services
S411.03.K2	100% of new staff provided with Code of Conduct and Privacy Training within period.	% of new staff provided with Code of Conduct and Privacy Training within period	Manager – Governance Services

<b>S34.02 Internal Audit</b>		<b>To undertake a program of audits and to provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council</b>		
Project	Name	Description	Responsible Officer	
P411.01	Strategic Audit Plan	Plan prepared and submitted for approval by the Governance and Audit Committee by 30 June	Manager – Governance Services	
P411.02	Corporate Audit Schedule	Audit Reports – Completed according to Corporate Audit schedule.	Manager – Governance Services	

Metric	Name	Description	Responsible Officer
S411.01.K1	100% of audit reports presented to Governance & Audit Committee at the next available meeting	% of audit reports presented to Governance & Audit Committee at the next available meeting	Manager – Governance Services
S411.01.K2	100% of Audit Results reported to the Governance & Audit Committee quarterly	% of Audit Results reported to the Governance & Audit Committee quarterly	Manager – Governance Services
S411.02.K1	100% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting	% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting	Manager – Governance Services
S411.02.K2	Strategic Audit Report	Delay in production of Strategic Audit Plan (days)	Manager – Governance Services

<b>S34.03 Risk Management</b>	<b>To instil risk management principles across the organisation, To administer and process all aspects of insurance (excluding workers compensation)</b>		
Project	Name	Description	Responsible Officer
P411.05	Risk Inspections and Audits	Report on details of Risk Audits and Inspections undertaken	Manager – Governance Services
P411.06	Claims	Quarterly report provided to Executive on the number and nature of claims	Manager – Governance Services
P411.07	Integrated Management Systems	Co-ordinate the development and implementation of Integrated Management Systems	Corporate Systems Coordinator

Metric	Name	Description	Responsible Officer
S411.04.K1	Number of Public Liability Claims accepted	Number of Public Liability Claims accepted	Risk Coordinator
S411.04.K2	# of public liability claims	# of public liability claims	Risk Coordinator
S411.04.K3	# of professional indemnity claims	# of professional indemnity claims	Risk Coordinator
S411.04.K4	# of motor vehicle claims	# of motor vehicle claims	Risk Coordinator
S411.04.K5	# of property claims	# of property claims	Risk Coordinator
S411.04.K6	# of risk audits undertaken	# of risk audits undertaken	Manager – Governance Services
S411.04.K7	# of motor vehicle claims accepted	# of motor vehicle claims accepted	Risk Coordinator
S411.04.K8	# of property claims accepted	# of property claims accepted	Risk Coordinator


**Governance - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

LC3.2 Engage the community and other levels of government in securing outcomes

<b>S35</b>	<b>Holiday Parks</b>	<b>Manager - Holiday Parks &amp; Reserves</b>
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**Description:** Operation of Holiday Parks to generate profits for use within the Coffs Coast State Park and Woolgoolga Beach Reserve

<b>S35.01 Holiday Parks</b>	<b>Operation of tourist accommodation, services, products and facilities and long term residency</b>		
Project	Name	Description	Responsible Officer
PCPS.01	Business Development	Implement strategies as per the Sustainable Development Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park and Lakeside Caravan Park	Manager - Holiday Parks and Reserves
PCPS.02	Environmental Activities	Report on implementation of environmental activities	Manager - Holiday Parks and Reserves
PCPS.03	Business Planning	Draft Sustainable Improvement Strategy for Woolgoolga Beach Caravan Park	Manager - Holiday Parks and Reserves
PCPS.04	Woolgoolga Reserve Plan of Management	Draft Plan of Management for Woolgoolga Reserve	Manager - Holiday Parks and Reserves
Metric	Name	Description	Responsible Officer
NEW	Financial contributions to areas within the State Park -value	\$ value of budgeted contributions within State Park - actual	Manager - Holiday Parks and Reserves
SCPS.02.K1	Achieve 5% increase in revenue for all business operations against previous year's revenue.	% increase in revenue for all business operations	Manager - Holiday Parks and Reserves
SCPS.02.K2	Achieve 2% increase on room nights sold across all products.	% increase on room nights sold across all products	Manager - Holiday Parks and Reserves

SCPS.02.K3	Financial contributions to areas within the State Park - % / budget	% of state park contributions relative to program budget	Manager - Holiday Parks and Reserves
SCPS.02.K4	On-ground works and financial contributions to areas within the State Park not included in the Program Budget.	\$ value of contributions within State Park not included in program budget	Manager - Holiday Parks and Reserves
SCPS.02.K5	Achieve budgeted result for Trading Profit across all business operations	% of trading profit deviation relative to budget	Manager - Holiday Parks and Reserves
SCPS.01.K1	Achieve 90% positive response rate to survey question "how did you rate your stay?" (Report on results of customer feedback forms)	% positive response rate to survey question "how did you rate your stay?"	Manager - Holiday Parks and Reserves
SCPS.01.K2	Achieve 90% positive response rate to survey questions regarding Service quality (Report on results of customer feedback forms)	% positive response rate to survey questions regarding Service quality	Manager - Holiday Parks and Reserves


SCPS.01.K3	Achieve 90% positive response rate to survey questions regarding Facility quality. (Report on results of customer feedback forms)	% positive response rate to survey questions regarding Facility quality	Manager - Holiday Parks and Reserves
SCPS.01.K4	Achieve 85% positive response rate to survey questions regarding Product quality. (Report on results of customer feedback forms)	% positive response rate to survey questions regarding Product quality	Manager - Holiday Parks and Reserves


**Holiday Parks - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 Engage the community and other levels of government in securing outcomes
- LE3.4 Create environmental restoration programs through partnerships with the community
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
- PL2.2 Provide public spaces and facilities that are accessible and safe for all


<b>S36</b>	<b>Human Resources</b>	<b>Executive Manager - Human Resources &amp; Organisational Development</b>
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**Description:** Develop and implement best practice workforce management strategies to assist Council to serve the community, inclusive of payroll services

<b>S36.01 Incident Reporting</b>	<b>Incident Reporting</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S450.05.K1	Turn reports of incidents into requests for action within three working days.	% of incident reports converted to requests for action within 3 days	Exec Manager Human Resources & Organisational Development

<b>S36.02 Manage Workers Compensation</b>	<b>Manage Workers Compensation processes and rehabilitation services in accordance with legislative requirements</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S450.02.K1	Workers Compensation - Workcover deadlines for reportable incidents are achieved in 90 % of cases or better.	% of workers compensation deadlines for reportable incidents achieved	Exec Manager Human Resources & Organisational Development


S450.02.K2	Rehabilitation Services - Workcover and council procedures and processes are adhered to in 90% of cases or better.	% of workcover and council procedures in relation to Rehabilitation services adhered to	Exec Manager Human Resources & Organisational Development
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<b>S36.03 Organisational Development</b>	<b>Organisational development</b>		
Project	Name	Description	Responsible Officer
P450.02	Organisational Development	Co-ordinate activities as set out in HR Strategic Plan Workforce Plan and the HR Project schedule.	Exec Manager Human Resources & Organisational Development
Metric	Name	Description	Responsible Officer


<b>S36.04 Payroll</b>	<b>Pay staff in accordance with industrial instruments and policies, on time and accurately</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S450.01.K1	The payroll is received correctly in 100% of cases	# of payroll session executed without error	Exec Manager Human Resources & Organisational Development
S450.01.K2	Superannuation - Legislative compliance is achieved. No fines incurred.	# of fines due to superannuation legislation breaches	Exec Manager Human Resources & Organisational Development



S450.01.K3	Process all documentation from staff and superannuation companies in a timely manner (WITHIN 7 DAYS?).	% of documentation from staff and superannuation companies processed with 5 days	Exec Manager Human Resources & Organisational Development
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<b>S36.05 Recruitment</b>	<b>Process the organisations recruitment needs in a timely manner and in accordance with legislative requirements</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer

<b>S36.06 Staff Services</b>	<b>Effective provision of staff services in accordance with legislative requirements.</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S450.03.K2	Assistance provided as required. (100%)	% of staff requests for assistance attended to within 5 days	Exec Manager Human Resources & Organisational Development


<b>S36.07 Training</b>		<b>Effective management of staff training certification</b>		
Project	Name	Description	Responsible Officer	
Metric	Name	Description	Responsible Officer	
S450.04.K1	Staff Certification are current in 90% of cases	% of staff certification currency	Exec Manager Human Resources & Organisational Development	

**Human Resources - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

<b>S37</b>	<b>Media</b>	<b>Media Officer</b>
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**Description:** Maintain Council's profile through the regular use of media channels


<b>S37.01 Media</b>	<b>To proactively promote and market the policies, events, services, community engagement and programmes of Council through the use of available media resources and to provide a reactive media response and strategic media resource</b>		
Project	Name	Description	Responsible Officer
P010.03	Media Advice	Provide expert advice to the organisation on the communication of Council policies, plans, services, programs and activities to the community via the media.	Media Officer
P010.04	Media Response	Manage Council's response to media enquiries, requests for information and requests for interviews and public appearances.	Media Officer
Metric	Name	Description	Responsible Officer
NEW	Number of online subscribers	Number of online subscribers	Media Officer
NEW	Website visitation numbers	Website visitation numbers	Media Officer
S010.01.K1	Produce and distribute at least 3 Media releases weekly	# of media releases produced	Media Officer
S010.01.K2	Produce a Mayoral newspaper column fortnightly	# of Mayoral newspaper columns produced	Media Officer
S010.01.K3	Produce "Your Council Working For You" Independent Feature Page weekly	# of "Your Council Working For You" Independent Features produced	Media Officer
S010.01.K4	Produce Council corporate newsletter monthly	# of Council corporate newsletters produced	Media Officer
S010.01.K5	Produce Councillor newsletter monthly	# of Councillor newsletters produced	Media Officer

**Media - Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 Engage the community and other levels of government in securing outcomes

<b>S38</b>	<b>Plant and Fleet Management</b>	<b>Coordinator - Plant Administration</b>
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**Description:** Facilitate plant management to assist Council to deliver cost-effective outcomes to the community


<b>S38.01 Provision and Management of plant for Council</b>	<b>Acquire, utilise, maintain (in accordance with manufacturers' and legislative requirements) and dispose of plant and fleet. Hire external plant to meet additional operational needs.</b>		
Project	Name	Description	Responsible Officer
P435.03	Plant review	Undertake an annual evaluation of the business case for plant that is not achieving budgeted hours	Executive Manager - Finance
P435.01	Plant Management Hire rates	Hire rates calculated and included in draft budgets by 31 March	Executive Manager - Finance
P435.02	External Plant Hire	External Truck and Plant Hire Tender Submissions finalised by 30 June	Executive Manager - Finance
Metric	Name	Description	Responsible Officer
S435.01.K1	Plant usage budget achieved	(Percentage variance to plant usage budget)	Coordinator Plant Administration
S435.01.K2	Plant replacement implemented according to program	(Report on variances to plant replacement program)	Coordinator Plant Administration
S435.02.K1	Plant Fringe Tax Liabilities discharged to budget	[Percentage variance of Fringe Tax Liabilities to budget for plant (by 31 May)]	Coordinator Plant Administration


**Plant and Fleet Management - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour


<b>S39</b>	<b>Procurement</b>	<b>Purchasing &amp; Supply Manager</b>
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**Description:** Provision of purchasing and stores services inclusive of ordering, receiving, issuing, warehouse management, disposal, credit cards, travel program

<b>S39.01 Contract Management</b>	<b>Contract administration of works &amp; services &gt;\$150k</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S570.09.K1	Total number of contracts on foot	# of contracts on foot	Manager - Contracts and Subdivision
S570.09.K2	Number of contracts achieving Practical Completion	# of contracts achieving Practical Completion	Manager - Contracts and Subdivision
S570.09.K3	Total value of contracts	Total value of contracts	Manager - Contracts and Subdivision
S570.09.K4	Value of Progress Payment Certificates	Value of Progress Payment Certificates approved in Qtr and issued	Manager - Contracts and Subdivision
S570.09.K5	Value of contract variations	Value of contract variations approved in Qtr & recorded	Manager - Contracts and Subdivision

<b>S39.02 Provision of Inventory/Stores Management</b>	<b>Warehouse management and the provision of ordering, receipting, issuing, dispatching, stocktake, audit and delivery services</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S430.05.K1	Stock registers updated weekly	% of weekly stock register updates completed	Purchasing and Supply Manager

S430.05.K2	100% of Purchase Order requests processed within two (2) days	% of purchase order requests processed within 2 days	Purchasing and Supply Manager
S430.05.K3	No more than three (3) complaints received each quarter	# of procurement related complaints received	Purchasing and Supply Manager
S430.06.K1	"Slow Moving & Non-Moving" stock product reports completed for all stock locations every 3 months by Purchasing & Supply Manager.	% of "Slow Moving & Non-Moving" stock product reports completed for all stock locations	Purchasing and Supply Manager
S430.06.K2	All surplus non-stock goods and materials (inclusive of Abandoned Vehicles) recorded and disposed of via Auction and Sale process by Senior Purchasing Officer.	% of surplus non-stock goods and materials (inclusive of Abandoned Vehicles) recorded and disposed of via Auction and Sale process	Purchasing and Supply Manager

<b>S39.03 Provision of Purchasing Management</b>	<b>Purchasing management including tender and contract management, purchase card management, management of the travel and accommodation program, policy and procedure maintenance and contract risk management</b>		
Project	Name	Description	Responsible Officer
P430.12	Development of Procurement Roadmap	Development of Procurement Roadmap	Executive Manager - Finance
Metric	Name	Description	Responsible Officer

<b>S39.04 Tender Management</b>		<b>Management of the tendering process for works &amp; services valued &gt;\$150k</b>		
Project	Name	Description	Responsible Officer	
Metric	Name	Description	Responsible Officer	
S570.08.K1	Number of Requests For Tender (RFT) or Requests For Quotation (RFQ) issued via public advertisement	Number of Requests For Tender (RFT) or Requests For Quotation (RFQ) issued via public advertisement	Manager - Contracts and Subdivision	
S570.08.K2	Number of RFT and RFQ awarded and advised to the public on Council's Website in the Qtr	Number of RFT and RFQ awarded and advised to the public on Council's Website in the Qtr	Manager - Contracts and Subdivision	


**Procurement - Community Strategic Plan Connections (Coffs Harbour 2030)**


LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour



<b>S40</b>	<b>Strategic Asset Planning</b>	<b>Manager - Strategic Infrastructure</b>
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**Description:** Manage the implementation and operation of the Asset Management System

<b>S40.01 Asset Data Management</b>	<b>Management and population of asset registers for all Council assets</b>		
Project	Name	Description	Responsible Officer
Metric	Name	Description	Responsible Officer
S512.01.K1	New, acquired and upgraded/renewed assets recorded in the asset system	% of new, acquired and upgraded/renewed assets recorded in the asset system	Director – City Services


<b>S40.02 Asset Planning</b>	<b>Planning for growth and renewal of council assets</b>		
Project	Name	Description	Responsible Officer
P512.01	Asset Management Strategy Council-wide	Review Asset Management Strategy and Asset Management Plans by 30 June	Director – City Services
NEW	AMS Actions	Implement Actions as set out in Asset Management Strategy	Director – City Services
Metric	Name	Description	Responsible Officer
S512.01.K3	Asset condition assessments carried out in accordance with programs	Asset condition assessments carried out in accordance with programs	Manager - Strategic Infrastructure
S512.01.K2	Set Asset condition assessment programs	Set Asset condition assessment programs	Manager - Strategic Infrastructure


**Strategic Asset Planning - Community Strategic Plan Connections (Coffs Harbour 2030)**


- LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- MA1.1 Plan for new transport infrastructure
- MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways
- PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events

<b>S41</b>	<b>Telemetry and Optic Fibre</b>	<b>Telecommunications &amp; New Technology Manager</b>
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**Description:** Develop network infrastructure and integrate new technology into Council

<b>S41.01 2030 Switchboards</b>	<b>Manufacture/Install switchboard for the sewerage and water industry both internally as well as externally</b>		
Project	Name	Description	Responsible Officer
P421.03	2030 Switchboard Sales and Revenue	Income from Switchboard Sales and Revenue - Report on Sales/Projects and Revenue	Manager - Telecomm and New Technology
Metric	Name	Description	Responsible Officer
NEW	Revenue generated	Revenue generated	Manager - Telecomm and New Technology
NEW	Productivity savings	Value of productivity savings generated	Manager - Telecomm and New Technology

<b>S41.02 Fibre Optic Network</b>	<b>Develop and provide a fibre optic network for council internal services as well opportunities for leasing</b>		
Project	Name	Description	Responsible Officer
P421.01	Fibre Optic Project Sales and Leases	Report on additional Fibre optic projects and additional leases. Report on new projects and fibre leases	Manager - Telecomm and New Technology
Metric	Name	Description	Responsible Officer

<b>S41.03 Technology Support/ Installation and Con</b>	<b>Technology Support/Installation &amp; consulting services (CCTV, Electrical, IT, Networking, Telecommunications, Software, Scada Telemetry)</b>		
Project	Name	Description	Responsible Officer
P421.02	Other Consulting Services Sales	Income from consulting Services undertaken (such as CCTV Systems, etc) - report on new and existing projects	Manager - Telecomm and New Technology
Metric	Name	Description	Responsible Officer

**Telemetry and Optic Fibre - Community Strategic Plan Connections (Coffs Harbour 2030)**

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

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**Corporate Planner**

**Dataworks Internal Reference: 3372096**

**Last modified 04 April 2013**

# **Coffs Harbour City Council**

**Draft**

**Program Budgets 2013 - 2017**



**For adoption at the Coffs Harbour City Council Meeting of  
Thursday, 11 April 2013**

## PROGRAM BUDGET INDEX

<b>General Account</b>	<b>Page</b>
2013/14 Departmental Summary	1
2013/14 Program Summary	2/3
2014/15 Departmental Summary	4
2014/15 Program Summary	5/6
2015/16 Departmental Summary	7
2015/16 Program Summary	8/9
2016/17 Departmental Summary	10
2016/17 Program Summary	11/12
Restricted Equity (Reserve) Movements	13/16

## PROGRAM BUDGET INDEX

<b>Detailed Program Budgets</b>	<b>Page</b>
Civic Management	17
Sustainability	18
Community Facilities	19
CBD Masterplan Works	20/21
Coffs Coast Marketing	22
Land Use Planning	23
Land Use Assessment & Management	24
Environmental Management	25/26
Public Health & Safety	27
Ranger Services	28
Domestic Waste Management	29/30
Non Domestic Waste Management	31/32
Property & Commercial Services	33
Leasing & Asset Management	34/35
Swimming Pools	36
Airport	37/38
Sports Development	39
Administration & Corporate Governance	40
Governance & Legal Services	41
Rural Fire Service	42
Information Services	43
Technology Group	44
Finance	45/46
Plant	47
Program Support	48
HR & Organisational Development	49
City Services Support	50
Asset Systems	51
Library Services	52
Community Development	53/54
Economic Development	55
Environmental Lab	56
Operational Administration	57
Recreational Services	58/60
Regional Roads	61
Local Roads	62/63
Bridges	64
Footpaths, Cycleways & Bus Shelters	65

## PROGRAM BUDGET INDEX

### Detailed Program Budgets (Cont'd)

Parking	66
Quarries	67
Street & Toilet Cleaning	68
Drainage	69
Harbour & Jetty	70
CityWorks Private Works	71
Survey & Design	72/73
Street Lighting	74
Subdivision & Contracts	75
Untied Funding	76/78

### Water Account

2013/14 Program Summary	79
2014/15 Program Summary	80
2015/16 Program Summary	81
2016/17 Program Summary	82
Restricted Equity (Reserve) Movements	83

### Detailed Program Budgets

Management Expenses	84
Maintenance & Operating	85/86
Miscellaneous	87
Capital Program	88
Untied Funding Available	89/90

### Sewer Account

2013/14 Program Summary	91
2014/15 Program Summary	92
2015/16 Program Summary	93
2016/17 Program Summary	94
Restricted Equity (Reserve) Movements	95

### Detailed Program Budgets

Management Expenses	96
Maintenance & Operating	97
Miscellaneous	98
Capital Program	99
Untied Funding Available	100/101

<b>Coffs Coast State Park Trust</b>	102
<b>Woolgoolga Beach Reserve Trust</b>	103
<b>Section 355 Committees Budgets</b>	104



**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2013/14**

**DEPARTMENTAL SUMMARY**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2013/2014
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	
<b>DEPARTMENT</b>									
Corporate Business	25,240,330	3,460,710	28,701,040	36,561,408	14,301,630	50,863,038	7,657,008	16,921,675	(12,897,331)
Land Use, Health & Development	24,265,090	-	24,265,090	29,754,479	225,000	29,979,479	446,743	1,193,510	(4,967,622)
City Services	8,004,036	1,372,265	9,376,301	44,006,031	8,770,378	52,776,409	314,526	22,082,520	(21,632,114)
<b>TOTALS</b>	<b>57,509,456</b>	<b>4,832,975</b>	<b>62,342,431</b>	<b>110,321,918</b>	<b>23,297,008</b>	<b>133,618,926</b>	<b>8,418,277</b>	<b>40,197,705</b>	<b>(39,497,067)</b>
Untied Funding Available	40,221,046	6,309,000	46,530,046	-	4,500,000	4,500,000	3,080,823	181,537	39,130,760
<b>(DEFICIT)/SURPLUS</b>									<b>(366,307)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2013/14**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2013/2014
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CORPORATE BUSINESS</b>									
Civic Management	3,200	-	3,200	1,421,926	-	1,421,926	-	1,615	(1,417,111)
Sustainability	-	-	-	-	-	-	-	-	-
Community Facilities	1,861,382	-	1,861,382	726,496	1,340,573	2,067,069	-	205,687	-
CBD Masterplan	723,640	-	723,640	135,000	2,975,000	3,110,000	1,613,640	4,000,000	-
Coffs Coast Marketing	726,100	-	726,100	1,936,318	-	1,936,318	120,000	-	(1,330,218)
Sports Development	505,500	-	505,500	2,248,830	94,461	2,343,291	-	236,000	(1,601,791)
Property & Commercial	111,448	-	111,448	537,170	7,000	544,170	5,174	56,432	(381,464)
Leasing & Asset Management	1,174,667	-	1,174,667	2,501,932	-	2,501,932	61,100	391,669	(996,696)
Swimming Pools	1,300	-	1,300	620,150	68,338	688,488	-	89,652	(597,536)
Airport	5,121,244	-	5,121,244	4,129,251	3,082,061	7,211,312	2,815,429	4,905,497	-
Admin & Corp Governance	5,627,102	-	5,627,102	1,111,530	34,094	1,145,624	278,890	127,733	4,330,321
Governance & Legal Services	96,500	-	96,500	1,929,344	-	1,929,344	-	-	(1,832,844)
Information Services	18,000	-	18,000	3,830,166	510,691	4,340,857	-	737,720	(3,585,137)
Technology Group	1,496,925	57,975	1,554,900	1,147,322	74,330	1,221,652	407,578	74,330	-
Finance	1,516,886	2,045,735	3,562,621	5,966,164	2,008,682	7,974,846	59,876	681,052	(3,791,049)
Plant	6,083,878	1,357,000	7,440,878	6,453,445	4,106,400	10,559,845	2,295,321	5,414,288	-
Program Support	117,260	-	117,260	419,584	-	419,584	-	-	(302,324)
HR & Organisational Development	55,298	-	55,298	1,446,780	-	1,446,780	-	-	(1,391,482)
<b>Subtotal</b>	<b>25,240,330</b>	<b>3,460,710</b>	<b>28,701,040</b>	<b>36,561,408</b>	<b>14,301,630</b>	<b>50,863,038</b>	<b>7,657,008</b>	<b>16,921,675</b>	<b>(12,897,331)</b>
<b>LAND USE, HEALTH &amp; DEVELOPMENT</b>									
Land Use Planning	8,600	-	8,600	1,295,301	-	1,295,301	-	284	(1,286,417)
Land Use Assessment & Management	1,844,710	-	1,844,710	2,769,110	-	2,769,110	-	1,773	(922,627)
Environmental Management	284,550	-	284,550	1,599,467	2,000	1,601,467	-	39,920	(1,276,997)
Public Health & Safety	241,550	-	241,550	1,297,696	20,000	1,317,696	-	40,115	(1,036,031)
Ranger Services	460,780	-	460,780	906,136	3,000	909,136	-	2,806	(445,550)
Domestic Resource Recovery	15,997,764	-	15,997,764	16,026,198	100,000	16,126,198	471,303	599,737	-
Non-Domestic Resource Recovery	5,427,136	-	5,427,136	5,860,571	100,000	5,960,571	(24,560)	508,875	-
<b>Subtotal</b>	<b>24,265,090</b>	<b>-</b>	<b>24,265,090</b>	<b>29,754,479</b>	<b>225,000</b>	<b>29,979,479</b>	<b>446,743</b>	<b>1,193,510</b>	<b>(4,967,622)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2013/14**

**PROGRAM SUMMARY**

**PROGRAM**

**NET COST  
ESTIMATED  
2013/2014**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY SERVICES</b>									
City Services Support	-	-	-	716,144	-	716,144	-	19,491	(696,653)
Assets Systems	-	-	-	358,003	-	358,003	-	-	(358,003)
Library Services	174,800	50,000	224,800	1,781,475	213,500	1,994,975	-	34,354	(1,735,821)
Community Development	279,900	-	279,900	2,594,223	136,597	2,730,820	-	315,309	(2,135,611)
Economic Development	260,325	-	260,325	957,015	45,325	1,002,340	-	-	(742,015)
Environmental Lab	862,200	-	862,200	558,265	50,000	608,265	314,526	60,591	-
City Works	48,000	78,000	126,000	997,177	78,000	1,075,177	-	-	(949,177)
Recreational Services	1,249,958	-	1,249,958	9,007,671	1,110,273	10,117,944	-	5,003,557	(3,864,429)
Regional Roads	884,000	323,000	1,207,000	2,196,803	688,204	2,885,007	-	1,573,152	(104,855)
Local Roads	259,600	896,265	1,155,865	13,123,844	3,107,865	16,231,709	-	9,485,544	(5,590,300)
Bridges	822,371	-	822,371	789,564	822,371	1,611,935	-	684,964	(104,600)
Footpaths, Cycleways & Bus Shelters	-	25,000	25,000	814,723	154,000	968,723	-	587,623	(356,100)
Parking	-	-	-	1,200,056	426,783	1,626,839	-	1,047,334	(579,505)
Quarries	213,900	-	213,900	213,900	-	213,900	-	-	-
Street & Toilet Cleaning	-	-	-	840,200	-	840,200	-	-	(840,200)
Drainage	2,179,915	-	2,179,915	3,823,420	1,441,060	5,264,480	-	2,794,767	(289,798)
Harbour & Jetty	-	-	-	196,641	-	196,641	-	26,741	(169,900)
Operational Branch External Works	411,300	-	411,300	411,300	-	411,300	-	-	-
Survey & Design	99,517	-	99,517	1,991,066	483,000	2,474,066	-	449,093	(1,925,456)
Street Lighting	151,000	-	151,000	907,200	6,000	913,200	-	-	(762,200)
Subdivisions & Contracts	107,250	-	107,250	527,341	7,400	534,741	-	-	(427,491)
<b>Subtotal</b>	<b>8,004,036</b>	<b>1,372,265</b>	<b>9,376,301</b>	<b>44,006,031</b>	<b>8,770,378</b>	<b>52,776,409</b>	<b>314,526</b>	<b>22,082,520</b>	<b>(21,632,114)</b>
Untied Funding Available	40,221,046	6,309,000	46,530,046		4,500,000	4,500,000	3,080,823	181,537	39,130,760
<b>(DEFICIT)/SURPLUS</b>									<b>(366,307)</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2014/15  
DEPARTMENTAL SUMMARY**

DEPARTMENT	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	
Corporate Business	28,360,257	3,081,165	31,441,422	39,554,589	12,562,887	52,117,476	6,307,022	12,455,221	(14,527,855)
Land Use, Health & Development	25,827,652	-	25,827,652	30,673,923	735,000	31,408,923	718,640	1,732,716	(4,567,195)
City Services	8,201,040	339,400	8,540,440	44,839,640	8,834,253	53,673,893	321,020	23,717,041	(21,737,432)
<b>TOTALS</b>	<b>62,388,949</b>	<b>3,420,565</b>	<b>65,809,514</b>	<b>115,068,152</b>	<b>22,132,140</b>	<b>137,200,292</b>	<b>7,346,682</b>	<b>37,904,978</b>	<b>(40,832,482)</b>
Untied Funding Available	41,458,099	6,309,000	47,767,099	-	4,500,000	4,500,000	2,767,905	-	40,499,194
<b>(DEFICIT)/SURPLUS</b>									<b>(333,288)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2014/15**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CORPORATE BUSINESS</b>									
Civic Management	3,300	-	3,300	1,473,857	-	1,473,857	-	1,664	(1,468,893)
Sustainability	2,000,000	-	2,000,000	325,000	1,376,464	1,701,464	-	-	298,536
Community Facilities	1,873,723	-	1,873,723	677,465	1,452,860	2,130,325	-	256,602	-
CBD Masterplan	752,390	-	752,390	443,200	1,255,000	1,698,200	240,000	1,045,560	(140,250)
Coffs Coast Marketing	734,000	-	734,000	1,943,735	-	1,943,735	120,000	-	(1,329,735)
Sports Development	520,000	-	520,000	2,301,824	100,722	2,402,546	-	243,080	(1,639,466)
Property & Commercial	114,858	-	114,858	566,688	7,000	573,688	5,329	58,125	(406,034)
Leasing & Asset Management	1,207,967	-	1,207,967	2,579,269	-	2,579,269	63,000	403,420	(1,030,882)
Swimming Pools	1,300	-	1,300	628,719	72,815	701,534	-	92,342	(607,892)
Airport	5,666,927	-	5,666,927	4,270,178	1,895,334	6,165,512	2,759,888	3,258,473	-
Admin & Corp Governance	5,795,500	-	5,795,500	1,155,773	34,094	1,189,867	287,260	131,565	4,449,938
Governance & Legal Services	96,500	-	96,500	2,006,077	-	2,006,077	-	-	(1,909,577)
Information Services	18,450	-	18,450	4,001,146	629,924	4,631,070	-	759,852	(3,852,768)
Technology Group	1,586,420	60,940	1,647,360	1,195,828	77,570	1,273,398	451,532	77,570	-
Finance	1,575,644	1,023,875	2,599,519	6,210,130	984,104	7,194,234	58,248	701,483	(3,951,480)
Plant	6,233,593	1,996,350	8,229,943	6,656,663	4,677,000	11,333,663	2,321,765	5,425,485	-
Program Support	123,928	-	123,928	1,597,503	-	1,597,503	-	-	(1,473,575)
HR & Organisational Development	55,757	-	55,757	1,521,534	-	1,521,534	-	-	(1,465,777)
<b>Subtotal</b>	<b>28,360,257</b>	<b>3,081,165</b>	<b>31,441,422</b>	<b>39,554,589</b>	<b>12,562,887</b>	<b>52,117,476</b>	<b>6,307,022</b>	<b>12,455,221</b>	<b>(14,527,855)</b>
<b>LAND USE, HEALTH &amp; DEVELOPMENT</b>									
Land Use Planning	8,600	-	8,600	1,386,120	-	1,386,120	-	292	(1,377,228)
Land Use Assessment & Management	1,900,660	-	1,900,660	2,865,127	-	2,865,127	-	1,827	(962,640)
Environmental Management	291,450	-	291,450	1,000,633	2,000	1,002,633	-	41,117	(670,066)
Public Health & Safety	248,700	-	248,700	1,349,488	30,000	1,379,488	-	50,719	(1,080,069)
Ranger Services	474,300	-	474,300	951,382	3,000	954,382	-	2,890	(477,192)
Domestic Resource Recovery	16,924,426	-	16,924,426	16,858,809	550,000	17,408,809	580,346	1,064,729	-
Non-Domestic Resource Recovery	5,979,516	-	5,979,516	6,262,364	150,000	6,412,364	138,294	571,142	-
<b>Subtotal</b>	<b>25,827,652</b>	<b>-</b>	<b>25,827,652</b>	<b>30,673,923</b>	<b>735,000</b>	<b>31,408,923</b>	<b>718,640</b>	<b>1,732,716</b>	<b>(4,567,195)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2014/15**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY SERVICES</b>									
City Services Support	-	-	-	752,447	-	752,447	-	20,075	(732,372)
Assets Systems	-	-	-	378,779	-	378,779	-	-	(378,779)
Library Services	179,700	50,000	229,700	1,876,550	207,500	2,084,050	-	25,270	(1,829,080)
Community Development	287,700	-	287,700	2,718,030	345,308	3,063,338	-	524,768	(2,250,870)
Economic Development	267,064	-	267,064	997,827	48,243	1,046,070	-	-	(779,006)
Environmental Lab	895,200	-	895,200	585,089	50,000	635,089	321,020	60,909	-
City Works	48,000	78,000	126,000	1,048,392	78,000	1,126,392	-	-	(1,000,392)
Recreational Services	1,287,872	-	1,287,872	8,625,110	738,434	9,363,544	-	4,737,386	(3,338,286)
Regional Roads	884,000	186,400	1,070,400	2,366,142	426,459	2,792,601	-	1,617,347	(104,854)
Local Roads	267,370	-	267,370	13,490,649	3,918,600	17,409,249	-	11,442,549	(5,699,330)
Bridges	847,042	-	847,042	813,213	847,042	1,660,255	-	705,513	(107,700)
Footpaths, Cycleways & Bus Shelters	-	25,000	25,000	839,101	154,000	993,101	-	605,251	(362,850)
Parking	-	-	-	1,227,886	134,192	1,362,078	-	769,754	(592,324)
Quarries	220,000	-	220,000	220,000	-	220,000	-	-	-
Street & Toilet Cleaning	-	-	-	865,200	-	865,200	-	-	(865,200)
Drainage	2,225,787	-	2,225,787	3,862,821	1,540,075	5,402,896	-	2,878,610	(298,499)
Harbour & Jetty	-	-	-	202,543	-	202,543	-	27,543	(175,000)
Operational Branch External Works	422,600	-	422,600	422,600	-	422,600	-	-	-
Survey & Design	104,205	-	104,205	2,055,932	333,000	2,388,932	-	302,066	(1,982,661)
Street Lighting	154,000	-	154,000	934,300	6,000	940,300	-	-	(786,300)
Subdivisions & Contracts	110,500	-	110,500	557,029	7,400	564,429	-	-	(453,929)
<b>Subtotal</b>	<b>8,201,040</b>	<b>339,400</b>	<b>8,540,440</b>	<b>44,839,640</b>	<b>8,834,253</b>	<b>53,673,893</b>	<b>321,020</b>	<b>23,717,041</b>	<b>(21,737,432)</b>
<b>TOTALS</b>	<b>62,388,949</b>			<b>115,068,152</b>	<b>22,132,140</b>	<b>137,200,292</b>	<b>7,346,682</b>	<b>37,904,978</b>	<b>(40,832,482)</b>
Untied Funding Available	41,458,099	6,309,000	47,767,099		4,500,000	4,500,000	2,767,905	-	40,499,194
<b>(DEFICIT)/SURPLUS</b>									<b>(333,288)</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2015/16  
DEPARTMENTAL SUMMARY**

DEPARTMENT	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2015/2016
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	
Corporate Business	31,204,462	2,645,856	33,850,318	41,293,228	14,222,765	55,515,993	6,776,824	13,389,647	(15,052,852)
Land Use, Health & Development	27,272,350	-	27,272,350	32,031,955	225,000	32,256,955	861,926	1,252,797	(4,593,734)
City Services	8,402,547	284,000	8,686,547	46,324,509	10,535,269	56,859,778	327,902	25,950,861	(22,550,272)
<b>TOTALS</b>	<b>66,879,359</b>	<b>2,929,856</b>	<b>69,809,215</b>	<b>119,649,692</b>	<b>24,983,034</b>	<b>144,632,726</b>	<b>7,966,652</b>	<b>40,593,305</b>	<b>(42,196,858)</b>
Untied Funding Available	43,035,950	6,498,270	49,534,220	-	4,635,000	4,635,000	2,856,210	-	42,043,010
<b>(DEFICIT)/SURPLUS</b>									<b>(153,848)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2015/16**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2015/2016
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CORPORATE BUSINESS</b>									
Civic Management	3,400	-	3,400	1,538,666	-	1,538,666	-	1,714	(1,533,552)
Sustainability	4,060,000	-	4,060,000	659,750	2,794,222	3,453,972	-	-	606,028
Community Facilities	1,921,695	-	1,921,695	621,662	1,577,096	2,198,758	-	277,063	-
CBD Masterplan	743,760	-	743,760	456,504	720,000	1,176,504	461,126	749,370	(144,500)
Coffs Coast Marketing	742,500	-	742,500	1,993,609	-	1,993,609	120,000	-	(1,371,109)
Sports Development	534,900	-	534,900	2,377,489	107,384	2,484,873	-	250,372	(1,699,601)
Property & Commercial	118,378	-	118,378	597,890	7,000	604,890	5,489	59,869	(432,132)
Leasing & Asset Management	1,242,967	-	1,242,967	2,666,472	-	2,666,472	64,900	415,522	(1,072,883)
Swimming Pools	1,300	-	1,300	637,970	77,676	715,646	-	95,112	(619,234)
Airport	5,898,822	-	5,898,822	4,357,599	2,693,415	7,051,014	2,945,256	4,097,448	-
Admin & Corp Governance	5,968,600	-	5,968,600	1,202,156	25,000	1,227,156	295,870	135,512	4,581,086
Governance & Legal Services	96,500	-	96,500	2,086,137	-	2,086,137	-	-	(1,989,637)
Information Services	18,900	-	18,900	4,179,872	702,908	4,882,780	-	782,647	(4,081,233)
Technology Group	1,679,580	64,040	1,743,620	1,246,573	80,960	1,327,533	497,047	80,960	-
Finance	1,617,317	1,023,166	2,640,483	6,525,831	984,104	7,509,935	58,242	722,528	(4,205,166)
Plant	6,368,641	1,558,650	7,927,291	6,866,927	4,453,000	11,319,927	2,328,894	5,721,530	-
Program Support	130,972	-	130,972	1,668,417	-	1,668,417	-	-	(1,537,445)
HR & Organisational Development	56,230	-	56,230	1,609,704	-	1,609,704	-	-	(1,553,474)
<b>Subtotal</b>	<b>31,204,462</b>	<b>2,645,856</b>	<b>33,850,318</b>	<b>41,293,228</b>	<b>14,222,765</b>	<b>55,515,993</b>	<b>6,776,824</b>	<b>13,389,647</b>	<b>(15,052,852)</b>
<b>LAND USE, HEALTH &amp; DEVELOPMENT</b>									
Land Use Planning	8,600	-	8,600	1,192,933	-	1,192,933	-	301	(1,184,032)
Land Use Assessment & Management	1,958,305	-	1,958,305	3,030,381	-	3,030,381	-	1,881	(1,070,195)
Environmental Management	298,650	-	298,650	1,040,943	2,000	1,042,943	-	42,351	(701,942)
Public Health & Safety	255,950	-	255,950	1,403,909	20,000	1,423,909	-	41,340	(1,126,619)
Ranger Services	488,240	-	488,240	999,163	3,000	1,002,163	-	2,977	(510,946)
Domestic Resource Recovery	17,917,334	-	17,917,334	17,784,449	100,000	17,884,449	663,056	630,171	-
Non-Domestic Resource Recovery	6,345,271	-	6,345,271	6,580,177	100,000	6,680,177	198,870	533,776	-
<b>Subtotal</b>	<b>27,272,350</b>	<b>-</b>	<b>27,272,350</b>	<b>32,031,955</b>	<b>225,000</b>	<b>32,256,955</b>	<b>861,926</b>	<b>1,252,797</b>	<b>(4,593,734)</b>



**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2015/16**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2015/2016
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY SERVICES</b>									
City Services Support	-	-	-	791,039	-	791,039	-	20,678	(770,361)
Asset Systems	-	-	-	400,651	-	400,651	-	-	(400,651)
Library Services	184,600	50,000	234,600	1,976,886	211,500	2,188,386	-	26,028	(1,927,758)
Community Development	295,600	-	295,600	2,824,603	154,017	2,978,620	-	334,512	(2,348,508)
Economic Development	273,949	-	273,949	1,041,004	51,209	1,092,213	-	-	(818,264)
Environmental Lab	929,900	-	929,900	613,234	50,000	663,234	327,902	61,236	-
City Works	48,000	78,000	126,000	1,102,485	78,000	1,180,485	-	-	(1,054,485)
Recreational Services	1,326,518	-	1,326,518	8,876,152	1,442,907	10,319,059	-	5,535,016	(3,457,525)
Regional Roads	884,000	131,000	1,015,000	2,454,866	327,404	2,782,270	-	1,662,867	(104,403)
Local Roads	275,500	-	275,500	13,901,026	5,061,600	18,962,626	-	12,869,126	(5,818,000)
Bridges	872,454	-	872,454	837,578	872,454	1,710,032	-	726,678	(110,900)
Footpaths, Cycleways & Bus Shelters	-	25,000	25,000	864,159	154,000	1,018,159	-	623,409	(369,750)
Parking	-	-	-	1,256,210	142,075	1,398,285	-	792,847	(605,438)
Quarries	226,100	-	226,100	226,100	-	226,100	-	-	-
Street & Toilet Cleaning	-	-	-	891,100	-	891,100	-	-	(891,100)
Drainage	2,273,855	-	2,273,855	3,902,620	1,643,703	5,546,323	-	2,964,968	(307,500)
Harbour & Jetty	-	-	-	208,569	-	208,569	-	28,369	(180,200)
Operational Branch External Works	434,100	-	434,100	434,100	-	434,100	-	-	-
Survey & Design	107,221	-	107,221	2,171,333	333,000	2,504,333	-	305,127	(2,091,985)
Street Lighting	157,000	-	157,000	962,400	6,000	968,400	-	-	(811,400)
Subdivisions & Contracts	113,750	-	113,750	588,394	7,400	595,794	-	-	(482,044)
<b>Subtotal</b>	<b>8,402,547</b>	<b>284,000</b>	<b>8,686,547</b>	<b>46,324,509</b>	<b>10,535,269</b>	<b>56,859,778</b>	<b>327,902</b>	<b>25,950,861</b>	<b>(22,550,272)</b>
<b>TOTALS</b>	<b>66,879,359</b>			<b>119,649,692</b>	<b>24,983,034</b>	<b>144,632,726</b>	<b>7,966,652</b>	<b>40,593,305</b>	<b>(42,196,858)</b>
Untied Funding Available	43,035,950	6,498,270	49,534,220		4,635,000	4,635,000	2,856,210	-	42,043,010
<b>(DEFICIT)/SURPLUS</b>									<b>(153,848)</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2016/17  
DEPARTMENTAL SUMMARY**

DEPARTMENT	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	
Corporate Business	34,285,806	2,261,957	36,547,763	43,081,791	12,223,533	55,305,324	7,759,061	11,154,130	(15,362,492)
Land Use, Health & Development	28,933,683	-	28,933,683	33,789,624	235,000	34,024,624	1,090,820	1,293,781	(4,887,980)
City Services	8,615,773	284,000	8,899,773	47,810,045	8,885,607	56,695,652	335,052	24,980,155	(23,150,776)
<b>TOTALS</b>	<b>71,835,262</b>	<b>2,545,957</b>	<b>74,381,219</b>	<b>124,681,460</b>	<b>21,344,140</b>	<b>146,025,600</b>	<b>9,184,933</b>	<b>37,428,066</b>	<b>(43,401,248)</b>
Untied Funding Available	44,664,449	6,693,218	51,357,667	-	4,774,050	4,774,050	2,950,508	-	43,633,109
<b>(DEFICIT)/SURPLUS</b>									<b>231,861</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2016/17**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CORPORATE BUSINESS</b>									
Civic Management	3,500	-	3,500	1,596,370	-	1,596,370	-	1,765	(1,591,105)
Sustainability	6,181,800	-	6,181,800	1,004,543	4,254,512	5,259,055	-	-	922,745
Community Facilities	1,979,346	-	1,979,346	614,703	938,234	1,552,937	427,924	1,515	-
CBD Masterplan	757,770	-	757,770	470,164	10,000	480,164	622,106	195,700	(148,800)
Coffs Coast Marketing	751,000	-	751,000	2,035,435	-	2,035,435	120,000	-	(1,404,435)
Sports Development	550,300	-	550,300	2,457,092	56,340	2,513,432	-	257,883	(1,705,249)
Property & Commercial	121,908	-	121,908	630,875	7,000	637,875	5,654	61,665	(459,956)
Leasing & Asset Management	1,279,467	-	1,279,467	2,756,922	-	2,756,922	67,000	427,988	(1,116,467)
Swimming Pools	1,300	-	1,300	646,936	83,659	730,595	-	97,966	(631,329)
Airport	6,229,840	-	6,229,840	4,429,906	2,091,100	6,521,006	3,243,088	3,534,254	-
Admin & Corp Governance	6,147,200	-	6,147,200	1,250,610	25,000	1,275,610	304,750	139,577	4,706,417
Governance & Legal Services	96,500	-	96,500	2,170,538	-	2,170,538	-	-	(2,074,038)
Information Services	19,400	-	19,400	4,367,764	628,994	4,996,758	-	806,127	(4,171,231)
Technology Group	1,747,610	65,912	1,813,522	1,290,641	83,390	1,374,031	522,881	83,390	-
Finance	1,663,553	1,024,945	2,688,498	6,828,840	984,104	7,812,944	58,236	744,204	(4,438,478)
Plant	6,560,181	1,171,100	7,731,281	7,084,755	3,061,200	10,145,955	2,387,422	4,802,096	-
Program Support	138,414	-	138,414	1,742,614	-	1,742,614	-	-	(1,604,200)
HR & Organisational Development	56,717	-	56,717	1,703,083	-	1,703,083	-	-	(1,646,366)
<b>Subtotal</b>	<b>34,285,806</b>	<b>2,261,957</b>	<b>36,547,763</b>	<b>43,081,791</b>	<b>12,223,533</b>	<b>55,305,324</b>	<b>7,759,061</b>	<b>11,154,130</b>	<b>(15,362,492)</b>
<b>LAND USE, HEALTH &amp; DEVELOPMENT</b>									
Land Use Planning	8,600	-	8,600	1,253,146	-	1,253,146	-	310	(1,244,236)
Land Use Assessment & Management	2,017,715	-	2,017,715	3,205,488	-	3,205,488	-	1,938	(1,185,835)
Environmental Management	306,050	-	306,050	1,082,874	2,000	1,084,874	-	43,622	(735,202)
Public Health & Safety	263,462	-	263,462	1,461,274	30,000	1,491,274	-	51,980	(1,175,832)
Ranger Services	502,492	-	502,492	1,049,433	3,000	1,052,433	-	3,066	(546,875)
Domestic Resource Recovery	18,968,374	-	18,968,374	18,794,686	100,000	18,894,686	719,764	646,076	-
Non-Domestic Resource Recovery	6,866,990	-	6,866,990	6,942,723	100,000	7,042,723	371,056	546,789	-
<b>Subtotal</b>	<b>28,933,683</b>	<b>-</b>	<b>28,933,683</b>	<b>33,789,624</b>	<b>235,000</b>	<b>34,024,624</b>	<b>1,090,820</b>	<b>1,293,781</b>	<b>(4,887,980)</b>

**GENERAL ACCOUNT**

**DRAFT BUDGET FOR 2016/17**

**PROGRAM SUMMARY**

PROGRAM	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY SERVICES</b>									
City Services Support	-	-	-	831,524	-	831,524	-	21,298	(810,226)
Asset Systems	-	-	-	423,790	-	423,790	-	-	(423,790)
Library Services	189,800	50,000	239,800	2,083,121	215,800	2,298,921	-	26,809	(2,032,312)
Community Development	303,400	-	303,400	2,946,985	163,519	3,110,504	-	344,547	(2,462,557)
Economic Development	281,084	-	281,084	1,086,295	47,545	1,133,840	-	-	(852,756)
Environmental Lab	966,400	-	966,400	642,921	50,000	692,921	335,052	61,573	-
City Works	48,000	78,000	126,000	1,159,483	78,000	1,237,483	-	-	(1,111,483)
Recreational Services	1,366,380	-	1,366,380	9,131,567	945,872	10,077,439	-	5,206,325	(3,504,734)
Regional Roads	884,000	131,000	1,015,000	2,493,753	131,000	2,624,753	-	1,609,753	-
Local Roads	283,800	-	283,800	14,317,010	4,211,600	18,528,610	-	12,311,210	(5,933,600)
Bridges	898,627	-	898,627	862,678	898,627	1,761,305	-	748,478	(114,200)
Footpaths, Cycleways & Bus Shelters	-	25,000	25,000	889,881	154,000	1,043,881	-	642,111	(376,770)
Parking	-	-	-	1,286,346	81,672	1,368,018	-	816,632	(551,386)
Quarries	232,200	-	232,200	232,200	-	232,200	-	-	-
Street & Toilet Cleaning	-	-	-	917,800	-	917,800	-	-	(917,800)
Drainage	2,328,684	-	2,328,684	3,937,729	1,761,572	5,699,301	-	3,053,917	(316,700)
Harbour & Jetty	-	-	-	214,821	-	214,821	-	29,221	(185,600)
Operational Branch External Works	445,800	-	445,800	445,800	-	445,800	-	-	-
Survey & Design	110,398	-	110,398	2,293,455	133,000	2,426,455	-	108,281	(2,207,776)
Street Lighting	160,000	-	160,000	991,300	6,000	997,300	-	-	(837,300)
Subdivisions & Contracts	117,200	-	117,200	621,586	7,400	628,986	-	-	(511,786)
<b>Subtotal</b>	<b>8,615,773</b>	<b>284,000</b>	<b>8,899,773</b>	<b>47,810,045</b>	<b>8,885,607</b>	<b>56,695,652</b>	<b>335,052</b>	<b>24,980,155</b>	<b>(23,150,776)</b>
<b>TOTALS</b>	<b>71,835,262</b>			<b>124,681,460</b>	<b>21,344,140</b>	<b>146,025,600</b>	<b>9,184,933</b>	<b>37,428,066</b>	<b>(43,401,248)</b>
Untied Funding Available	44,664,449	6,693,218	51,357,667		4,774,050	4,774,050	2,950,508	-	43,633,109
<b>(DEFICIT)/SURPLUS</b>									<b>231,861</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT</b>						
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	
	<u>Community Facilities</u>					
48,707	Surplus in Program					427,924
<b>48,707</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>427,924</b>
	<u>CBD Masterplan</u>					
	Loan Repayments	180,000	240,000	461,126		574,566
	Surplus in Program	1,433,640				47,540
<b>0</b>	<b>Total</b>	<b>1,613,640</b>	<b>240,000</b>	<b>461,126</b>		<b>622,106</b>
	<u>Coffs Coast Marketing</u>					
120,000	IT Conference Profit	120,000	120,000	120,000		120,000
<b>120,000</b>	<b>Total</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>		<b>120,000</b>
	<u>Property &amp; Commercial Services</u>					
4,392	Internal Lease Fees	5,174	5,329	5,489		5,654
<b>4,392</b>	<b>Total</b>	<b>5,174</b>	<b>5,329</b>	<b>5,489</b>		<b>5,654</b>
	<u>Leasing &amp; Asset Management</u>					
65,800	Rigby House Lease Income net of Expenses	61,100	63,000	64,900		67,000
<b>65,800</b>	<b>Total</b>	<b>61,100</b>	<b>63,000</b>	<b>64,900</b>		<b>67,000</b>
	<u>Coffs Harbour Regional Airport</u>					
	Internal Loan Repayment		500,000			
6,833,969	Coffs Harbour Regional Airport	2,815,429	2,259,888	2,945,256		3,243,088
<b>6,833,969</b>	<b>Total</b>	<b>2,815,429</b>	<b>2,759,888</b>	<b>2,945,256</b>		<b>3,243,088</b>
	<u>Administration</u>					
85,666	Water Administration Dividend	90,517	93,235	96,030		98,910
121,410	Sewer Administration Dividend	129,194	133,070	137,060		141,175
9,657	Airport Administration Contribution	9,947	10,245	10,550		10,870
30,082	Domestic Waste Administration Dividend	35,520	36,585	37,685		38,815
15,354	Non Domestic Waste Administration Dividend	11,707	12,060	12,420		12,790
1,622	Lab Administration Dividend	2,005	2,065	2,125		2,190
<b>263,791</b>	<b>Total</b>	<b>278,890</b>	<b>287,260</b>	<b>295,870</b>		<b>304,750</b>
	<u>Technology Group</u>					
282,965	Surplus in Program	407,578	451,532	497,047		522,881
<b>282,965</b>	<b>Total</b>	<b>407,578</b>	<b>451,532</b>	<b>497,047</b>		<b>522,881</b>
	<u>Finance</u>					
	Hockey Association Loan Repayments	23,253	23,248	23,242		23,236
42,351	Internal Lease Fees	36,623	35,000	35,000		35,000
<b>42,351</b>	<b>Total</b>	<b>59,876</b>	<b>58,248</b>	<b>58,242</b>		<b>58,236</b>
	<u>Plant</u>					
1,525,627	Plant & Mechanical Services	2,295,321	2,321,765	2,328,894		2,387,422
<b>1,525,627</b>	<b>Total</b>	<b>2,295,321</b>	<b>2,321,765</b>	<b>2,328,894</b>		<b>2,387,422</b>
	<u>Resource Recovery</u>					
705,341	Domestic Resource Recovery	471,303	580,346	663,056		719,764
-27,756	Non-Domestic Resource Recovery	-24,560	138,294	198,870		371,056
<b>677,585</b>	<b>Total</b>	<b>446,743</b>	<b>718,640</b>	<b>861,926</b>		<b>1,090,820</b>
	<u>Environmental Laboratory</u>					
83,919	Trading Surplus	314,526	321,020	327,902		335,052
<b>83,919</b>	<b>Total</b>	<b>314,526</b>	<b>321,020</b>	<b>327,902</b>		<b>335,052</b>
	<u>Drainage</u>					
	Interest on Investments	400,000	300,000	200,000		150,000
<b>0</b>	<b>Total</b>	<b>400,000</b>	<b>300,000</b>	<b>200,000</b>		<b>150,000</b>
	<u>Untied Funding</u>					
13,228	Airport Dividend	14,127	19,500	20,800		21,450
23,005	Plant Dividend	23,696	24,405	25,140		25,890
1,756,000	Developer Contributions Income	1,809,000	1,809,000	1,863,270		1,919,168
600,000	Interest on Investments - Reserves	834,000	515,000	547,000		584,000
310,000	Interest on Investments - Sec 94	400,000	400,000	400,000		400,000
<b>2,702,233</b>	<b>Total</b>	<b>3,080,823</b>	<b>2,767,905</b>	<b>2,856,210</b>		<b>2,950,508</b>
<b>12,651,339</b>	<b>Total Income to be Restricted</b>	<b>11,899,100</b>	<b>10,414,587</b>	<b>11,022,862</b>		<b>12,285,441</b>

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT</b>						
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	
	<u>Community Facilities</u>					
	Net Program	204,301	255,174	275,592		
148,250	Depreciation	1,386	1,428	1,471	1,515	
<b>148,250</b>	<b>Total</b>	<b>205,687</b>	<b>256,602</b>	<b>277,063</b>	<b>1,515</b>	
	<u>CBD Masterplan</u>					
	Internal Loan	4,000,000				
	Depreciation		184,500	190,000	195,700	
	Net Program		861,060	559,370		
<b>0</b>	<b>Total</b>	<b>4,000,000</b>	<b>1,045,560</b>	<b>749,370</b>	<b>195,700</b>	
	<u>Civic Management</u>					
2,325	Depreciation	1,615	1,664	1,714	1,765	
<b>2,325</b>	<b>Total</b>	<b>1,615</b>	<b>1,664</b>	<b>1,714</b>	<b>1,765</b>	
	<u>Coffs Coast Marketing</u>					
	Directors Conference					
<b>0</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<u>Sports Development</u>					
318,280	Depreciation	236,000	243,080	250,372	257,883	
<b>318,280</b>	<b>Total</b>	<b>236,000</b>	<b>243,080</b>	<b>250,372</b>	<b>257,883</b>	
	<u>Property &amp; Commercial</u>					
66,150	Depreciation	56,432	58,125	59,869	61,665	
<b>66,150</b>	<b>Total</b>	<b>56,432</b>	<b>58,125</b>	<b>59,869</b>	<b>61,665</b>	
	<u>Leasing &amp; Asset Management</u>					
386,005	Depreciation	391,669	403,420	415,522	427,988	
<b>386,005</b>	<b>Total</b>	<b>391,669</b>	<b>403,420</b>	<b>415,522</b>	<b>427,988</b>	
	<u>Swimming Pools</u>					
58,890	Depreciation	89,652	92,342	95,112	97,966	
<b>58,890</b>	<b>Total</b>	<b>89,652</b>	<b>92,342</b>	<b>95,112</b>	<b>97,966</b>	
	<u>Coffs Harbour Regional Airport</u>					
	Internal Loan	500,000				
1,671,796	Coffs Harbour Regional Airport	3,082,061	1,895,334	2,693,415	2,091,100	
1,344,655	Depreciation	1,323,436	1,363,139	1,404,033	1,443,154	
<b>3,016,451</b>	<b>Total</b>	<b>4,905,497</b>	<b>3,258,473</b>	<b>4,097,448</b>	<b>3,534,254</b>	
	<u>Administration</u>					
144,425	Administration - Depreciation	127,733	131,565	135,512	139,577	
<b>144,425</b>	<b>Total</b>	<b>127,733</b>	<b>131,565</b>	<b>135,512</b>	<b>139,577</b>	
	<u>Information Services</u>					
53,000	Computer Acquisition					
140,000	Payroll HR System					
980,680	Depreciation	737,720	759,852	782,647	806,127	
<b>1,173,680</b>	<b>Total</b>	<b>737,720</b>	<b>759,852</b>	<b>782,647</b>	<b>806,127</b>	
	<u>Technology Group</u>					
0	Fibre Optic Cabling	74,330	77,570	80,960	83,390	
<b>0</b>	<b>Total</b>	<b>74,330</b>	<b>77,570</b>	<b>80,960</b>	<b>83,390</b>	
	<u>Rural Fire Service</u>					
561,140	Depreciation	681,052	701,483	722,528	744,204	
<b>561,140</b>	<b>Total</b>	<b>681,052</b>	<b>701,483</b>	<b>722,528</b>	<b>744,204</b>	
	<u>Plant</u>					
1,857,500	Plant & Mechanical Services	3,468,250	3,189,250	3,289,860	2,496,485	
2,599,080	Depreciation	2,664,888	2,744,835	2,827,180	2,911,996	
<b>4,456,580</b>	<b>Total</b>	<b>6,133,138</b>	<b>5,934,085</b>	<b>6,117,040</b>	<b>5,408,481</b>	
	<u>Land Use Planning</u>					
73,160	Depreciation	284	292	301	310	
<b>73,160</b>	<b>Total</b>	<b>284</b>	<b>292</b>	<b>301</b>	<b>310</b>	

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT (CONT'D)</b>						
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	
	<u>Land Use Assess &amp; Management</u>					
19,060	Depreciation	1,773	1,827	1,881	1,938	
<b>19,060</b>	<b>Total</b>	<b>1,773</b>	<b>1,827</b>	<b>1,881</b>	<b>1,938</b>	
	<u>Environmental Management</u>					
17,910	Depreciation	39,920	41,117	42,351	43,622	
<b>17,910</b>	<b>Total</b>	<b>39,920</b>	<b>41,117</b>	<b>42,351</b>	<b>43,622</b>	
	<u>Public Health &amp; Safety</u>					
30,000	Beach Patrol Equipment Sec 94	20,000	30,000	20,000	30,000	
17,995	Depreciation	20,115	20,719	21,340	21,980	
<b>47,995</b>	<b>Total</b>	<b>40,115</b>	<b>50,719</b>	<b>41,340</b>	<b>51,980</b>	
	<u>Ranger Services</u>					
12,600	Depreciation	2,806	2,890	2,977	3,066	
<b>12,600</b>	<b>Total</b>	<b>2,806</b>	<b>2,890</b>	<b>2,977</b>	<b>3,066</b>	
	<u>Resource Recovery</u>					
120,000	Domestic Resource Recovery	100,000	550,000	100,000	100,000	
1,435,420	Domestic Resource Recovery Depreciation	499,737	514,729	530,171	546,076	
80,000	Non-Domestic Resource Recovery	100,000	150,000	100,000	100,000	
99,985	Non-Domestic Resource Recovery Dep'n	408,875	421,142	433,776	446,789	
<b>1,735,405</b>	<b>Total</b>	<b>1,108,612</b>	<b>1,635,871</b>	<b>1,163,947</b>	<b>1,192,865</b>	
	<u>City Services Support</u>					
233,160	Depreciation	19,491	20,075	20,678	21,298	
<b>233,160</b>	<b>Total</b>	<b>19,491</b>	<b>20,075</b>	<b>20,678</b>	<b>21,298</b>	
	<u>Library</u>					
20,000	Library Books (S94)	10,000				
98,485	Depreciation	24,354	25,270	26,028	26,809	
<b>118,485</b>	<b>Total</b>	<b>34,354</b>	<b>25,270</b>	<b>26,028</b>	<b>26,809</b>	
	<u>Community Development</u>					
200,000	S94 Community Facilities		200,000			
551,255	Depreciation	315,309	324,768	334,512	344,547	
<b>751,255</b>	<b>Total</b>	<b>315,309</b>	<b>524,768</b>	<b>334,512</b>	<b>344,547</b>	
	<u>Environmental Laboratory</u>					
	Depreciation	10,591	10,909	11,236	11,573	
50,000	Lab Equipment	50,000	50,000	50,000	50,000	
<b>50,000</b>	<b>Total</b>	<b>60,591</b>	<b>60,909</b>	<b>61,236</b>	<b>61,573</b>	
	<u>Recreational Services</u>					
34,203	SH 10 Handover Maintenance (RTA)	35,229				
750,000	S94 Open Space	600,000	250,000	950,000	520,000	
100,000	S94 Beach Protection Works	50,000	50,000	25,000	0	
	Proposed \$2.5m Open Space Loan Repayments	349,721	349,721	349,721	349,721	
1,187,275	Depreciation	3,968,607	4,087,665	4,210,295	4,336,604	
<b>2,071,478</b>	<b>Total</b>	<b>5,003,557</b>	<b>4,737,386</b>	<b>5,535,016</b>	<b>5,206,325</b>	
	<u>Regional Roads</u>					
100,000	S94 Loan Repays - Hogbin Drive Extension 05/06	100,000	100,000	100,000		
1,584,395	Depreciation	1,473,152	1,517,347	1,562,867	1,609,753	
<b>1,684,395</b>	<b>Total</b>	<b>1,573,152</b>	<b>1,617,347</b>	<b>1,662,867</b>	<b>1,609,753</b>	
	<u>Local Roads</u>					
24,575	SH10 Upgrade Handover Works	25,312				
33,000	Pine Creek Handover Works (Operating)	33,000	33,000	33,000	33,000	
	Pine Creek Handover Works (Capital)					
250,000	S94 Moonee Road Works New	250,000	500,000	2,000,000	1,000,000	
	S94 West Coffs Local Collector Roads		250,000	250,000		
530,000	S94 North Boambee Local Collector Roads			100,000		
	S94 Corindi Roads				250,000	
	S94 West Woolgoolga Traffic Facilities		800,000			
	S94 Park Beach Traffic Facilities		57,000			
	S94 Hearnes Lake Transport & Traffic Facilities		350,000			
	S94 North Bonville Roads & Cycleways New			250,000		

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT (CONT'D)</b>						
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	
	S94 West Korora Traffic Facilities			500,000		
	S94 South Coffs Roads				1,000,000	
16,020,010	Depreciation	9,177,232	9,452,549	9,736,126	10,028,210	
<b>16,857,585</b>	<b>Total</b>	<b>9,485,544</b>	<b>11,442,549</b>	<b>12,869,126</b>	<b>12,311,210</b>	
	<u>Bridges</u>					
542,060	Depreciation	684,964	705,513	726,678	748,478	
<b>542,060</b>	<b>Total</b>	<b>684,964</b>	<b>705,513</b>	<b>726,678</b>	<b>748,478</b>	
	<u>Footpaths , Cycleways, Bus Shelters</u>					
606,210	Depreciation	587,623	605,251	623,409	642,111	
<b>606,210</b>	<b>Total</b>	<b>587,623</b>	<b>605,251</b>	<b>623,409</b>	<b>642,111</b>	
	<u>Parking</u>					
	Coffs Harbour Car Parking	300,000				
101,000	Jetty Area Car Parking					
771,960	Depreciation	747,334	769,754	792,847	816,632	
<b>872,960</b>	<b>Total</b>	<b>1,047,334</b>	<b>769,754</b>	<b>792,847</b>	<b>816,632</b>	
	<u>Drainage</u>					
2,425,825	Depreciation	2,794,767	2,878,610	2,964,968	3,053,917	
<b>2,425,825</b>	<b>Total</b>	<b>2,794,767</b>	<b>2,878,610</b>	<b>2,964,968</b>	<b>3,053,917</b>	
	<u>Jetty &amp; Boat Ramp</u>					
20,350	Depreciation	26,741	27,543	28,369	29,221	
<b>20,350</b>	<b>Total</b>	<b>26,741</b>	<b>27,543</b>	<b>28,369</b>	<b>29,221</b>	
	<u>Design</u>					
628,000	S94 Flood Mitigation & Drainage Resv West Coffs	250,000		200,000		
	S94 North Boambee Stormwater Management		200,000			
100,000	Sec 94 Cycleway - West Coffs Creek Reserve	100,000				
105,850	Depreciation	99,093	102,066	105,127	108,281	
<b>833,850</b>	<b>Total</b>	<b>449,093</b>	<b>302,066</b>	<b>305,127</b>	<b>108,281</b>	
	<u>Untied Funding</u>					
140,793	Environmental Levy	181,537				
<b>140,793</b>	<b>Total</b>	<b>181,537</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>39,446,712</b>	<b>Total Expenditure from Restricted</b>	<b>41,098,092</b>	<b>38,413,578</b>	<b>40,988,815</b>	<b>38,034,451</b>	



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Civic Management		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	010				
	<b>Operating Expenses</b>					
576,031	Executive Staff Costs		605,520	641,851	680,326	721,374
15,000	Executive Vehicle Running Expenses		10,000	10,300	10,600	10,900
50,000	Sundry Governance & Office Expenses		50,000	50,000	50,000	50,000
1,000	Council Integrated Planning Expenses		500	500	500	500
0	Community Survey		0	20,000	0	20,000
40,000	2030 Implementation		40,000	40,000	40,000	40,000
272,510	Members Expenses		281,050	289,500	298,200	307,100
18,000	Mayoral Vehicle Running Expenses		10,000	10,300	10,600	10,900
380,000	2012 Election Expenses		0	0	0	0
46,750	Local Government Assoc Subscription		48,170	49,600	51,100	52,600
3,500	National Sea Change Taskforce		3,500	3,600	3,700	3,800
4,100	Naturalisations		3,200	3,300	3,400	3,500
6,100	Civic Receptions		6,400	6,500	6,600	6,700
10,100	Sister City Youth Exchange Program		8,300	8,600	8,900	9,200
0	Sister City Visit		25,000	0	25,000	0
52,500	Donations		53,900	55,500	57,200	58,800
33,700	Contrib Rates Sport & Cultural Groups		35,300	36,300	37,400	38,500
10,000	Cont'n - Mid North Coast Group of Councils (MIDGOC)		10,000	10,000	10,000	10,000
10,000	Contribution Glenreagh Mountain Railway		10,000	10,000	10,000	10,000
6,200	Hunter Councils Regional Procurement Initiative		6,400	6,600	6,800	7,000
9,270	Australia Day Committee		9,000	9,300	9,600	9,900
196,463	Media Officer & Web Content		202,171	208,742	215,526	222,531
2,325	Depreciation		1,615	1,664	1,714	1,765
<b>1,743,549</b>	<b>Total Operating Expenses</b>		<b>1,420,026</b>	<b>1,472,157</b>	<b>1,537,166</b>	<b>1,595,070</b>
	<b>Operating Revenue</b>					
-3,100	Contribution -Sister City Youth Exchange		-3,200	-3,300	-3,400	-3,500
<b>-3,100</b>	<b>Total Operating Revenue</b>		<b>-3,200</b>	<b>-3,300</b>	<b>-3,400</b>	<b>-3,500</b>
	<b>Transfer From Reserves</b>					
-2,325	Civ Man Tfr from - Dep'n Reserve		-1,615	-1,664	-1,714	-1,765
<b>-2,325</b>	<b>Total Transfer From Reserves</b>		<b>-1,615</b>	<b>-1,664</b>	<b>-1,714</b>	<b>-1,765</b>
<b>1,738,124</b>	<b>Total Civic Management</b>		<b>1,415,211</b>	<b>1,467,193</b>	<b>1,532,052</b>	<b>1,589,805</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sustainability		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	015				
	<b>Operating Expenses</b>					
0	Roads Maintenance		0	150,000	304,500	463,635
0	Asset Management Expenditure		0	50,000	101,500	154,545
0	Buildings Maintenance		0	125,000	253,750	386,363
<b>0</b>	<b>Total Operating Expenses</b>		<b>0</b>	<b>325,000</b>	<b>659,750</b>	<b>1,004,543</b>
	<b>Capital Expenditure</b>					
0	Road Pavement Renewals		0	500,000	1,015,000	1,545,450
0	Other Transport Asset Renewals		0	150,000	304,500	463,635
0	Parks & Rec Asset Renewals		0	200,000	406,000	618,180
0	Building Renewals		0	375,000	761,250	1,159,087
0	Recurrent Renewals		0	151,464	307,472	468,160
<b>0</b>	<b>Total Capital Expenditure</b>		<b>0</b>	<b>1,376,464</b>	<b>2,794,222</b>	<b>4,254,512</b>
	<b>Operating Revenue</b>					
0	Funding (SRV/Exp Cuts/New Rev)		0	-2,000,000	-4,060,000	-6,181,800
<b>0</b>	<b>Total Operating Revenue</b>		<b>0</b>	<b>-2,000,000</b>	<b>-4,060,000</b>	<b>-6,181,800</b>
<b>0</b>	<b>Total Sustainability</b>		<b>0</b>	<b>-298,536</b>	<b>-606,028</b>	<b>-922,745</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Community Facilities	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 110				
	<b>Operating Expenses</b>				
114,500	Nana Glen Pool Operating Costs	117,900	121,500	125,100	128,800
60,470	City Park (Brelsford) Maintenance Costs	120,000	130,000	137,250	180,000
0	Cont'n to Jetty Foreshores Loan Repayments	300,000	300,000	300,000	300,000
98,916	Int. Repay Loan No. 459 - Hogbin Dr	73,846	47,118	18,664	0
147,074	Loan 462 Int Repayments	113,364	77,419	39,177	4,388
148,250	Depreciation	1,386	1,428	1,471	1,515
<b>569,210</b>	<b>Total Operating Expenses</b>	<b>726,496</b>	<b>677,465</b>	<b>621,662</b>	<b>614,703</b>
	<b>Capital Expenditure</b>				
379,045	Loan No. 459 Principal repayment - Hogbin Dr	404,115	430,843	458,246	0
503,108	Loan 462 Principal Repayments	536,457	572,017	609,850	319,964
100,000	Community Grants Funding Pool	100,000	150,000	200,000	300,000
300,000	Public Amenities Upgrade (1st yr funded PW-GF Resv)	300,000	300,000	309,000	318,270
<b>1,282,153</b>	<b>Total Capital Expenditure</b>	<b>1,340,573</b>	<b>1,452,860</b>	<b>1,577,096</b>	<b>938,234</b>
	<b>Operating Revenue</b>				
0	Interest on Investments	-50,000	-8,000	0	0
-1,751,820	Rate Variation Additional Revenue	-1,811,382	-1,865,723	-1,921,695	-1,979,346
<b>-1,751,820</b>	<b>Total Operating Revenue</b>	<b>-1,861,382</b>	<b>-1,873,723</b>	<b>-1,921,695</b>	<b>-1,979,346</b>
	<b>Transfer To Reserves</b>				
48,707	Comm Fac Tfr to - Comm Fac Reserve	0	0	0	427,924
<b>48,707</b>	<b>Total Transfer To Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>427,924</b>
	<b>Transfer From Reserves</b>				
0	Tfr from - Comm Fac Reserve	-204,301	-255,174	-275,592	0
-148,250	Comm Fac Tfr from - Depn Reserve	-1,386	-1,428	-1,471	-1,515
<b>-148,250</b>	<b>Total Transfer From Reserves</b>	<b>-205,687</b>	<b>-256,602</b>	<b>-277,063</b>	<b>-1,515</b>
<b>0</b>	<b>Total Community Facilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	CBD Masterplan Works Program Number 115	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>				
0	Marketing	40,000	20,600	21,218	21,855
0	Saturday Markets	50,000	51,500	53,045	54,636
0	Activation Operating	45,000	46,350	47,741	49,173
0	Maintenance Costs	0	140,250	144,500	148,800
0	Depreciation	0	184,500	190,000	195,700
<b>0</b>	<b>Total Operating Expenses</b>	<b>135,000</b>	<b>443,200</b>	<b>456,504</b>	<b>470,164</b>
	<b>Capital Expenditure</b>				
0	City Square Upgrade	1,450,000	0	0	0
0	Duke St Road Extension	300,000	0	0	0
0	Signage	175,000	0	0	0
0	Light show, decorative lighting, CCTV	300,000	0	0	0
0	Street Furniture	100,000	0	0	0
0	Landscaping	100,000	0	0	0
0	Lighting	50,000	50,000	50,000	0
0	Park Ave Artist Lane	0	100,000	0	0
0	Riding Lane Toilet Upgrade	0	150,000	0	0
0	Carpark Upgrades	0	225,000	50,000	0
0	Shade Sails	150,000	600,000	0	0
0	Moonee St Entry Statement	0	30,000	0	0
0	Activation Capital	150,000	0	0	0
0	Park Ave Upgrade & Landscaping	0	0	600,000	0
0	Contingency (Capital)	200,000	100,000	20,000	10,000
<b>0</b>	<b>Total Capital Expenditure</b>	<b>2,975,000</b>	<b>1,255,000</b>	<b>720,000</b>	<b>10,000</b>
	<b>Operating Revenue</b>				
0	CBD Special Rate Variation	-691,640	-712,390	-733,760	-755,770
0	Interest on Investments	-32,000	-40,000	-10,000	-2,000
<b>0</b>	<b>Total Operating Revenue</b>	<b>-723,640</b>	<b>-752,390</b>	<b>-743,760</b>	<b>-757,770</b>
	<b>Capital Revenue</b>				
<b>0</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer To Reserves</b>				
0	CBD - Transfer to CBD Masterplan Reserve	1,433,640	0	0	47,540
0	CBD - Transfer to ELE Reserve	180,000	240,000	461,126	574,566
<b>0</b>	<b>Total Transfer To Reserves</b>	<b>1,613,640</b>	<b>240,000</b>	<b>461,126</b>	<b>622,106</b>
	<b>Transfer From Reserves</b>				
0	CBD - Transfer from Depn Reserve	0	-184,500	-190,000	-195,700
0	CBD - Transfer from CBD Masterplan Reserve	0	-861,060	-559,370	0
0	CBD - Transfer from ELE Reserve	-4,000,000	0	0	0

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	CBD Masterplan Works		2013/14	2014/15	2015/16	2016/17
	Program Number	115	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
0	Total Transfer From Reserves		-4,000,000	-1,045,560	-749,370	-195,700
0	Total CBD Masterplan Works		0	140,250	144,500	148,800

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Coffs Coast Marketing</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 130</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Expenses</b>				
93,619	Administrative Support Staff Costs	96,328	102,108	108,234	114,728
89,180	Conference Co-ordinator	91,779	97,286	103,123	109,310
296,440	Visitor Information Centre Operating Exp	279,300	287,700	296,300	295,765
527,000	Events Marketing	534,100	501,200	508,300	515,600
77,000	CCM - Sponsorship	80,600	83,300	86,100	88,800
292,049	CCM - Staff Costs & Vehicle Running	298,481	308,101	318,122	328,455
10,600	CCM - Famils Media & Trade	10,900	11,200	11,500	11,800
26,500	CCM - Brochures	27,250	28,100	28,900	29,800
185,700	CCM - Advertising & Promotions	160,100	164,560	169,800	174,900
3,180	CCM - Travel Shows	3,280	3,380	3,480	3,580
31,800	CCM - Conference Promotion	32,800	33,800	34,800	35,800
21,200	CCM - Tourism & Website Development	42,700	43,900	45,250	46,597
18,300	CCM -Sawtell, Wlga Chambers of Commerce	18,700	19,100	19,700	20,300
260,000	IT 2013 Conference Expenses	0	0	0	0
0	IT 2014 Conference Expenses	260,000	260,000	260,000	260,000
<b>1,932,568</b>	<b>Total Operating Expenses</b>	<b>1,936,318</b>	<b>1,943,735</b>	<b>1,993,609</b>	<b>2,035,435</b>
	<b>Operating Revenue</b>				
-179,500	Income - Events Marketing	-184,600	-189,800	-195,500	-201,200
-420,000	IT 2013 Conference Income	0	0	0	0
0	IT 2014 Conference Income	-420,000	-420,000	-420,000	-420,000
-10,000	Other Contributions - Coffs Coast Market	-30,000	-30,000	-30,000	-30,000
-134,000	VIC Income	-91,500	-94,200	-97,000	-99,800
<b>-743,500</b>	<b>Total Operating Revenue</b>	<b>-726,100</b>	<b>-734,000</b>	<b>-742,500</b>	<b>-751,000</b>
	<b>Transfer To Reserves</b>				
12,000	CCM Tfr to - Future Fund	12,000	12,000	12,000	12,000
36,000	CCM Tfr to - Bus Dev Reserve	36,000	36,000	36,000	36,000
36,000	CCM Tfr to - Proj Contingency Reserve	36,000	36,000	36,000	36,000
36,000	CCM Tfr to - Private Works Reserve	36,000	36,000	36,000	36,000
<b>120,000</b>	<b>Total Transfer To Reserves</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>
<b>1,309,068</b>	<b>Total Coffs Coast Marketing</b>	<b>1,330,218</b>	<b>1,329,735</b>	<b>1,371,109</b>	<b>1,404,435</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Land Use Planning		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	210				
<b>Operating Expenses</b>						
870,582	Staff Costs-Salaries & Allowances		864,838	916,728	971,732	1,030,036
36,800	Vehicle Running Expenses		46,300	47,700	49,100	50,600
17,500	Office Expenses General		17,500	17,500	17,500	17,500
200,000	E-Planning		100,000	100,000	0	0
0	Residential Controls Review		0	50,000	0	0
50,000	Placemaking (Wlga Master Plan Review)		50,000	50,000	50,000	50,000
300,000	Bonville Rural Residential Env Studies		0	0	0	0
0	Local Growth Management Strategy		50,000	150,000	50,000	50,000
39,500	Heritage Program		39,500	39,500	39,500	39,500
127,336	LEP Review		124,879	12,400	12,800	13,200
2,000	Information Collection Mapping		2,000	2,000	2,000	2,000
73,160	Depreciation		284	292	301	310
<b>1,716,878</b>	<b>Total Operating Expenses</b>		<b>1,295,301</b>	<b>1,386,120</b>	<b>1,192,933</b>	<b>1,253,146</b>
<b>Operating Revenue</b>						
-500	Miscellaneous Income		-100	-100	-100	-100
-17,500	Grant - Heritage Program		-8,500	-8,500	-8,500	-8,500
-100,000	Grant - Government Online		0	0	0	0
<b>-118,000</b>	<b>Total Operating Revenue</b>		<b>-8,600</b>	<b>-8,600</b>	<b>-8,600</b>	<b>-8,600</b>
<b>Transfer From Reserves</b>						
-73,160	Planning Tfr from - Depn Reserve		-284	-292	-301	-310
<b>-73,160</b>	<b>Total Transfer From Reserves</b>		<b>-284</b>	<b>-292</b>	<b>-301</b>	<b>-310</b>
<b>1,525,718</b>	<b>Total Land Use Planning</b>		<b>1,286,417</b>	<b>1,377,228</b>	<b>1,184,032</b>	<b>1,244,236</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Land Use Assess & Man	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 220				
	<b>Operating Expenses</b>				
2,156,915	Staff Costs-Salaries & Allowances	2,541,237	2,693,700	2,855,300	3,026,650
95,900	Vehicle Running Expenses	116,100	119,600	123,200	126,900
30,000	Office Expenses	25,000	25,000	25,000	25,000
25,000	Compliance	25,000	25,000	25,000	25,000
0	New Plant/Vehicles Cont'n	60,000	0	0	0
19,060	Depreciation	1,773	1,827	1,881	1,938
<b>2,326,875</b>	<b>Total Operating Expenses</b>	<b>2,769,110</b>	<b>2,865,127</b>	<b>3,030,381</b>	<b>3,205,488</b>
	<b>Operating Revenue</b>				
-561,400	Development/Construction Certificate Fee	-618,080	-636,600	-655,720	-675,400
-139,200	Certificates - Sec 149	-149,780	-154,270	-158,900	-163,665
-52,800	Certificates - Sec 735A	-55,970	-57,650	-59,375	-61,160
-440,350	Building Certification Fees	-481,700	-496,140	-511,020	-526,350
-39,700	Subdivision fees	-32,410	-33,400	-34,400	-35,400
-40,000	Building Certificates	-44,500	-46,450	-48,440	-50,490
-27,400	Miscellaneous - Income	-26,700	-27,500	-28,300	-29,200
0	Mandatory Pool Inspections	-249,900	-257,400	-265,100	-273,100
-37,000	Sewer Connection Fees	-35,600	-36,700	-37,800	-38,900
-55,400	Sewer Inspection Fees	-53,600	-55,200	-56,900	-58,600
-67,450	Drainage Diagram Fees	-66,170	-68,150	-70,200	-72,300
-28,800	Fire Service Fees	-30,300	-31,200	-32,150	-33,150
<b>-1,489,500</b>	<b>Total Operating Revenue</b>	<b>-1,844,710</b>	<b>-1,900,660</b>	<b>-1,958,305</b>	<b>-2,017,715</b>
	<b>Transfer From Reserves</b>				
-19,060	Land Use Assess Tfr from - Depn Reserve	-1,773	-1,827	-1,881	-1,938
<b>-19,060</b>	<b>Total Transfer From Reserves</b>	<b>-1,773</b>	<b>-1,827</b>	<b>-1,881</b>	<b>-1,938</b>
<b>818,315</b>	<b>Total Land Use Assess &amp; Man</b>	<b>922,627</b>	<b>962,640</b>	<b>1,070,195</b>	<b>1,185,835</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Environmental Management		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	230				
	<b>Operating Expenses</b>					
191,395	Staff Costs-Salaries & Allowances		336,891	357,100	378,500	401,200
12,130	Vehicle Running Expenses		16,230	16,700	17,200	17,700
2,000	Pollution Clean-up		2,000	2,000	2,000	2,000
175,650	Domestic Sewage System Supervision		182,726	188,516	194,492	200,552
10,000	Domestic Sewage Superv Cont'n to Admin		10,000	10,000	10,000	10,000
15,000	Water Quality Monitoring		15,000	15,000	15,000	15,000
336,900	Parks & Streets Litter Bin Contract		365,800	370,200	381,400	392,800
75,000	E/L Koala Plan of Management		20,000	0	0	0
174,500	EL Orara River		215,500	0	0	0
7,800	EL Equipment to Help our Native Wildlife		0	0	0	0
8,650	EL Coffs Vertebrate Pest Management Strategy Implementati		14,000	0	0	0
198,790	EL Conservation & Sust Man of Biodiversi		209,000	0	0	0
16,500	EL Green School Environment Fund		29,500	0	0	0
2,000	EL Impact on Freshwater Ecosystems		2,000	0	0	0
18,000	EL Woolgoolga Flying Fox Camp Strategy		0	0	0	0
20,000	EL Coffs Ambassadors Volunteer Interpretive Tours		43,509	0	0	0
7,850	EL Fauna Survey & Monitoring within Community Icon Area		0	0	0	0
15,000	EL CH Class 5 Vegetation Map Validation		0	0	0	0
19,300	EL Remote Camera Surveys for Ground Mammals		0	0	0	0
22,800	EL Building Information Base of Eucalypts		0	0	0	0
18,000	EL Coffs Ck Northern Restoration 2030 Project		0	0	0	0
5,000	EL Aquatic Biodiversity Study & Mapping		0	0	0	0
28,900	EL Our Living Coast SL Festival 12/13		29,000	0	0	0
25,914	EL Collaborative Man Coffs-Boambee Coastal Corridor		0	0	0	0
0	EL Shorebirds of the Coffs Coast - Signage & Brochures		4,391	0	0	0
0	EL Strategic Planning - Biodiversity		40,000	0	0	0
0	EL Restoration of Grey-headed Flying Fox Maternity Camps		24,000	0	0	0
17,910	Depreciation		39,920	41,117	42,351	43,622
<b>1,424,989</b>	<b>Total Operating Expenses</b>		<b>1,599,467</b>	<b>1,000,633</b>	<b>1,040,943</b>	<b>1,082,874</b>
	<b>Capital Expenditure</b>					
2,000	Upgrade Inspectors Equipment		2,000	2,000	2,000	2,000
<b>2,000</b>	<b>Total Capital Expenditure</b>		<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	<b>Operating Revenue</b>					
-227,250	Domestic Sewage Systems Approval Fees		-229,400	-236,200	-243,300	-250,600
-100	Contaminated Land Enquiries		-150	-150	-150	-150
-4,900	Contribution from Water Fund		-5,000	-5,100	-5,200	-5,300
-50,000	EL - Orara River Cont from Water		-50,000	-50,000	-50,000	-50,000
<b>-282,250</b>	<b>Total Operating Revenue</b>		<b>-284,550</b>	<b>-291,450</b>	<b>-298,650</b>	<b>-306,050</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Environmental Management		2013/14	2014/15	2015/16	2016/17
	Program Number	230	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	<b>Transfer From Reserves</b>					
-17,910	Env Man Tfr from - Depn Reserve		-39,920	-41,117	-42,351	-43,622
<b>-17,910</b>	<b>Total Transfer From Reserves</b>		<b>-39,920</b>	<b>-41,117</b>	<b>-42,351</b>	<b>-43,622</b>
<b>1,126,829</b>	<b>Total</b>	<b>Environmental Management</b>	<b>1,276,997</b>	<b>670,066</b>	<b>701,942</b>	<b>735,202</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Public Health &amp; Safety</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 240</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Expenses</b>				
493,144	Staff Costs-Salaries & Allowances	530,131	561,939	595,655	631,394
13,900	Vehicle Running Expenses	18,000	18,500	19,100	19,700
28,010	Working Expenses	31,500	31,500	31,500	31,500
463,940	Beach Bathing Expenses	534,750	549,530	564,714	580,300
35,100	Beach Bathing Vehicle Running Expenses	51,000	52,500	54,100	55,700
10,000	Beach Bathing Signage	10,000	10,000	10,000	10,000
47,000	SLSC Subsidies	48,000	49,000	50,000	51,500
64,500	Sullage Collection Contract Charges	54,200	55,800	57,500	59,200
17,995	Depreciation	20,115	20,719	21,340	21,980
<b>1,173,589</b>	<b>Total Operating Expenses</b>	<b>1,297,696</b>	<b>1,349,488</b>	<b>1,403,909</b>	<b>1,461,274</b>
	<b>Capital Expenditure</b>				
30,000	S94 Beach Patrol Equipment Purchase	20,000	30,000	20,000	30,000
<b>30,000</b>	<b>Total Capital Expenditure</b>	<b>20,000</b>	<b>30,000</b>	<b>20,000</b>	<b>30,000</b>
	<b>Operating Revenue</b>				
-126,200	Licence Fees	-140,000	-144,200	-148,500	-152,900
-2,700	Fines	-2,800	-2,900	-3,000	-3,100
-1,000	Miscellaneous	-1,000	-1,000	-1,000	-1,000
-8,600	Caravan Park Licences	-13,500	-13,900	-14,300	-14,700
-4,400	Sullage Collection Charges	-4,600	-4,800	-5,000	-5,200
-60,100	Sullage Collection Contrib from Sewer	-61,800	-63,600	-65,400	-67,362
-11,700	Public Pools Inspections	-14,000	-14,400	-14,800	-15,200
-1,800	Legionella Program	-1,850	-1,900	-1,950	-2,000
-2,000	Contribution to Beach Patrols	-2,000	-2,000	-2,000	-2,000
<b>-218,500</b>	<b>Total Operating Revenue</b>	<b>-241,550</b>	<b>-248,700</b>	<b>-255,950</b>	<b>-263,462</b>
	<b>Transfer From Reserves</b>				
-17,995	PH & S Tfr from - Depn Reserve	-20,115	-20,719	-21,340	-21,980
-30,000	PH & S Tfr from - S94 Reserve	-20,000	-30,000	-20,000	-30,000
<b>-47,995</b>	<b>Total Transfer From Reserves</b>	<b>-40,115</b>	<b>-50,719</b>	<b>-41,340</b>	<b>-51,980</b>
<b>937,094</b>	<b>Total Public Health &amp; Safety</b>	<b>1,036,031</b>	<b>1,080,069</b>	<b>1,126,619</b>	<b>1,175,832</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Ranger Services</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 250</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Expenses</b>				
386,370	Ordinance Inspectors - Staff Costs	397,612	421,458	446,732	473,520
31,400	Ordinance Inspectors Vehicle Expenses	45,240	46,600	48,000	49,400
6,000	Dog Impounding Expenses	3,300	3,400	3,500	3,600
194,700	RSPCA Impounding Expenses	200,200	206,200	212,400	218,800
3,150	Animal Straying	3,250	3,350	3,450	3,550
20,000	Sundry Regulations Expense	24,700	25,400	26,200	27,000
1,500	Rangers Office Working Expenses	2,000	2,100	2,200	2,300
176,105	Street Parking Staff Costs	204,528	216,784	229,804	243,597
7,400	Street Parking Vehicle Expenses	10,500	10,800	11,100	11,400
14,446	Signs Policy & Enforcement	12,000	12,400	12,800	13,200
12,600	Depreciation	2,806	2,890	2,977	3,066
<b>853,671</b>	<b>Total Operating Expenses</b>	<b>906,136</b>	<b>951,382</b>	<b>999,163</b>	<b>1,049,433</b>
	<b>Capital Expenditure</b>				
5,500	Equipment Purchases	3,000	3,000	3,000	3,000
<b>5,500</b>	<b>Total Capital Expenditure</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
	<b>Operating Revenue</b>				
-74,000	Companion Animals Collection Commission	-76,000	-78,000	-80,000	-82,000
-28,500	Companion Animals Impounding Fees	-29,300	-30,200	-31,100	-32,000
-15,500	Dog Fines	-20,300	-20,900	-21,500	-22,200
-254,400	Parking Fines	-293,680	-302,400	-311,540	-320,884
-30,900	Fines (General)	-26,200	-27,000	-27,800	-28,600
-500	Miscellaneous Income - Animal Control	-500	-500	-500	-500
-12,300	Signs Licences & Fines	-12,800	-13,200	-13,600	-14,008
-860	Overgrown Land Inspection Fees	-2,000	-2,100	-2,200	-2,300
<b>-416,960</b>	<b>Total Operating Revenue</b>	<b>-460,780</b>	<b>-474,300</b>	<b>-488,240</b>	<b>-502,492</b>
	<b>Transfer From Reserves</b>				
-12,600	Ranger Services Tfr from - Depn Reserve	-2,806	-2,890	-2,977	-3,066
<b>-12,600</b>	<b>Total Transfer From Reserves</b>	<b>-2,806</b>	<b>-2,890</b>	<b>-2,977</b>	<b>-3,066</b>
<b>429,611</b>	<b>Total Ranger Services</b>	<b>445,550</b>	<b>477,192</b>	<b>510,946</b>	<b>546,875</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Domestic Waste Management		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	260				
	<b>Operating Expenses</b>					
347,628	Staff Costs-Salaries & Allowances		383,964	407,000	431,400	457,300
16,828	Vehicle Running Expenses		15,549	14,513	14,948	15,397
601,647	Administration Charges		710,397	731,700	753,700	776,300
32,082	Administration Working Expense		33,044	35,040	36,000	37,080
500,000	Pensioner Rebates Abandoned		513,000	518,000	523,000	528,000
462,000	State Landfill Levy Liability		1,771,000	2,145,024	2,529,184	2,921,184
7,200	Midwaste Contribution		7,400	7,600	7,800	8,000
4,767,897	Kerbside Collection Contract (Handybin)		5,216,400	5,425,240	5,641,440	5,867,760
1,106,000	Englands Rd Tip Working Expenses		1,129,013	1,185,250	1,244,650	1,306,800
75,000	Greenwaste Vouchers		65,000	70,000	75,000	80,000
161,045	MERF Recycling		165,876	175,829	182,160	187,625
4,583,845	Waste Processing Contract (Biomass)		5,096,000	5,184,000	5,344,000	5,568,000
85,933	Coramba Transfer Station Working Ex		88,511	93,821	100,800	103,824
94,500	Lowanna Transfer Station Work Exp		81,000	85,050	89,100	93,600
133,673	Wlga Transfer Station Working Exps		142,200	149,400	156,600	164,700
76,472	Waste Education & Promotion		78,000	82,800	87,600	93,000
19,521	Truck Turning Areas Public Roads		20,107	21,313	21,896	22,540
17,500	Greenwaste Processing Service		10,000	12,500	15,000	17,500
1,435,420	Depreciation		499,737	514,729	530,171	546,076
<b>14,524,191</b>	<b>Total Operating Expenses</b>		<b>16,026,198</b>	<b>16,858,809</b>	<b>17,784,449</b>	<b>18,794,686</b>
	<b>Capital Expenditure</b>					
0	Northern Beaches Tfr Facility Constructi		0	450,000	0	0
70,000	Landfill Alternative Cover		0	0	0	0
50,000	Englands Rd Works		100,000	100,000	100,000	100,000
<b>120,000</b>	<b>Total Capital Expenditure</b>		<b>100,000</b>	<b>550,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>Operating Revenue</b>					
-12,859,845	Waste Charges		-15,224,016	-16,137,766	-17,106,014	-18,132,394
-39,015	Tipping Fees		-28,800	-29,700	-30,600	-31,500
-839,960	Contract Contrib Bellingen & Nambucca		-658,000	-679,000	-700,000	-721,000
-55,292	Contract Adm Cont'n - Bellingen & Nambuc		-56,948	-57,960	-60,720	-63,480
0	Interest on Investments		-30,000	-20,000	-20,000	-20,000
<b>-13,794,112</b>	<b>Total Operating Revenue</b>		<b>-15,997,764</b>	<b>-16,924,426</b>	<b>-17,917,334</b>	<b>-18,968,374</b>
	<b>Transfer To Reserves</b>					
705,341	Dom Waste Tfr to - Other Reserve		471,303	580,346	663,056	719,764
<b>705,341</b>	<b>Total Transfer To Reserves</b>		<b>471,303</b>	<b>580,346</b>	<b>663,056</b>	<b>719,764</b>
	<b>Transfer From Reserves</b>					
-1,435,420	Dom Waste Tfr from - Depn Reserve		-499,737	-514,729	-530,171	-546,076
-120,000	Dom Waste Tfr from - Other Reserve		-100,000	-550,000	-100,000	-100,000

