



Coffs Harbour City Council 2010 - 2011 Operational Plan

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Integrated Planning and Reporting – the Operational Plan

Each NSW council is required to prepare an Operational Plan under the State's new Integrated Planning and Reporting (IPR) legislation. A brief introduction to the new IPR framework is included in Council's Draft 2010/2014 Delivery Program.

The State Government has provided guidelines to assist councils in developing their Delivery Programs and Operational Plans. The Guidelines, as well as the full legislation and a Manual, can be accessed via an Integrated Planning and Reporting link on the Department of Local Government website (www.dlg.nsw.gov.au). The following "Essential Elements" are identified in the Guidelines (pages 18 and 21):

"What is the basic structure of the Delivery Program?"

- 3.2 The Delivery Program must directly address the objectives and strategies of the Community Strategic Plan and identify principal activities that council will undertake in response to the objectives and strategies.
- 3.3 The Delivery Program must inform, and be informed by, the Resourcing Strategy.
- 3.4 The Delivery Program must address the full range of council operations.
- 3.5 The Delivery Program must allocate high level responsibilities for each action or set of actions.
- 3.6 Financial estimates for the four year period must be included in the Delivery Program.

What input should the community have in the development of the Delivery Program?"

- 3.7 Council must consider priorities and expected levels of service expressed by the community during the engagement process for the Community Strategic Plan when preparing its Delivery Program.
- 3.8 The draft Delivery Program must be exhibited for public comment for a minimum of 28 days and public submissions must be accepted and considered before the final program is adopted.

What is the basic structure of the Operational Plan?"

- 3.13 The Operational Plan must be prepared as a sub-plan of the Delivery Program. It must directly address the actions outlined in the Delivery Program and identify projects, programs or activities that Council will undertake within the financial year towards addressing these actions.
- 3.14 The Operational Plan must allocate responsibilities for each project, program or activity.
- 3.15 It must identify suitable measures to determine the effectiveness of the projects, programs and activities undertaken.
- 3.16 The Operational Plan must include a detailed budget for the activities to be undertaken in that year."

An extensive review of Council operations and performance measures has been undertaken – in tandem with the development of 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)

How to Read the Delivery Program and Operational Plan

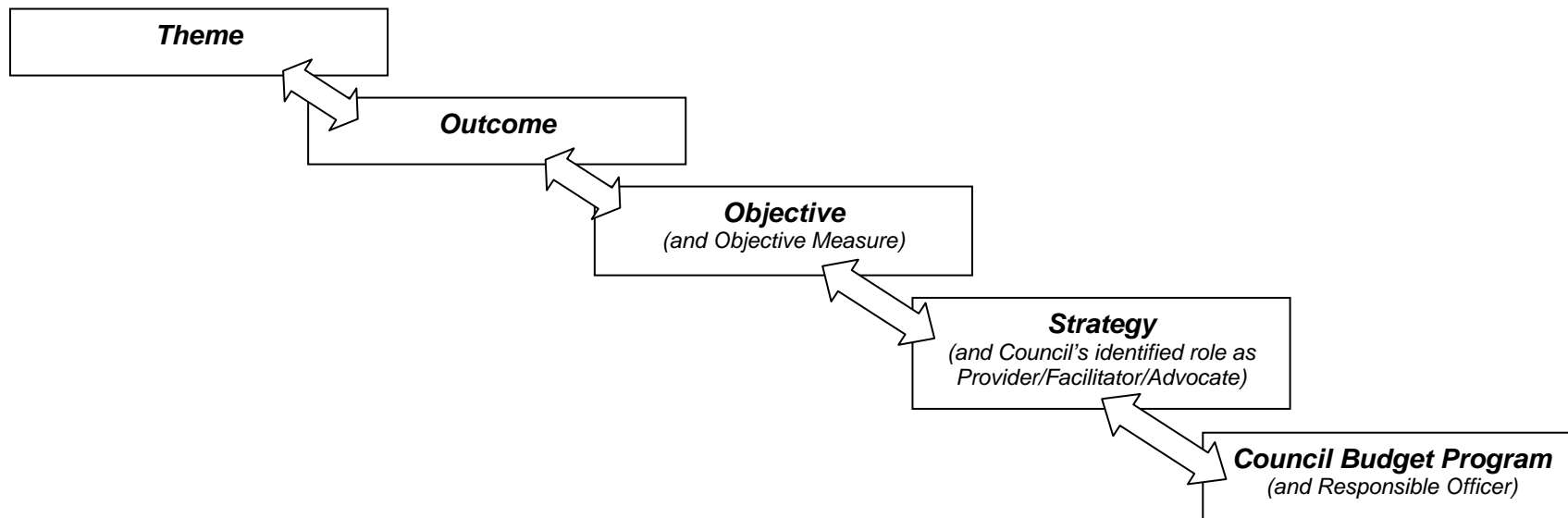
Council's Delivery Program and Operational Plan have been structured to match the Themes, Objectives and Strategies of the *Coffs Harbour 2030 Community Strategic Plan*.

Council's annual budget is divided up across a range of different Budget Programs. Each Program covers a specific group of operational activities to be undertaken by Council. Each of Council's Budget Programs and operational activities is aligned (on a 'best fit' basis) with at least one 2030 Strategy. Each Budget Program has a three-digit code (eg, 516) and each operational activity has a corresponding code (eg, 516.1).

Delivery Program

Some Budget Programs and activities play a role in implementing more than one strategy and are aligned accordingly. In a number of instances, however, Programs and activities relate to the general running of Council as an organisation (eg, Finance, Information Systems, Governance and Legal Services) rather than to a specific 2030 goal. To accommodate these Programs and activities, an additional Theme – *Our Council* – has been established within the Delivery Program, with an additional objective and strategies that are consistent with Council's organisational processes.