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

Domestic Waste Management		2013/14	2014/15	2015/16	2016/17
2012/13 ADOPTED	Program Number 260	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-1,555,420	Total Transfer From Reserves	-599,737	-1,064,729	-630,171	-646,076
0	Total Domestic Waste Management	0	0	0	0

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Non-Domestic Waste Management					
	Program Number	270	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
208,183	Staff Costs-Salaries & Allowances		230,260	244,100	258,700	274,200
5,642	Vehicle Running Expenses		12,722	11,875	12,231	12,597
307,077	Administration Charges		234,135	241,200	248,400	255,800
8,020	Administration Working Expense		8,261	8,760	9,000	9,270
54,600	State Landfill Levy Liability		487,000	590,976	696,816	804,816
414,600	Kerbside Collection Contract (Handybin)		453,600	471,760	490,560	510,240
474,000	Englands Rd Tip Working Expenses		923,738	969,750	1,018,350	1,069,200
6,000	Englands Rd Tip Liquid Waste Transfer Se		6,000	6,360	6,800	7,000
14,004	MERF Recycling		14,424	15,289	15,840	16,315
2,578,413	Waste Processing Contract (Biomass)		2,744,000	2,916,000	3,006,000	3,132,000
9,548	Coramba Transfer Station Working Ex		9,834	10,425	11,200	11,536
10,500	Lowanna Transfer Station Work Exp		9,000	9,450	9,900	10,400
14,853	Wlga Transfer Station Working Exps		15,800	16,600	17,400	18,300
50,981	Waste Education & Promotion		52,000	55,200	58,400	62,000
26,523	Recycling Operating Bottle Banks		27,319	28,958	30,000	32,000
21,218	Public Place Recycling		21,855	23,166	24,000	25,000
5,000	Cleanup Australia Day		5,000	5,300	5,500	5,900
105,000	Landfill Gas Extraction Management		45,000	47,500	49,000	51,000
1,697	Truck Turning Areas Public Roads		1,748	1,853	1,904	1,960
75,705	Hazardous Waste Disposal		70,000	80,000	85,000	90,000
17,500	Greenwaste Processing Service		10,000	12,500	15,000	17,500
65,000	Concrete Crushing		70,000	74,200	76,400	78,900
410,000	WASIP Grant Works		0	0	0	0
100,000	Carbon Tax		0	0	0	0
99,985	Depreciation		408,875	421,142	433,776	446,789
<b>5,084,049</b>	<b>Total Operating Expenses</b>		<b>5,860,571</b>	<b>6,262,364</b>	<b>6,580,177</b>	<b>6,942,723</b>
	<b>Capital Expenditure</b>					
0	Northern Beaches Tfr Facility Constructi		0	50,000	0	0
30,000	Landfill Alternative Cover		0	0	0	0
50,000	Englands Rd Works		100,000	100,000	100,000	100,000
<b>80,000</b>	<b>Total Capital Expenditure</b>		<b>100,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>Operating Revenue</b>					
-1,295,810	Waste Charges		-1,536,984	-1,629,234	-1,726,986	-1,830,607
-2,651,335	Tipping Fees		-3,103,200	-3,453,300	-3,703,400	-4,103,500
-421,315	Englands Rd - Biosolids		-465,000	-470,000	-475,000	-480,000
-73,040	Contract Contrib Bellingen & Nambucca		-282,000	-291,000	-300,000	-309,000
-4,808	Contract Adm Cont'n - Bellingen & Nambuc		-4,952	-5,040	-5,280	-5,520
0	Scrap Metal Sales		-15,000	-15,500	-16,000	-16,500
0	Lease of Recycling Centre		0	-67,175	-69,190	-71,266

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Non-Domestic Waste Management		2013/14	2014/15	2015/16	2016/17
	Program Number	270	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
0	Lease Depot Site		0	-38,267	-39,415	-40,597
-410,000	WASIP Grants from DECC		0	0	0	0
-100,000	Carbon Credits		0	0	0	0
0	Interest on Investments		-20,000	-10,000	-10,000	-10,000
<b>-4,956,308</b>	<b>Total Operating Revenue</b>		<b>-5,427,136</b>	<b>-5,979,516</b>	<b>-6,345,271</b>	<b>-6,866,990</b>
	<b>Transfer To Reserves</b>					
-27,756	Non Dom Tfr to - Other Reserve		-24,560	138,294	198,870	371,056
<b>-27,756</b>	<b>Total Transfer To Reserves</b>		<b>-24,560</b>	<b>138,294</b>	<b>198,870</b>	<b>371,056</b>
	<b>Transfer From Reserves</b>					
-99,985	Non Dom Waste Tfr from - Depn Reserve		-408,875	-421,142	-433,776	-446,789
-80,000	Non Dom Waste Tfr from - Other Reserve		-100,000	-150,000	-100,000	-100,000
<b>-179,985</b>	<b>Total Transfer From Reserves</b>		<b>-508,875</b>	<b>-571,142</b>	<b>-533,776</b>	<b>-546,789</b>
<b>0</b>	<b>Total Non-Domestic Waste Management</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Property & Commercial Services		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	310				
	<b>Operating Expenses</b>					
441,008	Staff Costs-Salaries & Allowances		453,738	480,963	509,821	540,410
15,800	Vehicle Running Expenses		20,000	20,600	21,200	21,800
7,000	Office Expenses		7,000	7,000	7,000	7,000
66,150	Depreciation		56,432	58,125	59,869	61,665
<b>529,958</b>	<b>Total Operating Expenses</b>		<b>537,170</b>	<b>566,688</b>	<b>597,890</b>	<b>630,875</b>
	<b>Capital Expenditure</b>					
5,000	Old Easements & Road Matters		5,000	5,000	5,000	5,000
2,000	Furniture & Equipment		2,000	2,000	2,000	2,000
<b>7,000</b>	<b>Total Capital Expenditure</b>		<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
	<b>Operating Revenue</b>					
-8,784	Internal Lse Fees (50% Rev 50% Dev)		-10,348	-10,658	-10,978	-11,308
-98,400	Harbour Drive Table Rents		-96,400	-99,300	-102,300	-105,300
-4,600	Admin Contribution Caravan Parks		-4,700	-4,900	-5,100	-5,300
<b>-111,784</b>	<b>Total Operating Revenue</b>		<b>-111,448</b>	<b>-114,858</b>	<b>-118,378</b>	<b>-121,908</b>
	<b>Capital Revenue</b>					
-50,000	Sale Land - Coramba Fire Shed		0	0	0	0
<b>-50,000</b>	<b>Total Capital Revenue</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer To Reserves</b>					
4,392	Val'n Tfr to - Bldg & Asset Maint Reserve		5,174	5,329	5,489	5,654
<b>4,392</b>	<b>Total Transfer To Reserves</b>		<b>5,174</b>	<b>5,329</b>	<b>5,489</b>	<b>5,654</b>
	<b>Transfer From Reserves</b>					
-66,150	Val'n Tfr from - Depn Reserve		-56,432	-58,125	-59,869	-61,665
<b>-66,150</b>	<b>Total Transfer From Reserves</b>		<b>-56,432</b>	<b>-58,125</b>	<b>-59,869</b>	<b>-61,665</b>
<b>313,416</b>	<b>Total Property &amp; Commercial Services</b>		<b>381,464</b>	<b>406,034</b>	<b>432,132</b>	<b>459,956</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Leasing and Asset Management					
	Program Number	320	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
279,521	Staff Costs Salaries and Allowances		287,141	304,369	322,631	341,989
11,000	Vehicle Running Expenses		12,800	13,200	13,600	14,000
141,520	Cleaners Staff Costs (Lse & Asset Manag)		101,122	107,180	113,619	120,470
42,150	25 - 31 Gordon St Operating Expenses		43,400	44,700	46,000	47,400
2,200	23 Gordon St Operating Costs		2,300	2,400	2,500	2,575
11,700	36 Gordon St Operating Expenses		9,300	9,500	9,700	9,900
3,000	Office & Membership Expenses		3,000	3,000	3,000	3,000
368,700	Community Village Operations		389,800	401,500	413,500	425,900
6,000	Leasing Expenses		6,000	6,000	6,000	6,000
1,000	Tidy Towns Expenses		0	0	0	0
54,000	City Hill Expenses		55,600	57,200	58,900	60,700
17,500	Property NEI Maintenance & Repair		31,200	32,100	33,100	34,100
141,100	Property NEI Operating Expenses		144,900	142,600	146,900	151,300
582,722	Buildings Maintenance & Repairs		632,200	650,200	668,800	687,900
337,400	Rigby House Operating & Maintenance		347,500	357,900	368,700	379,700
2,000	Rigby House Level 1 Operating Expenses		2,000	2,000	2,000	2,000
17,000	Toormina Sport & Rec Club Maint Cont'n		17,000	17,000	17,000	17,000
25,000	Coramba Sportsground Annual Maint Cont'n		25,000	25,000	25,000	25,000
386,005	Depreciation		391,669	403,420	415,522	427,988
<b>2,429,518</b>	<b>Total Operating Expenses</b>		<b>2,501,932</b>	<b>2,579,269</b>	<b>2,666,472</b>	<b>2,756,922</b>
	<b>Capital Expenditure</b>					
32,000	Public Toilets Improvements		0	0	0	0
<b>32,000</b>	<b>Total Capital Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Operating Revenue</b>					
-344,000	Property Rentals		-389,000	-400,000	-412,000	-425,000
-41,267	23 Gordon St Rental		-41,267	-41,267	-41,267	-41,267
-12,300	36 Gordon St Rental		-12,700	-13,100	-13,500	-13,900
-20,300	Jetty Footway Rest Licences		-20,900	-21,500	-22,200	-22,800
-4,500	Caravan Parks Management Contrib.		-4,600	-4,700	-4,800	-4,900
-3,800	Caravan Parks Building Maint Contributn		-3,900	-4,000	-4,100	-4,200
-283,200	Community Village Income		-291,700	-300,500	-309,500	-318,700
-405,200	Rigby House Income		-410,600	-422,900	-435,600	-448,700
<b>-1,114,567</b>	<b>Total Operating Revenue</b>		<b>-1,174,667</b>	<b>-1,207,967</b>	<b>-1,242,967</b>	<b>-1,279,467</b>
	<b>Transfer To Reserves</b>					
65,800	Leasing Tfr to - Bldg & Asset Maint Reserve		61,100	63,000	64,900	67,000
<b>65,800</b>	<b>Total Transfer To Reserves</b>		<b>61,100</b>	<b>63,000</b>	<b>64,900</b>	<b>67,000</b>
	<b>Transfer From Reserves</b>					
-386,005	Leasing Tfr from - Depn Reserve		-391,669	-403,420	-415,522	-427,988

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

Leasing and Asset Management		2013/14	2014/15	2015/16	2016/17
2012/13 ADOPTED	Program Number 320	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-386,005	Total Transfer From Reserves	-391,669	-403,420	-415,522	-427,988
1,026,746	Total Leasing and Asset Management	996,696	1,030,882	1,072,883	1,116,467

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Swimming Pools</b>					
<b>2012/13 ADOPTED</b>	<b>Program Number 330</b>	<b>2013/14 ESTIMATE</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>
	<b>Operating Expenses</b>				
126,500	Coffs Harbour Contractors Lease	143,000	147,275	151,670	156,286
79,300	Sawtell Contractors Lease	85,300	87,800	90,390	93,200
79,300	Woolgoolga Contractors Lease	85,500	87,800	90,390	93,200
56,650	Pumps & Equipment M&R	58,350	60,100	61,900	63,800
162,978	Loan 467 Interest Repayments - Pool Upgrade \$1.75m	158,348	153,402	148,508	142,484
58,890	Depreciation	89,652	92,342	95,112	97,966
<b>563,618</b>	<b>Total Operating Expenses</b>	<b>620,150</b>	<b>628,719</b>	<b>637,970</b>	<b>646,936</b>
	<b>Capital Expenditure</b>				
63,764	Loan 467 - Princ Repayments Pool Upgrade	68,338	72,815	77,676	83,659
<b>63,764</b>	<b>Total Capital Expenditure</b>	<b>68,338</b>	<b>72,815</b>	<b>77,676</b>	<b>83,659</b>
	<b>Operating Revenue</b>				
-1,300	Lease Income	-1,300	-1,300	-1,300	-1,300
<b>-1,300</b>	<b>Total Operating Revenue</b>	<b>-1,300</b>	<b>-1,300</b>	<b>-1,300</b>	<b>-1,300</b>
	<b>Transfer From Reserves</b>				
-58,890	Pools Tfr from - Depn Reserve	-89,652	-92,342	-95,112	-97,966
<b>-58,890</b>	<b>Total Transfer From Reserves</b>	<b>-89,652</b>	<b>-92,342</b>	<b>-95,112</b>	<b>-97,966</b>
<b>567,192</b>	<b>Total Swimming Pools</b>	<b>597,537</b>	<b>607,892</b>	<b>619,234</b>	<b>631,329</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Airport	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 350				
	<b>Operating Expenses</b>				
251,992	Management & Administration Staff Costs	258,015	273,495	289,905	307,299
796	Staff Costs - FBT	796	820	844	869
193,146	Administration Charge	198,940	204,900	211,000	217,400
264,545	Dividend Payable to General A/C	282,539	390,000	416,000	429,000
42,600	Administration Expenses	43,800	45,000	46,200	47,586
30,646	Loan 462 Interest Repayments	23,622	16,132	8,163	914
215,983	Loan 447 Interest Repayments	178,872	139,091	96,447	50,736
305,951	Loan 470 Interest Repayments - Runway Overlay	309,893	282,892	254,747	223,065
16,000	Animal Hazard Management Plan	16,000	17,000	17,000	17,510
64,000	Promotions	66,000	68,000	70,000	72,100
203,690	Aerodrome Operations	209,800	216,094	222,577	233,706
103,971	General Aviation Operations	107,084	110,297	113,605	119,285
640,777	RPT Operations	660,007	679,807	728,201	764,611
76,374	General Aviation R & M	78,674	81,034	83,465	87,638
249,315	RPT Aviation R & M	256,774	264,477	272,412	286,033
105,200	Rates & Taxes	115,000	118,000	123,000	129,000
1,344,655	Depreciation	1,323,436	1,363,139	1,404,033	1,443,154
<b>4,109,641</b>	<b>Total Operating Expenses</b>	<b>4,129,251</b>	<b>4,270,178</b>	<b>4,357,599</b>	<b>4,429,906</b>
	<b>Capital Expenditure</b>				
13,000	Minor Capital Works	13,000	13,000	14,000	14,420
508,191	Loan 447 Principal Repay Airport	544,756	583,951	625,966	671,004
104,833	Loan 462 Principal Repay- Airport	111,783	119,192	127,075	66,672
167,000	Planned Enhancements GA	30,000	16,000	422,000	100,000
268,772	Loan 470 Principal Repay - Runway Overlay	380,523	407,191	434,374	467,004
0	Planned Enhancements RPT	367,000	15,000	0	50,000
0	ARFFS Site Preparation	150,000	0	0	0
100,000	Runway Overlay	1,000,000	0	0	0
0	Upgrade RPT Terminal Building	0	0	0	200,000
0	RPT Car Park Extension	225,000	0	0	0
0	RPT Taxiway Overlays	0	720,000	500,000	500,000
0	RPT Car Parking Resurfacing	0	0	200,000	0
0	Expand Freight Area to BOM	250,000	0	0	0
0	Develop Lease Sites - new road	0	0	360,000	0
0	Terminal Area Masterplan	10,000	10,000	10,000	10,000
10,000	Friction testing	0	11,000	0	12,000
500,000	RPT Roadworks Design/Const	0	0	0	0
<b>1,671,796</b>	<b>Total Capital Expenditure</b>	<b>3,082,061</b>	<b>1,895,334</b>	<b>2,693,415</b>	<b>2,091,100</b>
	<b>Operating Revenue</b>				
-100,000	RPT - Car Parking Income	-120,000	-121,000	-122,000	-123,000

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Airport</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 350</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
-3,813,000	RPT Passenger Income	-4,264,000	-4,802,000	-5,024,000	-5,334,000
-20,600	RPT - Security Carpark Income	-21,200	-21,850	-22,500	-23,175
-180,800	RPT Terminal Income	-186,200	-191,800	-197,500	-203,425
-21,500	Lease Income Non Terminal	-22,100	-22,800	-23,400	-24,102
-103,000	GA Landing Fees	-105,000	-107,000	-109,000	-112,270
-144,200	GA Rentals	-148,500	-153,000	-157,500	-162,225
-12,875	RPT Freight Shed	-13,260	-13,658	-14,068	-14,490
-12,580	Charter Lounge Rentals	-12,960	-13,340	-13,740	-14,152
-13,400	Miscellaneous Income	-13,800	-14,200	-14,600	-15,038
-30,000	Advertising Income	-30,000	-30,000	-30,000	-30,900
-147,000	LIRS Subsidy	-181,224	-166,279	-148,514	-130,063
0	Interest on Investments	-3,000	-10,000	-22,000	-43,000
<b>-4,598,955</b>	<b>Total Operating Revenue</b>	<b>-5,121,244</b>	<b>-5,666,927</b>	<b>-5,898,822</b>	<b>-6,229,840</b>
	<b>Capital Revenue</b>				
-5,000,000	Loan Drawdown - Proposed Capital Wks \$5m	0	0	0	0
<b>-5,000,000</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer To Reserves</b>				
0	Airport Tfr to ELE Reserve	0	500,000	0	0
6,833,969	Airport Tfr to - Other Reserve	2,815,429	2,259,888	2,945,256	3,243,088
<b>6,833,969</b>	<b>Total Transfer To Reserves</b>	<b>2,815,429</b>	<b>2,759,888</b>	<b>2,945,256</b>	<b>3,243,088</b>
	<b>Transfer From Reserves</b>				
-1,344,655	Airport Tfr from - Depn Reserve	-1,323,436	-1,363,139	-1,404,033	-1,443,154
0	Airport Tfr from ELE Reserve	-500,000	0	0	0
-1,671,796	Airport Tfr from - Other Reserve	-3,082,061	-1,895,334	-2,693,415	-2,091,100
<b>-3,016,451</b>	<b>Total Transfer From Reserves</b>	<b>-4,905,497</b>	<b>-3,258,473</b>	<b>-4,097,448</b>	<b>-3,534,254</b>
<b>0</b>	<b>Total Airport</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sports Development					
	Program Number	375	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
435,553	Sports Management Staff Costs		448,219	475,112	503,619	533,836
21,500	Sports Management Vehicle Running Exp		27,800	28,600	29,500	30,400
18,000	Sports Management Office Expenses		18,000	18,000	18,000	18,000
43,500	Food & Beverage Expenses		35,000	36,000	37,000	38,000
79,600	Stadium R & M		81,900	84,400	86,900	89,500
363,400	Stadium Operating Costs		374,300	385,500	397,100	409,000
20,000	Stadium Marketing – Naming Rights		0	0	0	0
443,000	Sports Events Expenses		460,800	454,100	467,700	481,700
475,700	Sports Facilities Ovals Maintenance		485,000	499,700	514,800	530,400
60,050	Woolgoolga Sports Council Inc Contrib		61,850	63,700	65,600	67,600
25,897	Loan 462 Interest Repay -Tennis Complex, Lights 06/07		19,961	13,632	6,898	773
318,280	Depreciation		236,000	243,080	250,372	257,883
<b>2,304,480</b>	<b>Total Operating Expenses</b>		<b>2,248,830</b>	<b>2,301,824</b>	<b>2,377,489</b>	<b>2,457,092</b>
	<b>Capital Expenditure</b>					
88,588	Loan 462 Repay Principal Tennis Complex etc		94,461	100,722	107,384	56,340
<b>88,588</b>	<b>Total Capital Expenditure</b>		<b>94,461</b>	<b>100,722</b>	<b>107,384</b>	<b>56,340</b>
	<b>Operating Revenue</b>					
-76,600	Sports Facilities Ovals Hire Income		-73,900	-76,200	-78,600	-81,100
-45,000	Sponsorship		-25,000	-25,000	-25,000	-25,000
-12,700	Signage		-13,100	-13,500	-13,900	-14,300
-382,000	Stadium Events Income		-393,500	-405,300	-417,400	-429,900
<b>-516,300</b>	<b>Total Operating Revenue</b>		<b>-505,500</b>	<b>-520,000</b>	<b>-534,900</b>	<b>-550,300</b>
	<b>Transfer From Reserves</b>					
-318,280	Sports Dev Tfr from - Depn Reserve		-236,000	-243,080	-250,372	-257,883
<b>-318,280</b>	<b>Total Transfer From Reserves</b>		<b>-236,000</b>	<b>-243,080</b>	<b>-250,372</b>	<b>-257,883</b>
<b>1,558,488</b>	<b>Total Sports Development</b>		<b>1,601,791</b>	<b>1,639,466</b>	<b>1,699,601</b>	<b>1,705,249</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Admin & Corp Governance		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	410				
	<b>Operating Expenses</b>					
366,900	Staff Costs-Salaries & Allowance		354,347	375,608	398,144	422,033
10,000	Vehicle Running Expenses		7,000	7,200	7,400	7,600
153,200	Office Expenses		157,900	162,600	167,500	172,500
69,980	Technology Group Overheads		71,550	75,800	80,400	85,200
43,500	Sundry Expenses		61,500	61,500	61,500	61,500
19,500	Furniture & Fittings M&R		20,100	20,700	21,300	21,900
302,400	Admin Building Expenses		311,400	320,800	330,400	340,300
144,425	Depreciation		127,733	131,565	135,512	139,577
<b>1,109,905</b>	<b>Total Operating Expenses</b>		<b>1,111,530</b>	<b>1,155,773</b>	<b>1,202,156</b>	<b>1,250,610</b>
	<b>Capital Expenditure</b>					
20,000	Office Equipment		20,000	20,000	20,000	20,000
15,000	Banner Replacement Program		5,000	5,000	5,000	5,000
9,094	Constitutional Recognition of Local Government		9,094	9,094	0	0
668,900	Masterplan Works (Specail Rate Variation)		0	0	0	0
<b>712,994</b>	<b>Total Capital Expenditure</b>		<b>34,094</b>	<b>34,094</b>	<b>25,000</b>	<b>25,000</b>
	<b>Operating Revenue</b>					
-7,400	Miscellaneous		-7,600	-7,800	-8,000	-8,200
-24,500	Caravan Parks Management Contribution		-25,200	-26,000	-26,700	-27,500
-10,000	Contribution from Environmntl Management		-10,000	-10,000	-10,000	-10,000
-1,713,318	Contribution From Water Function		-1,810,350	-1,864,700	-1,920,600	-1,978,200
-2,428,207	Contribution From Sewer Function		-2,583,878	-2,661,400	-2,741,200	-2,823,500
-193,146	Contribution From Airport Operation		-198,940	-204,900	-211,000	-217,400
-601,647	Contribution - Domestic Waste		-710,397	-731,700	-753,700	-776,300
-307,077	Contrib Non Domestic Waste		-234,135	-241,200	-248,400	-255,800
-32,445	Contrib from Environmental Laboratory		-40,102	-41,300	-42,500	-43,800
-10,000	Building Long Service Levy Commiss		-6,500	-6,500	-6,500	-6,500
<b>-5,327,740</b>	<b>Total Operating Revenue</b>		<b>-5,627,102</b>	<b>-5,795,500</b>	<b>-5,968,600</b>	<b>-6,147,200</b>
	<b>Transfer To Reserves</b>					
263,791	Admin Tfr to - Future Fund Reserve		278,890	287,260	295,870	304,750
<b>263,791</b>	<b>Total Transfer To Reserves</b>		<b>278,890</b>	<b>287,260</b>	<b>295,870</b>	<b>304,750</b>
	<b>Transfer From Reserves</b>					
-144,425	Admin Tfr from - Depn Reserve		-127,733	-131,565	-135,512	-139,577
<b>-144,425</b>	<b>Total Transfer From Reserves</b>		<b>-127,733</b>	<b>-131,565</b>	<b>-135,512</b>	<b>-139,577</b>
<b>-3,385,475</b>	<b>Total Admin &amp; Corp Governance</b>		<b>-4,330,321</b>	<b>-4,449,938</b>	<b>-4,581,086</b>	<b>-4,706,417</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Governance &amp; Legal</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>2012/13</b>	<b>Program Number 411</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
<b>Operating Expenses</b>					
513,886	Governance & Legal Staff Costs	626,724	664,327	704,187	746,438
2,000	Governance & Legal Office Expenses	3,000	3,000	3,000	3,000
11,800	Governance & Legal Vehicle Running Expenses	15,620	16,100	16,600	17,100
8,500	Internal Audit Quality Assurance	0	0	0	0
3,000	Audit Committee Costs	3,000	3,000	3,000	3,000
30,000	Consultancy Costs	30,000	30,000	30,000	30,000
138,000	Legal Expenses	172,000	177,000	182,000	188,000
1,098,660	Insurance Costs	1,079,000	1,112,650	1,147,350	1,183,000
<b>1,805,846</b>	<b>Total Operating Expenses</b>	<b>1,929,344</b>	<b>2,006,077</b>	<b>2,086,137</b>	<b>2,170,538</b>
<b>Operating Revenue</b>					
-28,500	Reduction in Cont'n to Statewide Mutual	-28,500	-28,500	-28,500	-28,500
-68,000	Risk Management Bonus - Statewide Mutual	-68,000	-68,000	-68,000	-68,000
<b>-96,500</b>	<b>Total Operating Revenue</b>	<b>-96,500</b>	<b>-96,500</b>	<b>-96,500</b>	<b>-96,500</b>
<b>1,709,346</b>	<b>Total Governance &amp; Legal</b>	<b>1,832,844</b>	<b>1,909,577</b>	<b>1,989,637</b>	<b>2,074,038</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Rural Fire Service		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	412				
	<b>Operating Expenses</b>					
500	Fire Attendance Council Volunteers		500	500	500	515
40,000	Hazard Reduction		40,000	40,000	40,000	41,200
155,504	Bushfire Vehicles Running Expenses		130,514	164,975	169,925	175,023
5,512	Equipment R & M		7,687	5,512	5,512	5,677
78,919	Brigade Stations Working Expenses		77,217	83,725	86,235	88,822
130,561	Rural Fire Management Centre		155,422	138,545	142,710	146,991
1,118	Rural Fire Management Committee		1,200	1,118	1,118	1,152
57,317	Other Expenditure		4,358	60,745	62,530	64,406
544,687	Contribution to Rural Fire Services		525,870	459,800	473,600	487,800
2,000	Bushfire Expenses (Plant & Equip)		2,000	2,000	2,000	2,060
561,140	Depreciation		681,052	701,483	722,528	744,204
<b>1,577,258</b>	<b>Total Operating Expenses</b>		<b>1,625,820</b>	<b>1,658,403</b>	<b>1,706,658</b>	<b>1,757,850</b>
	<b>Capital Expenditure</b>					
140,000	Rural Fire Equipment Issues		151,000	140,000	140,000	140,000
844,104	New Vehicles		1,123,328	844,104	844,104	844,104
314,354	Bushfire Stations		734,354	0	0	0
<b>1,298,458</b>	<b>Total Capital Expenditure</b>		<b>2,008,682</b>	<b>984,104</b>	<b>984,104</b>	<b>984,104</b>
	<b>Operating Revenue</b>					
-40,000	Grant - Hazard Reduction		-40,000	-40,000	-40,000	-41,200
-808,054	Grant - Operating		-571,538	-600,800	-618,800	-637,400
<b>-848,054</b>	<b>Total Operating Revenue</b>		<b>-611,538</b>	<b>-640,800</b>	<b>-658,800</b>	<b>-678,600</b>
	<b>Capital Revenue</b>					
-140,000	Grant - Equipment Issues		-151,000	-140,000	-140,000	-140,000
-844,104	Grant - Vehicles		-1,123,328	-844,104	-844,104	-844,104
-314,354	Grant - Stations		-734,354	0	0	0
<b>-1,298,458</b>	<b>Total Capital Revenue</b>		<b>-2,008,682</b>	<b>-984,104</b>	<b>-984,104</b>	<b>-984,104</b>
	<b>Transfer From Reserves</b>					
-561,140	RFS tfr from Depn Reserve		-681,052	-701,483	-722,528	-744,204
<b>-561,140</b>	<b>Total Transfer From Reserves</b>		<b>-681,052</b>	<b>-701,483</b>	<b>-722,528</b>	<b>-744,204</b>
<b>168,064</b>	<b>Total Rural Fire Service</b>		<b>333,230</b>	<b>316,120</b>	<b>325,330</b>	<b>335,046</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Information Services		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	420				
	<b>Operating Expenses</b>					
1,856,741	Staff Costs-Salaries & Allowances		1,881,626	1,994,524	2,114,195	2,241,047
4,400	Vehicle Running - Info Services		5,120	5,270	5,430	5,590
192,200	Office Expenses		150,000	154,500	159,000	163,500
75,154	Office Equipment R & M		74,800	77,400	79,500	82,100
25,200	Working Expenses		25,900	26,700	27,500	28,300
25,000	Consultancy Costs		25,000	25,000	25,000	25,000
3,180	Consumables		3,300	3,400	3,500	3,600
12,000	Hardware Maintenance		12,400	12,800	13,200	13,600
845,590	Software Maintenance		913,300	940,700	968,900	997,900
1,000	Rural House Numbering		1,000	1,000	1,000	1,000
980,680	Depreciation		737,720	759,852	782,647	806,127
<b>4,021,145</b>	<b>Total Operating Expenses</b>		<b>3,830,166</b>	<b>4,001,146</b>	<b>4,179,872</b>	<b>4,367,764</b>
	<b>Capital Expenditure</b>					
545,250	Computer Hardware & Software		510,691	629,924	702,908	628,994
260,000	Payroll HR System		0	0	0	0
<b>805,250</b>	<b>Total Capital Expenditure</b>		<b>510,691</b>	<b>629,924</b>	<b>702,908</b>	<b>628,994</b>
	<b>Operating Revenue</b>					
-6,000	Sale of Information Products		-3,000	-3,000	-3,000	-3,000
-34,600	Copying & Enquiry Fees		-15,000	-15,450	-15,900	-16,400
<b>-40,600</b>	<b>Total Operating Revenue</b>		<b>-18,000</b>	<b>-18,450</b>	<b>-18,900</b>	<b>-19,400</b>
	<b>Capital Revenue</b>					
-60,000	Cont'n from Water - HR Payroll System		0	0	0	0
-60,000	Cont'n from Sewer - HR Payroll System		0	0	0	0
<b>-120,000</b>	<b>Total Capital Revenue</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer From Reserves</b>					
-193,000	IT Tfr from - EDP Reserve		0	0	0	0
-980,680	IT Tfr from - Depn Reserve		-737,720	-759,852	-782,647	-806,127
<b>-1,173,680</b>	<b>Total Transfer From Reserves</b>		<b>-737,720</b>	<b>-759,852</b>	<b>-782,647</b>	<b>-806,127</b>
<b>3,492,115</b>	<b>Total Information Services</b>		<b>3,585,137</b>	<b>3,852,768</b>	<b>4,081,233</b>	<b>4,171,231</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Technology Group</b>					
<b>2012/13 ADOPTED</b>	<b>Program Number 421</b>	<b>2013/14 ESTIMATE</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>
	<b>Operating Expenses</b>				
220,465	Staff Costs - Technology Group	226,862	240,474	254,902	270,196
22,000	Vehicle Running - Technology Group	25,600	26,400	27,200	28,000
500	Office Expenses	2,000	2,000	2,000	2,000
10,000	Internet Data Charges	10,000	10,000	10,000	10,000
693,735	Pump Station Switchboard Assembly Costs	719,110	745,436	772,757	795,940
87,495	CCTV Installation Costs	92,215	97,203	102,449	105,522
20,000	Projects Seed Funding	20,000	20,000	20,000	20,000
48,735	Consulting Costs	51,535	54,315	57,265	58,983
<b>1,102,930</b>	<b>Total Operating Expenses</b>	<b>1,147,322</b>	<b>1,195,828</b>	<b>1,246,573</b>	<b>1,290,641</b>
	<b>Capital Expenditure</b>				
71,225	Fibre Optic Cabling	74,330	77,570	80,960	83,390
<b>71,225</b>	<b>Total Capital Expenditure</b>	<b>74,330</b>	<b>77,570</b>	<b>80,960</b>	<b>83,390</b>
	<b>Operating Revenue</b>				
-1,000,000	Pump Station Switchboard Sales	-1,052,500	-1,107,800	-1,165,900	-1,200,900
-100,000	CCTV System Sales	-105,250	-110,800	-116,600	-120,100
-26,000	Projects Seed Income	-26,000	-26,000	-26,000	-26,000
-203,680	Consultancy Income	-214,375	-225,620	-237,480	-244,610
-72,265	Lease of Optical Fibre Cabling	-75,800	-79,200	-81,600	-84,000
0	Interest on Investments	-23,000	-37,000	-52,000	-72,000
<b>-1,401,945</b>	<b>Total Operating Revenue</b>	<b>-1,496,925</b>	<b>-1,586,420</b>	<b>-1,679,580</b>	<b>-1,747,610</b>
	<b>Capital Revenue</b>				
-5,175	Cont'n - Optical Fibre Installation	-5,350	-5,540	-5,740	-5,912
-50,000	Sales - Optical Fibre	-52,625	-55,400	-58,300	-60,000
<b>-55,175</b>	<b>Total Capital Revenue</b>	<b>-57,975</b>	<b>-60,940</b>	<b>-64,040</b>	<b>-65,912</b>
	<b>Transfer To Reserves</b>				
282,965	Tech Group Tfr to - Technology Group	407,578	451,532	497,047	522,881
<b>282,965</b>	<b>Total Transfer To Reserves</b>	<b>407,578</b>	<b>451,532</b>	<b>497,047</b>	<b>522,881</b>
	<b>Transfer From Reserves</b>				
0	Tech Group Tfr from Technology Group	-74,330	-77,570	-80,960	-83,390
<b>0</b>	<b>Total Transfer From Reserves</b>	<b>-74,330</b>	<b>-77,570</b>	<b>-80,960</b>	<b>-83,390</b>
<b>0</b>	<b>Total Technology Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**

**DRAFT 4 YEAR DETAILED BUDGET**

<b>Finance</b>					
<b>2012/13 ADOPTED</b>	<b>Program Number 430</b>	<b>2013/14 ESTIMATE</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>
<b>Operating Expenses</b>					
1,573,647	Finance - Salaries & Allowances	1,654,105	1,737,342	1,841,582	1,952,077
609,626	Front Counter -Salaries & Allowances	633,253	671,248	711,523	754,214
371	Staff Costs-FBT	383	394	406	418
11,800	Vehicle Running Expenses	14,020	14,440	14,870	15,320
70,000	Events Seed Funding	50,000	50,000	50,000	50,000
140,400	Valuation Fees	162,750	172,515	182,860	193,800
28,000	Asset Valuation Fees	0	0	28,000	28,840
137,500	Telephone Charges	141,500	145,500	149,865	154,361
79,300	Audit Fees	83,550	87,750	92,150	94,915
123,000	Bank Charges	126,700	130,501	134,416	138,449
530	Payroll tax	546	563	580	597
10,609	Doubtful Debts	10,927	11,255	11,593	11,941
423,500	Contribution to NSW Fire Brigades	465,000	478,950	493,319	508,118
7,619	Agency Costs	7,850	8,080	8,325	8,575
510,495	Stores & Purchasing Staff Costs	526,995	558,615	592,132	627,659
12,200	Stores & Purchasing Vehicle Running Expenses	14,400	14,800	15,250	15,700
2,292	Stores & Purchasing Office Expenses	2,360	2,431	2,504	2,579
1,697	Stores Unaccounted For	1,748	1,801	1,855	1,910
16,253	Stores & Purchasing Depot Expenses	16,741	17,243	17,760	18,293
255,616	Meter Reading Staff Costs	265,317	281,236	298,111	315,993
19,800	Meter Reading Vehicle Running Costs	23,040	23,730	24,440	25,170
16,020	Meter Reading Bank Charges	16,500	16,995	17,505	18,030
59,410	Meter Reading Agency Cost	61,193	63,028	64,919	66,867
27,318	Meter Reading Postage	28,138	28,982	29,851	30,747
265	Meter Reading Equipment M & R	273	281	290	299
31,827	Meter Reading Printing & Stationery	32,782	33,765	34,778	35,822
265	Meter Reading Sundries	273	281	290	299
10,050	Proposed Hockey Assoc Loan - Interest Repayment	0	0	0	0
<b>4,179,411</b>	<b>Total Operating Expenses</b>	<b>4,340,344</b>	<b>4,551,727</b>	<b>4,819,173</b>	<b>5,070,990</b>
<b>Capital Expenditure</b>					
250,000	Advance Payment to Hockey Association	0	0	0	0
8,812	Proposed Hockey Assoc Loan - Princ Repayment	0	0	0	0
<b>258,812</b>	<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Revenue</b>					
-7	Westside Tennis Club	0	0	0	0
-10,050	Hockey Association	-10,770	-9,862	-8,889	-7,845
-7,950	Indoor Stadium	-6,451	-4,839	-3,107	-3,200
-12,519	Administration Income - Private Works & Overgrown Land	-12,894	-13,281	-13,679	-14,090
-424	Enquiries & Sales Income	-437	-450	-464	-478

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Finance</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 430</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
-42,351	Internal Lease Charges Income	-36,623	-35,000	-35,000	-35,000
-785	Repay - Toormina Sport & Recreation Club	-335	-121	0	0
-316,644	Meter Reading - Contrib from Water	-333,965	-352,288	-362,857	-373,742
-5,350	Meter Reading - Special Readings	-5,500	-5,650	-5,820	-5,994
-90,230	Meter Reading - Recovery Charges	-92,930	-95,700	-98,571	-101,528
-19,096	Sundry Debtor Administration Fee	-19,669	-20,259	-20,867	-21,493
-114,670	Contrib to Mgt Acct Expend from Invest.	-118,110	-121,700	-125,300	-129,100
-114,736	Certificates - Sec 603	-118,178	-121,724	-125,375	-129,137
-65,564	Stores Oncost Levy	-67,531	-69,556	-71,643	-73,792
-79,567	S94 Recoupment	-81,955	-84,413	-86,946	-89,554
<b>-879,943</b>	<b>Total Operating Revenue</b>	<b>-905,348</b>	<b>-934,844</b>	<b>-958,517</b>	<b>-984,953</b>
	<b>Capital Revenue</b>				
-1,570	Advance - Principal Repay Westside Tennis Club	0	0	0	0
-19,892	Advance - Principal Repay Indoor Stadium	-21,383	-22,986	-24,709	-25,450
-7,988	Advance - Principal Repay Toormina Sports Club	-3,187	-3,399	0	0
-8,812	Principal Repay - Hockey Assoc	-12,483	-13,386	-14,353	-15,391
-250,000	Loan Drawdown - Hockey Assoc	0	0	0	0
<b>-288,262</b>	<b>Total Capital Revenue</b>	<b>-37,053</b>	<b>-39,771</b>	<b>-39,062</b>	<b>-40,841</b>
	<b>Transfer To Reserves</b>				
42,351	Finance Tfr to - ELE Reserve	59,876	58,248	58,242	58,236
<b>42,351</b>	<b>Total Transfer To Reserves</b>	<b>59,876</b>	<b>58,248</b>	<b>58,242</b>	<b>58,236</b>
<b>3,312,369</b>	<b>Total Finance</b>	<b>3,457,819</b>	<b>3,635,360</b>	<b>3,879,836</b>	<b>4,103,432</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Plant	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 435				
	<b>Operating Expenses</b>				
367,635	Staff Costs - Salaries & Allowances	376,400	398,984	422,923	448,298
54,610	Vehicle Running Expenses	62,640	64,520	66,460	68,450
53,045	Workshop Operating Expenses	54,636	56,185	57,964	59,703
2,652,250	Plant Operating & Maintenance	2,731,817	2,813,772	2,898,185	2,985,131
14,853	Small Tools Operating Expenses	15,298	15,757	16,230	16,717
21,218	Driver / Operator Training	21,854	22,510	23,185	23,881
26,000	Contribution to Depot Upgrade	26,000	26,000	26,000	26,780
26,000	Contribution to Depot Expenses	26,000	26,000	26,000	26,000
460,100	Dividend Payable to Untied Funding	473,910	488,100	502,800	517,800
550,000	Special Dividend Payable to General Fund	0	0	0	0
2,599,080	Depreciation	2,664,888	2,744,835	2,827,180	2,911,996
<b>6,824,791</b>	<b>Total Operating Expenses</b>	<b>6,453,444</b>	<b>6,656,663</b>	<b>6,866,927</b>	<b>7,084,755</b>
	<b>Capital Expenditure</b>				
3,197,700	Plant Replacement	5,175,600	5,460,100	5,122,139	4,018,773
<b>3,197,700</b>	<b>Total Capital Expenditure</b>	<b>5,175,600</b>	<b>5,460,100</b>	<b>5,122,139</b>	<b>4,018,773</b>
	<b>Operating Revenue</b>				
-4,818,289	Plant Hire Charges	-4,962,838	-5,111,723	-5,265,075	-5,423,027
-530,012	Plant Recovery Oncost Levy	-545,912	-562,290	-579,158	-596,533
-56,440	Diesel Fuel Rebates	-58,133	-59,877	-61,673	-63,524
-14,853	Leased Vehicle Fuel Contributions	-15,298	-15,757	-16,230	-16,717
-331,743	Vehicle Lease Payments	-341,696	-351,947	-362,505	-373,380
0	Interest on Investments	-160,000	-132,000	-84,000	-87,000
<b>-5,751,337</b>	<b>Total Operating Revenue</b>	<b>-6,083,878</b>	<b>-6,233,594</b>	<b>-6,368,642</b>	<b>-6,560,181</b>
	<b>Capital Revenue</b>				
-1,340,200	Plant Sales	-1,707,350	-2,270,850	-1,832,279	-1,522,288
<b>-1,340,200</b>	<b>Total Capital Revenue</b>	<b>-1,707,350</b>	<b>-2,270,850</b>	<b>-1,832,279</b>	<b>-1,522,288</b>
	<b>Transfer To Reserves</b>				
1,525,627	Plant Tfr to - Other Reserve	2,295,321	2,321,765	2,328,894	2,387,422
<b>1,525,627</b>	<b>Total Transfer To Reserves</b>	<b>2,295,321</b>	<b>2,321,765</b>	<b>2,328,894</b>	<b>2,387,422</b>
	<b>Transfer From Reserves</b>				
-2,599,080	Plant Tfr from - Depn Reserve	-2,664,888	-2,744,835	-2,827,180	-2,911,996
-1,857,500	Plant Tfr from - Other Reserve	-3,468,250	-3,189,250	-3,289,860	-2,496,485
<b>-4,456,580</b>	<b>Total Transfer From Reserves</b>	<b>-6,133,138</b>	<b>-5,934,085</b>	<b>-6,117,040</b>	<b>-5,408,481</b>
<b>0</b>	<b>Total Plant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Program Support		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	440				
	<b>Operating Expenses</b>					
206,159	Staff Costs-Salaries & Allowances		214,456	227,323	240,962	255,420
500	Office Expenses		500	500	500	500
8,800	Vehicle Running Expenses		0	0	0	0
112,505	Developer Contributions Coordinator		117,260	123,928	130,972	138,414
62,375	EL Environmental Levy Co-ordination		64,247	1,245,752	1,295,983	1,348,280
0	EL Matching Grant Funding Pool		23,121	0	0	0
<b>390,339</b>	<b>Total Operating Expenses</b>		<b>419,584</b>	<b>1,597,503</b>	<b>1,668,417</b>	<b>1,742,614</b>
	<b>Operating Revenue</b>					
-112,505	Sec 94 Admin Contributions		-117,260	-123,928	-130,972	-138,414
<b>-112,505</b>	<b>Total Operating Revenue</b>		<b>-117,260</b>	<b>-123,928</b>	<b>-130,972</b>	<b>-138,414</b>
<b>277,834</b>	<b>Total Program Support</b>		<b>302,324</b>	<b>1,473,575</b>	<b>1,537,445</b>	<b>1,604,200</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	HR & Org Development		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	450				
	<b>Operating Expenses</b>					
1,110,635	Staff Costs-Salaries & Allowances		1,197,440	1,260,326	1,335,966	1,416,114
176,549	IMS Staff Costs-Salaries & Allowances		176,440	187,026	198,248	210,143
9,800	Vehicle Running Expenses		12,000	12,400	12,800	13,200
5,500	Office Expenses/Travelling		5,500	5,500	5,500	5,500
20,000	Health & Wellbeing Program		20,000	20,000	20,000	20,000
28,600	Occupational Health & Safety Act Ex		29,400	30,282	31,190	32,126
6,000	Recognition of Service/Incentives		6,000	6,000	6,000	6,000
<b>1,357,084</b>	<b>Total Operating Expenses</b>		<b>1,446,780</b>	<b>1,521,534</b>	<b>1,609,704</b>	<b>1,703,083</b>
	<b>Operating Revenue</b>					
-14,853	Section 377 Payroll Administration		-15,298	-15,757	-16,230	-16,717
-40,000	Cont'n - Health & Wellbeing Program		-40,000	-40,000	-40,000	-40,000
<b>-54,853</b>	<b>Total Operating Revenue</b>		<b>-55,298</b>	<b>-55,757</b>	<b>-56,230</b>	<b>-56,717</b>
<b>1,302,231</b>	<b>Total HR &amp; Org Development</b>		<b>1,391,482</b>	<b>1,465,777</b>	<b>1,553,475</b>	<b>1,646,366</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	City Services Support		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	510				
	<b>Operating Expenses</b>					
480,007	Staff Costs City Services Admin		491,653	521,152	552,421	585,566
10,000	Vehicle Running Expenses		7,000	7,200	7,400	7,600
51,000	Office Expenses		44,100	45,400	46,800	48,200
6,000	Two-Way Radio Expenses		6,200	6,400	6,600	6,800
144,700	State Emergency Expenses		147,700	152,220	157,140	162,060
233,160	Depreciation		19,491	20,075	20,678	21,298
<b>924,867</b>	<b>Total Operating Expenses</b>		<b>716,144</b>	<b>752,447</b>	<b>791,039</b>	<b>831,524</b>
	<b>Transfer From Reserves</b>					
-233,160	City Serv Supp Tfr from - Depn Reserve		-19,491	-20,075	-20,678	-21,298
<b>-233,160</b>	<b>Total Transfer From Reserves</b>		<b>-19,491</b>	<b>-20,075</b>	<b>-20,678</b>	<b>-21,298</b>
<b>691,707</b>	<b>Total City Services Support</b>		<b>696,653</b>	<b>732,372</b>	<b>770,361</b>	<b>810,226</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Assets Systems</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>2012/13</b>	<b>Program Number 512</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
<b>Operating Expenses</b>					
315,041	Staff Costs - Asset Systems	332,103	352,029	373,151	395,540
15,700	Vehicle Running Expenses	10,000	10,300	10,600	10,900
10,609	Pavement Management System	10,900	11,300	11,600	11,900
2,500	IMS/Office Expenses	5,000	5,150	5,300	5,450
<b>343,850</b>	<b>Total Operating Expenses</b>	<b>358,003</b>	<b>378,779</b>	<b>400,651</b>	<b>423,790</b>
<b>343,850</b>	<b>Total Assets Systems</b>	<b>358,003</b>	<b>378,779</b>	<b>400,651</b>	<b>423,790</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Library</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 514</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Expenses</b>				
1,363,900	Staff Costs - Salaries & Allowances	1,421,821	1,507,130	1,597,558	1,693,412
10,500	Vehicle Running Expenses	11,500	11,850	12,200	12,600
90,780	Office Expenses	95,800	98,600	101,500	104,500
40,700	Toormina Branch Operating Expenses	41,900	43,200	44,500	45,800
39,000	Woolgoolga Branch Operating Expenses	40,200	41,400	42,600	43,900
60,300	City Centre Branch Operating Expenses	62,000	63,800	65,700	67,700
2,600	Furniture & Fittings Maintenance	2,700	2,800	2,900	3,000
44,800	Computer System Maintenance	46,200	47,500	48,900	50,400
35,000	Hardware Lease Payments	35,000	35,000	35,000	35,000
98,485	Depreciation	24,354	25,270	26,028	26,809
<b>1,786,065</b>	<b>Total Operating Expenses</b>	<b>1,781,475</b>	<b>1,876,550</b>	<b>1,976,886</b>	<b>2,083,121</b>
	<b>Capital Expenditure</b>				
131,500	Library Resources	135,500	139,500	143,500	147,800
20,000	Library Books from Sec 94 Plan	10,000	0	0	0
16,000	Computer Equipment	16,000	16,000	16,000	16,000
50,000	Local Priority Project	50,000	50,000	50,000	50,000
2,000	Furniture & Fittings	2,000	2,000	2,000	2,000
<b>219,500</b>	<b>Total Capital Expenditure</b>	<b>213,500</b>	<b>207,500</b>	<b>211,500</b>	<b>215,800</b>
	<b>Operating Revenue</b>				
-138,000	Grant Per Capita Subsidy	-142,000	-146,300	-150,600	-155,100
-21,200	Fees	-21,800	-22,400	-23,000	-23,700
-1,000	Fundraising Income	-1,000	-1,000	-1,000	-1,000
-10,079	Miscellaneous	-10,000	-10,000	-10,000	-10,000
<b>-170,279</b>	<b>Total Operating Revenue</b>	<b>-174,800</b>	<b>-179,700</b>	<b>-184,600</b>	<b>-189,800</b>
	<b>Capital Revenue</b>				
-50,000	Grant - Special Project	-50,000	-50,000	-50,000	-50,000
<b>-50,000</b>	<b>Total Capital Revenue</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>	<b>-50,000</b>
	<b>Transfer From Reserves</b>				
-98,485	Library Tfr from - Depn Reserve	-24,354	-25,270	-26,028	-26,809
-20,000	Library Tfr from - S94 Reserve	-10,000	0	0	0
<b>-118,485</b>	<b>Total Transfer From Reserves</b>	<b>-34,354</b>	<b>-25,270</b>	<b>-26,028</b>	<b>-26,809</b>
<b>1,666,802</b>	<b>Total Library</b>	<b>1,735,821</b>	<b>1,829,080</b>	<b>1,927,758</b>	<b>2,032,312</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Community Development					
	Program Number	516	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
783,865	Staff Costs - Salaries & Allowances		858,182	909,673	964,253	1,022,109
17,700	Vehicle Running Expenses		22,000	22,660	23,340	24,040
7,520	Office Expenses		7,750	7,750	7,750	7,750
222,334	Regional Art Gallery Staff Costs		228,824	242,553	257,106	272,532
10,000	Regional Art Gallery Arts Festival		10,000	10,000	10,000	10,000
85,700	Regional Art Gallery Operating Expenses		78,800	82,590	85,365	88,221
39,200	Arts & Cultural Development Projects		40,400	41,600	42,800	44,000
3,800	Boambee East Comm Centre Operating Exp		3,900	4,000	4,100	4,200
568,194	Jetty Theatre Operating Costs		658,870	678,417	698,617	727,313
31,900	Visual & Performing Arts		32,900	34,000	34,800	35,600
12,932	Arts Mid North Coast Contribution		13,320	13,720	14,130	14,560
94,700	Bunker Gallery Operating Costs		97,624	124,043	129,476	135,175
192,988	Museum Operating Expenses		141,402	145,525	149,833	157,419
7,400	Youth Week & Youth Projects		7,600	7,800	8,000	8,200
3,200	Access Committee		3,300	3,400	3,500	3,600
10,000	Multicultural Festival / Harmony Day		10,000	10,000	10,000	10,000
352	Loan 454 Interest Repays - Community Fac Capital		0	0	0	0
73,216	Loan 455 Interest Repayments - Senior Cit Centre		65,942	57,231	48,521	39,019
551,255	Depreciation		315,309	324,768	334,512	344,547
<b>2,716,255</b>	<b>Total Operating Expenses</b>		<b>2,596,123</b>	<b>2,719,730</b>	<b>2,826,103</b>	<b>2,948,285</b>
	<b>Capital Expenditure</b>					
10,671	Loan 454 Principal Repayments		0	0	0	0
129,323	Loan 455 Loan Principal Repay - Senior Citz		136,597	145,308	154,017	163,519
200,000	S94 Community Facilities		0	200,000	0	0
<b>339,994</b>	<b>Total Capital Expenditure</b>		<b>136,597</b>	<b>345,308</b>	<b>154,017</b>	<b>163,519</b>
	<b>Operating Revenue</b>					
-46,000	Grant - Community Workers		-47,300	-48,700	-50,000	-51,500
-9,250	Grant - Area Assistance Scheme		-12,500	-12,500	-12,500	-12,500
-1,500	Grant - Youth Week & Projects		-1,500	-1,500	-1,500	-1,500
-30,900	Art Gallery Sales & Donations		-20,600	-21,200	-21,800	-22,200
-36,000	Jetty Theatre Operating Revenue		-37,000	-38,000	-39,000	-40,000
-15,913	Museum Income		-2,500	-2,500	-2,500	-2,500
-15,900	Bunker Gallery Income		-15,400	-15,900	-16,400	-16,900
-10,000	Jetty Theatre Non Profit Hire Income		-43,600	-44,900	-46,300	-47,600
-120,000	Jetty Theatre Commercial Hire Income		-99,500	-102,500	-105,600	-108,700
<b>-285,463</b>	<b>Total Operating Revenue</b>		<b>-279,900</b>	<b>-287,700</b>	<b>-295,600</b>	<b>-303,400</b>
	<b>Transfer From Reserves</b>					
-551,255	Comm Dev Trf from - Depn Reserve		-315,309	-324,768	-334,512	-344,547

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Community Development		2013/14	2014/15	2015/16	2016/17
	Program Number	516	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-200,000	Comm DevTfr from - S94 Reserve		0	-200,000	0	0
-751,255	<b>Total Transfer From Reserves</b>		<b>-315,309</b>	<b>-524,768</b>	<b>-334,512</b>	<b>-344,547</b>
<b>2,019,531</b>	<b>Total Community Development</b>		<b>2,137,511</b>	<b>2,252,570</b>	<b>2,350,008</b>	<b>2,463,857</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Economic Development					
	Program Number	517	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
565,365	Staff Costs		586,968	622,186	659,518	699,089
13,900	EDU Vehicle Expenses		18,000	18,500	19,000	19,500
14,500	EDU Office Expenses		14,500	14,500	14,500	14,500
61,800	City Centre Marketing		63,600	65,400	67,400	69,400
127,300	Events Expenses		118,800	122,400	126,100	129,800
36,000	Growers Market Costs		36,000	36,000	36,000	36,000
22,000	Community Economic Development Program		22,000	22,700	23,400	24,100
29,000	Enterprise Support		29,000	29,870	30,740	31,610
10,000	Investment Attraction Material & Activity		10,000	10,300	10,600	10,900
500	Education & Training Strategy		500	500	500	500
15,000	Economic Product Development		15,000	15,450	15,900	16,350
18,500	Information, Communication & Technology		18,500	18,600	18,700	18,800
5,100	Nana Glen Subsidy for Public Toilets		5,300	5,500	5,700	5,900
2,069	Loan 454 Interest Repay - Harbour Development		0	0	0	0
18,304	Loan 455 Interest Repay - Harbour		16,486	14,308	12,130	9,755
3,064	Loan 462 Interest Repayments - Foreshores Improvements		2,362	1,613	816	91
<b>942,402</b>	<b>Total Operating Expenses</b>		<b>957,015</b>	<b>997,827</b>	<b>1,041,004</b>	<b>1,086,295</b>
	<b>Capital Expenditure</b>					
10,481	Loan 462 Principal Repay- Foreshore Improvem		11,176	11,916	12,705	6,665
62,771	Loan 454 - Principal repayment Harbour Development		0	0	0	0
32,331	Loan 455 Loan Repay Principal - Harbour		34,149	36,327	38,504	40,880
<b>105,583</b>	<b>Total Capital Expenditure</b>		<b>45,325</b>	<b>48,243</b>	<b>51,209</b>	<b>47,545</b>
	<b>Operating Revenue</b>					
-74,000	Events Income		-63,000	-64,900	-66,800	-68,800
-36,000	Growers Markets Income		-36,000	-36,000	-36,000	-36,000
-156,020	Special Rate Variation		-161,325	-166,164	-171,149	-176,284
<b>-266,020</b>	<b>Total Operating Revenue</b>		<b>-260,325</b>	<b>-267,064</b>	<b>-273,949</b>	<b>-281,084</b>
<b>781,965</b>	<b>Total Economic Development</b>		<b>742,015</b>	<b>779,006</b>	<b>818,264</b>	<b>852,756</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Environmental Laboratory		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	519				
	<b>Operating Expenses</b>					
367,786	Staff Costs - Salaries & Allowances		335,972	356,130	377,498	400,148
500	Staff Costs - FBT		0	0	0	0
11,000	Vehicle Running Expenses		12,800	13,200	13,600	14,000
32,445	Administration Charge		40,102	41,300	42,500	43,800
2,700	Office Expenses		2,800	2,900	3,000	3,100
123,000	Water Testing Consumables		126,800	130,600	134,500	138,500
6,000	Buildings Maintenance & Repair		4,200	4,300	4,400	4,500
21,550	Property 38 Gordon St Operating Costs		25,000	25,750	26,500	27,300
0	Depreciation		10,591	10,909	11,236	11,573
<b>564,981</b>	<b>Total Operating Expenses</b>		<b>558,265</b>	<b>585,089</b>	<b>613,234</b>	<b>642,921</b>
	<b>Capital Expenditure</b>					
50,000	Laboratory Equipment		50,000	50,000	50,000	50,000
<b>50,000</b>	<b>Total Capital Expenditure</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
	<b>Operating Revenue</b>					
-329,600	Laboratory Fees - Internal		-382,100	-393,600	-405,400	-417,600
-319,300	Laboratory Fees - External		-450,100	-463,600	-477,500	-491,800
0	Interest on Investments		-30,000	-38,000	-47,000	-57,000
<b>-648,900</b>	<b>Total Operating Revenue</b>		<b>-862,200</b>	<b>-895,200</b>	<b>-929,900</b>	<b>-966,400</b>
	<b>Transfer To Reserves</b>					
83,919	Lab Tfr to - Other Reserve		314,526	321,020	327,902	335,052
<b>83,919</b>	<b>Total Transfer To Reserves</b>		<b>314,526</b>	<b>321,020</b>	<b>327,902</b>	<b>335,052</b>
	<b>Transfer From Reserves</b>					
0	Lab Tfr from - Depn Reserve		-10,591	-10,909	-11,236	-11,573
-50,000	Lab Tfr from - Other Reserve		-50,000	-50,000	-50,000	-50,000
<b>-50,000</b>	<b>Total Transfer From Reserves</b>		<b>-60,591</b>	<b>-60,909</b>	<b>-61,236</b>	<b>-61,573</b>
<b>0</b>	<b>Total Environmental Laboratory</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Operational Administration</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>2012/13</b>	<b>Program Number 521</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
639,407	Staff Costs Salaries & Allownace	660,579	700,214	742,227	786,761
40,200	Vehicle Running Expenses	54,200	55,800	57,500	59,200
42,458	Works Co-ordination Staff Costs	43,690	46,311	49,090	52,035
11,445	Emergency Management Staff Costs Salaries & Allownace	11,408	12,092	12,818	13,587
3,000	Emergency Management Other Expenses	5,000	5,000	5,000	5,000
205,800	Depot Expenses	222,300	228,975	235,850	242,900
<b>942,310</b>	<b>Total Operating Expenses</b>	<b>997,177</b>	<b>1,048,392</b>	<b>1,102,485</b>	<b>1,159,483</b>
	<b>Capital Expenditure</b>				
78,000	Works Depot Upgrade	78,000	78,000	78,000	78,000
<b>78,000</b>	<b>Total Capital Expenditure</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>
	<b>Operating Revenue</b>				
-12,000	Road Opening & Closing Permits	-22,000	-22,000	-22,000	-22,000
-26,000	Cont from Plant for Depot Expenses	-26,000	-26,000	-26,000	-26,000
<b>-38,000</b>	<b>Total Operating Revenue</b>	<b>-48,000</b>	<b>-48,000</b>	<b>-48,000</b>	<b>-48,000</b>
	<b>Capital Revenue</b>				
-26,000	Contrib from Plant for Depot Upgrade	-26,000	-26,000	-26,000	-26,000
-52,000	Contrib for Depot Upgrade Water & Sewer	-52,000	-52,000	-52,000	-52,000
<b>-78,000</b>	<b>Total Capital Revenue</b>	<b>-78,000</b>	<b>-78,000</b>	<b>-78,000</b>	<b>-78,000</b>
<b>904,310</b>	<b>Total Operational Administration</b>	<b>949,177</b>	<b>1,000,392</b>	<b>1,054,485</b>	<b>1,111,483</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Recreational Services		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	522				
	<b>Operating Expenses</b>					
529,058	Administration Staff		545,164	577,874	623,146	660,535
31,600	Vehicle Running Expenses		38,000	39,100	40,300	41,500
14,750	Office Expenses		15,190	15,650	16,120	16,600
0	Time in Lieu Suspense		0	0	0	0
81,580	Parks Depot Maintenance		73,730	75,940	78,200	80,600
128,200	City Parks Reserves Maintenance		136,000	140,100	144,300	148,600
21,670	Mowing Operations City Parks Reserves		22,320	22,990	23,680	24,390
31,800	Footbridges and Boardwalks Maintenance		32,800	33,800	34,800	35,800
318,980	Roundabouts & Garden Maintenance		338,400	348,500	359,000	369,800
112,302	RTA Highway Gardens Lyons to Sapphire		116,308	120,032	123,633	127,342
24,400	External Business Activities		58,000	59,740	61,500	63,400
40,314	SH 10 Corridor Maint (Fund from Reserve)		35,229	0	0	0
352,510	General Parks Maintenance		337,840	347,900	358,400	369,500
275,800	Mowing Operations General Parks		285,100	293,700	302,500	311,600
16,970	General Parks Gardens Maintenance		17,480	18,000	18,540	19,100
256,870	Street Tree Maint & Safety Compl.		272,500	280,700	289,100	297,800
0	Street Tree Maintenance < 6yr Trees		18,540	19,100	19,700	20,300
36,800	Playgrounds Rehabilitation		22,500	23,170	23,865	24,580
186,400	Noxious Weeds Inspection		192,000	197,800	203,700	209,850
258,917	Noxious Weeds Control		266,800	274,800	283,000	291,535
20,913	Mowing Operations Noxious Weeds Control		16,390	16,880	17,385	17,900
106,090	Noxious Weeds Private Works		109,273	112,550	115,930	119,405
369,000	Botanic Gardens Maintenance		380,200	391,600	403,350	415,450
3,500	Mowing Operations Botanic Gardens		2,060	2,120	2,185	2,250
277,899	Cemeteries Expenses		286,200	294,900	303,750	312,860
23,800	Mowing Operations Cemeteries		24,500	25,300	26,060	26,840
134,310	Regional Parks Maintenance		142,490	146,800	151,200	155,700
54,932	Mowing Operations Regional Parks		56,580	58,275	60,020	61,825
2,090	Regional Parks Garde		2,150	2,220	2,280	2,350
1,100	Seaweed Removal		1,200	1,300	1,340	1,380
256,795	State Park Maintenance		272,435	280,600	289,000	297,700
83,670	Mowing Operations State Park		86,190	88,740	91,402	94,142
15,900	State Parks Garden M		16,380	16,870	17,370	17,900
19,992	EL Boambee Beach		19,992	0	0	0
24,500	New Street Trees		25,240	26,000	26,780	27,580
119,820	EL Dunecare/Landcare Support		164,848	0	0	0
17,862	EL Yarrawarra Giriin Team - Bush Regeneration		19,664	0	0	0
9,945	EL CH Community Seedbank Network		9,982	0	0	0
5,400	EL Moonee Reserve Amenity Improvement Project		0	0	0	0
195,700	EL Bush Regeneration		201,571	0	0	0

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Recreational Services</b>					
<b>2012/13 ADOPTED</b>	<b>Program Number 522</b>	<b>2013/14 ESTIMATE</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>
19,150	EL Darrunda Wajaar Repair to Priority Sites	19,900	0	0	0
19,992	EL Jetty Foreshore Reserve Weeding	19,992	0	0	0
100,000	EL Bushland Weed Eradication	103,000	0	0	0
9,900	EL Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail	0	0	0	0
0	EL Woody Weed Control at Lowanna	6,370	0	0	0
15,000	EL Environmental Education Officer	16,000	0	0	0
0	Loan Interest Repayments - Proposed \$2.5m loan	170,360	157,471	143,656	128,849
1,717	Loan 454 Interest Repayments - Coffs Coast Sport	0	0	0	0
56,521	Loan 458 Interest Repayments CCSLP (05/06)	42,196	26,923	10,665	0
1,187,275	Depreciation	3,968,607	4,087,665	4,210,295	4,336,604
<b>5,871,694</b>	<b>Total Operating Expenses</b>	<b>9,007,671</b>	<b>8,625,110</b>	<b>8,876,152</b>	<b>9,131,567</b>
<b>Capital Expenditure</b>					
216,586	Loan 458 Principal Repayments CCSLP (05/06)	230,911	246,184	261,842	0
52,100	Loan 454 Principal Repay - Coffs Coast Sport	0	0	0	0
10,000	Botanic Gardens - Japanese Garden Dev	0	0	0	0
0	Loan Principal Repayments - Proposed \$2.5m loan	179,361	192,250	206,065	220,872
0	Road Extension Karangi Cemetery	0	0	0	205,000
0	Advocate Park Drainage and Parking	0	0	0	0
0	Angler Facilities (Fish Cleaning)	0	0	0	0
100,000	S94 Beach Protection Works	50,000	50,000	25,000	0
3,250,000	S94 Open Space UNALLOCATED	600,000	250,000	950,000	520,000
0	McCarthy Pk Estate - Habitat Restoration	0	0	0	0
0	EL Darkum Headland Access Rehabilitation	50,000	0	0	0
<b>3,628,685</b>	<b>Total Capital Expenditure</b>	<b>1,110,273</b>	<b>738,434</b>	<b>1,442,907</b>	<b>945,872</b>
<b>Operating Revenue</b>					
-24,400	External Business Activities Income	-58,000	-59,740	-61,500	-63,400
-112,302	Cont RTA Highway Gardens	-116,308	-120,032	-123,633	-127,342
-15,000	State & Regional Parks Reserves Income	-15,450	-15,900	-16,400	-16,900
0	Street Tree Developer Contributions	0	0	0	0
-137,900	Noxious Weeds Charges	-112,800	-116,200	-119,700	-123,300
-256,680	Cemeteries Income	-298,500	-307,600	-316,835	-326,328
-129,000	Caravan Parks Contributions	-132,900	-136,900	-141,000	-145,250
-124,600	Grant - Noxious Weeds	-132,200	-136,200	-140,250	-144,460
-372,500	State Park Cont'n - Botanic Gardens Main	-383,800	-395,300	-407,200	-419,400
<b>-1,172,382</b>	<b>Total Operating Revenue</b>	<b>-1,249,958</b>	<b>-1,287,872</b>	<b>-1,326,518</b>	<b>-1,366,380</b>
<b>Capital Revenue</b>					
-2,500,000	Loan Drawdown \$2.5m - Proposed Open Space Works	0	0	0	0
<b>-2,500,000</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer From Reserves</b>					

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Recreational Services		2013/14	2014/15	2015/16	2016/17
	Program Number	522	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-1,187,275	Rec Serv Tfr from - Depn Reserve		-3,968,607	-4,087,665	-4,210,295	-4,336,604
-850,000	Rec Serv Tfr from - S94 Reserve		-999,721	-649,721	-1,324,721	-869,721
-34,203	Rec Serv Tfr from - SH 10 Garden Works Handover		-35,229	0	0	0
<b>-2,071,478</b>	<b>Total Transfer From Reserves</b>		<b>-5,003,557</b>	<b>-4,737,386</b>	<b>-5,535,016</b>	<b>-5,206,325</b>
<b>3,756,519</b>	<b>Total Recreational Services</b>		<b>3,864,428</b>	<b>3,338,286</b>	<b>3,457,525</b>	<b>3,504,734</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Regional Roads		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	531				
	<b>Operating Expenses</b>					
496,000	Regional Roads Block Grant		544,000	680,600	736,000	736,000
148,000	Traffic Facilities Block Grant		148,000	148,000	148,000	148,000
42,396	Loan 458 Interest Repayment - Hogbin Drive Ext 05/06		31,651	20,195	7,999	0
1,584,395	Depreciation		1,473,152	1,517,347	1,562,867	1,609,753
<b>2,270,791</b>	<b>Total Operating Expenses</b>		<b>2,196,803</b>	<b>2,366,142</b>	<b>2,454,866</b>	<b>2,493,753</b>
	<b>Capital Expenditure</b>					
162,459	Loan 458 Principal Repayment - Hogbin Drive Ext 05/06		173,204	184,659	196,404	0
480,000	Regional Roads Repair Program		384,000	110,800	0	0
131,000	3 X 3 Program		131,000	131,000	131,000	131,000
<b>773,459</b>	<b>Total Capital Expenditure</b>		<b>688,204</b>	<b>426,459</b>	<b>327,404</b>	<b>131,000</b>
	<b>Operating Revenue</b>					
-736,000	Grant - Regional Roads		-736,000	-736,000	-736,000	-736,000
-148,000	Grant - Traffic Facilities		-148,000	-148,000	-148,000	-148,000
<b>-884,000</b>	<b>Total Operating Revenue</b>		<b>-884,000</b>	<b>-884,000</b>	<b>-884,000</b>	<b>-884,000</b>
	<b>Capital Revenue</b>					
-131,000	Grant - 3 x 3		-131,000	-131,000	-131,000	-131,000
-240,000	Grant Regional Roads REPAIR		-192,000	-55,400	0	0
<b>-371,000</b>	<b>Total Capital Revenue</b>		<b>-323,000</b>	<b>-186,400</b>	<b>-131,000</b>	<b>-131,000</b>
	<b>Transfer From Reserves</b>					
-1,584,395	Reg Rds Tfr from - Depn Reserve		-1,473,152	-1,517,347	-1,562,867	-1,609,753
-100,000	Reg Rds Tfr from - S94 Reserve		-100,000	-100,000	-100,000	0
<b>-1,684,395</b>	<b>Total Transfer From Reserves</b>		<b>-1,573,152</b>	<b>-1,617,347</b>	<b>-1,662,867</b>	<b>-1,609,753</b>
<b>104,855</b>	<b>Total Regional Roads</b>		<b>104,854</b>	<b>104,854</b>	<b>104,403</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Local Roads	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 535				
	<b>Operating Expenses</b>				
1,148,900	Urban Roads Maintenance	1,390,000	1,431,700	1,474,600	1,518,900
24,575	SH 10 Handover Works	25,312	0	0	0
289,600	Urban Roads Verge Mowing	298,300	307,200	323,100	332,800
152,900	Road & Traffic Signs	223,600	230,300	237,200	244,300
873,100	Rural Roads Sealed Maintenance	899,300	926,300	954,100	982,700
825,400	Rural Roads Unsealed Maintenance	850,100	875,600	901,900	928,900
33,000	Pine Creek Way Handover Works	33,000	33,000	33,000	33,000
222,000	Transfer Bins Delivery/Empty	227,000	234,000	241,000	248,200
16,020,010	Depreciation	9,177,232	9,452,549	9,736,126	10,028,210
<b>19,589,485</b>	<b>Total Operating Expenses</b>	<b>13,123,844</b>	<b>13,490,649</b>	<b>13,901,026</b>	<b>14,317,010</b>
	<b>Capital Expenditure</b>				
164,800	Dust Sealing	0	0	0	0
0	Road Resurfacing	154,500	154,500	154,500	154,500
931,000	Sealed Roads Reseals - Flush Seals	1,319,400	1,319,400	1,319,400	1,319,400
90,600	Sealed Roads Reseals - Asphalt	93,300	93,300	93,300	93,300
0	Gravel Patching/ Preparation for Seal	154,500	154,500	154,500	154,500
1,646,265	Sealed Roads Rehabilitation	996,265	100,000	100,000	100,000
207,000	Unsealed Roads Gravel Resheeting	110,200	110,200	110,200	110,200
28,800	Kerb & Gutter Repairs	29,700	29,700	29,700	29,700
250,000	S94 Moonee Road Works New	250,000	500,000	2,000,000	1,000,000
0	S94 West Coffs Local Collector Roads	0	250,000	250,000	0
0	S94 West Korora Traffic Facilities	0	0	500,000	0
530,000	S94 North Boambee Local Collector Roads	0	0	100,000	0
0	S94 Corindi Roads	0	0	0	250,000
0	S94 West Woolgoolga Traffic Facilities	0	800,000	0	0
0	S94 Park Beach Traffic Facilities	0	57,000	0	0
0	S94 Hearnes Lake Transport & Traffic	0	350,000	0	0
0	S94 North Bonville Roads	0	0	250,000	0
0	S94 South Coffs Roads	0	0	0	1,000,000
<b>3,848,465</b>	<b>Total Capital Expenditure</b>	<b>3,107,865</b>	<b>3,918,600</b>	<b>5,061,600</b>	<b>4,211,600</b>
	<b>Operating Revenue</b>				
-266,000	Transfer Bins Deliver & Emptying	-259,600	-267,370	-275,500	-283,800
<b>-266,000</b>	<b>Total Operating Revenue</b>	<b>-259,600</b>	<b>-267,370</b>	<b>-275,500</b>	<b>-283,800</b>
	<b>Capital Revenue</b>				
-896,265	Grant - Roads to Recovery	-896,265	0	0	0
<b>-896,265</b>	<b>Total Capital Revenue</b>	<b>-896,265</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer From Reserves</b>				
-16,020,010	Local Rds Tfr from - Depn Reserve	-9,177,232	-9,452,549	-9,736,126	-10,028,210

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Local Roads		2013/14	2014/15	2015/16	2016/17
	Program Number	535	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-780,000	Local Rds Tfr from - S94 Reserve		-250,000	-1,957,000	-3,100,000	-2,250,000
-24,575	Local Rds Tfr from - SH 10 Garden Works Handover		-25,312	0	0	0
-33,000	Local Rds Tfr from - Pine Creek Handover Works		-33,000	-33,000	-33,000	-33,000
<b>-16,857,585</b>	<b>Total Transfer From Reserves</b>		<b>-9,485,544</b>	<b>-11,442,549</b>	<b>-12,869,126</b>	<b>-12,311,210</b>
<b>5,418,100</b>	<b>Total Local Roads</b>		<b>5,590,300</b>	<b>5,699,330</b>	<b>5,818,000</b>	<b>5,933,600</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Bridges		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	536				
	<b>Operating Expenses</b>					
101,500	Bridges M&R		104,600	107,700	110,900	114,200
542,060	Depreciation		684,964	705,513	726,678	748,478
<b>643,560</b>	<b>Total Operating Expenses</b>		<b>789,564</b>	<b>813,213</b>	<b>837,578</b>	<b>862,678</b>
	<b>Capital Expenditure</b>					
785,330	Major Repairs		812,371	837,042	862,454	888,627
10,000	Cathodic Protection		10,000	10,000	10,000	10,000
<b>795,330</b>	<b>Total Capital Expenditure</b>		<b>822,371</b>	<b>847,042</b>	<b>872,454</b>	<b>898,627</b>
	<b>Operating Revenue</b>					
-795,330	Special Rate Variation		-822,371	-847,042	-872,454	-898,627
<b>-795,330</b>	<b>Total Operating Revenue</b>		<b>-822,371</b>	<b>-847,042</b>	<b>-872,454</b>	<b>-898,627</b>
	<b>Transfer From Reserves</b>					
-542,060	Bridges Tfr from - Depn Reserve		-684,964	-705,513	-726,678	-748,478
<b>-542,060</b>	<b>Total Transfer From Reserves</b>		<b>-684,964</b>	<b>-705,513</b>	<b>-726,678</b>	<b>-748,478</b>
<b>101,500</b>	<b>Total Bridges</b>		<b>104,600</b>	<b>107,700</b>	<b>110,900</b>	<b>114,200</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

Footpaths,Cycleways,Bus Shelters		2013/14	2014/15	2015/16	2016/17
2012/13 ADOPTED	Program Number 538	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	<b>Operating Expenses</b>				
21,820	Bus Shelters M&R	22,470	23,150	23,850	24,570
7,100	High St Pavers Repairs	7,300	7,500	7,700	7,900
98,500	Footpaths M&R	101,500	104,500	107,500	110,500
29,700	Cycleways M&R	30,600	31,500	32,500	33,500
8,960	Street Furniture M&R - Urban	9,230	9,500	9,800	10,100
13,100	Street Furniture M&R - Jetty	13,500	13,900	14,300	14,700
41,300	Unpaved Footpath Repairs	42,500	43,800	45,100	46,500
606,210	Depreciation	587,623	605,251	623,409	642,111
<b>826,690</b>	<b>Total Operating Expenses</b>	<b>814,723</b>	<b>839,101</b>	<b>864,159</b>	<b>889,881</b>
	<b>Capital Expenditure</b>				
30,000	Cycleways Major Repairs	30,000	30,000	30,000	30,000
64,000	Footpaths Major Repairs	64,000	64,000	64,000	64,000
50,000	RTA PAMPS 2011/12	50,000	50,000	50,000	50,000
10,000	Bus Shelter Major Repairs	10,000	10,000	10,000	10,000
<b>154,000</b>	<b>Total Capital Expenditure</b>	<b>154,000</b>	<b>154,000</b>	<b>154,000</b>	<b>154,000</b>
	<b>Capital Revenue</b>				
-25,000	RTA Grant - PAMP Works	-25,000	-25,000	-25,000	-25,000
<b>-25,000</b>	<b>Total Capital Revenue</b>	<b>-25,000</b>	<b>-25,000</b>	<b>-25,000</b>	<b>-25,000</b>
	<b>Transfer From Reserves</b>				
-606,210	F'Path, C'Way, Bus Tfr from - Depn Reserve	-587,623	-605,251	-623,409	-642,111
<b>-606,210</b>	<b>Total Transfer From Reserves</b>	<b>-587,623</b>	<b>-605,251</b>	<b>-623,409</b>	<b>-642,111</b>
<b>349,480</b>	<b>Total Footpaths,Cycleways,Bus Shelters</b>	<b>356,100</b>	<b>362,850</b>	<b>369,750</b>	<b>376,770</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Parking		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	539				
	<b>Operating Expenses</b>					
50,900	Working Expenses		52,400	54,000	55,600	57,300
216,700	Rates, Insurance & Water		223,300	230,000	236,900	244,000
141,600	Multilevel Carparks		145,800	150,200	154,700	159,300
7,400	Ground Level Carparks		7,600	7,800	8,000	8,200
30,646	Loan 462 Interest Repay - Castle St Carpark Improv		23,622	16,132	8,163	914
771,960	Depreciation		747,334	769,754	792,847	816,632
<b>1,219,206</b>	<b>Total Operating Expenses</b>		<b>1,200,056</b>	<b>1,227,886</b>	<b>1,256,210</b>	<b>1,286,346</b>
	<b>Capital Expenditure</b>					
104,833	Loan 462 Principal Repay - Castle St Carpark		111,783	119,192	127,075	66,672
15,000	Resealing of Carparks		15,000	15,000	15,000	15,000
101,000	Jetty Area Car Parking (S94)		0	0	0	0
0	S94 Coffs Harbour Car Parking		300,000	0	0	0
<b>220,833</b>	<b>Total Capital Expenditure</b>		<b>426,783</b>	<b>134,192</b>	<b>142,075</b>	<b>81,672</b>
	<b>Transfer From Reserves</b>					
-771,960	Parking Tfr from - Depn Reserve		-747,334	-769,754	-792,847	-816,632
-101,000	Parking Tfr from - S94 Reserve		-300,000	0	0	0
<b>-872,960</b>	<b>Total Transfer From Reserves</b>		<b>-1,047,334</b>	<b>-769,754</b>	<b>-792,847</b>	<b>-816,632</b>
<b>567,079</b>	<b>Total Parking</b>		<b>579,504</b>	<b>592,324</b>	<b>605,438</b>	<b>551,386</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Quarries</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>2012/13</b>	<b>Program Number 541</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
201,000	Costs of Production	207,000	213,000	219,000	225,000
6,800	Testing Lab Equipment	6,900	7,000	7,100	7,200
<b>207,800</b>	<b>Total Operating Expenses</b>	<b>213,900</b>	<b>220,000</b>	<b>226,100</b>	<b>232,200</b>
	<b>Operating Revenue</b>				
-207,800	Quarry Income	-213,900	-220,000	-226,100	-232,200
<b>-207,800</b>	<b>Total Operating Revenue</b>	<b>-213,900</b>	<b>-220,000</b>	<b>-226,100</b>	<b>-232,200</b>
<b>0</b>	<b>Total Quarries</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Street &amp; Toilet Cleaning</b>					
<b>2012/13 ADOPTED</b>	<b>Program Number 543</b>	<b>2013/14 ESTIMATE</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>
	<b>Operating Expenses</b>				
378,100	Street Cleaning	389,500	401,100	413,100	425,500
285,500	Public Toilet Cleaning	294,100	302,900	312,000	321,400
9,100	Marina Public Toilet Cleaning	9,300	9,500	9,700	9,900
143,100	High St Cleaning & Maintenance	147,300	151,700	156,300	161,000
<b>815,800</b>	<b>Total Operating Expenses</b>	<b>840,200</b>	<b>865,200</b>	<b>891,100</b>	<b>917,800</b>
<b>815,800</b>	<b>Total Street &amp; Toilet Cleaning</b>	<b>840,200</b>	<b>865,200</b>	<b>891,100</b>	<b>917,800</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Drainage Program Number 545	2013/14	2014/15	2015/16	2016/17
		ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	<b>Operating Expenses</b>				
281,400	Drainage M&R	289,800	298,500	307,500	316,700
400,102	Loan 467 Interest Repayments - Drainage	388,737	376,594	364,579	349,791
388,180	Loan 468 Interest Repay \$6M - Drainage (rate variation \$s)	350,117	309,117	265,573	217,321
2,425,825	Depreciation	2,794,767	2,878,610	2,964,968	3,053,917
<b>3,495,507</b>	<b>Total Operating Expenses</b>	<b>3,823,421</b>	<b>3,862,821</b>	<b>3,902,620</b>	<b>3,937,729</b>
	<b>Capital Expenditure</b>				
156,538	Loan 467 Principal Repay- Drainage	167,767	178,756	190,690	205,379
476,103	Loan 468 Principal Repay \$6M - Drainage (rate variation \$s)	513,687	553,384	596,609	644,507
708,809	Flood Mitigation Works (\$12,513,449)	759,605	807,935	856,404	911,686
<b>1,341,450</b>	<b>Total Capital Expenditure</b>	<b>1,441,060</b>	<b>1,540,075</b>	<b>1,643,703</b>	<b>1,761,572</b>
	<b>Operating Revenue</b>				
-667,050	Stormwater Management Service Charge	-667,500	-668,000	-669,336	-676,029
-1,462,682	Special Rate Variation	-1,512,413	-1,557,786	-1,604,519	-1,652,655
0	Interest on Investments	-400,000	-300,000	-200,000	-150,000
<b>-2,129,732</b>	<b>Total Operating Revenue</b>	<b>-2,579,913</b>	<b>-2,525,786</b>	<b>-2,473,855</b>	<b>-2,478,684</b>
	<b>Transfer To Reserves</b>				
0	Drainage Tfr to - Other Reserve	400,000	300,000	200,000	150,000
<b>0</b>	<b>Total Transfer To Reserves</b>	<b>400,000</b>	<b>300,000</b>	<b>200,000</b>	<b>150,000</b>
	<b>Transfer From Reserves</b>				
-2,425,825	Drainage Tfr from - Depn Reserve	-2,794,767	-2,878,610	-2,964,968	-3,053,917
<b>-2,425,825</b>	<b>Total Transfer From Reserves</b>	<b>-2,794,767</b>	<b>-2,878,610</b>	<b>-2,964,968</b>	<b>-3,053,917</b>
<b>281,400</b>	<b>Total Drainage</b>	<b>289,800</b>	<b>298,500</b>	<b>307,500</b>	<b>316,700</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Harbour &amp; Jetty</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>2012/13</b>	<b>Program Number 547</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
59,900	Boat Ramp Dredging	61,800	63,600	65,500	67,500
26,000	Boat Ramp Maintenance	26,800	27,600	28,400	29,200
79,000	Historical Jetty Routine Maint.	81,300	83,800	86,300	88,900
20,350	Depreciation	26,741	27,543	28,369	29,221
<b>185,250</b>	<b>Total Operating Expenses</b>	<b>196,641</b>	<b>202,543</b>	<b>208,569</b>	<b>214,821</b>
	<b>Transfer From Reserves</b>				
-20,350	Jetty Tfr from - Depn Reserve	-26,741	-27,543	-28,369	-29,221
<b>-20,350</b>	<b>Total Transfer From Reserves</b>	<b>-26,741</b>	<b>-27,543</b>	<b>-28,369</b>	<b>-29,221</b>
<b>164,900</b>	<b>Total Harbour &amp; Jetty</b>	<b>169,900</b>	<b>175,000</b>	<b>180,200</b>	<b>185,600</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	CityWorks - Private Works		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	550				
	<b>Operating Expenses</b>					
42,000	Howard Street Production		43,000	44,000	45,000	46,000
35,000	External Plant Hire Expenses		35,000	35,000	35,000	35,000
-101,300	Operations Branch Business Activities		-104,100	-106,800	-109,900	-113,200
254,900	Nana Lane Nursery Operating Costs		262,600	270,400	278,500	286,900
169,700	Morgans Rd Nursery Operating Costs		174,800	180,000	185,500	191,100
<b>400,300</b>	<b>Total Operating Expenses</b>		<b>411,300</b>	<b>422,600</b>	<b>434,100</b>	<b>445,800</b>
	<b>Operating Revenue</b>					
-35,000	External Plant Hire Income		-35,000	-35,000	-35,000	-35,000
-98,000	Howard Street Income		-101,000	-104,000	-107,000	-110,000
-127,300	Nana Lane Nursery Income		-131,100	-135,000	-139,100	-143,200
-140,000	Morgans Rd Nursery Income		-144,200	-148,600	-153,000	-157,600
<b>-400,300</b>	<b>Total Operating Revenue</b>		<b>-411,300</b>	<b>-422,600</b>	<b>-434,100</b>	<b>-445,800</b>
<b>0</b>	<b>Total CityWorks - Private Works</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Survey & Design	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number 560				
	<b>Operating Expenses</b>				
1,530,690	Staff Costs-Salaries & Allowances	1,591,784	1,687,300	1,788,500	1,895,800
530	Staff Costs-FBT	500	515	530	545
108,856	Staff Costs Road Safety Officer	112,029	118,751	125,876	133,429
9,000	RSO Direct Program Costs	9,000	9,000	9,000	9,000
15,450	Plans of Management Expenses	15,900	16,400	16,900	17,400
66,900	Vehicle Running Expenses	81,100	83,500	86,000	88,600
13,600	Office Expenses	14,000	14,400	14,800	15,200
20,600	Equipment & Software M&R	21,200	21,800	22,400	23,000
1,200	Flood Mitigation Membership	1,200	1,200	1,200	1,200
1,000	GPS Operating Expenses	1,000	1,000	1,000	1,000
11,000	EL Hearn Lake Fish Friendly Farms	0	0	0	0
10,000	EL Korora Lagoons Aquatic Weed Control Program	0	0	0	0
0	EL Koala / Wildlife Corridor Bakker Drive Res Bonville Stag	5,260	0	0	0
0	EL Supporting Voluntary FOP Undertake Env Works i	39,000	0	0	0
11,000	Cook Dr and Nth Boambee Rd Realignment - Service Relocat	0	0	0	0
105,850	Depreciation	99,093	102,066	105,127	108,281
<b>1,905,676</b>	<b>Total Operating Expenses</b>	<b>1,991,066</b>	<b>2,055,932</b>	<b>2,171,333</b>	<b>2,293,455</b>
	<b>Capital Expenditure</b>				
250,000	Brelsford Park Redevelopment	0	0	0	0
4,000	Software Acquisition	4,000	4,000	4,000	4,000
30,000	Roads Survey/Acquisition	30,000	30,000	30,000	30,000
12,000	Drainage Investigations	12,000	12,000	12,000	12,000
25,000	Coastal Hazard & Estuary Projects	25,000	25,000	25,000	25,000
21,000	Roads & Traffic Signs - New	21,000	21,000	21,000	21,000
100,000	Sec 94 Cycleway - West Coffs Creek Reserve	100,000	0	0	0
628,000	S94 Flood Mitigation & Drainage Resv West Coffs UNALLC	250,000	0	200,000	0
0	S94 North Boambee Stormwater Management UNALLOCAT	0	200,000	0	0
16,000	Traffic Facilities - Council Roads	16,000	16,000	16,000	16,000
15,000	Traffic Safety Improvements	15,000	15,000	15,000	15,000
10,000	Traffic Infrastructure Improvements	10,000	10,000	10,000	10,000
<b>1,111,000</b>	<b>Total Capital Expenditure</b>	<b>483,000</b>	<b>333,000</b>	<b>333,000</b>	<b>133,000</b>
	<b>Operating Revenue</b>				
-4,500	Grant - RSO Direct Program Costs	-4,500	-4,500	-4,500	-4,600
-60,030	Grant - Road Safety Officer	-63,517	-67,205	-69,221	-71,298
-33,400	Private Footpath Crossing	-25,600	-26,400	-27,200	-28,000
-5,950	Engineering Works Design	-1,500	-1,600	-1,700	-1,800
-2,150	Contribution from Water GPS Project	-2,200	-2,250	-2,300	-2,350
-2,150	Contribution from Sewer GPS Project	-2,200	-2,250	-2,300	-2,350