Illustrated simply, the Delivery Program sets out the following:

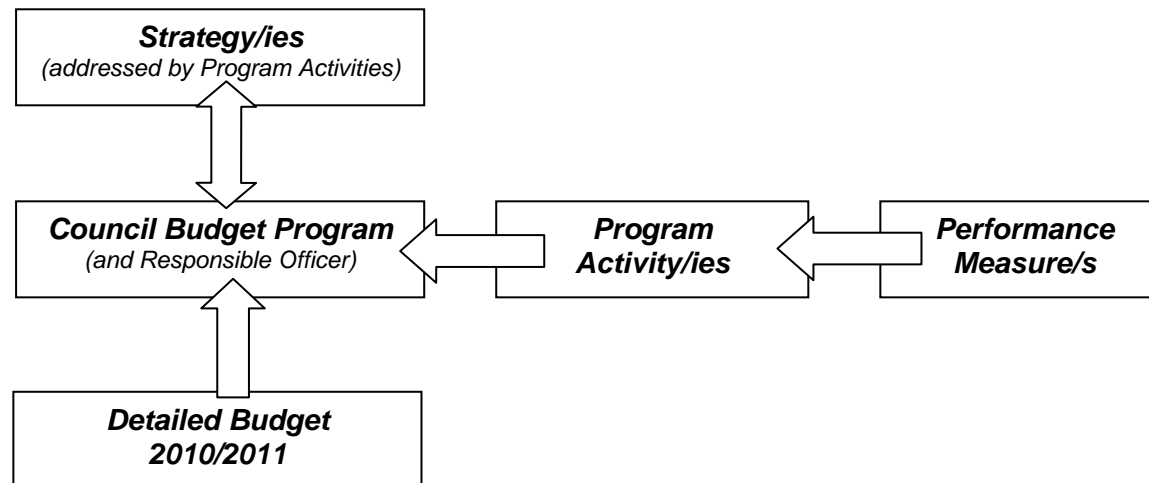


How to Read the Delivery Program and Operational Plan *(Continued)*

Much of the work Council undertakes is of a 'service' 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 proposed flood mitigation works associated with the rate variation application). Each thematic section in the Delivery Program includes an overview of projects scheduled to be undertaken during the four-year term of the document.

Operational Plan

The Operational Plan is structured as follows:



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

Assessment Framework

Performance measures have been assigned to each Council activity in the Operational Plan. These will allow performance measurement at activity and budget program levels and will contribute to the assessment of performance at strategic and organisational levels. The development of long-term sustainability indicators is an ongoing project for Coffs Harbour 2030; preliminary measures in the Delivery Program (for assessing outcomes relating to 2030 Objectives) will be reviewed as sustainability indicators are finalized.

Financial Estimates

Each program is supported by a detailed budget identifying allocations for 2010/2011 and the subsequent three years. For reference, the adopted budget figures for the previous year (2009/2010) are also provided. The 2010/2014 Program Budgets make up a separate document which can be viewed on Council's website at: <http://www.coffsharbour.nsw.gov.au/www/html/743-councils-strategic-planning.asp>

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 2010 to 30 June 2011

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."

An application for a Special Rate Variation in 2010/2011 was central to the framing of the Draft 2010/2014 Delivery Program and Draft 2010/2011 Operational Plan. The proposed rate rise was the subject of a public exhibition process from 12 March to 19 April 2010. Subsequently, the Draft 2010/2014 Delivery Program and Draft 2010/2011 Operational Plan were placed on public exhibition from Tuesday, 27 April to Tuesday, 25 May 2010. During both display periods, the community was encouraged to make submissions to Council on any issues related to the variation proposal or the draft documents.

The response to the public exhibition process is detailed on page 19/20 of the Delivery Program.

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 at page 131 of this document)

Revised Delivery Program and Operational Plan

At the time of adopting the 2010/2014 Delivery Program and 2010/2011 Operational Plan (24 June 2010), Council was awaiting Ministerial determination on the application for a Special Variation to General Income for 2010/2011. As a result, Council adopted two budget options (Option 1 incorporating the special rate variation; Option 2 incorporating only the approved 'rate pegging' allowance for 2010/2011) and agreed to rescind the redundant option on receipt of the Minister's decision.

On 2 July 2010, Council received advice that the Minister had approved the rate variation application. As foreshadowed at its June meeting, Council rescinded Budget Option 2 at its meeting on 8 July 2010.

Statement of Council's Revenue Policy

- **Detailed Estimate of Income and Expenditure for 2010/2011**

Please refer to *Coffs Harbour City Council – Program Budgets 2010-2014* for detailed estimates of Council's Income and Expenditure for 2010/2011.

- **Special Variation to General Income 2010/2011**

As detailed on page 11 of the Delivery Program, Council has secured State Government approval for a 'rate rise' in 2010/2011 in order to fund a further \$6M for vital flood mitigation and drainage construction works.

The NSW Government set a state-wide 'Rate Pegging' increase of 2.6% for 2010/2011. On top of this, Council was granted a 4.4% increase in 'General Income' (income from ordinary and special rates) - a total increase of 7% for a fixed term of ten years.

- **Impact on Residential Ratepayers**

If the 'rate rise' is approved, a typical residential ratepayer will expect a total rate increase (including annual and usage charges) of approximately \$111.01 per annum (or \$2.13 per week), which is a 4.4% increase from 2009/2010.

The impact upon the typical residential ratepayer's rate notice and annual water usage accounts is as follows:

Rates & Charges	2009/2010	2010/2011	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	796.67	852.89	56.22	*7.1
Environmental Levy	32.76	35.05	2.29	7.0
Sewerage Access Charge	676.00	698.00	22.00	3.3
Water Access Charge	124.00	127.00	3.00	2.4
Water Usage (250 Kl pa)	535.00	547.50	12.50	2.3
Domestic Waste Service	330.00	345.00	15.00	4.5
Stormwater Management	25.00	25.00	0.00	0.0
Totals	2,519.43	2,630.44	111.01	4.4

* Percentage includes catch-up of rate income lost in 2009/10 due to reduced land valuations on objection.