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Survey & Design		2013/14	2014/15	2015/16	2016/17
	Program Number	560	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
<b>-108,180</b>	<b>Total Operating Revenue</b>		<b>-99,517</b>	<b>-104,205</b>	<b>-107,221</b>	<b>-110,398</b>
	<b>Transfer From Reserves</b>					
-105,850	Design Tfr from - Depn Reserve		-99,093	-102,066	-105,127	-108,281
-728,000	Design Tfr from - S94 Reserve		-350,000	-200,000	-200,000	0
<b>-833,850</b>	<b>Total Transfer From Reserves</b>		<b>-449,093</b>	<b>-302,066</b>	<b>-305,127</b>	<b>-108,281</b>
<b>2,074,646</b>	<b>Total Survey &amp; Design</b>		<b>1,925,456</b>	<b>1,982,661</b>	<b>2,091,985</b>	<b>2,207,776</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Street Lighting		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	562				
	<b>Operating Expenses</b>					
767,800	Street Lighting Operating Costs		907,200	934,300	962,400	991,300
<b>767,800</b>	<b>Total Operating Expenses</b>		<b>907,200</b>	<b>934,300</b>	<b>962,400</b>	<b>991,300</b>
	<b>Capital Expenditure</b>					
6,000	New Street Lights		6,000	6,000	6,000	6,000
<b>6,000</b>	<b>Total Capital Expenditure</b>		<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
	<b>Operating Revenue</b>					
-147,000	Grant Traffic Route Lighting		-151,000	-154,000	-157,000	-160,000
<b>-147,000</b>	<b>Total Operating Revenue</b>		<b>-151,000</b>	<b>-154,000</b>	<b>-157,000</b>	<b>-160,000</b>
<b>626,800</b>	<b>Total Street Lighting</b>		<b>762,200</b>	<b>786,300</b>	<b>811,400</b>	<b>837,300</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Contracts and Subdivisions		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	570				
	<b>Operating Expenses</b>					
448,255	Staff Costs		465,641	493,579	523,194	554,586
22,000	Vehicle Running Expenses		26,600	27,400	28,200	29,000
3,850	Office Expenses		3,850	3,850	3,850	3,850
30,340	Supervision Minor Subdivision		31,250	32,200	33,150	34,150
<b>504,445</b>	<b>Total Operating Expenses</b>		<b>527,341</b>	<b>557,029</b>	<b>588,394</b>	<b>621,586</b>
	<b>Capital Expenditure</b>					
7,200	Contracts Manager Software		7,400	7,400	7,400	7,400
<b>7,200</b>	<b>Total Capital Expenditure</b>		<b>7,400</b>	<b>7,400</b>	<b>7,400</b>	<b>7,400</b>
	<b>Operating Revenue</b>					
-200	Sale of Documents & Search Fees		-200	-200	-200	-200
-96,200	Subdivisn Construction Certificate Fees		-99,100	-102,100	-105,100	-108,300
-7,725	Proj Management Supervision Income		-7,950	-8,200	-8,450	-8,700
<b>-104,125</b>	<b>Total Operating Revenue</b>		<b>-107,250</b>	<b>-110,500</b>	<b>-113,750</b>	<b>-117,200</b>
<b>407,520</b>	<b>Total Contracts and Subdivisions</b>		<b>427,491</b>	<b>453,929</b>	<b>482,044</b>	<b>511,786</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	General Untied Funding		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	610				
	<b>Capital Expenditure</b>					
2,700,000	Developer Contributions In Kind Expense		4,500,000	4,500,000	4,635,000	4,774,050
<b>2,700,000</b>	<b>Total Capital Expenditure</b>		<b>4,500,000</b>	<b>4,500,000</b>	<b>4,635,000</b>	<b>4,774,050</b>
	<b>Operating Revenue</b>					
-7,070,400	Financial Assistance Grant		-7,160,170	-7,375,000	-7,596,200	-7,824,100
-668,900	CBD Special Rate Variation		0	0	0	0
-26,983,450	General Rates		-28,078,472	-29,250,121	-30,469,184	-31,737,565
-814,000	Gen Rates Pensioner Subsidy		-833,250	-841,583	-849,998	-858,498
-1,087,047	Environmental Special Rate		-1,127,810	-1,181,752	-1,232,483	-1,285,280
-2,300	EL Pensioner Rebate Subsidy		-4,500	-4,000	-3,500	-3,000
-264,545	Coffs Hbr Regional Airport Dividend		-282,539	-390,000	-416,000	-429,000
-268,000	Extra Charges		-286,330	-289,193	-292,085	-295,006
-33,696	Dividend (Tax Equivalent) Water Fund		-32,715	-33,700	-34,700	-35,700
-78,480	Dividend (Tax Equivalent) Sewer Fund		-77,350	-79,650	-82,000	-84,500
-460,107	Plant Dividend		-473,910	-488,100	-502,800	-517,800
-550,000	Plant Special Dividend to Untied Funding		0	0	0	0
-600,000	Interest on Investment Revenue		-600,000	-600,000	-600,000	-600,000
-10,000	EL Interest on Investments Env Levy		-30,000	-10,000	-10,000	-10,000
-600,000	Interest on Invest Reserves		-834,000	-515,000	-547,000	-584,000
-310,000	Interest on Invest Sec 94		-400,000	-400,000	-400,000	-400,000
<b>-39,800,925</b>	<b>Total Operating Revenue</b>		<b>-40,221,046</b>	<b>-41,458,099</b>	<b>-43,035,950</b>	<b>-44,664,449</b>
	<b>Capital Revenue</b>					
-2,700,000	Developer Contributions In Kind		-4,500,000	-4,500,000	-4,635,000	-4,774,050
-1,756,000	Developer Contributions Income (General Fund)		-1,809,000	-1,809,000	-1,863,270	-1,919,168
<b>-4,456,000</b>	<b>Total Capital Revenue</b>		<b>-6,309,000</b>	<b>-6,309,000</b>	<b>-6,498,270</b>	<b>-6,693,218</b>
	<b>Transfer To Reserves</b>					
0	Untied Funding Tfr to - Asset Maint/Replac Reserve		5,000	3,000	1,000	1,000
36,233	Untied Funding Tfr to - Future Fund Reserve		79,823	99,905	117,940	135,340
0	Untied Funding Tfr to - Business Dev Reserve		38,000	42,000	46,000	50,000
0	Untied Funding Tfr to - Proj Contingency Reserve		380,000	42,000	46,000	50,000
0	Untied Funding Tfr to - ELE Reserve		172,000	177,000	182,000	188,000
0	Untied Funding Tfr to - Open Space Land Reserve		6,000	1,000	1,000	1,000
0	Untied Funding Tfr to - Future Road Network		43,000	44,000	45,000	47,000
1,756,000	Untied Funding Tfr to - S94 Reserve		2,209,000	2,209,000	2,263,270	2,319,168
0	Untied Funding Tfr to - Private Wks GF Reserve		32,000	35,000	38,000	41,000
0	Untied Funding Tfr to - Car Parking Upgrade Reserve		90,000	94,000	98,000	102,000
0	Untied Funding Tfr to - SH10 Garden Wks Reserve		6,000	5,000	4,000	3,000
0	Untied Funding Tfr to - Moonee Beach Rd Upgrade Reserve		4,000	1,000	1,000	1,000
0	Untied Funding Tfr to - Pine Creek Handover Wks Reserve		7,000	6,000	4,000	3,000

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	General Untied Funding		2013/14	2014/15	2015/16	2016/17
	Program Number	610	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
910,000	Untied Funding Tfr to - Other Reserve		9,000	9,000	9,000	9,000
<b>2,702,233</b>	<b>Total Transfer To Reserves</b>		<b>3,080,823</b>	<b>2,767,905</b>	<b>2,856,210</b>	<b>2,950,508</b>
	<b>Transfer From Reserves</b>					
-140,793	Untied Funding Tfr from - EL Reserve		-181,537	0	0	0
<b>-140,793</b>	<b>Total Transfer From Reserves</b>		<b>-181,537</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>-38,995,485</b>	<b>Total General Untied Funding</b>		<b>-39,130,760</b>	<b>-40,499,194</b>	<b>-42,043,010</b>	<b>-43,633,109</b>
<b>308,365</b>	<b>GENERAL FUND</b>		<b>366,307</b>	<b>333,288</b>	<b>153,848</b>	<b>-231,861</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

General Untied Funding		2013/14	2014/15	2015/16	2016/17
2012/13 ADOPTED	Program Number	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	610				
<b>308,365</b>	<b>Grand Total</b>	<b>366,307</b>	<b>333,288</b>	<b>153,848</b>	<b>-231,861</b>

**WATER ACCOUNT**

**DRAFT BUDGET FOR 2013/14**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2013/2014
<b><i>PROGRAM</i></b>									
Management Expenses	3,000	-	3,000	4,032,985	7,867	4,040,852	-	-	(4,037,852)
Maintenance & Operating	79,900	-	79,900	12,052,561	-	12,052,561	-	6,088,861	(5,883,800)
Miscellaneous	-	-	-	6,148,866	7,030,201	13,179,067	-	-	(13,179,067)
Capital Program	300,000	3,428,000	3,728,000	-	12,333,100	12,333,100	2,938,000	11,543,100	-
<b>TOTALS</b>	<b>382,900</b>	<b>3,428,000</b>	<b>3,810,900</b>	<b>22,234,412</b>	<b>19,371,168</b>	<b>41,605,580</b>	<b>2,938,000</b>	<b>17,631,961</b>	<b>(23,100,719)</b>
Untied Funding Available	18,857,277	-	18,857,277	-	-	-	310,000	-	18,547,277
<b>(DEFICIT) / SURPLUS</b>									<b>(4,553,442)</b>

**WATER ACCOUNT**  
**DRAFT BUDGET FOR 2014/15**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2014/2015
<b><u>PROGRAM</u></b>									
Management Expenses	3,000	-	3,000	3,677,007	8,103	3,685,110	-	-	(3,682,110)
Maintenance & Operating	82,200	-	82,200	12,414,027	-	12,414,027	-	6,271,527	(6,060,300)
Miscellaneous	-	-	-	5,692,846	5,873,389	11,566,235	-	-	(11,566,235)
Capital Program	300,000	3,479,700	3,779,700	-	6,629,250	6,629,250	2,975,000	5,824,550	-
<b>TOTALS</b>	<b>385,200</b>	<b>3,479,700</b>	<b>3,864,900</b>	<b>21,783,880</b>	<b>12,510,742</b>	<b>34,294,622</b>	<b>2,975,000</b>	<b>12,096,077</b>	<b>(21,308,645)</b>
UNTIED FUNDING AVAILABLE	19,420,615		19,420,615				260,000	-	19,160,615
<b>(DEFICIT) / SURPLUS</b>									<b>(2,148,030)</b>



**WATER ACCOUNT  
DRAFT BUDGET FOR 2015/16**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2015/2016
<b><u>PROGRAM</u></b>									
Management Expenses	3,000	-	3,000	3,818,877	8,200	3,827,077	-	-	(3,824,077)
Maintenance & Operating	84,600	-	84,600	12,751,972	-	12,751,972	-	6,459,672	(6,207,700)
Miscellaneous	-	-	-	5,335,061	4,591,051	9,926,112	-	-	(9,926,112)
Capital Program	312,000	3,584,250	3,896,250	-	5,043,900	5,043,900	3,064,250	4,211,900	-
<b>TOTALS</b>	<b>399,600</b>	<b>3,584,250</b>	<b>3,983,850</b>	<b>21,905,910</b>	<b>9,643,151</b>	<b>31,549,061</b>	<b>3,064,250</b>	<b>10,671,572</b>	<b>(19,957,889)</b>
UNTIED FUNDING AVAILABLE	20,060,943	-	20,060,943	-	-	-	210,000	-	19,850,943
<b>(DEFICIT) / SURPLUS</b>									<b>(106,946)</b>

**WATER ACCOUNT**

**DRAFT BUDGET FOR 2016/17**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b><u>PROGRAM</u></b>									
Management Expenses	3,090	-	3,090	3,933,062	8,300	3,941,362	-	-	(3,938,272)
Maintenance & Operating	87,138	-	87,138	13,133,663	-	13,133,663	-	6,653,463	(6,393,062)
Miscellaneous	-	-	-	5,015,003	4,913,543	9,928,546	-	-	(9,928,546)
Capital Program	324,000	3,691,178	4,015,178	-	3,206,750	3,206,750	3,156,178	2,347,750	-
<b>TOTALS</b>				<b>22,081,728</b>	<b>8,128,593</b>	<b>30,210,321</b>	<b>3,156,178</b>	<b>9,001,213</b>	<b>(20,259,880)</b>
UNTIED FUNDING AVAILABLE	20,713,586		20,713,586	-	-	-	160,000	-	20,553,586
<b>(DEFICIT) / SURPLUS</b>									<b>293,706</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT</b>					
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>
	<b><u>Capital Program</u></b>				
2,906,000	Developer Contributions - S64 New Loan	2,938,000	2,975,000	3,064,250	3,156,178
<b>2,906,000</b>	<b>Total</b>	<b>2,938,000</b>	<b>2,975,000</b>	<b>3,064,250</b>	<b>3,156,178</b>
	<b><u>Untied Funding Program</u></b>				
400,000	Interest on Investments - Reserves	300,000	250,000	200,000	150,000
10,000	Interest on Investments - S64	10,000	10,000	10,000	10,000
<b>410,000</b>	<b>Total</b>	<b>310,000</b>	<b>260,000</b>	<b>210,000</b>	<b>160,000</b>
<b>3,316,000</b>	<b>Total Income to be Restricted</b>	<b>3,248,000</b>	<b>3,235,000</b>	<b>3,274,250</b>	<b>3,316,178</b>

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT</b>					
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>
	<b><u>Maintenance &amp; Operating</u></b>				
5,849,970	Depreciation	6,088,861	6,271,527	6,459,672	6,653,463
<b>5,849,970</b>	<b>Total</b>	<b>6,088,861</b>	<b>6,271,527</b>	<b>6,459,672</b>	<b>6,653,463</b>
	<b><u>Capital Program</u></b>				
	8ML Reservoir at Unwins Rd	3,000,000			
	Moonee to Emerald Trunk Main	2,372,500			
	Karangi Dam to Red Hill Balance Tank Dupl	2,500,000	2,500,000		
651,075	Reticulation Mains from Strategy - S64	800,000	700,000	700,000	728,000
200,000	Shepherds Lane Reservoir - S64	200,000		2,300,000	
200,000	Establish Yard Adjacent to Coffs WRP				
750,000	Relocate Lime Plant	750,000			
200,000	Reservoir Renewals	300,000	300,000	400,000	100,000
	Dams Rehabilitation	100,000	104,000	108,000	112,000
800,000	Mains Renewal	1,000,000	500,000	500,000	1,200,000
50,000	Mains Extension	50,000	51,500	53,000	54,600
45,000	Minor Plant	45,000	46,350	48,000	48,000
25,000	New Plant/Vehicles	25,000	25,750	28,000	28,000
25,000	Telemetry Equipment	300,000	50,000	26,500	27,300
20,000	Minor Works	20,000	20,600	21,200	21,900
5,000	Easements	5,000	5,150	5,300	5,450
750,000	Coramba Water Main	55,000	1,500,000		
	Network Analysis	20,600	21,200	21,900	22,500
<b>3,721,075</b>	<b>Total</b>	<b>11,543,100</b>	<b>5,824,550</b>	<b>4,211,900</b>	<b>2,347,750</b>
<b>9,571,045</b>	<b>Total Expenditure from Restricted</b>	<b>17,631,961</b>	<b>12,096,077</b>	<b>10,671,572</b>	<b>9,001,213</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Water Management Exps</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 710</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Expenses</b>				
1,713,318	Contribution to Administration	1,810,350	1,864,700	1,920,600	1,978,200
33,696	Dividend to General A/C (Tax Equivalent)	32,715	33,700	34,700	35,700
2,150	Contribution to IT - GPS Project	2,200	2,250	2,300	2,350
17,300	Contrib Developer Servc Plan Admin	17,600	17,900	18,200	18,500
4,900	Water Quality Monitoring	5,000	5,100	5,200	5,300
50,000	Cont'n to EL Orara River Works Env Man	50,000	50,000	50,000	51,500
26,800	Contribution Works Depot Upgrade	27,600	28,400	29,300	30,179
60,000	Contribution HR Payroll System	0	0	0	0
992,363	Engineering Salaries & Allowances	1,051,905	1,115,019	1,181,920	1,217,378
0	Water Strategy	450,000	0	0	0
316,644	Meter Reading Cont to Finance Mngt	333,965	352,288	362,857	373,743
500	Staff Costs - FBT	500	500	500	515
49,620	Vehicle Running Expenses	62,850	64,750	66,700	68,700
64,800	Other Management Expenses	66,700	68,700	70,800	72,924
10,700	Water Directorate	11,000	11,300	11,600	11,948
10,900	Developer Contributions Plan Review	11,200	11,500	11,800	12,154
48,000	Strategic Plans and Financial Plan	49,400	50,900	52,400	53,972
0	Water & Sewer Data Management	50,000	0	0	0
150,000	Drinking Water Management Plan	0	0	0	0
<b>3,551,691</b>	<b>Total Operating Expenses</b>	<b>4,032,985</b>	<b>3,677,007</b>	<b>3,818,877</b>	<b>3,933,062</b>
	<b>Capital Expenditure</b>				
7,638	Equipment Acquisition	7,867	8,103	8,200	8,300
<b>7,638</b>	<b>Total Capital Expenditure</b>	<b>7,867</b>	<b>8,103</b>	<b>8,200</b>	<b>8,300</b>
	<b>Operating Revenue</b>				
-3,000	Administration Charges Income	-3,000	-3,000	-3,000	-3,090
<b>-3,000</b>	<b>Total Operating Revenue</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,090</b>
<b>3,556,329</b>	<b>Total Water Management Exps</b>	<b>4,037,852</b>	<b>3,682,110</b>	<b>3,824,077</b>	<b>3,938,272</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Water Maintenance & Operating					
	Program Number	720	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Operating Expenses</b>					
360,700	Dams		371,500	382,600	394,100	405,923
293,100	Reservoirs		301,900	311,000	320,300	329,909
21,200	Boambee & Emerald Booster Chlorination Plant		21,800	22,500	23,200	23,896
441,900	Pumping Stations		360,500	371,300	382,500	393,900
80,300	Nana Glen Water Supply		100,000	103,000	106,000	109,000
49,900	Coramba Water Supply		51,400	52,900	20,000	20,000
1,371,900	Water Treatment Expenses		1,607,700	1,655,900	1,705,600	1,756,800
1,478,100	Mains Maintenance		1,572,400	1,619,600	1,668,200	1,718,200
59,400	Catchment Areas & Weirs		61,200	63,000	64,900	66,847
24,400	Country Energy - Nymboida Fish Ladder		25,100	25,900	26,700	27,501
71,100	Country Energy - Nymboida Infrastr Maint		73,200	75,400	77,700	80,031
399,600	Water Efficiency		411,600	423,900	436,600	449,698
106,100	Raw Water Purchases		109,300	112,600	116,000	119,480
73,400	Water Quality Monitoring		75,600	77,900	80,200	82,606
640,600	RWS - Operations & Maintenance		0	0	0	0
7,400	Meter Disconnect Reconnections		7,600	7,800	8,000	8,240
0	RWS - Operation & Maintenance		659,800	679,600	700,000	721,000
42,200	Meter Repairs		43,500	44,800	46,100	47,483
29,900	Telemetry		30,800	31,700	32,700	33,681
15,900	Contributions to Works		16,400	16,900	17,400	17,922
3,000	Mains Locations Other Authorities		3,100	3,200	3,300	3,399
9,900	Backflow Prevention		10,200	10,500	10,800	11,124
1,300	Meter Testing Consumer Request		1,300	1,300	1,300	1,339
40,000	Standpipe Water		41,200	42,400	43,700	45,011
6,400	Pressure Test Fees		6,600	6,800	7,000	7,210
5,849,970	Depreciation		6,088,861	6,271,527	6,459,672	6,653,463
<b>11,477,670</b>	<b>Total Operating Expenses</b>		<b>12,052,561</b>	<b>12,414,027</b>	<b>12,751,972</b>	<b>13,133,663</b>
	<b>Operating Revenue</b>					
-5,517	Pressure Test Fees		-5,700	-5,900	-6,100	-6,283
-424	Meter Testing Consumer Request		-400	-400	-400	-412
-10,000	Meter Disconnect/Reconnect Fees		-10,300	-10,600	-10,900	-11,227
-3,713	Water Backflow Prev Lic & Testing		-3,800	-3,900	-4,000	-4,120
-1,500	Mains Locations Other Authorities		-1,500	-1,500	-1,500	-1,545
-26,523	Contributions to Works		-27,300	-28,100	-28,900	-29,767
-30,000	Standpipe Water Sales		-30,900	-31,800	-32,800	-33,784
<b>-77,677</b>	<b>Total Operating Revenue</b>		<b>-79,900</b>	<b>-82,200</b>	<b>-84,600</b>	<b>-87,138</b>
	<b>Transfer From Reserves</b>					
-5,849,970	Water Maint tfr from - Water & Sewer Reserve		-6,088,861	-6,271,527	-6,459,672	-6,653,463

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Water Maintenance & Operating		2013/14	2014/15	2015/16	2016/17
	Program Number	720	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-5,849,970	Total Transfer From Reserves		-6,088,861	-6,271,527	-6,459,672	-6,653,463
5,550,023	Total Water Maintenance & Operating		5,883,800	6,060,300	6,207,700	6,393,062

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Water Miscellaneous		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	730				
	<b>Operating Expenses</b>					
140,039	Payroll Tax		144,200	148,500	153,000	157,590
6,447,948	Loan Interest Repayments		5,977,366	5,516,246	5,153,161	4,827,646
26,523	Professional Dev/Subs and Seminars		27,300	28,100	28,900	29,767
<b>6,614,510</b>	<b>Total Operating Expenses</b>		<b>6,148,866</b>	<b>5,692,846</b>	<b>5,335,061</b>	<b>5,015,003</b>
	<b>Capital Expenditure</b>					
6,562,836	Loan Principal Repayments		7,030,201	5,873,389	4,591,051	4,913,543
<b>6,562,836</b>	<b>Total Capital Expenditure</b>		<b>7,030,201</b>	<b>5,873,389</b>	<b>4,591,051</b>	<b>4,913,543</b>
<b>13,177,346</b>	<b>Total Water Miscellaneous</b>		<b>13,179,067</b>	<b>11,566,235</b>	<b>9,926,112</b>	<b>9,928,546</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Water Capital Expenditure					
	Program Number	740	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	<b>Capital Expenditure</b>					
0	8 ML Reservoir at Unwins Rd		3,000,000	0	0	0
200,000	Reservoir Renewals		300,000	300,000	400,000	100,000
200,000	Shepherds Lane Reservoirs (Land) S64		200,000	0	2,300,000	0
651,075	Reticulation Mains from Strategy - S64		800,000	700,000	700,000	728,000
800,000	Mains Renewal		1,000,000	500,000	500,000	1,200,000
50,000	Mains Extension		50,000	51,500	53,000	54,600
300,000	Service Connections		300,000	300,000	312,000	324,000
25,000	New Plant/Vehicles		25,000	25,750	28,000	28,000
0	Network Analysis		20,600	21,200	21,900	22,500
45,000	Minor Plant		45,000	46,350	48,000	48,000
0	Dams Rehabilitation		100,000	104,000	108,000	112,000
25,000	Telemetry Equipment & Meters		300,000	50,000	26,500	27,300
20,000	Minor Works		20,000	20,600	21,200	21,900
5,000	Easements		5,000	5,150	5,300	5,450
750,000	Coramba Water Main		55,000	1,500,000	0	0
250,000	Developer Cont'n In Kind Expenses (Water)		490,000	504,700	520,000	535,000
200,000	Establishment Yard Adjacent to Coffs WRP		0	0	0	0
750,000	Relocate Lime Plant		750,000	0	0	0
0	Moonee to Emerald Trunk Main MNTL		2,372,500	0	0	0
0	Karangi Dam to Red Hill Bal Tank Duplication		2,500,000	2,500,000	0	0
<b>4,271,075</b>	<b>Total Capital Expenditure</b>		<b>12,333,100</b>	<b>6,629,250</b>	<b>5,043,900</b>	<b>3,206,750</b>
	<b>Operating Revenue</b>					
-300,000	Service Connections		-300,000	-300,000	-312,000	-324,000
<b>-300,000</b>	<b>Total Operating Revenue</b>		<b>-300,000</b>	<b>-300,000</b>	<b>-312,000</b>	<b>-324,000</b>
	<b>Capital Revenue</b>					
-2,906,000	Contributions - S64 New Mains		-2,938,000	-2,975,000	-3,064,250	-3,156,178
-250,000	Developer Cont'n In Kind Income (Water)		-490,000	-504,700	-520,000	-535,000
<b>-3,156,000</b>	<b>Total Capital Revenue</b>		<b>-3,428,000</b>	<b>-3,479,700</b>	<b>-3,584,250</b>	<b>-3,691,178</b>
	<b>Transfer To Reserves</b>					
2,906,000	Water Cap tfr to - Water & Sewer Reserve		2,938,000	2,975,000	3,064,250	3,156,178
<b>2,906,000</b>	<b>Total Transfer To Reserves</b>		<b>2,938,000</b>	<b>2,975,000</b>	<b>3,064,250</b>	<b>3,156,178</b>
	<b>Transfer From Reserves</b>					
0	Water Capital tfr from - Unexpended Loan Reserve		-8,445,600	-3,394,800	-2,397,900	-98,500
-3,721,075	Water Capital tfr from - Water & Sewer Reserve		-3,097,500	-2,429,750	-1,814,000	-2,249,250
<b>-3,721,075</b>	<b>Total Transfer From Reserves</b>		<b>-11,543,100</b>	<b>-5,824,550</b>	<b>-4,211,900</b>	<b>-2,347,750</b>
<b>0</b>	<b>Total Water Capital Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Water Untied Funding</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 790</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Operating Revenue</b>				
-3,792,088	Access Charges	-3,983,590	-4,151,300	-4,322,679	-4,497,793
-252,294	Pensioner Subsidy	-256,153	-260,069	-264,044	-268,079
-12,566,486	Water Usage Charges	-13,057,534	-13,649,246	-14,264,220	-14,887,714
-1,275,000	Interest on Investments Revenue	-1,250,000	-1,100,000	-1,000,000	-900,000
-400,000	Interest on Investments Reserves	-300,000	-250,000	-200,000	-150,000
-10,000	Interest on Investments Sec 64	-10,000	-10,000	-10,000	-10,000
<b>-18,295,868</b>	<b>Total Operating Revenue</b>	<b>-18,857,277</b>	<b>-19,420,615</b>	<b>-20,060,943</b>	<b>-20,713,586</b>
	<b>Transfer To Reserves</b>				
410,000	Water Untied Funding tfr to - Water & Sewer Reserve	310,000	260,000	210,000	160,000
<b>410,000</b>	<b>Total Transfer To Reserves</b>	<b>310,000</b>	<b>260,000</b>	<b>210,000</b>	<b>160,000</b>
<b>-17,885,868</b>	<b>Total Water Untied Funding</b>	<b>-18,547,277</b>	<b>-19,160,615</b>	<b>-19,850,943</b>	<b>-20,553,586</b>
<b>4,397,830</b>	<b>WATER FUND</b>	<b>4,553,442</b>	<b>2,148,030</b>	<b>106,946</b>	<b>-293,706</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

Water Untied Funding		2013/14	2014/15	2015/16	2016/17
2012/13 ADOPTED	Program Number	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
	790				
<b>4,397,830</b>	<b>Grand Total</b>	<b>4,553,442</b>	<b>2,148,030</b>	<b>106,946</b>	<b>-293,706</b>

**SEWER ACCOUNT  
DRAFT BUDGET FOR 2013/14**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2013/2014
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b><u>PROGRAM</u></b>									
Management Expenses	1,093	-	1,093	4,431,721	10,000	4,441,721	-	-	(4,440,628)
Maintenance & Operating	1,005,443	-	1,005,443	16,543,749	-	16,543,749	-	6,993,049	(8,545,257)
Miscellaneous	-	-	-	7,609,636	8,068,440	15,678,076	-	-	(15,678,076)
Capital Program	-	4,947,848	4,947,848	-	18,222,543	18,222,543	2,762,900	16,037,595	-
<b>TOTALS</b>	<b>1,006,536</b>	<b>4,947,848</b>	<b>5,954,384</b>	<b>28,585,106</b>	<b>26,300,983</b>	<b>54,886,089</b>	<b>2,762,900</b>	<b>23,030,644</b>	<b>(28,663,961)</b>
Untied Funding Available	26,308,735	-	26,308,735	-	-	-	810,000	-	25,498,735
<b>(DEFICIT) / SURPLUS</b>									<b>(3,165,226)</b>

**SEWER ACCOUNT  
DRAFT BUDGET FOR 2014/15**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2014/2015
<b><u>PROGRAM</u></b>									
Management Expenses	1,126	-	<b>1,126</b>	4,291,863	10,000	<b>4,301,863</b>	-	-	(4,300,737)
Maintenance & Operating	1,038,160	-	<b>1,038,160</b>	17,350,090	-	<b>17,350,090</b>	-	7,202,840	(9,109,090)
Miscellaneous	-	-	-	7,060,190	8,671,952	<b>15,732,142</b>	-	-	(15,732,142)
Capital Program	-	4,945,787	<b>4,945,787</b>	-	7,520,600	<b>7,520,600</b>	2,845,787	5,420,600	-
<b>TOTALS</b>	<b>1,039,286</b>	<b>4,945,787</b>	<b>5,985,073</b>	<b>28,702,143</b>	<b>16,202,552</b>	<b>44,904,695</b>	<b>2,845,787</b>	<b>12,623,440</b>	<b>(29,141,969)</b>
UNTIED FUNDING AVAILABLE	27,002,890	-	27,002,890	-	-	-	710,000		26,292,890
<b>(DEFICIT) / SURPLUS</b>									<b>(2,849,079)</b>

**SEWER ACCOUNT**  
**DRAFT BUDGET FOR 2015/16**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2015/2016
<b><u>PROGRAM</u></b>									
Management Expenses	1,160	-	1,160	4,458,960	10,000	4,468,960	-	-	(4,467,800)
Maintenance & Operating	1,070,967	-	1,070,967	17,934,025	-	17,934,025	-	7,418,925	(9,444,133)
Miscellaneous	-	-	-	6,483,639	8,685,979	15,169,618	-	-	(15,169,618)
Capital Program	-	5,094,161	5,094,161	-	5,484,800	5,484,800	2,931,161	3,321,800	-
<b>TOTALS</b>	<b>1,072,127</b>	<b>5,094,161</b>	<b>6,166,288</b>	<b>28,876,624</b>	<b>14,180,779</b>	<b>43,057,403</b>	<b>2,931,161</b>	<b>10,740,725</b>	<b>(29,081,551)</b>
UNTIED FUNDING AVAILABLE	27,874,811	-	-	-	-	-	610,000	-	27,264,811
<b>(DEFICIT) / SURPLUS</b>									<b>(1,816,740)</b>

**SEWER ACCOUNT**

**DRAFT BUDGET FOR 2016/17**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2016/2017
<b><u>PROGRAM</u></b>									
Management Expenses	1,195	-	1,195	4,592,570	10,000	4,602,570	-	-	(4,601,375)
Maintenance & Operating	1,104,591	-	1,104,591	18,534,241	-	18,534,241	-	7,641,493	(9,788,157)
Miscellaneous	-	-	-	5,971,170	6,037,280	12,008,450	-	-	(12,008,450)
Capital Program	-	3,969,096	3,969,096	-	4,345,100	4,345,100	3,019,096	3,395,100	-
<b>TOTALS</b>	<b>1,105,786</b>	<b>3,969,096</b>	<b>5,074,882</b>	<b>29,097,981</b>	<b>10,392,380</b>	<b>39,490,361</b>	<b>3,019,096</b>	<b>11,036,593</b>	<b>(26,397,982)</b>
UNTIED FUNDING AVAILABLE	28,845,983	-	-	-	-	-	510,000	-	28,335,983
<b>(DEFICIT) / SURPLUS</b>									<b>1,938,001</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT</b>					
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>
	<b><u>Capital Program</u></b>				
2,732,100	Developer Contributions - Sec 64	2,762,900	2,845,787	2,931,161	3,019,096
<b>2,732,100</b>	<b>Total</b>	<b>2,762,900</b>	<b>2,845,787</b>	<b>2,931,161</b>	<b>3,019,096</b>
	<b><u>Untied Funding Program</u></b>				
775,000	Interest on Investments - Reserves	800,000	700,000	600,000	500,000
10,000	Interest on Investments - S64	10,000	10,000	10,000	10,000
<b>785,000</b>	<b>Total</b>	<b>810,000</b>	<b>710,000</b>	<b>610,000</b>	<b>510,000</b>
<b>3,517,100</b>	<b>Total Income to be Restricted</b>	<b>3,572,900</b>	<b>3,555,787</b>	<b>3,541,161</b>	<b>3,529,096</b>
<b>BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT</b>					
<b>Adopted 2012/13</b>	<b>Item</b>	<b>Estimate 2013/14</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>
	<b><u>Maintenance &amp; Operating</u></b>				
6,686,950	Depreciation	6,993,049	7,202,840	7,418,925	7,641,493
<b>6,686,950</b>	<b>Total</b>	<b>6,993,049</b>	<b>7,202,840</b>	<b>7,418,925</b>	<b>7,641,493</b>
	<b><u>Capital Program</u></b>				
100,000	Woolgoolga Treatment Works Upgrade	150,000	100,000		
	Sawtell Pump Station & Pipework	8,071,995			
4,000,000	Reclaimed Water Pipeline Stage 2/3	2,000,000	2,000,000		
200,000	Establish Yard Adjacent to Coffs WRP				
1,000,000	Sewer Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000
20,000	Telemetry	175,000	40,000	21,800	22,500
40,000	Minor Sewer Extensions	41,600	43,300	45,000	46,800
	Corindi 150mm Rising Main	185,000			
	Buildings - Generators	150,000			
	New Rising Main - Nth Bonville to SPS	1,500,000			
2,500,000	Pumps, Mech Equip Renew & Pump Station Upgrade	2,200,000	1,700,000	1,700,000	1,751,000
50,000	Minor Treatment Works	104,000	108,000	112,000	117,000
40,000	New Plant & Equipment	85,000	43,300	45,000	46,800
25,000	New Vehicles	25,000	26,000	26,000	27,000
50,000	Minor Works	50,000	50,000	52,000	53,000
270,000	S64 Works General	280,000	290,000	300,000	310,000
50,000	Network Analysis	20,000	20,000	20,000	21,000
<b>8,345,000</b>	<b>Total</b>	<b>16,037,595</b>	<b>5,420,600</b>	<b>3,321,800</b>	<b>3,395,100</b>
<b>15,031,950</b>	<b>Total Expenditure from Restricted</b>	<b>23,030,644</b>	<b>12,623,440</b>	<b>10,740,725</b>	<b>11,036,593</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sewer Management Expenses		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	810				
	<b>Operating Expenses</b>					
2,428,207	Contribution to Administration		2,583,878	2,661,400	2,741,200	2,823,500
57,100	Cont'n to Sullage Collection Conrtct Chg		58,800	60,600	62,400	64,272
78,480	Dividend to General Account (Tax Equival		77,350	79,650	82,000	84,500
2,150	Contribution to IT - GPS Project		2,200	2,250	2,300	2,350
17,300	Contrib Developer Servic Plan Admin		17,600	17,900	18,200	18,500
60,000	Contribution HR Payroll System		0	0	0	0
1,170,186	Engineering Staff Costs-Sal/Allow		1,240,397	1,314,821	1,393,710	1,435,521
530	Engineering Staff Costs-FBT		546	562	580	597
200,000	Sewerage Strategy		300,000	0	0	0
25,000	Contribution to Works Depot		25,000	25,000	25,000	25,750
60,080	Vehicle Running Expenses		64,350	66,280	68,270	70,320
3,819	Advertising & Public Awareness		3,900	4,000	4,100	4,223
11,033	Water Directorate		11,400	11,700	12,100	12,463
44,982	Sundry Expenses		46,300	47,700	49,100	50,573
50,000	Recycled Water Management Plan		0	0	0	0
<b>4,208,867</b>	<b>Total Operating Expenses</b>		<b>4,431,721</b>	<b>4,291,863</b>	<b>4,458,960</b>	<b>4,592,570</b>
	<b>Capital Expenditure</b>					
10,000	Equipment Acquisition		10,000	10,000	10,000	10,000
<b>10,000</b>	<b>Total Capital Expenditure</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	<b>Operating Revenue</b>					
-1,061	Administration Charges Income		-1,093	-1,126	-1,160	-1,194
<b>-1,061</b>	<b>Total Operating Revenue</b>		<b>-1,093</b>	<b>-1,126</b>	<b>-1,160</b>	<b>-1,194</b>
<b>4,217,806</b>	<b>Total Sewer Management Expenses</b>		<b>4,440,628</b>	<b>4,300,737</b>	<b>4,467,800</b>	<b>4,601,375</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sewer Maintenance & Operating		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	820				
	<b>Operating Expenses</b>					
4,255,900	Treatment Works		4,850,000	5,000,000	5,150,000	5,300,000
880,547	Sewers		957,000	984,200	1,012,200	1,041,066
47,600	Pump Outs Sullage Collection		51,500	53,000	54,600	56,300
25,462	Reuse Pipework		26,200	27,000	27,800	28,634
2,400,000	Pumping Stations		2,855,000	3,247,750	3,410,100	3,580,600
59,410	Telemetry		61,200	63,000	64,900	66,847
31,827	External Works		32,800	33,800	34,800	35,844
63,654	Mobile Sludge Dewatering Plant Expenses		65,600	67,600	69,600	71,688
190,962	Trade Waste Inspection		196,700	202,600	208,700	214,961
25,462	Trade Waste for Bellingen Council		26,200	27,000	27,800	28,634
53,045	Reuse Management Operating		54,600	56,200	57,900	59,637
366,011	Biosolids Disposal		0	0	0	0
294,000	Morgans Rd Farm		319,300	328,900	338,800	348,900
53,045	Ocean Outfall		54,600	56,200	57,900	59,637
6,686,950	Depreciation		6,993,049	7,202,840	7,418,925	7,641,493
<b>15,433,875</b>	<b>Total Operating Expenses</b>		<b>16,543,749</b>	<b>17,350,090</b>	<b>17,934,025</b>	<b>18,534,241</b>
	<b>Operating Revenue</b>					
-507,276	Trade Waste Annual & Usage Charges		-537,703	-555,990	-574,472	-593,225
-3,183	Trade Waste Application Fees		-3,300	-3,400	-3,500	-3,605
-29,705	Trade Waste for Bellingen Council		-30,600	-31,500	-32,400	-33,372
-34,200	Sullage Collection Charges		-35,640	-37,170	-38,295	-39,420
-108,000	Effluent Disposal Charge Contractor		-111,200	-114,500	-117,900	-121,437
-31,827	Contribution to External Works		-32,800	-33,800	-34,800	-35,844
-95,481	Fruit Sales from Morgans Rd Farm		-98,300	-101,200	-104,200	-107,326
-23,000	Lease Morgans Rd Farm		-23,700	-24,400	-25,100	-25,853
-113,500	Mobile Sludge Dewatering Plant Income		-116,900	-120,400	-124,000	-127,720
-14,853	Property Rental Income - Corindi		-15,300	-15,800	-16,300	-16,789
<b>-961,025</b>	<b>Total Operating Revenue</b>		<b>-1,005,443</b>	<b>-1,038,160</b>	<b>-1,070,967</b>	<b>-1,104,591</b>
	<b>Transfer From Reserves</b>					
-6,686,950	Sewer Maint tfr from - Water & Sewer Reserve		-6,993,049	-7,202,840	-7,418,925	-7,641,493
<b>-6,686,950</b>	<b>Total Transfer From Reserves</b>		<b>-6,993,049</b>	<b>-7,202,840</b>	<b>-7,418,925</b>	<b>-7,641,493</b>
<b>7,785,900</b>	<b>Total Sewer Maintenance &amp; Operating</b>		<b>8,545,257</b>	<b>9,109,090</b>	<b>9,444,133</b>	<b>9,788,157</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sewer Miscellaneous		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	830				
	<b>Operating Expenses</b>					
196,353	Payroll Tax		202,764	208,337	214,587	221,025
84,872	Insurance Premiums		87,418	90,041	92,742	95,524
7,795,199	Loan Interest Repayments		7,277,135	6,718,224	6,131,414	5,608,378
26,523	Professional Dev/Seminars Subs		27,319	28,139	28,983	29,852
15,000	Asset Register		15,000	15,450	15,914	16,391
<b>8,117,947</b>	<b>Total Operating Expenses</b>		<b>7,609,636</b>	<b>7,060,190</b>	<b>6,483,639</b>	<b>5,971,170</b>
	<b>Capital Expenditure</b>					
7,505,218	Sewer Fund Loan Repayments Principal		8,068,440	8,671,952	8,685,979	6,037,280
<b>7,505,218</b>	<b>Total Capital Expenditure</b>		<b>8,068,440</b>	<b>8,671,952</b>	<b>8,685,979</b>	<b>6,037,280</b>
<b>15,623,165</b>	<b>Total Sewer Miscellaneous</b>		<b>15,678,076</b>	<b>15,732,142</b>	<b>15,169,618</b>	<b>12,008,450</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Sewer Capital Program</b>					
<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>ADOPTED</b>	<b>Program Number 840</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>Capital Expenditure</b>				
1,000,000	Sewer Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000
40,000	Minor Sewer Extensions	41,600	43,300	45,000	46,800
20,000	Telemetry	175,000	40,000	21,800	22,500
2,500,000	Pumps, Mechanical Equip Renewals	2,200,000	1,700,000	1,700,000	1,751,000
100,000	Wlga/Corindi Treatment Works Upgrade Stage 2	150,000	100,000	0	0
4,000,000	Reclaimed Water Pipeline Stage 2	2,000,000	2,000,000	0	0
50,000	Minor Treatment Works	104,000	108,000	112,000	117,000
50,000	Minor Sewer Works	50,000	50,000	52,000	53,000
0	Sawtell Pump Station & Pipework	9,206,943	0	0	0
0	Building Generators	150,000	0	0	0
40,000	New Plant & Equipment	85,000	43,300	45,000	46,800
25,000	New Vehicle	25,000	26,000	26,000	27,000
200,000	Establishment Yard Adjacent to Coff's WRP	0	0	0	0
620,000	Developer Cont'n In Kind Expense (Sewer)	1,050,000	2,100,000	2,163,000	950,000
50,000	Network Analysis	20,000	20,000	20,000	21,000
0	Corindi 150mm Rising Main (Sec 64)	185,000	0	0	0
270,000	S64 Works General	280,000	290,000	300,000	310,000
0	S64 Rising Main - Nth Bonville to SPS	1,500,000	0	0	0
<b>8,965,000</b>	<b>Total Capital Expenditure</b>	<b>18,222,543</b>	<b>7,520,600</b>	<b>5,484,800</b>	<b>4,345,100</b>
	<b>Capital Revenue</b>				
-2,732,100	Developer Contributions Section 64	-2,762,900	-2,845,787	-2,931,161	-3,019,096
0	CTWSS Stage 3 Grant	-1,134,948	0	0	0
-620,000	Developer Cont'n In Kind Income (Sewer)	-1,050,000	-2,100,000	-2,163,000	-950,000
<b>-3,352,100</b>	<b>Total Capital Revenue</b>	<b>-4,947,848</b>	<b>-4,945,787</b>	<b>-5,094,161</b>	<b>-3,969,096</b>
	<b>Transfer To Reserves</b>				
2,732,100	Sewer Cap tfr to - Water & Sewer Reserve	2,762,900	2,845,787	2,931,161	3,019,096
<b>2,732,100</b>	<b>Total Transfer To Reserves</b>	<b>2,762,900</b>	<b>2,845,787</b>	<b>2,931,161</b>	<b>3,019,096</b>
	<b>Transfer From Reserves</b>				
0	Sewer Cap tfr from - Unexp Loan Reserve	-11,441,995	-2,304,300	-143,000	-147,800
-8,345,000	Sewer Cap tfr from - Water & Sewer Reserve	-4,595,600	-3,116,300	-3,178,800	-3,247,300
<b>-8,345,000</b>	<b>Total Transfer From Reserves</b>	<b>-16,037,595</b>	<b>-5,420,600</b>	<b>-3,321,800</b>	<b>-3,395,100</b>
<b>0</b>	<b>Total Sewer Capital Program</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED	Sewer Untied Funding		2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
	Program Number	890				
	<b>Operating Revenue</b>					
-20,869,080	Access Charges		-21,822,591	-22,769,327	-23,791,705	-24,811,172
-1,552,799	Usage Charges		-1,600,540	-1,669,987	-1,740,970	-1,813,516
-255,009	Pensioner Subsidy		-258,324	-261,682	-265,084	-268,530
-507,646	Non Ratable Charges		-567,280	-591,894	-617,053	-642,765
-900,000	Interest on Investments Revenue		-1,250,000	-1,000,000	-850,000	-800,000
-775,000	Interest on Investments Reserves		-800,000	-700,000	-600,000	-500,000
-10,000	Interest on Investments - Sec 64		-10,000	-10,000	-10,000	-10,000
<b>-24,869,534</b>	<b>Total Operating Revenue</b>		<b>-26,308,735</b>	<b>-27,002,890</b>	<b>-27,874,812</b>	<b>-28,845,983</b>
	<b>Transfer To Reserves</b>					
785,000	Sewer Untied Funding tfr to - Water & Sewer Reserve		810,000	710,000	610,000	510,000
<b>785,000</b>	<b>Total Transfer To Reserves</b>		<b>810,000</b>	<b>710,000</b>	<b>610,000</b>	<b>510,000</b>
<b>-24,084,534</b>	<b>Total Sewer Untied Funding</b>		<b>-25,498,735</b>	<b>-26,292,890</b>	<b>-27,264,812</b>	<b>-28,335,983</b>
<b>3,542,337</b>	<b>SEWERAGE FUND</b>		<b>3,165,226</b>	<b>2,849,079</b>	<b>1,816,740</b>	<b>-1,938,001</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2012/13 ADOPTED		Sewer Untied Funding			
Program Number	890	2013/14 ESTIMATE	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE
<b>3,542,337</b>	<b>Grand Total</b>	<b>3,165,226</b>	<b>2,849,079</b>	<b>1,816,740</b>	<b>-1,938,001</b>

**Adopted  
Budget  
2012/2013**

**Estimate  
2013/2014      Estimate  
2014/2015      Estimate  
2015/2016      Estimate  
2016/2017**

**COFFS COAST STATE PARK TRUST**

**Operating Expenses**

2,689,175	Park Beach Holiday Park	2,800,225	2,904,088	3,039,032	3,180,724
1,609,975	Sawtell Beach Caravan Park	1,630,525	1,697,377	1,797,518	1,869,632
235,100	Jetty & Foreshores	242,200	249,400	256,800	264,500
372,500	Contribution to Botanic Gardens	372,500	380,000	387,600	395,352
	Contribution to Park Beach Masterplan Wks	-	-	-	-
455,465	Other Reserves	480,225	484,515	509,262	524,678
<b>5,362,215</b>	<b>Total Operating Expenses</b>	<b>5,525,675</b>	<b>5,715,380</b>	<b>5,990,212</b>	<b>6,234,886</b>

**Capital Expenditure**

1,936,886	Park Beach Holiday Park	1,596,000	192,000	199,000	234,000
1,003,293	Sawtell Beach Caravan Park	655,000	124,000	126,000	179,000
<b>2,940,179</b>	<b>Total Capital Expenditure</b>	<b>2,251,000</b>	<b>316,000</b>	<b>325,000</b>	<b>413,000</b>

<b>8,302,394</b>	<b>Total Program Expenditure</b>	<b>7,776,675</b>	<b>6,031,380</b>	<b>6,315,212</b>	<b>6,647,886</b>
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**Related Revenues**

-3,717,500	Park Beach Holiday Park	- 3,758,500	- 3,871,255	- 3,987,393	- 4,107,014
-2,187,500	Sawtell Beach Caravan Park	- 2,214,500	- 2,282,545	- 2,351,021	- 2,421,552
	Jetty & Foreshores		-	-	-
	Botanic Gardens				
	Other Reserves				
	Loan Funds from Dept Lands	- 1,500,000	-	-	-
-827,965	Contribution by CHCC	- 852,725	- 864,515	- 896,862	- 920,030

<b>-6,732,965</b>	<b>Total Program Revenue</b>	<b>- 8,325,725</b>	<b>- 7,018,315</b>	<b>- 7,235,276</b>	<b>- 7,448,596</b>
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**Restricted Equity (Reserve) Transfers**

Allocated to Future Works					
1,028,325	Park Beach Holiday Park Surplus	1,958,275	967,167	948,361	926,290
577,525	Sawtell Beach Caravan Park Surplus	1,083,975	585,168	553,503	551,920
Utilised for Current Works					
-1,936,886	Park Beach Holiday Park	- 1,596,000	- 192,000	- 199,000	- 234,000
-1,003,293	Sawtell Beach Caravan Park	- 655,000	- 124,000	- 126,000	- 179,000
-235,100	Jetty & Foreshores	- 242,200	- 249,400	- 256,800	- 264,500

<b>-1,569,429</b>	<b>Net Restricted Equity Transfers</b>	<b>549,050</b>	<b>986,935</b>	<b>920,064</b>	<b>800,710</b>
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<b>0</b>	<b>NET PROGRAM COST</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>Adopted Budget 12/13</b>		<b>Proposed Budget 13/14</b>	<b>14/15 Estimate</b>	<b>15/16 Estimate</b>	<b>16/17 Estimate</b>
<b>WOOLGOOLGA BEACH RESERVE TRUST</b>					
<b>Operating Expenses</b>					
640,300	Woolgoolga Beach Caravan Park	726,025	755,105	786,772	819,666
360,835	Lakeside Caravan Park	394,900	414,018	432,522	451,392
<b>1,001,135</b>	<b>Total Operating Expenses</b>	<b>1,120,925</b>	<b>1,169,123</b>	<b>1,219,294</b>	<b>1,271,058</b>
<b>Capital Expenditure</b>					
80,000	Woolgoolga Beach Caravan Park	184,500	64,500	59,500	44,500
825,806	Lakeside Caravan Park	414,000	61,000	51,000	61,000
<b>905,806</b>	<b>Total Capital Expenditure</b>	<b>598,500</b>	<b>125,500</b>	<b>110,500</b>	<b>105,500</b>
<b>1,906,941</b>	<b>Total Program Expenditure</b>	<b>1,719,425</b>	<b>1,294,623</b>	<b>1,329,794</b>	<b>1,376,558</b>
<b>Related Revenues</b>					
-848,000	Woolgoolga Beach Caravan Park	-941,500	-969,745	-998,837	-1,028,802
-360,700	Lakeside Caravan Park	-396,000	-407,868	-420,092	-432,683
<b>-1,208,700</b>	<b>Total Program Revenue</b>	<b>-1,337,500</b>	<b>-1,377,613</b>	<b>-1,418,929</b>	<b>-1,461,485</b>
<b>Restricted Equity (Reserve) Transfers</b>					
Allocated to Future Works					
207,700	Woolgoolga Beach Caravan Park Surplus	215,475	214,640	212,065	209,136
-135	Lakeside Caravan Park Surplus	1,100	-6,150	-12,430	-18,709
Utilised for Current Works					
-80,000	Woolgoolga Beach Caravan Park	-184,500	-64,500	-59,500	-44,500
-825,806	Lakeside Caravan Park	-414,000	-61,000	-51,000	-61,000
<b>-698,241</b>	<b>Net Restricted Equity Transfers</b>	<b>-381,925</b>	<b>82,990</b>	<b>89,135</b>	<b>84,927</b>
<b>0</b>	<b>NET PROGRAM COST</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>

**2013/14 DRAFT BUDGETS FOR COUNCILS SECTION 355 COMMITTEES**

	<b>Coramba Community Hall</b>		<b>Lowanna Community Hall</b>		<b>Woolgoolga Community Village</b>		<b>Sportz Central</b>		<b>Bayldon Community Centre</b>	
	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>
Operating Expenditure	1,240	1,980	2,259	2,500	12,650	13,880	300,023	325,779	12,050	9,300
Capital Expenditure										
Operating Income	(1,130)	(1,620)	(2,090)	3,000	(18,510)	(14,680)	(300,526)	(326,219)	(12,120)	(9,338)
(Surplus) Deficit	<b>110</b>	<b>360</b>	<b>169</b>	<b>5,500</b>	<b>(5,860)</b>	<b>(800)</b>	<b>(503)</b>	<b>(440)</b>	<b>(70)</b>	<b>(38)</b>

	<b>Ayrshire Park</b>		<b>Eastern Dorrigo Showground and Hall</b>		<b>Lower Bucca Community Centre</b>		<b>Nana Glen Sports, Rec and Equestrian Centre</b>	
	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2013/14</b>
Operating Expenditure	3,894	2,500	800	800	26,475		17,760	13,707
Capital Expenditure								
Operating Income	(3,410)	(4,050)	(1,004)	(1,000)	(12,563)		(17,760)	(23,520)
(Surplus) Deficit	<b>484</b>	<b>(1,550)</b>	<b>(204)</b>	<b>(200)</b>	<b>13,912</b>	<b>-</b>	<b>-</b>	<b>(9,813)</b>



# **COFFS HARBOUR CITY COUNCIL**



## **Draft Fees & Charges 2013-2014**

**IR 3356484**



## TABLE OF CONTENTS

<b>Land Use, Health &amp; Development.....</b>	<b>1</b>
Animal Control & Enforcement .....	1
Companion Animals Registration - Dogs and Cats (Companion Animals Act 1998) .....	1
Dog & Cat Impounding Charges (RSPCA) .....	1
Dangerous Dog Enclosure Fee .....	1
Animal Impounding Charges .....	1
Impoundment Fee (Other) .....	2
Hire of Cat Trap .....	2
Hire of Dog Trap .....	2
Building & Development .....	3
Development Applications .....	3
Development Applications – Removal of Trees .....	4
Temporary Structures .....	5
Review of Development Consent (Section 82a) .....	5
Unauthorised Building Work .....	6
Subdivisions (Regulatory Fee) .....	6
Designated Development .....	7
Integrated Development .....	7
Strata Subdivision Application .....	7
Advertising Signs .....	7
Change of Use (No Building Work Involved) .....	7
Not Involving the Erection of a Building, Carrying Out of Work or Subdivision of Land .....	7
Concurrence .....	7
Modification of Development Consent .....	7
DA Notification .....	9
Advertising .....	9
Withdrawal of Development Applications and Construction Certificates .....	10
Complying Development Certificate .....	10
Construction Certificates .....	10
Variation of Construction Certificate .....	10
Principal Certifying Authority Appointment .....	10
Bushfire Attack Level Assessment (BAL) .....	10
Dwelling Removal / Demolitions .....	11
Sewer Connection Fees .....	11
Sewer Inspection Fees .....	11
Subdivision Certificate (Linen Plan Release) .....	12
Strata Subdivision Inspection Fee (Prior to Issue of Strata Certificate) .....	12
Other Fees (Excluded from GST) .....	12
Other Fees (Including GST) .....	14
Signage – Principal Certifying Authority .....	14
Building Certificates .....	14
Sewer Diagrams .....	15
Section 149 Certificates .....	15
Outstanding Notices (including health notices) Certificates Section 735A .....	15
Swimming Pools Compliance Certificate .....	15
Mandatory Swimming Pool Fencing Inspection .....	15
Resuscitation Charts .....	15
Section 121Z Certificates (under EPA Act) .....	15
Section 88G Certificates (under Conveyancing Act, 1919) .....	15
S.68 Stormwater Discharge Application .....	15
Kerb & Gutter / Footpath Deposits .....	16
Damage Inspection Fee .....	16

Re-Inspection Fee .....	16
Fire Services Certification .....	16
<b>Environmental Services .....</b>	<b>17</b>
Contaminated Land Enquiry .....	17
Sale of Information Products .....	17
Onsite Sewage Management .....	17
Waste Water On-Site Disposal System Application .....	17
Request for Variation of Policy .....	17
Public Pool Registration .....	20
Registration .....	20
Burials on Private Land .....	20
Penalty Notices .....	20
Fines .....	20
Food Handling Operations .....	20
Overgrown Land Administration and Inspection Fee .....	21
Impoundment Fees .....	21
Caravan Park Approvals .....	21
Sullage (Effluent) Collection Charge .....	21
Legionella Registration .....	21
Water Carrier Inspection Fee .....	21
<b>Strategic Planning .....</b>	<b>22</b>
Sale of Documents .....	22
LEP Preparation (unscheduled) .....	23
Engagement of Consultant to Undertake Specialist Studies .....	23
Search Fee .....	23
Rezoning Applications .....	23
<b>Waste Management .....</b>	<b>25</b>
Domestic Waste & Recycling Charges .....	25
Waste Management Charges .....	25
Subsidiary Waste Charges .....	25
Non-Domestic Waste Charges .....	26
Englands Road CCRR Park Diverted to Processing Plant .....	27
Englands Road CCRR Park Directed to Landfill .....	28
Woolgoolga & Coramba Waste Transfer Stations .....	29
<b>Corporate Business .....</b>	<b>30</b>
Airport .....	30
Airport Landing Fees .....	30
Airport Car Parking Fees .....	32
Other Airport Fees .....	32
Coffs Harbour Sports Unit .....	33
BCU International Stadium .....	33
Sporting Field Charges .....	35
Civic Management .....	37
Council Delivery Program / Operational Plan .....	37
Annual Report .....	37
Council Business Papers .....	37
Minutes of Council Meetings .....	37
Hire of Plaque Stand & Ceremonial Curtains .....	37
Finance .....	38

Private Works Administration Charge.....	38
Bond Administration Fee.....	38
Ordinary Rates.....	38
Rate & Property Enquiry.....	38
Special Water Meter Reading.....	39
Water Account Recovery Charges.....	39
Section 605 Search (LG Act).....	39
Section 603 Certificate.....	39
Dishonour Administration Fee.....	39
Credit Card Surcharge.....	40
Account Keeping Fee.....	40
Sundry Debtors Account Late Fee.....	40
Street Directories.....	40
Business Paper Subscription.....	40
Refund Fee.....	40
Employee Vehicle Contribution Income.....	40
Building Long Service Levy Contribution.....	40
Early Childhood Centre, Park Avenue – Room Hire.....	40
<b>Human Resources &amp; Organisational Development.....</b>	<b>41</b>
Human Resources Services.....	41
Administration Fee – Section 355 Committees.....	41
External Training (Conducted by Council Staff).....	41
<b>Information Services.....</b>	<b>42</b>
Map / Digital GIS Data Preparation & Administration.....	42
Map Plots.....	42
Supply of Maps to Council – Engaged Project Consultants.....	42
Colour Plotter Use (Non Mapping).....	42
Digital GIS Data.....	43
Supply of Digital GIS Data to Council – Engaged Project Consultants.....	43
Professional GIS Services to other Councils.....	43
House Numbers.....	43
Copying (Black & White).....	44
Colour Copying.....	44
Soft Copies of Records.....	44
Copy of Sewerage Diagrams.....	44
DA Scanning Fees.....	44
Copy of a Building / Development Application Plan.....	45
Plan of Subdivision (DP) Print.....	45
Title Searches.....	45
Open Access Information under Government Information (Public Access) Act 2009.....	45
Access Applications under GIPA Act.....	45
Hourly Access Fee.....	45
Consultancy Income.....	45
Counter Enquiries – Specific Projects.....	45
<b>Property &amp; Commercial Services.....</b>	<b>46</b>
Valuation Fee.....	46
Certificate as to Classification of Land.....	46
Use of Public Land.....	46
Application Fees:.....	46
Licence Fee:.....	46
Sale of Roads.....	47
Preparing a Residential Site Agreement or Movable Dwelling Agreement.....	47
Crown Reserves or Regional Park.....	47
Community Village Charges.....	48
Swimming Pools.....	51

<b>Tourism .....</b>	<b>53</b>
Sale of Images / Website Packages .....	53
Visitors Information Centre .....	53
<b>City Services.....</b>	<b>55</b>
City Parks & Reserves.....	55
Cemetery Fees.....	55
Burials on Private Land .....	57
Private Works – Tree Services .....	57
Noxious Weeds.....	57
Crown Reserves .....	59
Film & Television Fees.....	59
Coffs Harbour Laboratory .....	60
Laboratory Fees .....	60
Community Facilities.....	65
Coramba Community Hall .....	65
Lowanna Community Hall .....	65
Woolgoolga Community Village Hall.....	65
Lower Bucca Community Centre .....	66
Bayldon Community Centre .....	66
Sportz Central – Coffs Harbour Indoor Stadium .....	67
Ayrshire Park.....	69
Eastern Dorrigo Showground and Community Hall .....	69
Nana Glen Sports, Recreation & Equestrian Centre .....	70
Community Services.....	71
Library Fees .....	71
Museum Fees.....	73
Art Gallery Fees.....	73
Bunker Cartoon Gallery .....	74
Jetty Theatre .....	75
Economic Development Unit .....	77
Markets.....	77
City Centre Arcade Signage.....	77
Casual Hirer’s Application.....	77
Hire of Banner Stands.....	77
Busking .....	77
Street Stalls.....	77
Displays and Promotions .....	77
Liquid Trade Waste.....	78
Liquid Trade Waste Application Fee .....	78
Trade Waste Annual Charges .....	78
Trade Waste Usage Charges.....	78
Sewerage Services.....	81
Council Subsidised Effluent Charges .....	81
Sewerage Access Charge (Residential Properties) .....	81
Sewerage Access Charge – Vacant Land (Sewer Available) .....	81
Sewerage Access Charge (Non Residential Properties) .....	81
Sewerage Usage Charge (Non Residential Properties).....	81
Non-Rateable Sewerage Charges .....	81

Pump-Out Effluent Disposal.....	81
Contribution To Works .....	82
Administration Charges Income .....	82
Developer Contributions (Sec 64).....	82
Camera / Jetter (CCTV) .....	82
Sykes Pump .....	82
<b>Subdivision &amp; Contracts.....</b>	<b>83</b>
Construction Certificate for Subdivision and Development Works .....	83
Construction Certificate for Subdivision and Development Works .....	84
AUS-SPEC #1 Development Specifications .....	85
Security Bonds .....	85
Rechecking of Engineering Plans .....	85
Checking of Works as Executed Drawings.....	86
Checking of Drawings Submitted by Private Certifiers - Engineering .....	86
Search Fees - Engineering .....	86
<b>Survey &amp; Design .....</b>	<b>87</b>
Design Work Undertaken for Other Organisations .....	87
Flood Level Information Fees .....	87
Flood Study Checking Fee .....	87
Private Footpath Crossing (Driveway Applications).....	87
Hire of GPS Equipment / Services .....	87
Directional Signage.....	87
<b>Water Services .....</b>	<b>88</b>
Water Pressure Testing .....	88
Water Pressure Reading.....	88
Water Meter Testing Requests.....	88
Water Meter Disconnection / Reconnection .....	89
Water Connection Fees – First Service.....	89
Other Water Connection Fees.....	90
Mains Locations .....	90
Water Backflow Prevention .....	90
Contribution To Works .....	91
Developer Contributions (S64).....	91
Water Sales – Consumption Charges .....	91
Water Access Charge .....	92
Standpipe Water Sales – Carriers.....	92
Water Carrier Inspection Fee .....	92
Water Sales - Hydrant .....	93
Vac-u-digga.....	93
Raw Water Consumers (eg Regional Water Supply) .....	93
<b>Works .....</b>	<b>94</b>
Road Opening or Other Private Work on Public Road .....	94
Initial Application Fee .....	94
Construction Zones .....	94
Description of Fee or Charge .....	95
Kerb & Gutter / Footpath Deposits .....	95
Damage Inspection Fee .....	95
Re-Inspection Fee .....	95
Crossings.....	95
Kerb & Gutter and Footpath Contributions .....	95
Private Works / Grant Funded Programs .....	96
Road Restoration Charges .....	97
Quarry Charges .....	97
Soil Tests .....	97

<b>Stormwater Management Services (eligible properties) .....</b>	<b>97</b>
<b>Engineering Works .....</b>	<b>98</b>
<b>Engineering Works - Private Plant Hire.....</b>	<b>98</b>





## 2013/2014 DRAFT FEES AND CHARGES

### Pricing Policy

Council provides a diverse range of services to the community. Each fee or charge is reviewed annually, and determined with consideration to the following pricing policy categories:

Code	Description
A	<b>Economic Cost</b> Total cost of providing services for private good.
B	<b>Community Service</b> Services considered to have a level of benefit to the community. Generally, benefits are not solely confined to users. Partially funded by rates.
C	<b>Regulated Charges</b> Federal or State Government set charges
D	<b>User Pays Principal</b> Services under this category are such that individual costs can be determined and met by the user of the service.
E	<b>Market Forces</b> Services which Council operates in a competitive market and needs to fix charges similar to other providers
F	<b>Cost Plus</b> Services provided on a commercial basis with an amount of risk profit included.
G	<b>Section 94 (Developer Contributions)</b> Items are priced at the level determined by the adoption of Council's Section 94 Plan. The Section 94 Plan provides for quarterly increases in these fees based on Consumer Price Index (CPI) increases.

### Goods and Services Tax (GST)

Council applies various fees, charges and fines. Many of these fees and charges are determined by legislation, and as such are not subject to amendment by Council. The GST status of these fees and charges depends on whether there is consideration for supply. Some fees and charges are exempt from GST in accordance with the Federal Treasurer's Determination under section 81-5 of the A New Tax System (GST) Act 1999. The GST status of each fee or charge is noted in the right-hand column of this document's tables.

While the fee amount in this document will not alter without a resolution of Council, followed by a subsequent period of public exhibition, the applicability of the GST to the fees and charges may, depending on the interpretations and rulings of the GST legislation.



**2013/2014 DRAFT FEES AND CHARGES**

**Land Use, Health & Development**

**Animal Control & Enforcement**

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Companion Animals Registration - Dogs and Cats (Companion Animals Act 1998)</b>	1-01032-000-0000 COMP					
Not desexed animal (except kept by recognised breeder)			\$150.00	\$150.00	C	N
Not desexed animal kept by recognised breeder			\$40.00	\$40.00	C	N
Working Dogs (as defined by Sec 3 of the Act)			Exempt	Exempt	C	N
Desexed animal (except owned by an eligible pensioner)			\$40.00	\$40.00	C	N
Desexed animal owned by an eligible pensioner			\$15.00	\$15.00	C	N
<b>Dog &amp; Cat Impounding Charges (RSPCA)</b>	1-24907-000-1325 RSPI					
Impounding fee (including sustenance for up to 2 days)			\$122.00 for first 2 days	\$125.00 for first 2 days	B	N
Second and subsequent impounding fee plus sustenance charge		Day	\$26.00 for third & consecutive days	\$28.00 for third & consecutive days	B	N
<b>Dangerous Dog Enclosure Fee</b>						
Section 58H (2)(b) of the Companion Animals Act 1998			\$100.00	\$100.00	C	N
<b>Animal Impounding Charges</b>	1-24907-000-1325					
Pound and impounding fees, charges and damages for sustenance / day / animals. GST Exempt as a compulsory fee to collect the impounded animal – Impounding Act 1993 s.26.						
- Large beasts		Each Beast	\$64.00 for first plus costs, \$32.00 for each other plus costs.	\$70.00 plus Ranger Service Time costs.	D	N
- Small beasts		Each Beast	\$30.00 for first plus costs, \$18.00 for each other plus costs.	\$50.00 plus Ranger Service Time costs.	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Animal Control & Enforcement...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Impoundment Fee (Other)</b>	1-24907-000-1325 IMPA	Each Article	\$52.00	\$60.00	D	N
<b>Hire of Cat Trap</b>						
- Cat Trap	1-24950-000-1335 CATS	Per Week	\$30.00	\$32.00	D	Y
- Cat Trap Deposit	1-0100A-000-00000 CATD	Deposit	\$30.00	\$30.00	D	N
<b>Hire of Dog Trap</b>						
- Dog Trap	1-2450-000-1335 CATS	Per Week	\$40.00	\$42.00	D	Y
- Dog Trap Deposit	1-0100A-000-00000 CATD	Deposit	\$200.00	\$200.00	D	N
<b>Fines</b>						
<b>Self Enforcement Infringement Notice System (SEINS)</b>						
Refer to Local Government Fixed Penalty Handbook and Street Parking Fines Fixed Penalty Handbook as published						
<b>Dog Fines</b>	1-24902-000-1329 FIND				C	N
<b>Littering Fines</b>	1-24912-000-1329				C	N
<b>Parking Fines</b>	1-24910-000-1329 FINP				C	N
<b>Fines General</b>	1-24912-000-1329				C	N
<b>A-Frame Advertising Sign</b>						
Initial Application Fee (per A-Frame)	1-24920-000-1328	Each	\$62.00	\$65.00	A	Y
Annual Licence Fee	1-24920-000-1327	Each	\$50.00	\$52.00	A	N
Three Year Licence Fee	1-24920-000-1327	Each	\$121.00	\$125.00	A	N
Public Liability Insurance Fee	1-24920-000-1510	Per Annum	\$50.00	\$52.00	A	Y
Public Liability Insurance Fee - Three Year Option	1-24920-000-1510		\$121.00	\$125.00	A	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Development Applications</b>	1-21900-000-1322 D/AW					
<b>Estimated Cost</b>						
To \$5,000			\$110.00	\$110.00	C	N
\$5,001 to \$50,000			\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost	\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost	C	N
\$50,001 to \$250,000			\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	C	N
\$250,001 to \$500,000			\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	C	N
\$500,001 to \$1,000,000			\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C	N
\$1,000,001 to \$10,000,000			\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	C	N
More than \$10,000,000			\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	C	N

**Note : The fees in this table incorporates the PlanFirst Levy payable to the State Government by Council, for works valued at \$50,000 or more.**



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>New Dwellings</b>	1-21900-000-1322 D/AW					
To \$100,000			\$455.00	\$455.00	C	N
<b>Residential Flat Development</b> (Where required under SEPP 65 – Referral to Design Review Panel)			\$760.00 + Prescribed Development Application Fee	\$760.00 + Prescribed Development Application Fee	C	N
<b>Development Applications – Removal of Trees</b>  To remove tree/s on land subject to Tree Preservation Order  - Simple Tree Permit 1 to 4 Trees (Inspection required where one or more trees has significant value i.e. large hollow-bearing or large diameter tree greater than 1 metre in diameter)  - Regular Tree Permit 5 to 19 Trees  - Complex Tree Permit 20 or more Trees not Mapped within an Area of High Value Habitat  - 20 Or More Trees Mapped within an Area of High Value Habitat (DA Required)	1-21903-000-1328	Each Applic	\$70.00	\$120.00 + Inspection Cost where required	D	N
		Each Applic	\$100.00 + Inspection Cost	\$150.00 + Inspection Cost	D	N
		Each Applic	\$300.00 + Inspection Cost	\$300.00 + Inspection Cost	D	N
				\$370.00 + Inspection Cost	D	N
Inspection Costs	1-21925-000-1321	Each	\$120.00	\$125.00	D	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<p><b>Temporary Structures</b></p> <p>SEPP (Temporary Structures) 2007</p> <p><b>Stage or Platform –</b> Audience / Population / Capacity</p> <p>- 1 to 250 persons</p> <p>- 251 to 500 persons</p> <p>- 501 to 750 persons</p> <p>- 751 to 1,000 persons</p> <p><b>Tents, Marquees or Both</b></p>	1-21940-000-1327 LICP		<p>\$200.00</p> <p>\$275.00</p> <p>\$375.00</p> <p>\$500.00 plus \$100.00 for each 1,000 person capacity or part thereof</p> <p>\$100.00 per 100m2 or part thereof</p>	<p>\$205.00</p> <p>\$280.00</p> <p>\$385.00</p> <p>\$515.00 plus \$100.00 for each 1,000 person capacity or part thereof</p> <p>\$100.00 per 100m2 or part thereof</p> <p>Maximum \$600.00</p>	<p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p>	<p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>N</p>
<p><b>Review of Development Consent (Section 82a)</b></p> <p>Works not involving erection of a building, the carrying out of work or the demolition of a work or building.</p> <p>Erection of a Dwelling – House with an estimated cost of \$100,000 or less</p> <p>Any other Development Application:</p> <p>- Up to \$5,000</p> <p>- \$5,001 to \$250,000</p> <p>- \$250,001 to \$500,000</p>	1-21900-000-1322 D/AW		<p>50% of Original D/A Fee</p> <p>\$190.00</p> <p>\$55.00</p> <p>\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.</p> <p>\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000</p>	<p>50% of Original D/A Fee</p> <p>\$190.00</p> <p>\$55.00</p> <p>\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.</p> <p>\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000</p>	<p>C</p> <p>C</p> <p>C</p> <p>C</p> <p>C</p>	<p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>N</p>



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
- \$500,001 to \$1,000,000	1-21900-000-1322 D/AW		\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C	N
- \$1,000,001 to \$10,000,000			\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	C	N
- > \$10,000,000			\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	C	N
Where an application is required to be given under Section 82A <i>Paid in addition to the fees listed above.</i>			\$620.00	\$620.00	C	N
<b>Unauthorised Building Work</b>	1-21935-000-1321 Buildex					
<b>Record / Administration / Building Compliance Fee (in addition to DA Fees)</b>						
To \$20,000			\$365.00	\$375.00	A	N
- \$20,001 >			\$700.00	\$720.00	A	N
Application submitted in form of a DA to include plans and supporting documentation for assessment (i.e. engineering certification, termite management, waterproofing details etc). Retrospective approval cannot be granted.						
<b>Subdivisions (Regulatory Fee)</b>	1-21900-000-1322 D/AW					
New Road			\$665 plus \$65 per additional lot	\$665 plus \$65 per additional lot	C	N
No New Road			\$330 plus \$53 per additional lot	\$330 plus \$53 per additional lot	C	N
Boundary Alteration			\$170.00	\$170.00	C	N



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Designated Development</b>	1-21900-000-1322 D/AW		\$920 + fee as Per Development Application	\$920 + fee as Per Development Application	C	N
<b>Integrated Development</b>	1-21900-000-1322 D/AW		Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	C	N
<b>Strata Subdivision Application</b>	1-21900-000-1322 D/AW		\$330 plus \$65 per additional lot	\$330 plus \$65 per additional lot	C	N
<b>Advertising Signs</b>	1-21900-000-1322 D/AW		\$285 plus \$93 for each advertisement in excess of one (1) or as per General Applications (whichever is greater).	\$285 plus \$93 for each advertisement in excess of one (1) or as per General Applications (whichever is greater).	C	N
<b>Change of Use (No Building Work Involved)</b>	1-21900-000-1322 D/AW		\$220.00	\$220.00	C	N
<b>Not Involving the Erection of a Building, Carrying Out of Work or Subdivision of Land</b>	1-21900-000-1322 D/AW		\$285.00	\$285.00	C	N
<b>Concurrence</b>	1-21900-000-1322 D/AW		Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	C	N
<b>Modification of Development Consent</b>	1-21900-000-1322 D/AW					
<b>Clause 96 (1) Minor Modification</b> Minor error, misdescription or miscalculation.			\$71.00	\$71.00	C	N
<b>Variation under Clause 96 (1A) – Minimal Environmental Assessment</b> (includes minor changes to lot layout, building configuration & Internal layout)			At discretion of Manager – Land Use Management	At discretion of Manager – Land Use Management	C	N





## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<p><b>Variation under Clause 96 (2)</b> Involving modifications that have potential environmental impacts.</p> <p>- Where the original fee &lt; \$100</p> <p>- Where the original fee &gt; \$100 and does not involve the erection of a building, the carrying out of a work or the demolition of a work or building</p> <p>- Where the original fee &gt; \$100 and involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less</p>	1-21912-000-1328		50% of original fee	50% of original fee	C	N
			50% of original fee	50% of original fee	C	N
			\$190.00	\$190.00	C	N
<p><b>Variation under Clause 96 (2)</b> Involving modifications that have potential environmental impacts.</p> <p>- Any other Development Application:</p> <p>- Up to \$5,000</p>			\$55.00	\$55.00	C	N
- \$5,001 to \$250,000			\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	C	N
- \$250,001 to \$500,000			\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	C	N
- \$500,001 to \$1,000,000		\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C	N	



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
- \$1,000,001 to \$10,000,000	1-21912-000-1328		\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	C	N
- > \$10,000,000			\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	C	N
Where notice of an application is required to be given under Section 96(2) or 96AA(1) of the EPA Act <i>Paid in addition to the fees listed above – Unspent Advertising Fees to be Refunded</i>			Max \$665.00	Max \$665.00	C	N
Residential Flat Development (Where required under SEPP 65 – Referral to Design Review Panel)			\$760.00	\$760.00	C	N
Variations to consent where consent issue prior to 1/7/98	1-21900-000-1322 D/AW		30% or original fee (Maximum \$100)	30% or original fee (Maximum \$100)	C	N
<b>DA Notification</b>	1-21900-000-1322 D/AW		\$85.00	\$85.00	D	N
Where a development control plan requires adjoining property owners be notified of DA						
<b>Advertising</b>	1-21900-000-1322 D/AW					
Advertising to be given to a development application or modification application			\$250.00	\$250.00	E	N
Designated Development			\$2,220.00	\$2,220.00	C	N
Advertised Development			\$1,105.00	\$1,105.00	C	N
Prohibited Development			\$1,105.00	\$1,105.00	C	N
Development for which an environmental planning instrument or development control plan requires notice to be given (refer clause 252 (i)(d) EPA Regulations 2000			\$1,105.00	\$1,105.00	C	N
<i>Unspent Advertising Fees (Statutory Charges) to be Refunded</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Withdrawal of Development Applications and Construction Certificates.</b>	1-21901-000-1328 CCER					
Where a Determination has not been made.			Refund at discretion of Manager according to Assessment Undertaken	Refund at discretion of Manager according to Assessment Undertaken	D	Y
If a Site Inspection has already been undertaken			+ \$120.00	+ \$125.00	D	Y
<b>Complying Development Certificate</b>	1-21912-000-1328		By Quotation	By Quotation	E	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply.						
<b>Construction Certificates</b>	1-21912-000-1328		By Quotation	By Quotation	E	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply						
<b>Variation of Construction Certificate</b>	1-21912-000-1328					
Minor Variation			By Quotation	By Quotation	E	Y
Major Variation – Residential			By Quotation	By Quotation	E	Y
Major Variation – Non Residential			By Quotation	By Quotation	E	Y
<b>Principal Certifying Authority Appointment</b>	1-21912-000-1328		By Quotation	By Quotation	E	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply.						
<b>Bushfire Attack Level Assessment (BAL)</b>	1-21965-000-1321		By Quotation	By Quotation	E	Y
Associated with CDC application lodged with Council for assessment / determination			By Quotation – Fee discount applies	By Quotation – Fee discount applies	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Dwelling Removal / Demolitions</b>						
<b>Dwelling Removal Inspection</b>	1-21925-000-1321 B/AK PCA Role		\$270.00	\$280.00	D	Y
<b>Bond for Removal of a Building</b>	1-0100K-000-0000 Bond					
Domestic Works	Refundable		\$2,000.00	\$2,000.00	D	N
Commercial Works	Refundable		\$2,000.00	\$2,000.00	D	N
<b>Small Scale Demolition (over 50m<sup>2</sup>) Bond</b>	Refundable		\$1,000.00	\$1,000.00	D	N
<b>Administration Fee for Bond</b>	1-13919-000-1335		\$115.00	\$115.00	D	Y
<b>Sewer Connection Fees</b>						
Dwelling	1-21945-000-1321 SEWA		\$135.00	\$140.00	A	N
Dual Occupancy			\$160.00	\$170.00	A	N
Industrial, multi-residential and commercial			\$120.00 plus \$10.00 for each water closet	\$130.00 plus \$10.00 for each water closet	A	N
Amended Sewer Application			\$75.00	\$80.00	A	N
<b>Sewer Inspection Fees</b>	1-21950-000-1321 SEWI	Each Unit	\$120.00	\$125.00	A	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Subdivision Certificate (Linen Plan Release)</b>	1-21915-000-1321 D/AS					
Subdivision			\$275 per application plus \$30 per lot	\$275 per application plus \$30 per lot	C	N
Boundary Alteration			\$240.00	\$240.00	C	N
Re-endorsement of Linen Plans			\$65.00	\$65.00	C	N
<b>Strata Subdivision Inspection Fee (Prior to Issue of Strata Certificate)</b>	1-21916-000-1321					
- Strata Schemes Regulations		\$250.00	\$260.00	E	Y	
<b>Other Fees (Excluded from GST)</b>	1-21935-000-1321 BUILDEX					
Registration certificates submitted by private certifiers:						
- Construction Certificate			\$36.00	\$36.00	C	N
- Occupation Certificate			\$36.00	\$36.00	C	N
- Complying Development Certificate			\$36.00	\$36.00	C	N
- Subdivision Certificate		\$36.00	\$36.00	C	N	
Archiving Private Certifying Authority (PCA) Applications		Per Sheet	\$1.00 (Min \$30.00)	\$1.00 (Min \$30.00)	D	N
Plumbing & Drainage Compliance Certificate where Council is not the Principal Certifier			\$90.00	\$100.00	E	N
Certified Copy of a Document, Map or Plan <i>(Section 262 EPA Regulations)</i>		Each	\$53.00	\$53.00	C	N
Camping Permit Temporary accommodation of shed/ caravan during course of erection of a dwelling (12 months maximum)	1-21935-000-1321 BUILDEX		\$250.00	\$250.00	A	N



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>General Enquiries, including:</b>	1-21935-000-1321 BUILDEX					
- Enquiry / letter confirming activities permitted in respect to particular properties. Includes formal email responses.			\$75.00	\$80.00	A	N
- Where extensive research is required.		Hour	\$100.00	\$100.00	A	N
- Enquiry – Determine if a property has building rights			\$460.00	\$470.00	A	N
Building Certificate Copy Fee (statute)			\$13.00	\$13.00	C	N
Statement of Classification Fee			\$67.00	\$70.00	A	N
Stamping of additional plans and specifications						
- Up to 3 copies			Free	Free	A	N
- Each additional copy after 3 copies			\$13.00	\$13.00	A	N
Search for Building Records		Hour	\$100.00 (Min)	\$100.00 (Min)	A	N
Monthly Development Application Returns						
- Copy of monthly return			\$45.00	\$45.00	A	N
- Copy of annual return			\$450.00	\$450.00	A	N
Transportable (Relocatable) Homes –						
- Framework Inspection Certificate			By Quotation	By Quotation	A	N
- S.68 Local Government Act		By Quotation	By Quotation	A	N	



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Other Fees (Including GST)</b>						
Professional Advice - Does not include ratepayers / occupiers	1-21936-000-1321 BUILDTAX	Hour	\$130.00	\$130.00	E	Y
Building Advisory Service (SEPP – Exempt & Complying Development Codes)	1-21966-000-1321	Hour	\$130.00	\$130.00	E	Y
Check Development Consent Conditions - Check detailed plans against consent conditions (where Council is not the PCA eg Landscape Plans)	1-21936-000-1321 BUILDTAX	Hour	\$130.00	\$130.00	E	Y
<b>Signage – Principal Certifying Authority</b>	1-21937-000-1321	Per Sign	\$10.00	\$10.00	A	Y
<b>Building Certificates</b>						
Class 1 or Class 10 Buildings	1-21920-000-1320 CERB		\$250.00	\$250.00	C	N
In the case of any other class:						
- Not exceeding 200 m2			\$250.00	\$250.00	C	N
- Exceeding 200m2 but not exceeding 2,000 m2			\$250 plus 50 cents per m2 over 200m2	\$250 plus 50 cents per m2 over 200m2	C	N
- Exceeding 2,000m2			\$1,165 plus 7.5 cents m2 over 2,000m2	\$1,165 plus 7.5 cents m2 over 2,000m2	C	N
In any case where the application relates to part of a building and that part consists of an external wall or does not otherwise have a floor area			\$250.00	\$250.00	C	N
Reinspection			\$90.00	\$90.00	C	N
Additional fees may be payable where Building Certificate relates to unauthorised works.		EPA regulations	EPA regulations	C	N	



## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Sewer Diagrams</b>	1-21955-000-1321					
Sewer Only – No Stormwater						
Copies of Sewer Diagrams	CERD	Each	\$65.00	\$70.00	F	N
Contiguous Parcels			\$95.00	\$100.00	F	N
<b>Section 149 Certificates</b>	1-21905-000-1320					
Section 149 (2) (Includes Section 149 (5) – annexure)	CER149	Each	\$133.00	\$133.00	C	N
Section 149 (2)		Each	\$53.00	\$53.00	C	N
A maximum of five allotments can be included on any single 149 Certificate to be issued						
Duplication of 149 Certificate		Each	\$30.00	\$30.00	E	N
Fast-Track Assessment (To be Paid in addition to 149 Fee)	1-21905-000-1335	Each	\$133.00	\$135.00	E	Y
<b>Outstanding Notices (including health notices) Certificates Section 735A</b>	1-21910-000-1320 CER735A		\$115.00	\$120.00	D	N
<b>Swimming Pools Compliance Certificate</b>	1-21938-000-1321		\$70.00	\$70.00	C	N
<b>Mandatory Swimming Pool Fencing Inspection</b>	1-21938-000-1321					
Initial Inspection			\$150.00	\$150.00	C	N
Reinspection			\$100.00	\$100.00	C	N
<b>Resuscitation Charts</b>	1-23909-000-1338		\$20.00	\$20.00	A	Y
<b>Section 121Z Certificates (under EPA Act)</b>	1-21910-000-1320 CER735A		\$125.00	\$130.00	D	N
<b>Section 88G Certificates (under Conveyancing Act, 1919)</b>	1-21935-000-1321 BUILDEX		\$62.50	\$65.00	D	N
<b>S.68 Stormwater Discharge Application</b>	1-21964-000-1321					
Commercial / Industrial/ Public Buildings			\$165.00	\$170.00	D	N
Domestic Dwellings			\$110.00	\$115.00	D	N





## 2013/2014 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Kerb &amp; Gutter / Footpath Deposits</b>	1-0100K-000-0000 Bond					
Concrete Footpath	Refundable	M <sup>2</sup>	\$135.00 (\$1,000 minimum)	\$140.00 (\$1,000 minimum)	A	N
Kerb and Guttering	Refundable	Metre	\$88.00 (\$1,000 minimum)	\$90.00 (\$1,000 minimum)	A	N
Road Pavement (incl. Seal)	Refundable	M <sup>2</sup>	\$455.00 (\$2,000 minimum)	\$465.00 (\$2,000 minimum)	A	N
<b>Damage Inspection Fee</b>	1-30905-000-1335		\$120.00	\$125.00	D	Y
(To be paid with Kerb & Gutter / Footpath Deposits)						
<b>Re-Inspection Fee</b>	1-30905-000-1335		\$120.00	\$125.00	D	Y
<b>Fire Services Certification</b>						
Administration Fee - Submission of Annual Fire Safety Statement	1-21962-000-1321		\$33.00	\$3500	A	N
Multiple buildings on same lot – Annual Statement share same date			\$33.00 + \$10.00 per each additional building	\$35.00 + \$10.00 per each additional building	A	N
Follow-up incorrect Annual Fire Safety submission			\$50.00	\$50.00	A	N
Administration Fee – Request for Extension of Time			\$50.00	\$50.00	A	N
Provide copy of Essential Fire Safety Measures recorded on premises			\$30.00	\$30.00	A	N
Issue of Overdue Annual Fire Safety Reminder			\$80.00	\$80.00	A	N
Voluntary Fire Upgrade (requiring Council input and/or inspection)	1-21963-000-1335					
- Commercial + Class 3/9			\$515.00	\$530.00	A	Y
- Residential (Class 1 & 2)			\$310.00	\$320.00	A	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Environmental Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Contaminated Land Enquiry</b> Written response to enquiry	1-22900-000-1335		\$120.00	\$140.00	D	N
<b>Sale of Information Products</b> State of the Environment Report - Supplementary - Comprehensive Onsite Sewage Management Strategy Priority Habitats & Corridors Strategy  All documents available free at <a href="http://www.coffs Harbour.nsw.gov.au">www.coffs Harbour.nsw.gov.au</a>	1-22913-000-1338		\$75.00 \$100.00 \$75.00 \$35.00	\$75.00 \$100.00 \$75.00 \$35.00	B B B B	N N N N
<b>Onsite Sewage Management</b> Administration Fee - each onsite sewage system - High Risk - Medium Risk - Low Risk Additional Inspection fee OSSM Certificate (Solicitors – On Sale of Property) Includes Inspection	Levied on Rate Notice    1-22911-000-1321 1-22914-000-1321	Each System Each System Each System	\$150.00 \$50.00 \$25.00 \$120.00	\$180.00 \$60.00 \$30.00 \$125.00 \$400.00	C C C E E	N N N Y N
<b>Waste Water On-Site Disposal System Application</b> Application to install septic tank Amended septic tank application Amended septic tank application – Inspection	1-21960-000-1321		\$195.00 + \$120.00 Inspection Fee \$95.00 + \$120.00 Inspection Fee \$120.00	\$205.00 + \$125.00 Inspection Fee \$100.00 + \$125.00 Inspection Fee \$125.00	A A A	N N N
<b>Request for Variation of Policy</b> - for example variation to 'no burn' notice	1-22900-000-1335		\$150.00	\$175.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Inclusive of GST				Pricing Policy
<b>Registrations and Service Fees</b>							
Registration Fees AND the Service Fees BOTH have to be paid. The Registration fee excludes GST whilst the Service Fee includes GST.			Registrations		Service Fee		
			Fee	GST Included	Fee	GST Included	
			A/c 1-23900-000-1327		A/c 1-23900-000-1335		
<b>Amusement devices</b>		Device	\$20.00	N	\$25.00	Y	E
<b>Hairdressers/Beauty Salons/Skin Penetration</b>			\$60.00	N	\$120.00	Y	E
<b>Food shop (Enquiry)</b>							
- No Inspection			-	N	\$70.00	Y	E
- Inspection Required			-	N	\$190.00	Y	E
<b>Mobile Food Vendors (including S.68 approval to operate)</b>							
- Low Risk (No Inspection Required)			\$115.00	N	-	Y	E
Only pre-packed foods sold by a food business that are distributed from another approved vendor and does not require temperature control (heating / refrigeration / freezing) eg from a wholesaler, factory etc							
- Low Risk			\$115.00	N	\$120.00	Y	E
Distributing pre-packed goods (frozen, refrigerated or hot foods) Handling / preparing non-hazardous foods (ie that do not require refrigeration or heating)							
- High Risk			\$115.00	N	\$150.00	Y	E
Handling or preparation of potentially hazardous foods (foods which require refrigeration or heating).							
<b>Food Premises</b> (Includes Temporary Premises):							
- Low Risk (No Inspection Required)			\$115.00	N	-	Y	E
- Annual Registration & 1 Inspection							
- Low Risk			\$115.00	N	\$120.00	Y	E
- High Risk			\$115.00	N	\$150.00	Y	E
- Multi-Faceted Use (eg Supermarkets)			\$115.00	N	\$230.00	Y	E
- Second & Subsequent Inspections			-	N	\$150.00	Y	E



## 2013/2014 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Account Number	Unit	Proposed Fee or Charge 2013/14 Inclusive of GST				Pricing Policy
<b>Registrations and Service Fees</b>							
Registration Fees AND the Service Fees BOTH have to be paid. The Registration fee excludes GST whilst the Service Fee includes GST.			Registrations		Service Fee		
			Fee	GST Included	Fee	GST Included	
			A/c 1-23900-000-1327		A/c 1-23900-000-1335		
<b>Amusement devices</b>		Device	\$21.00	N	\$26.50	Y	E
<b>Hairdressers/Beauty Salons/Skin Penetration</b>			\$80.00	N	\$125.00	Y	E
<b>Food shop (Enquiry)</b>							
- No Inspection			-	N	\$75.00	Y	E
- Inspection Required			-	N	\$200.00	Y	E
<b>Mobile Food Vendors (including S.68 approval to operate)</b>							
- Low Risk (No Inspection Required)			\$120.00	N	-	Y	E
- If Inspection is Carried Out					\$125.00	Y	E
Only pre-packed foods sold by a food business that are distributed from another approved vendor and does not require temperature control (heating / refrigeration / freezing) eg from a wholesaler, factory etc							
- Medium Risk			\$120.00	N	\$125.00	Y	E
Distributing pre-packed goods (frozen, refrigerated or hot foods) Handling / preparing non-hazardous foods (ie that do not require refrigeration or heating)							
- High Risk			\$120.00	N	\$150.00	Y	E
Handling or preparation of potentially hazardous foods (foods which require refrigeration or heating).							
<b>Food Premises</b> (Includes Temporary Premises):							
- Low Risk (No Inspection Required)			\$120.00	N	-	Y	E
- Annual Registration & 1 Inspection							
- Medium Risk			\$120.00	N	\$125.00	Y	E
- High Risk			\$120.00	N	\$165.00	Y	E
- Multi-Faceted Use (eg Supermarkets)			\$120.00	N	\$240.00	Y	E
- Second & Subsequent Inspections			-	N	\$165.00	Y	E
<b>Approved Events</b> (Not Community Markets)			\$120.00	N	\$520 / per day	Y	E



## 2013/2014 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Public Pool Registration</b>	1-23904-000-1335 POOL					
Registration				\$80.00	D	N
First Pool and/or Spa			\$120.00	\$125.00	D	Y
Subsequent Pool and/or Spa			\$70.00	\$75.00	D	Y
Re-Inspection			\$120.00	\$125.00	D	Y
<b>Burials on Private Land</b>				Quotation	C	N
<p>Council maintains a register of all private burial grounds. As Council's objective is to protect public health, no area can be used for private burials unless Development Consent from Council has been obtained.</p> <p>In order to establish a grave on a private property, a Development Application is required to be lodged with Council prior to the time of need.</p> <p>When lodging a Development Application, the requirements of the NSW Health "Burials on Private Land – Approval by Local Authority" guidelines must be addressed. A copy of the NSW Health Guidelines can be found at <a href="http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf">http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf</a></p>						
<b>Penalty Notices</b>	1-23901-000-1329 FINH					
Prevention Notice						N
<p><b>Protection of the Environment Operations Act 1997</b>  <b>NSW Food Act 2003</b>  <b>Swimming Pool Act</b>  <b>Abandoned Prescribed Article</b></p>						
Clean up Notice	1-23906-000-1795		\$466.00	\$466.00	C	N
<p><b>Fines may also be imposed in addition to the above penalty notices.</b></p>						
<p><b>Fines</b>  <b>Self Enforcement Infringement Notice System (SEINS)</b>                      Refer to Local Government Fixed Penalty Handbook and Street Parking Fines Fixed Penalty Handbook as published</p>						
<b>Food Handling Operations</b>	1-23900-000-1327 LICL					
<i>NSW Food Act 2003</i>						
Improvement Notice Fee		Notice	\$330.00	\$330.00	C	N



## 2013/2014 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Overgrown Land Administration and Inspection Fee</b>						
Overgrown Land						
- Slashing			Contractor Charge	Contractor Charge	D	Y
- Inspection Charge	1-24911-000-1321		\$118.00	\$125.00	D	Y
- Administration	1-13910-000-1795		\$62.00	\$65.00	D	Y
<b>Impoundment Fees</b>	1-23909-000-1335					
<b>Abandoned Motor Vehicle</b>						
- Removal			\$230.00	\$235.00	D	N
- Serving Notice			\$87.00	\$90.00	D	N
<b>Storage</b>						
- First Day			\$42.00	\$45.00	D	N
- Subsequent Days			\$22.00	\$23.00	D	N
<b>Unauthorised Advertising Structure Removal Fee</b>			\$54.00	\$55.00	D	N
<b>Caravan Park Approvals</b>						
Caravan Park Approval Fee	1-23907-000-1327 LICC	Site	\$3.75	\$3.75	C	N
Notice of Completion (Mobile Home)	1-23909-000-1327		\$50.00	\$50.00	C	N
<b>Sullage (Effluent) Collection Charge</b>						
Sullage collection charge per year	1-23959-000-1316		\$440.00	\$455.00	C	N
<b>Legionella Registration</b>						
Registration	1-23905-000-1327			80.00	D	N
Water Cooling Towers, Warm Water Mixing System	1-23905-000-1327		\$120.00	\$125.00	D	Y
<b>Water Carrier Inspection Fee</b>	1-23908-000-1335			\$125.00	D	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Strategic Planning

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13		Proposed Fee or Charge 2013/14		Pricing Policy	GST Included	
			Incl. of GST		Incl. of GST				
<b>Sale of Documents</b>	1-20905-000-1338								
(including draft versions)									
Development Control Plans (associated with LEP 2000)		Each	\$16.00	\$10.00	\$16.00	\$10.00	B	N	
City Centre DCP 2011		Each	\$30.00	\$15.00	\$30.00	\$15.00	B	N	
LGA Wide DCP (when adopted)		Each	\$50.00	\$15.00	\$50.00	\$15.00	B	N	
LEP (written document)		Each	\$30.00	\$28.00	\$30.00	\$28.00	B	N	
Standard Instrument LEP (LGA Wide – when adopted)		Each	\$50.00	\$15.00	\$50.00	\$15.00	B	N	
LEP (Set of maps)		Each	\$55.00	\$35.00	\$55.00	\$35.00	B	N	
Standard Instrument LEP Maps (when adopted)		Each	\$50.00	\$15.00	\$50.00	\$15.00	B	N	
Population Profile		1-20904-000-1338	Each	\$20.00	\$15.00	\$20.00	\$15.00	B	N
Information Sheets			Each	Free	N/A	Free	N/A	B	N
Koala Plan of Management			Each	\$35.00	N/A	\$35.00	N/A	B	N
Coffs Harbour Heritage Study 1997			Each	\$35.00	N/A	\$35.00	N/A	B	N
Coffs Harbour Heritage Study – Stage 2	Each		\$35.00	N/A	\$35.00	N/A	B	N	
<b>Strategies</b>									
Business / Employment Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		
Industrial Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		
Our Living City Settlement Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		
Rural Residential Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		
Rural Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		
Other Strategies	Each	\$35.00	\$20.00	\$35.00	\$20.00	B	N		



## 2013/2014 DRAFT FEES AND CHARGES

### Strategic Planning...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>LEP Preparation (unscheduled)</b>	1-20940-000-1335	Hour	\$200.00	\$200.00	D	N
<b>Engagement of Consultant to Undertake Specialist Studies</b>	1-20940-000-1335		Actual Cost	Actual Cost	D	Y
<b>Search Fee</b> - Supply of Information	1-20940-000-1335	Hour	\$125 per Hour - Minimum \$62.50	\$130 per Hour - Minimum \$65.00	D	Y
<b>Rezoning Applications</b> Investigation of Mapping Anomalies	1-20940-000-1335		Free	Free		N
Entrepreneurial Activities: <b>Note: Fees Payable in Advance of Each Stage</b> <i>Preliminary.</i> Consultation with Council to seek Council's requirements			Free	Free		N
<i>Planning Proposal Stage 1 (If CHCC prepares document):</i> Investigate site, justification / feasibility of proposal, potential impacts; relationship to strategic framework			\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	A	Y
<i>Planning Proposal Stage 1: (If CHCC Peer Reviews document)</i>			\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over Hectares.	\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over Hectares.	A	Y
<i>Stage 2 (Internal Investigation):</i> Liaison with Council Departments and preparation of report.			\$10,000.00	\$10,000.00	A	Y
<i>Stage 3 (Consultation):</i> Forward Planning Proposal to Minister and consult with State Government / Commonwealth / Public Authorities and prepare any required studies			\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	A	Y





## 2013/2014 DRAFT FEES AND CHARGES

### Strategic Planning...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<i>Stage 4 Exhibition of Planning Proposal</i>			Actual Cost of Advertisement & Administration Fee of \$1,000.00	Actual Cost of Advertisement & Administration Fee of \$1,000.00	A	Y
<i>Stage 5 Report to Council: Prepare report assessing matters / issues raised in submissions. Report to Council.</i>	1-20940-000-1335		Limited number of submissions (<200) and / or non contentious submissions \$2,500.00 OR Moderate number submissions (201 – 500) and / or limited contentious submissions \$5,000.00 OR Extreme number of submissions (>500) and / or contentious submissions \$10,000.00	Limited number of submissions (<200) and / or non contentious submissions \$2,500.00 OR Moderate number submissions (201 – 500) and / or limited contentious submissions \$5,000.00 OR Extreme number of submissions (>500) and / or contentious submissions \$10,000.00	A	Y
<i>Stage 6 Report to Department of Planning: Forward report and Council resolution, provide additional information at Departments request.</i>			Administration Fee of \$1,500.00	Administration Fee of \$1,500.00	A	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Waste Management

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Domestic Waste &amp; Recycling Charges</b>						
<b>Vacant Land</b>	1-25970-000-1211	Annual	\$80.00	\$100.00	C	N
<b>Exempt Land Charge</b>		Annual			C	N
A charge under Section 496 for each parcel of vacant, rateable land for which a domestic waste service is available.						
<b>Occupied Land (3 Bin Service)</b>	1-25970-000-1211	Annual	\$460.00	\$534.00	C	N
A charge under Section 496 for each parcel of occupied, rateable land for which a domestic waste, greenwaste and recycling service is available where the amount of such charge is derived by applying the formula: $C = S \times \$534.00$ Where C = Annual Charge S = Number of general waste bins provided to the parcel of land for collection Or Where the parcel of land received a bulk waste service, the number of separate tenements.						
<b>Waste Management Charges</b>						
<b>Non Rateable (3 Bin Service)</b>	1-26970-000-1213	Annual	\$460.00	\$587.40	C	Y
A charge under Section 502 for each general waste bin (excluding any bins provided for recycling) collected from a parcel of non rateable land to which a waste collection service is available where the amount of such charge is derived by applying the formula: $C = S \times \$587.40$ Where C = Annual Charge S = Number of general waste bins provided to the parcel of land for collection Or Where the parcel of land received a bulk waste service, the number of separate tenements.						
<b>Subsidiary Waste Charges</b>						
<b>Subsidiary General Domestic Waste Charge</b>	1-25970-000-1211	Annual	\$200.00	\$220.00	C	N
A charge for provision of a 240 litre collection, and disposal from domestic and other premises (Fortnightly Service)						



## 2013/2014 DRAFT FEES AND CHARGES

### Waste Management...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Subsidiary Recycling Charge</b>	1-25970-000-1211	Annual	\$80.00	\$82.00	C	N
A charge for provision of a 240 litre collection, and disposal from domestic and other premises (Fortnightly Service)						
<b>Subsidiary Recycling Charge (Upgrade)</b>	1-25970-000-1211	Annual	\$30.00	\$30.00	C	N
A charge for upgrading the standard 240 litre bin to a 360 litre bin – Annual Charge						
<b>Subsidiary Organic Waste Charge</b>	1-25970-000-1211	Annual	\$125.00	\$129.00	C	N
A charge for provision of a 240 litre collection and disposal from domestic and other premises. (Weekly Service)						
<b>Subsidiary Waste Charges – 660L or 1100L Bulk Bins</b>	1-25970-000-1211		By Quotation	By Quotation	C	N
A charge for provision of a 660 litre or 1100 litre collection, and disposal from domestic and other premises, for mixed waste, recycling or organics.						
<b>Upgrade Administration Fee</b>	1-25970-000-1211		\$50.00	\$50.00	C	N
A charge for change of bin size (Red & Green Bins Only)						
<b>Mixed Waste (Non-Separated) Charge</b>	1-25970-000-1211	Annual	\$550.00	\$550.00	C	N
<b>Bin Reinstatement Fee</b>	1-25970-000-1211		\$80.00	\$80.00	C	N
A charge for replacement of Red, Green & Yellow Bin service collection due to suspended service.						
<b>Non-Domestic Waste Charges</b>						
<b>Vacant Land</b>	1-26970-000-1312	Annual	\$80.00	\$100.00	C	Y
<u>Commercial &amp; Industrial</u> A charge under Section 501 for each parcel of vacant, rateable land, which is not zoned for residential purposes for which a waste management service is available.						
<b>Occupied Land</b>	1-26970-000-1312	Annual	\$460.00	\$587.40	C	Y
A charge under Section 501 for each parcel of rateable land where a waste management service (other than a domestic waste management service) is provided.						
<b>Private Bulk Waste</b>	1-26970-000-1312	Annual	\$460.00	\$587.40	C	Y
A charge under Section 501 for each parcel of occupied, rateable land, which is not zoned for residential purposes, where a bulk waste management service is provided.						
<b>Lease of Recycling Centre &amp; Waste Recovery Centre</b>	1-26910-000-1520					



## 2013/2014 DRAFT FEES AND CHARGES

### Waste Management...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Englands Road CCRR Park Diverted to Processing Plant</b>	1-26900-000-1315 (Englands Road) TIPE					
Car / Wagon – Mixed Waste		Vehicle (up to 20 kg)	\$9.00	\$10.00	D	Y
Car / Wagon – Mixed Waste		Vehicle (up to 60 kg)	\$17.00	\$19.00	D	Y
Other Vehicles – Mixed Waste		Tonne	\$165.00	\$175.00	D	Y
Car / Wagon – Organics		Vehicle (up to 60 kg)	\$12.00	\$13.00	D	Y
Box Trailer / Ute – Organics		Vehicle (up to 150 kg)	\$18.00	\$19.00	D	Y
Other Vehicles – Organics		Tonne	\$128.00	\$135.00	D	Y
Commercial / Industrial Organics						
- Class O1 – Sorted <3% Contamination		Tonne	\$128.00	\$135.00	D	Y
- Class O2 –<10% Contamination		Tonne	\$160.00	\$170.00	D	Y
- Class O3 –<25% Contamination		Tonne	\$200.00	\$215.00	D	Y
- Class O4 –<40% Contamination		Tonne	\$260.00	\$280.00	D	Y
- Class O5 –>40% Contamination						
			NOT ACCEPTED – DIRECTED TO LANDFILL AT MIXED PUTRESCIBLE WASTE RATE			
Commercial / Industrial Mixed Waste						
- Class M1 – Sorted <3% Contamination		Tonne	\$165.00	\$175.00	D	Y
- Class M2 –<10% Contamination		Tonne	\$216.00	\$225.00	D	Y
- Class M3 –<25% Contamination		Tonne	\$257.00	\$280.00	D	Y
- Class M4 –<40% Contamination		Tonne	\$307.00	\$330.00	D	Y
- Class M5 –>40% Contamination						
			NOT ACCEPTED – DIRECTED TO LANDFILL AT MIXED PUTRESCIBLE WASTE RATE			
<p><i>Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.</i></p>						
Weighbridge Reports (Account Customers Only)		Each	\$15.00	\$15.00	D	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Waste Management...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included	
<b>Englands Road CCRR Park Directed to Landfill</b>	1-26900-000-1315 (Englands Road) TIPE						
Car / Wagon – Mixed Dry Waste		Vehicle (up to 20 kg)	\$9.00	\$10.00	D	Y	
Car / Wagon – Mixed Dry Waste		Vehicle (up to 60 kg)	\$17.00	\$19.00	D	Y	
Organics – Stumps, Logs, Pallets, Timber & Palms		Tonne	\$157.00	\$165.00	D	Y	
Sorted Dry Non Putrescible Waste		Tonne	\$190.00	\$205.00	D	Y	
Mixed Putrescible Waste (unsorted) > 40% contamination		Tonne	\$345.00	\$370.00	D	Y	
Demolition Mixed		Tonne	\$190.00	\$205.00	D	Y	
Car Tyres		5 kg	\$4.00	\$4.50	D	Y	
Light Truck Tyres		10 kg	\$11.00	\$12.00	D	Y	
Heavy Truck Tyres		40 kg	\$21.00	\$22.00	D	Y	
Motor Cycle Tyres		4 kg	\$3.00	\$3.00	D	Y	
Super Single Tyres		50 kg	\$58.00	\$60.00	D	Y	
Tractor Tyres		150 kg	\$189.00	\$190.00	D	Y	
Shredded Tyres		Tonne	\$200.00	\$220.00	D	Y	
All Recyclables			None	None	D	Y	
Animal Disposal – Small		Each	\$24.00	\$27.00	D	Y	
Animal Disposal – Large		Each	\$100.00	\$105.00	D	Y	
Contaminated Bins – Kerbside garbage, recycling, greenwaste			None	None	D	Y	
Concrete / Masonry		Tonne	\$72.00	\$80.00	D	Y	
Soils (all) apart from clean clay		Tonne	\$60.00	\$75.00	D	Y	
Clean Clay			None	None	D	Y	
Mud, Silt & Dirty Water		Tonne	\$72.00	\$85.00	D	Y	
Contaminated Soil		Tonne	\$120.00	\$135.00	D	Y	
Car Body / Recyclable Material		Tonne	None	None	D	Y	
Asbestos		Tonne	\$255.00	\$290.00	D	Y	
Truck Wash Use		Each	\$12.00	\$13.00	D	Y	
<p><i>Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.</i></p>							



## 2013/2014 DRAFT FEES AND CHARGES

### Waste Management...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Charity ( <i>Payment made by Council on behalf of Charity</i> )	1-26900-000-1315 (Englands Road) TIPE		Donation	Donation	D	Y
Waste Oil (max. 20 litres containers)		Litre	None	None	D	Y
Quarantine Bags		Tonne	\$219.00	\$240.00	D	Y
RTA Weight Certificate		Each	\$24.00	\$25.00	D	Y
Items to Waste Recovery Facility			None	None	D	Y
<b>Woolgoolga &amp; Coramba Waste Transfer Stations</b>	1-26902-000-1315 (Woolgoolga) TIPW 1-26901-000-1315 (Coramba) TIPC					
Car / Wagon – Mixed Dry Waste		Vehicle – Up to 20 kg	\$9.00	\$10.00	D	Y
Car / Wagon – Mixed Waste		Vehicle – Up to 60 kg	\$17.00	\$19.00	D	Y
Box Trailer / Ute – Mixed Waste		Up to 100 kg	\$20.00	\$23.00	D	Y
Box Trailer / Ute – Mixed Waste		Over 100 kg	\$55.00	\$68.00	D	Y
Double Axle Trailer – Mixed Waste		Up to 500 kg	\$95.00	\$110.00	D	Y
Light Truck – Mixed Waste		Up to 500 kg	\$95.00	\$110.00	D	Y
Car / Wagon – Organics		Vehicle – Up to 40 kg	\$12.00	\$13.00	D	Y
Box Trailer / Ute – Organics		Up to 100 kg	\$18.00	\$19.00	D	Y
Double Axle Trailer - Organics		Up to 300 kg	\$30.00	\$32.00	D	Y
Light Truck - Organics		Up to 300 kg	\$30.00	\$32.00	D	Y
Car Tyres		5 kg	\$4.00	\$4.50	D	Y
Recyclables to drop off area			None	None	D	Y
<i>Note: No Vehicle with more than 500kg will be accepted.</i>						
<i>Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### Corporate Business

#### Airport

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Airport Landing Fees</b>						
<b>General Aviation</b>	1-44900-000-1332	Pro-rata per tonne MTOW	\$8.50	\$9.00	E	Y
Based on maximum take-off weight (MTOW)						
<b>Annual Charge (Aircraft based at Airport)</b>	1-44900-000-1332	Per Aircraft / Per Annum				
Commercial						
- Fixed Wing			\$450.00	\$460.00	E	Y
- Helicopter			\$350.00	\$360.00	E	Y
Private						
- All Aircraft Types			\$250.00	\$260.00	E	Y
<b>Regular Passenger Transport</b>						
Passenger Charge:	1-44922-000-1332	Head Tax  Per Passenger Movement	Passenger Movement Fees (inclusive of security) for the period 1 July 2010 to 30 June 2015, per passenger movement, shall range from \$9.35 to \$13.75.	Passenger Movement Fees (inclusive of security) for the period 1 July 2010 to 30 June 2015, per passenger movement, shall range from \$9.35 to \$13.75.	E  E  E	Y  Y  Y
			Passenger Movement Fees maybe reduced or waived by negotiation for new or expanded services and/or growth incentives.	Passenger Movement Fees maybe reduced or waived by negotiation for new or expanded services and/or growth incentives.	E	Y
<b>Military Aircraft</b>	1-44924-000-1332					
Pro-rata per landing			As negotiated by Australian Airports Association	As negotiated by Australian Airports Association	C	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Airport...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Non RPT Aircraft Using RPT Apron</b>	1-44918-000-1563					
Passenger / crew charge (For access through Charter Terminal)		Per Passenger / Crew Movement	\$11.00	\$12.00	E	Y
RPT apron parking fee (Turnaround):						
- Less than 9 Hours		Per Aircraft	\$55.00	\$70.00	E	Y
- Greater than 9 Hours or Overnight		Per Aircraft	\$110.00	\$140.00	E	Y
Callout Fee (Outside Operational Hours) *						
Fees as above plus a callout fee		Per movement	\$200.00	\$200.00	E	Y
* Operational hours are deemed to be when an Airport Reporting Officer is on duty at the Airport						





## 2013/2014 DRAFT FEES AND CHARGES

### Airport...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Airport Car Parking Fees</b>	1-44926-000-1563					
<i>Introduced in June 2010</i>						
<b>Short Term Parking</b>						
- 0 to 15 Minutes		Minutes	Free	Free	E	Y
- 15 Minutes to 1 Hour		Minutes	\$2.00	\$2.50	E	Y
- 1 to 2 Hours		Hours	\$4.00	\$5.00	E	Y
- 2 to 3 Hours		Hours	\$6.00	\$7.00	E	Y
- 3 to 4 Hours		Hours	\$8.00	\$9.00	E	Y
- 4 to 5 Hours		Hours	\$10.00	\$11.00	E	Y
- 5 to 24 Hours		Hours	\$12.00	\$13.00	E	Y
Maximum Charge for First Day						
<b>Long Term Parking</b>						
- Day 2		Day	\$12.00	\$13.00	E	Y
- Day 3		Day	\$10.00	\$10.00	E	Y
- Day 4		Day	\$10.00	\$10.00	E	Y
- Day 5		Day	\$8.00	\$8.00	E	Y
- Day 6		Day	\$8.00	\$8.00	E	Y
- Day 7	Day	\$6.00	\$7.00	E	Y	
Daily Rate After 7 Days	Day	\$6.00	\$7.00	E	Y	
<b>Other Airport Fees</b>						
ASIC New / Renewal	Each	\$220.00	\$220.00	D	Y	
ASIC Replacement	Each	\$70.00	\$70.00	D	Y	
Proximity Card Replacement	Each	\$25.00	\$25.00	D	Y	
Abloy Key (Electronic)	Each	\$192.00	\$192.00	D	Y	
Abloy Key (Standard)	Each	\$33.50	\$33.50	D	Y	
Drug & Alcohol Testing (External)	Each	\$120.00	\$120.00	D	Y	



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>BCU International Stadium</b>	Various					
<b>Ground Hire – Day Hire</b>						
Major event ( <i>See Notes on Major Sporting Events</i> )		Day	By Negotiation	By Negotiation	D	Y
Weekday ( <i>Note 1</i> )					D	Y
- Full Day		First Day	\$520.00	\$535.00	D	Y
- Full Days		Consecutive Days	\$275.00	\$285.00	D	Y
Weekend ( <i>Note 1</i> )						
- Full Day		First Day	\$620.00	\$635.00	D	Y
- Full Days		Consecutive Days	\$380.00	\$390.00	D	Y
Should your event commence on a weekday and fall over a weekend, the consecutive day rate for weekend use will apply for the weekend dates used. Similarly, should your event commence on a weekend, and carryover into a weekday, the weekday will be charged at the consecutive day rate for weekdays.						
School Athletics		Per Day	\$320.00	\$330.00	B	Y
Cleaning bond – returned upon satisfactory cleaning of the grandstand and surrounds			\$185.00	\$190.00	D	N
<b>Seasonal Hire / Regular Users</b> <i>(Applies to seasonal fixtures only)</i>						
<b>Ground Hire</b>						
Weeknight ( <i>Note 3</i> )		Hour	\$88.00	\$95.00	D	Y
- Minimum of 3 hours @ \$85/hr		<= 3 Hours	\$264.00	\$285.00	D	Y
<b>Flood Lights Hire</b>						
Lights for any night of the week – Minimum 3 hour hire fee applies					D	Y
- 200 Lux		Hour	\$31.00	\$32.00	D	Y
- 500 Lux		Hour	\$77.00	\$79.00	D	Y
- 1,500 Lux		Hour	On Application	On Application	D	Y
A minimum 7 days notice is required for all ground usage bookings						



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Venue Hire</b> Meeting Rooms and ancillary functions			By Negotiation	By Negotiation	D	Y
<b>Notes – Use of Stadium</b>						
<p>1 Weekday is Monday to Friday 8am – 5 pm inclusive. Weeknight is Monday to Friday 5pm – 10 pm inclusive. Weekend is 8am – 10 pm inclusive Saturday and Sunday. Public Holiday Surcharge (50%) applies to all BCU Stadium and Coffs Coast Sports and Leisure Park hire fees, for all rates (weekday, weekend and week night) for all event days falling on a gazetted public holiday.</p> <p>2 Day hire provides for up to 8 hours of usage. The daily fee includes use of most of the Stadium's facilities such as the field, grandstand, change rooms, ticket box, referees room, meeting / sports administration room.</p> <p>3 Seasonal bookings are regular weekly activities. Winter season: April – September. Summer season: October – March. Seasonal bookings are subject to availability which may change throughout the season depending on major event bookings. Seasonal booking hire is for a minimum of three hours.</p> <p>4 Stadium is not available for training.</p> <p>5 New winter season charges will not apply until winter 2014.</p> <p>6 Council is a participant in the Companion Card Program, whereby people with a disability who require companion support and are a registered cardholder, are entitled to a second ticket for their companion at no charge.</p>						



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Sporting Field Charges</b>	Various					
<b>Seasonal Fixture Allocation</b>						
Senior – Day		Oval	\$2,975.00	\$3,045.00	B	Y
Senior – Half Day		Oval	\$1,480.00	\$1,515.00	B	Y
Junior – Day		Oval	\$1,480.00	\$1,515.00	B	Y
Junior – Half Day		Oval	\$770.00	\$790.00	B	Y
Composite – Day		Oval	\$2,245.00	\$2,300.00	B	Y
Composite – Half Day	Oval	\$1,120.00	\$1,145.00	B	Y	
<b>Seasonal Training Allocations</b> (Only applies where no fixtures are charged)						
Senior – Hours per week	Oval	\$295.00	\$305.00	B	Y	
Junior – Hours per week	Oval	\$150.00	\$155.00	B	Y	
Composite – Hours per week	Oval	\$220.00	\$225.00	B	Y	
<b>Pre- Season Training – Per Hour</b>		Oval	\$10.00	\$11.00	B	Y
Pre-season training rate only available four weeks prior to commencement of either the winter or summer season, and applies to ground hire only. This rate does not include use of amenities or flood lights. Should you require use of amenities - casual booking fees will apply.						
<b>Casual Booking – Fixture</b>						
Half Day (Senior, Junior or Composite)		Oval	\$170.00	\$175.00	B	Y
Full Day (Senior, Junior or Composite)		Oval	\$225.00	\$230.00	B	Y
Casual booking – training (Only applies where no fixtures are charged)		Per Hour	\$36.00	\$37.00	B	Y
<b>Turf Wicket Preparation Fee (Per Wicket)</b>						
- Coffs Coast Sport & Leisure Park 1			\$110.00	\$110.00	B	Y
- Coffs Coast Sport & Leisure Park 2			\$110.00	\$110.00	B	Y
<i>Note: Can vary dependent on length of cricket event</i>						
<b>Training Lights</b>						
Seasonal Allocation – Hours per Week		Oval	\$495.00	\$510.00	B	Y
Casual Booking – Per Hour		Oval	\$29.00	\$30.00	B	Y
<b>Bond</b> (against lost key(s), damage to property etc)						
Club		Season	\$200.00	\$200.00	D	N
Association		Season	\$400.00	\$400.00	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Notes – Use of Sporting Fields</b>						
1. Half day is up to five hours. Full day is five to ten hours 2. Pre-season training rate only available four weeks prior to commencement of either the winter or summer season; and applies to ground hire only. It is only available where there is no conflict with the regular seasonal user's requirements. This rate does not include use of the any amenities including storage, change rooms, toilets (unless public toilets are open on site), canteen or flood lights. No keys are provided. Should you require use of amenities – casual booking fees will apply.						
<b>Key Deposit – Casual Hirer</b>			\$100.00	\$100.00	D	N
<b>Key Replacement Cost</b>		Per Key	\$60.00	\$60.00	D	Y
Subject to increase if cost of replacement increases)						
<b>Major Sporting Events</b>						
Events of national, state or regional significance will take priority over local bookings (including seasonal allocations). Sports grounds hire fees and charges for Regional, State and National events held on sports grounds under the control of Council may be reduced or waived by negotiation with the Sports Unit Manager. A minimum bond of \$1,000 will be required for major events, with the actual amount being determined by the Sports Unit Manager dependent on the size and type of event. This amount will be drawn upon for any facility repairs and / or cleaning, if required. Event set-up costs for major events such as extra mowing or line marking are applicable and are negotiable with the Sports Unit Manager.						
<b>Woolgoolga Sports Council Inc</b>						
<b>Ground Fees</b>						
Cost per day per field - Seniors		Per Day	\$170.00	\$180.00	D	N
- Juniors		Per Day	\$85.00	\$90.00	D	N
Training Allocation per Season (For clubs with over 2 nights training sessions)		Per Season	\$340.00	\$350.00	D	N
Casual Booking Fee (Refundable Cleaning Fee Deposit of \$75 – charged with Casual Booking Fee)		Per Field	\$170.00	\$180.00	D	N
		Per Hour	\$31.00	\$32.00	D	N
<b>Key Deposits</b>						
Bond against lost keys or a charge to property		Club	\$220.00	\$225.00	D	N
		Assoc.	\$440.00	\$450.00	D	N
Key Deposit Cancellation			\$110.00	\$115.00	D	N
Extra Key Required		Key	\$50.00	\$60.00	D	N
<i>All posts and structures are to be removed from the facility by an agreed date (2 weeks after completion of the last competition round unless finals are in progress) otherwise a \$200 fine will be levied on the offending club or association.</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### Civic Management

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Council Delivery Program / Operational Plan</b> Delivery Program / Operational Plan	1-14910-000-1338	Copy	\$25.00	\$25.00	E	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Annual Report</b> Summary (Part 1) Annual Report (Parts 1 and 2)	1-14920-000-1338	Copy Copy	Free \$25.00	Free \$25.00	B E	N N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Council Business Papers</b> Supply of Council's Business Papers		Annual Copy	\$1,500.00 \$100.00	\$1,500.00 \$100.00	E E	N N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Minutes of Council Meetings</b> Supply of Council Minutes		Copy	\$35.00	\$35.00	E	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Hire of Plaque Stand &amp; Ceremonial Curtains</b>	1-11905-000-1335	Day	\$25.00	\$25.00	E	Y
<i>Note: Hirers will be charged for the costs of repairs, should either the plaque stand or the curtains be returned in a damaged state.</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### Finance

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Private Works Administration Charge</b>	1-13910-000-1795					
S377 Committees and grant funded road works programmes			5% plus GST	5% plus GST	F	Y
Other Private Works			15% plus GST	15% plus GST	F	Y
<b>Bond Administration Fee</b>	1-13919-000-1335		\$110.00	\$110.00	E	Y
Bonds Greater than \$500 – Not applicable to Non-Profit or Sporting Organisations.						
<b>Ordinary Rates</b>	Rate Notice					
Residential Rate			0.32925 cents in \$ (Base \$295.00)	0.34058 cents in \$ (Base \$305.00)	C	N
Business Rate			0.76697 cents in \$ (Minimum \$500.00)	0.79325 cents in \$ (Minimum \$515.00)	C	N
Farmland Rate			0.32925 cents in \$ (Base \$295.00)	0.34058 cents in \$ (Base \$305.00)	C	N
City Centre Business Rate (With CBD Special Variation)			1.05813 cents in \$ (Minimum \$485.00)	1.09381 cents in \$ (Minimum \$500.00)	C	N
Environmental Levy			0.00983 cents in \$ (Base \$19.00)	0.01016 cents in \$ (Base \$19.65)	C	N
Outstanding Rates, Interest			10% (daily on a simple basis)	Council to adopt maximum allowable as per Ministerial Direction (daily on a simple basis)	C	N
<b>Rate &amp; Property Enquiry</b>	1-13920-000-1335 RATE					
Verbal (Telephone and Counter)		Assessment	Free	Free	D	N
Computerised Transaction Listing (Screen Dump)		Assessment	Free	Free	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Finance...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Copy of Rate / Water Notice - Free to Property Owner	1-13920-000-1335	Per Notice	\$5.00	\$5.00	D	N
<b>Special Water Meter Reading</b> (Domestic and Non Domestic)	1-13935-000-1321 WATR	Assessment	\$65.00	\$70.00	E	Y
<b>Water Account Recovery Charges</b>	1-13940-000-1336					
Reminder Notice Penalty		Account	\$6.00	\$6.00	E	N
Restriction / Disconnection Notice Penalty		Account	\$25.00	\$25.00	E	N
Rates and Water Debtors – Recovery Costs (involving legal action)		Per Recovery Action	All external costs incurred by Council to be levied onto the relevant rate / water account (Section 550 LGA)	All external costs incurred by Council to be levied onto the relevant rate / water account (Section 550 LGA)	D	N
<b>Section 605 Search (LG Act)</b>	1-11923-000-1335					
Expenses relating to tracing people		Account	All external costs incurred by Council to be levied onto relevant rates / water account	All external costs incurred by Council to be levied onto relevant rates / water account	E	N
<b>Section 603 Certificate</b>	1-11920-000-1320 CER603	Each	\$65.00	\$70.00	C	N
Urgent Processing (Additional Fee)	1-11920-000-1335	Each	\$65.00	\$70.00	C	Y
Update of Section 603 Certificate (Verbal) – within 2 months of issue of original certificate		Each	Free	Free		N
<b>Dishonour Administration Fee</b>	1-13915-000-1335					
Applicable to all dishonoured payments.						
Cheque Payments		Per Payment	\$15.00	\$15.00	D	N
Direct Debit Payments		Per Payment	\$15.00	\$15.00	D	N
Processing and Confirmation of Direct Debit Applications		Per Request	Free	Free	D	N





## 2013/2014 DRAFT FEES AND CHARGES

### Finance...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Processing and Confirmation of Pensioner Rebate Applications		Per Request	Free	Free	D	N
<b>Credit Card Surcharge</b>	1-13912-000-1335					
Over the Counter Payments			0.6% of Payment	0.6% of Payment	D	Y
Telephone & Internet Payments			0.6% of Payment	0.6% of Payment	D	Y
<p>Council charges a Credit Card Surcharge Fee if Customers pay for Services with their Credit Card.                      This fee is charged as an additional 0.60%.                      This Credit Card Surcharge Fee will also generate a GST amount if the underlying Council Service being paid for attracts GST, otherwise GST is NOT applicable on the Credit Card Surcharge Fee.                      The Credit Card Surcharge Fees is non-refundable in the event that the original charge is refunded.</p>						
<b>Account Keeping Fee</b>	1-13933-000-1335	Per Month	\$20.00	\$20.00	E	Y
Sundry Debtors Accounts Only – such as Conveyancing						
<b>Sundry Debtors Account Late Fee</b>	1-13933-000-1335	Per Invoice	\$20.00	\$20.00	E	Y
<p>Applied where there has been non compliance with the Invoice terms, other than where a suitable arrangement has been made.</p>						
<b>Street Directories</b>	1-11914-000-1563	Each	\$20.00	\$20.00	E	Y
<b>Business Paper Subscription</b>	1-11901-000-1335 SUNQ		\$20.00	\$20.00		
Business Paper plus Minutes (per Council Committee)		Annual	\$600.00	\$600.00	E	N
Minutes Only (per Council Committee)		Annual	\$200.00	\$200.00	E	N
<p>Note: Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></p>						
<b>Refund Fee</b>	1-11901-000-1335		\$25.00	\$25.00	E	Y
<p>Fee to cover administration costs related to refunds. Not applicable in relations to deposits or water or rate payments</p>						
<b>Employee Vehicle Contribution Income</b>	1-59952-000-1784					N
<b>Building Long Service Levy Contribution</b>	1-11911-000-1530				D	Y
<b>Early Childhood Centre, Park Avenue – Room Hire</b>	1-41902-000-1520					
Non Funded		Hour	\$15.00	\$15.00	B	Y
Funded		Hour	\$25.00	\$25.00	B	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Human Resources & Organisational Development

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Human Resources Services</b> Information leaflets attachments to pay slips (external organisations)	1-15910-000-1530	Each Pay	\$335.00	\$350.00	D	Y
<b>Administration Fee – Section 355 Committees</b>	1-15900-000-1795	Per Employee Per Year	\$775.00	\$800.00	D	Y
<b>External Training (Conducted by Council Staff)</b>	1-15910-000-1530		Quotation	Quotation	F	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Information Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Map / Digital GIS Data Preparation &amp; Administration</b>	1-12900-000-1339	Hour		\$40.00 (Min \$20.00)	E	Y
Map / Digital GIS Data Preparation & Administration Fee to be paid in addition to Map Plots and Digital GIS Data						
<b>Map Plots</b> Cadastral Base Fabric (Road / Rail / Creek / Lot).	1-12900-000-1339	Per Plot / Sheet				
A4			\$6.00	\$7.00	E	Y
A3			\$8.00	\$9.00	E	Y
A2			\$11.00	\$12.00	E	Y
A1			\$15.00	\$16.00	E	Y
A0			\$20.00	\$22.00	E	Y
Thematic Layers (Vector / Raster)		Per Thematic GIS Layer Group				
A4				\$1.50	E	Y
A3				\$2.00	E	Y
A2				\$3.00	E	Y
A1				\$4.00	E	Y
A0				\$5.00	E	Y
Imagery (Incl. Aerial Photography)		Per Plot / Sheet				
A4				\$10.00	E	Y
A3				\$15.00	E	Y
A2				\$20.00	E	Y
A1				\$40.00	E	Y
A0				\$50.00	E	Y
<b>Supply of Maps to Council – Engaged Project Consultants</b>				Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	E	Y
<b>Colour Plotter Use (Non Mapping)</b>	1-12901-000-1339	Per Plot / Sheet	Quotation	Quotation	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Information Services ...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Digital GIS Data</b>	1-12900-000-1339					
Includes imagery. Sold subject to copyright. Supplied in ESRI-compatible, digital formats.						
For Areas ≤ 3,000 Hectares		Per Thematic GIS Layer Group		\$70.00 + \$1.50 per Hectare	E	Y
For Areas > 3,000 Hectares Total				Quotation	E	Y
<b>Supply of Digital GIS Data to Council – Engaged Project Consultants</b>			No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	E	Y
<b>Professional GIS Services to other Councils</b>			Not Currently Charged	Quotation	E	Y
<b>House Numbers</b>	1-12900-000-1338					
Templates			\$6.00	\$7.00	E	Y
Stickers			\$1.25	\$1.50	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Information Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Copying (Black &amp; White)</b>	1-11901-000-1335					
A4 size		Per Sheet	\$0.50	\$0.50	E	N
A3 size		Per Sheet	\$1.00	\$1.00	E	N
A1 size		Per Sheet	\$10.00	\$10.00	E	N
<b>Colour Copying</b>	1-11906-000-1335					
External – A4 size		Copy	\$1.00	\$1.00	E	Y
External – A3 size		Copy	\$2.00	\$2.00	E	Y
<b>Soft Copies of Records</b>	1-11901-000-1335					
Electronic documents provided on CD or DVD.						
<i>Postage &amp; Courier charges apply where applicable to all copying charges.</i>						
< 5 mg emailed		Per mg	Free	Free	E	Y
Per Disk		Disk	\$20.00	\$20.00	E	Y
<b>Copy of Sewerage Diagrams</b>	1-11901-000-1335 SUNQ	Each	\$10.00	\$10.00	A	N
<b>Commercial Enquiries</b>						
- Additional A1 Sheets Copied		Each	\$10.00	\$10.00	A	N
<b>Property Owner Enquiries</b>						
Supply of plans to plumbers showing location of sewer mains / junctions		Each	Free	Free	A	N
Supply of drainage diagrams (to residential property owners for their own property)		Each	Free	Free	A	N
<b>DA Scanning Fees</b>	1-11901-000-1335 SUNQ					
- 1 to 10 Plans / Images			\$35.00	\$35.00	A	Y
- 11 to 20 Plans / Images			\$100.00	\$100.00	A	Y
More than 20 Plans / Images			\$220.00	\$220.00	A	Y
A2 Colour Plan		Each	\$17.50	\$17.50	A	Y
A1 Colour Plan		Each	\$22.00	\$22.00	A	Y
A0 Colour Plan		Each	\$27.00	\$27.00	A	Y
Digital Lodgement				Free	Free	A
To avoid being charged a scanning fee, applicants are reminded to supply a copy of their application on CD-ROM, USB or other digital format. Each document including the application form, drawings and plans must be provided in digital format.						



## 2013/2014 DRAFT FEES AND CHARGES

### Information Services ...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Copy of a Building / Development Application Plan</b>	1-11901-000-1335 SUNQ		Refer to Copy Charges	Refer to Copy Charges	E	N
<b>Plan of Subdivision (DP) Print</b>			Refer to LPMA website	Refer to LPMA website		
<b>Title Searches</b>			Refer to LPMA website	Refer to LPMA website		
Applications for title searches and subdivision (DP) prints can be obtained from <a href="http://www.lpma.nsw.gov.au">www.lpma.nsw.gov.au</a>						
<b>Open Access Information under Government Information (Public Access) Act 2009</b>	1-11901-000-1335 SUNQ		Free	Free	C	N
Viewing of information			Free	Free	C	N
Copying of information			As per Copy Rates	As per Copy Rates	C	N
<b>Access Applications under GIPA Act</b>	1-11901-000-1335 SUNQ					
<b>Personal Nature</b>						
- Access Application Fee (includes 20 hrs processing)			\$30.00	\$30.00	C	N
- Processing Charge in excess of 20 hours		Hour	\$30.00	\$30.00	C	N
- Internal Review Application Fee			\$40.00	\$40.00	C	N
<b>Non- Personal Nature</b>						
- Access Application Fee			\$30.00	\$30.00	C	N
- Processing Charge		Hour	\$30.00	\$30.00	C	N
- Internal Review Application Fee			\$40.00	\$40.00	C	N
<i>Note: An applicant may be entitled to a 50% reduction in the processing charge.</i>						
<b>Hourly Access Fee</b>	1-11901-000-1335 SUNQ					
Staff time including subpoena, proactive access requests and includes photocopying charges		Hour	\$45.00	\$45.00	D	N
<b>Consultancy Income</b>	1-12986-000-1563	Hour	Quotation	Quotation	E	Y
<b>Counter Enquiries – Specific Projects</b>	1-12903-000-1338	Hour	\$145.00	\$145.00	E	Y
Including mailing lists, ad-hoc query and report etc						



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Valuation Fee</b>	1-40930-000-1335					
Valuation fee			As quoted (\$350.00 minimum)	As quoted (\$350.00 minimum)	E	Y
Road closure / purchase application fee			\$350.00	\$450.00	A	Y
Road enclosure licence fee			Determined on an individual basis	Determined on an individual basis	F	Y
<b>Certificate as to Classification of Land</b>	1-40930-000-1335		\$40.00	\$45.00	F	N
<b>Use of Public Land</b> Including Outdoor Dining & Display of Goods on Council Footpaths						
<b>Application Fees:</b>						
Initial application	1-41900-000-1520	Per Application	\$250.00	\$260.00	F	Y
Variation		Per Application	\$150.00	\$155.00	F	Y
<b>Licence Fee:</b>						
Coffs Harbour CBD (under Council Arbour)	1-40915-000-1520	Per m2 pa	\$178.00	\$183.00	F	Y
Coffs Harbour CBD (Harbour Drive & West High St)	1-40915-000-1520	Per m2 pa	\$150.00	\$154.00	F	Y
Coffs Harbour CBD (other areas)	1-41900-000-1520					
- Vernon Street		Per m2 pa	\$117.00	\$120.00	F	Y
- Park Avenue		Per m2 pa	\$117.00	\$120.00	F	Y
- Moonee Street		Per m2 pa	\$96.00	\$99.00	F	Y
- Grafton Street		Per m2 pa	\$96.00	\$99.00	F	Y
- Far End of West High Street		Per m2 pa	\$75.00	\$77.00	F	Y
Coffs Harbour Jetty	1-41930-000-1327	Per m2 pa	\$107.00	\$110.00	F	Y
Sawtell, Woolgoolga	1-41900-000-1520	Per m2 pa	\$75.00	\$77.00	F	Y
Other Areas	1-41900-000-1520	Per m2 pa		Fee to be determined by Property Manager	F	Y
<p><i>Note: Fees are payable for the whole year and no pro-rata reduction for suspended use will be granted. If a licence is cancelled, then re-issued for the same location, the application fee for the new licence will be equivalent to the licence fees for the period of cancellation, or as above, whichever is greater.</i></p>						



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Sale of Roads</b>	1-40910-000-1563					
<b>Preparing a Residential Site Agreement or Movable Dwelling Agreement</b>	1-41900-000-1335	Each	\$15.00	\$15.00	C	Y
<b>Crown Reserves or Regional Park</b>						
Temporary Licence Application Fee (issue temporary licence for use of Crown Reserve in accordance with Crown Lands Act and Regulations or National Parks and Wildlife Act and Regulations) – To be applied where usage is more than 7 days.						
Coffs Coast State Park and other Crown Reserves	1-41912-000-1335	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	E	Y
Coffs Coast State Park and other Crown Reserves – Additional Charges for Commercial Activity	P90600 – Jetty Foreshores P90100 - Park Beach P90301 - Woolgoolga P90207 - Sawtell		Fee to be determined by Property Manager	Fee to be determined by Property Manager	E	Y
Coffs Coast Regional Park	1-41913-000-1335	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	E	Y
Coffs Coast Regional Park – Additional charges for Commercial Activity.	1-69071-000-1520		Fee to be determined by Property Manager	Fee to be determined by Property Manager	E	Y





## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13		Proposed Fee or Charge 2013/14		Pricing Policy	GST Included
			Incl. of GST		Incl. of GST			
<b>Community Village Charges</b>	1-41940-000-1335 CVMeeting		Weekday	Weekend & Evening	Weekday	Weekend & Evening		
<b>Community Village Meeting Room Hire Charges (Including Cavanbah Centre &amp; 189B Harbour Drive)</b>								
Weekend and evening rates (apply from 7pm onwards)								
<b>Three Rooms (per hour)</b>								
- Non Funded		Hour	\$18.00	\$26.00	\$19.50	\$28.00	B	Y
- Part Funded		Hour	\$36.00	\$42.00	\$39.00	\$45.50	B	Y
- Commercial		Hour	\$85.00	\$106.00	\$92.00	\$114.50	B	Y
<b>Three Rooms (per day)</b>								
- Non Funded		Day	\$95.00	\$135.00	\$102.50	\$130.00	B	Y
- Part Funded		Day	\$165.00	\$180.00	\$178.00	\$200.00	B	Y
- Commercial		Day	\$175.00	\$200.00	\$200.00	\$227.00	B	Y
<b>Two Rooms (per hour)</b>								Y
- Non Funded		Hour	\$13.50	\$17.50	\$14.50	\$19.00	B	Y
- Part Funded		Hour	\$30.00	\$45.00	\$32.50	\$38.00	B	Y
- Commercial		Hour	\$72.00	\$85.00	\$78.00	\$92.00	B	Y
<b>Two Rooms (per day)</b>								
- Non Funded		Day	\$75.00	\$98.00	\$81.00	\$105.00	B	Y
- Part Funded		Day	\$160.00	\$185.00	\$140.50	\$167.50	B	Y
- Commercial		Day	\$200.00	\$230.00	\$194.50	\$221.50	B	Y
<b>Single Room (per hour)</b>								
- Non Funded		Hour	\$9.50	\$15.00	\$10.25	\$16.25	B	Y
- Part Funded		Hour	\$18.00	\$25.00	\$19.50	\$27.00	B	Y
- Commercial		Hour	\$36.00	\$42.00	\$39.00	\$45.50	B	Y
<b>Single Room (per day)</b>								
- Non Funded		Day	\$60.00	\$80.00	\$65.00	\$86.50	B	Y
- Part Funded		Day	\$105.00	\$130.00	\$113.50	\$140.50	B	Y
- Commercial		Day	\$175.00	\$200.00	\$189.00	\$216.00	B	Y
<b>Private Function</b>		Day	\$300.00	\$300.00	\$330.00	\$330.00	B	Y
- Private Function (3 Room) Deposit				\$300.00		\$300.00	B	N
<b>189B Harbour Drive</b>								
Room Hire		Hour		\$11.00		\$12.00	B	N
<b>Cavanbah Centre</b>								
Room Hire		Day		\$500.00		\$550.00	B	Y
Bond (Refundable)				\$700.00		\$750.00	B	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Community Village Equipment</b>	1-41949-000-1335 CVOther					
<b>Hire of Kitchen Utensils &amp; Equipment</b>						
All Cutlery		Item	\$0.20	\$0.20	B	Y
Plates / Cups		Item	\$0.30	\$0.30	B	Y
Wine / Beer Glasses		Item	\$0.30	\$0.30	B	Y
Water / Juice Jugs		Item	\$0.30	\$0.30	B	Y
Large Plastic Tubs		Item	\$2.35	\$2.35	B	Y
Tablecloths		Item	\$3.50	\$3.50	B	Y
Candle Holders		Item	\$0.65	\$0.65	B	Y
Salt & Pepper Sets		Set	\$0.30	\$0.30	B	Y
Bain-Marie		Item	\$13.00	\$13.00	B	Y
Small Refrigerator	Item	\$13.00	\$13.00	B	Y	
<b>Community Village – Other Services</b>	1-41949-000-1335 CVOther					
Blank A3 Paper		Sheet	\$0.15	\$0.15	E	Y
Scanning		Photo	\$1.50	\$1.50	E	Y
Scanning		Slide / Neg	\$1.00	\$1.00	E	Y
Envelopes (All Sizes)		Each	\$0.30	\$0.30	E	Y
Typing Service		Page	\$3.75	\$3.75	E	Y
Showers		Use	\$3.30	\$3.30	E	Y
<b>Scanner – Village Tenants</b>						
Scanning		Photo	\$0.75	\$0.75	E	Y
Scanning		Slide / Neg	\$0.50	\$0.50	E	Y
<b>Shredder Use – Village Tenants</b>						
Shedding Documents (Minimum 5 Minutes)		Per 5 mins.	\$1.20	\$1.20	E	Y
<b>Photocopying – Public</b>						
Photocopying – A4 page		Page	\$0.20	\$0.20	E	Y
Photocopying – A4 page (D/Side)		Page	\$0.30	\$0.30	E	Y
Photocopying – Own Paper		Page	\$0.15	\$0.15	E	Y
Photocopying – A3 page		Page	\$0.40	\$0.40	E	Y
Photocopying – A3 page (D/Side)	Page	\$0.50	\$0.50	E	Y	



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Photocopying – Village Tenants</b>	1-41949-000-1335 CVOther					
Photocopying – Plain Paper		A4 Page	\$0.07	\$0.10	E	Y
Photocopying – Coloured Paper		A4 Page	\$0.09	\$0.12	E	Y
Photocopying – Plain (D/Side)		A4 Page	\$0.12	\$0.15	E	Y
Photocopying – Iridescent (D/Side)		A4 Page	\$0.15	\$0.20	E	Y
Photocopying – Own Paper (D/Side)		A4 Page	\$0.035	\$0.05	E	Y
Photocopying – Plain Paper (D/Side)		A4 Page	\$0.07	\$0.10	E	Y
Photocopying – Plain Paper		A3 Page	\$0.175	\$0.20	E	Y
Photocopying – Plain Paper (D/Side)		A3 Page	\$0.20	\$0.25	E	Y
Photocopying – Own Paper		A3 Page	\$0.12	\$0.15	E	Y
Photocopying – Own Paper (D/Side)		A3 Page	\$0.15	\$0.20	E	Y
<b>Facsimile Use – Public</b>						
Facsimile – Local /STD		First Page	\$3.50	\$3.50	E	Y
- Subsequent Pages		Page	\$1.20	\$1.20	E	Y
Facsimile – Overseas		First Page	\$7.00	\$7.00	E	Y
- Subsequent Pages		Page	\$2.35	\$2.35	E	Y
Facsimile – Incoming		Page	\$0.60	\$0.60	E	Y
<b>Facsimile Use – Village Tenants</b>						
Facsimile – Local Area		Page	\$0.60	\$0.60	E	Y
Facsimile – Outside Local Area		First Page	\$1.20	\$1.20	E	Y
- Subsequent Pages		Page	\$0.60	\$0.60	E	Y
Facsimile – Incoming		Page	\$0.12	\$0.12	E	Y
<b>Laminating - Public</b>						
Business Cards		Card	\$0.50	\$0.50	E	Y
Photos (up to 13cm x 18cm)		Item	\$2.15	\$2.15	E	Y
A4 Page		Page	\$2.15	\$2.15	E	Y
A3 Page		Page	\$3.20	\$3.20	E	Y
<b>Laminating – Village Tenants</b>						
Business Cards		Card	\$0.30	\$0.30	E	Y
Photos (up to 13cm x 18cm)		Item	\$1.20	\$1.20	E	Y
A4 Page		Page	\$1.20	\$1.20	E	Y
A3 Page		Page	\$2.35	\$2.35	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Swimming Pools</b>	Income to Pool Lessees					
<b>Sawtell Pool Charges</b>						
Adult			\$4.00	\$4.20	B	Y
Children			\$3.00	\$3.20	B	Y
Spectator			\$1.00	\$1.20	B	Y
<b>Coffs Harbour Pool Charges</b>						
Adult			\$4.30	\$5.00	B	Y
Children (1 to 16 years old)			\$3.80	\$4.50	B	Y
Babies to 1 year old			Free	Free	B	Y
Family (2 Adults + 2 Children + \$3.50 for add. child) *			\$14.50	\$18.00		
Concession			\$3.80	\$4.50	B	Y
Spectator			\$1.50	\$1.50	B	Y
School Children (Groups or Swimming Carnival)			\$3.00	\$4.00	B	Y
Book of 10 Entries Adult			\$36.55	\$45.00	B	Y
Book of 20 Entries Adult			\$73.10	\$85.00	B	Y
3 Month Upfront Entry Adult				\$149.00	B	Y
12 Month Upfront Entry Adult				\$499.00	B	Y
Book of 10 Entries Child			\$32.30	\$40.50	B	Y
Book of 20 Entries Child			\$64.60	\$76.50	B	Y
3 Month Upfront Entry Child				\$138.50	B	Y
12 Month Upfront Entry Child				\$460.35	B	Y
Book of 10 Entries Family			\$123.25	\$162.00	B	Y
Book of 20 Entries Family			\$246.50	\$306.00	B	Y
Book of 10 Entries Concession **			\$32.30	\$40.50	B	Y
Book of 20 Entries Concession **			\$64.60	\$76.50	B	Y
3 Month Upfront Entry Concession **				\$138.50	B	Y
12 Month Upfront Entry Concession **				\$460.35	B	Y
* Family members must be listed on medicare card						
** Concession – on presentation of Senior Card, Veterans Affairs, Centrelink Health Card or Student Card						



## 2013/2014 DRAFT FEES AND CHARGES

### Property & Commercial Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Orara Valley Community Pool Charges</b>						
Adult			\$3.20	\$4.00	B	Y
Child			\$2.20	\$3.00	B	Y
Spectator			\$1.20	\$1.50	B	Y
Multi Pass Adult			\$51.20	\$64.00	B	Y
Multi Pass Child			\$35.20	\$48.00	B	Y
<b>Woolgoolga Pool Charges</b>						
Adult			\$4.00	\$4.00	B	Y
Children			\$3.00	\$3.00	B	Y
Spectator			\$1.00	\$1.00	B	Y
Water Slide			\$2.50	\$2.50	B	Y
Book of Adult Tickets for 20 entries			\$63.00	\$63.00	B	Y
Book of Child Tickets for 20 entries			\$48.00	\$48.00	B	Y
Note: Fees are maximum charges only and may be reduced in some cases at the discretion of the pool lessee.						



## 2013/2014 DRAFT FEES AND CHARGES

### Tourism

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Sale of Images / Website Packages</b>	1-40956-000-1338					
<b>Images</b>						
Commercial Use *		Each	Price on Application	Price on Application	E	Y
Registered Non Profit Organisational Use *		Quote – Each	From \$0 to \$10.00	From \$0 to \$10.00	E	Y
Promotion Publications (Council Advantage) *		Quote – Each	From \$0 to \$10.00	From \$0 to \$10.00	E	Y
(Minimum of \$44.00 – Charges may be higher subject to usage)						
* A consent letter permits the images to be used for the specified use only						
<b>Coffs Coast Leisure Website Packages</b>	1-40956-000-1338					
Non – Bookable (not available to Accommodation Providers)		Members	Free	Free	E	Y
		Non-Members	\$270.00	\$270.00	E	Y
24 Hour Confirmation		Members	Free	Free	E	Y
		Non-Members	\$440.00	\$440.00	E	Y
Gold Medal – Real-Time Availability		Members	Free	Free	E	Y
Except Bookings Due to Arrive within 24 Hours		Non-Members	\$440.00	\$440.00	E	Y
Annual Site Hosting		Members	Free	Free	E	Y
		Non-Members	\$200.00	\$200.00	E	Y
Coffs Coast Conference Site Package		Members	Free	Free	E	Y
		Non-Members	\$290.00	\$290.00	E	Y
<b>Visitors Information Centre</b>	1-40961-000-1563					
Brochure Distribution for members of Coffs Coast		Annual	No Charge	No Charge	E	Y
Brochure Distribution for non-members of Coffs Coast		Annual	\$350.00	\$350.00	E	Y
<b>Commission</b> – Accommodation and Tours		% of Price	10%	10%	E	Y
<b>Commission</b> – Special events, share arrangements, performances, package sales, coach tours and freight		% of Price	% as determined and/or negotiated	% as determined and/or negotiated	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Tourism...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Administration Fee – Cancellations – General Bookings*</b>	1-40961-000-1563		\$20.00	\$20.00	E	Y
Additional Cancellation Conditions may also apply – please refer individual operator policy for full details						
<b>Administration Fee – Cancellations – Group Bookings *</b>	1-40961-000-1563		\$50.00	\$50.00	E	Y
More than 21 days prior to arrival			10% of Booking Value	10% of Booking Value	E	Y
21 – 8 days prior to arrival			50% of Full Payment	50% of Full Payment	E	Y
Within 7 days of arrival date			No Refund	No Refund	E	Y
<i>* Subject to Seasonal Variation</i>						
<b>Booking Amendment Fees (General)</b>		Per Amendment	\$20.00	\$20.00	E	Y
<b>Booking Amendment Fees (Group Bookings)</b>		Per Amendment	\$50.00	\$50.00	E	Y
<b>Booking Fee – Coach Tickers</b>		Per Booking	\$2.00	\$2.00	E	Y
<b>Advertisement on Centre's Monitors</b>			By Negotiation	By Negotiation	E	Y
Tourism Association	VICMISC					
Accommodation Bookings	T-19234-000-0000 VICBOOK					
Bookings Commission Code	1-40962-000-1563 VICBC					
Souvenirs	1-40963-000-1563 VICSOUVENIRS					
Miscellaneous Income	1-40961-000-1563 VICMISC					
<i>Note: The fees for Tourism are currently under review, in consultation with the Coffs Coast Tourism Association</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### City Services

#### City Parks & Reserves

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Cemetery Fees</b>						
<b>Interment Permit</b>						
To be charged in addition to all Interment Fees						
Coffs Harbour Lawn Cemetery	1-69284-000-1328		\$75.00	\$80.00	E	N
Woolgoolga Lawn Cemetery	1-69292-000-1328		\$75.00	\$80.00	E	N
Coffs Harbour Historical Cemetery	1-69288-000-1328		\$75.00	\$80.00	E	N
Woolgoolga Historical Cemetery	1-69294-000-1328		\$75.00	\$80.00	E	N
Other Cemeteries	1-69296-000-1328		\$75.00	\$80.00	E	N
<b>Cemetery – Refund Deposit</b>						
Administration Fee – Refund of Reservation Deposit or Cancellation / Transfer of Reservation	1-69100-000-1335		\$75.00	\$80.00	E	Y
<b>Lawn Cemetery</b>						
	Woolgoolga 1-69100-000-1333 CEMLW					
<i>Note: Woolgoolga Cemetery is single depth only</i>	Coffs Harbour 1-69284-000-1333 CEMLCH					
Placing of ashes into crematoria wall, including memorial plaque			\$560.00	\$585.00	E	Y
Placing of ashes into memorial garden including memorial plaque			\$560.00	\$585.00	E	Y
Land for each grave, first interment, fixing in concrete of inscribed bronze plaque and perpetual maintenance.						
Weekday interment			\$2,550.00	\$2,650.00	E	Y
Interment where grave has been reserved – prior to 1/7/93			\$920.00	\$1,220.00	E	Y
Children under 11 years			\$785.00	\$860.00	E	Y
Stillborn and children up to six months			\$370.00	\$400.00	E	Y
Cost of Inscribed Bronze Plaque	1-13916-000-1335		Cost of Plaque + 25% Administration	Cost of Plaque + 25% Administration	E	Y
Note: Where casket exceeds 1.1 metre in length, interment to be carried out in general section of cemetery and full interment fees to apply.						





## 2013/2014 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
After hours rate, <b>in addition</b> , will apply to all burials on weekends, public holidays				\$400.00	E	Y
After hours rate, <b>in addition</b> , will apply to all burials after 3.30pm weekdays		Min 1 hour	\$130.00	\$135.00 per hour or part thereof	E	Y
Reopening of grave for second interment			\$1,145.00	\$1,220.00	E	Y
Grave site for burial of ashes including placement of ashes and fitting of plaque			\$1,145.00	\$1,220.00	E	Y
Interment of ashes into grave where burial has already occurred			\$280.00	\$300.00	E	Y
<b>Reservation Columbarium Wall Deposit</b>	1-01037-000-0000		\$200.00	\$200.00	E	N
<b>Reservation (Cemetery Plot) Deposit</b>	1-01036-000-0000		\$800.00	\$800.00	E	N
<b>Cemeteries Other Than Lawn Cemetery</b>	Woolgoolga 1-69294-000-1333 CEMHW  Coffs Harbour 1-69288-000-1333 CEMHCH  Other 1-69296-000-1333 CEMHO					
Land for each grave, first interment and perpetual maintenance:						
Weekday interment			\$1,700.00	\$1,770.00	E	Y
Second interment ( Includes reopening of grave with monument or slab or both)			\$1,270.00	\$1,320.00	E	Y
Interment where grave has been reserved prior to 1/7/93 is calculated on the reservation fee paid			Quotation	Quotation	E	Y
Interment where grave has been reserved since 1/7/93			\$1,270.00	\$1,320.00	E	Y
Cost of Inscribed Bronze Plaque	1-13916-000-1335		Cost of Plaque + 25% Administration	Cost of Plaque + 25% Administration	E	Y
After hours rate, <b>in addition</b> , will apply to all burials on weekends, public holidays				\$400.00	E	Y
After hours rate, <b>in addition</b> , will apply to all burials after 3.30pm weekdays		Min 1 hour	\$130.00	\$135.00 per hour or part thereof	E	Y
Removal of corpse from one part of cemetery to another			Quotation	Quotation	E	Y
Removal of corpse to any other cemetery			Quotation	Quotation	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Interment in children's section of cemetery:						
Children under 11 years			\$235.00	\$860.00	E	Y
Stillborn and children up to six months			\$370.00	\$400.00	E	Y
Note: Where casket exceeds 1.1m in length, interment to be carried out in general section of cemetery and full interment fees to apply.						
Application for monumental work			\$60.00	\$60.00	E	Y
Interment of ashes into grave where burial has already occurred			\$280.00	\$300.00	E	Y
<b>Reservation (Cemetery Plot) Deposit</b>	1-01036-000-0000		\$300.00	\$300.00	E	N
<b>Search of Cemetery Records</b>	1-13916-000-1335					
Single Search of Records			Free	Free		
Complex Search of Records – Application Other than 'Open Access Information'		Hour	\$100 (Min)	\$100 (Min)	A	N
<b>Burials on Private Land</b>				Quotation	C	N
<p>Council maintains a register of all private burial grounds. As Council's objective is to protect public health, no area can be used for private burials unless Development Consent from Council has been obtained.</p> <p>In order to establish a grave on a private property, a Development Application is required to be lodged with Council prior to the time of need.</p> <p>When lodging a Development Application, the requirements of the NSW Health "Burials on Private Land – Approval by Local Authority" guidelines must be addressed. A copy of the NSW Health Guidelines can be found at <a href="http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf">http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf</a></p>						
<b>Private Works – Tree Services</b>	Private Works					
Hire of Elevated Work Platform				Quotation	E	Y
Tree Service (Removal of Trees and Arborist Services)				Quotation	E	Y
<b>Noxious Weeds</b>						
Noxious Weeds Certificate (Section 64 Noxious Weeds Act)	1-69240-000-1320		\$120.00	\$125.00	E	N
Contribution to Works	1-69241-000-1750		Quotation	Quotation	E	Y
Hire Plant to External Users	1-66460-000-1792		Quotation	Quotation	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Boom Spraying	1-66460-000-1792					
- Giant Parramatta Grass		Hectare	\$150.00	\$150.00	E	Y
- Fireweed		Hectare	\$105.00	\$115.00	E	Y
- Thistles		Hectare	\$105.00	\$110.00	E	Y
Roundup ('Blackout' Jobs)		Hectare	\$105.00	\$105.00	E	Y
Note: Roundup (Glyphosate) is subject to price variations, and thus Council's rate may vary due to these price fluctuations. Travel costs and additional costs as per quotation.						
Boom Spraying (chemical supplied by owner)	1-66460-000-1792					
- 1 man plus vehicle		Hour	\$90.00	\$90.00	E	Y
Hand Spraying						
- 2 Men plus vehicle		Hour	\$140.00 plus chemical	\$140.00 plus chemical	E	Y
- 1 Man plus vehicle		Hour	\$90.00 plus chemical	\$90.00 plus chemical	E	Y
Other User Charges	1-69240-000-1335		Quotation	Quotation	E	Y
Noxious Weeds Re-Inspection Fee	1335	Hour	\$120.00	\$125.00	E	Y
<b>Botanic Gardens</b>						
Rental of House	1-69261-000-1521				E	N
Plant Identification Fee (applies where identification exceeds 5 plants from one person, over a three month period)	Income to Friends of the Botanic Gardens	Hour	\$75.00	\$75.00	E	Y
Donation to North Coast Regional Botanic Garden for Wedding <i>- Includes either the use of the Pavilion or up to 3 return trips in the people mover</i>			\$250.00	\$300.00	E	N
Donation to North Coast Regional Botanic Garden for Wedding <i>- Use of Japanese Garden, Waterside Pavilion</i>			\$400.00	Price on Application	E	N
Hire of People Mover:						
- Wedding		First Hour	\$60.00	\$60.00	E	Y
- Subsequent Hour		Hour	\$40.00	\$40.00	E	Y
- General Use (Minimum of 4 People or Minimum of \$15)		Per Person	\$7.00	\$7.00	E	Y
		Pensioner	\$3.00	\$3.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Seed Testing			\$30.00	\$30.00	E	Y
Community Events			Quotation	Quotation	E	Y
Corporate Events			Quotation	Quotation	E	Y
<b>Crown Reserves</b>						
<b>Use of Reserves – Administration Fee (2 Days Maximum)</b>						
State Park Reserves	1-69070-000-1520	Each Applic.	\$115.00	\$115.00	E	Y
- Second Day		Day	\$85.00	\$85.00	E	Y
Regional Park Reserves	1-69071-000-1520	Each Applic.	\$115.00	\$115.00	E	Y
- Second Day		Day	\$85.00	\$85.00	E	Y
<b>Bond (Conditional)</b>	1-0100K-000-0000		Quotation	Quotation	E	N
<i>Bond to be determined at the discretion of Parks Manager on application</i>						
Bond Administration Fee <i>(Applied where the bond is greater than \$500).</i>	1-13919-000-1335		\$110.00	\$110.00	E	Y
<b>Film &amp; Television Fees</b>	1-69100-000-1335					
Bond (Optional)			Quotation	Quotation	E	N
Bond Administration Fee <i>(Applied where the bond is greater than \$500).</i>	1-13919-000-1335		\$110.00	\$110.00	E	Y
Public Liability Insurance Cover			To Be Determined By Council	To Be Determined By Council		
<b>Parking</b>	1-69100-000-1335	Space / Day	\$50.00	\$50.00	E	Y
(No application fee & no charge outside normal signposted hours)						
<b>Temporary Road Closure</b>	1-69100-000-1335		On Application	On Application		
<b>Cancellation Fee</b>			\$120.00	\$120.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Laboratory Fees</b>	1-37900-000-1335 (External) 1-37910-000-2335 (Internal)		Located: 38 Gordon Street, Coffs Harbour Phone: 6648 4460			
<b>NATA Accreditation: 12359 (Chemical) &amp; 14565 (Microbiological)</b>						
Minimum Charge \$80.00 for any invoiced work. Discounts on listed prices are available dependent on sample volumes & analytical techniques required. Batch discounts do not apply to subcontracted analyses. <b>The following prices are indicative only. Prices may vary in accordance with various programs undertaken.</b> <b>Confidentiality is an integral part of our NATA certification so no results will be issued to a third party without client consent.</b> <b>Turn around times are 7-10 days for most projects and results are supplied in Excel and PDF format by email, posted or faxed if required.</b>						
<b>Chemical Non-Metals</b>						
Acidity		Per Sample	\$18.10	\$18.10	E	Y
Alkalinity		Per Sample	\$18.10	\$18.10	E	Y
Bromide		Per Sample	\$11.30	\$11.30	E	Y
Calcium		Per Sample	\$11.30	\$11.30	E	Y
Chloride		Per Sample	\$25.00	\$25.00	E	Y
Chlorine Free		Per Sample	\$11.30	\$11.30	E	Y
Chlorine Total		Per Sample	\$11.30	\$11.30	E	Y
Fluoride		Per Sample	\$30.40	\$30.40	E	Y
Hardness (Total)		Per Sample	\$18.10	\$18.10	E	Y
Hardness (Calcium)		Per Sample	\$18.10	\$18.10	E	Y
Hardness (Magnesium)		Per Sample	\$18.10	\$18.10	E	Y
Individual Components:						
Nitrogen (Ammonia)		Per Sample	\$17.50	\$27.50	E	Y
Nitrogen (Nitrate)		Per Sample	\$17.50	\$27.50	E	Y
Nitrogen (Nitrite)		Per Sample	\$17.50	\$27.50	E	Y
Nitrogen (Total Kjeldahl)		Per Sample	\$17.50	\$27.50	E	Y
Phosphorus (Total)		Per Sample	\$27.50	\$27.50	E	Y
Phosphate (Ortho)		Per Sample	\$17.50	\$27.50	E	Y
Total Nitrogen & Total Phosphorus		Per Sample	\$44.00	\$55.00	E	Y
Dissolved Nutrients (Nitrate, Nitrite, Phosphate & Ammonia)		Per Sample	\$44.00	\$55.00	E	Y
Biochemical Oxygen Demand		Per Sample	\$55.00	\$55.00	E	Y
Chemical Oxygen Demand		Per Sample	\$48.00	\$48.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge	Proposed Fee	Pricing Policy	GST Included
			2012/13	or Charge 2013/14		
			Incl. of GST	Incl. of GST		
Magnesium		Per Sample	\$11.30	\$11.30	E	Y
Potassium		Per Sample	\$11.30	\$11.30	E	Y
Sodium		Per Sample	\$11.30	\$11.30	E	Y
Sulphate		Per Sample	\$17.00	\$17.00	E	Y
Sulphide		Per Sample	\$11.30	\$11.30	E	Y
Surfactants		Per Sample	\$35.00	\$55.00	E	Y
Total Organic Carbon		Per Sample	\$35.00	\$35.00	E	Y
<b>Chemical Organic</b>						
Chlorophyll A		Per Sample	\$50.00	\$50.00	E	Y
Oil & Grease		Per Sample	\$65.00	\$65.00	E	Y
<b>Physical Analysis</b>						
1-37900-000-1335 (External) 1-37910-000-2335 (Internal)						
Total Solids		Per Sample	\$10.50	\$10.50	E	y
Total Dissolved Solids		Per Sample	\$10.50	\$10.50	E	Y
Conductivity		Per Sample	\$10.50	\$10.50	E	Y
pH		Per Sample	\$10.50	\$10.50	E	Y
Salinity		Per Sample	\$10.50	\$10.50	E	Y
Colour		Per Sample	\$10.50	\$10.50	E	Y
Oxygen Levels		Per Sample	\$10.50	\$10.50	E	Y
Suspended Solids		Per Sample	\$19.00	\$19.00	E	Y
Volatile Suspended Solids		Per Sample	\$33.00	\$38.00	E	Y
Turbidity		Per Sample	\$10.50	\$10.50	E	Y
UV Transmittance		Per Sample	\$10.50	\$10.50	E	Y
Dust Monitoring		Per Sample	\$60.00	\$60.00	E	Y
<b>Chemical Metals (Complete Metal Scan)</b>						
Metal Scan – Ca, Cd, Cr, K, Mg, Na, Ni, Pb, Zn, Cu, As, Fe, Mn, Al)		Per Sample	\$70.00	\$70.00	E	Y
Metal Preparation		Per Sample		\$15.00	E	Y
Individual Metal Prices:						
Aluminium		Per Sample	\$11.30	\$11.30	E	Y
Arsenic		Per Sample	\$11.30	\$11.30	E	Y
Cobalt		Per Sample	\$17.00	\$17.00	E	Y
Copper		Per Sample	\$11.30	\$11.30	E	Y
Cadmium		Per Sample	\$11.30	\$11.30	E	Y
Chromium		Per Sample	\$11.30	\$11.30	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Iron	1-37900-000-1335 (External) 1-37910-000-2335 (Internal)	Per Sample	\$11.30	\$11.30	E	Y
Lead		Per Sample	\$11.30	\$11.30	E	Y
Manganese		Per Sample	\$11.30	\$11.30	E	Y
Mercury		Per Sample	\$11.30	\$11.30	E	Y
Molybdenum		Per Sample	\$11.30	\$11.30	E	Y
Nickel		Per Sample	\$11.30	\$11.30	E	Y
Selenium		Per Sample	\$11.30	\$11.30	E	Y
Silver		Per Sample	\$11.30	\$11.30	E	Y
Zinc		Per Sample	\$11.30	\$11.30	E	Y
<b>Salts Suite</b>						
Includes pH, EC, Sodium, Potassium, Calcium, Magnesium, Sulphate, Chloride, Alkalinity, Hardness, SAR		Per Sample		\$85.00	E	Y
<b>Inspection</b>						
Algal Inspection		Per Sample	\$54.00	\$55.00	E	Y
Algal Inspection plus count		Per Sample	\$68.00	\$75.00	E	Y
All other microbial tests		Per Sample	On Application	On Application	E	Y
<b>Biological</b>						
Pseudomonas		Per Sample	\$30.00	\$33.00	E	Y
Total Coliforms		Per Sample	\$30.00	\$33.00	E	Y
Faecal Coliforms		Per Sample	\$30.00	\$33.00	E	Y
Total Bacteria		Per Sample	\$30.00	\$33.00	E	Y
E.Coli in Oyster Meat		Per Sample	\$60.00	\$60.00	E	Y
E.Coli Confirmed		Per Sample	\$50.00	\$55.00	E	Y
Microscopic Inspection		Per Sample	\$54.00	\$55.00	E	Y
Enterococci		Per Sample	\$30.00	\$33.00	E	Y
Biotoxins		Per Sample	\$260.00	\$260.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Basic Water Quality</b>  Includes pH, conductivity, total dissolved solids, hardness, alkalinity, turbidity and faecal coliforms.	1-37900-000-1335 (External)  1-37910-000-2335 (Internal)	Per Sample	\$55.00	\$75.00	E	Y
<b>Short Water Analysis (Basic Water Quality)</b>  Includes pH, conductivity, salinity, turbidity, total dissolved solids, calcium hardness, alkalinity, metal scan, faecal coliforms and langlier index		Per Sample	\$95.00	\$105.00	E	Y
If low level arsenic required with tests listed above.		Per Sample		\$25.00	E	Y
<b>Comprehensive Water Quality</b>  Includes tests for Short Water Analysis plus nitrogen / phosphorus and metal scan		Per Sample	\$125.00	\$235.00	E	Y
<b>Irrigation Suitability</b>  Nitrate, ammonia, phosphate, sodium, potassium, calcium, magnesium, chloride, sulphate, sodium absorption ratio, aluminium, arsenic, cadmium, chromium, copper, iron, manganese, nickel, lead, zinc, pH, TDS and conductivity		Per Sample	\$165.00	\$165.00	E	Y
<b>Agricultural Stock Use</b>  pH, conductivity, total dissolved solids, hardness, alkalinity, nitrate, ammonia, phosphate, metal scan, faecal coliforms		Per Sample	\$125.00	\$125.00	E	Y
<b>EPA Suite</b>  pH, conductivity, total dissolved solids, total suspended solids, nitrate, nitrite, phosphate, ammonia, total nitrogen, total phosphate, Biochemical Oxygen Demand		Per Sample	\$125.00	\$125.00	E	Y
<b>Comprehensive Waters Package</b>  pH, conductivity, total dissolved solids, alkalinity, total suspended solids, total nitrogen, total phosphorus, nitrate, nitrite, phosphate and ammonia, metal scan, sulphate, chloride, alkalinity, hardness, sodium absorption ratio		Per Sample	\$225.00	\$225.00	E	Y
<b>Dust Ashing Analysis</b>  Volatile suspended solids, total suspended solids, total dissolved solids.		Per Sample	\$55.00	\$55.00	E	Y
<b>Langliers Index</b>  (Used as a general indication of potential corrosion. It provides a useful assessment of water)  Includes pH, conductivity, turbidity, total dissolved solids, total hardness, alkalinity		Per Sample	\$55.00	\$55.00	E	Y





## 2013/2014 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Miscellaneous</b>						
Pesticide Screen in Water		Per Sample	\$120.00	\$125.00	E	Y
Polycyclic Aromatic Hydrocarbons (PAH)		Per Sample	\$77.00	\$77.00	E	Y
Total Petroleum Hydrocarbons		Per Sample	\$55.00	\$55.00	E	Y
BTEX		Per Sample	\$44.00	\$44.00	E	Y
Phenolics		Per Sample	\$65.00	\$65.00	E	Y
Volatile Fatty Acids		Per Sample	\$55.00	\$55.00	E	Y
<b>Sample Preparation</b>						
Sample Preparation		Per Sample	\$15.00	\$15.00	E	Y
Filtration		Per Sample	\$6.00	\$6.00	E	Y
Digestion for Total Recoverable Metals		Per Sample	\$15.00	\$15.00	E	Y
Drying		Per Sample	\$15.00	\$15.00	E	Y
<b>Sample Containers</b>						
Sterile (250 ml)		Each	\$2.50	\$3.00	E	Y
Plastic (1 litre)		Each	\$2.50	\$3.50	E	Y
Glass (1 litre)		Each	\$2.50	\$4.50	E	Y
Glass (Solvent Rinsed)		Each	\$2.50	\$5.00	E	Y
<b>Soil Tests</b>						
Sample Preparation		Per Sample	\$17.00	\$17.00	E	Y
Conductivity		Per Sample	\$17.00	\$17.00	E	Y
pH 1:5 Extract		Per Sample	\$17.00	\$17.00	E	Y
Pocas (tpa & taa)		Per Sample	\$150.00	\$150.00	E	Y
Acid Sulphate Water pH, EC, TDS, iron (dissolved), aluminium (dissolved), chloride, sulphate		Per Sample	\$76.00	\$76.00	E	Y
<b>Administration</b>						
Sample Dispatch			\$60.00	\$60.00	E	Y
Administration Fee			\$30.00	\$30.00	E	Y
Quotations			No Charge	No Charge	E	N
Extensive Report		Per Batch	\$57.00	\$57.00	E	Y
Re-Issue of Report		Each	\$25.00	\$25.00	E	Y
Sampling (Minimum Charge – 2 Hrs)		Hour	\$100.00	\$100.00	E	Y
Sampling Weekend Surcharge			P.O.A	P.O.A	E	Y
Analysis Weekend Surcharge			P.O.A	P.O.A	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Coramba Community Hall</b>						
Hall Hire – Commercial (Private)		Hourly	\$10.00	\$10.00	B	N
Hall Hire – Non Commercial (Non Profit)		Hourly	\$8.00	\$8.00	B	N
		Daily	\$100.00	\$100.00	B	N
Kitchen			\$20.00	\$20.00	B	N
Bond (Discretionary)			Up to \$500.00	Up to \$500.00	B	N
Equipment			\$5.00	\$5.00	B	N
Heating		Hourly	\$5.00	\$5.00	B	N
<b>Lowanna Community Hall</b>						
Hall Hire		Hourly	\$8.50	\$9.50	B	N
		Daily	\$85.00	\$95.00	B	N
Preschool		Weekly	\$40.00	\$40.00	B	N
Heating		Hourly	\$4.00	\$4.00	B	N
<b>Woolgoolga Community Village Hall</b>						
<b>Hall Hire – Non Commercial (Non Profit)</b>						
Including Kitchen (Rate for up to 8 hours – thereafter by negotiation)		Hourly	\$10.00	\$10.00	B	N
		Daily	\$50.00	\$50.00	B	N
<b>Hall Hire – Commercial (Private)</b>						
Including Kitchen (Rate for up to 8 hours – thereafter by negotiation)		Hourly	\$15.00	\$15.00	B	N
		Daily	\$75.00	\$75.00	B	N
<b>Booking Bond</b>			\$300.00	\$300.00	B	N
Key Deposit			\$50.00	\$50.00	B	N
<b>Function Booking Hire (3pm – 11pm)</b>						
Up to 50 People			\$125.00	\$150.00	B	N
51 to 100 People			\$250.00	\$300.00	B	N