Statement of Council's Revenue Policy (Continued)

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

1. *The average residential ratepayer's land valuation is \$179,500 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.*

– **Impact on Non-Residential Ratepayers (Farmland, Business or City Centre Business)**

With a 7% 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	2009/2010	2010/2011	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,396.12	1,495.03	98.91	*7.1
Business Ordinary Rate	2,970.18	3,178.59	208.41	*7.0
City Centre Business Ordinary Rate	6,364.27	6,810.91	446.64	*7.0

* Percentage includes catch-up of rate income lost in 2009/10 due to reduced land valuations on objection.

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

1. *The average land valuation for Farmland is \$380,000, for Business \$429,000 and for Business CBD is \$657,500 – with these valuations being used in the determination of the ordinary rates in the above table.*

The following tables show the 'Ordinary and Special Rate' structure (with estimated yields) for 2010/2011 with the approved 7% 'rate rise'. 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)

Ordinary Rate Structure for 2010/2011

Rating Category / Sub-Category	Number of Assessments	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Assessments on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Residential	27,644.98	0.0032027	278.00	32.62			4,956,321,376		23,558,915
Farmland	728	0.0032027	278.00	18.63			276,083,250		1,086,596
Business	1,354.42	0.0074093			474.00	221	581,226,195	7,435,333	4,356,143
Business (Business City Centre)	322.60	0.0103588			459.00	4	212,189,098	53,600	2,199,305
Total	30,050					225	6,025,819,919	7,488,933	31,200,959

– Special Rate Structure for 2010/2011

Special Rate	Number of Assessments	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount	Assessments on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Environmental Levy	30,050	0.0000950	18.00	48.58			6,025,819,919		1,113,353

- **City Centre Business Rate**

In 2001, Council established a City Centre Business Rate to assist Council in repaying a loan to fund the City Centre Redevelopment. The NSW Minister for Local Government approved the rate for 12 years. The rate is paid by CBD property owners.

The City Centre has benefited from the redevelopment through the revitalisation of the area as a vibrant regional retail centre. This has enhanced the value of the investment of both owners and business operators.

Statement of Council's Revenue Policy (Continued)

- **Environmental Levy for 2010/2011**

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 49% 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 2010/2011 is as follows:

2010/2011 Environmental Levy Program		
Project	(\$)	Recommended Amount (\$)
Matching Grant Funding		15,179
Environmental Levy Coordination		47,200
Conservation and Sustainable Management of Biodiversity in the Coffs Harbour Local Government Area		180,000
Supporting Community Action in the Coffs Harbour Local Government Area		90,622
Coffs Jetty Foreshore Reserve Followup Jetty Dune Care Group		9,999
Boambee Beach		9,950
Orara River Restoration Project		
- Cats Claw Creeper/Honey Locust	10,000	
- Propagation Nursery	10,000	
- Revegetation/Tree Planter	20,000	
- Camphor Laurel/Privet Control	100,000	
- Erosion Control/Fencing	50,000	
	Orara River Restoration Project Total	190,000
Ground Truthing of the New Generation Vegetation Layer (final)		25,000
Bushland Regeneration		160,000

(Continued next page)

Statement of Council's Revenue Policy (Continued)

2010/2011 Environmental Levy Program (Continued)		
Project	(\$)	Recommended Amount (\$)
Bank Stabilisation – Fishing Club – Ferguson Cottage Area		4,450
Solitary Islands Coastal Walk – Charlesworth Bay to Diggers Headland		30,000
Coffs Harbour LGA Biodiversity Monitoring Program (Stage 1: Project Plan Preparation)		15,000
Koala Plan of Management 2009 – Implementation 2010-2011		35,000
Repair Creek Banks Surrounding Edward Sharpe Bridge		21,600
Biodiversity Management in the Coffs Harbour Local Government Area		25,000
Botanic Gardens Education Officer		18,000
Environmental Weed Control Program 2010/2011		
- Bitou Bush	15,000	
- Camphor Laurel	40,000	
- Privet	5,000	
- Glory Lily	15,000	
- Pine Trees	10,000	
- Celtis/Pepper Tree	10,000	
- Vine Weeds	5,000	
Environmental Weed Control Program Total		100,000
Green Schools Sustainability Fund		14,000
Stormwater Assessment for Climate Change, Pollution and future maintenance		10,000
The Woolgoolga Flying-Fox Camp Strategy including Stage 1 implementation		15,000
Coffs Ambassadors Volunteer Interpretive Tours		15,000
TOTAL 2010/2011 Allocation		1,031,000
Funding Available		
Environmental Levy (Net)		971,000
Interest		10,000
Water Fund Contribution		50,000
Total		1,031,000

Statement of Council's Revenue Policy (Continued)

- **Annual Charges for 2010/2011**

A charge structure applies to annual water, sewer, stormwater, trade waste and waste management 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. The last year of the five-year phasing-in period commences on 1 July 2010.

Water Access Charges are raised according to the number and size of water services.

- **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 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).

Business 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**

The final year of the three-year, phasing-in period of Council's Trade Waste Pricing Policy commences on 1 July 2010.

Business properties are charged a trade waste annual charge based on the number of trade waste generators present on the property.

Statement of Council's Revenue Policy (Continued)

– 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 will provide some \$652,000 to accelerate Council's program of stormwater management works across its urban areas.

– The following table shows the proposed annual charge structure (with approximate yields) for 2010/2011.