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Lower Bucca Community Centre</b>						
Organised Groups		Day	\$35.00	\$35.00	B	N
Hall Rental		Morning	\$15.00	\$15.00	B	N
		Full Day	\$20.00	\$20.00	B	N
		Evening	\$30.00	\$30.00	B	N
Crockery and Cutlery		Day	\$30.00	\$30.00	B	N
Tennis Court		Half Day	\$10.00	\$10.00	B	N
		Full Day	\$20.00	\$20.00	B	N
Grounds and Tennis		Daily	\$80.00	\$80.00	B	N
Preschool		Daily	\$25.00	\$25.00	B	N
Playgroup		½ Day	\$10.00	\$10.00	B	N
Campers & Caravanners		Overnight	\$3.00	\$5.00	B	N
<b>Bayldon Community Centre</b>						
<b>Main Hall (Per Hour)</b>						
- Non Profit / Community		Hour	\$17.00	\$17.00	B	N
- Private		Hour	\$24.00	\$25.00	B	N
<b>Main Hall (Half Day)</b>						
- Non Profit / Community		Half Day	\$57.00	\$60.00	B	N
- Private		Half Day	\$112.00	\$100.00	B	N
<b>Conference Room (Per Hour)</b>						
- Non Profit / Community		Hour	\$12.00	\$12.00	B	N
- Private		Hour	\$18.00	\$18.00	B	N
<b>Conference Room (Half Day)</b>						
- Non Profit / Community		Half Day	\$37.00	\$40.00	B	N
- Private		Half Day	\$66.00	\$72.00	B	N
<b>Single Room (Per Hour)</b>						
- Non Profit / Community		Hour	\$7.00	\$7.00	B	N
- Private		Hour	\$10.00	\$12.00	B	N
<b>Single Room (Half Day)</b>						
- Non Profit / Community		Day	\$17.00	\$20.00	B	N
- Private		Day	\$25.00	\$30.00	B	N
Half Day Rate is for the first 5 hours then the hourly rate is applied thereafter						



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Kitchen Facilities</b>						
Tea / Coffee Only		Day	\$16.00	\$10.00	B	N
Functions under 50 People		Day	\$35.00	\$35.00	B	N
Functions over 50 People		Day	\$55.00	\$55.00	B	N
Key Deposit			\$25.00	\$20.00	B	N
<b>Security Bond</b>			\$200.00	\$200.00	B	N
<b>After Hours Surcharge</b> – Incurred for cleaning purposes			\$50.00	\$50.00	B	N
<b>Sportz Central – Coffs Harbour Indoor Stadium</b>						
<b>Irregular or Single Time Users</b>						
Courts 1 or 4 or 5 or 6		Day / Hour	\$42.50	\$44.00	D	y
		Night / Hour	\$65.00	\$67.00	D	Y
Courts 2 or 3		Day / Hour	\$37.50	\$39.00	D	Y
		Night / Hour	\$54.00	\$56.00	D	Y
Whole Stadium		Day / Hour	\$136.50	\$140.00	D	Y
		Night / Hour	\$218.50	\$225.00	D	Y
<b>Regular Users</b>						
Courts 1 or 4 or 5 or 6		Day / Hour	\$34.00	\$35.00	D	y
		Night / Hour	\$59.00	\$60.00	D	Y
Courts 2 or 3		Day / Hour	\$27.00	\$28.00	D	Y
		Night / Hour	\$45.50	\$46.00	D	Y
All Courts		Day / Hour	\$122.00	\$125.00	D	Y
		Night / Hour	\$205.00	\$212.00	D	Y
Training for CH Junior Representative Teams (including School Representative Teams) - All Courts		Day / Hour	\$26.00	\$27.00	D	Y
		Night / Hour	\$48.50	\$50.00	D	Y
Weekend Minimum Opening Fee			\$41.50	\$43.00	D	Y
Early Morning Minimum Opening Fee			\$62.00	\$62.00	D	Y
<b>Meeting Room</b>		Per Hour	\$13.50	\$14.00	D	Y
<b>Function Room</b>			\$23.00	\$24.00	D	Y
<b>Individual Training</b>		Per Hour	\$2.00	\$2.00	D	Y
<b>Overnight Accommodation</b>		Per Person	\$9.50	\$10.00	D	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Badminton</b>						
- Day		Per Hour	\$15.50	\$16.00	D	Y
- Night		Per Hour	\$20.50	\$21.00	D	Y
		Per Person	\$2.00	\$2.00	D	Y
<b>Annual Casual Training Fee</b> (Annual Membership – only when courts are vacant)		Per Person	\$46.50	\$48.00	D	Y
<b>Special Events</b>						
As for irregular or single time users, after six hours the hourly rate.		Per Hour	\$136.50	\$140.00	D	Y
Cleaning Fee – for bookings longer than six hours			\$40.50	\$42.00	D	Y
<b>Exhibitions</b>						
Minimum of forgone court hire plus 50% if resulting in competition interruption.			Subject to Negotiation	Subject to Negotiation	D	Y
Clean Stadium (i.e. all sponsor signs covered for event)		Midweek / Day	\$2,277.00	\$2,345.00	D	Y
		Weekend / Day	\$3,416.00	\$3,518.00	D	Y
<b>School Usage</b>						
Use on demand when vacant		Per Term	\$820.00	\$845.00	D	Y
Sport or other regular bookings – Per Student		Primary	\$2.00	\$2.00	D	Y
		High	\$3.00	\$3.00	D	Y
Casual Court Use		Per Person / Hour	\$2.00	\$2.00	D	Y
<b>Stage Hire</b>						
Non Profit Community Use			\$100.00	\$100.00	D	Y
Commercial Use		First Day	\$500.00	\$500.00	D	Y
		Subsequent Day	\$250.00	\$250.00	D	Y
Stage Hire Bond – Compulsory			\$500.00	\$500.00	D	N
<b>Sponsorship</b>						
Small Signage Space				\$275.00	D	Y
Medium Signage Space				\$550.00	D	Y
Large Signage Space				\$1,100.00	D	Y
<b>Cleaning Bond</b>			\$330.00	\$340.00	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Ayrshire Park</b>						
<b>Seasonal Fixture Allocation</b>						
Composite – Oval (Includes 2 Days Training & Canteen Fees)		Season	\$2,266.00	\$2,245.00	B	Y
Senior Half Day – includes 1 Day Training		Season	\$1,474.00	\$1,480.00	B	Y
<b>Training</b> (Where not included in seasonal fixture allocation fee)						
Senior		Hour / Week	\$286.00	\$295.00	B	Y
Junior		Hour / Week	\$143.00	\$150.00	B	Y
Composite		Hour / Week	\$209.00	\$220.00	B	Y
Night Lighting & Electricity			At Cost	At Cost	B	Y
Training Lights – Casual Users		Per Hour	\$22.00	\$29.00	B	Y
<b>Eastern Dorrigo Showground and Community Hall</b>						
<b>Hall Hire</b>						
Hourly Rate		Hourly	\$5.50	\$5.50	B	N
Hourly Rate including Kitchen Facilities		Hourly	\$8.80	\$8.80	B	N
Daily Rate		Day	\$55.00	\$55.00	B	N
Daily Rate including Kitchen Facilities		Day	\$88.00	\$88.00	B	N
Commercial Hire		Day		\$100.00	B	N
<b>Equipment Hire</b>						
- Tables		Each	\$3.00	\$3.00	B	N
- Chairs		Per 10	\$5.00	\$5.00	B	N
- Urn		Each	\$10.00	\$10.00	B	N
- 1 Table + 8 Chairs		Each	\$6.00	\$6.00	B	N
<b>Tennis Court Hire</b>						
Membership Fee		Per Annum	\$11.00	\$11.00	B	N
Member Hire – Per Person		Hourly	\$1.10	\$1.10	B	N
Non Member Hire – Per Person		Hourly	\$3.30	\$3.30	B	N
<b>Overnight Camping – No Power</b>		Day	\$10.00	\$10.00	B	N
<b>Overnight Camping – With Showers</b>		Day		\$15.00		
<b>Key Deposit</b>			\$55.00	\$55.00	B	N
<b>Oval Hire</b>		Day	\$66.00	\$66.00	B	N
<b>Oval Hire - Commercial</b>		Day		\$100.00	B	N



## 2013/2014 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Nana Glen Sports, Recreation &amp; Equestrian Centre</b>						
<b>Ground Hire for Members</b>						
Coffs Harbour Polo Crosse		Annual	\$610.00	\$620.00	B	N
Coffs Harbour Pony Club		Annual	\$610.00	\$620.00	B	N
North Coast Equestrian Club		Annual	\$610.00	\$620.00	B	N
<b>Ground Hire for Non Members</b>						
Equestrian Club ≥10 horses		Daily	\$160.00 + horse fee	\$170.00 + horse fee	B	N
Equestrian Club < 10 horses		Daily	\$10.00 per person + horse fee	\$10.00 per person + horse fee	B	N
<b>Use of Cross Country Course for Non Organised Events (Members Only)</b>						
		Per Horse	\$10.00	\$10.00	B	N
<b>Horse Fee</b>						
Events of 1 day or part thereof		Per Horse	\$4.00	\$4.00	B	N
- Subsequent Days		Per Horse	\$2.00	\$2.00	B	N
- Overnight Stable or Yard		Per Horse	\$5.00	\$5.00	B	N
<b>Camping Site Fee</b>						
Member		Per Night	\$15.00	\$15.00	B	N
Non-Member		Per Night	\$30.00	\$30.00	B	N
<b>Other Fees</b>						
Canteen Hire		Per Day	\$50.00	\$50.00	B	N
Social Cricket			\$40.00	\$50.00	B	N
School Sports (plus canteen hire)		Per Session	\$40.00	\$50.00	B	N
Cricket Association		Annual Fee	\$800.00	\$800.00	B	N
Commercial Use by Negotiation						
Bond by Negotiation			\$200.00	\$200.00	B	N
<b>Tennis Court Hire</b>						
		Half Day	\$10.00	\$10.00	B	N
		Full Day	\$20.00	\$20.00	B	N
		Night	\$16.00	\$20.00	B	N
<i>Nana Glen Sports, Recreation &amp; Equestrian Management Committee is not registered for GST</i>						



## 2013/2014 DRAFT FEES AND CHARGES

### Community Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included	
<b>Library Fees</b>	1-45910-000-1355 (Fees) LIBA						
Replacement of non-returned, lost or damaged item			Replacement cost + \$9.00 processing fee (includes GST)	Replacement cost + \$9.00 processing fee (includes GST)	D	Y	
<b>Item Requests</b>							
Item Request Administration – Non Refundable				\$3.50	\$3.50	B	Y
<b>Inter-Library Loan / Copy</b>							
Core Service (Note: Does not apply if available from a public library or NSW State Library)				\$16.50	\$16.50	B	Y
Rush (additional to any core service charge)				\$16.50	\$16.50	B	Y
Express Postage (additional to any core service charge)				\$33.00	\$33.00	B	Y
Fax Delivery				\$3.30	\$3.30	B	Y
Non-collection of Item				\$16.50	\$16.50	B	Y
<b>Replacement Membership Card</b>			\$4.00	\$4.00	B	Y	
Membership for visitors not members of other libraries (temporary residents of caravan parks)			\$50.00 Deposit (Refundable upon return of books)	\$50.00 Deposit (Refundable upon return of books)		N	
Extended Reference Enquiry		Hour	\$60.00	\$60.00	D	Y	
Printing / Photocopying - A4 – Black & White	1-45910-000-1335 LIBC	Per Page	\$0.20	\$0.20	E	Y	
Printing / Photocopying - A3 – Black & White		Per Page	\$0.40	\$0.40	E	Y	
Printing / Photocopying - A4 – Colour		Per Page	\$0.40	\$0.40	E	Y	
Printing / Photocopying - A3 – Colour		Per Page	\$0.80	\$0.80	E	Y	
CD-R (Blank Discs) – 700 MB		Each	\$2.75	\$2.75	E	Y	
USB Flash Drive – 8 GB		Each	\$10.00	\$10.00	E	Y	





## 2013/2014 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
Fax (Sending) – National	1-45910-000-1335 LIBC	First Page	\$3.30	\$3.30	E	Y
		Add. Page	\$1.10	\$1.10	E	Y
Fax (Receiving)		Page	\$1.10	\$1.10	E	Y
Library Bags – Cloth		Each	\$3.00	\$3.00	E	Y
Library Bags – Environmental		Each	\$1.00	\$1.00	E	Y
'Library Lovers' Drink Holders		Each	\$3.00	\$3.00	E	Y
Book Journals :						
'My Little Library' Journal (Small)		Each	\$14.95	\$14.95	E	Y
'My Little Library' Lined Journal		Each	\$21.95	\$21.95	E	Y
Easy Read Book Holder		Each	\$34.95	\$34.95	E	Y
Notecard Box (20 Cards per box)		Each	\$24.95	\$24.95	E	Y
Calendar Bookmark Pack		Each	\$6.00	\$6.00	E	Y
Jack Thompson "Fine Poets" Audio CD		Each	\$20.00	\$20.00	E	Y
'Library Lovers' Mugs	Each	\$16.50	\$16.50	E	Y	
'Ear Buds' (Earphones)	Each	\$2.00	\$2.00	E	Y	
<b>Sale of Second-Hand Books</b>	1-45941-000-5030 LIBS	Each	\$1.10	\$1.10	B	Y
		Three	\$2.20	\$2.20	B	Y
<b>Picture Coffs Harbour Photographs</b>	1-45910-000-1335 LIBC					
- Digital Copy		Per Image	\$10.00	\$10.00	A	Y
- CD for Storage of Digital Images		Each	\$2.00	\$2.00	A	Y
- Printed Copy Postcard Size		Each	\$10.00	\$10.00	A	Y
- Handling and Postage			\$10.00	\$10.00	A	Y
- Non-Private / Commercial Reproduction	Each	Price on Application	Price on Application	A	Y	
<b>Library Workshops</b> (Includes School Holiday Programs)	1-45940-000-1563 LIBD	Per Person	Charged at discretion of Library Manager	Charged at discretion of Library Manager	B	Y
<b>Miscellaneous</b>	1-45940-000-1563 LIBD					



## 2013/2014 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Museum Fees</b>						
<b>Museum Entry</b>	1-46983-000-1563 (Individual)					
Adult			\$4.00	\$2.00	B	Y
Concession	1-46984-000-1563 (Group)		\$2.00		B	Y
Child			\$1.00		B	Y
Family Pass			\$10.00	\$5.00	B	Y
School Groups			By Negotiation	By Negotiation	B	Y
<b>Research - In Person</b>	1-46988-000-1335	Hour	\$50.00	\$50.00	B	Y
- via mail / email (includes photocopies and postage)			\$35.00	\$35.00	B	Y
<b>Sale of Pre-Printed Photographs ( 6 x 4)</b>	1-46990-000-1563	Per Copy	\$5.00	\$5.00	A	Y
<b>Picture Coffs Harbour Photographs</b>	1-46987-000-1563					
- Digital Copy		Per Image	\$10.00	\$10.00	A	Y
- CD for Storage of Digital Images		Each	\$2.00	\$2.00	A	Y
- Printed Copy Postcard Size		Each	\$10.00	\$10.00	A	Y
- Handling and Postage			\$10.00	\$10.00	A	Y
- Non-Private / Commercial Reproduction		Each	Price on Application	Price on Application	A	Y
<b>Photocopying</b>	1-46990-000-1563	Per Copy	\$0.40	\$0.40	A	Y
<b>Sale of History of Coffs Harbour</b>	1-46986-000-1563					
- Volume 1		Each	Out of Print	Out of Print	A	Y
- Volume 2		Each	\$31.00	\$31.00	A	Y
<b>Art Gallery Fees</b>	1-46962-000-1563					
Admission		Per Person	By Donation	By Donation		N
Art Education Workshops, specialised.		Per Student	\$5.00 to \$20.00	\$5.00 to \$20.00	A	Y
Teacher In-service		Per Person	\$35.00	\$35.00	A	Y
<p><i>Note: Aimed at cost recovery where materials are involved for school groups and consideration of time taken for education officer in teaching and preparation. Where guest speakers are involved, these fees will provide some cost recovery for transport and accommodation of special guest artists and educators.</i></p> <p><i>Primary schools are exempt except where large amounts of paint, paper and other materials will be used. Set at \$1 per student per hour long workshop.</i></p> <p><i>High school floor talks remain free.</i></p>						



## 2013/2014 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Art Classes</b> , Adults and Children	1-46962-000-1563	Per Person	\$10.00 to \$25.00	\$10.00 to \$25.00	A	Y
<b>Art Workshops</b> , Adults and Children (1 to 5 Days)		Per Person	\$100.00 to \$600.00	\$100.00 to \$600.00	A	Y
<b>Cultural Events</b> (Salons, Artist Talks & Performances)		Per Person	\$5.00 to \$50.00	\$5.00 to \$50.00	A	Y
Touring Exhibitions		Per Person	\$5.00 to \$20.00	\$5.00 to \$20.00	A	Y
Opening Night Entry Charge		Per Person	\$5.00 to \$25.00	\$5.00 to \$25.00	A	Y
<i>Note: This may be waived or increased at the Director's discretion.</i>						
<b>Hire of Gallery</b> (at discretion of the Gallery Director)	1-46962-000-1335					
Daytime (Before 6 pm)		Per Hour	\$50.00	\$50.00	A	Y
Evening (6pm onwards)		Per Hour	\$100.00	\$100.00	A	Y
<b>Commission on Sale of Art Works</b>						
Bunker Gallery	1-46911-000-1530	% of Price	33%	33%	E	Y
Art Gallery	1-46962-000-1530	% of Price	33%	33%	E	Y
<b>Bunker Cartoon Gallery</b>	1-46910-000-1563					
<b>Bunker Cartoon Gallery Entry</b>						
Single Admission		Per Person	\$2.00	\$2.00	B	Y
Children (Under 16)		Per Person	\$1.00	\$1.00	B	Y
Classes and Workshops		Per Person	\$5.00 to \$20.00	\$5.00 to \$20.00	B	Y
Admission plus Morning / Afternoon Charge (Tea / Coffee + Biscuits)		Per Person	\$5.00	\$5.00	B	Y
Venue Hire						
Daytime (Before 6 pm)		Per Hour	\$30.00 + Cleaning Fee if Required	\$30.00 + Cleaning Fee if Required	B	Y
Evening (6pm onwards)	Per Hour	\$60.00 + Mandatory Cleaning Fee	\$60.00 + Mandatory Cleaning Fee	B	Y	
Cleaning Fee			\$50.00	\$50.00	B	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Jetty Theatre</b>						
<b>Performance</b>	Various					
Daily Rate:						
- Non-Profit * (see conditions below)		Day	\$410.00	Fees and Charges will be determined on completion of a review of operations and will be submitted in a separate report to Council.	B	Y
- Commercial		Day	\$790.00 (or 10% of ticket sales whichever is the greater)		B	Y
Weekly Rate (7 Consecutive Days):						
- Non-Profit * (see conditions below)		Week	\$1,850.00		B	Y
- Commercial		Week	\$3,170.00 (or 10% of ticket sales whichever is the greater)		B	Y
<b>Rehearsals</b>						
- Non-Profit * (see conditions below)		Hour	\$35.00		B	Y
- Commercial			\$77.00		-	Y
<b>Venue</b>						
Auditorium only (no lights) (Monday to Thursday)		Day	\$260.00		B	Y
Auditorium only (no lights) (Friday to Sunday)		Day	\$315.00		B	Y
<b>Security Deposit</b>						
Holding Deposit:						
- Non-profit * (see conditions below)			10% of total hire	10% of total hire	B	N
- Commercial			30% of total hire	30% of total hire		
Security Card/Key Deposit			\$100.00	\$100.00	B	N
<b>Ticketing</b>						
- Non-Profit * (see conditions below) With Theatre Booking						
- Full Price		Ticket	\$1.00 / Ticket	\$1.00 / Ticket		Y
- Complimentary		Ticket	\$0.45 / Ticket	\$0.45 / Ticket		Y
Commercial (With Theatre Booking)						
- Full Price		Ticket	\$2.50 / Ticket	\$2.50 / Ticket		Y
- Complimentary		Ticket	\$1.00 / Ticket	\$1.00 / Ticket		Y



## 2013/2014 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Ticketing service only</b>						
- Non-Profit * (alternative venue used)						
- Setup Fee & Re-Editing		Hour	\$50.00	\$50.00		Y
- All Tickets		Ticket	\$2.00 / Ticket	\$2.00 / Ticket		Y
- Web Listing			\$50.00	\$50.00		Y
Commercial (alternative venue used)						
- Setup Fee & Re-Editing		Hour	\$100.00	\$100.00		Y
- All Tickets		Ticket	\$3.50	\$3.50		Y
- Web Listing			\$100.00	\$100.00		Y
<b>Sundry</b>	Various					
Merchandise (Non Profit Hirers Exempt)			10% of Gross Takings	10% of Gross Takings	D	Y
Rubbish Removal – Use of Skip		Removal	At Cost + 10%	At Cost + 10%	D	Y
Cleaning Services			At Cost + 10%	At Cost + 10%	D	Y
Piano Hire Fee		Performance	\$60.00		D	Y
Piano Tuning		Tuning	At Cost + 10%	At Cost + 10%	D	Y
Consumables (Tape, Additional Gels etc)			At Cost + 10%	At Cost + 10%	D	Y
Projector		Hour	\$20.00			Y
<b>Theatre Staff</b>						
Theatre Manager (Ordinary Hours)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Theatre Manager O/T (min. 4 Hr Call)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Technician (Ordinary Hours)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Technician O/T (min 4 Hr Call)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Front of House (Ordinary Hours)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Front of House O/T (min 4 Hour Call)			LGA Award + Oncost	LGA Award + Oncost	D	Y
Administrative Assistant			LGA Award + Oncost	LGA Award + Oncost	D	Y
<b>Conditions of Hire</b>						
1. Theatre hire does not include staff time, it is mandatory to have one staff present during hire times. Non-profit organisations may negotiate with regard to staff requirements.						
2. The foyer, green room and outdoor areas are available for hire, at a cost negotiated with the Theatre Manager.						
3. * Conditions apply to non-profit hirers, with the requirement that the Jetty Theatre logo be used on all promotional material, and an acknowledgement of Council's support.						
4. A minimum four hour call is required for all staff outside normal working hours.						
5. In recognition of Local Community Theatre Groups contribution to the Jetty Memorial Theatre, Members of ACCTS are entitled to inclusions in accordance with the Theatre Charter.						



## 2013/2014 DRAFT FEES AND CHARGES

### Economic Development Unit

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Markets</b> (City Square, Harbour Drive and /or Other Sites)						
<b>Tents</b>						
Sale (including delivery)	1-48765-000-1563	Each	P.O.A	P.O.A	E	Y
Hire Fee	1-48765-000-1335	Each	\$37.00	\$38.00	E	Y
<b>Permanents</b>						
Site Only (not including tent)	1-48764-000-1335	Each Site	\$29.00	\$30.00	E	Y
Site with Power and / or other chargeable facilities		Each Site	\$35.00	\$36.00	E	Y
<b>City Centre Arcade Signage</b>						
Annual Fee		Per Year	\$93.00	\$96.00	E	Y
<b>Casual Hirer's Application</b>						
Contribution towards insurance (Maximum of 10 days pa)		Each Day	\$40.00	\$41.00	E	Y
<b>Hire of Banner Stands</b>	1-11905-000-1335	Week / Stand	\$25.00	\$26.00	E	Y
<b>Busking</b>	1-48767-000-1335					
Regular: Professional (Non Professional Use not allowed)		Per Annum	\$57.00	\$60.00	E	Y
		3 Months	\$35.00	\$35.00	E	Y
		1 Month	\$15.50	\$16.00	E	Y
Occasional: Student from high school in LGA			Free	Free	E	Y
<b>Street Stalls</b>	1-48764-000-1335					
Registered local sporting clubs and local non profit charity organisations	Footway Policy		Free	Free	E	Y
Commercial Company Stalls						
- Small		Per Day	\$185.00	\$190.00	E	Y
- Large		Per Day	\$220.00	\$225.00	E	Y
City Centre Traders Stalls						
- Small		Per Day	\$22.50	\$23.00	E	Y
- Large		Per Day	\$43.00	\$44.50	E	Y
<b>Displays and Promotions</b>	1-48764-000-1335					
Registered charitable organisations, local sporting clubs and organisations	Footway Policy		Free	Free	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Liquid Trade Waste

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Liquid Trade Waste Application Fee</b>	Plus Application					
Classification AA as defined by Policy		Generator	\$130.00	\$130.00	D/F	N
Classification A as defined by Policy		Generator	\$260.00	\$260.00	D/F	N
Classification B as defined by Policy		Generator	\$525.00	\$525.00	D/F	N
Classification C as defined by Policy		Generator	\$700.00	\$700.00	D/F	N
Classification S as defined by Policy		Transporter	\$525.00	\$525.00	D/F	N
<b>Trade Waste Annual Charges</b>	Rates Notice	Number of Waste Generators				
		1	\$180.00	\$185.00	D/F	N
		2 to 4	\$360.00	\$370.00	D/F	N
		5 to 9	\$720.00	\$832.50	D/F	N
		10 to 15	\$1,350.00		D/F	N
		10 to 14		\$1,480.00	D/F	N
		>15	\$1,800.00		D/F	N
		15 to 19		\$2,220.00	D/F	N
		>19		\$3,145.00	D/F	N
<b>Trade Waste Usage Charges</b>	8-00253-000-0000					
<b>Food Waste Disposal Unit</b>		Per bed	\$26.00	\$26.50	C	N
<b>Re-Inspection Fee</b>	Plus Application	Hour	\$118.00	\$125.00	D	N
<b>Re-Inspection Lab Testing Fee</b>	Plus Application	Per Test	At Cost	At Cost	D	N
<b>Category 1</b>	Water Usage Account					
- With appropriate pre-treatment		Kilolitre	Free	Free	C	N
- With inappropriate pre-treatment		Kilolitre	\$1.53	\$1.58	C	N
<b>Category 2</b>						
- With appropriate pre-treatment		Kilolitre	\$1.53	\$1.58	C	N
- With inappropriate pre-treatment		Kilolitre	\$14.10	\$14.54	C	N



## 2013/2014 DRAFT FEES AND CHARGES

### Liquid Trade Waste...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Category 2S</b>	8-89926-000-1313					
Chemical Toilet (Portable)		Kilolitre	\$15.39	\$15.87	C	N
Leachate		Kilolitre	\$1.94	\$2.00	D	N
Septage (Effluent & Sludge)		Kilolitre	\$58.71	\$60.53	D	N
Septage (Other than Effluent & Sludge)		Kilolitre	Quotation	Quotation	D	N
<b>Category 3 (Mass Charges)</b>	8-81902-760-1312					
<b><u>Substance / Pollutant</u></b>		<b><u>Threshold Limit (mg/L)</u></b>				
Biochemical Oxygen Demand (BOD <sub>5</sub> )		300	\$0.693	\$0.714	C	N
Suspended Solids (SS)		300	\$0.89	\$0.92	C	N
Temperature		<38°C				N
pH Range (Factor)		7.0 to 9.0	0.385	0.397	C	N
Oil & Grease (Total O & G)		100	\$1.25	\$1.28	C	N
Detergents - Methylene Blue Active Substances (MBAS)		50	\$0.693	\$0.714	C	N
Total Dissolved Solids (TDS)		4,000	\$0.06	\$0.06	C	N
<b>Heavy metals</b>						
Aluminium		100	\$0.69	\$0.71	C	N
Cadmium		1	\$320.34	\$330.28	C	N
Chromium* (Cr <sup>3+</sup> )		3	\$23.08	\$23.80	C	N
Cobalt		5	\$14.10	\$14.54	C	N
Copper		5	\$14.10	\$14.54	C	N
Iron		100	\$1.45	\$1.46	C	N
Lead		1	\$34.63	\$35.70	C	N
Manganese		10	\$6.93	\$7.14	C	N
Mercury		0.01	\$2,308.20	\$2,379.61	C	N
Molybdenum		5	\$0.693	\$0.714	C	N
Nickel		3	\$23.08	\$23.80	C	N
Selenium		1	\$48.73	\$50.24	C	N
Silver		2	\$1.32	\$1.32	C	N
Tin		5	\$6.93	\$7.14	C	N
Zinc		5	\$14.10	\$14.54	C	N





## 2013/2014 DRAFT FEES AND CHARGES

### Liquid Trade Waste...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Other Substances</b>	8-81901-760-1312	<b>Threshold Limit (mg/L)</b>	<b>Price /kg above Threshold #</b>	<b>Price /kg above Threshold #</b>		
Ammonia (as N)		50	\$2.05	\$2.11	C	N
Arsenic		1	\$69.25	\$71.40	C	N
Benzene		0.1	Price on Application	Price on Application	C	N
Boron		25	\$0.693	\$0.714	C	N
Bromine		5	\$13.85	\$14.28	C	N
Chlorine		10	\$1.41	\$1.46	C	N
Cyanide		5	\$69.25	\$71.40	C	N
Ethylbenzene		1	Price on Application	Price on Application		
Fluoride		20	\$3.46	\$3.57	C	N
Formaldehyde		30	\$1.41	\$1.46	C	N
Pesticides General (Excludes Organochlorides and Organophosphates)		0.1	\$692.96	\$714.46	C	N
Petroleum Hydrocarbons (Non-Flammable)		30	\$2.31	\$2.39	C	N
Phenolic Compounds (Non-Chlorinated)		10	\$9.93	\$7.14	C	N
Polynuclear Aromatic Hydrocarbons (PAHs)		5	\$14.10	\$14.54	C	N
Nitrogen (total Kjeldahl - TKN)		100	\$0.179	\$0.185	C	N
Sulphate (SO <sub>4</sub> )		500	\$0.14	\$0.15	C	N
Sulphide (S)		1	\$1.41	\$1.46	C	N
Sulphite (SO <sub>3</sub> )		15	\$1.53	\$1.58	C	N
Phosphorous (Total P)		20	\$1.41	\$1.46	C	N
Toluene		0.5	Price on Application	Price on Application	C	N
Xylene		1	Price on Application	Price on Application	C	N
# For Equations to calculate excess mass charges refer to Council's Trade Waste Policy. * Discharge of hexavalent chromium (Cr <sup>6+</sup> ) from chromate compounds is not permitted.						
Note: Fees are charged in accordance with the Best Practice Water Supply, Sewer and Trade Waste Pricing Guidelines.						



## 2013/2014 DRAFT FEES AND CHARGES

### Sewerage Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Council Subsidised Effluent Charges</b> Sullage collection charge per year (Nana Glen / Coramba)	8-81910-000-1316		\$760.00	\$783.00	C	N
<b>Sewerage Access Charge (Residential Properties)</b> House or strata unit = 1 ET	8-89902-000-1215	ET	\$760.00	\$783.00	C	N
<b>Sewerage Access Charge – Vacant Land (Sewer Available)</b>	8-89902-000-1215	Per Property	\$524.00	\$540.00	C	N
<b>Sewerage Access Charge (Non Residential Properties)</b>	8-89902-000-1215		Result	Result	C	N
= $SDF \times MF \times AC$ Where SDF = Sewer Discharge Factor; MF = Total Water Meter Factor and AC Factor = Access Charge @ \$766.00						
<b>Sewerage Usage Charge (Non Residential Properties)</b>	8-89901-000-1312		Result	Result	C	N
= $SDF \times KLS \times \$2.00$ Where SDF = Sewer Discharge Factor and KLS = Volume of water used.						
<b>Non-Rateable Sewerage Charges</b>	8-89924-000-1312		Result	Result	C	N
= $SDF \times KLS \times \$2.00$ Where SDF = Sewer Discharge Factor and KLS = Volume of water used.						
<b>Pump-Out Effluent Disposal</b>	8-89926-000-1313	Kilolitre	\$0.79	\$0.81	C	N
Charge to contractor for disposal of effluent (price determined by contract provisions) – CPI increase from a base of \$0.60 from July 2005.						



## 2013/2014 DRAFT FEES AND CHARGES

### Sewerage Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Charge to contractor for disposal of trade waste at Coffs Harbour Water Reclamation Plant</b>	8-89926-000-1313					
- Septage (Effluent & Sludge)		Kilolitre	Refer to Liquid Trade Waste	Refer to Liquid Trade Waste	D	N
- Septage (Other than Effluent & Sludge)		Kilolitre	Quotation	Quotation	D	N
<b>Contribution in Lieu of Rates</b>	8-89930-000-1783					
<b>Private Works</b> (includes 15% charge)	8-83910-000-1334		At Cost, plus GST	At Cost, plus GST	A	Y
<b>Contribution To Works</b>	8-83920-000-1750 CTWS					
Subdivision Cut In and Testing			Quotation	Quotation	D	Y
Other			Quotation	Quotation	D	Y
Work on Sewer Extensions, Junction, Manholes and Inspections Cover Raising (includes 15% charge)			Quotation	Quotation	D	Y
<b>Administration Charges Income</b>	8-80900-000-1750					
<b>Developer Contributions (Sec 64)</b>	8-84900-000-1740		As per Council approved Contribution Plans	As per Council approved Contribution Plans	G	N
<b>Camera / Jetter (CCTV)</b> (Test / find leaks, blockages, locations etc)	8-83920-000-1750					
- First and second hour (1hr min.)		Per Hour	\$210.00	\$215.00	E	Y
- Each subsequent hour		Per Hour	\$150.00	\$155.00	E	Y
Subdivision Condition Inspection Report:						
Initial Report						
- Establishment			\$210.00	\$215.00	E	Y
- Metre Rate		Per Metre	\$3.40	\$3.50	E	Y
Call Back						
- Re-establishment			\$425.00	\$435.00	E	Y
- Metre Rate		Per Metre	\$3.40	\$3.50	E	Y
<b>Sykes Pump</b>	New Job No.					
- First Hour			\$215.00	\$220.00	E	Y
- Each subsequent hour		Per Hour	\$150.00	\$155.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Subdivision & Contracts

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl.of GST				Pricing Policy
<b>Construction Certificate for Subdivision and Development Works</b>							
<b>Assessment of Engineering Design Plans Fees AND the Inspection of Construction Works Fees BOTH have to be paid. The Assessment Fee excludes GST whilst the Inspection Fee includes GST.</b>			<b>Assessment</b>		<b>Inspection</b>		
			<b>Fee</b>	<b>GST Included</b>	<b>Fee</b>	<b>GST Included</b>	
			<b>A/c 1-36931-000-1335</b>		<b>A/c 1-36930-000-1335</b>		
Urban Road Works		Metre	\$4.00	N	\$9.30	Y	D
Rural Residential Road Works		Metre	\$2.50	N	\$3.75	Y	D
Rural Road Works		Metre	\$2.15	N	\$3.05	Y	D
Stormwater Drainage		Metre	\$3.20	N	\$4.60	Y	D
Inter-allotment Drainage		Metre	\$3.20	N	\$4.60	Y	D
Pipe Culverts		Metre	\$3.20	N	\$4.60	Y	D
Sewer Reticulation Mains		Metre	\$1.45	N	\$3.95	Y	D
Water Reticulation Mains		Metre	\$1.45	N	\$2.35	Y	D
Sedimentation & Erosion Control		Metre of Site Perimeter	\$0.75	N	\$1.55	Y	D
Other Engineering Works							
- Bulk Earthworks			} \$3.20	N	} \$6.25	Y	D
- Culverts (Other than Pipes)							
- Earth Retaining Structures							
- Bridges							
- Sewer Pump Stations							
- Trunk Drainage Works							
- WSUD / Retarding / Detention Basins							
- Parking Areas							
<b>Minimum Fee (All Works Above)</b>			\$110.00	N	\$500.00	Y	D
<i>Note: Assessment and Inspection Fees have increased due to a phased Introduction of full cost recovery over three years from 2010.</i>							



## 2013/2014 DRAFT FEES AND CHARGES

Description of Fee or Charge	Account Number	Unit	Proposed Fee or Charge 2013/14 Incl. of GST				Pricing Policy
<b>Construction Certificate for Subdivision and Development Works</b>							
<b>Assessment of Engineering Design Plans Fees AND the Inspection of Construction Works Fees BOTH have to be paid. The Assessment Fee excludes GST whilst the Inspection Fee includes GST.</b>			Assessment		Inspection		
			Fee	GST Included	Fee	GST Included	
			A/c 1-36931-000-1335		A/c 1-36930-000-1335		
Urban Road Works		Metre	\$4.25	N	\$9.85	Y	D
Rural Residential Road Works		Metre	\$2.65	N	\$3.95	Y	D
Rural Road Works		Metre	\$2.25	N	\$3.25	Y	D
Stormwater Drainage		Metre	\$3.40	N	\$4.90	Y	D
Inter-allotment Drainage		Metre	\$3.40	N	\$4.90	Y	D
Pipe Culverts		Metre	\$3.40	N	\$4.90	Y	D
Sewer Reticulation Mains		Metre	\$1.55	N	\$4.20	Y	D
Water Reticulation Mains		Metre	\$1.55	N	\$2.50	Y	D
Sedimentation & Erosion Control		Metre of Site Perimeter	\$0.80	N	\$1.65	Y	D
Other Engineering Works							
- Bulk Earthworks			} \$3.40	N	} \$6.60	Y	D
- Culverts (Other than Pipes)							
- Earth Retaining Structures							
- Bridges							
- Sewer Pump Stations							
- Trunk Drainage Works							
- WSUD / Retarding / Detention Basins							
- Parking Areas							
<b>Minimum Fee (All Works Above)</b>			\$120.00	N	\$500.00	Y	D
<i>Note: Assessment and Inspection Fees have increased due to a phased Introduction of full cost recovery over three years from 2010.</i>							



## 2013/2014 DRAFT FEES AND CHARGES

### Subdivisions & Contracts...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>AUS-SPEC #1 Development Specifications</b>	1-36920-000-1338					
<b>CHCC Design Specifications</b>						
- One Off Hard Copy		Set	\$240.00	\$240.00	D	N
- Electronic Copy in PDF Format on CD		Per CD	\$55.00	\$55.00	D	N
- Electronic Copy in PDF Format on Internet			Free	Free	D	N
<b>CHCC Construction Specifications</b>						
- One Off Hard Copy		Set	\$290.00	\$290.00	D	N
- Electronic Copy in PDF Format on CD		Per CD	\$55.00	\$55.00	D	N
- Electronic Copy in PDF Format on Internet			Free	Free	D	N
<b>AUS SPEC #1 Annual Update Fee for Access by Internet</b>				Free	Free	D
<b>Security Bonds</b>						
Bond Administration & Acceptance Fee – Non-Refundable	1-13919-000-1335		\$110.00	\$110.00	D	Y
Maintenance of Engineering Works	1-0100K-000-0000		10% of cost of water & sewer works + 5% of balance of eng. works	10% of cost of water & sewer works + 5% of balance of eng. works	D	Y
Completion of Outstanding Works at Issue of Subdivision Certificate	Various		Estimated Cost of Works + 20%	Estimated Cost of Works + 20%	D	Y
<b>New Road Naming</b>	1-36922-000-1335					
Application for New Road Name						
One Road			\$580.00	\$580.00	D	Y
More than one road			\$710.00	\$710.00	D	Y
<b>Rechecking of Engineering Plans</b>	1-36932-000-1335					
(a) Prior to Issue of Construction Certificate						
- Major Revision		Per Lot	\$18.30	\$19.40	D	N
		Minimum	\$150.00	\$160.00	D	N
- Minor Revision		Per Lot	\$9.80	\$10.40	D	N
		Minimum	\$85.90	\$91.00	D	N
(b) After Issue of Construction Certificate						
	Per Hour	\$81.50	\$86.40	D	N	
	Minimum	\$100.00	\$100.00	D	N	



## 2013/2014 DRAFT FEES AND CHARGES

### Subdivisions & Contracts...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Checking of Works as Executed Drawings</b>	1-36932-000-1355					
(a) Wax drawings submitted in electronic CAD format		Per Lot	\$26.00	\$27.50	D	Y
(b) Wax drawings submitted in a format other than electronic CAD		Per Lot	\$54.00	\$57.00	D	Y
		Minimum	\$108.00	\$114.00	D	Y
<b>Checking of Drawings Submitted by Private Certifiers - Engineering</b>	1-36921-000-1335	Hour		\$130.00	D	Y
		Minimum		\$130.00	D	Y
<b>Search Fees - Engineering</b>	1-36921-000-1335	Hour	\$110.00	\$130.00	D	Y
		Minimum	\$110.00	\$130.00	D	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Survey & Design

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Design Work Undertaken for Other Organisations</b>	1-34962-000-1750		Quotation	Quotation	F	Y
<b>Flood Level Information Fees</b> Per development or property	1-34960-000-1338					
- Landowner			\$47.50	\$50.00	E	N
- Applicant other than landowner			\$95.00	\$95.00	E	N
<b>Flood Study Checking Fee</b>	1-34960-000-1338					
Consultant submits compatible model data files with draft			\$515.00	\$530.00	E	Y
Consultant submits incompatible or no model data with draft			\$1,030.00	\$1,060.00	E	Y
<b>Private Footpath Crossing (Driveway Applications)</b>	1-34961-000-1328					
Application for approval to install footpath crossing and inspection.		Each	\$155.00	\$160.00	E	N
Plus, if levels are not provided by the applicant		Additional	\$115.00	\$120.00	E	Y
Application for approval to install stormwater and inspection - Kerb connection			\$115.00	\$120.00	E	N
<b>Hire of GPS Equipment / Services</b>	1-34963-000-1335					
Raw Data		Annual	\$3,000.00	\$3,200.00	E	Y
Equipment Hire with Operator						
- Minimum 1 Day		Day	\$1,200.00	\$1,500.00	E	Y
- Minimum 1 Week		Week	\$5,000.00	\$6,500.00	E	Y
Specific Projects			Quotation	Quotation	E	Y
<b>Directional Signage</b>	1-52101-309-1750		Quotation	Quotation	E	y





## 2013/2014 DRAFT FEES AND CHARGES

### Water Services

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Water Pressure Testing</b>	7-75930-000-1335					
New Subdivision / Mains – Initial Water Main Pressure Test (Council to undertake all testing works over 6 Hrs)		Lot	\$13.20	\$14.20	E	Y
		Minimum	\$415.00	\$455.00	E	Y
Second & Subsequent visits (where the first test fails or alterations have been carried out) – 6 Hour Retest		Lot	\$6.70	\$7.50	E	Y
		Minimum	\$415.00	\$455.00	E	Y
Water & Sewer Main Pressure Tests where Council monitors contractors test		Lot	\$6.70	\$7.50	E	Y
		Minimum	\$270.00	\$298.00	E	Y
<b>Water Pressure Reading</b>	7-75931-000-1335					
Instantaneous			\$70.00	\$72.00	E	N
Chart Recorder			\$98.00	\$100.00	E	N
Fire Flow Test – Inside City Boundary			\$220.00	\$225.00	E	N
Fire Flow Test – Outside City Boundary			Quotation	Quotation	E	N
<b>Water Meter Testing Requests</b>	7-75931-000-1335					
(Fee refundable if meter is more than 3% in error to the disadvantage of the consumer)						
20 mm (on-site)			\$80.00	\$82.00	E	N
20 mm (on test rig)			\$160.00	\$165.00	E	N
25 mm (on-site)			\$80.00	\$82.00	E	N
25 mm ( on test rig)			\$160.00	\$165.00	E	N
40 mm (on test rig)			\$170.00	\$175.00	E	N
50 mm (on test rig)			\$270.00	\$275.00	E	N
100 mm (sent away)			Quotation	Quotation	E	N



## 2013/2014 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Water Meter Disconnection / Reconnection</b>						
<b>For Non Payment of Account</b>						
Restrictor installation and removal fee	7-75910-000-1336		\$130.00	\$132.00	E	N
Replacement Restrictor (If Illegally removed)			\$64.00	\$65.00	E	N
Disconnection of Water Supply	7-75911-000-1336		\$90.00	\$92.00	E	N
Reconnection of Water Supply			\$90.00	\$92.00	E	N
Additional fee for out-of-hours reconnection – 20 & 25 mm			\$54.00	\$55.00	E	N
<b>Consumer Request</b>						
Disconnection – 20 & 25 mm	7-75912-000-1336		\$95.00	\$97.00	E	N
Disconnection – Other Sizes			Quotation	Quotation	E	N
Reconnection – 20 & 25 mm			\$95.00	\$97.00	E	N
Reconnection – Other Sizes			On application	On application	E	N
Service Abandon Fee (Subdivisions post 2003)			\$235.00	\$240.00	E	N
<b>Water Connection Fees – First Service</b>						
(20/25 mm – complete with backflow prevention)	7-77930-000-1335 WATC					
20 mm water service (first) long or short			\$575.00	\$575.00	E	N
20 mm water service (second) short			\$575.00	\$575.00	E	N
20 mm water service underbore fee			Quotation	Quotation	E	N
25 mm water service (first) long or short			\$930.00	\$930.00	E	N
25 mm water service (second) short			\$930.00	\$930.00	E	N
25 mm water service underbore fee			Quotation	Quotation	E	N
Non-standard services (eg meter requiring footpath box)			Quotation	Quotation	E	N
Meter Installation Inconvenience Charge (applicable when meter cannot be installed as the block is unidentifiable or the footpath is covered)			\$92.00	\$95.00	E	N



## 2013/2014 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Other Water Connection Fees</b> (Plumber to supply backflow prevention)	7-77931-000-1335 WATO					
40 mm water service – Short			\$1,700.00	\$1,800.00	E	N
40 mm water service – Long			Quotation	Quotation	E	N
50 mm water service – Short (combination meters)			\$3,070.00	\$3,200.00	E	N
50 mm water service – Long			Quotation	Quotation	E	N
Over 50 mm – On the basis of CTW			Quotation	Quotation	E	N
Subsidiary Meter Kit						
- Standard			\$100.00	\$100.00	E	N
- Electronic / Remote Kit			Quotation	Quotation	E	N
<b>Mains Locations</b>	7-75970-000-1335					
Telstra & Non Council Mains (eg House Service)		Hour	\$98.00 + \$25.00 / 15 minutes thereafter	\$100.00 + \$25.00 / 15 minutes thereafter	F	Y
Other authorities, first location free, thereafter as per above.						
Leak testing or leak finding		Hour	\$98.00 + \$25.00 / 15 minutes thereafter	\$100.00 + \$25.00 / 15 minutes thereafter	F	Y
<b>Water Backflow Prevention</b>						
<b>Commercial</b>						
Lodgement Fee	7-75982-000-1335	Per Lodgement	\$105.00	\$105.00	E	N
Assessment (if requested)	7-75981-000-1335		\$170.00	\$170.00	E	Y
Overdue Registration (with 2nd reminder letter)	7-75982-000-1335		\$65.00	\$65.00	E	N
<b>Domestic</b>						
Lodgement Fee	7-75982-000-1335	Per Lodgement	\$20.00	\$20.00	E	N
The domestic fees apply to rainwater tank installations where the tank is below ground and a testable backflow device is required.						
<b>Backflow Prevention Testing Fee</b>	7-75981-000-1335		\$170.00	\$170.00	E	Y
(Parts for repairs are at an additional cost to the customer)						
Backflow Inspection & Maintenance Report Books			\$24.00	\$24.00	E	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Contribution To Works</b> (includes 15%)						
General	7-75990-000-1750 CTWW		Quotation	Quotation	F	Y
Subdivision Cut In and Testing	7-75991-000-1750		Quotation	Quotation	F	Y
Repairs to Damaged Infrastructure	7-75990-000-1750		Actual Cost, plus GST	Actual Cost, plus GST	D	Y
Mobile Chlorine Dosing Unit	7-75993-000-1750		Quotation	Quotation	F	Y
Service Raising / Alteration Fees	7-75994-000-1750					
- Service Raising Fee – 20/25 mm (Site clear of concrete etc)			\$129.00	\$140.00	E	N
Service Raising Fee – other sizes			Quotation	Quotation	E	N
Alteration to Service			Quotation	Quotation	E	N
<b>Developer Contributions (S64)</b>	7-76900-000-1730		As per contribution plans	As per contribution plans	G	N
<b>Water Sales – Consumption Charges</b>						
<b>Residential Consumption Charges</b>	7-79910-000-1311					
Tier 1 – Usage of up to the equivalent to 1kl per day (for each billing period)		Kilolitre	\$2.48	\$2.55	D	N
Tier 2 – Usage in excess of up to the equivalent to 1 kl per day (for each billing period)		Kilolitre	\$3.72	\$3.83	D	N
<b>Dialysis Users</b>						
Tier 1 - usage of up to the equivalent to 0.438 kl per day (for each billing period)		Kilolitre	\$0.00	\$0.00	D	N
Tier 2 - usage in excess of up to the equivalent to 0.438 kl per day (for each billing period)		Kilolitre	\$2.48	\$2.55	D	N
<b>Non-Residential Consumption Charges</b>	7-79910-000-1311					P
Metered Consumption Charge (all consumption apart from fire fighting usage).		Kilolitre	\$2.48	\$2.55	D	N
Meter Fire Service Consumption Charge (apart from usage, supported by evidence, relating to fire fighting)		Kilolitre	\$7.44	\$7.65	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included	
<b>Water Access Charge</b>	7-79900-000-1212						
Water Access Charge – Residential		Tenement	\$135.00	\$139.00	C	N	
Water Access Charge – Vacant			\$135.00	\$139.00	C	N	
Water Access Charge – Non Residential Properties		Per Meter Factor - see table below	\$135.00	\$139.00	C	N	
<b>Meter Factors:</b>							
<b>Meter (mm)</b>	<b>Factor</b>	<b>Amount</b>	<b>Proposed</b>	<b>Meter (mm)</b>	<b>Factor</b>	<b>Amount</b>	<b>Proposed</b>
015	1.0	\$135.00	\$139.00	065	10.6	\$1,431.00	\$1,473.40
020	1.0	\$135.00	\$139.00	080	16.0	\$2,160.00	\$2,224.00
025	1.6	\$216.00	\$222.40	100	25.0	\$3,375.00	\$3,475.00
032	2.6	\$351.00	\$361.40	150	56.3	\$7,600.50	\$7,825.70
040	4.0	\$540.00	\$556.00	200	100.0	\$13,500.00	\$13,900.00
050	6.3	\$850.50	\$875.70				
Water Access Charge – Vacant Land (where water available)			\$135.00	\$139.00	C	N	
Charge for properties with testable backflow	7-79900-000-1212		Per Device \$18.50	\$60.00	C	N	
Additional Water Back Flow Devices			Per Device	\$15.00	C	N	
<b>Standpipe Water Sales – Carriers</b>							
Water Carrier Water Sales	7-75900-000-1311	Kilolitre	\$2.48	\$2.55	D	N	
Water Carrier Licence Fee	7-75900-000-1327	Vehicle	\$390.00	\$400.00	D	N	
<b>Water Carrier Inspection Fee</b>	1-23908-000-1335	Vehicle		\$125.00	D	Y	



## 2013/2014 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Water Sales - Hydrant</b>						
Hire of Metered Standpipe to Allow Sale of Water from Hydrants	7-75913-000-1335	First Week	\$105.00	\$107.00	E	N
		Second Week	\$68.00	\$69.00	E	N
		> Second Week	\$36.00	\$37.00	E	N
Deposit - Refundable	7-01012-000-0000		\$1,800.00	\$1,850.00	E	N
Water Sales	7-75913-000-1335	Kilolitre	\$2.48	\$2.55	D	N
<b>Vac-u-digga</b>						
First Hour (Minimum 1 Hour)	7-75998-000-1750	Per Hour	\$222.00 + Disposal Costs if applicable	\$225.00 + Disposal Costs if applicable	E	Y
Each subsequent 15 mins ( after first hour)		Per 15 Mins	\$55.00	\$56.00	E	Y
<b>Raw Water Consumers (eg Regional Water Supply)</b>						
Water Access Charge	7-79900-000-1212	Assessment	\$135.00	\$139.00	C	N
Metered Water Usage (Other than non-rateable properties) – 50% of Treated Water Usage Charge	7-79910-000-1311	Kilolitre	\$1.24	\$1.28	D	N
Step 1 – Allowance of 1 kl per day per access charge		Kilolitre	\$1.24	\$1.28	D	N
Step 2 – Usage in excess of allowance of 1 kl per day per access charge (>365kl per annum)		Kilolitre	\$1.86	\$1.91	D	N



## 2013/2014 DRAFT FEES AND CHARGES

### Works

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Road Opening or Other Private Work on Public Road</b>	1-30900-000-1328 ROAD					
<b>Initial Application Fee</b>						
Less than 1 week		< 1 Week	\$130.00	\$134.00	E	N
Greater than 1 Week (plus initial application fee)		Per Week	\$70.00	\$77.00	E	N
<b>Footpath Occupancy</b>						
Less than 1 week (plus initial application fee)			\$120.00	\$123.60	E	N
Greater than 1 Week (plus initial application fee)		Per m2 per week	\$18.50	\$19.00	E	N
<b>Road Occupancy</b>						
Up to 30m length (plus initial application fee)		Per lane per day	\$96.00	\$98.90	E	N
<b>Skip Bins</b>						
Placed on Road Reserves		Annual Licence Fee	\$260.00	\$267.80	E	N
Skip bin companies are required to register with Council before placing bins in public areas. They are also required to place bins in accordance with Council's conditions. Registration Fee Per Calendar Year (Non-refundable) Non-registered companies will be required to submit application for road occupancy or attract infringement notices.						
<b>Construction Zones</b> (min 1 month duration)	1-30905-000-1335					
<b>Application Fee</b>			\$130.00	\$134.00	E	N
<b>Construction Zone Parking</b>						
CBD Area (plus application fee)		Metre / Month		\$37.00	E	N
All Other Areas (plus application fee)		Metre / Month	\$18.50	\$18.50	E	N
A Construction Zone is a parking area on the carriageway, adjacent to a construction site for the exclusive use by vehicles engaged in the construction works.						
<b>Construction Zone Footpaths</b> (Hoardings, scaffolding or construction materials on footpath)						
A Class Hoarding (Walls Only) (plus application fee)		Metre / Month	\$9.30	\$18.50	E	N
B Class Hoarding (Walls and Roof) (plus application fee)		Metre / Month	\$18.50	\$27.75	E	N
<b>Footpath Closure – Long Term</b> (plus application fee)		Metre / Month	\$30.00	\$33.00	E	N
<i>Note: Fee based on number of weeks in estimated construction period.</i>						



## 2013/2014 DRAFT FEES AND CHARGES

Works...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Kerb &amp; Gutter / Footpath Deposits</b>	1-0100K-000-0000 Bond					
Concrete Footpath		M <sup>2</sup>	\$135.00 (\$1,000 minimum)	\$140.00 (\$1,000 minimum)	A	N
Kerb and Guttering		Metre	\$88.00 (\$1,000 minimum)	\$91.00 (\$1,000 minimum)	A	N
Road Pavement (incl. Seal)		M <sup>2</sup>	\$455.00 (\$2,000 minimum)	\$469.00 (\$2,000 minimum)	A	N
<b>Damage Inspection Fee</b>	1-30905-000-1335		\$120.00	\$125.00	D	Y
<i>Note: To be paid with Kerb &amp; Gutter / Footpath Deposits</i>						
<b>Re-Inspection Fee</b>			\$120.00	\$125.00	D	Y
<b>Crossings</b>	1-52939-000-1750		Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	F	Y
<b>Kerb &amp; Gutter and Footpath Contributions</b>						
<i>Roads Act 1993 Section 217 (1)</i>						
Barrier Kerb	1-52920-000-1779	Metre	\$67.00	\$88.00	B	Y
Mountable Kerb		Metre	\$67.00	\$88.00	B	Y
Foot Paving Contributions	1-54930-000-1779					
- 1.2 Metres Wide		Metre	\$67.00	\$84.00	B	Y
- 2.0 Metres Wide		Metre	\$67.00	\$140.00	B	Y
<i>Note: Above charges refer to frontages. Side alignments are charged at half cost.</i>						





## 2013/2014 DRAFT FEES AND CHARGES

### Works...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Private Works / Grant Funded Programs</b>	Allocated					
<b>Rate A – Grant Funded Road Works Programs (eg Regional Roads Block, Traffic Facilities, 3 x3 Block)</b>						
Plant Hire					D	Y
Wages					D	Y
Materials					D	Y
<b>Rate B – Other Grant Funded Works</b>						
Either:						
Quotation / contract price (to cover cost + contingencies)			Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	D	Y
Or:	1-30970-000-1334					
Plant Hire					D	Y
Wages					D	Y
Materials					D	Y
<b>Rate C – Private Works for Government Departments, Companies, other organisations and Individuals</b>						
Plant Hire					F	Y
Wages					F	Y
Materials					F	Y
Supervision / Administration					F	Y



## 2013/2014 DRAFT FEES AND CHARGES

### Works...cont'd

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Road Restoration Charges</b>					F	Y
<b>Quarry Charges</b>						
Bellbird (excluding loadings)	1-33901-000-1563	}	Price on Application	Price on Application		Internal Only N
Gundarene	1-33902-000-1563					
Wedding Bells (excluding loadings)	1-33903-000-1563					
Two Mile (excluding loadings)	1-33904-000-1563					
River Gravel (excluding loadings) - From stockpile - Direct from river	1-33905-000-1563					
<b>Soil Tests</b>	1-30908-000-1335					
Density Test		Hour Establish	Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	E	Y
Benklemen Beam Testing (Not including Traffic Control)					E	Y
					E	Y
					E	Y
Gravel:						
With Mouldings					E	Y
Without Mouldings					E	Y
CBR						
Soaked					E	Y
Unsoaked					E	Y
Sieve analysis		E	Y			
Field Work Technician		Hour			E	Y
<b>Stormwater Management Services (eligible properties)</b>	1-57950-000-1216					
House or block of flats (non strata)			\$25.00	\$25.00	C	N
Strata Unit (residential)			\$12.50	\$12.50	C	N
Business Properties - based on impervious land area		Per 350 m <sup>2</sup>	\$25.00	\$25.00	C	N



## 2013/2014 DRAFT FEES AND CHARGES

### Engineering Works

Description of Fee or Charge	Account Number	Unit	Fee or Charge 2012/13 Incl. of GST	Proposed Fee or Charge 2013/14 Incl. of GST	Pricing Policy	GST Included
<b>Engineering Works - Private Plant Hire</b> Excavator, Komatsu PC220 Long Reach Excavator, 22 metre boom Loader, Komatsu WA250PZ-6 Wheeled Loader Loader, Caterpillar Track 247B Skid Steer Loader Loader, Bobcat, Clark Skid Steer, Wheeled Loader Elevated Work Platform (Cherry Picker), 23 metre boom Road Grader, Caterpillar 12 metre Motor Grader 12T Smooth Drum Road Roller, Caterpillar, CAS Backhoe, Caterpillar Water Cart, Bogie Axle – 12,000 litre Street Sweeper, McDonald 605 Tractor and Slasher, John Deere 6210 Tractor Woodchipper, Bandit 1590XP Woodchipper Prime Mover and Float, Volvo FM12 and triaxle trailer		}	Price on Application	Price on Application		
<i>Note: Plant will only be hired with an approved Council operator.</i>						

## Index

Access To Information (Section 12 LGA).....	45
Account Keeping Fee .....	40
Administration Charges Income.....	82
Administration Fee – Section 377 Committees .....	41
Advertising .....	9
Advertising Signs.....	7
Airport Landing Fees .....	30, 32
Animal Impounding Charges .....	1
Annual Report .....	37
Application Fees .....	46
Art Gallery Fees.....	73
Ayrshire Park.....	69
Backflow Prevention Testing Fee.....	90
Bayldon Community Centre.....	66
BCU International Sports Stadium .....	33
Bond Administration Fee .....	38
Builders Activities within Road Reserves.....	94
Building Certificates .....	14
Building Long Service Levy Contribution.....	40
Bunker Cartoon Gallery .....	74
Business Paper Subscription .....	40
Busking.....	77
Camera / Jetter (CCTV).....	82
Caravan Park Approvals.....	21
Casual Hirer’s Application .....	77
Cemetery Fees.....	55
Checking of Works as Executed Drawings.....	86
Colour Copying .....	44
Community Village Charges.....	48
Companion Animals Registration - Dogs and Cats (Companion Animals Act 1998).....	1
Complying Development Certificate.....	10
Concurrence.....	7
Construction Certificate for Subdivision and Development Works.....	83, 84
Construction Certificates .....	10
Contaminated Land Enquiry .....	17
Contribution To Works .....	82, 91
Copy of a Building / Development Application Plan.....	45
Copy of Sewerage Diagrams (Commercial Enquiry).....	44
Copying.....	44
Coramba Community Hall .....	65
Council Delivery Program / Operational Plan .....	37
Council Subsidised Effluent Charges .....	81
Counter Enquiries – Specific Projects .....	45
Credit Card Surcharge.....	40
Crossings .....	95
Crown Reserves .....	59
Crown Reserves or Regional Park.....	47
Damage Inspection Fee .....	16, 95
Dangerous Dog Enclosure Fee .....	1
Design Work Undertaken for Other Organisations .....	87
Designated Development .....	7
Developer Contributions (S64).....	91
Developer Contributions (Sec 64).....	82
Development Applications .....	3
Development Applications – (Other Than Class 1 & Class 10 Buildings).....	4
Development Specifications .....	85
Digital Data .....	43
Directional Signage.....	87
Dishonour Administration Fee.....	39
Displays and Promotions .....	77
Dog & Cat Impounding Charges (RSPCA).....	1
Domestic Waste & Recycling Charges.....	25
Drainage Diagrams .....	15
Early Childhood Centre, Park Avenue – Room Hire.....	40

Eastern Dorrigo Showground and Community Hall.....	69
Employee Vehicle Contribution Income.....	40
Engagement of Consultant to Undertake Specialist Studies .....	23
Engineering Works - Private Plant Hire.....	98
Englands Road Waste Facility .....	27, 28
External Training (Conducted by Council Staff).....	41
Film & Television Fees .....	59
Fines.....	2, 20
Fire Services Certification.....	16
Flood Level Information Fees .....	87
Flood Study Checking Fee .....	87
Freedom of Information (FOI) Applications .....	45
Hire of Banner Stands .....	77
Hire of Cat Trap .....	2
Hire of Dog Trap .....	2
Hire of GPS Equipment / Services .....	87
Hire of Plaque Stand & Ceremonial Curtains.....	37
House Numbers.....	43
Human Resources Services .....	41
Impoundment Fee (Other) .....	2
Impoundment Fees .....	21
Integrated Development .....	7
Jetty Theatre.....	75
Kerb & Gutter Deposits .....	16, 95
Kerb and Gutter Contributions .....	95
Laboratory Fees .....	60
Legionella Registration .....	21
LEP Preparation (unscheduled).....	23
Library Fees.....	71
Lowanna Community Hall .....	65
Lower Bucca Community Centre.....	66
Mains Locations.....	90
Major Sporting Events .....	36
Markets .....	77
Modification of Development Consent.....	7
Museum Fees .....	73
Nana Glen Sports, Recreation & Equestrian Centre .....	70
Non-Domestic Waste Charges .....	26
Non-Rateable Sewerage Charges.....	81
Not Involving the Erection of a Building, Carrying Out of Work or Subdivision of Land .....	7
Notification of Food Handling Operations .....	20
Noxious Weeds .....	57
Onsite Sewage Management.....	17
Ordinary Rates.....	38
Other Fees (Excluded from GST).....	12
Other Fees (Including GST).....	14
Other Water Connection Fees.....	90
Outdoor Dining.....	46
Outstanding Notices (including health notices) Certificates Section 735A .....	15
Overgrown Land Administration and Inspection Fee .....	21
Penalty Notices .....	20
Plan of Subdivision (DP) Print .....	45
Plots .....	42
Principal Certifying Authority Appointment .....	10
Private Footpath Crossing (Driveway Applications).....	87
Private Works / Grant Funded Programs .....	96
Private Works Administration Charge.....	38
Public Pool Registration.....	20
Pump-Out Effluent Disposal.....	81
Quarry Charges.....	97
Rate & Property Enquiry.....	38
Rechecking of Engineering Plans .....	85
Refund Fee .....	40
Re-Inspection Fee .....	16, 95
Request for Variation of Policy .....	17
Resuscitation Charts .....	15
Review of Development Consent (Section 82a) .....	5

Rezoning Applications .....	23
Road Opening or Other Private Work on Public Road.....	94
Road Restoration Charges.....	97
Sale of Documents.....	22
Sale of Images / Website Packages.....	53
Sale of Information Products.....	17
Sale of Roads .....	47
Search Fee.....	23
Search Fees - Engineering.....	86
Section 121Z Certificates (under EPA Act).....	15
Section 149 Certificates.....	15
Section 603 Certificate.....	39
Section 605 Search .....	39
Section 88G Certificates (under Conveyancing Act, 1919) .....	15
Security Bonds.....	85
Sewer Connection Fees.....	11
Sewer Inspection Fees .....	11
Sewerage Access Charge – Vacant Land (Sewer Available).....	81
Sewerage Access Charge (Non Residential Properties) .....	81
Sewerage Access Charge (Residential Properties) .....	81
Sewerage Usage Charge (Non Residential Properties) .....	81
Signage – Principal Certifying Authority .....	14
Soil Tests.....	97
Special Water Meter Reading.....	39
Sporting Field Charges.....	35
Sportz Central – Coffs Harbour Indoor .....	67
Standpipe Water Sales – Carriers.....	92
Stormwater Management Services (eligible properties).....	97
Strata Plan Application.....	7
Strata Subdivision Inspection Fee (Prior to Issue of Strata Certificate) .....	12
Street Directories .....	40
Street Stalls .....	77
Subdivision Certificate (Linen Plan Release) .....	12
Subdivisions (Regulatory Fee).....	6
Subpoena Fee.....	45
Subsidiary Waste Charges.....	25
Sullage (Effluent) Collection Charge .....	21
Sundry Debtors Account Late Fee .....	40
Swimming Pools .....	51
Swimming Pools Compliance Certificate.....	15
Tables, Chairs, Racks & Trading Tables .....	46
Temporary Structures.....	5
Title Searches.....	45
Trade Waste Annual Charges .....	78
Trade Waste Connections .....	78
Trade Waste User Charges .....	78
Unauthorised Building Work.....	6
Vac-u-digga.....	93
Valuation Fee.....	46
Variation of Construction Certificate.....	10
Visitors Information Centre.....	53
Waste Management Charges .....	25
Waste Water On-Site Disposal System Application.....	17
Water Access Charge .....	92
Water Account Recovery Charges .....	39
Water Connection Fees – First Service.....	89
Water Meter Disconnection / Reconnection .....	89
Water Meter Testing Requests.....	88
Water Pressure Reading.....	88
Water Pressure Testing.....	88
Water Sales – Consumption Charges .....	91
Water Sales - Hydrant .....	93
Withdrawal of Development Applications and Construction Certificates.....	10
Woolgoolga & Coramba Waste Transfer Stations.....	29
Woolgoolga Community Village Hall.....	65
Woolgoolga Sports Council Inc.....	36

# COFFS HARBOUR CITY COUNCIL RESOURCING STRATEGY



COFFS HARBOUR  
CITY COUNCIL

**2013**

## **PURPOSE**

The Resourcing Strategy sets out what resources (human, infrastructure and financial) Council intends to allocate via its Delivery Program towards the achievement of objectives for which it is responsible under Coffs Harbour 2030, the Community Strategic Plan.

In short, if the Delivery Program is the “what” and the “when” in Council’s response to the Community Strategic Plan, then the Resourcing Strategy is the “how”, of how Council plans to make these things happen, to deliver outcomes.

The allocation of these resources is planned out in:

- a ten-year Long Term Financial Plan (LTFP)
- a ten-year Asset Management Strategy (AMS) and
- a four-year Workforce Management Plan (WMP)

each of which are provided as attachments.

Fundamentally, the purpose of the Resourcing Strategy is to ensure that Council can follow through on what it has said it will do, both now and into the future.



## COUNCIL'S UNSUSTAINABLE POSITION

The Resourcing Strategy demonstrates that Council's current position is unsustainable, i.e. that Council cannot continue to deliver the services it currently does to current standards, let alone achieve new objectives over and above these.

This situation is not uncommon across local government, not only in New South Wales but Australia and around the world.

There are two key factors, common to most local government, which certainly are the key contributors to our unsustainable situation:

- a widening gap between expenditure and revenues
- a deterioration of infrastructure

The widening gap between expenditure and revenues contributing to Council's unsustainable position is highlighted in the LTFFP. Council's revenue base is limited (due largely to rate pegging legislation) and is not keeping pace with increases in costs to deliver the services Council currently delivers, and in addition to this costs arising from responsibilities shifted to Council that were previously the responsibility of the NSW State Government.

It is estimated that, in total, this gap between revenue and expenditure is around \$1.8M per year. This figure has been included in the LTFFP in the "Sustainable Model" to achieve a financially sustainable position.

The deterioration of the infrastructure for which Council is responsible is highlighted in the AMS. Council is custodian and trustee of around \$1.8 Billion in public assets. Over the years, funding to maintain and renew this infrastructure has been reduced and funds diverted to other areas to address the shortfalls in revenue relative to expenditure noted above. At the same time, costs of infrastructure-related works have increased beyond CPI.

This has led to substantial deterioration of infrastructure. Currently, around \$122.6M is required to renew assets that have technically reached the end of their useful life.

It is acknowledged that given Council's financial challenges, it would be very difficult to address this backlog, and so it is proposed in the AMS to increase spending on asset maintenance and renewal so as to stem further deterioration of Council's assets overall.

It is estimated that an additional \$6.2M is required in asset maintenance, renewal and management in order to hold the overall condition of Council's assets at current state i.e. with a backlog of assets requiring renewal of around \$122.6M.

The specific breakdown of these funds related to individual asset classes is set out in the AMS. The figure of \$6.2M has been included in the LTFFP in the "Sustainable Model" to achieve a financially sustainable position.

In summary, Council needs an additional \$8M to enable it to continue to deliver the services it does currently into the future at the current levels of service (standard).

**ADDRESSING COUNCIL'S SUSTAINABILITY CHALLENGE – SUMMARY**

In summary, if Council is to achieve a sustainable financial position, and thus to have the resources to deliver those objectives of the Community Strategic Plan for which it has historically considered to be its responsibility, \$8M in additional funding is required.

Options Council has available to raise these funds include:

- Productivity improvements (changing the way services are delivered)
- New revenue opportunities (e.g. commercialisation of council services)
- Reductions in current levels of service delivery
- Additional Rate income

None of these options will, in isolation, solve Council's sustainability challenge satisfactorily. Rather, it is anticipated that a combination of these options will be required, with some level of Special Rate Variation being very difficult to avoid.

In order to formulate a revised, sustainable, Resourcing Strategy from 2014/15 there are two fundamental questions that are sometimes referred to as encompassing the "right debate" about service delivery:

- What are our service delivery priorities?
- What are we willing to pay to enable these to be delivered?

It is essential that the community is engaged in this discussion.

The next two sections discuss, firstly, the work undertaken by Council staff to date in preparation for this community engagement, and then the broad principles that will inform the community engagement program regarding the "right debate".

**ADDRESSING COUNCIL'S SUSTAINABILITY CHALLENGE – SERVICE REVIEW**

In April 2011, a service review project was initiated via a report to Council. The project undertook to review all functions of Council, both internal and external services. A total of 26 external and 17 internal services were defined.

The objective of the service review was to develop clear definitions of each service in terms of the “3Rs”:

- Reason: the strategic drivers for Council to deliver the service
- Resources: the financial, human, infrastructure and organisational management system resources involved in delivering the service
- Results: the measurable outcomes of the delivery of the service, and how these compare to Council's stated objectives.

As well as defining the service in terms of the “3Rs”, Opportunities For Improvement (OFIs) and Levels Of Service (LOS) options were identified.

OFIs tackle the first two options noted above for Council to address its sustainability challenge (Productivity Improvements and Revenue Opportunities). A continuous improvement program to review and monitor implementation of these is being developed.

***ACTION 1:** develop and implement continuous improvement program to work up, determine acceptance or otherwise, and monitor implementation of Opportunities for Improvement.*

LOS options tackle the latter two options noted above for Council to address its sustainability challenge (Reduction in current service levels and Additional Rate income).

LOS options were developed to enable Council to understand the implications of increasing or decreasing funding for the service in the LTFP.

In many cases, the current LOS was deemed the minimum when the implications of a drop in service levels was considered in the light of Council's legislative obligations and need to manage risk (be it legal, reputational, environmental, safety, etc.).

As an outcome of this process, Council revised the framework of its Delivery Program, aligning it to the service definitions from the Service Review. This alignment between services, service levels and the budgets allocated to them is an incredibly important foundation to enable Council to move forward in addressing its sustainability challenge.

**ADDRESSING COUNCIL’S SUSTAINABILITY CHALLENGE – THE “RIGHT DEBATE”**

***Community Survey***

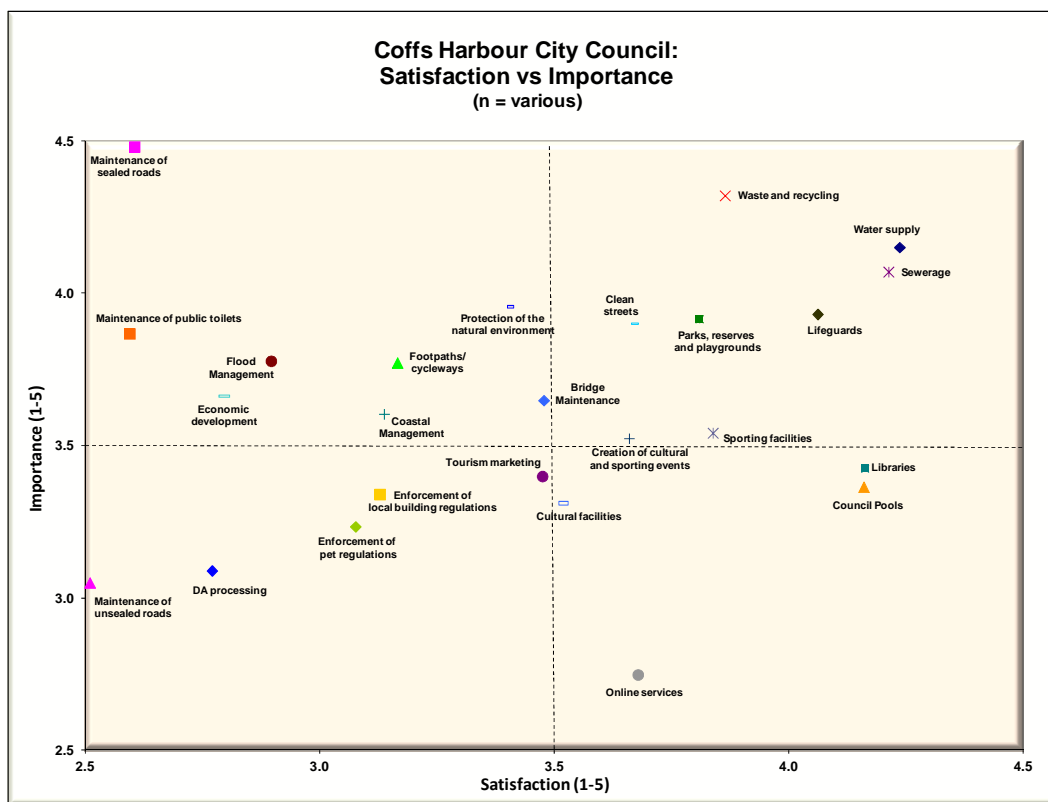
Council has undertaken a community survey, examining the community’s perspective in relation to a number of its services. This survey was completed in early 2012. The survey was in many ways the first step in the “right debate” between services provided and their cost.

The survey was established so as to deliver statistically valid results: a phone poll of 500 residents, representative of the local government area geographically and demographically.

The respondents to the survey were asked to rate each of the 26 external services in terms of:

- importance of the service, and
- satisfaction with the current level of service being delivered.

The results of the survey – presented in the graph below – thus serve as a “gap analysis” of Council’s current service delivery that is, importantly, aligned with the framework developed for the Service Review.



If the community considers a service important, but report low satisfaction with the level (standard) of service currently being delivered, Council may conclude that additional resources are warranted. For example, maintenance of sealed roads.

Conversely, if the community considers a service of lower importance and report a higher level of satisfaction with it, then Council may consider that a reduction in the level of service currently delivered in this area is appropriate.

However, this information must be taken in context.

For example, the lowest rating in this “gap analysis” was Online Services, however Council has resolved to focus on these services as a vehicle for productivity improvements, and as something that will become more important in the future.

Also, Council’s Pools and Libraries were rated towards the lower end of the scale, however the value of these services to particular user groups would be higher than the population as a whole.

Consequently, information from the community survey must be considered as only one source to inform Council's decision making about future resource allocation.

### ***Budget Allocator***

In late 2012, drawing on the Level of Service (LOS) options defined under the Service Review, a comprehensive (as in Council-wide) option was prepared for an initial discussion with councillors regarding what reductions in existing service levels would be required in order to generate around \$6M in savings to assist Council in achieving sustainability.

This discussion with the councillors was held in conjunction with the review of the Community Strategic Plan (Coffs Harbour 2030), because Council must, in adopting a Community Strategic Plan, have regard for the levels of service the community wants and the resources available to deliver these.

In effect, if Council is to achieve a sustainable position, significant service cuts or an increase in rates will be necessary, acknowledging of course that productivity increases and revenue opportunities will help offset either service cuts or rate increases.

In essence, for Council to achieve \$6M in service cuts, it means that all services that Council is not legislatively required to deliver and that do not present a high risk if they are ceased, would be cut to a "minimum".

Feedback from this session and further work by staff is informing the refinement of what this "minimum service level" option, for Council's service delivery model, would look like. This is critical: it must be very clear what the new mix of services delivered will actually look like "on the ground".

***ACTION 2:** refinement of "minimum" option of Council's service delivery model, where \$6M is cut from existing budgets in order to address Council's sustainability challenge, with a focus on clear service level descriptions for each service.*

Once these refinements are made, it will be necessary for Council to utilise some form of interactive model to enable the "right debate" to be had – for people to weigh up for themselves cuts in services against increases in rates.

An interactive tool such as the *Budget Allocator* software program by Bang the Table has the sort of functionality that will be required. With such a program, councillors and members of the community can model different service mixes, with clarity about the level of service that would be delivered across all of Council's operations and see the impacts of this on the budget and any Special Rate Variation (if required).

A hyperlink containing an example of how this program works is presented at: [Budget Allocator demo](#) or visit ([www.bangthetable.com/products/budget-allocator](http://www.bangthetable.com/products/budget-allocator))

***ACTION 3:** finalisation of interactive program modelling the interaction between service levels and rates.*

Again, like the Community Survey, it is envisaged that the results of this information will be important in Council's deliberations over the final Resourcing Strategy Council adopts to achieve sustainability, but will need to be considered in the broader context of all available information. Each element of the community's involvement is another piece in the puzzle that allows Council to make an informed decision.

***Community Engagement and Finalisation of a Revised Resourcing Strategy***

A strategy is being developed to facilitate process of engaging the community in the “right debate” between service levels and rates. The degree to which individual stakeholder groups are engaged, and how this occurs, will be key decisions.

Individual stakeholders, with interest in particular services, will naturally desire higher levels of service for their areas of interest. It is important that their desires are understood and that these are balanced against the desires of the broader community.

***ACTION 4:*** *Develop community engagement strategy regarding the sustainability challenges Council faces and the need to have the “right debate” about service levels and rates. Ensure there is a balance between understanding the needs of particular stakeholders with a focus on individual services and the desires of the broader community.*

It is anticipated that this initial engagement process will need to be nearing completion towards the end of September 2013 to enable an overall Resourcing Strategy, which sets out how Council intends to address its sustainability challenges, to be prepared.

If Council intends to pursue a Special Rate Variation, it will need to resolve this by December 2013 in order to inform the Independent Pricing and Regulatory Tribunal (IPART) of its intention to do so.

***ACTION 5:*** *Finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases for consideration by Council in December 2013 regarding whether or not Council will seek IPART approval to apply for a Special Rate Variation. If Council does intend to do so, this must be submitted in February 2014.*

The final application for a Special Rate Variation would then need to be considered and sought by Council as part of the adoption of its Operational Plan in time for submission to IPART before May 2014.

***ACTION 6:*** *if Council resolves to seek IPART approval to seek a Special Rate Variation in December, Council to make a final decision on the application by end of May 2014 and forward this information to IPART.*

## **SUMMARY AND CONCLUSION**

The community's input is essential to enable Council to make informed decisions about service level reductions and/or increases in rates to address Council's financial sustainability challenge.

Once Council finalises an option for service reductions that would see Council return to a sustainable position – with clearly defined levels of service – it will be in a position to have the “right debate” with the community regarding this or the other alternative of increasing rates.

The drivers behind Council's currently unsustainable position – the growing gap between revenues and expenditure, and the deterioration of infrastructure – are not going away. If Council does not make these tough decisions now, they will become even more difficult in the future.

The value of opportunities to improve productivity and/or generate additional revenues is again reinforced in this context as the only alternatives Council has to these difficult decisions regarding service cuts / rate increases if it is to return to a sustainable position.



## **SUMMARY OF ACTIONS – RESOURCING STRATEGY**

**ACTION 1:** develop and implement continuous improvement program to work up, determine acceptance or otherwise, and monitor implementation of Opportunities for Improvement.

**ACTION 2:** refinement of “minimum” option of Councils service delivery model, where \$6M is cut from existing budgets in order to address Council’s sustainability challenge, with a focus on clear service level descriptions for each service.

**ACTION 3:** finalisation of interactive program modelling the interaction between service levels and rates to enable the “right debate”.

**ACTION 4:** Develop community engagement strategy regarding the sustainability challenges Council faces and the need to have the “right debate” about service levels and rates. Ensure there is a balance between understanding the needs of particular stakeholders with a focus on individual services and the desires of the broader community.

**ACTION 5:** Finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases for consideration by Council in December 2013 regarding whether or not Council will seek IPART approval to apply for a Special Rate Variation.

**ACTION 6:** if Council resolves to seek IPART approval to seek a Special Rate Variation in December, Council to make a final decision on the application by May 2014.

## **FURTHER READING AND RESOURCES**

The NSW Government Division of Local Government produces guidelines (an overview) and a manual (more detail) regarding the obligations of councils to develop a resourcing strategy. These are available at the following links:

[DLG IPRF Guidelines](#)

[DLG IPRF Manual](#)

Useful overviews of the challenges facing local government's resourcing challenges are presented in the following youtube videos:

[\*Sustainably managing our assets - Terry Dodds, City of Ryde - YouTube\*](#)

(aimed at the Ryde community, but applicable to Coffs Harbour)

[\*IPWEA Sustainable Communities: Critical Insights - YouTube\*](#)

(aimed particularly at councillors)

**Coffs Harbour City Council RESOURCING STRATEGY  
ATTACHMENT 1 – LONG TERM FINANCIAL PLAN**

**Coffs Harbour City Council RESOURCING STRATEGY  
ATTACHMENT 2 – ASSET MANAGEMENT STRATEGY**

**Coffs Harbour City Council RESOURCING STRATEGY  
ATTACHMENT 3 – WORKFORCE MANAGEMENT PLAN**



## **LONG TERM FINANCIAL PLAN 2013**

## **Introduction**

Councils are required to prepare a ten-year resourcing strategy to identify the resources it needs to implement the community strategic plan. An essential element of the resourcing strategy is that it includes provisions for long term financial planning. The Long Term Financial Plan incorporates the principles and strategies contained within Council's Workforce Strategy and Asset Management Plan. The Long Term Financial Plan is for a period of ten years.

## **What is a Long Term Financial Plan?**

A long term financial plan can be best described as a financial decision making and problem solving tool. It is the point at which long term community aspirations are tested against financial realities. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions.

The Long Term Financial Plan is a necessary component of Council's resourcing strategy, it includes the financial modelling of actions and strategies contained within Council's asset management plan and workforce plan.

## **What is the Purpose of this Long Term Financial Plan?**

The primary purpose of this Long Term Financial Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community.

This Long Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The Plan will be an effective tool in modelling the financial impacts of significant growth within the Coffs Harbour Local Government Area. It will identify the additional resources (people, time and finances) required to plan for growth whilst continuing to deliver the services and standard of service our community expects.

The Long Term Financial Plan will be updated quarterly in line with the statutory quarterly review of Council's Operational Plan (budget). Upon adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan will be undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan – *Coffs Harbour 2030*.

## Long Term Financial Sustainability

### How do we Define Long Term Financial Sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- Council must maintain sufficient cash reserves to ensure that it can meet its short-term working capital requirements,
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set asides for those works which are yet to be identified.

It is important to note that while these principles represent financial sustainability; most Councils will find it difficult to obtain this level of sustainability.

Funding the life cycle of assets is a major issue for all levels of Government. The Percy Allan Report (released 2006) identified that NSW Councils had an infrastructure renewal backlog of \$6.3 billion and an annual renewal gap of \$500 million. The backlog in asset renewal is a direct result of Councils in NSW not being able to cash fund depreciation. This means that as assets are consumed, funds are not being put aside to replace the asset at the end of its useful life.

This is not a result of poor management; Councils simply cannot afford to fund depreciation without compromising existing levels of service.

The problem with this approach is the older assets get, the more they cost a Council to maintain. This in part is being addressed through the implementation of Integrated Planning and Reporting, moving a Councils focus away from simply maintaining assets to managing an assets life cycle.



## How is Long Term Financial Sustainability Measured?

### Key Financial Indicators (KFI)

Council in April 2012 adopted a number of Key Financial Indicators (KFI) which are monitored and reported to Council on an annual basis.

These indicators are used as financial health checks to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council. The indicator targets have been derived through a combination of management policy, Division of Local Government recommendations and industry benchmarking.

These ratios (detailed in the following table) are monitored on a consolidated and individual fund basis.

Some of these KFIs are in addition to the Financial Indicators projected by Council's Long Term Financial Plan models.

Key Financial Indicator	Council Target
Unrestricted Current Ratio	2:1
Working Capital (excluding Internal Restrictions)	> \$1,000,000
Cash Flow Adequacy Ratio (measures the ability of cash from operations to pay for asset purchases and loan repayments)	> 1
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	< 7%
Operating Result adjusted for Renewal Costs	Break even over 5 years
Own Source Revenue Ratio (Income excluding grants and contributions as a % of total income)	65%
Employee Costs as a % of Rates, Annual Charges and United Grants	Between 55% - 75%
Rates and Annual Charges Coverage Ratio	> 40%
Debt Service Ratio (General Fund)	< 10%
ELE Funding Ratio	20%
Building and Infrastructure Renewal Ratio	> 100%
Operating Balance Ratio	> 0%
Broad Liabilities Ratio	< 100%

*Note: KPIs are reported annually to Council and some are reported in quarterly budget reviews.*

## Level of Service for Assets

Recent asset data places Council's annual 'infrastructure gap' (for the General Fund) around \$6.2 million. If this infrastructure gap is not addressed, asset service levels will decline as community assets deteriorate.

This annual funding gap has an impact on Council's ability to meet community strategies captured within the reviewed Community Strategic Plan.

The following asset-specific strategies from the reviewed 2030 Plan are impacted by the amount of Council's General Fund asset maintenance and renewal spends.

- Provide infrastructure that supports sustainable living and is resilient to climatic events
- Provide public spaces and facilities that are accessible and safe for all
- Provide safe and accessible play spaces for our children within each community
- Improve the effectiveness of the existing transport system
- Ensure adequate maintenance and renewal of roads, footpaths and cycleways

## Addressing the Funding Challenge

Council's 2013/2017 Delivery Program will be based on a 'Sustainable' level of service for assets. This level of service will require additional funding to eliminate the annual General Fund infrastructure gap (\$6.2 million) as well as projected General Fund budget deficits which grow to \$3.5 million in 2022/2023 in Council's Base Model. The Sustainable Model incorporated into the Delivery Program is set out later in this report. It provides for an additional \$1.8 million funding to be provided and other expenditure control measures.

## Long Term Financial Plan

Three of Council's Long Term Financial Plan scenarios are attached:

1. The Base-Line Model,
2. The Sustainable Version 1 Model, and
3. The Sustainable Version 2 Model.

### The Base-Line Model

Council's Base-Line Model produces financial projections (at both fund and consolidated levels) over the next ten years based on a 'business as usual' scenario. This model includes the proposed City Centre Special Variation and associated works program.

Council's 'Base-Line' Model contains the following key assumptions:

- Annual increases in rate revenue of 4% (including 1% for assessment growth)
- Revenue from annual charges increasing by 4% - 6% per annum (including growth)
- Other Revenues increasing by 3%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 6% for salary expenditure
- Operational expenditure increases capped at 3% per annum
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over 10 years
- \$2.5 million for a new loan borrowing in General Fund in 2013/2014 related to compulsory land acquisition allowed in the 2012/13 Operational Plan.
- Existing Loan repayments (per loan repayment schedules)

The Base-Line model is unsustainable. It includes no increase in asset renewals to cover inflation, insufficient expenditure on assets to maintain acceptable standards and a declining operational position.

A continuation of this position in future years will result in an unacceptable decline in the standard and usability of infrastructure, particularly roads and recreational facilities and a reduction in general services and service standards provided by Council.

## **The Sustainable Models - Versions 1 and 2**

Council's Sustainable Models produce financial projections (at both fund and consolidated levels) over the next ten years based on a 'Sustainable' level of service for assets. This level of service will require additional funding to eliminate the annual General Fund infrastructure renewal gap as well as projected General Fund budget deficits.

Council's Sustainable Model Version 1 forms the basis of Council's 2013/2017 Delivery Program and associated four-year budgets.

This Model contains the following key elements:

- Projected operating General Fund deficits returned to a surplus in 2016/2017.
- The value of the General Fund infrastructure backlog will not continue to increase.
- No significant increases in unfunded new capital works.
- Potential change to service levels upon further service review.
- Annual increase for salary expenditure dropping from 6% to 5% from 2017/2018. This is considered to be achievable through continued tight control on staffing numbers, related staff overheads such as on costs, etc.
- Potential further productivity improvement to be achieved through ongoing continuous improvement initiatives, minimisation of waste, etc.
- Increase in General Fund asset maintenance spend.
- Increase in General Fund asset renewal spend.
- Additional Funding of approximately \$8 million per annum.

Version 1 provides for the \$8 million to be staged over four years at \$2 million per annum from 2014/2015. Version 2 is similar to Version 1 but provides for the \$8 million program in 2014/2015. The \$8 million includes \$6.2 million for the General Fund infrastructure gap and \$1.8 million to address the operational position.

## Funding Options – ‘Sustainable’ Level of Service

The required additional funding to achieve a ‘Sustainable’ level of service delivery will come from a number of funding options which are likely to include:

- Productivity improvements
- Changes to current levels of service delivery
- Resource sharing opportunities
- Commercialisation of identified council services
- New revenue opportunities
- Additional Rate income

Council over the next six to nine months will focus on exploring funding options which will result in reducing the need for additional rate revenue in future years. There is a need to engage actively with the Council and community in relation to service mix, productivity improvements, etc to ensure the correct balance of initiatives is achieved to allow the sustainable model to be delivered.

### Capital Works Program

The Capital Works Program for the ten years of the Long Term Financial Plan is attached. The first four years, from 2013/14 to 2016/17, are included in the Program Budgets which accompany the 2013/2017 Delivery Program and 2013/14 Operational Plan. For the General, Water Supply and Sewerage Funds, details are separately listed.

The significant information in the report includes:

1. Line Item Description (Projects)
2. Note and Category (Asset type classification)
3. Funding Type (Funding source)
4. Expenditures by year
5. Summary Information by Category and Funding Type.

*Note: As there is one project line for each funding source, a project will be listed more than once if it has more than one funding source.*

**Impact on Ratepayers**

As mentioned previously in this report, the 'Sustainable Version 1' scenario has been incorporated into the Delivery Program for 2013/2014. At this stage it is difficult to quantify the impact on the typical residential ratepayer. This will depend on the financial results of the work to be done prior to the 2014/2015 budget considerations, as also previously mentioned.

Looking at the **worst possible** scenario, ie should the entire \$8 million be raised from increased general rates, then the impact on the typical residential ratepayer is forecast to be as follows:

<b>Rates and Charges</b>	<b>2013/14 (\$)</b>	<b>2014/15 (\$)</b>	<b>2015/16 (\$)</b>	<b>2016/17 (\$)</b>	<b>2017/18 (\$)</b>
Residential Ordinary Rate	932.01	1,017.75	1,105.27	1,194.80	1,286.79
Environmental Levy	38.35	39.50	40.68	41.90	43.16
Sewerage Access Charge	783.00	806.00	831.00	855.00	881.00
Water Access Charge	139.00	143.00	147.00	151.00	155.00
Water Usage (250 Kl pa)	637.50	657.50	677.50	697.50	717.50
Domestic Waste Service	534.00	561.00	589.00	618.00	649.00
Stormwater Management	25.00	25.00	25.00	25.00	25.00
<b>Totals</b>	<b>3,088.86</b>	<b>3,249.75</b>	<b>3,415.45</b>	<b>3,583.20</b>	<b>3,757.45</b>

The table below provides a comparison of the Residential Ordinary Rate for Councils in the Group 5 Category of Councils in NSW. These figures are supplied by the Division of Local Government and relate to the 2010/11 financial year. What the table shows is that Council's Residential Ordinary Rate is the third lowest in the group and well below the average for the group.

### Comparative Information of NSW Local Government Councils 2010/2011 Group 5 Councils

<b>Group 5 Council</b>	<b>\$</b>
Coffs Harbour	785.05
Lake Macquarie	879.17
Maitland	781.45
Newcastle	874.64
Port Macquarie-Hastings	880.35
Shoalhaven	759.86
Tweed	1022.38
Wollongong	1011.95
<b>Group Average</b>	<b>887.75</b>

**Source:** Division of Local Government  
Comparative Information of NSW Local Government Councils 2010/2011  
[http://www.dlg.nsw.gov.au/dlg/dlghome/documents/Comparatives/Comparatives\\_2010\\_11.pdf](http://www.dlg.nsw.gov.au/dlg/dlghome/documents/Comparatives/Comparatives_2010_11.pdf)

For the 2014/2015 budget, in relation to the Residential Ordinary Rate, a firm proposal in relation to both expenditure requirements and income sources will be incorporated into budget documents for consideration by the community.

The two other scenarios developed, as previously mentioned, include a 'Base' and a 'Sustainable Version 2'. The Base scenario assumes no change to current budgetary processes. It produces results which are unsustainable in relation to both infrastructure maintenance and renewal and operational results.

The Sustainable Version 2 scenario assumes that \$8 million will be raised in 2014/2015. This has a much greater impact in 2014/2015 than the Sustainable Version 1 scenario.

Attached to this report are the three scenarios for Council's General Fund and a scenario for each of the Water Supply and Sewerage Funds. Each scenario by each fund incorporates a Budget Summary, Income Statement, Balance Sheet and Cash Flow for the current year and a further ten years.

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023  
BUDGET SUMMARY - GENERAL FUND  
Scenario: Sustainable - Version 1

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	47,446,292	51,120,913	55,497,978	60,044,580	64,778,357	69,647,866	72,712,572	75,921,017	77,420,269	80,882,202	84,508,780
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,915,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>97,612,858</b>	<b>103,304,988</b>	<b>109,612,026</b>	<b>115,839,600</b>	<b>120,320,050</b>	<b>124,912,200</b>	<b>127,951,154</b>	<b>132,971,933</b>	<b>138,287,963</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,552,419	42,392,917	44,319,687	46,336,865	48,448,787	50,660,002
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	33,110,988	34,392,911	36,594,125	38,522,940	40,205,159	42,064,189	43,946,026	46,023,605	48,208,902
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,938</b>	<b>100,895,918</b>	<b>105,067,257</b>	<b>109,676,544</b>	<b>114,161,452</b>	<b>118,545,039</b>	<b>123,220,393</b>	<b>128,048,936</b>	<b>133,249,505</b>	<b>138,701,037</b>
<b>Net Operating Profit/(Loss) for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(3,283,061)</b>	<b>(1,762,269)</b>	<b>(64,518)</b>	<b>1,678,148</b>	<b>1,775,011</b>	<b>1,691,808</b>	<b>(97,782)</b>	<b>(277,572)</b>	<b>(413,074)</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(50,979,552)	(25,167,138)	(23,460,533)	(26,062,691)	(24,062,626)	(22,756,442)	(21,891,205)	(33,306,922)	(23,522,976)	(23,788,701)	(23,606,463)
Loan Repayments (External)	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances made (External)	(167,395)	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	7,500,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Deferred Debtors and Advances received (External)	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Non-cash Expense Contra Income	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Net Transfers (to)/from Reserves	33,817,339	1,984,641	(216,478)	904,056	(4,181,744)	(7,893,739)	(10,235,175)	(647,758)	(9,537,718)	(10,219,158)	(11,713,820)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>19,968,899</b>	<b>2,129,813</b>	<b>2,949,772</b>	<b>1,608,421</b>	<b>296,376</b>	<b>(869,745)</b>	<b>(1,094,997)</b>	<b>(941,225)</b>	<b>585,813</b>	<b>766,437</b>	<b>695,293</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>(333,289)</b>	<b>(153,848)</b>	<b>231,858</b>	<b>808,403</b>	<b>680,014</b>	<b>750,583</b>	<b>488,031</b>	<b>488,864</b>	<b>282,219</b>
Add back Depreciation Expense (non-cash)	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	2,700,000	4,500,000	4,500,000	4,635,000	4,774,050	4,917,272	5,064,790	5,216,733	5,373,235	5,534,432	5,700,465
Less Other Income (non-cash)	(34,669,958)	(31,714,351)	(32,715,469)	(33,696,897)	(34,704,805)	(35,745,949)	(36,818,328)	(37,922,877)	(39,060,564)	(40,232,381)	(41,439,352)
<b>Cash Budget Surplus/(Deficit)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>(333,289)</b>	<b>(153,848)</b>	<b>231,858</b>	<b>808,403</b>	<b>680,014</b>	<b>750,583</b>	<b>488,031</b>	<b>488,864</b>	<b>282,219</b>



Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
INCOME STATEMENT - GENERAL FUND											
Scenario: Sustainable - Version 1											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	47,446,292	51,120,913	55,497,978	60,044,580	64,778,357	69,647,866	72,712,572	75,921,017	77,420,269	80,882,202	84,508,780
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,915,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
<b>Other Income:</b>											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>97,612,858</b>	<b>103,304,988</b>	<b>109,612,026</b>	<b>115,839,600</b>	<b>120,320,050</b>	<b>124,912,200</b>	<b>127,951,154</b>	<b>132,971,933</b>	<b>138,287,963</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,552,419	42,392,917	44,319,687	46,336,865	48,448,787	50,660,002
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	33,110,988	34,392,911	36,594,125	38,522,940	40,205,159	42,064,189	43,946,026	46,023,605	48,208,902
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,939</b>	<b>100,895,918</b>	<b>105,067,257</b>	<b>109,676,544</b>	<b>114,161,452</b>	<b>118,545,039</b>	<b>123,220,393</b>	<b>128,048,936</b>	<b>133,249,505</b>	<b>138,701,037</b>
<b>Operating Result from Continuing Operations</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(3,283,061)</b>	<b>(1,762,269)</b>	<b>(64,518)</b>	<b>1,678,148</b>	<b>1,775,011</b>	<b>1,691,808</b>	<b>(97,782)</b>	<b>(277,572)</b>	<b>(413,074)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(3,283,061)</b>	<b>(1,762,269)</b>	<b>(64,518)</b>	<b>1,678,148</b>	<b>1,775,011</b>	<b>1,691,808</b>	<b>(97,782)</b>	<b>(277,572)</b>	<b>(413,074)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(28,211,222)</b>	<b>(12,191,419)</b>	<b>(10,921,105)</b>	<b>(9,534,383)</b>	<b>(8,031,753)</b>	<b>(6,523,513)</b>	<b>(6,668,110)</b>	<b>(7,000,017)</b>	<b>(9,045,772)</b>	<b>(9,489,411)</b>	<b>(9,896,679)</b>

Coffs Harbour City Council  
 10 Year Financial Plan for the Years ending 30 June 2023  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Sustainable - Version 1

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	1,529,117	1,366,451	1,317,377	1,212,070	1,375,832	1,764,265	2,268,526	2,306,095	2,763,290	3,259,163	3,820,356
Investments	10,121,618	9,044,889	8,720,053	8,023,001	9,106,987	11,678,121	15,015,955	15,264,632	18,290,926	21,573,233	25,287,916
Receivables	11,111,563	11,465,030	11,630,284	12,122,681	12,700,789	13,207,411	13,667,136	14,132,624	14,558,268	15,055,839	15,578,518
Inventories	2,169,836	1,827,884	1,894,598	1,963,349	2,073,217	2,171,660	2,259,774	2,356,048	2,453,771	2,560,509	2,672,430
Other	2,913,750	2,487,194	2,588,155	2,683,065	2,830,838	2,961,520	3,079,127	3,207,321	3,337,519	3,479,406	3,628,084
Non-current assets classified as "held for sale"	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000
<b>Total Current Assets</b>	<b>28,276,884</b>	<b>26,622,448</b>	<b>26,581,466</b>	<b>26,435,167</b>	<b>28,518,663</b>	<b>32,213,977</b>	<b>36,721,517</b>	<b>37,697,720</b>	<b>41,834,774</b>	<b>46,359,149</b>	<b>51,418,305</b>
<b>Non-Current Assets</b>											
Investments	18,931,608	16,917,681	16,310,103	15,006,328	17,033,829	21,842,913	28,086,042	28,551,171	34,211,591	40,350,862	47,298,855
Receivables	1,081,302	1,107,286	1,140,608	1,168,258	1,221,468	1,275,191	1,304,861	1,335,363	1,342,873	1,388,190	1,445,594
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,060,534,794	1,056,727,607	1,049,646,421	1,044,756,636	1,037,306,220	1,027,994,934	1,016,769,397	1,014,827,461	1,003,226,867	990,886,113	977,541,622
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000
Intangible Assets	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,082,393,704</b>	<b>1,076,598,574</b>	<b>1,068,943,133</b>	<b>1,062,777,223</b>	<b>1,057,407,517</b>	<b>1,052,959,037</b>	<b>1,048,006,300</b>	<b>1,046,559,995</b>	<b>1,040,627,332</b>	<b>1,034,471,165</b>	<b>1,028,132,071</b>
<b>TOTAL ASSETS</b>	<b>1,110,670,588</b>	<b>1,103,221,022</b>	<b>1,095,524,599</b>	<b>1,089,212,390</b>	<b>1,085,926,180</b>	<b>1,085,173,015</b>	<b>1,084,727,817</b>	<b>1,084,257,715</b>	<b>1,082,462,106</b>	<b>1,080,830,314</b>	<b>1,079,550,376</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	8,002,897	6,805,431	6,311,185	5,949,384	5,700,471	5,539,309	5,385,313	5,438,364	5,197,351	5,176,674	5,209,240
Borrowings	3,699,068	3,954,707	4,224,482	3,013,137	2,308,413	2,103,056	2,254,379	1,497,411	1,376,979	944,928	469,372
Provisions	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,171,124</b>	<b>23,229,297</b>	<b>23,004,826</b>	<b>21,431,679</b>	<b>20,478,043</b>	<b>20,111,524</b>	<b>20,108,851</b>	<b>19,404,934</b>	<b>19,043,489</b>	<b>18,590,761</b>	<b>18,147,771</b>
<b>Non-Current Liabilities</b>											
Payables	858,781	801,870	837,461	873,804	914,163	952,424	989,267	1,028,685	1,069,283	1,112,718	1,158,217
Borrowings	26,282,965	22,328,258	18,103,776	15,090,639	12,782,226	10,679,170	8,424,791	6,927,380	5,550,401	4,605,473	4,136,101
Provisions	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>32,418,587</b>	<b>28,406,969</b>	<b>24,218,078</b>	<b>21,241,284</b>	<b>18,973,230</b>	<b>16,908,435</b>	<b>14,690,899</b>	<b>13,232,907</b>	<b>11,896,525</b>	<b>10,995,033</b>	<b>10,571,159</b>
<b>TOTAL LIABILITIES</b>	<b>56,589,711</b>	<b>51,636,266</b>	<b>47,222,904</b>	<b>42,672,964</b>	<b>39,451,272</b>	<b>37,019,959</b>	<b>34,799,750</b>	<b>32,637,840</b>	<b>30,940,014</b>	<b>29,585,793</b>	<b>28,718,930</b>
<b>Net Assets</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,048,301,695</b>	<b>1,046,539,426</b>	<b>1,046,474,908</b>	<b>1,048,153,056</b>	<b>1,049,928,067</b>	<b>1,051,619,875</b>	<b>1,051,522,092</b>	<b>1,051,244,520</b>	<b>1,050,831,446</b>
<b>EQUITY</b>											
Retained Earnings	685,928,877	683,432,756	680,149,695	678,387,426	678,322,908	680,001,056	681,776,067	683,467,875	683,370,092	683,092,520	682,679,446
Revaluation Reserves	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000
Council Equity Interest	1,054,080,877	1,051,584,756	1,048,301,695	1,046,539,426	1,046,474,908	1,048,153,056	1,049,928,067	1,051,619,875	1,051,522,092	1,051,244,520	1,050,831,446
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,048,301,695</b>	<b>1,046,539,426</b>	<b>1,046,474,908</b>	<b>1,048,153,056</b>	<b>1,049,928,067</b>	<b>1,051,619,875</b>	<b>1,051,522,092</b>	<b>1,051,244,520</b>	<b>1,050,831,446</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
CASH FLOW STATEMENT - GENERAL FUND											
Scenario: Sustainable - Version 1											
	Current Year 2012/13	2013/14	2014/15	2015/16	2016/17	Projected Years					2022/23
	\$	\$	\$	\$	\$	2017/18	2018/19	2019/20	2020/21	2021/22	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	48,302,904	50,990,460	55,342,588	59,883,171	64,610,303	69,474,993	72,603,772	75,807,115	77,367,044	80,759,300	84,380,033
User Charges & Fees	10,696,852	13,605,871	14,733,607	15,459,279	16,318,081	16,944,204	17,532,736	18,144,619	18,780,875	19,442,577	20,130,847
Interest & Investment Revenue Received	3,058,014	2,870,353	2,364,994	2,245,496	2,271,447	2,348,887	2,470,680	2,502,921	2,649,842	2,726,145	2,899,186
Grants & Contributions	16,554,066	17,957,879	16,550,711	16,435,191	16,832,018	17,279,586	17,748,299	18,231,159	18,728,606	19,241,091	19,769,082
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	3,889,197	3,767,721	3,904,105	4,145,508	4,196,968	4,355,322	4,437,658	4,541,574	4,628,743	4,754,093	4,871,379
<b>Payments:</b>											
Employee Benefits & On-Costs	(31,464,166)	(32,916,872)	(34,984,573)	(37,117,286)	(38,794,250)	(40,552,419)	(42,392,917)	(44,319,687)	(46,336,865)	(48,448,787)	(50,660,002)
Materials & Contracts	(42,526,606)	(31,381,751)	(33,171,956)	(34,453,324)	(36,707,524)	(38,621,890)	(40,291,277)	(42,159,042)	(44,041,733)	(46,128,965)	(48,319,398)
Borrowing Costs	(353,938)	(2,433,476)	(2,205,442)	(1,964,725)	(1,546,139)	(1,273,135)	(1,096,259)	(962,465)	(723,423)	(613,580)	(475,425)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,460,734)	(2,656,960)	(2,936,180)	(3,060,457)	(3,189,314)	(3,273,902)	(3,361,023)	(3,450,751)	(3,543,165)	(3,638,345)	(3,736,375)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>5,695,590</b>	<b>19,803,225</b>	<b>19,597,854</b>	<b>21,572,853</b>	<b>23,991,589</b>	<b>26,681,646</b>	<b>27,651,671</b>	<b>28,335,443</b>	<b>27,509,924</b>	<b>28,093,527</b>	<b>28,859,325</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	30,279,774	3,090,656	932,413	2,000,827	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Investment Securities	-	-	-	-	(3,111,486)	(7,380,218)	(9,580,963)	(713,806)	(8,686,714)	(9,421,578)	(10,662,676)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(48,698,401)	(21,154,507)	(18,990,655)	(21,384,145)	(19,326,333)	(17,864,753)	(16,844,291)	(27,891,379)	(18,325,193)	(18,252,423)	(17,912,145)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(167,395)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,243,882)</b>	<b>(16,266,823)</b>	<b>(15,692,221)</b>	<b>(17,453,677)</b>	<b>(20,814,690)</b>	<b>(23,984,800)</b>	<b>(25,044,353)</b>	<b>(26,043,495)</b>	<b>(25,555,317)</b>	<b>(26,220,675)</b>	<b>(27,353,204)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	7,500,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>3,986,409</b>	<b>(3,699,068)</b>	<b>(3,954,707)</b>	<b>(4,224,482)</b>	<b>(3,013,137)</b>	<b>(2,308,413)</b>	<b>(2,103,056)</b>	<b>(2,254,379)</b>	<b>(1,497,411)</b>	<b>(1,376,979)</b>	<b>(944,928)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(7,561,883)</b>	<b>(162,666)</b>	<b>(49,074)</b>	<b>(105,307)</b>	<b>163,762</b>	<b>388,433</b>	<b>504,261</b>	<b>37,569</b>	<b>457,195</b>	<b>495,873</b>	<b>561,193</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>9,091,000</b>	<b>1,529,117</b>	<b>1,366,451</b>	<b>1,317,377</b>	<b>1,212,070</b>	<b>1,375,832</b>	<b>1,764,265</b>	<b>2,268,526</b>	<b>2,306,095</b>	<b>2,763,290</b>	<b>3,259,163</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,529,117</b>	<b>1,366,451</b>	<b>1,317,377</b>	<b>1,212,070</b>	<b>1,375,832</b>	<b>1,764,265</b>	<b>2,268,526</b>	<b>2,306,095</b>	<b>2,763,290</b>	<b>3,259,163</b>	<b>3,820,356</b>
Cash & Cash Equivalents - end of the year	1,529,117	1,366,451	1,317,377	1,212,070	1,375,832	1,764,265	2,268,526	2,306,095	2,763,290	3,259,163	3,820,356
Investments - end of the year	29,053,226	25,962,570	25,030,156	23,029,330	26,140,816	33,521,034	43,101,997	43,815,803	52,502,517	61,924,095	72,586,771
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>30,582,343</b>	<b>27,329,021</b>	<b>26,347,533</b>	<b>24,241,400</b>	<b>27,516,648</b>	<b>35,285,299</b>	<b>45,370,524</b>	<b>46,121,898</b>	<b>55,265,807</b>	<b>65,183,257</b>	<b>76,407,127</b>

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023

BUDGET SUMMARY - GENERAL FUND

Scenario: Base-Line

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	47,446,292	51,120,913	53,497,978	55,984,580	58,596,557	61,280,612	64,094,301	67,044,198	68,277,145	71,464,784	74,808,839
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,815,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>95,612,858</b>	<b>99,244,988</b>	<b>103,430,226</b>	<b>107,472,346</b>	<b>111,701,778</b>	<b>116,035,381</b>	<b>118,808,030</b>	<b>123,554,515</b>	<b>128,588,023</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,842,863	43,005,754	45,289,509	47,701,102	50,247,916	52,937,767
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	32,785,988	33,733,161	35,589,582	37,163,261	38,804,689	40,621,705	42,460,268	44,493,274	46,632,661
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,938</b>	<b>100,570,918</b>	<b>104,407,507</b>	<b>108,672,001</b>	<b>113,092,217</b>	<b>117,757,406</b>	<b>122,747,731</b>	<b>127,927,415</b>	<b>133,518,302</b>	<b>139,402,561</b>
<b>Net Operating Profit /(Loss) for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(4,958,061)</b>	<b>(5,162,519)</b>	<b>(5,241,775)</b>	<b>(5,619,871)</b>	<b>(6,055,628)</b>	<b>(6,712,351)</b>	<b>(9,119,386)</b>	<b>(9,963,788)</b>	<b>(10,814,538)</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(50,979,552)	(25,167,138)	(22,084,069)	(23,268,469)	(19,808,114)	(16,997,831)	(15,959,836)	(27,197,612)	(17,230,386)	(17,307,333)	(16,930,654)
Loan Repayments (External)	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances made (External)	(167,395)	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	7,500,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Deferred Debtors and Advances received (External)	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Non-cash Expense Contra Income	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Net Transfers (to)/from Reserves	33,817,339	1,984,641	(216,478)	904,056	(4,181,744)	(7,893,739)	(10,235,175)	(647,758)	(9,537,718)	(10,219,158)	(11,713,820)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>19,968,899</b>	<b>2,129,813</b>	<b>4,326,236</b>	<b>4,402,643</b>	<b>4,550,889</b>	<b>4,888,866</b>	<b>4,836,372</b>	<b>5,168,086</b>	<b>6,878,403</b>	<b>7,247,804</b>	<b>7,371,102</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>(631,825)</b>	<b>(759,876)</b>	<b>(690,887)</b>	<b>(731,005)</b>	<b>(1,219,256)</b>	<b>(1,544,265)</b>	<b>(2,240,983)</b>	<b>(2,715,984)</b>	<b>(3,443,437)</b>
Add back Depreciation Expense (non-cash)	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	2,700,000	4,500,000	4,500,000	4,635,000	4,774,050	4,917,272	5,064,790	5,216,733	5,373,235	5,534,432	5,700,465
Less Other Income (non-cash)	(34,669,958)	(31,714,351)	(32,715,469)	(33,696,897)	(34,704,805)	(35,745,949)	(36,818,328)	(37,922,877)	(39,060,564)	(40,232,381)	(41,439,352)
<b>Cash Budget Surplus/(Deficit)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>(631,825)</b>	<b>(759,876)</b>	<b>(690,887)</b>	<b>(731,005)</b>	<b>(1,219,256)</b>	<b>(1,544,265)</b>	<b>(2,240,983)</b>	<b>(2,715,984)</b>	<b>(3,443,437)</b>

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023  
INCOME STATEMENT - GENERAL FUND

Scenario: Base-Line

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	47,446,292	51,120,913	53,497,978	55,984,580	58,596,557	61,280,612	64,094,301	67,044,198	68,277,145	71,464,784	74,808,839
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,915,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
<b>Other Income:</b>											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>95,612,858</b>	<b>99,244,988</b>	<b>103,430,226</b>	<b>107,472,346</b>	<b>111,701,778</b>	<b>116,035,381</b>	<b>118,808,030</b>	<b>123,554,515</b>	<b>128,588,023</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,842,863	43,005,754	45,289,509	47,701,102	50,247,916	52,937,767
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	32,785,988	33,733,161	35,589,582	37,163,261	38,804,689	40,621,705	42,460,268	44,493,274	46,632,661
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,939</b>	<b>100,570,918</b>	<b>104,407,507</b>	<b>108,672,001</b>	<b>113,092,217</b>	<b>117,757,406</b>	<b>122,747,731</b>	<b>127,927,415</b>	<b>133,518,302</b>	<b>139,402,561</b>
<b>Operating Result from Continuing Operations</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(4,958,061)</b>	<b>(5,162,519)</b>	<b>(5,241,775)</b>	<b>(5,619,871)</b>	<b>(6,055,628)</b>	<b>(6,712,351)</b>	<b>(9,119,386)</b>	<b>(9,963,788)</b>	<b>(10,814,538)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>(4,958,061)</b>	<b>(5,162,519)</b>	<b>(5,241,775)</b>	<b>(5,619,871)</b>	<b>(6,055,628)</b>	<b>(6,712,351)</b>	<b>(9,119,386)</b>	<b>(9,963,788)</b>	<b>(10,814,538)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(28,211,222)</b>	<b>(12,191,419)</b>	<b>(12,596,105)</b>	<b>(12,934,633)</b>	<b>(13,209,010)</b>	<b>(13,821,532)</b>	<b>(14,498,749)</b>	<b>(15,404,176)</b>	<b>(18,067,375)</b>	<b>(19,175,627)</b>	<b>(20,298,143)</b>

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023  
BALANCE SHEET - GENERAL FUND

Scenario: Base-Line

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	1,529,117	1,366,451	1,306,039	1,174,140	1,295,604	1,611,195	2,021,205	1,944,803	2,266,379	2,602,904	2,978,776
Investments	10,121,618	9,044,889	8,645,006	7,771,933	8,575,935	10,664,909	13,378,870	12,873,152	15,001,744	17,229,284	19,717,280
Receivables	11,111,563	11,465,030	11,556,871	11,973,404	12,473,000	12,898,028	13,346,364	13,799,578	14,212,127	14,695,722	15,203,477
Inventories	2,169,836	1,827,884	1,880,405	1,934,538	2,029,348	2,112,282	2,198,614	2,293,054	2,388,887	2,493,678	2,603,595
Other	2,913,750	2,487,194	2,569,995	2,646,201	2,774,708	2,885,547	3,000,875	3,126,721	3,254,501	3,393,897	3,540,011
Non-current assets classified as "held for sale"	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000
<b>Total Current Assets</b>	<b>28,276,884</b>	<b>26,622,448</b>	<b>26,389,315</b>	<b>25,931,215</b>	<b>27,579,596</b>	<b>30,602,961</b>	<b>34,376,927</b>	<b>34,468,308</b>	<b>37,554,639</b>	<b>40,846,484</b>	<b>44,474,139</b>
<b>Non-Current Assets</b>											
Investments	18,931,608	16,917,681	16,169,734	14,536,727	16,040,543	19,947,789	25,024,017	24,078,115	28,059,463	32,225,883	36,879,464
Receivables	1,081,302	1,107,286	1,114,987	1,116,248	1,142,277	1,168,003	1,194,458	1,221,648	1,225,747	1,267,549	1,321,334
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,060,534,794	1,056,727,607	1,048,269,957	1,040,585,950	1,028,881,022	1,013,811,124	996,654,218	988,602,972	970,709,789	951,887,667	931,867,367
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000
Intangible Assets	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,082,393,704</b>	<b>1,076,598,574</b>	<b>1,067,400,678</b>	<b>1,058,084,925</b>	<b>1,047,909,842</b>	<b>1,036,772,916</b>	<b>1,024,718,693</b>	<b>1,015,748,734</b>	<b>1,001,840,998</b>	<b>987,227,099</b>	<b>971,914,165</b>
<b>TOTAL ASSETS</b>	<b>1,110,670,588</b>	<b>1,103,221,022</b>	<b>1,093,789,993</b>	<b>1,084,016,140</b>	<b>1,075,489,438</b>	<b>1,067,375,877</b>	<b>1,059,095,620</b>	<b>1,050,217,042</b>	<b>1,039,395,638</b>	<b>1,028,073,583</b>	<b>1,016,388,304</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	8,002,897	6,805,431	6,254,616	5,834,549	5,525,623	5,302,695	5,141,652	5,187,449	4,938,969	4,910,605	4,935,259
Borrowings	3,699,068	3,954,707	4,224,482	3,013,137	2,308,413	2,103,056	2,254,379	1,497,411	1,376,979	944,928	469,372
Provisions	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,171,124</b>	<b>23,229,297</b>	<b>22,948,257</b>	<b>21,316,845</b>	<b>20,303,195</b>	<b>19,874,910</b>	<b>19,865,190</b>	<b>19,154,019</b>	<b>18,785,107</b>	<b>18,324,692</b>	<b>17,873,790</b>
<b>Non-Current Liabilities</b>											
Payables	858,781	801,870	834,423	867,639	904,775	942,427	981,896	1,024,252	1,068,123	1,115,199	1,164,733
Borrowings	26,282,965	22,328,258	18,103,776	15,090,639	12,782,226	10,679,170	8,424,791	6,927,380	5,550,401	4,605,473	4,136,101
Provisions	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>32,418,587</b>	<b>28,406,969</b>	<b>24,215,041</b>	<b>21,235,119</b>	<b>18,963,842</b>	<b>16,898,438</b>	<b>14,683,528</b>	<b>13,228,473</b>	<b>11,895,365</b>	<b>10,997,513</b>	<b>10,577,675</b>
<b>TOTAL LIABILITIES</b>	<b>56,589,711</b>	<b>51,636,266</b>	<b>47,163,298</b>	<b>42,551,964</b>	<b>39,267,037</b>	<b>36,773,348</b>	<b>34,548,718</b>	<b>32,382,491</b>	<b>30,680,472</b>	<b>29,322,205</b>	<b>28,451,465</b>
<b>Net Assets</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,046,626,695</b>	<b>1,041,464,176</b>	<b>1,036,222,401</b>	<b>1,030,602,530</b>	<b>1,024,546,902</b>	<b>1,017,834,551</b>	<b>1,008,715,165</b>	<b>998,751,378</b>	<b>987,936,839</b>
<b>EQUITY</b>											
Retained Earnings	685,928,877	683,432,756	678,474,695	673,312,176	668,070,401	662,450,530	656,394,902	649,682,551	640,563,165	630,599,378	619,784,839
Revaluation Reserves	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000
Council Equity Interest	1,054,080,877	1,051,584,756	1,046,626,695	1,041,464,176	1,036,222,401	1,030,602,530	1,024,546,902	1,017,834,551	1,008,715,165	998,751,378	987,936,839
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,046,626,695</b>	<b>1,041,464,176</b>	<b>1,036,222,401</b>	<b>1,030,602,530</b>	<b>1,024,546,902</b>	<b>1,017,834,551</b>	<b>1,008,715,165</b>	<b>998,751,378</b>	<b>987,936,839</b>

**Coffs Harbour City Council**  
**10 Year Financial Plan for the Years ending 30 June 2023**  
**CASH FLOW STATEMENT - GENERAL FUND**

Scenario: Base-Line	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	48,302,904	50,990,460	53,413,590	55,896,303	58,503,829	61,185,325	63,994,412	66,939,474	68,233,374	71,351,620	74,690,122
User Charges & Fees	10,696,852	13,605,871	14,733,607	15,459,279	16,318,081	16,944,204	17,532,736	18,144,619	18,780,875	19,442,577	20,130,847
Interest & Investment Revenue Received	3,058,014	2,870,353	2,393,026	2,274,617	2,301,813	2,380,892	2,476,373	2,509,327	2,656,894	2,733,897	2,907,698
Grants & Contributions	16,554,066	17,957,879	16,550,711	16,435,191	16,832,018	17,279,586	17,748,299	18,231,159	18,728,606	19,241,091	19,769,082
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	3,889,197	3,767,721	3,884,563	4,125,381	4,176,237	4,333,969	4,435,206	4,539,048	4,626,141	4,751,413	4,868,618
<b>Payments:</b>											
Employee Benefits & On-Costs	(31,464,166)	(32,916,872)	(34,984,573)	(37,117,286)	(38,794,250)	(40,842,863)	(43,005,754)	(45,289,509)	(47,701,102)	(50,247,916)	(52,937,767)
Materials & Contracts	(42,526,606)	(31,381,751)	(32,830,372)	(33,776,494)	(35,685,388)	(37,241,333)	(38,885,665)	(40,711,026)	(42,550,023)	(44,592,232)	(46,736,271)
Borrowing Costs	(353,938)	(2,433,476)	(2,205,442)	(1,964,725)	(1,546,139)	(1,273,135)	(1,096,259)	(962,465)	(723,423)	(613,580)	(475,425)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,460,734)	(2,656,960)	(2,936,180)	(3,060,457)	(3,189,314)	(3,273,902)	(3,361,023)	(3,450,751)	(3,543,165)	(3,638,345)	(3,736,375)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>5,695,590</b>	<b>19,803,225</b>	<b>18,018,930</b>	<b>18,271,809</b>	<b>18,916,886</b>	<b>19,492,742</b>	<b>19,838,325</b>	<b>19,949,876</b>	<b>18,508,177</b>	<b>18,428,525</b>	<b>18,480,529</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	30,279,774	3,090,656	1,147,830	2,506,080	-	-	-	1,451,621	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Investment Securities	-	-	-	-	(2,307,819)	(5,996,220)	(7,790,189)	-	(6,109,941)	(6,393,959)	(7,141,577)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(48,698,401)	(21,154,507)	(17,638,487)	(18,614,947)	(15,097,595)	(12,132,689)	(10,915,971)	(21,785,209)	(12,035,838)	(11,774,388)	(11,239,768)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(167,395)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,243,882)</b>	<b>(16,266,823)</b>	<b>(14,124,635)</b>	<b>(14,179,226)</b>	<b>(15,782,285)</b>	<b>(16,868,739)</b>	<b>(17,325,259)</b>	<b>(17,771,899)</b>	<b>(16,689,190)</b>	<b>(16,715,022)</b>	<b>(17,159,728)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	7,500,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>3,986,409</b>	<b>(3,699,068)</b>	<b>(3,954,707)</b>	<b>(4,224,482)</b>	<b>(3,013,137)</b>	<b>(2,308,413)</b>	<b>(2,103,056)</b>	<b>(2,254,379)</b>	<b>(1,497,411)</b>	<b>(1,376,979)</b>	<b>(944,928)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(7,561,883)</b>	<b>(162,666)</b>	<b>(60,412)</b>	<b>(131,899)</b>	<b>121,464</b>	<b>315,591</b>	<b>410,010</b>	<b>(76,401)</b>	<b>321,576</b>	<b>336,524</b>	<b>375,872</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>9,091,000</b>	<b>1,529,117</b>	<b>1,366,451</b>	<b>1,306,039</b>	<b>1,174,140</b>	<b>1,295,604</b>	<b>1,611,195</b>	<b>2,021,205</b>	<b>1,944,803</b>	<b>2,266,379</b>	<b>2,602,904</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,529,117</b>	<b>1,366,451</b>	<b>1,306,039</b>	<b>1,174,140</b>	<b>1,295,604</b>	<b>1,611,195</b>	<b>2,021,205</b>	<b>1,944,803</b>	<b>2,266,379</b>	<b>2,602,904</b>	<b>2,978,776</b>
Cash & Cash Equivalents - end of the year	1,529,117	1,366,451	1,306,039	1,174,140	1,295,604	1,611,195	2,021,205	1,944,803	2,266,379	2,602,904	2,978,776
Investments - end of the year	29,053,226	25,962,670	24,814,739	22,308,659	24,616,478	30,612,698	38,402,887	36,951,266	43,061,207	49,455,167	56,596,744
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>30,582,343</b>	<b>27,329,021</b>	<b>26,120,778</b>	<b>23,482,799</b>	<b>25,912,082</b>	<b>32,223,893</b>	<b>40,424,092</b>	<b>38,896,070</b>	<b>45,327,587</b>	<b>52,058,070</b>	<b>59,575,520</b>

Coffs Harbour City Council  
 10 Year Financial Plan for the Years ending 30 June 2023  
 BUDGET SUMMARY - GENERAL FUND  
 Scenario: Sustainable - Version 2

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	47,446,292	51,120,913	61,497,978	64,224,580	67,083,757	70,022,428	73,098,371	76,318,390	77,829,563	81,303,775	84,943,000
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,915,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>103,612,858</b>	<b>107,484,988</b>	<b>111,917,426</b>	<b>116,214,162</b>	<b>120,705,849</b>	<b>125,309,573</b>	<b>128,360,448</b>	<b>133,393,506</b>	<b>138,722,183</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,552,419	42,392,917	44,319,687	46,336,865	48,448,787	50,660,002
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	34,085,988	35,072,161	36,968,752	38,583,806	40,267,851	42,128,761	44,012,536	46,092,110	48,279,462
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,938</b>	<b>101,870,918</b>	<b>105,746,507</b>	<b>110,051,171</b>	<b>114,222,318</b>	<b>118,607,730</b>	<b>123,284,965</b>	<b>128,115,446</b>	<b>133,318,010</b>	<b>138,771,598</b>
<b>Net Operating Profit/(Loss) for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>1,741,939</b>	<b>1,738,481</b>	<b>1,866,255</b>	<b>1,991,844</b>	<b>2,098,119</b>	<b>2,024,608</b>	<b>245,002</b>	<b>75,496</b>	<b>(49,414)</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(50,979,552)	(25,167,138)	(27,135,533)	(28,622,941)	(25,474,684)	(22,985,862)	(22,127,508)	(33,550,314)	(23,773,670)	(24,046,915)	(23,872,424)
Loan Repayments (External)	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances made (External)	(167,395)	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	7,500,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Deferred Debtors and Advances received (External)	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Non-cash Expense Contra Income	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Net Transfers (to)/from Reserves	33,817,339	1,984,641	(216,478)	904,056	(4,181,744)	(7,893,739)	(10,235,175)	(647,758)	(9,537,718)	(10,219,158)	(11,713,820)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>19,968,899</b>	<b>2,129,813</b>	<b>(725,228)</b>	<b>(951,829)</b>	<b>(1,115,682)</b>	<b>(1,099,165)</b>	<b>(1,331,300)</b>	<b>(1,184,617)</b>	<b>335,119</b>	<b>508,222</b>	<b>429,332</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>1,016,711</b>	<b>786,652</b>	<b>750,573</b>	<b>892,679</b>	<b>766,819</b>	<b>839,991</b>	<b>580,121</b>	<b>583,718</b>	<b>379,918</b>
Add back Depreciation Expense (non-cash)	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	2,700,000	4,500,000	4,500,000	4,635,000	4,774,050	4,917,272	5,064,790	5,216,733	5,373,235	5,534,432	5,700,465
Less Other Income (non-cash)	(34,669,958)	(31,714,351)	(32,715,469)	(33,696,897)	(34,704,805)	(35,745,949)	(36,818,328)	(37,922,877)	(39,060,564)	(40,232,381)	(41,439,352)
<b>Cash Budget Surplus/(Deficit)</b>	<b>(285,224)</b>	<b>(366,308)</b>	<b>1,016,711</b>	<b>786,652</b>	<b>750,573</b>	<b>892,679</b>	<b>766,819</b>	<b>839,991</b>	<b>580,121</b>	<b>583,718</b>	<b>379,918</b>



Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
INCOME STATEMENT - GENERAL FUND											
Scenario: Sustainable - Version 2											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	47,446,292	51,120,913	61,497,978	64,224,580	67,083,757	70,022,428	73,098,371	76,318,390	77,829,563	81,303,775	84,943,000
User Charges & Fees	12,421,637	13,848,855	14,915,143	15,570,926	16,471,384	17,041,218	17,633,587	18,249,473	18,889,909	19,555,974	20,248,800
Interest & Investment Revenue	3,065,148	2,915,886	2,424,015	2,306,081	2,341,051	2,425,700	2,525,463	2,548,185	2,681,845	2,786,436	2,963,269
Other Revenues	4,717,531	3,843,704	4,156,671	4,286,495	4,374,511	4,478,431	4,584,317	4,693,069	4,803,138	4,916,007	5,040,088
Grants & Contributions provided for Operating Purposes	11,686,154	12,634,162	12,981,007	13,324,792	13,679,489	14,044,724	14,420,990	14,808,631	15,208,003	15,619,473	16,043,422
Grants & Contributions provided for Capital Purposes	7,957,099	9,695,297	7,638,044	7,772,114	7,967,234	8,201,661	8,443,121	8,691,825	8,947,990	9,211,839	9,483,604
<b>Other Income:</b>											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>87,293,861</b>	<b>94,058,817</b>	<b>103,612,858</b>	<b>107,484,988</b>	<b>111,917,426</b>	<b>116,214,162</b>	<b>120,705,849</b>	<b>125,309,573</b>	<b>128,360,448</b>	<b>133,393,506</b>	<b>138,722,183</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	31,374,883	32,919,717	34,924,011	37,117,286	38,794,250	40,552,419	42,392,917	44,319,687	46,336,865	48,448,787	50,660,002
Borrowing Costs	2,002,595	1,969,377	1,709,270	1,434,706	1,168,100	983,513	832,402	679,622	535,552	440,819	356,871
Materials & Contracts	39,739,813	31,794,533	34,085,988	35,072,161	36,968,752	38,583,806	40,267,851	42,128,761	44,012,536	46,092,110	48,279,462
Depreciation & Amortisation	31,969,958	27,214,351	28,215,469	29,061,897	29,930,755	30,828,678	31,753,538	32,706,144	33,687,328	34,697,948	35,738,887
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,460,734	2,656,960	2,936,180	3,060,457	3,189,314	3,273,902	3,361,023	3,450,751	3,543,165	3,638,345	3,736,375
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>107,547,983</b>	<b>96,554,939</b>	<b>101,870,918</b>	<b>105,746,507</b>	<b>110,051,171</b>	<b>114,222,318</b>	<b>118,607,730</b>	<b>123,284,965</b>	<b>128,115,446</b>	<b>133,318,010</b>	<b>138,771,598</b>
<b>Operating Result from Continuing Operations</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>1,741,939</b>	<b>1,738,481</b>	<b>1,866,255</b>	<b>1,991,844</b>	<b>2,098,119</b>	<b>2,024,608</b>	<b>245,002</b>	<b>75,496</b>	<b>(49,414)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(20,254,123)</b>	<b>(2,496,122)</b>	<b>1,741,939</b>	<b>1,738,481</b>	<b>1,866,255</b>	<b>1,991,844</b>	<b>2,098,119</b>	<b>2,024,608</b>	<b>245,002</b>	<b>75,496</b>	<b>(49,414)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(28,211,222)</b>	<b>(12,191,419)</b>	<b>(5,896,105)</b>	<b>(6,033,633)</b>	<b>(6,100,980)</b>	<b>(6,209,817)</b>	<b>(6,345,003)</b>	<b>(6,667,217)</b>	<b>(8,702,988)</b>	<b>(9,136,344)</b>	<b>(9,533,019)</b>

Agenda - Ordinary Meeting 11 April 2013 - GENERAL MANAGER'S REPORTS

Coffs Harbour City Council  
 10 Year Financial Plan for the Years ending 30 June 2023  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Sustainable - Version 2

	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	1,529,117	1,366,451	1,373,681	1,318,730	1,511,862	1,908,073	2,416,643	2,458,655	2,920,427	3,421,014	3,987,062
Investments	10,121,618	9,044,889	9,092,744	8,729,009	10,007,400	12,630,024	15,996,375	16,274,464	19,331,053	22,644,563	26,391,386
Receivables	11,111,563	11,465,030	11,851,080	12,277,811	12,788,215	13,224,542	13,684,903	14,150,924	14,577,118	15,075,254	15,598,515
Inventories	2,169,836	1,827,884	1,937,177	1,993,013	2,089,578	2,174,318	2,262,512	2,358,868	2,456,676	2,563,500	2,675,512
Other	2,913,750	2,487,194	2,642,633	2,721,018	2,851,770	2,964,921	3,082,630	3,210,929	3,341,235	3,483,233	3,632,027
Non-current assets classified as "held for sale"	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000	431,000
<b>Total Current Assets</b>	<b>28,276,884</b>	<b>26,622,448</b>	<b>27,328,315</b>	<b>27,470,581</b>	<b>29,679,825</b>	<b>33,332,879</b>	<b>37,874,062</b>	<b>38,884,840</b>	<b>43,057,508</b>	<b>47,618,565</b>	<b>52,715,503</b>
<b>Non-Current Assets</b>											
Investments	18,931,608	16,917,681	17,007,190	16,326,855	18,717,975	23,623,366	29,919,833	30,439,975	36,157,059	42,354,693	49,362,801
Receivables	1,081,302	1,107,286	1,217,470	1,221,806	1,251,001	1,279,989	1,309,803	1,340,453	1,348,117	1,393,590	1,451,156
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,060,534,794	1,056,727,607	1,053,321,421	1,050,991,886	1,044,953,528	1,035,871,662	1,024,882,428	1,023,183,884	1,011,833,984	999,751,445	986,672,915
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000
Intangible Assets	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000	413,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,082,393,704</b>	<b>1,076,598,574</b>	<b>1,073,392,081</b>	<b>1,070,386,548</b>	<b>1,066,768,504</b>	<b>1,062,621,017</b>	<b>1,057,958,064</b>	<b>1,056,810,313</b>	<b>1,051,185,160</b>	<b>1,045,345,728</b>	<b>1,039,332,872</b>
<b>TOTAL ASSETS</b>	<b>1,110,670,588</b>	<b>1,103,221,022</b>	<b>1,100,720,396</b>	<b>1,097,857,128</b>	<b>1,096,448,329</b>	<b>1,095,953,896</b>	<b>1,095,832,126</b>	<b>1,095,695,153</b>	<b>1,094,242,668</b>	<b>1,092,964,293</b>	<b>1,092,048,375</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	8,002,897	6,805,431	6,472,871	6,062,025	5,762,596	5,549,403	5,395,710	5,449,072	5,208,381	5,188,034	5,220,941
Borrowings	3,699,068	3,954,707	4,224,482	3,013,137	2,308,413	2,103,056	2,254,379	1,497,411	1,376,979	944,928	469,372
Provisions	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159	12,469,159
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>24,171,124</b>	<b>23,229,297</b>	<b>23,166,512</b>	<b>21,544,320</b>	<b>20,540,168</b>	<b>20,121,617</b>	<b>20,119,247</b>	<b>19,415,642</b>	<b>19,054,519</b>	<b>18,602,121</b>	<b>18,159,472</b>
<b>Non-Current Liabilities</b>											
Payables	858,781	801,870	846,572	880,152	917,664	952,993	989,853	1,029,289	1,069,904	1,113,359	1,158,876
Borrowings	26,282,965	22,328,258	18,103,776	15,090,639	12,782,226	10,679,170	8,424,791	6,927,380	5,550,401	4,605,473	4,136,101
Provisions	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841	5,276,841
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>32,418,587</b>	<b>28,406,969</b>	<b>24,227,189</b>	<b>21,247,632</b>	<b>18,976,731</b>	<b>16,909,004</b>	<b>14,691,485</b>	<b>13,233,510</b>	<b>11,897,146</b>	<b>10,995,673</b>	<b>10,571,818</b>
<b>TOTAL LIABILITIES</b>	<b>56,589,711</b>	<b>51,636,266</b>	<b>47,393,701</b>	<b>42,791,952</b>	<b>39,516,898</b>	<b>37,030,621</b>	<b>34,810,732</b>	<b>32,649,152</b>	<b>30,951,665</b>	<b>29,597,794</b>	<b>28,731,290</b>
<b>Net Assets</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,053,326,695</b>	<b>1,055,065,176</b>	<b>1,056,931,431</b>	<b>1,058,923,275</b>	<b>1,061,021,393</b>	<b>1,063,046,001</b>	<b>1,063,291,003</b>	<b>1,063,366,499</b>	<b>1,063,317,085</b>
<b>EQUITY</b>											
Retained Earnings	685,928,877	683,432,756	685,174,695	686,913,176	688,779,431	690,771,275	692,869,393	694,894,001	695,139,003	695,214,499	695,165,085
Revaluation Reserves	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000	368,152,000
Council Equity Interest	1,054,080,877	1,051,584,756	1,053,326,695	1,055,065,176	1,056,931,431	1,058,923,275	1,061,021,393	1,063,046,001	1,063,291,003	1,063,366,499	1,063,317,085
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>1,054,080,877</b>	<b>1,051,584,756</b>	<b>1,053,326,695</b>	<b>1,055,065,176</b>	<b>1,056,931,431</b>	<b>1,058,923,275</b>	<b>1,061,021,393</b>	<b>1,063,046,001</b>	<b>1,063,291,003</b>	<b>1,063,366,499</b>	<b>1,063,317,085</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
CASH FLOW STATEMENT - GENERAL FUND											
Scenario: Sustainable - Version 2	Current Year 2012/13	2013/14	2014/15	2015/16	2016/17	Projected Years					
	\$	\$	\$	\$	\$	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	48,302,904	50,990,460	61,129,582	64,127,783	66,982,254	69,918,102	72,989,172	76,204,077	77,775,915	81,180,437	84,813,804
User Charges & Fees	10,696,852	13,605,871	14,733,607	15,459,279	16,318,081	16,944,204	17,532,736	18,144,619	18,780,875	19,442,577	20,130,847
Interest & Investment Revenue Received	3,058,014	2,870,353	2,280,341	2,269,865	2,296,615	2,375,369	2,470,299	2,502,650	2,649,564	2,725,858	2,898,890
Grants & Contributions	16,554,066	17,957,879	16,550,711	16,435,191	16,832,018	17,279,586	17,748,299	18,231,159	18,728,606	19,241,091	19,769,082
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	3,889,197	3,767,721	3,962,729	4,127,726	4,178,652	4,336,457	4,437,768	4,541,687	4,628,859	4,754,213	4,871,502
<b>Payments:</b>											
Employee Benefits & On-Costs	(31,464,166)	(32,916,872)	(34,984,573)	(37,117,286)	(38,794,250)	(40,552,419)	(42,392,917)	(44,319,687)	(46,336,865)	(48,448,787)	(50,660,002)
Materials & Contracts	(42,526,606)	(31,381,751)	(34,196,705)	(35,117,484)	(37,066,608)	(38,666,746)	(40,354,062)	(42,223,710)	(44,108,342)	(46,197,572)	(48,390,063)
Borrowing Costs	(353,938)	(2,433,476)	(2,205,442)	(1,964,725)	(1,546,139)	(1,273,135)	(1,096,259)	(962,465)	(723,423)	(613,580)	(475,425)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,460,734)	(2,656,960)	(2,936,180)	(3,060,457)	(3,189,314)	(3,273,902)	(3,361,023)	(3,450,751)	(3,543,165)	(3,638,345)	(3,736,375)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>5,695,590</b>	<b>19,803,225</b>	<b>24,334,070</b>	<b>25,159,892</b>	<b>26,011,308</b>	<b>27,087,515</b>	<b>27,974,014</b>	<b>28,667,579</b>	<b>27,852,024</b>	<b>28,445,890</b>	<b>29,222,259</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	30,279,774	3,090,656	-	1,044,069	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,305,800	1,759,975	2,326,250	1,890,579	1,582,288	1,239,050	1,363,204	2,542,714	1,436,242	1,431,506	1,212,067
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	36,340	37,053	39,771	39,062	40,841	21,121	17,697	18,976	20,348	21,819	9,550
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Investment Securities	-	-	(137,364)	-	(3,669,511)	(7,528,015)	(9,662,817)	(798,232)	(8,773,672)	(9,511,145)	(10,754,930)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(48,698,401)	(21,154,507)	(22,600,790)	(23,964,071)	(20,758,657)	(18,115,047)	(17,080,472)	(28,134,646)	(18,575,758)	(18,510,505)	(18,177,969)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(167,395)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,243,882)</b>	<b>(16,266,823)</b>	<b>(20,372,134)</b>	<b>(20,990,361)</b>	<b>(22,805,039)</b>	<b>(24,382,891)</b>	<b>(25,362,389)</b>	<b>(26,371,188)</b>	<b>(25,892,841)</b>	<b>(26,568,325)</b>	<b>(27,711,282)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	7,500,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(3,513,591)	(3,699,068)	(3,954,707)	(4,224,482)	(3,013,137)	(2,308,413)	(2,103,056)	(2,254,379)	(1,497,411)	(1,376,979)	(944,928)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>3,986,409</b>	<b>(3,699,068)</b>	<b>(3,954,707)</b>	<b>(4,224,482)</b>	<b>(3,013,137)</b>	<b>(2,308,413)</b>	<b>(2,103,056)</b>	<b>(2,254,379)</b>	<b>(1,497,411)</b>	<b>(1,376,979)</b>	<b>(944,928)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(7,561,883)</b>	<b>(162,666)</b>	<b>7,230</b>	<b>(54,951)</b>	<b>193,132</b>	<b>396,211</b>	<b>508,569</b>	<b>42,012</b>	<b>461,772</b>	<b>500,587</b>	<b>566,049</b>
plus: Cash, Cash Equivalents & Investments - beginning of year	9,091,000	1,529,117	1,366,451	1,373,681	1,318,730	1,511,862	1,908,073	2,416,643	2,458,655	2,920,427	3,421,014
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,529,117</b>	<b>1,366,451</b>	<b>1,373,681</b>	<b>1,318,730</b>	<b>1,511,862</b>	<b>1,908,073</b>	<b>2,416,643</b>	<b>2,458,655</b>	<b>2,920,427</b>	<b>3,421,014</b>	<b>3,987,062</b>
Cash & Cash Equivalents - end of the year	1,529,117	1,366,451	1,373,681	1,318,730	1,511,862	1,908,073	2,416,643	2,458,655	2,920,427	3,421,014	3,987,062
Investments - end of the year	29,053,226	25,962,570	26,099,934	25,055,865	28,725,376	36,253,391	45,916,208	46,714,439	55,488,112	64,999,257	75,754,187
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>30,582,343</b>	<b>27,329,021</b>	<b>27,473,614</b>	<b>26,374,594</b>	<b>30,237,238</b>	<b>38,161,464</b>	<b>48,332,850</b>	<b>49,173,094</b>	<b>58,408,538</b>	<b>68,420,270</b>	<b>79,741,249</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
BUDGET SUMMARY - WATER FUND											
Scenario: Base-Line											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	3,792,088	3,983,590	4,151,300	4,322,679	4,497,793	4,655,216	4,818,148	4,986,783	5,161,321	5,341,967	5,528,936
User Charges & Fees	12,930,123	13,410,134	14,003,346	14,631,920	15,269,085	15,727,158	16,198,972	16,684,941	17,185,490	17,701,054	18,232,086
Interest & Investment Revenue	1,685,000	1,560,000	1,360,000	1,210,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	281,817	286,453	291,169	295,944	300,936	309,964	319,263	328,841	338,706	348,867	359,333
Grants & Contributions provided for Capital Purposes	3,156,000	3,428,000	3,479,700	3,584,250	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>21,845,028</b>	<b>22,668,177</b>	<b>23,285,515</b>	<b>24,044,793</b>	<b>24,818,992</b>	<b>25,443,515</b>	<b>26,087,561</b>	<b>26,751,743</b>	<b>27,436,694</b>	<b>28,143,066</b>	<b>28,871,533</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	3,003,602	3,062,105	3,129,919	3,201,720	3,242,272	3,325,808	3,414,356	3,508,218	3,607,711	3,713,173	3,824,964
Borrowing Costs	6,447,948	5,977,366	5,516,246	5,153,161	4,827,646	4,480,856	4,109,787	3,713,258	3,287,923	2,849,861	2,468,626
Materials & Contracts	3,589,703	4,156,080	3,916,188	4,141,357	4,408,348	4,684,558	4,969,136	5,262,210	5,564,076	5,874,999	6,195,249
Depreciation & Amortisation	5,849,970	6,088,861	6,271,527	6,459,672	6,653,463	6,853,067	7,058,659	7,270,419	7,488,531	7,713,187	7,944,583
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,841,223</b>	<b>22,234,412</b>	<b>21,783,880</b>	<b>21,905,910</b>	<b>22,081,728</b>	<b>22,294,329</b>	<b>22,501,938</b>	<b>22,704,105</b>	<b>22,898,242</b>	<b>23,101,220</b>	<b>23,383,421</b>
<b>Net Operating Profit/(Loss) for the Year</b>	<b>3,805</b>	<b>433,765</b>	<b>1,501,635</b>	<b>2,138,883</b>	<b>2,737,263</b>	<b>3,149,186</b>	<b>3,585,623</b>	<b>4,047,639</b>	<b>4,538,453</b>	<b>5,041,846</b>	<b>5,488,111</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(3,326,069)	(12,340,967)	(6,637,353)	(5,052,100)	(3,215,050)	(3,215,050)	(3,215,050)	(3,215,050)	(3,215,050)	(3,215,050)	(3,215,050)
Loan Repayments (External)	(6,562,836)	(7,030,201)	(5,873,389)	(4,591,051)	(4,913,543)	(5,257,115)	(5,624,742)	(6,017,596)	(6,438,984)	(5,995,362)	(5,495,559)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Other Capital Receipts	-	-	-	-	-	-	-	-	-	-	-
Non-cash Expense Contra Income	5,849,970	6,088,861	6,271,527	6,459,672	6,653,463	6,853,067	7,058,659	7,270,419	7,488,531	7,713,187	7,944,583
Net Transfers (to)/from Reserves	191,450	8,295,100	2,589,550	937,650	(968,428)	(968,428)	(968,428)	(968,428)	(968,428)	(968,428)	(968,428)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(3,847,485)</b>	<b>(4,987,207)</b>	<b>(3,649,665)</b>	<b>(2,245,829)</b>	<b>(2,443,558)</b>	<b>(2,587,526)</b>	<b>(2,749,561)</b>	<b>(2,930,655)</b>	<b>(3,133,930)</b>	<b>(2,465,652)</b>	<b>(1,734,454)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(3,843,680)</b>	<b>(4,553,442)</b>	<b>(2,148,030)</b>	<b>(106,946)</b>	<b>293,706</b>	<b>561,660</b>	<b>836,062</b>	<b>1,116,984</b>	<b>1,404,522</b>	<b>2,576,194</b>	<b>3,753,658</b>
Add back Depreciation Expense (non-cash)	5,849,970	6,088,861	6,271,527	6,459,672	6,653,463	6,853,067	7,058,659	7,270,419	7,488,531	7,713,187	7,944,583
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	250,000	490,000	504,700	520,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000
Less Other Income (non-cash)	(6,099,970)	(6,578,861)	(6,776,227)	(6,979,672)	(7,188,463)	(7,388,067)	(7,593,659)	(7,805,419)	(8,023,531)	(8,248,187)	(8,479,583)
<b>Cash Budget Surplus/(Deficit)</b>	<b>(3,843,680)</b>	<b>(4,553,442)</b>	<b>(2,148,030)</b>	<b>(106,946)</b>	<b>293,706</b>	<b>561,660</b>	<b>836,062</b>	<b>1,116,984</b>	<b>1,404,522</b>	<b>2,576,194</b>	<b>3,753,658</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
INCOME STATEMENT - WATER FUND											
Scenario: Base-Line											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	3,792,088	3,983,590	4,151,300	4,322,679	4,497,793	4,655,216	4,818,148	4,986,783	5,161,321	5,341,967	5,528,936
User Charges & Fees	12,930,123	13,410,134	14,003,346	14,631,920	15,269,085	15,727,158	16,198,972	16,684,941	17,185,490	17,701,054	18,232,086
Interest & Investment Revenue	1,685,000	1,560,000	1,360,000	1,210,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	281,817	286,453	291,169	295,944	300,936	309,964	319,263	328,841	338,706	348,867	359,333
Grants & Contributions provided for Capital Purposes	3,156,000	3,428,000	3,479,700	3,584,250	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178	3,691,178
<b>Other Income:</b>											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>21,845,028</b>	<b>22,668,177</b>	<b>23,285,515</b>	<b>24,044,793</b>	<b>24,818,992</b>	<b>25,443,515</b>	<b>26,087,561</b>	<b>26,751,743</b>	<b>27,436,694</b>	<b>28,143,066</b>	<b>28,871,533</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	3,003,602	3,062,105	3,129,919	3,201,720	3,242,272	3,325,808	3,414,356	3,508,218	3,607,711	3,713,173	3,824,964
Borrowing Costs	6,447,948	5,977,366	5,516,246	5,153,161	4,827,646	4,480,856	4,109,787	3,713,258	3,287,923	2,849,861	2,468,626
Materials & Contracts	3,589,703	4,156,080	3,916,188	4,141,357	4,408,348	4,684,598	4,969,136	5,262,210	5,564,076	5,874,999	6,195,249
Depreciation & Amortisation	5,849,970	6,088,861	6,271,527	6,459,672	6,653,463	6,853,067	7,058,659	7,270,419	7,488,531	7,713,187	7,944,583
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,841,223</b>	<b>22,234,412</b>	<b>21,783,880</b>	<b>21,905,910</b>	<b>22,081,728</b>	<b>22,294,329</b>	<b>22,501,938</b>	<b>22,704,105</b>	<b>22,898,242</b>	<b>23,101,220</b>	<b>23,383,421</b>
<b>Operating Result from Continuing Operations</b>	<b>3,805</b>	<b>433,765</b>	<b>1,501,635</b>	<b>2,138,883</b>	<b>2,737,263</b>	<b>3,149,186</b>	<b>3,585,623</b>	<b>4,047,639</b>	<b>4,538,453</b>	<b>5,041,846</b>	<b>5,488,111</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>3,805</b>	<b>433,765</b>	<b>1,501,635</b>	<b>2,138,883</b>	<b>2,737,263</b>	<b>3,149,186</b>	<b>3,585,623</b>	<b>4,047,639</b>	<b>4,538,453</b>	<b>5,041,846</b>	<b>5,488,111</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(3,152,195)</b>	<b>(2,994,235)</b>	<b>(1,978,065)</b>	<b>(1,445,367)</b>	<b>(953,914)</b>	<b>(541,992)</b>	<b>(105,555)</b>	<b>356,461</b>	<b>847,275</b>	<b>1,350,668</b>	<b>1,796,934</b>

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023  
BALANCE SHEET - WATER FUND

Scenario: Base-Line	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	-	-	1,082,446	2,500,889	4,190,229	6,156,875	8,407,330	11,825,608	16,417,382
Investments	9,351,299	5,794,677	4,400,861	4,059,557	4,059,557	4,059,557	4,059,557	4,059,557	4,059,557	4,059,557	4,059,557
Receivables	5,208,341	5,348,694	5,583,640	5,831,475	6,082,944	6,269,387	6,461,561	6,659,644	6,863,817	7,074,269	7,291,193
Inventories	131,538	172,859	141,189	156,294	175,197	194,754	214,897	235,645	257,015	279,026	301,697
Other	2,081	2,261	2,185	2,256	2,341	2,429	2,520	2,613	2,709	2,808	2,910
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,693,260</b>	<b>11,318,491</b>	<b>10,127,876</b>	<b>10,049,582</b>	<b>11,402,486</b>	<b>13,027,016</b>	<b>14,928,764</b>	<b>17,114,333</b>	<b>19,590,428</b>	<b>23,241,268</b>	<b>28,072,739</b>
<b>Non-Current Assets</b>											
Investments	24,392,342	15,115,091	11,479,401	10,589,128	10,589,128	10,589,128	10,589,128	10,589,128	10,589,128	10,589,128	10,589,128
Receivables	83,636	87,859	91,558	95,338	99,200	102,672	106,266	109,985	113,835	117,819	121,943
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	262,692,099	268,944,205	269,310,031	267,902,459	264,464,046	260,826,029	256,982,420	252,927,051	248,653,570	244,155,433	239,425,900
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000	66,869,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>354,037,077</b>	<b>351,016,156</b>	<b>347,749,990</b>	<b>345,455,925</b>	<b>342,021,374</b>	<b>338,386,829</b>	<b>334,546,813</b>	<b>330,495,164</b>	<b>326,225,532</b>	<b>321,731,379</b>	<b>317,005,970</b>
<b>TOTAL ASSETS</b>	<b>368,730,336</b>	<b>362,334,647</b>	<b>357,877,866</b>	<b>355,505,507</b>	<b>353,423,859</b>	<b>351,413,845</b>	<b>349,475,577</b>	<b>347,609,497</b>	<b>345,815,960</b>	<b>344,972,647</b>	<b>345,078,709</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	2,317,938	2,518,685	2,433,657	2,513,466	2,608,099	2,706,013	2,806,865	2,910,742	3,017,736	3,127,940	3,241,449
Borrowings	7,030,201	5,873,389	4,591,051	4,913,543	5,257,115	5,624,742	6,017,596	6,438,984	5,995,362	5,495,559	5,887,884
Provisions	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>9,348,139</b>	<b>8,392,074</b>	<b>7,024,708</b>	<b>7,427,009</b>	<b>7,865,214</b>	<b>8,330,755</b>	<b>8,824,461</b>	<b>9,349,726</b>	<b>9,013,098</b>	<b>8,623,499</b>	<b>9,129,333</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	82,942,393	77,069,004	72,477,953	67,564,410	62,307,295	56,682,553	50,664,957	44,225,973	38,230,611	32,735,052	26,847,168
Provisions	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>82,942,393</b>	<b>77,069,004</b>	<b>72,477,953</b>	<b>67,564,410</b>	<b>62,307,295</b>	<b>56,682,553</b>	<b>50,664,957</b>	<b>44,225,973</b>	<b>38,230,611</b>	<b>32,735,052</b>	<b>26,847,168</b>
<b>TOTAL LIABILITIES</b>	<b>92,290,532</b>	<b>85,461,078</b>	<b>79,502,661</b>	<b>74,991,419</b>	<b>70,172,509</b>	<b>65,013,308</b>	<b>59,489,418</b>	<b>53,575,699</b>	<b>47,243,709</b>	<b>41,358,551</b>	<b>35,976,501</b>
<b>Net Assets</b>	<b>276,439,805</b>	<b>276,873,570</b>	<b>278,375,205</b>	<b>280,514,088</b>	<b>283,251,351</b>	<b>286,400,537</b>	<b>289,986,159</b>	<b>294,033,798</b>	<b>298,572,251</b>	<b>303,614,097</b>	<b>309,102,208</b>
<b>EQUITY</b>											
Retained Earnings	166,928,805	167,362,570	168,864,205	171,003,088	173,740,351	176,889,537	180,475,159	184,522,798	189,061,251	194,103,097	199,591,208
Revaluation Reserves	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000	109,511,000
Council Equity Interest	276,439,805	276,873,570	278,375,205	280,514,088	283,251,351	286,400,537	289,986,159	294,033,798	298,572,251	303,614,097	309,102,208
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>276,439,805</b>	<b>276,873,570</b>	<b>278,375,205</b>	<b>280,514,088</b>	<b>283,251,351</b>	<b>286,400,537</b>	<b>289,986,159</b>	<b>294,033,798</b>	<b>298,572,251</b>	<b>303,614,097</b>	<b>309,102,208</b>

Coffs Harbour City Council 10 Year Financial Plan for the Years ending 30 June 2023 CASH FLOW STATEMENT - WATER FUND											
Scenario: Base-Line	Current Year	Projected Years					Projected Years				
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	3,267,696	3,945,695	4,118,113	4,288,766	4,463,141	4,624,064	4,785,907	4,953,413	5,126,783	5,306,220	5,491,938
User Charges & Fees	13,272,683	13,348,975	13,927,764	14,551,833	15,187,903	15,668,794	16,138,858	16,623,024	17,121,714	17,635,366	18,164,427
Interest & Investment Revenue Received	1,685,000	1,560,000	1,360,000	1,210,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
Grants & Contributions	3,184,453	3,283,944	3,266,072	3,360,096	3,457,011	3,465,956	3,475,250	3,484,822	3,494,681	3,504,836	3,515,296
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	(1,628,780)	(105,014)	(129,780)	(137,516)	(139,395)	(100,215)	(103,221)	(106,318)	(109,507)	(112,792)	(116,176)
<b>Payments:</b>											
Employee Benefits & On-Costs	(3,003,602)	(3,062,105)	(3,129,919)	(3,201,720)	(3,242,272)	(3,325,808)	(3,414,356)	(3,508,218)	(3,607,711)	(3,713,173)	(3,824,964)
Materials & Contracts	(2,649,955)	(3,996,834)	(3,969,469)	(4,076,725)	(4,332,703)	(4,606,328)	(4,888,518)	(5,179,174)	(5,478,549)	(5,786,905)	(6,104,512)
Borrowing Costs	(6,447,948)	(5,977,366)	(5,516,246)	(5,153,161)	(4,827,646)	(4,480,856)	(4,109,787)	(3,713,258)	(3,287,923)	(2,849,861)	(2,468,626)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)	(2,950,000)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>4,729,546</b>	<b>6,047,295</b>	<b>6,976,536</b>	<b>7,891,573</b>	<b>8,676,039</b>	<b>9,355,608</b>	<b>9,994,132</b>	<b>10,664,292</b>	<b>11,369,489</b>	<b>12,093,690</b>	<b>12,767,382</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	2,822,359	12,833,873	5,029,506	1,231,578	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(3,076,069)	(11,850,967)	(6,132,653)	(4,532,100)	(2,680,050)	(2,680,050)	(2,680,050)	(2,680,050)	(2,680,050)	(2,680,050)	(2,680,050)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(253,710)</b>	<b>982,906</b>	<b>(1,103,147)</b>	<b>(3,300,522)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>	<b>(2,680,050)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(6,562,836)	(7,030,201)	(5,873,389)	(4,591,051)	(4,913,543)	(5,257,115)	(5,624,742)	(6,017,596)	(6,438,984)	(5,995,362)	(5,495,559)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(6,562,836)</b>	<b>(7,030,201)</b>	<b>(5,873,389)</b>	<b>(4,591,051)</b>	<b>(4,913,543)</b>	<b>(5,257,115)</b>	<b>(5,624,742)</b>	<b>(6,017,596)</b>	<b>(6,438,984)</b>	<b>(5,995,362)</b>	<b>(5,495,559)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,087,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,082,446</b>	<b>1,418,443</b>	<b>1,689,340</b>	<b>1,966,646</b>	<b>2,250,455</b>	<b>3,418,278</b>	<b>4,591,773</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>2,087,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,082,446</b>	<b>2,500,889</b>	<b>4,190,229</b>	<b>6,156,875</b>	<b>8,407,330</b>	<b>11,825,608</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,082,446</b>	<b>2,500,889</b>	<b>4,190,229</b>	<b>6,156,875</b>	<b>8,407,330</b>	<b>11,825,608</b>	<b>16,417,382</b>
Cash & Cash Equivalents - end of the year	0	0	0	0	1,082,446	2,500,889	4,190,229	6,156,875	8,407,330	11,825,608	16,417,382
Investments - end of the year	33,743,641	20,909,769	15,880,262	14,648,685	14,648,685	14,648,685	14,648,685	14,648,685	14,648,685	14,648,685	14,648,685
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>33,743,641</b>	<b>20,909,769</b>	<b>15,880,262</b>	<b>14,648,685</b>	<b>15,731,130</b>	<b>17,149,574</b>	<b>18,838,913</b>	<b>20,805,560</b>	<b>23,056,014</b>	<b>26,474,293</b>	<b>31,066,066</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
BUDGET SUMMARY - SEWER FUND											
Scenario: Base-Line											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	20,903,280	21,858,231	22,806,497	23,830,000	24,850,592	25,720,363	26,620,575	27,552,296	28,516,626	29,514,708	30,547,723
User Charges & Fees	2,792,404	2,936,923	3,056,171	3,177,895	3,302,268	3,401,336	3,503,376	3,608,477	3,716,732	3,828,234	3,943,081
Interest & Investment Revenue	1,685,000	2,060,000	1,710,000	1,460,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000
Other Revenues	133,334	137,300	141,400	145,600	149,968	154,467	159,101	163,874	168,790	173,854	179,070
Grants & Contributions provided for Operating Purposes	317,602	322,817	328,108	333,444	338,940	349,109	359,582	370,369	381,480	392,925	404,713
Grants & Contributions provided for Capital Purposes	3,352,100	3,812,900	4,945,787	5,094,161	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>29,183,720</b>	<b>31,128,171</b>	<b>32,987,963</b>	<b>34,041,100</b>	<b>33,920,864</b>	<b>34,904,370</b>	<b>35,921,730</b>	<b>36,974,112</b>	<b>38,062,724</b>	<b>39,188,816</b>	<b>40,353,681</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	4,567,069	4,643,707	4,723,720	4,808,877	4,857,143	4,956,572	5,061,966	5,173,684	5,292,105	5,417,632	5,550,690
Borrowing Costs	7,795,199	7,277,134	6,718,224	6,131,414	5,608,378	5,180,082	4,725,978	4,242,402	3,737,107	3,234,315	2,799,275
Materials & Contracts	3,590,043	4,583,797	4,967,319	5,424,666	5,895,442	6,318,305	6,753,855	7,202,470	7,664,544	8,140,481	8,630,695
Depreciation & Amortisation	6,686,950	6,993,049	7,202,840	7,418,925	7,641,493	7,870,738	8,106,860	8,350,066	8,600,568	8,858,585	9,124,342
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,084,872	5,087,418	5,090,041	5,092,742	5,095,524	5,098,390	5,101,341	5,104,382	5,107,513	5,110,739	5,114,061
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>27,724,133</b>	<b>28,585,105</b>	<b>28,702,143</b>	<b>28,876,624</b>	<b>29,097,981</b>	<b>29,424,087</b>	<b>29,750,000</b>	<b>30,073,004</b>	<b>30,401,837</b>	<b>30,761,751</b>	<b>31,219,063</b>
<b>Net Operating Profit/(Loss) for the Year</b>	<b>1,459,587</b>	<b>2,543,066</b>	<b>4,285,820</b>	<b>5,164,475</b>	<b>4,822,884</b>	<b>5,480,283</b>	<b>6,171,730</b>	<b>6,901,108</b>	<b>7,660,887</b>	<b>8,427,066</b>	<b>9,134,619</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(17,667,387)	(17,097,595)	(7,530,600)	(5,494,800)	(4,355,100)	(4,355,100)	(4,355,100)	(4,355,100)	(4,355,100)	(4,355,100)	(4,355,100)
Loan Repayments (External)	(7,505,218)	(8,068,442)	(8,671,952)	(8,685,979)	(6,037,280)	(6,461,252)	(6,821,651)	(7,296,299)	(7,403,651)	(6,869,515)	(6,268,413)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Non-cash Expense Contra Income	6,686,950	6,993,049	7,202,840	7,418,925	7,641,493	7,870,738	8,106,860	8,350,066	8,600,568	8,858,585	9,124,342
Net Transfers (to)/from Reserves	14,170,287	12,464,695	1,864,813	(219,361)	(133,996)	(133,996)	(133,996)	(133,996)	(133,996)	(133,996)	(133,996)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(4,315,368)</b>	<b>(5,708,293)</b>	<b>(7,134,899)</b>	<b>(6,981,215)</b>	<b>(2,884,883)</b>	<b>(3,079,610)</b>	<b>(3,203,887)</b>	<b>(3,435,329)</b>	<b>(3,292,179)</b>	<b>(2,500,026)</b>	<b>(1,633,167)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(2,855,781)</b>	<b>(3,165,227)</b>	<b>(2,849,079)</b>	<b>(1,816,740)</b>	<b>1,938,001</b>	<b>2,400,673</b>	<b>2,967,843</b>	<b>3,465,779</b>	<b>4,368,708</b>	<b>5,927,040</b>	<b>7,501,452</b>
Add back Depreciation Expense (non-cash)	6,686,950	6,993,049	7,202,840	7,418,925	7,641,493	7,870,738	8,106,860	8,350,066	8,600,568	8,858,585	9,124,342
Add back ELE Expense (non-cash)	620,000	1,050,000	2,100,000	2,163,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Less Other Income (non-cash)	(7,306,950)	(8,043,049)	(9,302,840)	(9,581,925)	(8,591,493)	(8,820,738)	(9,056,860)	(9,300,066)	(9,550,568)	(9,808,585)	(10,074,342)
<b>Cash Budget Surplus/(Deficit)</b>	<b>(2,855,781)</b>	<b>(3,165,227)</b>	<b>(2,849,079)</b>	<b>(1,816,740)</b>	<b>1,938,001</b>	<b>2,400,673</b>	<b>2,967,843</b>	<b>3,465,779</b>	<b>4,368,708</b>	<b>5,927,040</b>	<b>7,501,452</b>



Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
INCOME STATEMENT - SEWER FUND											
Scenario: Base-Line											
	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	20,903,280	21,858,231	22,806,497	23,830,000	24,850,592	25,720,363	26,620,575	27,552,296	28,516,626	29,514,708	30,547,723
User Charges & Fees	2,792,404	2,936,923	3,056,171	3,177,895	3,302,268	3,401,336	3,503,376	3,608,477	3,716,732	3,828,234	3,943,081
Interest & Investment Revenue	1,685,000	2,060,000	1,710,000	1,460,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000
Other Revenues	133,334	137,300	141,400	145,600	149,968	154,467	159,101	163,874	168,790	173,854	179,070
Grants & Contributions provided for Operating Purposes	317,602	322,817	328,108	333,444	338,940	349,109	359,582	370,369	381,480	392,925	404,713
Grants & Contributions provided for Capital Purposes	3,352,100	3,812,900	4,945,787	5,094,161	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096	3,969,096
<b>Other Income:</b>											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>29,183,720</b>	<b>31,128,171</b>	<b>32,987,963</b>	<b>34,041,100</b>	<b>33,920,864</b>	<b>34,904,370</b>	<b>35,921,730</b>	<b>36,974,112</b>	<b>38,062,724</b>	<b>39,188,816</b>	<b>40,353,681</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	4,567,069	4,643,707	4,723,720	4,808,877	4,857,143	4,956,572	5,061,966	5,173,684	5,292,105	5,417,632	5,550,690
Borrowing Costs	7,795,199	7,277,134	6,718,224	6,131,414	5,608,378	5,180,082	4,725,978	4,242,402	3,737,107	3,234,315	2,799,275
Materials & Contracts	3,590,043	4,583,797	4,967,319	5,424,666	5,895,442	6,318,305	6,753,855	7,202,470	7,664,544	8,140,481	8,630,695
Depreciation & Amortisation	6,686,950	6,993,049	7,202,840	7,418,925	7,641,493	7,870,738	8,106,860	8,350,066	8,600,568	8,858,585	9,124,342
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,084,872	5,087,418	5,090,041	5,092,742	5,095,524	5,098,390	5,101,341	5,104,382	5,107,513	5,110,739	5,114,061
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>27,724,133</b>	<b>28,585,105</b>	<b>28,702,143</b>	<b>28,876,624</b>	<b>29,097,981</b>	<b>29,424,087</b>	<b>29,750,000</b>	<b>30,073,004</b>	<b>30,401,837</b>	<b>30,761,751</b>	<b>31,219,063</b>
<b>Operating Result from Continuing Operations</b>	<b>1,459,587</b>	<b>2,543,066</b>	<b>4,285,820</b>	<b>5,164,475</b>	<b>4,822,884</b>	<b>5,480,283</b>	<b>6,171,730</b>	<b>6,901,108</b>	<b>7,660,887</b>	<b>8,427,066</b>	<b>9,134,619</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,459,587</b>	<b>2,543,066</b>	<b>4,285,820</b>	<b>5,164,475</b>	<b>4,822,884</b>	<b>5,480,283</b>	<b>6,171,730</b>	<b>6,901,108</b>	<b>7,660,887</b>	<b>8,427,066</b>	<b>9,134,619</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,892,513)</b>	<b>(1,269,834)</b>	<b>(659,967)</b>	<b>70,314</b>	<b>853,788</b>	<b>1,511,187</b>	<b>2,202,634</b>	<b>2,932,012</b>	<b>3,691,791</b>	<b>4,457,970</b>	<b>5,165,523</b>

Coffs Harbour City Council  
10 Year Financial Plan for the Years ending 30 June 2023  
BALANCE SHEET - SEWER FUND

Scenario: Base-Line	Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	2,353,817	1,590,602	1,353,300	1,272,150	1,374,572	1,500,542	1,654,830	1,833,972	2,058,217	2,360,333	2,741,121
Investments	24,881,392	16,813,705	14,305,269	13,447,457	14,530,128	15,861,712	17,492,637	19,386,292	21,756,710	24,950,271	28,975,453
Receivables	2,233,227	2,028,220	2,113,379	2,203,825	2,294,656	2,371,376	2,450,674	2,532,636	2,617,352	2,704,916	2,795,423
Inventories	9,187	18,988	22,271	26,339	30,515	34,133	37,859	41,698	45,651	49,723	53,918
Other	5,748	6,408	6,664	6,969	7,282	7,565	7,855	8,154	8,463	8,780	9,107
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>29,483,371</b>	<b>20,457,924</b>	<b>17,800,883</b>	<b>16,956,738</b>	<b>18,237,153</b>	<b>19,775,327</b>	<b>21,643,855</b>	<b>23,802,753</b>	<b>26,486,393</b>	<b>30,074,023</b>	<b>34,575,021</b>
<b>Non-Current Assets</b>											
Investments	19,841,130	13,407,727	11,407,428	10,723,384	11,586,737	12,648,580	13,949,126	15,459,181	17,349,419	19,896,056	23,105,850
Receivables	353,843	370,051	386,084	403,371	420,617	435,297	450,489	466,212	482,484	499,323	516,751
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	436,076,437	446,180,983	446,508,743	444,584,618	441,298,225	437,782,587	434,030,827	430,035,862	425,790,394	421,286,909	416,517,667
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>456,271,409</b>	<b>459,958,761</b>	<b>458,302,255</b>	<b>455,711,374</b>	<b>453,305,580</b>	<b>450,866,464</b>	<b>448,430,443</b>	<b>445,961,255</b>	<b>443,622,297</b>	<b>441,682,288</b>	<b>440,140,269</b>
<b>TOTAL ASSETS</b>	<b>485,754,780</b>	<b>480,416,684</b>	<b>476,103,138</b>	<b>472,668,112</b>	<b>471,542,733</b>	<b>470,641,791</b>	<b>470,074,297</b>	<b>469,764,007</b>	<b>470,108,690</b>	<b>471,756,311</b>	<b>474,715,290</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	1,630,671	1,817,950	1,890,536	1,977,014	2,066,031	2,146,058	2,228,485	2,313,385	2,400,832	2,490,903	2,583,676
Borrowings	8,068,442	8,671,952	8,685,979	6,037,280	6,461,252	6,821,651	7,296,299	7,403,651	6,869,515	6,268,413	6,715,942
Provisions	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>9,699,113</b>	<b>10,489,902</b>	<b>10,576,515</b>	<b>8,014,294</b>	<b>8,527,283</b>	<b>8,967,709</b>	<b>9,524,784</b>	<b>9,717,036</b>	<b>9,270,347</b>	<b>8,759,316</b>	<b>9,299,618</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	101,559,081	92,887,129	84,201,150	78,163,870	71,702,618	64,880,967	57,584,668	50,181,017	43,311,502	37,043,089	30,327,147
Provisions	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>101,559,081</b>	<b>92,887,129</b>	<b>84,201,150</b>	<b>78,163,870</b>	<b>71,702,618</b>	<b>64,880,967</b>	<b>57,584,668</b>	<b>50,181,017</b>	<b>43,311,502</b>	<b>37,043,089</b>	<b>30,327,147</b>
<b>TOTAL LIABILITIES</b>	<b>111,258,194</b>	<b>103,377,031</b>	<b>94,777,665</b>	<b>86,178,164</b>	<b>80,229,901</b>	<b>73,848,676</b>	<b>67,109,452</b>	<b>59,898,053</b>	<b>52,581,849</b>	<b>45,802,405</b>	<b>39,626,765</b>
<b>Net Assets</b>	<b>374,496,587</b>	<b>377,039,653</b>	<b>381,325,473</b>	<b>386,489,948</b>	<b>391,312,832</b>	<b>396,793,115</b>	<b>402,964,845</b>	<b>409,865,954</b>	<b>417,526,841</b>	<b>425,953,906</b>	<b>435,088,525</b>
<b>EQUITY</b>											
Retained Earnings	268,861,587	271,404,653	275,690,473	280,854,948	285,677,832	291,158,115	297,329,845	304,230,954	311,891,841	320,318,906	329,453,525
Revaluation Reserves	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000	105,635,000
Council Equity Interest	374,496,587	377,039,653	381,325,473	386,489,948	391,312,832	396,793,115	402,964,845	409,865,954	417,526,841	425,953,906	435,088,525
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>374,496,587</b>	<b>377,039,653</b>	<b>381,325,473</b>	<b>386,489,948</b>	<b>391,312,832</b>	<b>396,793,115</b>	<b>402,964,845</b>	<b>409,865,954</b>	<b>417,526,841</b>	<b>425,953,906</b>	<b>435,088,525</b>