Annual Charge Structure for 2010/2011

Annual Charges	Amount (\$)	Unit of Charge	Estimated Yield (\$)	Comment
Sewer Access Charges				
Residential	698.00	per occupation	16,303,400	
Vacant Land	480.00	per assessment	535,500	
Non-Residential	682.00	SDF x MF x \$682	2,157,000	SDF = Sewer Discharge Factor, MF = Meter Factor (Min of \$480.00)
Water Access Charges				
Residential	127.00	per occupation	3,107,000	
Vacant Land	127.00	per assessment	149,800	
Non-Residential	127.00	MF x \$127	524,500	MF = Meter Factor
Water Backflow	17.00	per meter	1,140	
Trade Waste Annual Charges				
1 Generator	170.00	per assessment	60,860	
2 to 4 Generators	340.00	per assessment	14,000	
5 to 9 Generators	680.00	per assessment	5,440	
10 to 15 Generators	935.00	per assessment	1,870	
>15 Generators	1,360.00	per assessment	2,720	
Stormwater Management Charges				
Residential	25.00	per assessment	392,000	
Residential (Strata Unit)	12.50	per assessment	68,400	
Non-Residential	25.00	per 350 sq m (or part of)	180,700	Based on impervious land area
Non-Residential (Strata Unit Complex)	25.00	per 350 sq m (or part of)	11,200	Applied to strata complex - unit charges determined by unit entitlement (Min of \$5.00)

Statement of Council's Revenue Policy (Continued)

Annual Charge Structure for 2010/2011 (Continued)

Annual Charges	Amount (\$)	Unit of Charge	Estimated Yield (\$)	Comment
Domestic Waste Charges				
3 Bin Service (Red Rock / Corindi)	268.00	per service or tenement	168,000	
2 Bin Service (Red Rock / Corindi)	225.00	per service or tenement	28,000	
3 Bin Service (Elsewhere)	345.00	per service or tenement	9,032,000	
Vacant Land	57.00	per assessment	65,000	
Subsidiary Waste Charge	115.00	per service	17,000	
Subsidiary Recycling Charge	71.00	per service	7,000	
Subsidiary Recycling Charge (Upgrade)	57.00	per service	2,000	Upgrade from 240L to 360L
Subsidiary Organic Waste Charge	108.00	per service	4,000	
Non-Domestic Waste Charges				
3 Bin Service (Red Rock / Corindi)	268.00	per service or tenement	857,000	
2 Bin Service (Red Rock / Corindi)	225.00	per service or tenement		
3 Bin Service (Elsewhere)	345.00	per service or tenement		
Vacant Land	57.00	per assessment	7,000	
Subsidiary Waste Charge	115.00	per service	43,000	
Subsidiary Recycling Charge	71.00	per service	23,000	
Subsidiary Recycling Charge (Upgrade)	57.00	per service	170	Upgrade from 240L to 360L
Subsidiary Organic Waste Charge	108.00	per service	2,000	
On-Site Sewage Charges				
Low Risk Systems	22.00	per system	70,400	
Medium Risk Systems	50.00	per system	100,000	
High Risk Systems	150.00	per system	600	
Sullage / Effluent Charges				
Sullage Collection Charge	698.00	per service	27,200	
Effluent Charge	405.00	per service	6,800	
Total			33,975,700	

Statement of Council's Revenue Policy (Continued)

– Usage Charges for 2010/2011

A charge structure applies to water, sewer and trade waste usage charges. These charges are not subject to rate pegging restrictions.

– Water Usage Charges

In accordance with the State Government's Pricing Policy, water usage charges for residential properties are based on a number of "steps".

Step 1: usage at \$2.19 per kilolitre, for usage less than 1 kilolitre per day

Step 2: usage at \$3.29 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. Using this TWDF, a trade waste usage charge will be included with the 'Water Account' issued each quarter for applicable non-residential properties.

The following table shows the proposed usage charge structure (with approximate yields) for 2010/2011.

Statement of Council's Revenue Policy (Continued)

Usage Charge Structure for 2010/2011

Usage Charge	Amount (\$)	Unit of Charge	Estimated Yield (\$)	Comment
Water Usage Charges				
Residential - Tier 1	2.19	per kilolitre	8,280,000	Tier 1: 1KL per day per access charge
Residential - Tier 2	3.29			Tier 2: Usage over Tier 1
Non-Residential	2.19	per kilolitre	2,155,000	
Non-Rateable - Tier 1	2.19	per kilolitre	17,000	Tier 1: 1KL per day per access charge
Non-Rateable - Tier 2	3.29			Tier 2: Usage over Tier 1
Non-Rateable (Non-Residential in nature)	2.19	per kilolitre	707,000	
Fire Service	6.57	per kilolitre	13,000	Applied to usage not used for fire fighting purposes
Raw Water - Tier 1	1.10	per kilolitre	2,800	Tier 1: 1KL per day per access charge
Raw Water - Tier 2	1.64			Tier 2: Usage over Tier 1
Sewer Usage Charges				
Non-Residential	1.78	SDF x KLS x \$1.78	1,359,000	SDF = Sewer Discharge Factor, KLS = Water Usage
Non-Rateable	1.78	SDF x KLS x \$1.78	454,000	SDF = Sewer Discharge Factor, KLS = Water Usage
Trade Waste Usage (Category 1)				
Non-Compliant Charge	1.20	TWDF x KLS x \$1.20	4,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Trade Waste Usage (Category 2)				
Compliant Charge	1.20	TWDF x KLS x \$1.20	194,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Non-Compliant Charge	11.00	TWDF x KLS x \$11.00	41,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Total			13,226,800	

Statement of Council's Revenue Policy (Continued)

- **Pensioner Rebates for 2010/2011**

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 rates up to a \$250.00 maximum rebate.
- 50% of water charges up to a maximum \$87.50 rebate.
- 50% of sewer access charges 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 2010/2011**

It is anticipated that the following new loans will be drawn in 2010/2011 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	2010/2011
		(\$)
General	Swimming Pool Redevelopment	2,444,000
General	Flood Mitigation / Drainage Works (Storm Water Levy-funded)	6,000,000
General	Flood Mitigation / Drainage Works (Rate Variation-funded)	6,000,000
Total General Fund		14,444,000
Water		0
Sewer		0
TOTAL BORROWINGS		14,444,000

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Program	010	Civic Management
		Facilitate Council's corporate planning, reporting and communications functions.
Responsible Manager	General Manager	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC2.1.1	Build respect through interaction and communication
	OC1.1.7	Provide Corporate Relations structures to assist Council to interact effectively with the community
Activity	Activity Code	Activity Measure
Corporate Planning	010.1	Annual Report adopted by 30 November each year.
Corporate Planning	010.1	Delivery Program adopted by 30 June (from 2012, following council election).
Corporate Planning	010.1	Department of Local Government accepts CHCC Delivery Program and Operational Plan.
Corporate Planning	010.1	Details of consideration of Community submissions prior to the adoption of the Delivery Program and Operational Plan.
Corporate Planning	010.1	Draft Delivery Program and Draft Operational Plan on public exhibition for 28 days prior to adoption by Council.
Corporate Planning	010.1	Operational Plan for the next year adopted by 30 June each year.
Corporate Planning	010.2	Details of Projects completed to the satisfaction of the General Manager.
Corporate Communications	010.3	1 mayoral column per fortnight, at least 3 media releases per week, council pages in newspaper, website updated daily, speeches and presentations prepared
Corporate Communications	010.3	Meet DLG requirements for online data access.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Civic Management Program Number 010	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
648,005	Executive Staff Costs	569,963	604,160	640,380	678,720
14,000	Executive Vehicle Running Expenses	15,000	15,450	15,900	16,390
80,000	Sundry Governance & Office Expenses	50,000	50,000	50,000	50,000
150,000	Financial Sustainability Report	0	0	0	0
3,000	Council Integrated Planning Expenses	1,000	1,000	1,000	1,000
0	Community Survey	20,000	0	0	0
256,920	Members Expenses	264,620	272,510	280,580	288,997
18,000	Mayoral Vehicle Running Expenses	18,000	18,540	19,100	19,670
0	2012 Election Expenses	0	400,000	0	0
43,235	Local Government Assoc Subscription	46,280	48,594	51,024	53,575
3,400	National Sea Change Taskforce	3,400	3,500	3,600	3,700
2,400	Naturalisations	4,000	4,100	4,200	4,300
8,000	Civic Receptions	8,240	8,480	8,740	9,002
9,000	Sister City Youth Exchange Program	11,000	11,300	11,600	11,900
25,000	Sister City Visit	0	25,000	0	25,000
38,400	Donations	45,250	46,600	48,000	49,400
30,070	Contrib Rates Sport & Cultural Groups	31,600	32,700	33,700	33,800
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
5,800	Hunter Councils Regional Procurement Initiative	6,000	6,200	6,400	6,600
2,500	Contribution Coffs Harbour Coral Groups	2,500	2,500	2,500	2,500
6,000	Contribution Coffs Harbour Pipe Band	6,000	6,000	6,000	6,000
6,500	Australia Day Committee	9,000	9,270	9,550	9,840
183,972	Media Officer & Web Content	192,169	203,700	215,920	228,880
2,900	Depreciation	3,000	3,100	3,200	3,300
1,557,101	Total Operating Expenses	1,327,022	1,792,704	1,431,394	1,522,575
	Operating Revenue				
-3,500	Contribution -Sister City Youth Exchange	-3,600	-3,700	-3,800	-3,900
-3,500	Total Operating Revenue	-3,600	-3,700	-3,800	-3,900
	Transfer From Reserves				
-180,900	Utilised for Current Works	0	0	0	0
0	Civ Man Tfr from - Dep'n Reserve	-3,000	-3,100	-3,200	-3,300
-180,900	Total Transfer From Reserves	-3,000	-3,100	-3,200	-3,300
1,372,701	Total Civic Management	1,320,422	1,785,904	1,424,394	1,515,375

Program	110	Community Facilities
		2006 Rate Variation-funded infrastructure projects.
Responsible Manager	Executive Manager Cultural & Community Development	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
	LC1.3.2	Build community structures based on the values of care, inclusion and connectedness
	LC3.3.2	Create opportunities for enhancement of the community's sense of well being
	LP2.1.3	Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.
Activity	Activity Code	Activity Measure
City Park Project	110.1	Complete Stage 1(B) of the development of Brelsford Park through the completion of the amphitheatre, parklands and picnic areas on the southern side of the park by 30 June 2011.

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Community Facilities Program Number 110	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
98,500	Nana Glen Pool Operating Costs	95,300	98,150	101,100	104,150
57,000	City Park (Brelsford) Maintenance Costs	58,710	60,470	62,280	64,150
144,468	Int. Repay Loan No. 459 - Hogbin Dr	122,744	98,916	73,846	47,118
208,309	Loan 462 Int Repayments	179,135	147,074	113,364	77,419
614,200	Depreciation	679,500	699,885	720,880	742,500
1,122,477	Total Operating Expenses	1,135,389	1,104,495	1,071,470	1,035,337
	Capital Expenditure				
333,494	Loan No. 459 Principal repayment - Hogbin Dr	355,218	379,045	404,115	430,843
442,528	Loan 462 Principal Repayments	471,389	503,108	536,457	572,017
1,200,000	City Park (Brelsford Park)	0	0	0	0
1,976,021	Total Capital Expenditure	826,607	882,153	940,572	1,002,860
	Operating Revenue				
-1,644,900	Rate Variation Additional Revenue	-1,690,950	-1,750,133	-1,811,388	-1,874,786
-1,644,900	Total Operating Revenue	-1,690,950	-1,750,133	-1,811,388	-1,874,786
	Transfer To Reserves				
0	Comm Fac Tfr to - Comm Fac Reserve	408,454	463,370	520,226	579,089
0	Total Transfer To Reserves	408,454	463,370	520,226	579,089
	Transfer From Reserves				
-1,453,598	Utilised for Current Works	0	0	0	0
0	Comm Fac Tfr from - Depn Reserve	-679,500	-699,885	-720,880	-742,500
-1,453,598	Total Transfer From Reserves	-679,500	-699,885	-720,880	-742,500
0	Total Community Facilities	0	0	0	0

Program	130	Coffs Coast Marketing
		Facilitate the marketing of the Coffs Coast as a tourism destination.
Responsible Manager	Manager Coffs Coast Tourism and Marketing	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE1.1.1	Identify and promote the region's unique environmental values
	LP1.2.1	Encourage and support the development of high value, sustainable new business and industry
	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Regional Promotion	130.1	Progress in completion of annual Marketing and Campaign Plan
Regional Promotion	130.2	Percentage increase in contribution to industry participation campaigns compared to previous year
Regional Promotion	130.3	Percentage increase in economic impact from business tourism
Regional Promotion	130.4	Percentage change in awareness as provided by national phone survey data
Regional Promotion	130.5	Percentage increase in online database membership
Visitor Information Centre	130.6	Percentage increase in VIC revenue
Visitor Information Centre	130.7	Percentage increase in visitors to VIC