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2023											
CASH FLOW STATEMENT - SEWER FUND											
Scenario: Base-Line	Current Year	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	2012/13					2017/18	2018/19				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	20,403,762	21,781,823	22,730,624	23,748,107	24,768,932	25,650,770	26,548,547	27,477,747	28,439,468	29,434,849	30,465,069
User Charges & Fees	2,914,185	2,927,234	3,048,176	3,169,734	3,293,929	3,394,694	3,496,535	3,601,431	3,709,474	3,820,758	3,935,381
Interest & Investment Revenue Received	1,685,000	2,060,000	1,710,000	1,460,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000
Grants & Contributions	3,133,710	3,380,779	3,173,322	3,264,027	3,357,442	3,367,104	3,377,545	3,388,298	3,399,374	3,410,782	3,422,533
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	135,993	117,134	124,648	128,498	132,484	140,402	144,614	148,952	153,421	158,023	162,764
<b>Payments:</b>											
Employee Benefits & On-Costs	(4,567,069)	(4,643,707)	(4,723,720)	(4,808,877)	(4,857,143)	(4,956,572)	(5,061,966)	(5,173,684)	(5,292,105)	(5,417,632)	(5,550,690)
Materials & Contracts	(3,623,567)	(4,406,978)	(4,898,272)	(5,342,561)	(5,810,915)	(6,242,179)	(6,675,444)	(7,121,708)	(7,581,359)	(8,054,800)	(8,542,444)
Borrowing Costs	(7,795,199)	(7,277,134)	(6,718,224)	(6,131,414)	(5,608,378)	(5,180,082)	(4,725,978)	(4,242,402)	(3,737,107)	(3,234,315)	(2,799,275)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(5,084,872)	(5,087,418)	(5,090,041)	(5,092,742)	(5,095,524)	(5,098,390)	(5,101,341)	(5,104,382)	(5,107,513)	(5,110,739)	(5,114,061)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,201,944</b>	<b>8,851,732</b>	<b>9,356,514</b>	<b>10,394,773</b>	<b>11,490,827</b>	<b>12,385,748</b>	<b>13,312,510</b>	<b>14,284,252</b>	<b>15,293,652</b>	<b>16,316,928</b>	<b>17,289,278</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	17,510,478	14,501,089	4,508,736	1,541,856	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Investment Securities	-	-	-	-	(1,946,025)	(2,393,426)	(2,931,471)	(3,403,710)	(4,260,656)	(5,740,197)	(7,234,976)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,047,387)	(16,047,595)	(5,430,600)	(3,331,800)	(3,405,100)	(3,405,100)	(3,405,100)	(3,405,100)	(3,405,100)	(3,405,100)	(3,405,100)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>463,091</b>	<b>(1,546,506)</b>	<b>(921,864)</b>	<b>(1,789,944)</b>	<b>(5,351,125)</b>	<b>(5,798,526)</b>	<b>(6,336,571)</b>	<b>(6,808,810)</b>	<b>(7,665,756)</b>	<b>(9,145,297)</b>	<b>(10,640,076)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(7,505,218)	(8,068,442)	(8,671,952)	(8,685,979)	(6,037,280)	(6,461,252)	(6,821,651)	(7,296,299)	(7,403,651)	(6,869,515)	(6,268,413)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(7,505,218)</b>	<b>(8,068,442)</b>	<b>(8,671,952)</b>	<b>(8,685,979)</b>	<b>(6,037,280)</b>	<b>(6,461,252)</b>	<b>(6,821,651)</b>	<b>(7,296,299)</b>	<b>(7,403,651)</b>	<b>(6,869,515)</b>	<b>(6,268,413)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>159,817</b>	<b>(763,215)</b>	<b>(237,302)</b>	<b>(81,150)</b>	<b>102,422</b>	<b>125,970</b>	<b>154,288</b>	<b>179,143</b>	<b>224,245</b>	<b>302,116</b>	<b>380,788</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>2,194,000</b>	<b>2,353,817</b>	<b>1,590,602</b>	<b>1,353,300</b>	<b>1,272,150</b>	<b>1,374,572</b>	<b>1,500,542</b>	<b>1,654,830</b>	<b>1,833,972</b>	<b>2,058,217</b>	<b>2,360,333</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,353,817</b>	<b>1,590,602</b>	<b>1,353,300</b>	<b>1,272,150</b>	<b>1,374,572</b>	<b>1,500,542</b>	<b>1,654,830</b>	<b>1,833,972</b>	<b>2,058,217</b>	<b>2,360,333</b>	<b>2,741,121</b>
Cash & Cash Equivalents - end of the year	2,353,817	1,590,602	1,353,300	1,272,150	1,374,572	1,500,542	1,654,830	1,833,972	2,058,217	2,360,333	2,741,121
Investments - end of the year	44,722,522	30,221,432	25,712,697	24,170,841	26,116,866	28,510,292	31,441,763	34,845,473	39,106,129	44,846,327	52,081,303
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>47,076,339</b>	<b>31,812,034</b>	<b>27,065,997</b>	<b>25,442,991</b>	<b>27,491,437</b>	<b>30,010,833</b>	<b>33,096,593</b>	<b>36,679,446</b>	<b>41,164,347</b>	<b>47,206,660</b>	<b>54,822,424</b>



Agenda - Ordinary Meeting 11 April 2013 - GENERAL MANAGER'S REPORTS

CAPITAL WORKS PROGRAM FOR LTPF 2012/13 TO 2022/23 (Updated March 2013)																
Line Item	Description	Prog	Note 9 Category	Funding	Funding Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
521510	Works Depot Upgrade	521	Buildings	External	Contribution	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
522508	Botanic Gardens - Japanese Garden	522	Other Structures	External	Revenue	10,936										
522533	Road Extension Karangī Cemetery	522	Roads, Bridges & Footpaths	Internal	Revenue					205,000						
522614	Beach Protection Works (Plan 99)	522	Other Assets	External	S94	191,200	50,000	50,000	25,000							
522620	Moonee N'hood Open Sp Playgrounds	522	Other Structures	External	S94					150,000						150,000
522620	Moonee District OS Land/Sport Fields	522	Land - Operational	External	S94	3,200,000									400,000	400,000
522620	W Coffes N'hood Open Sp Playgrounds	522	Other Structures	External	S94					120,000						
522620	N Boambee N'hood Open Space Land	522	Land - Operational	External	S94								120,000			
522620	Regional Open Sp (Plan 99) CCLSP	522	Other Structures	External	S94				250,000		150,000					
522620	Coffs Harbour District OS Sport Fields	522	Other Structures	External	S94	50,000	200,000		250,000	250,000						
522620	N District Open Space Sport Fields	522	Other Structures	External	S94		250,000		450,000				250,000			
522620	S District Open Space Sport Fields	522	Other Structures	External	S94			250,000					400,000			250,000
522620	Park Beach Open Space	522	Other Structures	External	S94		150,000									
522605	S94 Beach Protection Plan	522	Other Assets	External	S94	1,500										
522605	S94 Beach Protection Plan	522	Other Assets	Internal	Contribution in Advance	1,500										
522629	S94 West Wiga S'Ground Compensatory Planting	522	Land Improvements	External	S94	130,000										
522630	S94 West Wiga S'Ground Earthwks/Drainage/Access	522	Land Improvements	External	S94	591,000										
522638	Open Space Amaroo/Nariah Cr Works	522	Land Improvements	Internal	Open Space Reserve	8,609										
535561	S94 Moonee Roads New	535	Roads, Bridges & Footpaths	External	S94	250,000	250,000	500,000	2,000,000	1,000,000	170,000	165,000	160,000			
535562	West Coffes Collector Roads	535	Roads, Bridges & Footpaths	External	S94			250,000	250,000				1,500,000			
535564	West Korora Road Upgrade	535	Roads, Bridges & Footpaths	External	S94				500,000					200,000		
535565	N Boambee Valley Collector Roads	535	Roads, Bridges & Footpaths	External	S94	900,000			100,000	250,000						
535566	Connrd Roads Upgrades	535	Roads, Bridges & Footpaths	External	S94					250,000						
535567	W Woolg Highway Traffic Facilities	535	Roads, Bridges & Footpaths	External	S94	150,000		800,000					450,000			
535568	Park Beach Traffic Calming	535	Roads, Bridges & Footpaths	External	S94			57,000								
535569	Hearnes Lake Collector Roads	535	Roads, Bridges & Footpaths	External	S94			350,000			450,000					
535570	N Bonville Collector Roads	535	Roads, Bridges & Footpaths	External	S94				250,000							
535571	S94 Coffes Collector Roads	535	Roads, Bridges & Footpaths	External	S94					1,000,000			250,000			
535572	S94 North Boambee Koala Management	535	Other Assets	External	S94	300,000										
538523	RTA PAMPS 2011/12	538	Roads, Bridges & Footpaths	Internal	Revenue	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
538523	RTA PAMPS 2011/12	538	Roads, Bridges & Footpaths	External	Grant		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
538504	EL NSW Coastline Cycleway	538	Roads, Bridges & Footpaths	Internal	Environmental Levy	82,304										
538510	Footpaths Construction	538	Roads, Bridges & Footpaths	Internal	Revenue	13,829										
538515	Cycleways Construction	538	Roads, Bridges & Footpaths	Internal	Revenue	64,254										
538515	Cycleways Construction	538	Roads, Bridges & Footpaths	External	Grant	55,000										
538528	Sec 94 Newmans Rd Cycleway - Strawberry Cl to Vista Cl	538	Roads, Bridges & Footpaths	External	S94	349,508										
538540	Bus Shelter Construction	538	Roads, Bridges & Footpaths	Internal	Grant in Advance	275,029										
538540	Bus Shelter Construction	538	Roads, Bridges & Footpaths	Internal	Revenue	231										
539530	Jetty Area Car Parking Construction	539	Roads, Bridges & Footpaths	External	S94	101,000							250,000			
539536	S94 Coffes Harbour Car Parking	539	Roads, Bridges & Footpaths	External	S94		300,000									
539518	Castle St Carpark Improv (funded Unexp Loan)	539	Buildings	Internal	Unexp Loan	662,085										
545520	Flood Mitigation Works	545	Stormwater Drainage	Internal	Grant in advance	2,048,487										
545520	Flood Mitigation Works	545	Stormwater Drainage	Internal	Unexp Loan	10,912,360										
545520	Flood Mitigation Works	545	Stormwater Drainage	Internal	Revenue	764,065	759,605	807,935	856,404	911,686	971,025	1,025,451	870,826	148,755	155,922	163,169
560520	Software Acquisition	560	Office Equipment	Internal	Revenue	2,828	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
560525	Roads Survey/Acquisition	560	Roads, Bridges & Footpaths	Internal	Revenue	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
560527	Drainage Investigations	560	Stormwater Drainage	Internal	Revenue	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
560536	Coastal Hazard & Estuary Projects	560	Other Assets	External	Revenue	95,832	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
560536	Coastal Hazard & Estuary Projects	560	Other Assets	External	Grant	69,931										
560536	Coastal Hazard & Estuary Projects	560	Other Assets	Internal	Grant in advance	30,744										
560540	Roads & Traffic Signs - New	560	Roads, Bridges & Footpaths	Internal	Revenue	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
560541	W Coffes Cycleways Construction	560	Roads, Bridges & Footpaths	External	S94	100,000	100,000				100,000					
560542	Flood Mit & Drainage Rans - Land	560	Land - Operational	External	S94	628,000	250,000		200,000				250,000			
560543	Nth Boambee Stormwater Mgt - Lakes	560	Stormwater Drainage	External	S94	450,000		200,000								
560545	Traffic Facilities - Council Roads	560	Roads, Bridges & Footpaths	Internal	Revenue	9,188	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
560550	Traffic Safety Improvements	560	Roads, Bridges & Footpaths	Internal	Revenue	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
560559	2010/11 RTA Facilities Around Schools	560	Roads, Bridges & Footpaths	External	Grant	3,640										
560560	Traffic Infrastructure Improvements	560	Roads, Bridges & Footpaths	Internal	Revenue	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
560514	Coffs Community & Skate Space	560	Other Structures	Internal	Grant in advance	50,000										
560516	Jetty Foreshore Redevelopment Stage 1	560	Other Structures	Internal	Revenue	12,000										
560516	Jetty Foreshore Redevelopment Stage 1	560	Other Structures	Internal	Future Fund Resv	12,257										
560519	Brelford Park Redevelopment	560	Other Structures	Internal	Revenue	250,000										
560530	Stormwater & Flood mitigation Wks	560	Stormwater Drainage	Internal	Revenue	343,989										
560530	Stormwater & Flood mitigation Wks	560	Stormwater Drainage	External	Grant	213,647										
560530	Stormwater & Flood mitigation Wks	560	Stormwater Drainage	Internal	Grant in advance	30,646										
560530	Stormwater & Flood mitigation Wks	560	Stormwater Drainage	External	S94	120,323										
560531	Bakers Road Detention Basin	560	Stormwater Drainage	External	S94	625,948										
560531	Bakers Road Detention Basin	560	Roads, Bridges & Footpaths	Internal	Grant in advance	155,885										
560539	Better Boating Program	560	Other Assets	External	Grant	47,594										
560549	40kmh High Pedestrian Area Program	560	Roads, Bridges & Footpaths	External	Grant	8,791										
560564	Mid North Coast Carpool	560	Other Assets	Internal	Grant in advance	14,000										
560568	RMS Speed Management Engineering	560	Other Assets	Internal	Revenue	20,186										
560568	RMS Speed Management Engineering	560	Other Assets	External	Grant	75,498										
560568	RMS Speed Management Engineering	560	Other Assets	Internal	Grant in advance	11,659										
560577	Boambee Ck Restoration/Infra Dev (fully grant funded)	560	Other Assets	External	Grant	31,927										
560578	Harbour Foreshore Planning	560	Other Assets	Internal	Revenue	5,000										
560579	Park Beach Surf Club Improvements	560	Furniture & Fittings	External	Contribution	215,833										
560579	Park Beach Surf Club Improvements	560	Furniture & Fittings	External	S94	46,500										
560579	Park Beach Surf Club Improvements	560	Furniture & Fittings	Internal	Revenue	13,595										
560580	Park Beach Masterplan Works	560	Land Improvements	External	S94	86,865										
560580	Park Beach Masterplan Works	560	Land Improvements	Internal	Revenue	21,303										
560587	McCarthy Park Playground	560	Other Structures	Internal	Contribution in Advance	39,071										
560587	McCarthy Park Playground	560	Other Structures	External	S94	32,040										
560589	S94 West Coffes Reserve Improvement Works	560	Land Improvements	External	S94	50,000										
562505	New Street Lights	562	Other Structures	External	Revenue	30,938	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
562510	S94 Loaders Lane New Street Lights	562	Roads, Bridges & Footpaths	External	S94	4,891										
610505	Developer Contributions in Kind Expense	610	Roads, Bridges & Footpaths	External	S94 - Inkind	2,700,000	4,500,000	4,500,000	4,635,000	4,774,050	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
					<b>Subtotal</b>	<b>37,805,661</b>	<b>17,441,811</b>	<b>16,828,303</b>	<b>17,927,107</b>	<b>14,953,223</b>	<b>11,775,244</b>	<b>10,998,655</b>	<b>21,083,906</b>	<b>11,415,817</b>	<b>11,775,740</b>	<b>10,560,544</b>

CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2022/23 (Updated March 2013)

Line Item	Description	Prog	Note 9 Category	Funding	Funding Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
<b>GENERAL FUND</b>	<b>(RENEWAL CAPITAL)</b>																
110508	Community Grants Funding Pool	110	Buildings	Internal	Community Facilities Reserve	0	100,000	150,000	200,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	Renewal
110509	Public Amenities Upgrade (1st yr funded PW-GF Resv)	110	Buildings	Internal	Community Facilities Reserve	300,000	300,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	Renewal
110510	Public Amenities Upgrade (1st yr funded PW-GF Resv)	110	Buildings	Internal	Private Works Reserve	273,611											Renewal
110567	Woolgoolga Netball Courts Upgrade	110	Land Improvements	Internal	Community Facilities Reserve	141,248											Renewal
115508	City Centre Signage	115	Roads, Bridges & Footpaths	Internal	CBD Masterplan Reserve		175,000										Renewal
115511	City Centre Street Furniture	115	Other Assets	Internal	CBD Masterplan Reserve		100,000										Renewal
115513	City Centre Landscaping	115	Land Improvements	Internal	CBD Masterplan Reserve		100,000										Renewal
115514	Lighting	115	Other Assets	Internal	CBD Masterplan Reserve		50,000	50,000	50,000								Renewal
115516	Riding Lane Toilet Upgrade	115	Buildings	Internal	CBD Masterplan Reserve			150,000									Renewal
115522	Park Ave Upgrade & Landscaping	115	Other Assets	Internal	CBD Masterplan Reserve				300,000								Renewal
115590	Contingency (Capital)	115	Other Assets	Internal	CBD Masterplan Reserve		200,000	100,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	Renewal
115506	City Square Upgrade	115	Land Improvements	Internal	CBD Masterplan Reserve		700,000										Renewal
115518	City Centre Shade Sails	115	Other Assets	Internal	CBD Masterplan Reserve		150,000										Renewal
260511	Landfill Alternative Cover	260	Other Assets	External	Domestic Waste Management	30,800											Renewal
270511	Landfill Alternative Cover	270	Other Assets	Internal	Non-Domestic Waste Management	39,200											Renewal
320527	Marcia St Rental Premises Refurbishment	320	Other Assets	Revenue	Revenue	3,403											Renewal
320539	Community Village Roadworks Upgrade	320	Other Assets	Revenue	Revenue	60,000											Renewal
350523	Air Conditioning	350	Plant & Equipment	Internal	Airport	25,000								500,000			Renewal
350581	Friction Testing	350	Other Assets	Internal	Airport			11,000		12,000		13,000		14,000		15,000	Renewal
350534	Runway Overlay	350	Roads, Bridges & Footpaths	Internal	Airport	5,500,000	1,000,000				500,000					600,000	Renewal
350571	RPT Taxway Overlays	350	Roads, Bridges & Footpaths	Internal	Airport			720,000		500,000							Renewal
350572	RPT Car Parking Resurfacing	350	Roads, Bridges & Footpaths	Internal	Airport				200,000								Renewal
333334	RPT Apron Overlay	350	Roads, Bridges & Footpaths	Internal	Airport								1,000,005				Renewal
375514	Resurface Woolgoolga Netball Court	375	Land Improvements	Revenue	Revenue	2,002											Renewal
420505	Computer Hardware & Software	420	Office Equipment	Revenue	Revenue	492,250	510,691	629,924	702,908	628,994	541,831	568,832	529,802	505,984	520,000	520,000	Renewal
420505	Computer Hardware & Software	420	Office Equipment	Internal	EDP Reserve	35,880											Renewal
522510	Reserve Restoration adj Newports Creek (Cash Bond)	522	Other Assets	Internal	Contribution in Advance	10,521											Renewal
522512	Loaders Lane Reserve No. 145 Revegetation Works	522	Land Improvements	Internal	Contribution in Advance	6,723											Renewal
522534	Coramba Playground Equipment	522	Land Improvements	Revenue	Revenue	6,416											Renewal
522650	McCarthy Pk Estate - Habitat Restoration	522	Land Improvements	Internal	Contribution in Advance	3,935											Renewal
522661	Darkum Headland Access Rehabilitation	522	Land Improvements	Internal	Environmental Levy		50,000										Renewal
531522	Blackspots Programme	531	Roads, Bridges & Footpaths	External	Grant	32,289											Renewal
531523	2011/12 Mass Action Plan	531	Other Assets	Internal	Grant in advance	13,966											Renewal
531523	2011/12 Mass Action Plan	531	Other Assets	External	Grant	170,000											Renewal
531530	Regional Roads Repair	531	Roads, Bridges & Footpaths	External	Grant	480,000	384,000										Renewal
531540	3 X 3 Program	531	Roads, Bridges & Footpaths	External	Grant	131,000	131,000	131,000	131,000	131,000	134,930	138,978	143,147	147,442	151,865	156,421	Renewal
535581	Pine Creek Way Capital Works	535	Roads, Bridges & Footpaths	Internal	Pine Creek Reserve	1,131,288											Renewal
535508	Moonee Beach Road Reconstruction	535	Roads, Bridges & Footpaths	Internal	Land Sale Reserve	134,147											Renewal
535512	Road resurfacing	535	Roads, Bridges & Footpaths	Revenue	Revenue	200,000	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	Renewal
535515	Sealed Roads Reseals - Flush Seals	535	Roads, Bridges & Footpaths	Revenue	Revenue	1,281,000	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	1,319,400	Renewal
535517	Sealed Roads Reseals - Asphalt	535	Roads, Bridges & Footpaths	Revenue	Revenue	90,600	93,300	93,300	93,300	93,300	93,300	93,300	93,300	93,300	93,300	93,300	Renewal
535519	Gravel Patching/Preparation for Seal	535	Roads, Bridges & Footpaths	Revenue	Revenue	175,000	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	154,500	Renewal
535520	Sealed Roads Rehabilitation	535	Roads, Bridges & Footpaths	External	Grant	896,265	896,265										Renewal
535520	Sealed Roads Rehabilitation	535	Roads, Bridges & Footpaths	Revenue	Revenue	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Renewal
535525	Unsealed Roads Gravel Resheeting	535	Roads, Bridges & Footpaths	Revenue	Revenue	107,000	110,200	110,200	110,200	110,200	110,200	110,200	110,200	110,200	110,200	110,200	Renewal
535530	Kerb & Gutter Repairs	535	Roads, Bridges & Footpaths	Revenue	Revenue	28,800	29,700	29,700	29,700	29,700	29,700	29,700	29,700	29,700	29,700	29,700	Renewal
535547	2012/13 Road Toll Response Program	535	Roads, Bridges & Footpaths	External	Grant	217,500											Renewal
536540	Catholic Protection	536	Roads, Bridges & Footpaths	Revenue	Revenue	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	Renewal
536504	Major Repairs to Bridges	536	Roads, Bridges & Footpaths	Revenue	Revenue	1,207,155	812,371	837,042	862,454	888,627	915,286	942,744	971,027	1,000,158	1,030,162	1,061,067	Renewal
538503	Cycleways Major Repairs	538	Roads, Bridges & Footpaths	Revenue	Revenue	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Renewal
538505	Footpaths Major Repairs	538	Roads, Bridges & Footpaths	Revenue	Revenue	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	Renewal
538545	Bus Shelter Major Repairs	538	Roads, Bridges & Footpaths	Revenue	Revenue	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	Renewal
539510	Resealing of Carparks	539	Roads, Bridges & Footpaths	Revenue	Revenue	15,000	15,000	15,000	15,000	15,450	15,914	16,391	16,883	17,389	17,911	Renewal	
570521	Contract Managers Software	570	Office Equipment	Revenue	Revenue	10,200	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	Renewal
					<b>Subtotal</b>	<b>13,391,199</b>	<b>7,757,327</b>	<b>5,287,766</b>	<b>5,373,362</b>	<b>4,886,891</b>	<b>4,837,315</b>	<b>4,428,390</b>	<b>5,428,972</b>	<b>4,973,334</b>	<b>4,529,161</b>	<b>5,201,645</b>	
					<b>Total</b>	<b>51,196,860</b>	<b>25,199,138</b>	<b>22,116,069</b>	<b>23,300,469</b>	<b>19,840,114</b>	<b>16,612,559</b>	<b>15,427,046</b>	<b>26,512,878</b>	<b>16,389,151</b>	<b>16,304,901</b>	<b>15,762,189</b>	
					<b>Less</b>	<b>167,395</b>											
					<b>LTFP</b>	<b>51,029,465</b>	<b>25,199,138</b>	<b>22,116,069</b>	<b>23,300,469</b>	<b>19,840,114</b>	<b>16,612,559</b>	<b>15,427,046</b>	<b>26,512,878</b>	<b>16,389,151</b>	<b>16,304,901</b>	<b>15,762,189</b>	

Summary by Note 9 Category (General Fund)

Buildings	2,349,298	1,504,354	1,220,000	989,000	938,270	756,818	775,923	4,715,600	1,315,868	836,744	858,247						
Furniture & Fittings	309,398	17,000	17,000	18,000	18,420	19,000	19,000	20,000	20,000	21,000	21,000						
Land Improvements	2,290,892	1,700,000	100,000	100,000	100,000	103,000	0	0	0	0	0						
Land - Operational	3,908,121	250,000	0	200,000	0	0	0	0	370,000	0	400,000	400,000					
Community Land	0	0	0	0	0	0	0	0	0	0	0	0					
Bulk Earthworks (non-depreciable)	0	0	0	0	0	0	0	0	0	0	0	0					
Library Books	131,500	135,500	139,500	143,500	147,800	147,800	147,800	147,800	147,800	147,800	147,800	147,800					
Office Equipment	1,223,484	632,421	754,894	831,268	759,784	675,123	704,700	668,325	647,240	664,072	666,972						
Other Assets	2,637,128	1,194,094	1,125,094	870,000	197,000	188,000	98,000	85,000	99,000	85,000	100,000						
Other Structures	703,504	761,000	461,000	961,000	531,000	161,000	11,000	1,161,000	11,000	1,161,000	1,161,000						
Plant & Equipment	3,610,549	6,524,326	6,529,204	6,181,243	5,087,877	3,965,527	4,488,936	6,835									

**Agenda - Ordinary Meeting 11 April 2013 - GENERAL MANAGER'S REPORTS**

**CAPITAL WORKS PROGRAM FOR LTFF 2012/13 TO 2022/23 (Updated March 2013)**

Line Item	Description	Prog	Note 9 Category	Funding											
				Funding Source (General Fund)	Funding Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Summary by Funding Source (General Fund)</b>															
<b>External</b>															
Domestic Waste Management				100,800	100,000	550,000	100,000	100,000	103,000	0	0	0	0	0	
S94				8,639,984	1,580,000	2,687,000	4,295,000	2,800,000	870,000	165,000	4,130,000	700,000	900,000	800,000	
S94 - Inkind				2,700,000	4,500,000	4,500,000	4,635,000	4,774,050	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	
Contribution				433,854	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	
Grant				3,579,001	3,494,947	1,300,904	1,190,104	1,190,104	1,223,557	1,258,014	1,293,504	1,330,059	1,367,711	1,406,492	
Sales Income				1,205,800	1,707,350	2,270,850	1,832,279	1,522,288	1,177,250	1,299,550	2,477,150	1,368,711	1,361,950	1,140,424	
Loan				0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>				<b>16,659,439</b>	<b>11,460,297</b>	<b>11,386,754</b>	<b>12,130,383</b>	<b>10,464,442</b>	<b>7,951,807</b>	<b>7,300,564</b>	<b>12,478,654</b>	<b>7,976,770</b>	<b>8,207,661</b>	<b>7,924,916</b>	
<b>Internal</b>															
<b>Reserves:</b>															
Airport				7,266,987	2,045,000	785,000	1,506,000	886,420	1,130,000	197,000	5,110,005	709,000	501,000	821,000	
Bldg Maint Resv				0	0	0	0	0	0	0	0	0	0	0	
Non-Domestic Waste Management				69,200	100,000	150,000	100,000	100,000	103,000	0	0	0	0	0	
Community Facilities Reserve				1,731,365	400,000	450,000	509,000	618,270	636,818	655,923	675,600	695,868	716,744	738,247	
Environmental Levy				83,367	50,000	0	0	0	0	0	0	0	0	0	
Jetty Maint Reserve				0	0	0	0	0	0	0	0	0	0	0	
Pine Creek Reserve				1,131,288	0	0	0	0	0	0	0	0	0	0	
Environmental Laboratory				50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Plant				1,524,000	3,468,250	3,189,250	3,289,860	2,496,485	1,719,650	2,090,350	3,227,650	2,700,077	2,517,550	1,874,507	
Land Sale Reserve				134,147	0	0	0	0	0	0	0	0	0	0	
Open Space Reserve				305,060	0	0	0	0	0	0	0	0	0	0	
Future Fund Resv				12,257	0	0	0	0	0	0	0	0	0	0	
ELE Reserve				167,395	0	0	0	0	0	0	0	0	0	0	
CBD Masterplan Reserve				0	2,975,000	1,255,000	720,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Technology Group Reserve				71,225	74,330	77,570	80,960	83,390	85,892	88,468	91,123	93,856	96,672	99,572	
RFS Reserve				0	0	0	0	0	0	0	0	0	0	0	
EDP Reserve				175,880	0	0	0	0	0	0	0	0	0	0	
Private Works Reserve				273,611	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>				<b>12,995,782</b>	<b>9,162,580</b>	<b>5,956,820</b>	<b>6,255,820</b>	<b>4,244,565</b>	<b>3,735,360</b>	<b>3,091,741</b>	<b>9,164,378</b>	<b>4,258,802</b>	<b>3,891,966</b>	<b>3,593,326</b>	
<b>Other</b>															
<b>Contribution</b>															
Contribution in Advance				72,302	0	0	0	0	0	0	0	0	0	0	
Grant in advance				2,653,396	0	0	0	0	0	0	0	0	0	0	
Unexp Loan				11,574,445	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>				<b>14,300,143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Loan - New</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Revenue</b>				<b>7,241,496</b>	<b>4,576,261</b>	<b>4,772,495</b>	<b>4,914,266</b>	<b>5,131,107</b>	<b>4,925,392</b>	<b>5,034,741</b>	<b>4,869,846</b>	<b>4,153,579</b>	<b>4,205,273</b>	<b>4,243,947</b>	
<b>Total</b>				<b>51,196,860</b>	<b>25,199,138</b>	<b>22,116,069</b>	<b>23,300,469</b>	<b>19,840,114</b>	<b>16,612,559</b>	<b>15,427,046</b>	<b>26,512,878</b>	<b>16,389,151</b>	<b>16,304,901</b>	<b>15,762,189</b>	

**Agenda - Ordinary Meeting 11 April 2013 - GENERAL MANAGER'S REPORTS**

Attachment 6

**CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2021/22 - UPDATE FOR W & S at Dec 2012**

Line Item	Description	Prog	Note 9 Category	Funding Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
<b>WATER FUND</b>																	
710505	Equipment Acquisition	710	Office Equipment	External	Water Fund	7,638	7,867	8,103	8,200	8,300	8,400	8,500	8,600	8,700	8,800	9,000	New
740511	8 ML Reservoir at Unwins Rd	740	Water Supply Network	External	Loan	300,000	3,000,000										New
740513	Moonee Reservoir & Inlet Pipe S64	740	Water Supply Network	External	S64	20,000											New
740515	Shepherds Lane Reservoir (Land) Strat	740	Water Supply Network	External	S64		200,000										New
740515	Shepherds Lane Reservoir (Land) Strat	740	Water Supply Network	External	Loan				2,300,000								New
740525	Reticulation Mains from Strategy	740	Water Supply Network	External	S64	300,000	800,000	700,000	700,000	728,000	757,000	787,000	819,000	852,000	886,000	922,000	New
740699	Karang Dam to Red Hill Bal Tank Dup.	740	Water Supply Network	External	Loan	10,000	2,500,000	2,500,000									New
740535	Mains Extension	740	Water Supply Network	External	S64	55,966			53,000	54,600	56,300	58,000	59,700	61,500	63,350	65,250	New
740536	Mains Extension	741	Water Supply Network	External	Loan	40,000	50,000	51,500									New
740545	Service Connections	740	Water Supply Network	External	Water Fund	300,000	300,000	300,000	312,000	324,000	337,000	351,000	365,000	380,000	395,000	411,000	New
740553	Network Analysis	740	Water Supply Network	External	Loan	20,000	20,600	21,200	21,900	22,500	23,200	23,900	24,600	25,300	26,100	26,900	New
740560	Telemetry Equipment & Meters	740	Water Supply Network	External	S64	325,388	300,000	50,000	26,500	27,300	28,100	29,000	29,900	45,000	31,600	32,600	New
740567	Chlorine Plant Boambee Reservoirs	740	Water Supply Network	External	Loan	60,000											New
740590	Minor Works	740	Water Supply Network	External	S64	55,000	20,000	20,600	21,200	21,900	22,500	23,200	23,900	24,600	25,300	26,100	New
740595	Easements	740	Water Supply Network	External	S64	5,000	5,000	5,150	5,300	5,450	5,650	5,800	5,950	6,150	6,350	6,500	New
740596	Coramba Water main	740	Water Supply Network	External	S64			750,000									New
740596	Coramba Water main	740	Water Supply Network	External	Loan		55,000	750,000									New
740696	Establishment Yard Adjacent to Coffs W	740	Water Supply Network	External	Loan	200,000											New
740697	Relocate Lime Plant	740	Water Supply Network	External	Loan		750,000										New
740698	Moonee to Emerald Trunk Main	740	Water Supply Network	External	Loan		2,000,000										New
740698	Moonee to Emerald Trunk Main	740	Water Supply Network	External	S64	10,000	372,500										New
740550	New Plant/Vehicles	740	Plant & Equipment	External	Loan	55,000	25,000	25,750	28,000	28,000	28,000	30,000	30,000	30,000	32,000	32,000	New
740599	Developer Cont'n In Kind Cont	740	Water Supply Network	External	S64	250,000	490,000	504,700	520,000	535,000	551,000	568,000	585,000	603,000	621,000	640,000	New
740555	Building - Generator Storage	741	Water Supply Network	External	Loan												New
740555	Minor Plant	740	Plant & Equipment	External	Loan	40,000	45,000	46,350	48,000	48,000	48,000	50,000	50,000	50,000	50,000	52,000	New
<b>New Subtotal</b>					<b>2,053,992</b>	<b>10,940,967</b>	<b>5,733,353</b>	<b>4,044,100</b>	<b>1,803,050</b>	<b>1,865,150</b>	<b>1,934,400</b>	<b>2,001,650</b>	<b>2,086,250</b>	<b>2,145,500</b>	<b>2,223,350</b>		
740514	Reservoir Renewals	740	Water Supply Network	External	S64	208,953	300,000	300,000	400,000	100,000	104,000	108,000	113,000	117,000	122,000	127,000	Renewal
	Dams Rehabilitation	741	Water Supply Network	External	S64	50,000	100,000	104,000	108,000	112,000	117,000	122,000	127,000	132,000	137,000	142,000	Renewal
740530	Mains Renewal	740	Water Supply Network	External	S64	500,000	1,000,000	500,000	500,000	1,200,000	1,248,000	1,298,000	1,350,000	1,404,000	1,460,000	1,518,000	Renewal
<b>Renewal Subtotal</b>					<b>758,953</b>	<b>1,400,000</b>	<b>904,000</b>	<b>1,008,000</b>	<b>1,412,000</b>	<b>1,469,000</b>	<b>1,528,000</b>	<b>1,590,000</b>	<b>1,653,000</b>	<b>1,719,000</b>	<b>1,787,000</b>		
<b>Grand Total</b>					<b>2,812,945</b>	<b>12,340,967</b>	<b>6,637,353</b>	<b>5,052,100</b>	<b>3,215,050</b>	<b>3,334,150</b>	<b>3,462,400</b>	<b>3,591,650</b>	<b>3,739,250</b>	<b>3,864,500</b>	<b>4,010,350</b>		
<b>Summary by Note 9 Category</b>																	
	Office Equipment				7,638	7,867	8,103	8,200	8,300	8,400	8,500	8,600	8,700	8,800	9,000		
	Water Supply Network				2,710,307	12,263,100	6,557,150	4,967,900	3,130,750	3,249,750	3,373,900	3,503,050	3,650,550	3,773,700	3,917,350		
	Plant & Equipment				95,000	70,000	72,100	76,000	76,000	76,000	80,000	80,000	80,000	82,000	84,000		
	Other Assets				-	-	-	-	-	-	-	-	-	-	-		
					<b>2,812,945</b>	<b>12,340,967</b>	<b>6,637,353</b>	<b>5,052,100</b>	<b>3,215,050</b>	<b>3,334,150</b>	<b>3,462,400</b>	<b>3,591,650</b>	<b>3,739,250</b>	<b>3,864,500</b>	<b>4,010,350</b>		
<b>Summary by Funding Source</b>																	
	Water Fund				307,638	307,867	308,103	320,200	332,300	345,400	359,500	373,600	388,700	403,800	420,000		
	Unexp Loan				725,000	8,445,600	3,394,800	2,397,900	98,500	99,200	103,900	104,600	105,300	108,100	110,900		
	S64				1,780,307	3,587,500	2,934,450	2,334,000	2,784,250	2,889,550	2,999,000	3,113,450	3,245,250	3,352,600	3,479,450		
					<b>2,812,945</b>	<b>12,340,967</b>	<b>6,637,353</b>	<b>5,052,100</b>	<b>3,215,050</b>	<b>3,334,150</b>	<b>3,462,400</b>	<b>3,591,650</b>	<b>3,739,250</b>	<b>3,864,500</b>	<b>4,010,350</b>		



**Agenda - Ordinary Meeting 11 April 2013 - GENERAL MANAGER'S REPORTS**

**CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2021/22 - UDATE FOR W & S at Dec 2012**

Line Item	Description	Prog	Note 9 Category	Funding Type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
<b>SEWERAGE FUND</b>																
810505	Equipment Acquisition	810	Office Equipment	External Sewer Fund	10,000	10,000	10,000	10,000	11,000	11,000	11,000	12,000	12,000	12,000	12,000	New
840520	Minor Sewer Extensions	840	Sewer Network	External S64	40,000	41,600	43,300	45,000	46,800	48,700	50,600	52,600	54,800	57,000	59,200	New
840522	Telemetry	840	Sewer Network	External S64	80,495	175,000	40,000	21,800	22,500	38,200	38,900	39,600	40,300	26,000	41,800	New
840531	Woolgoolga Treatment Works Upgrade	840	Sewer Network	External Loan	150,000	150,000	100,000									New
840532	Reclaimed Water Pipeline Stage 3	840	Sewer Network	External Loan	500,000	2,000,000	2,000,000									New
840541	South Coffs PS & Rising Main (Loan)	840	Sewer Network	External Loan	42,190											New
840542	Sawtell Pump Station & Pipework	840	Sewer Network	External Loan	13,150,936	8,071,995										New
840542	Sawtell Pump Station & Pipework	840	Sewer Network	External Grant	1,849,064	1,134,948										New
840602	Network Analysis	841	Sewer Network	External Loan	20,000	20,000	20,000	20,000	21,000	21,000	22,000	22,000	23,000	23,000	23,000	New
840608	S64 Works General	840	Sewer Network	External S64	270,000	280,000	290,000	300,000	310,000	320,000	330,000	340,000	350,000	360,000		New
840545	New Plant & Equipment	840	Plant & Equipment	External Loan	40,000	85,000	43,300	45,000	46,800	48,700	50,600	52,600	54,800	57,000	59,200	New
840603	Corindi 150mm Rising Main S64	840	Sewer Network	External Loan		185,000										New
840559	Establishment Yard Adjacent to Coffs W	840	Sewer Network	External Loan	200,000											New
840599	Developer Cont'n In Kind (Expense)	840	Sewer Network	External S64	620,000	1,050,000	2,100,000	2,163,000	950,000	850,000	750,000	850,000	1,100,000	1,150,000	1,200,000	New
	Buildings - Generators	840	Plant & Equipment	External Loan	40,000	150,000										New
	New Rising Main - Nth Bonville to SPS	841	Sewer Network	External S64		1,500,000										New
840546	New Vehicle	840	Plant & Equipment	External Loan	25,000	25,000	26,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000		New
<b>New Subtotal</b>					<b>17,037,685</b>	<b>14,878,543</b>	<b>4,672,600</b>	<b>2,630,800</b>	<b>1,435,100</b>	<b>1,365,600</b>	<b>1,282,100</b>	<b>1,398,800</b>	<b>1,665,900</b>	<b>1,717,000</b>	<b>1,395,200</b>	
<b>Renewal</b>																
840517	Sewer Rehabilitation	840	Sewer Network	External Loan	1,318,766	705,000	65,000									Renewal
840517	Sewer Rehabilitation	840	Sewer Network	External S64		295,000	935,000	1,000,000	1,000,000	1,030,000	1,060,000	1,095,000	1,125,000	1,160,000	1,200,000	Renewal
840536	Minor Treatment Works	840	Sewer Network	External S64	110,000	104,000	108,000	112,000	117,000	122,000	127,000	132,000	137,000	142,000	148,000	Renewal
840537	Minor Works	840	Sewer Network	External Loan	50,000	50,000	50,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000		Renewal
840525	Pumps, Mechanical Equip Renewals	840	Sewer Network	External Loan												Renewal
840525	Pumps, Mechanical Equip Renewals	840	Sewer Network	External S64	1,000,000	2,200,000	1,700,000	1,700,000	1,751,000	1,804,000	1,858,000	1,913,000	1,970,000	2,030,000		Renewal
<b>Renewal Subtotal</b>					<b>2,478,766</b>	<b>3,354,000</b>	<b>2,858,000</b>	<b>2,864,000</b>	<b>2,921,000</b>	<b>3,010,000</b>	<b>3,100,000</b>	<b>3,196,000</b>	<b>3,289,000</b>	<b>3,390,000</b>	<b>1,348,000</b>	
<b>Grand Total</b>					<b>19,516,451</b>	<b>18,232,543</b>	<b>7,530,600</b>	<b>5,494,800</b>	<b>4,356,100</b>	<b>4,375,600</b>	<b>4,382,100</b>	<b>4,594,800</b>	<b>4,954,900</b>	<b>5,107,000</b>	<b>2,743,200</b>	
<b>Summary by Note 9 Category</b>																
	Office Equipment				10,000	10,000	10,000	10,000	11,000	11,000	11,000	12,000	12,000	12,000	12,000	
	Sewer Network				19,401,451	17,962,543	7,451,300	5,413,800	4,271,300	4,287,900	4,291,500	4,500,200	4,857,100	5,006,000	2,672,000	
	Plant & Equipment				105,000	260,000	69,300	71,000	73,800	76,700	79,600	82,600	85,800	89,000	59,200	
					<b>19,516,451</b>	<b>18,232,543</b>	<b>7,530,600</b>	<b>5,494,800</b>	<b>4,356,100</b>	<b>4,375,600</b>	<b>4,382,100</b>	<b>4,594,800</b>	<b>4,954,900</b>	<b>5,107,000</b>	<b>2,743,200</b>	
<b>Summary by Funding Source</b>																
	Sewer Fund				10,000	10,000	10,000	10,000	11,000	11,000	11,000	12,000	12,000	12,000	12,000	
	Unexp Loan				15,536,892	11,441,995	2,304,300	143,000	147,800	151,700	156,600	160,600	165,800	170,000	82,200	
	S64				2,120,495	5,645,600	5,216,300	5,341,800	4,197,300	4,212,900	4,214,500	4,422,200	4,777,100	4,925,000	2,649,000	
	Grant				1,849,064	1,134,948	0	0	0	0	0	0	0	0	0	
					<b>19,516,451</b>	<b>18,232,543</b>	<b>7,530,600</b>	<b>5,494,800</b>	<b>4,356,100</b>	<b>4,375,600</b>	<b>4,382,100</b>	<b>4,594,800</b>	<b>4,954,900</b>	<b>5,107,000</b>	<b>2,743,200</b>	



**COFFS HARBOUR CITY COUNCIL  
ASSET MANAGEMENT STRATEGY  
2013-2023**

## PURPOSE

Councils Resourcing Strategy sets out what resources Council intends to allocate via its Delivery Program toward the achievement of objectives for which it is responsible under Coffs Harbour 2030, the Community Strategic Plan.

As discussed in the Resourcing Strategy itself (of which this Asset Management Strategy forms a part), the deterioration of public infrastructure is one of the two key factors influencing Councils unsustainable position.

Council is the custodian and trustee of around \$1.8 Billion in public assets. Funding for maintenance and renewal of these assets is insufficient to keep pace with deterioration. Of this, around \$78M is rated in a condition of “very poor – urgent renewal / upgrading required” and another \$38M is rated in a condition of “poor – renewal required”. There is a significant downward trend in deterioration demonstrating that this situation that is worsening each year.

The purpose of this Strategy is firstly to define a path by which Council will achieve the adoption of Asset Management Plans (AMPs) for all asset classes that are integrated with the Long Term Financial Plan and Delivery Program.

The AMPs will identify what assets we have, what we need in the future, and what funding is required to build, operate, maintain and renew our infrastructure.

It is only when an integrated, sustainable AMP is adopted that Council can have confidence that it can continue to deliver the infrastructure-related services it currently does (or new services, depending on the objectives identified under the Community Strategic Plan).

The second purpose is, once the first objective is achieved, to improve the way Council plans for, accounts for and manages its assets into the future.

## STRUCTURE OF THIS STRATEGY

By way of introduction, a short **background** of Council's Asset Management activities to date is provided.

There are two components to the Strategy proper, each of which is critical if Council is to effectively discharge its charter under the Local Government Act as custodian and trustee of public assets:

- **Part 1:**the organisational capacity and capability to plan, account for and manage the delivery of this infrastructure, and
- **Part 2:**the works actually undertaken on the physical infrastructure (what infrastructure-related services we deliver to the community).

With regards to the physical infrastructure, summaries of the current status and future needs and challenges are presented in the **appendices** for each asset class, namely:

- Water supply
- Sewerage
- Transport
- Buildings and
- Recreational Services.

The starting point, however, must be Council's organisational capacity and capability to plan, account for and manage the delivery of this infrastructure. In this regard, the strategy sets out:

- where we are
- where we want to be, and
- how we will get there

in relation to asset management generally within Council (**Part 1**), as well as in relation to individual asset classes (**Part 2**).

## BACKGROUND

### ***Introduction of the Integrated Planning and Reporting Framework***

In 2009, Coffs Harbour City Council nominated as a 'Group 1' Council under the Integrated Planning and Reporting Framework (IPRF) as set out under the Local Government Amendment (Planning and Reporting) Act 2009.

This required Council to prepare the full suite of IPRF documents including Community Strategic Plan, Resourcing Strategy and Delivery Program / Operational Plan by July 2010, which Council did.

Whilst Council developed an Asset Management Strategy (AMS) by July 2010, this only set out Council's intention to develop AMPs.

It would be fair to say that resourcing limitations were not considered sufficiently in the targets set at that time, however a number of the key objectives set out in the AMS have been achieved.

### ***Asset Management Gap Analysis***

Morrison Low Consultants, Pty Ltd were engaged to initially prepare an Asset Management Gap Analysis in August 2010.

The gap analysis identified areas for improvement across all asset classes. The highest priority tasks identified were:

1. Establishing Levels of Service that are linked to the community plan to enable activities and expenditure to be established in accordance with the wishes of the community
2. Clearly identifying responsibilities and roles within the organisation in relation to asset management
3. Confirming corporate sponsorship of and commitment to asset management across the organisation
4. Preparation of written procedures for data and information collection

### ***'First Cut' Asset Management Plans and Long Term Financial Plan***

In late 2010, Morrison Low Consultants P/L were then engaged to prepare, with the input of Council staff, 'first cut' AMPs for all asset classes and a corresponding 'first cut' LTFP based on this information. Both these documents were completed in early 2011.

A key shortfall in this process (reflective of Council's organisational capacity for asset management) was the development of organisational systems to build on this initial data, i.e. to refine the assumptions and information contained in the AMPs. This is being addressed currently as resources permit.

The 'first cut' AMPs were valuable, though, in identifying the funds required to maintain and renew existing assets in a sustainable way (i.e. to avoid further deterioration of assets) and also provide for those new assets which Council had identified as necessary, largely those to accommodate growth from development.

Because the funds required to achieve sustainable infrastructure provision (i.e. to prevent continued deterioration of Council's asset base) were a substantial increase over Council's current funding, the AMPs were not adopted by Council on completion, however councillors were briefed on the outcomes of this work and the conclusion that Council's current management of its assets is unsustainable.

The "other half" of the exercise – identifying sources of revenue – needed to be undertaken.

The 'first cut' LTFP was the catalyst to begin this discussion. The 'first cut' LTFP was adopted by Council in 2011 based on three scenarios:

- Base case (unsustainable)
- Sustainable Assets case
- Aspirational case

The LTFP noted the need to undertake further work on both the revenue and expenditure sides, in order to achieve a sustainable LTFP.

### ***Service Review***

The 'first cut' AMPs and LTFP were key drivers for the Service Review project discussed in detail in the Resourcing Strategy itself.

The Service Review aimed to prepare a framework for Council to prioritise its resources across all services it delivers and thus to consider reallocation of resources (service cuts in some areas) or a special rate variation to address the deterioration in asset-related services.

### ***Revision of Council Asset Management Policy***

In late 2011, a report was presented to Council setting out the key outcomes of the Asset Management Planning to date and the challenges that lay ahead.

Council adopted a revised Asset Management Policy that improved the focus on Council's need to prioritise the allocation of funding based on community priorities and also the need to minimise life-cycle costs of all assets. The Policy utilises the "3Rs approach" adopted for the Service Review.

The Coffs Harbour City Council Asset Management Policy is included in Appendix 1.

**PART 1 – ASSET MANAGEMENT CAPACITY AND CAPABILITY IN GENERAL**

**Resourcing**

As will be discussed in Part 2, Council has substantial gaps in its asset-related data that are impacting on our ability to make informed decisions regarding what funds are required to achieve a sustainable position in relation to infrastructure.

Over recent years, it would be fair to say that Council has resourced the asset management function sufficient to comply with legislative and regulatory obligations with respect to financial reporting, however resources have been insufficient to improve the way we manage assets operationally i.e. actually managing our assets better.

Given the proposed increases in asset-related expenditure set out in Part 2 (totalling \$6M per year across transport, buildings and recreation services assets), increasing the resourcing of the asset management function in order to ensure that these funds are invested wisely (by addressing the actions identified in this strategy) is important.

Consequently, as part of the overall funding required for the “Sustainable Model” of the Long Term Financial Plan, an amount of \$0.2M (3%) has been included for asset management resources that will work on enhancing Councils information for decisionmaking. These funds should be considered an investment, rather than a cost.

Funding area	Proposed increase (\$M p.a.)
Asset Management	0.2

**Service Levels**

The definition of service levels linked to the Community Strategic Plan to enable activities and expenditure to be established in accordance with the wishes of the community was identified as a top priority in the AM Gap Analysis.

Work is continuing on the development of service levels regarding the maintenance of assets, as discussed in Part 2 of this Strategy, the first step being to better understand what service levels are being delivered now.

A key determinant (albeit a secondary measure) of Council's ability to deliver service standards is the condition of assets. It is very difficult to maintain higher service levels when the condition of assets is poor. Two examples:

- when roads are in need of renewal, Council's ability to respond to pothole repairs (particularly after heavy rainfall, a constant issue in Coffs Harbour) is diminished and potholes will get larger and take longer to fix
- when toilet blocks are old, they are hard to maintain in an acceptably clean condition

Consequently, given resource limitations on the development of more “technical” levels of service that correspond with measures that are meaningful to the community, asset condition has been utilised as a de facto measure of the level of service provided by Council infrastructure.

It could be argued that given the current unsustainable situation Council faces in relation to its infrastructure – it is deteriorating faster than it is being renewed, the assets are in effect being consumed rather than passed on to future generations – the levels of service being delivered are secondary to the fundamental issue of sustainability.

As is clear from the above examples, there is a direct correlation between the condition of assets and Council's ability to deliver higher levels of service anyway. Further, asset condition is a significant driver of maintenance costs, and therefore of key concern in the context of making the best use of Council's limited resources. As deterioration modelling has shown (discussed, for example, in relation to transport infrastructure in the appendices) maintenance costs are forecast

to increase dramatically as assets continue to deteriorate if current service levels are to be maintained.

Whilst some asset classes have good condition data (for example roads), others are a considerable gap (for example Recreation Services assets). Condition data for Building assets (developed by consultants as part of the revaluation of Building assets) is being finalised at the time of writing this Strategy.

ACTION A1: continued work on improving condition data on all asset classes and/or undertaking new condition assessments.

### ***Organisational Structure***

Clearly identifying responsibilities and roles within the organisation in relation to asset management and confirming corporate sponsorship of and commitment to asset management across the organisation were identified as the top priorities in the Asset Management Gap Analysis in 2010.

Reviewing Councils organisational structure with regards to Asset Management functions addresses these issues.

Particular issues of note include:

- lack of central responsibility for management of assets within Council generally (building assets fall under Corporate Business, while most other assets are managed by City Services)
- lack of clarity regarding responsibility for the various phases of asset management – from strategic planning, through management of the delivery and finally the provision of the service itself – within each directorate (this leads to an inability to harness the resources we have and effectively drive improvements)

Council considered a report regarding a revised organisational structure that would address these issues in early 2013.

It is anticipated that a further report will be tabled before September 2013 addressing the issue, given the timeframe Council has to determine its organisational structure under the Local Government Act, i.e. within 12 months of an ordinary election.

ACTION A2: Revision of Council's organisational structure to improve clarity of roles and responsibilities regarding Asset Management, and to reinforce corporate support for Asset Management.

### ***Data Collection and Management***

Preparation of written procedures for data and information collection was the final high priority issue identified in the gap analysis undertaken in 2010.

Data Management Guidelines setting out requirements for the collection of asset-related data and including this in Councils Asset Management System were prepared in 2011.

Further work is required to define collection requirements for individual asset classes.

ACTION A3: Development of written data collection procedures for all asset classes.

A key impediment to Council's asset management capability is the availability of accurate data, and processes and systems to keep this up to date.

Part 2 identifies key gaps in data for individual asset classes (as noted above, the revaluation of building assets has addressed one of the bigger gaps).



One of the most fundamental improvements to be made, however, was the development of a works order system for all assets.

A works order system ensures Council collects information on what assets are built and how much they cost, as well as any assets that are disposed of, so that records in the Asset Management System are kept up to date.

A system was developed in late 2012 and is currently being refined to facilitate ease of use and correspondence with other organisational systems such as reporting against the Delivery Program and also to facilitate better project management within the organisation.

A review of the works order system will be undertaken towards the end of the 2012/13 financial year to ensure that it is achieving the necessary outcomes.

**ACTION A4:** Review implementation of the works order system at end of 2012/13 financial year.

### ***Structure of General Ledger / Accounts***

One of the biggest difficulties in preparing information on Council's assets and then refining modelling as more information comes in (e.g. from condition assessments, maintenance reporting and works orders) is the difficulty in extracting information from Council's financial system.

The reason for this is that the system is not structured in the same way as the Asset Management activities. For example, operations and maintenance of assets are included together (these need to be separated to enable modelling of maintenance only), there is inadequate distinction between asset renewal and the creation of new assets.

Staff from Asset and Finance functions are working on a revised accounting structure, most likely a project-based sub-ledger, to facilitate this objective.

**ACTION A5:** Revise accounting structure to align financial accounts with fields required for asset management planning.

### ***Other Asset Management Priorities***

The 2010 gap analysis and 'first cut' AMPs identified other priorities to improve Asset Management generally, however given the resources available for asset management and the priorities for Asset Management discussed under individual asset classes in Part 2, it is not envisaged that progress will be made on these in the foreseeable future.

If Council resolves to increase funding for Asset Management generally (as in the \$6.2M proposed under the sustainable model in the Long Term Financial Plan), there would be an additional \$0.2M available as part of this. If this was to occur, more progress would be made.

### ***Risk Management***

Council has adopted a corporate risk management framework. Its scope does include asset-related services, however the focus is on corporate, rather than normal operational risks. Consequently, it is important that all AMPs include a risk management component and that relevant risks are further linked to the corporate system.

The 'first cut' AMPs and the Strategic Business Plans for Water and Sewerage each include a risk assessment and management process.

**PART 2 – ASSET MANAGEMENT CAPABILITY AND CAPACITY BY ASSET CLASS**

**Introduction**

The current status of Councils organisational capacity and capability with regards to asset management varies significantly across asset classes.

It is important to bear in mind the status of individual asset classes. For example, while information on stormwater assets is poor, it is considered unnecessary that Council allocate more resources to the maintenance or renewal of this infrastructure whereas Council is not keeping up with deterioration in building assets and service levels are correspondingly decreasing. Better condition information was critical to enable informed decision making.

It is also important to bear in mind the quantum of individual assets, and the source of funding. Water and Sewerage infrastructure are large portions of Councils asset portfolio but funding of these must (by legislation) be kept distinct from Councils General fund which resources Transport, Stormwater, Buildings and Recreation Services infrastructure. The replacement value of each asset class is presented in the table below:

<b>Asset</b>	<b>Replacement Value (\$M)</b>	<b>Portion of Total (%)</b>
Water	360	20
Sewerage	540	30
Transport	560	32
Stormwater	180	10
Buildings	110	6
Recreational Services	25	1
<b>TOTAL</b>	<b>\$1,775</b>	<b>100</b>

**What are we trying to achieve?**

The objective with regards to each asset class must be the development of robust Asset Management Plans (AMPs) that are:

- based on service levels endorsed and agreed by the community and aligned with objectives of the community identified in the community strategic plan and also Council's available resources in its Long Term Financial Plan and Delivery Program (corresponding to the "reason" dimension of the Service Review)
- informed by dependable information on type, location, quantity, quality and cost (over their entire life cycle) of assets currently managed by Council, and those that are required in the future, as well as the risks associated with these to enable informed decision making (corresponding to the "resources" dimension of the Service Review)
- continuously refined and supported by organisational systems to capture the actual service levels delivered as well as the actual work done on assets, asset condition and the costs of providing these assets throughout their life cycle (corresponding to the "results" dimension of the Service Review).

The issue of service levels was discussed in Part 1. The current status of service level definition and measurement of actual results / outcomes with regards to individual asset classes is discussed in the following sections. An overview of current service levels is also provided in the AMP summaries in the appendices.

Key gaps in current information and planning with regards to particular asset classes is discussed in the following sections.

The need for improved organisational systems relates to much of the discussion in Part 1 for Asset Management generally – for example, implementation of the works order system, organisational structure – although the current status and objectives for individual asset classes is discussed below.

### **Water Supply and Sewerage**

Council adopted revised Water and Sewerage Strategic Business Plans in 2012 in accordance with its obligations under the Water Management Act.

These plans include the essential elements of AMPs in addition to other legislative requirements such as water quality / effluent quality and workforce management.

As noted above, Water and Sewerage infrastructure are distinct funds in Council's finances, and so they stand alone in terms of decisionmaking regarding the allocation of resources. Further, there is no rate pegging restrictions (limiting Council's ability to increase rates) on these funds whereas there is on the General fund.

Council has invested around \$300M in both Water and Sewerage infrastructure over the last few years (a new Water Treatment Plant and Reclamation Plant, the Regional Water Supply Scheme at Shannon Creek Dam with Clarence Valley Council). Long Term (30 year) financial models were developed for this purpose, and are regardless required under the Water Management Act.

These financial models demonstrate that both Water and Sewerage funds are sustainable, with increases in rates likely to be in line with CPI, etc.

A revaluation of water and sewerage assets was undertaken in accordance with legislative requirements in 2012.

Consultants CPE Pty Ltd provided updated information on the remaining useful lives of all assets based on a list of assets provided by Council.

Costs for this infrastructure were determined based on information provided by Council (based on actual costs of some infrastructure, plus Council's own determination of unit rates) and also the NSW Department of Water and Energy Reference Rates.

The list of assets was based on information held in Council's Asset Management System (Assetmaster) and Council's Geographical Information System (GIS). Discrepancies between these two sources were identified and reconciled sufficient to ensure confidence in the quantum of Council's asset base and thus were suitable for financial reporting purposes outcomes, however further work is necessary to facilitate asset management outcomes.

For example: while discrepancies between information held in Assetmaster and the GIS were reconciled to determine what length of sewerage pipelines Council has, overall, what the cost of replacing these will be, and over what time period this must happen, it is essential that information on each *particular* sewerage pipe is valid if Council is to manage the sewerage network effectively – where individual pipes are, what their capacity is, whether or not there are particular issues (for example deterioration) in that particular pipe.

Whilst there are not significant discrepancies in relation to water assets, there are in relation to sewerage. This is the result of data being held in different locations, and poor data collection and management processes in the past (an issue discussed in Part 1).

**ACTION:** discrepancies between individual sewerage assets in Assetmaster and Councils GIS to be resolved.

In the Revaluation process, componentisation of assets (i.e. how many components, say, a water pipeline or treatment plant was broken down into) was suitable to enable a determination of the value of the assets to comply with Council's legislative requirements to be carried out.

But again, this information was not suitable for the effective operational management of assets. For example, preventative maintenance is one of the fundamental ways to improve reliability of the

network, and the scheduling of this must occur at the level of individual assets. However, the valuation of these assets can occur at a higher level.

Council's operational staff have since been working with asset management staff to review the level of componentisation in order to facilitate better operational management outcomes whilst still satisfying financial reporting obligations by correlating these components against the components defined in the revaluation.

ACTION: level of componentisation to satisfy operational asset management requirements for water and sewerage infrastructure to be finalised, taking into account the componentisation system utilised for the revaluation.

Once the differences have been clarified and a new data structure finalised, the value of assets as defined under the new component structure needs to be allocated.

ACTION: costs to be reconciled between components utilised for the revaluation and the new system of developed for operational asset management.

Once this has been done, the information needs to be loaded into Council's Asset Management System (consultants will again be required to assist in this process, given resource limitations within the Asset Management area).

Ideally Council should have loaded the information from the revaluation of water and sewerage infrastructure into Assetmaster in time for end of year financial reporting, however given the resources required to undertake this task and the fact that this information will only be superseded when the new component structure is finalised, the information will remain in spreadsheets for the 2012/13 reporting period.

The objective is to ensure the new components and costs will be finalised and loaded into Assetmaster in time for reporting on the 2013/14 financial year.

ACTION: load water and sewerage asset data under the new component structure into Asset Master, including costs of components reconciled against the revaluation, in time for reporting on the 2013/14 financial year.

Once this information is in, the works order process (discussed earlier) will keep it up to date and data collection processes generally (such as amending inaccuracies in the existing asset information) will refine it over time.

Whilst Council has adopted Strategic Business Plans for Water and Sewerage, the detailed planning for future needs is out of date.

Council's Water Strategy was last updated in 1998 and the Sewerage Strategy in 1998.

These strategies examine future development in the city and how this is to be serviced by new or upgraded infrastructure. They then inform Water and Sewerage Development Servicing Plans, which were last updated by Council in 2011.

ACTION: Update Water Strategy.

ACTION: Update Sewerage Strategy.

It is difficult, however, to undertake the strategic work effectively without accurate information. For example, until the discrepancies between individual sewerage assets in Assetmaster and the GIS are resolved, it is not possible to model the capacity of the sewerage network accurately and thus to identify infrastructure with insufficient capacity that would need to be upgraded to cater for increased demand from new development so these objectives are related.

**Transport**

The transport asset class includes roads, bridges, footpaths, carparks, kerb and gutter, roundabouts and guardrail.

The last revaluation of transport assets was completed in 2010.

The greater majority of the value of these assets is in road pavements and surfacing. Condition assessments of the entire road network were completed in 2008 and 2011. This was valuable information in that it enabled a clear understanding of deterioration of the network over this time. A new condition survey in 2013/14 will provide further information to again improve deterioration modelling.

ACTION T1:undertake new condition survey of all roads by 2014.

A maintenance management system has been implemented across the roads network, with the intention of extending this to other asset classes. This identifies defects to enable Council to demonstrate it has discharged its duty of care, but also records maintenance effort undertaken on individual assets so as to identify those with high maintenance costs, and thus consideration for priority of renewal.

Council has previously adopted AusSpec as the road maintenance specification. This will need to be reviewed in conjunction with the above.

ACTION T2: develop documentation of maintenance management system, including specification of service levels.

Importantly, this information on maintenance effort, when coupled with periodic condition inspections of the road network, will greatly improve the accuracy of modelling of maintenance costs over time, enabling Council to make better decisions to minimise life-cycle costs.

ACTION T3: extract report on high maintenance cost assets at end of 2012/13 financial year. Evaluate service levels actually being achieved and review adopted service levels, report to Council.

Maintenance and renewal strategies, particularly for road infrastructure has been re-evaluated following preparation of the 'first cut' AMPs.

This has focused resources on works to extend the useful life of assets and reduce life cycle costs. This includes increasing funding of reseals and undertaking more heavy patching of pavements using alternative, more cost effective techniques (gravel rather than asphaltic concrete), rather than complete pavement renewal.

These changes are significant given some of Council's biggest challenges are in its road pavements and surfacing. A new deterioration model and sustainable maintenance and renewal program for road pavements is currently being prepared. This is in effect the 'second cut' AMPs for Transport assets.

Whilst the rationale behind the new model is currently being finalised in a format suitable to be formalised in an AMP, the following table summarises the estimated shortfalls in road maintenance and renewal.

Funding area	Proposed increase (\$M p.a.)
Renewal of road pavements and surfacing	2
Road maintenance	0.6
Renewal of other transport assets*	0.6
TOTAL increase for sustainable Transport AMP	3.2

\*Other transport infrastructure includes footpaths, carparks, kerb and gutter, roundabouts and guardrail.

It should be noted that, as a result of a previous special rate variation for replacement of timber bridges, it is considered that current funding is sufficient.

These proposed increases will form the basis of the 'second cut' AMPs which will be prepared following community engagement over Council's asset management challenges and service levels more generally as noted in the Resourcing Strategy.

ACTION T4: Finalise 'second cut' AMPs for Transport infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.

**Buildings**

In 2011, Council adopted public amenities program (\$300,000 p.a. in effect funding renewal of one public toilet per year) in recognition of the backlog of renewal works required in this area (previously unfunded).

At the time of writing this Strategy, Council is awaiting a revaluation report on its building assets, being undertaken by consultants. This project draws on data from a number of sources and provide condition assessments and replacement costs of all buildings. This is critical information to enable Council to make informed decisions to effectively manage this infrastructure.

When finalised, this information needs to be uploaded to Assetmaster.

**ACTION B1:** load building revaluation data into Assetmaster before the end of 2013/14 financial year.

Because this information was largely unavailable at the time the ‘first cut’ AMPs were prepared, there is now an opportunity to re-evaluate estimates contained therein.

Whilst the final report is yet to be received, initial information and other calculations since the ‘first cut’ AMPs suggest that the following increases in funding for building infrastructure will be necessary if Council is to achieve a sustainable position:

Funding area	Proposed increase (\$M p.a.)
Building maintenance	0.5
Renewal of Buildings	1.5
TOTAL increase for sustainable Buildings AMP	2.0

**ACTION B2:** review future funding requirements for maintenance and renewal of building assets by September 2013.

A key consideration with regards to buildings is the need for the service. Not all buildings have high usage, and the costs of maintaining facilities is increasing with age. A review of Council’s commercial property portfolio was undertaken in 2012, but a broader review of the need for all buildings, and the priorities for renewal, must be developed for consideration by Council.

This prioritisation of future works needs to occur in consultation with user groups as part of the Service Review process.

**ACTION B3:** develop prioritisation methodology to allocate renewal funding to buildings in time for consideration by Council as part of special rate variation application.

Following community engagement and Council determination of future funding for building assets, revised AMPs for Buildings to be developed that specify service levels.

**ACTION B4:** Finalise ‘second cut’ AMPs for Building infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.



**Recreational Services and Other Assets**

Recreation Services assets include playgrounds, barriers, outdoor furniture and barbecues, public art, sporting facilities, lighting, the Jetty structure at the Harbour and Sawtell Rock Pool and is generally located in public spaces / reserves.

Revaluation of these asset classes was undertaken via a number of consultants in 2011.

Unfortunately, owing to the absence of organisational systems to track asset construction/disposals, the data is now outdated. The implementation of the works order system noted above will capture future renewals / disposals, but an update of data is required to bring it up to date. However, given that there has been little major capital works undertaken, this is probably not material and can be undertaken with the next revaluation in 2014/15.

Initial estimates of renewal funding requirements for Recreation Services assets were prepared as part of the 'first cut' AMPs however much was dependant upon the maintenance and renewal strategies adopted. For example, the replacement of individual items within a playground rather than the entire playground, and, like buildings, evaluating the need for some infrastructure and therefore whether it needs to be renewed once it is fully deteriorated.

One of the key items currently identified as being underfunded is the iconic Jetty structure. Renewal of this structure alone needs to be funded in the order of \$200,000 per year to keep pace with deterioration, and particularly to ensure that fire protection and serviceability are maintained.

Funding area	Proposed increase (\$M p.a.)
Renewal of Recreation Services assets	0.8

Following community consultation and confirmation of the proposed funding for Recreation Services assets in conjunction with a revised LTFP, 'second cut' AMPs will be prepared based on this funding, specifying service levels to be delivered.

**ACTION R1:**Finalise 'second cut' AMPs for Recreation Services infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.

## ***Drainage***

Council has established a considerable (\$12M) flood mitigation program, funded by two \$6M loans, one funded by the Stormwater levy and the other by a Special Rate Variation.

It is considered that current funding is sufficient to continue to provide current service levels, and so community engagement around the Service Review will not include a discussion of funding to increase work on drainage assets.

The majority of Council's drainage is under half of its anticipated useful life, so the need to fund renewals is expected to be minimal for the next 10-20 years. This means that establishing current condition data is not as urgent as for other asset classes.

At present, data is being collected on pits.

**ACTION S1:** Finalisation of data collection on stormwater pits.

Following this, camera inspections need to be undertaken on a representative portion of the network to ascertain current condition. An input to this process is a risk analysis of the network to identify high risk locations.

**ACTION S2:** Risk analysis to be undertaken on stormwater drainage assets with a camera inspection of high risk stormwater assets to assess adequacy, and on a representative portion of the drainage network to enable a clearer picture of overall asset condition / remaining life to be determined.

Maintenance of drainage infrastructure is generally undertaken on a reactive basis. When a significant storm event is imminent, staff respond to "hot spots" to clear any blockages, etc.

It is not envisaged that this situation will change, without significant resources, and it is considered economically unviable to undertake proactive clearing / maintenance of infrastructure unless identified as part of the risk assessment process.

A maintenance management system is being developed for the drainage network. Implementation of this system will enable better planning of future maintenance needs and identification of problem areas.

**ACTION S3:** implementation of maintenance management system for stormwater drainage infrastructure.

**SUMMARY OF ACTIONS – ASSET MANAGEMENT STRATEGY**


<b>Ref</b>	<b>Description</b>	<b>Responsible Officer</b>	<b>Target Date</b>
A1	continued work on improving condition data on all asset classes and/or undertaking new condition assessments	Manager Asset Systems	Ongoing
A2	Revision of Council's organisational structure to improve clarity of roles and responsibilities regarding Asset Management, and to reinforce corporate support for Asset Management.	Council/Exec	September 2013
A3	Development of written data collection procedures for all asset classes.	Manager Asset Systems	2014
A4	Review implementation of the works order system at end of 2012/13 financial year.	Director City Services	July 2013
A5	Revise accounting structure to align financial accounts with fields required for asset management planning.	Asset Accounting Team	2013
W1	Discrepancies between individual sewerage assets in Assetmaster and Councils GIS to be resolved.	Manager Asset Systems	June 2014
W2	Level of componentisation to satisfy operational asset management requirements for water and sewerage infrastructure to be finalised, taking into account the componentisation system utilised for the revaluation.	Manager Asset Systems	April 2013
W3	Costs to be reconciled between components utilised for the revaluation and the new system of developed for operational asset management.	Manager Asset Systems	April 2014
W4	Load water and sewerage asset data under the new component structure into Asset Master, including costs of components reconciled against the revaluation, in time for reporting on the 2013/14 financial year.	Manager Asset Systems/IT Section	June 2014
W5	Update Water Strategy.	Manager Strategic Infrastructure	2014
W6	Update Sewerage Strategy.	Manager Strategic Infrastructure	2014
T1	Undertake new condition survey of all roads by 2014.	Manager Asset Systems	2014
T2	Develop documentation of maintenance management system, including specification of service levels.	Manager Asset Maintenance	2013
T3	Extract report on high maintenance cost assets at end of 2012/13 financial year. Evaluate service levels actually being achieved and review adopted service levels, report to Council.	Manager Asset Maintenance	2013
T4	Finalise 'second cut' AMPs for Transport infrastructure by March 2014, following consultation with the community regarding service levels and the need for	Director City Services	March 2014

	rate increases.		
B1	Load building revaluation data into Assetmaster before the end of 2013/14 financial year.	Manager Asset Systems/IT Section	June 2014
B2	Review future funding requirements for maintenance and renewal of building assets by September 2013.	Manager Property/Director City Services	September 2013
B3	Develop prioritisation methodology to allocate renewal funding to buildings in time for consideration by Council as part of special rate variation application.	Manager Property/Director City Services	September 2013
B4	Finalise 'second cut' AMPs for Building infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.	Director City Services	March 2014
R1	Finalise 'second cut' AMPs for Recreation Services infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.	Director City Services	March 2014
S1	Finalisation of data collection on stormwater pits.	Manager Asset Systems	Subject to resources.
S2	Risk analysis to be undertaken on stormwater drainage assets with a camera inspection of high risk stormwater assets to assess adequacy, and on a representative portion of the drainage network to enable a clearer picture of overall asset condition / remaining life to be determined.	Manager Asset Maintenance/Manager Asset Systems	2014
S3	Implementation of maintenance management system for stormwater drainage infrastructure.	Manager Asset Maintenance	2014

Note: Given Manager Asset Systems position is currently vacant, awaiting finalisation of Council's organisational structure, actions attributed to this role will be allocated to others.

## APPENDICES

**APPENDIX A – ASSET MANAGEMENT POLICY**

<p style="text-align: center;"><b>COFFS HARBOUR CITY COUNCIL</b></p> <p style="font-size: small;">Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 128 214 487</p>  <p style="text-align: center;"><b>ASSET MANAGEMENT POLICY</b></p>	
<p><b>Policy Statement:</b> Coffs Harbour City Council is committed to:</p> <ul style="list-style-type: none"> <li>• delivering community priorities for asset-related services within Council's limited funds</li> <li>• minimising the life-cycle cost to build, operate, maintain and renew these assets.</li> </ul> <p>Council will prepare, implement and review <b>Asset Management Plans</b> defining how Council plans for, accounts for, and manages the public assets for which it is custodian and trustee.</p> <p>This approach accords with Council's charter and responsibilities under the Integrated Planning and Reporting Framework set out in the Local Government Act. Importantly, it also reflects Council's role identified under Coffs Harbour 2030 to:</p> <p><i>Provide infrastructure that supports sustainable living and incorporates resilience to climatic events.</i></p> <p style="text-align: right;">(Coffs Harbour 2030 Plan, PL1.1.2)</p>	
<p><b>Director or Manager Responsible for Communication, Implementation and Review:</b> Director City Services</p>	
<p><b>Does this document replace an existing policy?</b></p> <p>No</p>	<p><b>Yes /No</b></p>
<p><b>Related Legislation, Department of Local Government Circulars or Guideline:</b> Civil Liability Act 2002 Local Government Act 1993 and Regulation Roads Act 1993</p>	
<p><b>Application:</b> It is mandatory for all staff, councillors and delegates of Council to comply with this policy.</p>	
<p><b>Distribution:</b> This Policy will be provided to all staff, Councillors and delegates of Council by:</p> <p><input checked="" type="checkbox"/> Internet   <input checked="" type="checkbox"/> Intranet   <input checked="" type="checkbox"/> Email   <input type="checkbox"/> Noticeboard   <input checked="" type="checkbox"/> Dataworks</p>	
<p><b>Approved by:</b> <b>Executive Team</b></p> <p><b>Council : 25 August 2011</b> <b>Resolution No : CS11/36</b></p>	<p><b>Signature:</b></p> <p>_____</p> <p><b>General Manager</b></p>
<p><b>Date of Effect: 26 August 2011</b></p>	<p><b>Date of next Review: August 2014</b></p>
<p><b>Date of Distribution:</b></p>	<p><b>Dataworks Number:</b></p>
<p>Asset Management Policy – August 2011 <span style="float: right;">1</span></p>	

### 1. Introduction

Asset-related services are arguably seen as 'core' services for Council, and therefore critical to the community in evaluating whether Council has achieved the outcomes in Coffs Harbour 2030.

Under the Integrated Planning and Reporting Framework (legislated by NSW Government under the Local Government Act), all councils must prepare a 'Resourcing Strategy' to define Council's role in achieving the outcomes of the Community Strategic Plan (Coffs Harbour 2030) via the four year Delivery Program and one year Operational Plan.

The 'Resourcing Strategy' includes Asset Management Plans, a Long Term Financial Plan and Workforce Management Plan.

Asset-related services make up a major portion of Council's finances:

- Council's assets are valued at around \$1.5B (2010 figures)
- Operating expenditure on assets accounts for a substantial portion of Council's annual expenditure
- the useful life of these assets is anywhere from under 10 years to over 100 years, and life cycle costs (when money needs to be spent and how much) are very much influenced by maintenance and renewal strategies

so the effective and efficient management of assets has a major impact on Council's financial sustainability as set out in Council's Long Term Financial Plan.

In summary, good asset management is critical to enable Council to deliver sustainable community services.

### 2. Definitions

**Level of Service:** *The defined service quality for a particular activity or service against which performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.*

**Life Cycle Cost:** *The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.*

**Risk Management:** *The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.*

**Civil Liability:** *It is the liability of paying damages or other expenses as mentioned or ordered by the court in the trial of the lawsuit.*

### 3. Policy Content

#### Scope

This policy and associated procedures cover all public assets over which Council is custodian and trustee, including the following categories:

- Transport (roads, bridges, footpaths enabling the community to move around)
- Recreation (parks, reserves and sporting fields for the enjoyment of both active and passive recreation)
- Drainage (pipes, pits, open drains and detention basins catering for rainfall and storm events)
- Buildings (for a range of uses)
- Water and Wastewater treatment and reticulation.

### Policy

Council will adopt Asset Management Plans (AMPs) developed under the '3Rs' framework (reason, resources and results). AMPs describe how Council will plan for, account for and manage the delivery of asset-related services.

In the case of water and wastewater assets, the AMPs will form part of Strategic Business Plans that must be developed under NSW Government Best Practice Guidelines (covering pricing, water conservation, drought management, performance reporting and integrated water cycle management in addition to strictly asset maintenance and renewal information).

The '3Rs' define the service from the perspectives of:

- **Reason:** why do we provide the service? This defines standards (levels of service) with regards to community priorities and also compliance with legislation. Standards must be realistic given Council's limited 'resources'.
- **Resources:** what resources are we utilising to provide the service? This defines the financial and human resources, organisational structure and operational management systems that are utilised to provide the service.
- **Results:** what actual results are we achieving? This examines whether the 'resources' utilised achieved 'results' defined under the 'reason'.

There are a number of key issues fundamental to effectively and efficiently manage Council's assets. These are set out below under each of the '3Rs' below.

#### Reason:

- Adopted service levels must be described in clear language, for technical, financial or community perspectives
- Adopted service levels must align with desired outcomes of Coffs Harbour 2030 and Council's legislative obligations (e.g. under the Civil Liability Act 2002)

The service levels for various assets are adopted by Council using the 'AusSpec' specification framework.

Population growth is also a critical factor in planning asset-related services to meet the associated increases in demand.

#### Resources:

- The financial resources required to provide each asset over its lifetime (life cycle cost) must be understood, particularly:
  - cost of building, operating, maintaining and renewing all asset types
  - type, quantity and location of all assets
  - useful life of all assets (i.e. with proper maintenance, before it needs replacing)
  - current age and condition of all assets

Once the required resources are defined, these will be input to Council's Long Term Financial Plan (or, if insufficient resources are available, the 'reason' / adopted service levels will be reduced). This information is also required for production of Council's annual financial statements.

- The key management systems and structures must also be in place, including:
  - ensuring actions funded in the Delivery Program and Operational Plan are carried out effectively and efficiently
  - handling of complaints and requests from the community



- ensuring Council's limited funds are prioritised (e.g. prioritisation of pothole repairs based on establishment costs and safety hazard, prioritisation of efforts during times of wet weather when roads fail faster, etc.).  
 This is critical to enable Council to defend civil liability actions, and will be defined in Maintenance Management Plans for operational areas to ensure that results meet adopted standards and that performance is reported. This applies a risk-based approach to inspecting assets in order to identify defects and prioritise their repair based on the location and nature of the defect, treatment options and costs and the potential hazards to those using the asset.  
 Council acknowledges that hazards will be repaired on a priority basis, having regard to Council's limited resources and that the standards set out in the AusSpec documentation are the objective to be achieved rather than the absolute compliance standard.  
 Over time, the results will be compared against the standards to refine what is achievable given Council's limited resources.
- ensuring effective risk management (e.g. providing redundancy and developing contingency plans for water supply infrastructure in the event of asset failure, monitoring and inspection systems to identify maintenance required on all assets)
- systems to improve asset data quality (e.g. estimates for life cycle costs of assets, condition data to target maintenance and renewal programs)
- defining the standards (to be adopted by Council based on the AusSpec documentation framework) for the design, construction and maintenance of assets. Standards will be applied to developments where the assets are to be handed over to Council. Standards will generally apply to construction of new assets or renewal of existing assets by Council, however a lesser standard may be adopted for Council's internal works at times given Council's limited resources.
- The human resources required to deliver the asset-related services – an input to the Workforce Management Plan.

**Results:**

- The systems in place to monitor and record actual results achieved and to compare these to adopted levels of service.

As described by the Integrated Planning and Reporting Framework, the process will be an ongoing one. When the 'reason' for and 'resources' available to asset management change (as a result of changes in community priorities), Council's Asset Management Plans will be modified to suit. The Asset Management Plans will also be reviewed over time with improved information on assets (conditions and costs) and as asset condition changes over time.

The underlying principle for all asset management activities will be minimisation of life cycle costs – effective, timely maintenance of assets to extend the useful life of assets and optimise renewal spending.

A key driver for changes in Asset Management Plans is the improvement in Council's asset management capability and capacity. Asset Management Plans include a 'Gap Analysis and Improvement Plan' that sets out priorities to improve asset management performance (such as targeted data collection, modelling, systems implementation).

Such improvements will refine current planning and strategies, and eventually advance Council past 'core' asset management (prioritising work based on financial returns) into 'advanced' asset management (prioritising work based on detailed risk analysis and optimised decision making).

At this point, Council will truly be optimising its asset management expenditure and maximising the effectiveness and efficiency of service delivery to the community.

**4. Consultation**

Key operational staff were consulted with through the formation of this policy and procedures.

**5. Responsibilities**

Position	Directorate	Responsibility
General Manager	Executive	To lead staff in their understanding of and compliance with this policy.
Directors	All Directorates	To communicate, implement and comply with this Policy and any related Guidelines and strategy documents.
Manager Governance and Legal Services	Executive	To ensure (directly or through delegation) the distribution of the Policy to specified persons and to ensure the approved Policy and any related Guidelines are available in hard copy and electronically on Council's website.
All Council Officials	Council	To comply with this Policy and any related documents.

**6. References**

Council will adopt Asset Management Plans for the following areas:

- General Fund assets (transport, drainage, recreation services and buildings)
- Water Fund assets (included in the Strategic Business Plans for water supply)
- Sewer Fund assets (included in the Strategic Business Plans for wastewater service)

Council has adopted specifications for the design, construction and maintenance of Assets under the AusSpec framework.

Maintenance Management Plans will be developed for all assets that describe how Council will prioritise repair work on a risk basis, having regard to Council's available funds.

The procedures supporting this policy are derived from:

- IPWEA International Infrastructure Management Manual
- Statewide Mutual Best Practice Manual – Road Network Risk Management

**7. Appendices**

Nil.

**8. Table of Amendments**

Amendment	Authorised by	Approval reference	Date

## APPENDIX B – SUMMARY OF EACH ASSET CLASS

- Water
- Sewerage
- Transport
- Stormwater
- Buildings
- Recreation Services

### ***Understanding the Summaries***

Set out below is an explanation of the meaning behind certain sections of the Asset Management Plan summaries for each asset class.

### ***What Community aspirations are we aiming to achieve with these assets?***

Identification of the relevant objective from Coffs Harbour 2030 Community Strategic Plan that is satisfied, or partially satisfied, by the provision of this infrastructure.

### ***What is the feedback from the community regarding this service?***

Information is taken from the 2012 Community Survey. Further information on the survey is available in Council's Resourcing Strategy.

### ***Overview of Our Assets***

A table presents the different types of infrastructure related to the particular asset class, the quantity of each and estimated replacement value.

Figures for transport, stormwater and recreation services assets are based on the 'first cut' AMPs from 2011. Water and Sewerage infrastructure is based on the 2012 revaluation, apart from quantities (based on 'first cut' AMPs). Building infrastructure is based on the 2013 valuation, apart from quantities (based on 'first cut' AMPs).

## ASSET MANAGEMENT PLAN SUMMARY – WATER ASSETS

Council is responsible for water assets with a value of over \$360M, including 869km of pipelines, 22 reservoirs and dams, 8 pump stations and 2 treatment plants.

### *What Community aspirations are we aiming to achieve with these assets?*

- LE3 We adapt to Climate Change
- LE4 We reduce our impact on the environment
- PL1 Our infrastructure and urban development is designed for sustainable living

### *What was the feedback from the Community regarding this service?*

Service	Satisfaction	Importance	Gap
Water supply	4.24	4.15	0.09

### *What is the current situation?*

- Council has invested over \$69M in the construction of new water supply infrastructure including a new Water Treatment Plant at Karangi.
- Council also contributed funding towards the \$180M Regional Water Supply Scheme (including Shannon Creek Dam), a joint initiative with Clarence Valley Council ensuring the long term security of our water supply.
- Council manages the water supply infrastructure as a distinct business within Council, as required by legislation.
- A 30 year financial plans ensures that Council is confident future maintenance and renewal of this infrastructure can be funded. Based on this plan, future increases in water rates should be able to be kept to increases to cater for inflation / CPI.

### *Overview of Our Water Assets*

Asset Class	Quantity	Estimated Asset Replacement Value
Reservoirs and dams	23	\$99,208,131
Trunk mains	155km	\$102,168,795
Reticulation / Service mains	472km	\$56,743,008
Pump stations	9	\$6,466,560
Treatment plants	2	\$97,725,277
Ancillary items	n/a	\$578,216
	<b>Total</b>	<b>\$362,889,987</b>

**ASSET MANAGEMENT PLAN SUMMARY – SEWERAGE ASSETS**

Council is responsible for sewerage assets with a value of over \$580M, including 869km of pipelines, 22 reservoirs and dams, 8 pump stations and 2 treatment plants.

**What Community aspirations are we aiming to achieve with these assets?**

- LE3 We adapt to Climate Change
- LE4 We reduce our impact on the environment
- PL1 Our infrastructure and urban development is designed for sustainable living

**What was the feedback from the Community regarding this service?**

Service	Satisfaction	Importance	Gap
Sewerage	4.21	4.07	0.14

**What is the current situation?**

- Council has invested over \$96M in the construction of new sewerage infrastructure including a new Water Reclamation Plant at Coffs Harbour.
- Council manages the sewerage infrastructure as a distinct business within Council, as required by legislation.
- A 30 year financial plans ensures that Council is confident future maintenance and renewal of this infrastructure can be funded. Based on this plan, future increases in sewerage rates should be able to be kept to increases to cater for inflation / CPI.

**Overview of Our Sewerage Assets**

Asset Class	Quantity	Estimated Asset Replacement Value
Rising Mains	94km	\$16,509,703
Gravity / Trunk Mains	500km	\$230,527,427
Pumping Stations	118	\$64,539,377
Treatment Plants	5	\$214,401,482
Ancillary Items	n/a	\$3,154,169
Deep Sea Release	10km	\$22,570,520
Reclaimed Water Trunk Mains	59km	\$28,838,206
Reclaimed Water Pumping Stations	3	\$1,502,250
Reclaimed Water Reservoir	2	\$1,609,643
Reclaimed Water Other	n/a	\$141,134
	<b>Total</b>	<b>\$583,793,912</b>

**ASSET MANAGEMENT PLAN SUMMARY – TRANSPORT ASSETS**

Council is responsible for transport assets with a value of over \$560M, including around 700km of sealed roads, 120km of unsealed roads, 102 concrete bridges, 69 timber bridges, 250km of Footpaths, 60 Bus shelters, 540km of Kerb and gutter, 15km of Guardrail and 2292 Signs.

***What Community aspirations are we aiming to achieve with these assets?***

- MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system
- MA2 We have a system of well-maintained and safe roads for all users.
- PL1 Our infrastructure and urban development is designed for sustainable living

***What was the feedback from the Community regarding this service?***

Service	Satisfaction	Importance	Gap
Sealed roads	2.61	4.48	-1.87
Unsealed roads	2.48	3.05	-0.57
Maintenance of bridges	3.48	3.65	-0.17
Footpaths and cycleways	3.17	3.77	-0.6

***What is the current situation?***

- Council’s road network includes 700km of sealed and 120km of gravel roads with a total replacement value of around \$400M
- Our roads are getting older and wearing out: 76km of our sealed roads need renewing now (estimated cost over \$20M)
- Council can fund less than \$0.9M for road renewal each year, which renews less than 3km (10 years ago Council renewed more than double this amount).
- Council has not funded any new footpaths for the past two years because it is unable to afford to do so.

***What will be the situation with our Transport assets in 10 years, based on current projections of funding?***

- Within 5 years, all of Council's roads funding will need to go into maintenance (potholes, etc.) – there will be no funds left for renewing roads
- In 10 years, the community will face a bill of over \$50M to renew its now very deteriorated and increasingly dangerous roads.
- Yet because over a quarter of our roads will be at the end of their useful life (needing renewal), the cost of maintenance will have doubled, demanding funds that would otherwise have been available to renew them.

**What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?**

Increase spending as follows:

Funding area	Proposed increase (\$M p.a.)
Renewal of road pavements and surfacing	2
Road maintenance	0.6
Renewal of other transport assets*	0.6
<b>TOTAL increase for sustainable Transport AMP</b>	<b>3.2</b>

**Overview of Our Transport Assets**

Asset Class	Quantity	Estimated asset replacement value
Bridges		
Concrete	102 No.	\$32,721,567
Timber	69 No.	\$6,194,000
Bus Shelters	60 No.	\$611,133
Car Parks		
Off Street	55 No	\$5,822,637
Multistorey	2	\$28,588,200
Footbridges, Boardwalks and Beach Access	5929 m2	\$8,893,930
Footpaths and Cycleways		
Concrete	217,230 m2	\$26,026,612
Other	69,260 m2	\$2,627,335
Guardrail and Barriers	15290 m	\$5,733,750
Kerb and Gutter	539,972 m	\$21,598,880
Roads		
Pavements	7,170,677 m2	\$355,253,250
Surfaces	5,205,552 m2	\$56,209,332
Roundabouts		
Pavements	80,682 m2	\$4,554,069
Surfaces	80,270 m2	\$5,583,778
Signs and Fixtures	2292 No	\$795,103
	<b>Total</b>	<b>\$561,254,576</b>

**ASSET MANAGEMENT PLAN SUMMARY – STORMWATER ASSETS**

Council is responsible for Stormwater assets with a value of over \$180M including 12 Detention Basins, 229km of pipes, 7785 pits, 1279 headwalls, almost 10km of lined and 20km of unlined channels, 33 Gross Pollutant traps.