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Coffs Coast Marketing Program Number 130	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
71,274	Administrative Support Staff Costs	74,603	79,080	83,820	88,860
85,029	Conference Co-ordinator	87,239	92,460	98,010	103,900
290,456	Visitor Information Centre Operating Exp	289,843	298,478	307,328	316,397
235,000	Events Marketing	535,000	527,000	494,100	501,200
70,000	CCM - Sponsorship	73,500	77,000	80,600	84,300
220,940	CCM - Staff Costs & Vehicle Running	284,855	301,566	319,259	338,014
10,000	CCM - Famils Media & Trade	10,300	10,600	10,900	11,200
25,000	CCM - Brochures	25,750	26,500	27,250	28,068
173,000	CCM - Advertising & Promotions	178,200	185,700	191,100	196,833
3,000	CCM - Travel Shows	3,090	3,180	3,280	3,380
30,000	CCM - Conference Promotion	30,900	31,800	32,800	33,800
20,000	CCM - Tourism & Website Development	20,600	21,200	21,800	22,400
17,500	CCM -Sawtell, Wlga Chambers of Commerce	17,900	18,300	18,700	19,100
0	Directors Conference (funded Bus Dev Resv)	40,000	0	0	0
260,000	IT 2010 Conference Expenses	260,000	260,000	260,000	260,000
1,511,199	Total Operating Expenses	1,931,780	1,932,864	1,948,946	2,007,452
	Operating Revenue				
-75,500	Income - Events Marketing	-175,500	-179,500	-184,600	-189,800
-400,000	IT 2010 Conference Income	-400,000	-400,000	-400,000	-400,000
-20,000	Other Contributions - Coffs Coast Market	-10,000	-10,000	-10,000	-10,000
-130,000	VIC Income	-130,000	-134,000	-138,000	-142,000
-625,500	Total Operating Revenue	-715,500	-723,500	-732,600	-741,800
	Transfer To Reserves				
0	CCM Tfr to - Future Fund	10,000	10,000	10,000	10,000
0	CCM Tfr to - Bus Dev Reserve	30,000	30,000	30,000	30,000
0	CCM Tfr to - Proj Contingency Reserve	30,000	30,000	30,000	30,000
70,000	Allocated to Future Works	0	0	0	0
70,000	Total Transfer To Reserves	70,000	70,000	70,000	70,000
	Transfer From Reserves				
0	CCM Tfr from - Bus Dev Reserve	-40,000	0	0	0
0	Total Transfer From Reserves	-40,000	0	0	0
955,699	Total Coffs Coast Marketing	1,246,280	1,279,364	1,286,346	1,335,652

Program	210	Land Use Planning
		Facilitate sustainable land use planning across the Local Government Area.
Responsible Manager	Manager Landuse Planning	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE2.1.1	Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.
	LE2.2.2	Manage our catchments effectively and adaptably
	LP2.1.1	Establish and maintain a balanced mix of retail and residential opportunities
	LP2.1.3	Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.
	LP2.2.1	Design and plan for development, infrastructure and transportation that connects our commercial areas
	MA2.1.2	Ensure planning requirements include cycle ways and footpaths in all new developments
	OC1.1.3	Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements
	PL1.1.1	Focus development on central medium density urban centres
	PL1.1.3	Create balanced pedestrian friendly communities with a mix of residential, business and services
	PL1.2.1	Develop an understanding of future housing needs
	PL1.2.2	Create housing choices in accessible locations close to town centres
	PL1.3.1	Create attractive buildings that embrace our climate and local environment
	PL1.3.2	Encourage innovative and sustainable building design
	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all

Program	210	Land Use Planning (Continued)
	PL2.1.3	Ensure urban areas have a focus as gathering places for people rather than cars
	PL2.2.1	Create youth friendly places in all community hubs
	PL2.2.2	Engage youth, children, elderly, Aboriginal and disadvantaged people in planning processes
	PL3.1.3	Provide connections for all between communities and other centres
Activity	Activity Code	Activity Measure
Citywide Planning	210.1	Rural Residential Strategy endorsed by Council
Citywide Planning	210.1	Rural Residential Strategy endorsed by Department of Planning
Citywide Planning	210.1	Rural Residential Strategy - LUP to seek inclusion of funds in Management Plan to commence studies for rezoning of priority area
Citywide Planning	210.1	Rural Residential Strategy - Details of rezoning Studies commenced
Citywide Planning	210.2	Coffs Harbour SLEP - Draft SLEP endorsed by Council for public exhibition
Citywide Planning	210.2	Coffs Harbour SLEP - Draft SLEP endorsed for public exhibition by DoP
Citywide Planning	210.2	Coffs Harbour SLEP - Draft SLEP on public exhibition for minimum 28 days
Citywide Planning	210.2	Coffs Harbour SLEP - Community submissions assessed by LUP and relevant Council staff prior to final SLEP being reported to Council for adoption
Citywide Planning	210.2	Coffs Harbour SLEP - Draft SLEP adopted by Council and forwarded to DoP for gazettal
Citywide Planning	210.2	Coffs Harbour SLEP - SLEP gazetted
Citywide Planning	210.3	City Wide DCP - Draft DCP endorsed by Council for public exhibition
Citywide Planning	210.3	City Wide DCP - Draft DCP on public exhibition for minimum 28 days
Citywide Planning	210.3	City Wide DCP - Community submissions assessed prior to finalising City Wide DCP and being reported to Council for adoption

Program	210	Land Use Planning (Continued)
Activity	Activity Code	Activity Measure
Citywide Planning	210.3	City Wide DCP - Enforcement to be commensurate with gazettal of SLEP and advertisement of commencement in the newspaper
Citywide Planning	210.3	City Wide DCP - DCP to be sent to DoP for acknowledgement
Citywide Planning	210.4	City Centre LEP - Draft City Plan LEP endorsed by Council for public exhibition.
Citywide Planning	210.4	City Centre LEP - Draft City Plan LEP endorsed by DoP for public exhibition.
Citywide Planning	210.4	City Centre LEP - Draft City Plan LEP on public exhibition for minimum 28 days.
Citywide Planning	210.4	City Centre LEP - Community submissions assessed prior to final City Plan LEP being reported to Council for adoption.
Citywide Planning	210.4	City Centre LEP - Draft City Plan LEP adopted by Council and forwarded to DoP for gazettal.
Citywide Planning	210.4	City Centre LEP - City Plan LEP gazetted.
Citywide Planning	210.5	149 Certificates - Process and issue 90% of all 149 Certificate applications within 5 working days of receipt by Council.
Citywide Planning	210.5	149 Certificates - Process and issue 100% of Priority (where urgent fee paid) 149 Certificate Applications within 2 working days of receipt by Council.
Citywide Planning	210.5	149 Certificates - Total number of 149 Certificates issued
Citywide Planning	210.5	149 Certificates – Maintain accurate property information relevant to legislation and Council Policy for issuing 149 Certificates.
Citywide Planning	210.6	Report on progress of implementation of electronic lodgement/ processing of 149 Certificates.
Citywide Planning	210.7	LEP38 - LES prepared for Thakral Lands site.
Citywide Planning	210.7	LEP38 - LES and draft LEP endorsed by Council for public exhibition.
Citywide Planning	210.7	LEP38 - LES and draft LEP sent to DoP for endorsement and to issue Section 65 Certificate.
Citywide Planning	210.7	LEP38 - LEP/LES on public exhibition for minimum 28 days.

Program	210	Land Use Planning (Continued)
Activity	Activity Code	Activity Measure
Citywide Planning	210.7	LEP38 - Assess community submissions.
Citywide Planning	210.7	LEP38 - Draft LEP adopted by Council and forwarded to DoP for gazettal.
Citywide Planning	210.7	LEP38 - LEP gazetted.
Citywide Planning	210.8	LEP46 -LES prepared for BIG Resort site.
Citywide Planning	210.8	LEP46 -LES and draft LEP endorsed by Council for public exhibition.
Citywide Planning	210.8	LEP46 -LES and draft LEP sent to DoP for endorsement and to issue Section 65 Certificate.
Citywide Planning	210.8	LEP46 -LEP/LES on public exhibition for minimum 28 days.
Citywide Planning	210.8	LEP46 - Assess community submissions.
Citywide Planning	210.8	LEP46 -Draft LEP adopted by Council and forwarded to DoP for gazettal.
Citywide Planning	210.8	LEP46 -LEP gazetted.
Citywide Planning	210.9	LEP 34 - LES prepared for North Coffs Release Area site.
Citywide Planning	210.9	LEP 34 - LES and draft LEP endorsed by Council for public exhibition.
Citywide Planning	210.9	LEP 34 - LES and draft LEP sent to DoP for endorsement and to issue Section 65 Certificate.
Citywide Planning	210.9	LEP 34 - LEP/LES on public exhibition for minimum 28 days.
Citywide Planning	210.9	LEP 34 - Assess community submissions.
Citywide Planning	210.9	LEP 34 - Draft LEP adopted by Council and forwarded to DoP for gazettal.
Citywide Planning	210.9	LEP 34 - LEP gazetted.
Citywide Planning	210.10	Employment Lands Strategy - Council adopt draft ELS for public exhibition
Citywide Planning	210.10	Employment Lands Strategy - Council exhibition of draft ELS for minimum 28 days
Citywide Planning	210.10	Employment Lands Strategy - Council assess any submissions received
Citywide Planning	210.10	Employment Lands Strategy - Council endorse ELS and notify its adoption

Program	210	Land Use Planning (Continued)
Activity	Activity Code	Activity Measure
Citywide Planning	210.10	Employment Lands Strategy – secure DoP endorsement of ELS
Citywide Planning	210.10	Employment Lands Strategy - Council use ELS to inform SLEP project
Citywide Planning	210.11	Bushfire Mapping Review - Prepare new vegetation classification maps using Lidar and computer analysis
Citywide Planning	210.11	Bushfire Mapping Review - Endorse new vegetation classifications
Citywide Planning	210.11	Bushfire Mapping Review - Prepare new bushfire maps using new vegetation classifications
Citywide Planning	210.11	Bushfire Mapping Review – Council endorse new bushfire maps
Citywide Planning	210.11	Bushfire Mapping Review - RFS endorse new bushfire maps
Citywide Planning	210.11	Bushfire Mapping Review - Exhibition of new bushfire maps

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2010/11 ADOPTED	Land Use Planning Program Number 210	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
889,320	Staff Costs-Salaries & Allowances	866,498	918,490	973,600	1,032,010
34,000	Vehicle Running Expenses	36,800	37,900	39,040	40,210
20,000	Office Expenses General	17,500	17,500	17,500	17,500
38,000	Heritage Program	39,500	39,500	39,500	39,500
85,000	LEP Review	114,700	0	0	0
5,000	Information Collection Mapping	2,000	2,000	2,000	2,000
69,200	Depreciation	69,300	71,400	73,500	75,700
1,140,520	Total Operating Expenses	1,146,298	1,086,790	1,145,140	1,206,920
Operating Revenue					
-1,500	Miscellaneous Income	-1,000	-1,000	-1,000	-1,000
-15,500	Grant - Heritage Program	-16,000	-16,000	-16,000	-16,000
0	Grant - LEP Review Planner	-84,000	0	0	0
-17,000	Total Operating Revenue	-101,000	-17,000	-17,000	-17,000
Transfer From Reserves					
-69,200	Utilised for Current Works	0	0	0	0
0	Planning Tfr from - Depn Reserve	-69,300	-71,400	-73,500	-75,700
-69,200	Total Transfer From Reserves	-69,300	-71,400	-73,500	-75,700
1,054,320	Total Land Use Planning	975,998	998,390	1,054,640	1,114,220