**What Community aspirations are we aiming to achieve with these assets?**

- PL1 Our infrastructure and urban development is designed for sustainable living
- LE4 We reduce our impact on the environment

**What was the feedback from the Community regarding this service?**

Service	Satisfaction	Importance	Gap
Flood Management	2.90	3.78	-0.88

**What is the current situation?**

- Council is undertaking a \$12M flood mitigation program funded in part by a Special Rate Variation which began in 2010 and part by loan funds. This is aimed specifically at addressing flooding issues in the Coffs Creek catchment, although some of these funds have also been utilised in other catchments.
- Council maintains its basic stormwater infrastructure – pipes, pits and channels – by unblocking pits and pipes, clearing channels in response to identified problems to ensure it continues to serve the community by capturing, controlling, conveying and discharging stormwater to natural waterways, as so not to cause property damage, health, nuisance or safety issues.
- Current levels of funding for this work are sufficient to maintain current service standards.

**What will be the situation with our Stormwater assets in 10 years, based on current projections of funding?**

- It is forecast, based on current projections of funding, that Council will continue to be able to provide the current level of service. The infrastructure will age and need replacing in some areas, however this is able to be managed within current resources.

**Overview of Our Assets**

Asset Class	Quantity	Estimated asset replacement value
Box Culverts	5,137 m2	\$12,063,543
Channels		
Lined		\$823,151
Unlined		\$1,070,572
Detention Basins	10 No	\$3,069,930
Gross Pollutant Traps	33 No.	\$410,000
Headwalls	1,279 No	\$1,678,890
Pipes – Drainage	229,466 m	\$142,513,059
Pits Drainage	7,785 No.	\$17,974,950
	<b>Total</b>	<b>\$179,604,095</b>



**ASSET MANAGEMENT PLAN SUMMARY – BUILDING ASSETS**

Council is responsible for building assets with a value of around \$110M, including 64 public toilets / amenities, 38 neighbourhood / community centres, 18 works depots/sheds, 24 bush fire sheds, 16 club houses, 41 storage sheds, 7 public halls, 3 libraries, 4 public swimming pools and many more.

**What Community aspirations are we aiming to achieve with these assets?**

- LP3 Our city centre is a place where people can live, work and play
- LP5 We share the aspirations, knowledge, skills and history of all in our community
- LC3 We have strong civic leadership and governance
- LC4 We have many opportunities to enjoy life together
- PL2 Our public spaces are enjoyed by all our people

**What was the feedback from the Community regarding this service?**

Service	Satisfaction	Importance	Gap
Maintenance of public toilets	2.59	3.87	-1.28
Libraries	4.16	3.42	0.74
Council pools	4.16	3.36	0.8
Cultural facilities	3.51	3.31	0.2

**What is the current situation?**

- Council owns around 278 buildings including works depots, offices, neighbourhood and community centres, public halls, toilets, commercial buildings used by community-based organisations, etc. that have a replacement value in excess of \$110M
- 120 of these buildings are over 30 years old, and over 50 are over 50 years old, yet Council’s only funding source is a public amenities program valued at \$0.3M p.a. that was commenced in 2011
- Preventative maintenance (painting, re-roofing) saves money, but due to our financial constraints Council only spends around \$0.8M annually on maintenance which means these buildings are deteriorating more rapidly than they should.

**What will our buildings be like if we don’t increase funding?**

- In 10 years, over 80 of Council’s buildings will be over 50 years old, and almost 200 will be over 30 years
- Public buildings may need to be closed because they are no longer safe or serviceable.
- Yet because adequate preventative maintenance has not been undertaken, major repairs that could have been avoided will mean money will be needed for this work in addition to building renewal.

**What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?**

Increase spending as follows:

<b>Funding area</b>	<b>Proposed increase (\$M p.a.)</b>
Building maintenance	0.5
Renewal of Buildings	1.5
TOTAL increase for sustainable Buildings AMP	2.0

**Overview of Our Building Assets**

<b>Asset Class</b>	<b>Quantity</b>
Council Offices	10
Works Depot	18
Public Halls	7
Neighbourhood / Community Centres	38
Residences	5
Museum	18
Library	3
Child Care Centres	2
Art Gallery	10
Theatres	1
Amenities / Toilets	64
Bush Fire Sheds	24
Club Houses	16
Storage Sheds	41
Waste Facilities Buildings	20

Council is currently undertaking work to review the value and condition of its building assets. The total replacement value of our buildings is estimated to be around \$110M.

**ASSET MANAGEMENT PLAN SUMMARY – RECREATION SERVICES ASSETS**

Council is responsible for recreation services assets with a value of over \$25M, including 313 items of play equipment spread over 56 playgrounds, 30km of fencing, 7 boat ramps, 102 shelters, 305 tables and chairs, 11 sculptures, 4 skate parks, 116 items of public lighting and many more assorted assets in our parks and reserves.

***What Community aspirations are we aiming to achieve with these assets?***

- PL1 Our infrastructure and urban development is designed for sustainable living
- PL2 Our public spaces are enjoyed by all our people

***What was the feedback from the Community regarding this service?***

Service	Satisfaction	Importance	Gap
Parks, reserves and playgrounds	3.81	3.92	-0.11

***What is the current situation?***

- Council's infrastructure in public recreation spaces such as playgrounds, shelters, tables, BBQs, fences, boat ramps, skate parks, bins, etc. is valued at around \$25M
- 62% of our playgrounds (we have in excess of 300 items of equipment across 56 playgrounds) are over 10 years old, 13% over 20 years
- Council's current budgets are only sufficient to carry out basic maintenance on this infrastructure. Increasingly, playground equipment, shelters and BBQs are being removed as they are damaged or become dangerous because there is only around \$20,000 for renewing them.

***What will our public spaces be like if we don't increase funding?***

- In 10 years, two thirds of our playground equipment will be in need of replacement
- The iconic Jetty structure will have deteriorated to the extent that there is no longer access for fire trucks, leaving the structure vulnerable
- Council's ability to repair the ageing equipment will be limited, but as it gets older it will need more and more maintenance...
- Yet because there is no funding to renew it and maintenance costs continue to increase, more and more playground equipment, BBQs, shelters, fencing, etc. will simply be removed as it becomes damaged or dangerous.

**What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?**

Increase spending as follows:

Funding area	Proposed increase (\$M p.a.)
Renewal of Recreation Services assets	0.8

**Overview of Our Recreation Services Assets**

Asset Class	Quantity	Estimated asset replacement value
Barriers		
Bollards	262 No.	\$21,963
Fences	30,449 m	\$1,228,694
Gates	64 No.	Not Available
Public Lighting	116 No.	\$174,000
Maintained Vegetation Areas		
Garden Beds	93,841 m2	Not Available
Mown Areas	4,970,742 m2	Not Available
Structures		
Retaining Walls	940 m	\$463,075
Shelters	102 No.	\$1,547,581
Outdoor Furniture		
BBQs	80 No.	\$473,900
Bike Racks	49 No.	\$122,500
Litter Bins	235 No.	Not Available
Seats	287 No.	\$518,600
Showers	30 No.	\$63,100
Table and Chairs	305 No.	\$1,135,510
Taps	108 No.	\$57,200
Playgrounds		
Playground Equipment	313 No.	\$6,555,000
Soft-fall Areas	9,299 m2	Not Available
Public Art		
Plaques	18 No.	\$9,000
Sculptures	11 No.	\$55,000
Sports Facilities		
Boat Ramps	7 No.	\$540,110
Skate Parks	4 No.	\$880,000
Street Trees	2780 No.	Not Available
Jetty Structure	1 No.	\$9,200,000
Sawtell Rock Pool	1 No.	\$500,000
	<b>Total</b>	Over \$25,000,000



Attachment 8

# **COFFS HARBOUR CITY COUNCIL**

## **WORKFORCE MANAGEMENT PLAN**

**2011 - 2012  
to  
2015 - 2016**



**For:** Coffs Harbour City Council  
Cnr Coffs & Castle Streets  
Coffs Harbour

Locked bag 155  
Coffs Harbour NSW 2450

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**Approved:** Corporate Development Team

**IR Number:** 3101021

**Review Date:** 31<sup>st</sup> January 2012

## Table of Contents

Coffs Harbour City .....	5
Introduction .....	5
Coffs Harbour City Council Work Environment .....	7
Corporate Business .....	8
Land Use Health & Development.....	8
City Services.....	9
Coffs Harbour City Council Corporate Goals .....	9
Coffs Harbour City Council Staff Core Values .....	10
Workforce and the Future .....	11
Councils Financial Position .....	11
Strategic Directions for Human Resources & Organisational Development...	12
Recruit, develop and retaining high quality staff .....	12
Flexible employment.....	12
Performance Management .....	12
Continual Learning.....	12
Workforce Demographic Data.....	14
Australian Workforce Demographics.....	14
Age Profile .....	15
Turnover .....	15
Salary and Rewards.....	15
Current and Ongoing Initiatives for Workforce Sustainability .....	15
Project Management Methodology .....	16
Support for Staff in training & development and continuing professional development activities.....	16
Employment of people with recognised disabilities .....	17
Support through Health & Well Being Program.....	17
Employment of Trainees .....	17
Apprentices.....	17
Engineering Scholarships .....	18
Aboriginal Employment.....	18
Flexible employment.....	18
Succession Planning.....	18
Critical Position Analysis and follow up plans .....	19
Emerging Leaders Program.....	19
Staff Numbers, Structure, Links to Delivery Program and Operational Plan ..	20
Conclusion .....	23
Summary of Ongoing Human Resources & Organisational Development Initiatives to support Workforce Plan, Succession Planning & General HR Initiatives.....	24
Summary of HR / OD / HS Metrics - Reports on an ongoing basis.....	28





## Coffs Harbour City

Coffs Harbour City is located on the Mid North Coast of New South Wales, about 540 kilometres north of Sydney, and 440 kilometres south of Brisbane. Coffs Harbour City is predominately a rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres, including substantial national park, state forest, parklands, coastline and beaches. The original inhabitants of the area are the Gumbaynggir people.

## Introduction

What is the Integrated Planning Framework?

The New South Wales (NSW) State Government has introduced a new planning and reporting framework for Local Government. These reforms replace the former Management Plan and Social Plan with an integrated framework; this also includes a new requirement to prepare a long term community strategic plan and resourcing strategy.

The Resourcing Strategy consists of three components including the Long Term Financial Plan, Asset Management Plan and Workforce Plan. These strategies are required under the amended Local Government Act 1993, Section 403.

Councils Delivery Program sets out strategies to incrementally address the emerging long term service delivery expectations and needs of the community. These strategies and the annually updated actions that underpin them are derived from our community's Vision 2030 document.





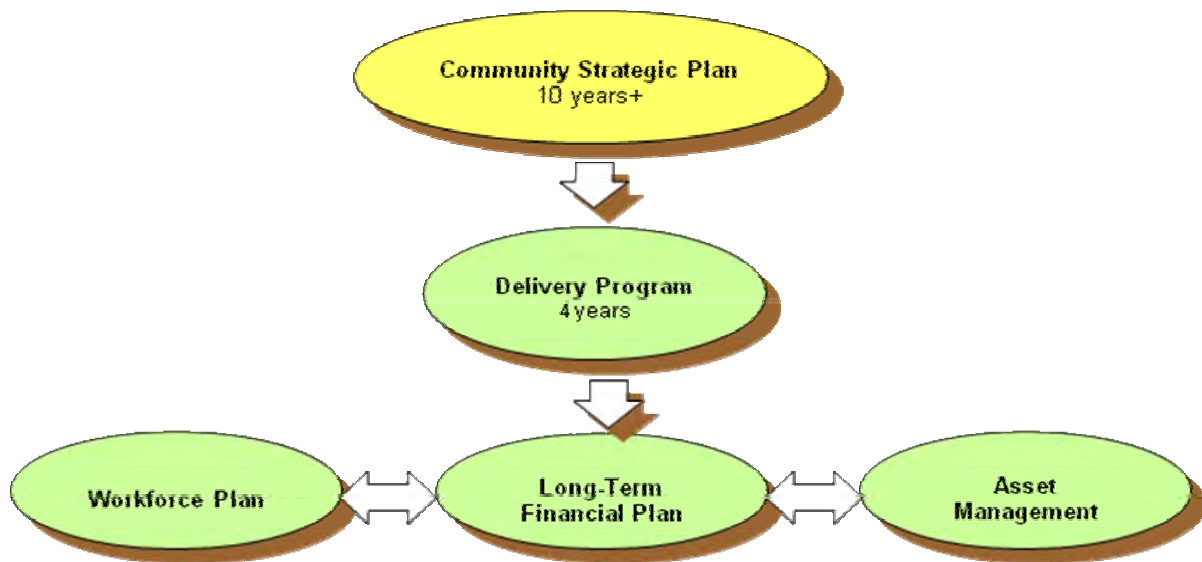
Coffs Harbour City Council Vision 2030 has five key areas derived from community consultation

- Learning & Prospering
- Places for Living
- Moving Around
- Looking After our Community
- Looking After our Environment

The Operational Plan and Delivery Program are aligned with these five themes plus one additional theme, “Our Council”. Councils Workforce Management Plan will endeavour to build an organisational culture which continues to attract and retain great staff to assist in achieving the outcomes in the Delivery Program and Operational Plan.

With a high performing culture, Council will strengthen relationships with its partners. The Workforce Management Plan will be a dynamic document which will change as required.

The Workforce Management Plan is structured on the directions and key strategies set out in the Operational Plan and Delivery Program.



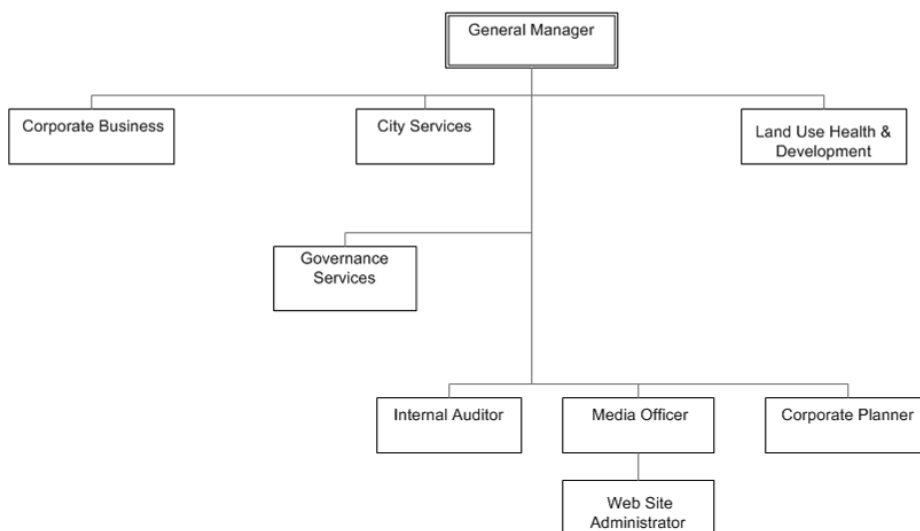
**450 - Human Resources & Organisational Development**

“To promote best practice Human Resources and Organisational Development services and products to support the organisation”

**OC1.1.5**

Develop and implement best practice workforce management strategies to assist Council to serve the community.

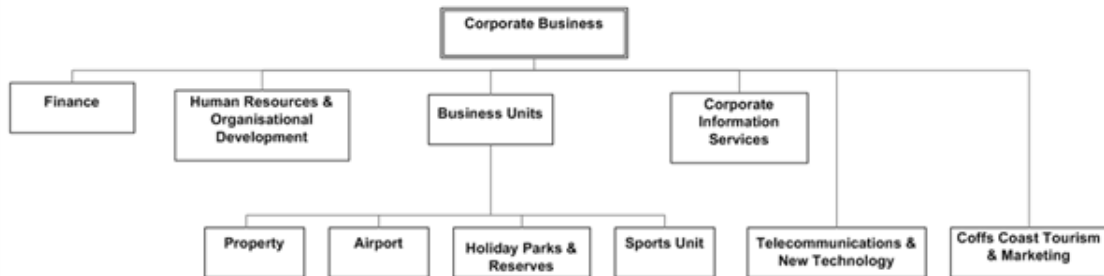
**Coffs Harbour City Council Work Environment**



Council delivers services to the community through three departments and the General Managers Unit.

The **General Managers Unit** facilitates cohesion between the three departments, it oversees the Media and Web Administration functions, Corporate Planning and Governance Services; it also provides support for the Mayoral function.

## Corporate Business



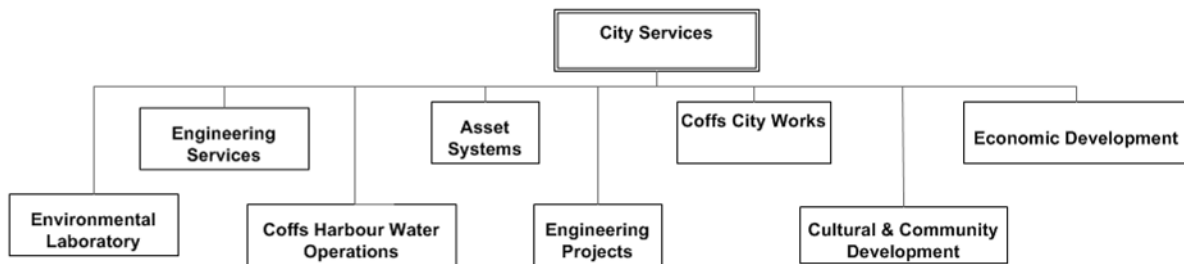
Corporate Business is responsible for Finance, Information Technology, Human Resources & Organisational Development, Business Units including Property, Coffs Harbour Airport, Caravan and State Parks, Sports Development, and Coffs Coast Marketing.

## Land Use Health & Development



Land Use Health and Development is responsible for Land Use Management, including building and development functions and Rangers. Strategic Planning within the Land Use Planning Section and Land Use Assessment provides services in relation to development applications. The Sustainability and Strategy section is responsible for ongoing programs in relation to new clean technology and environmental management, and finally the Public Health section is responsible for the full array of waste collection and inspections of business premises.

## City Services



City Services Department provides services in relation to construction and maintenance of roads, footpaths stormwater and various physical assets. This department is also responsible for Coffs Harbour Water, providing water and sewerage services. In addition, City Services also has responsibility for Cultural and Community Services and Economic Development.

These departments work within the following standards:

- Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.
- We will adapt to community needs, be innovative in the provision of services and business like in the stewardship of the community's resources.
- We will deliver friendly effective, efficient and timely service.

## Coffs Harbour City Council Corporate Goals

- Corporate Sustainability
- Respect for the individual, whether customer or employee
- The pursuit of excellence
- Outstanding customer service



## Coffs Harbour City Council Staff Core Values

### Team Work

- working cooperatively
- having a one Council approach
- avoiding duplication of effort
- looking out for the well being of each other

### Effective Communication

- having open and honest two way communication
- recognising the diversity of people
- communicating in a sensitive manner and respecting confidentiality

### Professionalism

- appropriate application of knowledge
- pride in work
- focussed on positive sustainable outcomes
- high quality of service to each other and the community
- commitment to improving skills
- demonstrated leadership

### Innovation

- encouraging new ideas and better ways
- using experiences positively
- flexibility
- a can do approach

### Integrity

- honesty
- being ethical
- respect for people
- giving our best
- being loyal

### Achievement

- positive self motivation
- encouragement to succeed
- recognition of work well done
- celebrating success



## Workforce and the Future

Strategic Human Resource Management recognises the economic, social and political factors that create the external context in which Council operates. Factors with significant implications for effective human resources management and organisational development relate to the changing composition of the Australian workforce in terms of age, gender, ethnic distribution and the push to have people with disabilities, to gain meaningful employment. Skills Australia, has stated in their Australian Workforce Futures paper, that Australia faces a significant participation challenge and needs to increase participation rates to avoid future labour and skills shortages. Targeting specific groups in the community who have relatively low participation rates is critical; these include men of prime working age (25 to 64) Women (25 to 34) and older workers (55 to 64).

Council strives to have its workforce, to the greatest possible extent, reflect the demographics of the Coffs Harbour community. There are also significant challenges in maintaining high level productivity in an ageing workforce and ensuring Council is successful in recruiting and retaining high quality staff across all working age groups.

The ageing workforce trend is currently reflected in Councils staff demographics. Council employs 569 staff of which 24.78 % are 55 and over, this is in part due to Coffs Harbour's location and Coffs Harbour's status as one of the largest employers in Coffs Harbour, many people at Coffs Harbour City Council have sought a sea change and have relocated from urban metropolitan areas and are here to stay.

Keeping talented mature aged workers is a challenge, but one that is made easier by Councils low staff turnover, which was 5.12% in 2010/2011. In Australia, the trend is for people to work longer, government policy in relation to the age pension entitlement age, and life style expectation of baby boomers, plays a role in this.



## Councils Financial Position

In relation to Councils financial situation, details can be found in the Delivery Program and the Operational Plan and Long Term Financial Plan. A Service Review Program is scheduled for the second half of 2011, to review all Councils services.

## Strategic Directions for Human Resources & Organisational Development

### Recruit, develop and retaining high quality staff

Recruitment, development and retention of high quality staff in a competitive labour market are of vital importance to the Council. As demographic change increases turnover, competition for the best will accelerate. Progressive human resources management requires effective recruitment and retention strategies, more flexible remuneration packages, and career development within a healthy and safe work environment, strategies to maintain organisational knowledge in a time of change are also essential.



### Flexible employment

Rapidly changing demands on Council requires flexible work arrangements, while at the same time protecting the interests of staff, the extent to which employee's access flexible employment options will, in some measure, depend on the understanding and support they receive from management and co-workers.

### Performance Management

One of the most important reasons for managing performance is to encourage desired behaviours in the workplace. Good performance management often results in staff having a sense of value, purpose and motivation to excel in their work. Council's focus on performance management will also work towards developing our staff to be good managers and leaders who can drive strong performance and a positive culture. In 2011 Council has introduced 360 degree assessments of Directors, Executive Managers and Managers as the starting point of a new program of performance management. Progressively, the performance management program for all staff will be reviewed and implemented. Achieving best practice standards requires that all staff perform at a high level, using performance and risk assessment frameworks. Effective performance management will incorporate benchmarking of expectations and encourage performance based rewards. Into the future, risk management will incorporate business continuity and succession planning.

### Continual Learning

A rapidly changing knowledge base in the work of Councils, developing technologies, the need for a sustainable financial environment, and a greater level of communication with the community, requires a commitment to lifelong learning by each member of staff, as well as access to staff development opportunities. The



need to develop transformational leadership in our supervisors, managers and directors offers a challenge that must be fulfilled.

## Equity and Diversity

Diversity among the staff that reflects the broader Coffs Harbour Community, has the benefit of building a broad base of community support, as well as meeting important social, moral and human rights and commitments to equity and diversity. A diverse staff will improve the decision making in Council and greater age diversity will also assist in addressing the need to maintain staff levels.

## Supportive Culture

To maintain Council as an employer who can attract and retain quality staff, requires a supportive, inclusive and high performance culture marked by cooperation and respect and where the work environment promotes work / life balance for staff, the important element here is promoting emotional intelligence amongst all staff.

## Ongoing Efficient Workplace

Councils are service based industries and as such do not have the same operating environment and opportunities for economies of scale other industries such as manufacturing have. But Councils can, through ongoing continuous improvement programs and through resource sharing and enterprise bargaining, achieve significant results in relation to efficiencies and effectiveness.

## Organisational Development

Continuous improvement requires us to put in place relevant measures in key areas to support development and change. In addition, the changing needs of the community and financial pressures demand that we continually review and seek efficiencies in our work practices. In 2011, Council conducted a Service Review, this had not had significant impacts on service levels or on which services Council provides today.



It is envisaged that a program of continuous improvement will be carried on to monitor and evaluate our practices. As part of the wider organisational development agenda, Council has conducted an employee survey in the second half of 2012.

As part of the ongoing monitoring, a reporting profile will be implemented, that will regularly report on demographics, turnover, gender balance, sick leave, employment status, age profile, staff survey results, non confidential results of 360 degree processes, and results of service reviews and continuous improvement programs.

## Safe and Healthy Workplaces

Council continually reviews its safe work practices, and works toward reducing the cost of workers compensation, both in relation to premiums and lost time. Concentration on areas where trends occur, has resulted in significant improvements, an intensive approach to return to work and rehabilitation has improved the overall outcomes in relation to workers compensation.

Council also continues to use its Health and Well Being program to endeavour to improve the health of its staff and to assist with developing healthy lifestyle choices. Council also provides access to the Employee Assistance Program, which allows access to a confidential service in relation to professional counselling.

## Workforce Demographic Data

In preparing the Workforce Plan, Council reviewed the demographic data of Councils workforce and the Coffs Harbour Local Government Area.

	Council ^	CHLGA *
Males	386	32,243 (total all age groups)
Females	183	33,959 (total all age groups)
Disability	7	1,719 (total all age groups)
Aboriginal	6	2,310 (total all age groups)
CALD	4	3,135 (total all age groups)

\*(ABS Census 2006) ^(Includes all staff on payroll)

## Australian Workforce Demographics

ABS data \* – states that almost one third of the local government industry workforce is aged over 50 year. In the Australian workforce, generally two out of every five workers is 45 years or older, the median age in 2006 was 40 years with 41.6% of workers in local government aged 45 years or older. In the last 20 years the number females in the labour force has increased by 54.2%. The number of females in government administration and defence was 43.4% by 2001. By 2006 the number of females employed in local government administration was 43.7%

Over the past 20 years the number of part time workers has almost doubled. Part time workers constitute 28.6% of the total population; Females make up 71.2% of part time workers.

(\*ABS 2006 census of Population & Housing) (ABS 2001 Census P&H) (ABS Labour Force Australia Jan 2009)

In relation to the demographic data of the LGA, this needs to be put in the context of Council's location on the Mid North Coast and Council's status as a "Sea Change" and retirement destination. Much of Council's "outdoor" work is still physically demanding and this leads to it being more attractive to males rather than females. The ratio of 30% females to 70% males has been reasonably consistent for the past several years, varying only by 1 or 2%. Gender varies across departments as the "hard infrastructure" services, which attract more males, are largely in one department.

## Age Profile



Based on the latest figures of a total of 569 staff, 24.78 % are 55 and over, and 57% of staff are 45 years of age or older. This is not surprising given that recruitment of professional, technical and other staff, attracts candidates wishing to move from major metropolitan centres, once they move here, they stay here. With government policy encouraging the population to work longer, the old "artificial" retirement age of 65 can no longer be used as a benchmark.

## Turnover

Council's turnover is a very low 5.12% for 2010/2011. This reflects our geographic location and our attracting people to the area, who wish to relocate and stay here.

## Salary and Rewards

Council is embarking on many organisational development initiatives, in relation to staff management and a salary and rewards review will be scheduled into a program of related reviews.

## Current and Ongoing Initiatives for Workforce Sustainability

Council currently has a range of initiatives in place to address workforce demand and supply issues. The strategies have three broad aims, concentrating on attracting suitable professional, administrative, technical and operational staff, retaining staff and exploring areas for potential employees which have not been sufficiently utilised in the past, e.g. people with disabilities and Aboriginal and Torres Strait Islanders.



These initiatives include but are not limited to

- Employment of trainees

- Use of existing workers trainee funding to up skill existing staff
- Accessing federal funding for over 50 age groups to obtain qualifications
- Encouraging staff to consider career changes into known areas of skills shortages
- The development of staff in para professional roles
- Increasing the level of participation in the workplace by Aboriginal people
- Flexible work practices to encourage the continued participation of women with young children, and staff with elder carer responsibilities
- Flexible employment practices for staff transitioning to retirement.
- Use of project management methodology and internal teams to deliver projects
- Continuing professional development opportunities for staff.
- Increasing the opportunities for employment of people with disabilities, including as far as practicable making flexible changes for exciting staff who acquire disabilities so as to keep them in the workplace.
- A health and well being program to encourage improved health and fitness of staff, so they can work longer in good health and to assist with reducing sick leave taken, through lifestyle issues.

## Project Management Methodology

Council uses project management methodologies which utilises project teams across multi disciplinary lines to focus on the achievement of the outcomes, without resorting to external consultants. This method develops existing staff and keeps knowledge within Council while giving greater job satisfaction and variety, which is a key factor in retaining talented staff.

## Support for Staff in training & development and continuing professional development activities

This is a factor in both attracting and retaining good staff. Generous support for staff development opportunities are given to staff wishing to enhance their professional qualifications or personal development. Support is also given, by allowing secondments to other organisations to gain different but valuable experience. Council reimburses fees paid to professional bodies, thus encouraging staff to maintain their up to date knowledge within their field of expertise and stay connected to colleagues in the industry. Council has been very successful in gaining access to federal and state funding for training and development, and will continue to avail itself of funding sources that come up in the future, to maximise the gain for staff while offsetting costs to the community.



## Employment of people with recognised disabilities

Council is encouraging the employment of people with recognised disabilities; this has been achieved by employing new staff with recognised disabilities, where these can be accommodated, within the requirements of the position. In addition, making accommodations within the workplace for existing staff, wherever practicable, who find themselves with a disability, through accident or illness; this may include flexible work hours or days, or reasonable workplace adjustments.

## Support through Health & Well Being Program

Council continues to support activities through the health and well being program, this support is designed to increase the overall fitness and health of staff, making them more resilient to workplace injuries and more resilient to seasonal ailments. In addition, healthy lifestyle choices can assist with mental health issues, and stress related illnesses. This support is again an important factor in attracting and retaining good staff. The program includes support for events such as Ride 2 Work day, Australia's Biggest Morning Tea, Diabetes awareness and other related activities.



## Employment of Trainees

Council has supported the employment of trainees, and assisting existing workers to complete traineeships. The support for traineeships both satisfies Council needs to have trainees and up skill staff, but is also a contribution to the well being of the community as whole, providing opportunities for local people. Council is growing their own skilled trade's people, technical and professional people. Council currently has 68 trainees, some existing workers, some new staff, some through group training companies and three school based trainees. They are in areas including civil construction, civil engineering, business administration, front line management, library and information services, water industry operations, management, civil construction plant, environmental health, financial services, horticulture, information technology, outdoor recreation, human resources, and conservation and land management.



## Apprentices

Council currently has seven apprentices in design, carpentry construction electrical and fitting.



## Engineering Scholarships

Council currently has four engineering students completing their degrees over a six year period with Newcastle University. A condition of their scholarship with Council is that they do industrial experience placements with Council in five out of the six years of their study. On completion of their studies, if a position is available, they may be offered a graduate engineer position. In this way Council is growing our own engineers, a profession which has been identified as being in short supply. It is also a profession which has been subject to the impact of the mining boom, with many graduate engineers being attracted to that sector.

## Aboriginal Employment

Employment of staff of Aboriginal and Torres Strait Islander descent, has been reasonably successful over the past few years, but some staff that identified, have left Council's employ due to ill health and family reasons. Council continues to support those Aboriginal staff in the workplace. Trainees are encouraged to apply for permanent positions as they arise, and support in relation to recruitment processes, such as interview skills training is provided. Council currently has aboriginal trainees in the areas of outdoor recreation (lifeguards), conservation and land management, and business studies. Council currently has one aboriginal staff member completing an apprenticeship in bridge carpentry.



## Flexible employment

Over the past several years Council has accommodated some 100 or so, requests for flexible employment in relation to female staff returning from maternity leave, male staff members for parenting related issues, as well as increasing transition to retirement requests. Flexible employment is one of the most important factors in dealing with any potential skills shortages, as reduced hours and days, is an incentive to keep working for both younger staff with carers responsibilities, older staff with carers responsibilities and also transitioning employees. Flexible employment options work well in relation to succession planning. Keeping the knowledge in the organisation so that older staff can pass on their knowledge to younger staff, is vitally important. In conducting the analysis of critical positions, most often the "skills gaps" identified, were experience and corporate knowledge, rather than basic technical skills.

## Succession Planning

Succession planning is a strategic, systematic and deliberate activity to assist an organisations future capability to fill vacancies, consistent with the merit principle. It

specifically focuses on assisting to provide availability and sustainability of a supply of capable staff, that are ready to assume key or critical roles, as they may become available. Succession planning involves a planned and systematic effort geared towards responding to leadership requirements and technical specialist positions, now and in the future.

In 2011, all Directors and Managers we asked to identify the critical positions in their areas of responsibility; this data has been valuable in adding demand data to the equation of skills required and possible shortages.

One issue for us in Local Government in relation to succession planning, is the need to adhere to the requirements of the Local Government Act in relation to selection and promotion on merit. Local Government does not have the flexibility to just choose which staff member will be the next for promotion. Therefore, any succession plans must be seen as broad plans of which positions are critical and a set of strategies to try to equip prospective applicants with skills, knowledge and experience to be successful at an interview, whilst still being compliant with the legislation.

### **Critical Position Analysis and follow up plans**

Subsequent to the critical position analysis, Managers identified training and development needs and have been requested to translate these into detailed personal and professional development plans for staff identified, the development of these plans plays a crucial role in succession planning. The process identified some technical skills training that were required, but overall experience and corporate knowledge outweighed any major technical skills issues identified. Any structural changes may have an impact on the number of critical positions, and any plans must therefore be fluid to accommodate changes emanating from structural change, and other unexpected staff changes.

Succession planning forms part of Workforce Planning, which seeks to ensure in general, that the right people, are in the right place, at the right time, to achieve the business outcomes in the delivery program linked to the elements that Council is responsible for in Community Strategic Plan,.

### **Emerging Leaders Program**

In 2011, Council also embarked on developing an Emerging Leaders Program, which will form part of the succession planning processes at Council. Development activities and opportunities for staff nominating, will be coordinated to allow professional and personal development, as well as targeting Council needs. But it is recognised that the merit principle applies to all staff appointments and promotions, so any programs that are put in place to satisfy succession planning requirements, can only, at best, 'groom' potential applicants, and staff are still free to leave Councils employ, so any plans for particular staff must be viewed in this light.



## Staff Numbers, Structure, Links to Delivery Program and Operational Plan

Departments	Staff Numbers 2011*
General Manager & Staff	10
Corporate Business	136
Land Use Health & Development	125
City Services	298

\*(includes all staff on payroll including long term leave, maternity leave etc)

### Staff Links to Delivery Program and Operational Plan

Department in Organisational Structure	Title in Operational Plan 2011-2012	Responsible Person/ Manager	Program Number from Operational Plan 2011-2012	Strategy from Delivery Program 2011-2015	Critical positions identified. Many can be filled now, but skills, experience gaps, identified. Plans by managers developed.
General Manager	Civic Management	General Manager	101	LC2.1.1, OC1.1.7	
City Services	Community Facilities	EM Engineering Services	110	LP2.1.3, PL1.1.2, LC1.3.2, LC3.3.2	x
Corporate Business	Coffs Coast Marketing	Manager CCM	130	LP1.2.1, LE1.1.1	
Land Use Health & Development	Land Use Planning	Manager Land Use Planning	210	LE2.2.2, OC1.1.3	x
Land Use Health & Development	Land Use Assessment & Management	Manager Land Use Management	220	MA3.1.2, LC 1.3.1, OC1.1.3	x
Land Use Health & Development	Environmental Management	EM Strategy & Sustainability	230	LP1.3.2, LP3.1.1, LP3.1.2, PL2.2.2, PL3.1.5, LC2.2.2, LC2.3.3, LE1.1.1, LE1.1.2, LE1.2.2, LE1.3.1, LE2.1.1, LE2.1.3, LE2.1.4, LE2.1.5, LE2.2.1, LE2.2.3, LE3.2.1, LE3.2.2, LE3.2.3	x
Land Use Health & Development	Public Health & Safety	Manager Health	240	LC1.3.1, LE3.1.2, LE3.1.3, LE3.1.4	x
Land Use Health & Development	Ranger Services	Manager Land Use Management	250	LC1.1.2, LC1.1.1, LC1.3.1	x
Land Use Health & Development	Domestic Waste Management	Manager Health	260	LE3.1.4	x
Land Use Health & Development	Non – domestic Waste Management	Manager Health	270	LE3.1.4	x
Corporate Business	Property & Commercial Services	EM Business Units	310	LP1.2.1, PL2.1.1, OC1.1.6	x



Corporate Business	Caravan & State Parks	C&SP Business Manager	CPS	PL1.1.2, PL2.1.1, LC2.2.2, LE2.1.1, OC1.1.6	x
Corporate Business	Leasing & Asset Management	Manager Property	320	PL1.1.2, PL2.1.2, OC1.1.1, OC1.1.6	x
Corporate Business	Swimming Pools	Manager Property	330	OC1.1.6	
Corporate Business	Airport	Manager Airport	350	OC1.1.6	x
Corporate Business	Sports Development	Manager Sports Unit	375	LP1.2.2, LC2.1.1, LC2.2.2, LC3.3.1	x
Corporate Business	Administration & Corporate Governance	Departmental Administrator	410	OC1.1.1, OC1.1.3	x
General Manager	Governance & Legal	Manager Governance Services	411	LC1.3.1, OC1.1.3	x
Corporate Business	Rural Fire Service	EM Finance	412	LC1.1.2	
Corporate Business	Information Services	CIO	420	LC1.1.2, OC1.1.4	x
Corporate Business	Telecommunications & New Technology	Manager Telecommunications & New Technology	421	OC1.1.16	x
Corporate Business	Finance	EM Finance	430	OC1.1.1, OC1.1.2	x
Corporate Business	Plant	EM Finance	435	OC1.1.2	x
Corporate Business	Program Support	EM Finance	440	PI1.1.2, LE1.1.2, OC1.1.2	x
Corporate Business	Human Resources & Organisational Development	EM HR&OD	450	OC1.1.5	x
City Services	Engineering Support	Director City Services	510		x
City Services	Assets Systems	Manager Organisational Assets	512	PL1.1.2, OC1.1.1	x
City Services	Library	Manager Library	514	LP3.2.1, LP3.2.3, LC2.3.1, LC3.2.1	x
City Services	Community Development	EM Cultural & Community Development	516	LP1.3.1, LP3.2.1, LP3.2.2, LP3.2.3, PL2.2.3, PL3.1.2, LC1.1.1, LC1.2.2, LC1.2.2, LC1.2.3, LC1.3.2, LC1.3.3, LC2.1.1, LC2.1.1, LC2.2.2, LC2.3.1, LC2.3.2, LC2.3.3, LC3.1.1, LC3.1.2, LC3.1.3, LC3.2.2, LC3.3.1, LC3.3.2, LE1.2.1, LE1.2.2, LE1.2.3	x

City Services	Economic Development	Manager Economic Development	517	LP1.1.1, LP 1.12, LP1.1.3, LP1.1.4, LP1.2.1, LP1.2.2, LP1.2.3, LP1.3.1, LP2.1.2, LP3.2.1, LP3.2.3, LP3.3.1, LP3.3.2, LP3.3.3, PL1.2.3, PL3.1.1, PL3.1.4, PL3.2.1, PI3.2.2, PL3.2.3, LC1.1.1, LC1.2.1, LC1.2.2, LC1.2.3, LC1.3.3, LC2.2.2, LC3.2.1	x
City Services	Environmental Laboratory	Manager Environmental Laboratory	519	OC1.1.6	X
City Services	Operational Administration	EM City Works	521	LC1.1.2, OC1.1.1	X
City Services	Recreational Services	Manager Recreational Services	522	LP2.1.3, PL2.1.2, PL2.3.1, LC1.3.2, LC2.3.2, LC3.3.2, LE1.3.1, LE1.3.2, LE2.1.1, OC1.1.6	X
City Services	Regional Roads	Manager Strategic Infrastructure	531	MA3.1.1	x
City Services	Local Roads	Manager Strategic Infrastructure	535	MA3.1.1	x
City Services	Bridges	Manager Strategic Infrastructure	536	MA3.1.1	x
City Services	Footpaths, cycle ways, bus shelters	Manager Strategic Infrastructure	538	MA2.2.2, MA.2.21, LE1.3.2	x
City Services	Parking	Manager Asset Maintenance	539	PL2.1.2	x
City Services	Quarries	EM City Works	541	OC1.1.6	x
City Services	Street & toilet cleaning	Manager Asset Maintenance	543	PL2.1.1	x
City Services	Drainage	Manager Strategic Infrastructure	545	PL1.1.2	x
City Services	Harbour & Jetty	Manager Asset Maintenance	547	PL2.1.1	x
City Services	City Works - Private Works	EM City Works	550	OC1.1.6	x
City Services	Survey & Design	EM Engineering Services	560	PL1.1.2, PL2.3.1, PL2.3.2, PL3.1.3, MA1.1.1, MA1.1.2, MA1.1.3, MA1.1.4, MA1.2.1, MA1.2.2, MA1.2.3, MA1.3.1, MA2.3.1, MA3.1.2, MA3.1.3, MA3.1.4, MA3.2.1, MA 3.2.2, LE2.1.2	x
City Services	Street Lighting	EM Engineering Services	562	PL1.1.2	x

City Services	Contracts & Sub divisions	Manager Contracts & Subdivisions	570	LP2.2.1, PL1.1.2, MA2.1.2, MA3.1.2, LE3.1.1, LE3.1.2, OC1.1.2	x
Corporate Business	General United Funding	EM Finance	610	OC1.1.2	
City Services	Water Management Expenses	EM Coffs Harbour Water	710	OC1.1.1	x
City Services	Water Maintenance & Operating	EM Coffs Harbour Water	720	PL1.1.2, LE3.1.1	x
City Services	Water Miscellaneous	EM Coff Harbour Water	730	OC1.1.1	x
City Services	Water Capital Expenditure	Manager Strategic Infrastructure	740	PL1.1.2	x
City Services	Water Untied Funding	EM Finance	790	OC1.1.2	
City Services	Sewer Management Expenses	EM Coffs Harbour Water	810	OC1.1.1	x
City Services	Sewer Maintenance & Operating	EM Coffs Harbour Water	820	LE3.1.1	x
City Services	Sewer Miscellaneous	EM Coffs Harbour Water	830	OC1.1.1	x
City Services	Sewer Capital Program	Manager Strategic Infrastructure	840	PL1.1.2	x
City Services	Sewer United Funding	EM Finance	890		

The above table has all the links to the delivery program and operational plan, which are derived from Councils direct responsibilities from the Vision 2030 and Community Strategic Plan, noting that there are themes, activities and outcomes in the Vision 2030 and Community Strategic Plan, for which Council has a facilitative role, rather than a direct role.

## Conclusion

Taking into account the current delivery program and operational plan commitments, the current level and make up of Coffs Harbour City Councils staff, as shown in the staff numbers, organisational charts and links to programs above, is adequate to provide the necessary human resources to fulfil the demands. As mentioned earlier, in 2011, Council is conducting a Service Review, if this has major impacts on service delivery or levels of service which in turn impact staff numbers, then this will be taken into consideration in again reviewing the Workforce Management Plan to reflect those changes.

The Workforce Management Plan is a dynamic document, one that will need to be modified as changes described above, or any other potential changes occur. The succession planning aspects of this document, must also be reviewed on a regular basis, as staff leave, some planned and some unexpectedly, often due to external factors which Council has no control over. As direct changes are made to the delivery program and operational plan, the staff links will be modified as necessary.

**Summary of Ongoing Human Resources & Organisational Development Initiatives to support Workforce Plan, Succession Planning & General HR Initiatives**

Strategies	Action	Timeframe	Responsible Person/s	
<b>Ensure Councils workforce is sustainable to achieve outcomes in the delivery program</b>				
	Develop and monitor succession planning initiatives	Development by end March monitoring is ongoing	Directors, Managers and EMRH&OD	Report to CDT quarterly
	Critical position analysis is undertaken	Completed July 2011	EMHR&OD, Directors and Managers	
	Development Plans associated with critical positions are developed and implemented	In process of completion	Directors and Managers	
	Conduct a survey of retirement options and alternative strategies	To be completed in the first quarter of 2012	EMHR&OD and HR Staff	
	Continue to support flexible working arrangements wherever possible to maximise all staff participation in the CHCC workforce	Ongoing	EMHR&OD and CDT	Record all arrangements, monitor and report to CDT
	Continue to support transition to retirement arrangements to maximise all staff participation in CHCC workforce.	Ongoing	EMHR&OD and CDT	Record all arrangements, monitor and report to CDT
	Develop Emerging Leaders program	By end of January 2012	EMHR&OD and project team members	
	Seek nominations for Emerging Leaders program	By end of January 2012	EMHR&OD	
	Facilitate conduct of initial Emerging Leaders program	Throughout 2012	EMHR&OD and project team members	
	Facilitate ongoing Emerging Leaders program	Ongoing	EMHR&OD	

Strategies	Action	Timeframe	Responsible Person/s	
<b>Attract and retain quality employees</b>	Continue review of Position Descriptions	Ongoing 2 year cycle.	EMHR&OD, HR staff and Managers	
	Continue Online recruitment, monitor and review system and suggest changes	Ongoing	EMHR&OD and HR Staff	
	Coordinate the review of the Staff Core Values	By end of March 2012	EMHR&OD and review team	
	Review, reward and recognition programs		EMHR&OD	
	Ensure staff are aware of access to Employee Assistance Program	Ongoing	Managers and HR Staff	
	Monitor effectiveness of the EAP providers	Ongoing	EMHR&OD and HR Staff	
	Monitor new induction program and amend as required	Ongoing	EMHR&OD and HR staff	
<b>Attract and retain a staff from diverse backgrounds</b>	Review Equal Employment Opportunities related policies	By end June 2012	EMHR&OD and HR Staff	
	EEO strategies are used to maximize the diversity of Councils workforce.	Ongoing	EMHR&OD and Managers	
	Review EEO (2010) Management Plan	By end of June 2012	EMHR&OD and HR staff	
	Continue work of the Women's Development team	Ongoing	WDT members, CDT.	
	Survey focus groups to gather information on gender issues at Council	Completed November 2011	WDT members	
	Produce action plans based on gender survey data.		WDT members	
	Work towards achieving 50 / 50 Bronze accreditation	Ongoing until achieved	WDT members, Managers, CDT	
	Continue programs for youth employment, through work experience, apprenticeships and traineeships.	Ongoing	EMHR&OD, HR staff , Directors and Managers	
Continue program of engineering cadetships	Ongoing	EMHR&OD, HR staff Director of City Services		

Strategies	Action	Timeframe	Responsible Person/s	
<b>Attract and retain a staff from diverse backgrounds – cont'd</b>	Continue support to increase for ASTI employment in Council	Ongoing	EMHR&OD, EMC&CS, Aboriginal Development Officer, HR staff	
	Continue support for employment of people from culturally and linguistically diverse backgrounds.	Ongoing	EMHR&OD, Directors, Managers and CDT.	
<b>Value and provide training and development opportunities for staff</b>	Continue Development of Learning Management System	Report back by end June 2012	Project Team	
	Skill gaps are identified and plans implemented to close the gaps	Ongoing as new staff start		
	Professional, personal and skills development is available to all staff.	Ongoing		
	Coordinate LGMA Management Challenge 2012	2012, application sent, follow up with candidates in early 2012. Then ongoing	Through 2012 EMHROD LGMA Mgt Challenge Mentor	
	Coordinate Supervisors Workshop 2011 and 2012	November 2011 and early 2012	EMHR&OD and HR staff	
	Coordinate Leadership Team Workshop 2012	Early 2012	EMHR&OD and HR Staff	
	Coordinate 360 degree assessment process and follow up in 2011 and 2012	August 2011 onwards and into 2012 for follow up	EMHR&OD and CDT	
<b>Provide best practice human resources framework</b>	Monitor initiatives in HR Strategic Plan	Ongoing	EMHR&OD & HR Staff	
	Continue project for HR Platform conversion / transition	Ongoing	Project Team	
	Continue Review of Performance Management Framework	2012	EMHR&OD	
	Implement new Performance Management Framework	Throughout 2012	EMHR&OD and HR Staff	
	Evaluate and report on new Performance Management Framework	2012	EMHR&OD	
	Conduct employee surveys	2012 and ongoing	EMHR&OD and HR Staff	
	Conduct HR Metrics Reporting	See table. Ongoing	EMHR&OD and HR Staff	

<b>Strategies</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsible Person/s</b>	
<b>Provide best practice human resources framework - cont'd</b>	Conduct Health & Safety Metrics Reporting	See table. Ongoing	EMHR&OD, AMHR	
	Continue policy review	Through 2012	EMHR&OD and HR staff	
<b>High awareness and value is placed on Workplace Health &amp; Safety</b>	WHS Committee is convened and actively used to support initiatives	Ongoing.	EMHR&OD, AMHR and WHS Committee	
	Training is provided where necessary		EMHR &OD, L&D Coordinator	
	Continue program of Health & well being	Ongoing	EMHR&OD and HR staff	

**Summary of HR / OD / HS Metrics - Reports on an ongoing basis**

<b>Item</b>	<b>Frequency / Responsible Officer</b>
Employment status	Yearly / EMHROD
Demographics, age profile	Yearly / EMHROD
Gender profile	Yearly / EMHROD
ATSI profile	Yearly / EMHROD
CALD profile	Yearly / EMHROD
Disabilities profile	Yearly / EMHROD
Gross Salaries	Yearly / EMHROD
Overtime	Quarterly / EMHROD
Average Salary	Yearly / EMHROD
Terminations	Yearly / EMHROD
Turnover	Yearly / EMHROD
Recruitment results	Yearly / EMHROD
Workers Compensation	Quarterly / AMHR
Training	Yearly / L&D Coordinator
Sick leave	Quarterly / EMHROD
Leave liability	Quarterly / EMHROD
LTIFR	Quarterly / AMHR
Comparative WC statistics	Quarterly / AMHR



**Inside back page**

**Outside back page**

Coffs Harbour City Council  
Cnr Coffs & Castle Streets  
Coffs Harbour

Locked bag 155  
Coffs Harbour NSW 2450

Web [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)  
Email [coffs.council@nsw.gov.au](mailto:coffs.council@nsw.gov.au)

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**COFFS HARBOUR CITY COUNCIL V MINISTER FOR PLANNING AND INFRASTRUCTURE AND ORS – ADVICE REGARDING APPLICATION FOR SPECIAL LEAVE TO THE HIGH COURT OF AUSTRALIA**

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**Purpose:**

To provide Councillors with the advice received from the Senior Counsel engaged by Sparke Helmore Lawyers, following resolution 78 of Council at the meeting on 27 March 2013.

**Description of Item:**

At the Ordinary meeting of council on the 27 March 2013 Council resolved:

1. That Council authorise the General Manager to instruct its solicitors Sparke Helmore Lawyers to seek urgent advice from Senior Counsel as to the grounds and prospects of seeking leave to the High Court.
2. That Council authorise the GM to instruct its solicitors, Spark Helmore
3. Lawyers to lodge an application to the High Court seeking leave to appeal.
4. That upon receipt of advice from Senior Counsel a further report be provided to Council indicating the prospects of success in the High Court leave application.

The confidential attachment to this report provides the advice received regarding Council's prospects of success in this application as per part 3 of the recommendation.

**Sustainability Assessment:**

- **Environment**

The environmental impacts are indeterminable at this time. The proceedings raised in the report are strictly administrative matters.

- **Social**

Council has a role to play in representing the social interests of its community. The views of the community vary greatly on this issue.

- **Civic Leadership**

This report is in line with the 2030 theme: LC2.2 We welcome civic leadership to help achieve better outcomes for Coffs Harbour.

- **Economic**

**Broader Economic Implications**

The broader economic implications are not fully known at this time.

**Delivery Program/Operational Plan Implications**

There have been no provisions made in the 2012/13 budget for the costs related to this appeal. Any costs incurred will need to be included as a budget variation report to Council at a later stage.

**Consultation:**

Consultation has occurred with Council's legal representatives, Sparke Helmore Lawyers, in the preparation of this report.

**Related Policy and / or Precedents:**

Not applicable to this report.

**Statutory Requirements:**

Not applicable to this report.

**Issues:**

Issues are raised in the confidential attachment to this report.

**Implementation Date / Priority:**

Implementation of the decisions surrounding this report will be immediate.

**Recommendation:**

**That Council adopt the recommendation as detailed in the confidential attachment.**

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## **BANK BALANCES AND INVESTMENT FOR FEBRUARY 2013**

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### **Purpose:**

To list Council's Bank Balances and Investments as at 28 February 2013.

### **Description of Item:**

A copy of the state of Bank Balances and Investments as at 28 February 2013 is attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. As such the ledger balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

Reports written by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors) which examine economic and financial markets data for February 2013 and review the performance of Council's investment portfolio are available in the Councillors Resource Centre.

### **Sustainability Assessment:**

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

#### **Broader Economic Implications**

Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term earnings from investments can vary due to economic conditions and financial markets. Council constructs its investment portfolio with consideration of current conditions and to comply with the DLG investment policy guidelines.

### **Delivery Program/Operational Plan Implications**

For February 2013 it is noted that after deducting, from the total bank and investment balances of \$174,358,684 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$172,474,090), the Unrestricted Cash is \$1,884,594.

Further details are provided as a note on the attachment.

#### **Recommendation:**

- 1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and seventy four million, three hundred and fifty eight thousand, six hundred and eighty four dollars (\$174,358,684) as at 28 February 2013 be noted.**
- 2. That the general fund unrestricted cash and investments totaling one million, eight hundred and eighty four thousand, five hundred and ninety four dollars (\$1,884,594) as at 28 February 2013 be noted.**

**BANK BALANCES AND INVESTMENTS AS AT 28 FEBRUARY 2013**

	Credit Rating at 28/2/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/2/13 \$	Market Value as at 28/2/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Monthly Return (Managed Funds) / Current	Risk of capital not being returned
<b>OVERNIGHT FUNDS:</b>								
<b>Cash - Fair Value movements through profit &amp; loss</b>								
NAB - Bank Accounts	AA			4,328,466	4,486,773	(23,836)	2.83	Low
UBS Cash Management Trust	AA			274,076	1,571,881	(10,483)	2.16	Low
Members Equity Bank - Business Investment Account	BBB			24,056	24,202	555	3.75	Low
NAB Professional Funds Account	AA			14,366,089	14,091,804	168,159	3.40	Low
Delphi Bank - Cash M'ment Acc't	NR			197,897	199,963	2,306	2.50	Low
Suncorp Business Saver	A-			317	318	3	3.25	Low
CUA Prime Access	NR			81	81	993	0.01	Low
Total				19,190,983	20,375,022	137,698		
<b>BENCHMARK RATE - 11 AM INDICATIVE CASH RATE</b>							3.00	
<b>BENCHMARK RATE - UBS BANK BILL INDEX</b>							2.97	
<b>Term Deposits - Fair Value movements through profit &amp; loss</b>								
Investec 17/11/14	BBB-	17/11/2014	8,000,000	8,422,505	8,468,717	401,050	7.53	Low
Investec 29/6/16	BBB-	29/06/2016	1,000,000	1,044,411	1,050,141	49,731	7.47	Low
Investec 8/7/15	BBB-	8/07/2015	1,000,000	1,047,013	1,052,544	54,125	7.21	Low
Investec 8/8/16	BBB-	8/08/2016	2,500,000	2,580,647	2,593,477	110,889	6.69	Low
Investec 6/6/17	BBB-	6/06/2017	2,000,000	2,071,838	2,080,184	72,434	5.44	Low
Investec 14/8/15	BBB-	14/08/2015	1,800,000	1,853,589	1,862,468	62,468	6.43	Low
AMP 24/5/16	A	24/05/2016	5,000,000	5,253,726	5,281,918	245,488	7.35	Low
AMP 29/4/13	A	29/04/2013	500,000	519,756	521,491	16,963	4.40	Low
Arab Bank* 13/5/13	A-	13/05/2013	2,100,000	2,151,047	2,159,505	59,505	5.25	Low
Arab Bank* 31/5/13	A-	31/05/2013	1,500,000	1,532,363	1,538,404	38,404	5.25	Low
Westpac	AA	27/06/2014	1,000,000	1,027,781	1,032,767	43,096	6.50	Low
Delphi Bank 29/1/15*	A	29/01/2015	2,000,000	2,001,684	2,006,735	83,296	4.39	Low
Delphi Bank 14/2/14*	A	14/02/2014	5,000,000	5,339,945	5,007,726	139,678	7.05	Low
Delphi Bank 5/8/15*	A	5/08/2015	2,000,000	2,200,082	2,210,362	57,855	6.70	Low
Delphi Bank 7/3/14*	A	7/03/2014	1,500,000	1,595,030	1,603,142	71,752	7.05	Low
Credit Union Australia 11/4/14	BBB	11/04/2014	1,000,000	1,055,121	1,060,352	45,404	6.82	Low
Credit Union Australia 12/5/14	BBB	12/05/2014	2,000,000	2,098,159	2,108,530	90,010	6.76	Low
Credit Union Australia 9/5/14	BBB	9/05/2014	500,000	521,844	524,126	19,888	5.95	Low
Bankwest	AA	27/08/2013	2,000,000	2,052,477	2,061,836	81,222	6.10	Low
Quay Credit Union 9/8/13	NR	9/08/2013	1,000,000	1,096,164	1,101,151	43,274	6.50	Low
Quay Credit Union 23/5/13	NR	23/05/2013	1,500,000	1,557,185	1,563,514	54,925	5.50	Low
Suncorp 11/8/14	A-	11/08/2014	3,000,000	3,089,063	3,103,562	108,740	6.30	Low
Suncorp 23/12/13	A-	23/12/2013	1,000,000	1,030,102	1,033,968	33,554	5.04	Low
Bank of Queensland 3/9/17	BBB+	3/09/2017	2,000,000	2,046,438	2,055,107	55,107	5.65	Low
Bank of Queensland 4/2/18	BBB+	4/02/2018	3,000,000	-	3,010,159	10,159	5.15	Low
Rabo Direct 24/3/16	AA-	24/03/2016	5,000,000	5,307,548	5,334,973	247,801	7.15	Low
Rabo Direct 10/8/15	AA-	10/08/2015	1,000,000	1,032,123	1,037,263	44,605	6.70	Low
ING 11/4/13	A	11/04/2013	2,000,000	2,244,117	2,254,458	89,744	6.74	Low
ING 21/5/13	A	21/05/2013	1,000,000	1,113,335	1,118,428	44,206	6.64	Low
ING 17/8/17	A	17/08/2017	2,000,000	2,054,996	2,073,437	73,437	6.01	Low
ING 6/9/17	A	6/09/2017	2,000,000	2,045,107	2,053,699	53,699	5.60	Low
ING 15/3/13 (Regional Park Trust)	A	15/03/2013	1,300,000	1,330,929	1,336,115	36,115	5.20	Low
ING 4/3/13	A	4/03/2013	1,000,000	1,055,619	1,060,268	40,345	6.06	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,389	1,005,836	46,527	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,034,236	1,003,890	47,658	7.10	Low
ME Bank	BBB	11/04/2013	1,000,000	1,002,962	1,006,567	6,567	4.70	Low
ME Bank	BBB	20/05/2013	1,000,000	-	1,006,148	6,148	4.40	Low
Police Credit Union	NR	26/02/2015	1,000,000	-	1,000,254	254	4.63	Low
Beirut Hellenic Bank 2/5/13	NR	2/05/2013	2,500,000	-	2,508,784	8,784	4.75	Low
Beirut Hellenic Bank 20/6/13	NR	20/06/2013	1,000,000	-	1,003,314	3,314	4.48	Low
CBA	AA	29/10/2017	5,001,064	3,037,579	3,037,579	68,760	3.11	Low
Total			82,701,064	75,446,909	83,932,898	2,866,982		

**BANK BALANCES AND INVESTMENTS AS AT 28 FEBRUARY 2013**

	Credit Rating at 28/2/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/2/13 \$	Market Value as at 28/2/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
<b>FRNs(Floating Rate Notes)</b>								
<i>Available for Sale Accounting - movements through equity.</i>								
Queenslanders CU 3/6/13	NR	3/06/2013	503,170	497,494	498,433	34,538	4.05	Low
Sub Total			503,170	497,494	498,433	34,538		
<i>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</i>								
NAB	AA-	15/02/2017	4,030,700	4,148,120	4,161,440	262,436	4.77	Low
HSBC	AA-	14/03/2018	2,000,000	2,028,164	2,044,523	92,790	5.37	Low
Credit Suisse	A+	18/03/2014	501,745	503,843	505,597	21,122	4.33	Low
BNP	AA	18/03/2015	1,004,230	1,001,575	1,006,418	84,628	4.23	Low
Bank of Queensland	BBB+	7/12/2015	3,000,000	3,024,600	3,032,940	32,940	4.65	Low
Royal Bank of Scotland 10/3/14	A+	10/03/2014	5,000,000	5,082,594	5,098,702	301,136	5.06	Low
CBA	AA	24/12/2015	12,429,772	12,437,500	12,612,712	689,751	4.11	Low
ING	A+	22/03/2016	2,500,000	2,580,975	2,596,650	197,907	5.63	Low
Macquarie Bank 9/3/17	A	9/03/2017	5,000,000	5,240,650	5,246,155	406,470	6.01	Low
Macquarie Bank 24/2/14	A	24/02/2014	1,001,180	1,016,110	1,006,850	41,863	4.86	Low
Westpac	AA-	20/02/2017	5,000,000	5,215,250	5,179,800	334,286	4.59	Low
Arab	AA-	12/12/2014	5,000,000	5,009,100	5,008,655	8,655	4.61	Low
Royal Bank of Scotland 17/2/12^	BBB	17/12/2017	2,501,100	2,013,800	1,996,275	165,843	3.20	Low
Sub Total			48,968,727	49,302,281	49,496,717	2,639,826		
Total			49,471,897	49,799,775	49,995,150	2,674,364		
<b>CPPI Notes (Constant Portfolio Protection Insurance)</b>								
<i>Available for Sale Accounting - movements through equity.</i>								
Averon # (now ZCB)	AA+	20/06/2013	1,500,000	1,479,000	1,483,350	41,250	0.00	Low
Keolis # (now ZCB)	BBB	24/08/2013	1,000,000	983,000	985,000	20,700	0.00	Low
Sub Total			2,500,000	2,462,000	2,468,350	61,950		
<i>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</i>								
Lehman #	D	15/06/2009	300,000	6,805	6,805	-	0.00	High
Lehman #^	D	15/06/2009	500,000	34,223	34,223	-	0.00	High
Sub Total			800,000	41,028	41,028	-		
Total			3,300,000	2,503,028	2,509,378	61,950		
<b>CDOs(Collaterised Debt Obligations)</b>								
<i>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</i>								
Esperance 1	D	20/03/2013	520,000	341,942	357,449	172,894	4.85	High
Esperance 1 ^	D	20/03/2013	500,000	341,942	343,701	166,245	4.85	High
Total			1,020,000	683,884	701,149	339,139		



**BANK BALANCES AND INVESTMENTS AS AT 28 FEBRUARY 2013**

	Credit Rating at 28/2/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/2/13 \$	Market Value as at 28/2/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
<b>Floating Rate Term Deposits</b>								
Westpac	AA	9/09/2013	2,000,000	2,011,326	2,017,310	55,958	3.90	Low
Bank of Queensland	BBB+	26/02/2016	1,500,000	-	1,500,368	368	4.48	Low
ING	A	27/02/2015	2,000,000	-	2,000,000	-	4.37	Low
NAB Flexi Deposit	AA	16/08/2013	2,000,000	2,017,664	2,002,141	59,410	3.91	Low
Total			7,500,000	4,028,990	7,519,818	115,736		
<b>Fixed Coupon Bonds</b>								
ING	A+	22/03/2016	4,000,000	4,390,292	4,421,292	385,992	7.00	Low
Heritage Bank	BBB+	20/06/2017	3,727,612	3,710,000	3,886,443	396,557	7.25	Low
RBS	A-	27/08/2013	1,004,200	1,050,560	1,017,530	44,270	7.25	Low
Total			8,731,812	9,150,852	9,325,265	826,818		
<b>Other:</b>								
Southern Phone Company Shares	N/A	N/A	2	2	2	48,930	N/A	Low
			2	2	2	48,930		
<b>Securities No Longer Held (excluding Managed Funds).</b>								
Accumulated at January 2013						1,139,144		
Barclays FRN	A+	17/08/2015	1,500,000	1,535,505	-	115,540	4.66	Low
ING TD	A	14/02/2013	1,000,000	1,056,127	-	24,267	5.82	Low
Beryl Global Bank CDO	D	20/09/2014	600,304	330,717	-	341,243	0.00	High
Miami CDO	D	20/03/2017	100,578	18,142	-	88,951	0.00	High
Coolangatta CDO	D	20/09/2014	2,500,000	328,419	-	2,145,965	0.00	High
ING TD	A	27/02/2013	1,000,000	1,056,005	-	33,684	6.03	Low
Bank of Queensland TD	BBB+	28/02/2013	2,000,000	2,044,449	-	59,779	5.20	Low
Total				6,369,364	-	3,948,573		
<b>GRAND TOTAL (before fees)</b>				<b>167,173,787</b>	<b>174,358,684</b>	<b>11,020,189</b>		
<b>Less Portfolio Fees (Advice &amp; Salary)</b>						(108,448)		
<b>GRAND TOTAL</b>				<b>167,173,787</b>	<b>174,358,684</b>	<b>10,911,741</b>		

# Capital Guaranteed at maturity  
 ^ Ex Infrastructure IMP  
 \* Rated by Fitch

The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.

First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.

Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.

**Less Unrealised Capital Gains/(Loss) for Available For Sale Investments** \$ 124,260  
**Income to Profit & Loss** \$ 10,787,481

**TOTAL CASH & INVESTMENTS AS AT 28 FEBRUARY 2013** \$ 174,358,684

**LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS**

Water Fund	\$ 35,764,181	
Sewer Fund	\$ 53,984,181	\$ 89,748,362

**GENERAL FUND CASH & INVESTMENTS** \$ 84,610,322

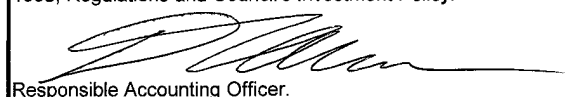
**LESS TRUST FUND BALANCES AS AT 28 FEBRUARY 2013** \$ 1,616,056

**LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves etc.)** \$ 81,109,672

**ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 28 FEBRUARY 2013**

<b>Add:</b>	<b>Unrestricted Cash &amp; Investments as at 30 June 2012</b>	<b>\$ 2,169,818</b>
	<b>2012/13 Budget Deficit (Budget Review - 31/1/13 - for adoption 28/3/13)</b>	<b>\$ (285,224)</b>
	<b>Estimated Unrestricted Cash as at 30 June 2013</b>	<b>\$ 1,884,594</b>

I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.

  
 Responsible Accounting Officer.

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**MONTHLY BUDGET REVIEW FOR FEBRUARY 2013**

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**Purpose:**

To report on the estimated budget position as at 28 February 2013.

**Description of Item:**

Estimated Budget Position as at 28 February 2013:

	<b>General Account \$</b>	<b>Water Account \$</b>	<b>Sewer Account \$</b>
Original Budget adopted 24 May 2012	308,365 (D)	4,397,830 (D)	3,542,337 (D)
Approved Variations to 31 January 2013	(23,141) (S)	(554,150) (S)	(686,556) (S)
Recommended variations for February 2013	(80,000) (S)	Nil	Nil
Estimated result as at 28 February 2013	<u>205,224 (D)</u>	<u>3,843,680 (D)</u>	<u>2,855,781 (D)</u>

<b>General Account</b>	<b>Deficit/(Surplus)</b>
Reduction in planned airport general aviation (GA) enhancements	(100,000) (S)
Increase to anticipated costs for airport apron extension	200,000 (D)
Increase to anticipated costs for airport terminal building upgrade	100,000 (D)
Increase to anticipated costs for airport terminal area masterplan	10,000 (D)
Reduction to airport friction testing annual costs	(10,000) (S)
Adjustment to airport LIRS subsidy on loan	(31,072) (S)
Net movements in above airport budgets offset by movement to airport reserve	(168,928) (S)
Increase Toormina library maintenance allocation for needed repairs	17,500 (D)
Increase Woolgoolga library maintenance allocation for needed repairs	28,500 (D)
Reallocation of public toilets improvements funding to Toormina and Woolgoolga library maintenance	(46,000) (S)
Library salary savings identified used to fund additional office expense requirements and workroom modification at Coffs Harbour Library	13,000 (D)
Library office expenses	(7,000) (S)
Coffs Harbour Library workroom modifications required	(6,000) (S)
Savings in staff costs from unfilled IT officer position	(90,000) (S)
Savings in staff costs from unfilled Customer Services manager role	(70,000) (S)
Finance salary savings identified	(40,000) (S)
Archiving of DA's and construction certificates additional requirements funded from salary savings	200,000 (D)
Land Use Assessment staff cost savings from combination of temporary vacancies and extended leave taken	(80,000) (S)
<b>Total</b>	<b>(80,000) (S)</b>

**Water Account**

**Total** **Nil**

**Sewer Account**

**Total** **Nil**

**Sustainability Assessment:**

- **Environment**

There are no perceived short or long-term environmental impacts.

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget position by June 30 each year in conjunction with meeting its short term priorities.

- **Economic**

**Broader Economic Implications**

When dealing with increased community demands Council has to focus on the balance of providing services with the limited funds available. Council must also ensure that a healthy financial position is maintained to ensure ongoing viability of the organisation.

**Delivery Program/Operational Plan Implications**

The Original budget for the General Account adopted on the 24 May 2012 provided for a deficit of \$308,365.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2012/13.

**Consultation:**

Managers and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

**Related Policy and / or Precedents:**

The Director of Corporate Business has provided guidelines to staff regarding their responsibilities relating to effective and transparent budget review and assessment processes. This framework provides guidance in achieving the objective of a year end balanced budget in the General Fund.

**Statutory Requirements:**

Under local government regulations Council is required to submit a quarterly budget review to Council. Therefore Council is under no obligation to provide monthly reviews but has recommended they be completed as part of prudent financial management.

The Responsible Accounting Officer believes this report indicates the financial position of the Council is satisfactory, having regard to the original estimate of Income and Expenditure.

**Issues:**

Currently any major budget issues are collated and addressed on a monthly basis via a separate report to the Corporate Development Team.

**Implementation Date / Priority:**

Management will continue to monitor the organisation's performance with a view to improving service delivery.

**Recommendation:**

**That the budget adjustments be approved and the current budget position be noted.**

**Estimated Budget Position as at 28 February 2013:**

	<b>General Account \$</b>	<b>Water Account \$</b>	<b>Sewer Account \$</b>
<b>Original Budget adopted 24 May 2012</b>	<b>308,365 (D)</b>	<b>4,397,830 (D)</b>	<b>3,542,337 (D)</b>
<b>Approved Variations to 31 January 2013</b>	<b>(23,141) (S)</b>	<b>(554,150) (S)</b>	<b>(686,556) (S)</b>
<b>Recommended variations for February 2013</b>	<b>(80,000) (S)</b>	<b>Nil</b>	<b>Nil</b>
<b>Estimated result as at 28 February 2013</b>	<b><u>205,224 (D)</u></b>	<b><u>3,843,680 (D)</u></b>	<b><u>2,855,781 (D)</u></b>

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## **ASSIGNMENT OF LEASE - CONSENT TO ASSIGNMENT OF LEASE, KIOSK A, CITY SQUARE, COFFS HARBOUR**

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### **Purpose:**

Seeking Council's consent to the assignment of the lease for Kiosk A in the City Square and more particularly described as Lot 13 in Deposited Plan 1031722 and for the execution of a Deed of Assignment of lease and ancillary documents under the Common Seal of Council.

### **Description of Item:**

Council is the registered proprietor of Lot 13 in DP 1031722 known as Kiosk A in the City Square. The property trades as a takeaway food kiosk/cafe and is part of the vibrant city centre café quarter.

The property is currently leased for a term expiring on 31 July 2015. There is no option to renew.

The current tenant has contracted to sell the business and accordingly has requested Council's consent to the transfer of the lease agreement to the prospective purchaser. Council is advised that the Contract for Sale is conditional upon consent to the assignment of lease.

Provided all terms of the current lease are in order and an appropriate Deed of Assignment is agreed to by the incoming lessee there are no objections to the assignment and it is recommended that consent issue.

### **Sustainability Assessment:**

- **Environment**

The recommendations do not give rise to any adverse environmental issues.

- **Social**

The assignment of the lease will continue an existing use of the premises and as such there is no perceived change in regard to social sustainability and impact. Having the Kiosk occupied and trading creates a positive image for the City Centre and more particularly the café quarter.

- **Civic Leadership**

The Coffs Harbour 2011-2015 delivery program objective (OC1.1.6.2) is to pursue corporate business opportunities to generate income to support Council programs. The continued lease is consistent with this objective.

- **Economic**

#### **Broader Economic Implications**

Continued operation of the café kiosk in the City Centre will contribute to the viability and vitality of the central retail sector.

**Delivery Program/Operational Plan Implications**

The assignment of the lease will have no impact on the current revenue budgets.

**Consultation:**

Executive Manager Business Units, Corporate Business.

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

**Statutory Requirements:**

Regulation 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.

**Issues:**

The current lessee seeks to sell the business for personal reasons.

The lessee may not transfer or assign the lease without the landlord's approval, which may not be unreasonably be withheld or delayed. The current lessee has satisfactorily complied with the terms of the current lease.

The lease also provides for the incoming lessee to enter into a contract relating to the transfer in a form reasonably required by the landlord. To this end staff have instructed Council solicitors to prepare a Deed of Assignment detailing the terms and conditions that will apply to the transfer and ongoing operation of the lease.

The proposed assignment includes the following details

Premises	Kiosk A, City Square being Lot 13 in DP 1031722
Current Lessee:	Lisa Jane Mahlberg & Joel Alfonja Testor
ABN:	95 218 401 388
Lessee Address:	2A Earl Street Coffs Harbour
Incoming Lessee:	Kate Power
ABN:	77 053 641 373
Lessee Address:	259 Harbour Drive, Coffs Harbour
Guarantor:	Rental bond equivalent to three months rent
Lease Term:	Registered lease AF854823 term expires on 31 July 2015
Commencement:	01 August 2010
Use:	Takeaway food Kiosk/Cafe
GST:	Payable by Lessee

Outgoings:	100% payable by Lessee
Insurances:	<p>Lessee is to hold Public Liability insurance cover in respect of the premises in a minimum amount of \$10 million or such other amount as may be advised by Council from time to time. Council is to be noted as an interested party in respect of this insurance policy.</p> <p>Lessee is to hold Workers Compensation insurance cover in respect of any employees working at the premises.</p>
Other:	All costs of the assignment will be paid by the Lessee.

**Implementation Date / Priority:**

The assignment of lease document will be executed under seal following completion of drafting by Council solicitor and subject to authority being granted by Council.

**Recommendation:**

1. **The Council as registered proprietor of Kiosk A being Lot 13 in DP 1031722 (the demised premises) consent to the assignment of registered lease AE670508 subject to the provisions of the lease agreement and the terms and conditions contained in this report.**
2. **That any necessary documents required to give effect to the assignment of registered lease AE670508 of Kiosk A being Lot 13 in DP 1031722 be executed under the common seal of Council.**

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## **TENDER RFT-572-TO: COFFS HARBOUR REGIONAL AIRPORT - RUNWAY ASPHALT RESHEETING**

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### **Purpose:**

To report on tenders received for Contract RFT-572-TO, for the asphalt overlay of the main runway at the Coffs Harbour Regional Airport, and to gain Council approval to accept a tender.

### **Description of Item:**

Coffs Harbour Regional Airport is one of the largest and busiest regional airports in New South Wales, handling regional, domestic and international style aircraft.

The Main Runway (03/21) which is 2080m long 45m wide and is capable of handling B767 aircraft.

The existing asphaltic concrete seal of the runway is in places over 25 years old and is in need of resurfacing. The runway has been patched over the last few years, but this strategy has become unworkable as the pavement has reached the end of its useful life. The most efficient and effective method of rejuvenation of the runway is to place an asphalt overlay on the existing pavement.

The work for this Contract generally comprises:

- Provision of an on site asphalt batching plant
- Milling and repair of acute pavement failure areas
- Texturing and milling to level of existing AC Pavement
- Placement of new asphalt overlay pavement
- Linemarking of pavement after placement
- Grooving of pavement after completion of placement

The work must be performed at night, between the hours of 8.00pm and 5:30am, with the Airport returning to service each day by 6:00am. It is imperative that the selected contractor has the experience, skills and capabilities to undertake this work during these hours to ensure that no interruptions to Airport operations occur. In the event of interruptions to Airport services, Council would incur financial and reputation losses.

Tenders were called in local and capital city newspapers and in Council's Tenderlink portal. Tenders closed at 3:30pm on 12 February 2013.

Tenders were evaluated on the following criteria:

- Tender Price
- Work Health and Safety Management Systems
- Details and logic of the tender construction program to demonstrate understanding of the scope of works and contract management.
- Experience and proven performance in similar airport works in meeting time, cost and quality requirements



- Contractor's capacity with regards to key personnel, plant, equipment and other resources suitable for the work.
- Proposed work methodology

Four conforming tenders were received from:

- a) SRS Road Services P/L - Camellia (Sydney)
- b) Fulton Hogan Industries P/L - Stapylton (Queensland)
- c) Downer EDI Works P/L - Silverwater (Sydney)
- d) Bitupave Limited trading as Boral Asphalt - Prospect (Sydney)

Downer EDI P/L also submitted an alternative tender. As they had submitted a conforming tender and the alternative satisfied the work scope, it was considered further.

- e) Downer EDI Works P/L (Alternative)

#### **Sustainability Assessment:**

- **Environment**

The project will not adversely impact the environment. The area of the worksite is cleared and will not impact on flora or fauna.

The asphalt batching plant that will be set up on airport land that does not require clearing and will be erected and operated to ensure no harm to waterways. Vehicular movements to the Plant will increase traffic volumes, but this is not an issue as the traffic routes are on existing main roads and through the commercialised areas of the Airport. The Plant is designed to minimise dust and noise.

An environmental assessment of the Plant establishment and operation has been undertaken. The Plant will be run in accordance with the assessment conditions.

Traffic movements within the airport will not cause adverse environmental impacts, as dust suppression will be part of normal works.

The overlay works will only impact the existing runway, taxiways and access tracks, and will have no adverse environmental impacts. The worksite is remote from residences, therefore the limited noise emitted will not create an issue.

Waste material from milling and grooving of the existing asphalt will be utilised to rejuvenate the existing Airport access roads, and its reuse will have no adverse impacts.

- **Social**

The social benefit of the project is the continued use of the airport. If the runway was not rejuvenated, the airport would become inoperable and air traffic would suffer. This would have adverse social impacts for tourism, as well as business and social travelers. The project will enhance Coffs Harbour's reputation as a destination and a strong regional centre.

- **Civic Leadership**

Coffs Harbour City Council is the owner and operator of the Regional Airport. It is therefore Council's responsibility to ensure its continued and efficient operation. The project is consistent with Council's 2030 Strategic Plan.

- **Economic**

**Broader Economic Implications**

The effective operation of the Airport is a major factor in the economic status of the Coffs Harbour Community.

The tourism industry relies heavily on overseas, interstate and intrastate visitors that travel by plane. The business and commercial communities also relies on air travel to and from Coffs Harbour.

A functional airport is vital for any thriving regional centre.

The runway is obviously an integral part of the Airport operations. If it becomes inoperable, the Airport fails to function, resulting in negative economic and social impacts, as well as loss of reputation.

In the event that the runway became inoperable, even for a short time, the Airport would likely be held liable for economic losses incurred by airlines, businesses and travellers.

**Delivery Program/Operational Plan Implications**

Funding for the project will be from the 2012/2013 Airport Fund Budget, including \$5m of loan funds. The contract price is \$1 million more than originally estimated. This has been funded by \$500,000 from Airport Reserves and \$500,000 from a one year internal loan from ELE Reserves.

Subject to Council approving the recommendation in the confidential attachment, the draft Budget documents will be amended prior to public exhibition.

The Tender prices include GST and is not the net cost to Council.

**Consultation:**

Consultation with Council's Airport Consultant was undertaken during the calling and assessment of Tenders.

**Related Policy and / or Precedents:**

Tendering procedures were carried out in accordance with Council policy. Council's Tender Value Selection System was applied during the tender review process to determine the most advantageous offer.

Council's policy is that the tender with the highest weighted score becomes the recommended tender.

**Statutory Requirements:**

The calling, receiving and reviewing of tenders was carried out in accordance with Part 7 Tendering, of the Local Government (General) Regulations 2005.

The clarification and variation of tenders (discussed below) was undertaken in accordance with s176 of the Regulations.

**Issues:**

1. During the course of the tender evaluation, an anomaly was discovered with two of the tenders, including the recommended Tenderer's offer. The Tenderers were asked to clarify the error. Other Tenderers did not contain the same anomaly and were not requested to make any clarification. In clarifying the anomaly both Tenderers varied their offers. The variation did not substantially alter the tenders, nor did it change the price order or the evaluation order. This request for clarification and the tender variation is in accordance with s176, Part 7 Tendering, of the Local Government (General) Regulations 2005.
2. The recommended Tenderer is not the lowest cost. The reasons for not selecting the lowest Tender is discussed in the Confidential section attached to this report

**Implementation Date / Priority:**

The time for the overlay works is approximately 12 weeks, with the pavement grooving starting approximately 6 weeks after the overlay. If Council move to accept the Tender, the overlay works could be completed by mid July

**Recommendation:**

1. **That Council consider tenders received for tender RFT-572-TO for the Runway Asphalt Resheeting at Coffs Harbour Regional Airport, and move the motion as detailed in the confidential attachment.**
2. **That Council authorise the allocation of \$500,000 from the Airport Reserve Funds for the project.**
3. **That Council authorise a short term, up to one year, internal loan of \$500,000 from ELE Reserve Funds for the project, to be repaid from Airport revenue.**

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## **NIGHTRIDER SERVICE - NORTHERN BEACHES**

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### **Purpose:**

To report back to Council on the issues arising from implementing the resolution to Notice of Motion regarding the Nightrider Service to Northern Beaches

### **Description of Item:**

At the Ordinary Meeting of Council on 14<sup>th</sup> February 2013, following Notice of Motion 13/4 Night Rider Service – Northern Beaches, it was resolved that Council:

1. *Financially support a Nightrider shuttle bus service to the Northern Beaches from Coffs Harbour every Saturday night.*
2. *Service to be maintained, at a nominal cost to commuters, say \$10 for a period of 6 months.*
3. *To seek co-operation from the NSW Police and the Liquor Accord in order to secure a permanent service.*

It is understood that the intention of the above resolution was to establish a regular Nightrider shuttle bus service to the Northern Beaches every Saturday night on a six month trial basis. The costs for the service to be offset, in part, by the charging of fares of \$10/passenger and that alternative funding sources be examined to allow for a permanent service to be established.

As staff commenced implementing this resolution a number of issues have emerged and therefore this report seeks to address those and also clarify Council's intention.

### **Sustainability Assessment:**

- **Environment**

Council promotes the use of public transport to reduce greenhouse gas emissions and congestion in the LGA. Providing alternative transport to the private vehicle also reduces the likelihood of an alcohol induced crash on the Pacific Highway.

- **Social**

A focus group of young people from Woolgoolga said that they preferred to go to licensed venues in Coffs Harbour on Saturday night. They thought it likely people would take more risks driving home or walking along the highway with an illegal level of alcohol in their system as options were limited. Taxis from Coffs to Woolgoolga are prohibitively expensive. The late night bus allows residents from the Northern Beaches to travel safely home. This small, accessible bus allows the driver to provide a more flexible service dropping off in safe locations.

### **Civic Leadership**

The increased use of public transport and a reduction in the use of cars is a key objective of the Coffs Harbour 2030 Community Strategic Plan (MA1.2). The Nightrider service is a Council initiative which has been running during peak periods from Coffs Harbour to the northern and southern suburbs since 2003. Council is seen as a leader in sustainable transport initiatives, and its support of this service would be consistent with this aim.

## **Economic**

### **Broader Economic Implications**

The bus service would provide more patronage for businesses in Coffs Harbour as well as regular income for the transport company. This service could be the forerunner of viable night-time buses to other suburbs.

### **Delivery Program/Operational Plan Implications**

A budget allocation of \$10,000 in the current 2012/13 financial year has been made for the six month trial of the Nightrider service on the basis of discussion during the Council meeting which suggested a figure of \$20,000 for a full year's service. As per the resolution of Council some of this money would be recouped by charging a fare which would make the service more sustainable. However, the collection of fares on a regular bus is prohibited under the 1990 Public Transport Act. An alternative is to charter a bus but means that no money must change hands on the bus. Pre-booking is complex and could lead to possible conflict with inebriated people and the bus driver. Other options include inviting the Liquor Accord to partner in the project and contribute.

Council receives RMS grant funding for promotion of alternative transport of approximately \$5,000 p.a.

As a result of the legal implications it is suggested that a trial period for the Nightrider late night bus service be undertaken. This would be on the basis that service is provided from Coffs Harbour to Woolgoolga and Northern Beaches to operate from 2.30am every Saturday night from end July 2013 – January 2014 this will include the Summer tourist season.

### **Consultation:**

Initial input into Nightrider FaceBook page regarding this trial is receiving favourable "likes".

### **Related Policy and / or Precedents:**

Nightrider is a Council initiative funded by a variety of sources including the Attorney General's Department (crime prevention), Roads and Maritime Services, Transport for NSW the Liquor Accord and CEDAT. Late night bus services have been running with varied success during peak periods such as the Summer period, Coffs Cup and major events.

### **Statutory Requirements:**

If the contracted operators do not include the late night service as part of their regular timetabled service, council can provide services under either of the following provisions:

The following definitions are taken from the Passenger Transport Act 1990 (Section 3 - Definitions).

"**tourist service**" means a public passenger service provided by a bus or ferry or another vehicle prescribed by the regulations, being:

- (a) a pre-booked service designed for the carriage of tourists to destinations listed on a publicly available tour itinerary, **OR**
- (b) a service designed for the carriage of tourists where all passengers' journeys have a common origin or a common destination, or both.

"**charter service**" means a public passenger service in which a bus or ferry or another vehicle prescribed by the regulations, and the services of a driver of the vehicle, are pre-booked for hire to take passengers for an agreed fee, but only if, according to the terms of the hire:

- (a) the hirer is entitled to determine the route for the journey and the time of travel, and
- (b) all passengers' journeys have a common origin or a common destination, or both, and
- (c) individual fares are not payable by the passengers (either to the operator of the service or to the driver of the vehicle), and
- (d) service is not provided according to regular routes and timetables.

**Issues:**

As a result of investigation into options the following information is provided.

In relation to cost, three quotes were received to operate this service on the basis prescribed by the Passenger Transport Act. These range from \$880 - \$275 per night. These quotes proposed a range of vehicles with seating capacity ranging from 52–21. One company included the need for a security guard (approx. \$60 per hour x 4 hours) to be on the bus and any damage caused to the bus to be paid for by CHCC.

As stated earlier the collecting of fares on the bus is contrary to the 1990 Public Transport Act (as outlined in Statutory Requirements).

There is a contracted bus company that has the contract for the Woolgoolga Northern Beaches route and it can collect fares but their quoted price would make the scheme unsustainable.

In order to offset the cost of the service it is suggested that a presentation to be made at the next Liquor Accord meeting for assistance with funding. (date to be advised)

Council currently has RMS funding for the 2012 / 2013 financial year. Council would need to re-apply for the 2013/2014 financial year. If successful this funding may be used for promotion of alternative transport.

An option which Council may wish to consider is to take no further action in relation to this resolution.

**Implementation Date / Priority:**

As suggested earlier in this report, in order to capture the Christmas and New Year period this service could commence at the end of July 2013 and run to the end of January 2014. This would however require Council to allocate the money in the 2013/14 budget and remove it from current 2012/13 budget.

**Recommendation:**

**That Council**

1. **Allocate \$10,000 to be allocated to the Northern Beaches Nightrider Service in the 2013/2014 budget.**
2. **That the allocation previously made in the 2012/13 budget of \$10,000 for the Northern Beaches Nightrider Service be removed**
3. **Note that this be a "free" service to patrons.**
4. **Note that staff will continue to investigate other funding options to offset lack of fares.**

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## COMMITTEE MEMBERSHIP - BAYLDON COMMUNITY CENTRE AND SPORTZ CENTRAL

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### **Purpose:**

To recommend to Council appointment of community members to facility management committees.

### **Description of Item:**

This report seeks approval from Council for appointment to the following committees:

- Bayldon Community Centre Management Committee
- Sportz Central Management Committee

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The valuable contribution made by community members in the various roles of management and advisory committees adds to the significant social capital and sense of connectedness, while also providing a service Council would otherwise be unable to provide.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

LC1 We are healthy and strong

LC1.3 We live in a safe, caring and inclusive community

LC1.3.2 Build community structures based on the values of care, inclusion and connectedness

LC1.3.3 Promote the importance of being part of a community

- **Economic**

#### **Broader Economic Implications**

There are no economic implications of the recommendations in this report.

#### **Delivery Program/Operational Plan Implications**

There are no delivery program or operational plan implications of the recommendations in this report.

### **Consultation:**

Consultation has been undertaken with the existing members of the relevant committees.

**Related Policy and / or Precedents:**

This process is in line with precedents set in the past.

**Statutory Requirements:**

This addresses requirements under the Local Government Act regarding appointment of members to S355/377 Committees.

**Issues:**

The following community members have expressed interest in participating on the below committees. The nominations have been approved for recommendation to Council at the relevant committee meetings:

- Bayldon Community Centre Management Committee  
Mrs Shirley Mason
- Sportz Central Management Committee  
Mr Scott Goodhand

**Implementation Date / Priority:**

The relevant committees and prospective members will be notified immediately following Council's decision.

**Recommendation:**

**That the following committee member nominations be appointed to the relevant committees:**

- **Bayldon Community Centre Management Committee**  
**Mrs Shirley Mason**
- **Sportz Central Management Committee**  
**Mr Scott Goodhand**