Program	220	Land Use Assessment and Management
		Ensure best practice management of development processes.
Responsible Manager	Manager Landuse Management	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.3.1	Promote a safe community
	MA3.1.2	Facilitate safe traffic and pedestrian flow in and around the City's facilities and services
	OC1.1.3	Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements
Activity	Activity Code	Activity Measure
Development Process	220.1	Development Application Processing - Percentage of Development Applications processed within 40 days - number of applications
Development Process	220.1	Development Application Processing - Percentage of Section 172 building certificates processed within 21 days - Number of applications
Development Process	220.1	Development Application Processing - % of Section 735A outstanding notices certificates processed within five days - Number of applications
Development Process	220.1	Development Application Processing - Number of Subdivision Plans released - % with 5 days
Development Process	220.1	Development Application Processing - Prepare accurate sanitary drainage diagrams to Standard - number produced
Development Process	220.2	Annual Fire Safety Statement Review Reminders - Number of reminders issued
Development Process	220.3	Parking Patrols - Number of infringement notices issued (indicator only)

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2010/11 ADOPTED	Land Use Assess & Man Program Number 220	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
1,875,039	Staff Costs-Salaries & Allowances	1,961,739	2,079,440	2,204,220	2,336,460
300	Staff Costs-FBT	300	300	300	300
103,800	Vehicle Running Expenses	104,700	107,840	111,080	114,400
30,000	Office Expenses	30,000	30,000	30,000	30,000
31,100	Depreciation	28,300	29,150	30,050	30,100
2,040,239	Total Operating Expenses	2,125,039	2,246,730	2,375,650	2,511,260
Operating Revenue					
-926,000	Development/Construction Certificate Fee	-952,000	-980,580	-1,009,960	-1,040,270
-136,000	Certificates - Sec 149	-156,400	-161,100	-165,900	-170,900
-35,000	Certificates - Sec 735A	-51,500	-53,000	-54,500	-56,000
-24,700	Subdivision fees	-27,940	-28,780	-29,640	-30,530
-22,600	Building Certificates	-27,960	-28,800	-29,660	-30,550
-262,000	Building Inspection Fees	-310,000	-319,300	-328,900	-338,700
-31,000	Miscellaneous - Income	-31,800	-32,800	-33,800	-34,800
-4,000	Principal Certifying Authority Signage	-4,120	-4,240	-4,370	-4,500
-32,000	Sewer Connection Fees	-33,000	-34,000	-35,000	-36,000
-45,000	Sewer Inspection Fees	-63,000	-64,900	-66,800	-68,800
-57,700	Drainage Diagram Fees	-59,400	-61,200	-63,000	-64,800
-16,300	Septic Tank Permits	-19,700	-20,300	-20,900	-21,500
-29,000	Fire Service Fees	-29,800	-30,700	-31,700	-32,700
-1,621,300	Total Operating Revenue	-1,766,620	-1,819,700	-1,874,130	-1,930,050
Transfer From Reserves					
-31,100	Utilised for Current Works	0	0	0	0
0	Land Use Assess Tfr from - Depn Reserve	-28,300	-29,150	-30,050	-30,100
-31,100	Total Transfer From Reserves	-28,300	-29,150	-30,050	-30,100
387,839	Total Land Use Assess & Man	330,119	397,880	471,470	551,110

Program	230	Environmental Management
		Assist the city to become a national leader in sustainability and biodiversity management.
Responsible Manager	Executive Manager Strategy and Sustainability	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC2.2.2	Facilitate working together more effectively to secure better outcomes
	LC2.3.3	Engage youth and children in community consultation and decision making processes
	LE1.1.1	Identify and promote the region's unique environmental values
	LE1.1.2	Develop programs to actively engage communities on environmental issues and solutions
	LE1.2.2	Develop school and community education resources on Aboriginal culture and the land
	LE1.3.1	Promote connection to the environment through learning in the environment
	LE2.1.1	Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.
	LE2.1.3	Maintain and conserve biodiversity through protected reserve systems and other land conservation mechanisms.
	LE2.1.4	Integrate Aboriginal land and sea management practices into programs that protect our environment
	LE2.1.5	Implement climate change planning, adaptation and mitigation strategies
	LE2.2.1	Create community based programs (including youth and elderly) through partnerships with the community, schools and Aboriginal people
	LE2.2.3	Build ecosystem resilience through a system of local and regional habitat corridors.

Program	230	Environmental Management <i>(Continued)</i>
	LE3.2.1	Develop low environmental impact renewable energy systems for the region.
	LE3.2.2	Promote and adopt energy efficient practices and technologies across the community
	LE3.2.3	Make our region a leader in local, low environmental impact, renewable energy production
	LP1.3.2	Develop and promote the Coffs Coast as a model for sustainable living
	LP3.1.1	Promote Education for Sustainability programs and policies
	LP3.1.2	Promote, and engage the community in identifying principles of sustainability as community values
	PL2.2.2	Engage youth, children, elderly, Aboriginal and disadvantaged people in planning processes
	PL3.1.5	Undertake consistent long term planning involving the community
Activity	Activity Code	Activity Measure
Sustainability	230.1	State of the Environment reports - Report on progress on Preparation of the comprehensive or supplementary State of the Environment reports
Sustainability	230.1	State of the Environment reports - Report submitted to NSW Department of Local Government by November 30
Sustainability	230.2	Vision 2030 Community Engagement - Report on number of programs implemented
Sustainability	230.3	Delivering outcomes - Report on number and status of partnerships and collaborations established
Sustainability	230.4	Climate Change and Mitigation Strategy - Report changes to the levels of Council's energy , fuel, and CO2 emissions
Sustainability	230.4	Climate Change and Mitigation Strategy - Report on projects promoted to reduce Community Greenhouse gas reduction
Sustainability	230.5	Corporate Sustainability Strategy - Strategy adopted & integrated
Sustainability	230.5	Corporate Sustainability Strategy - Status of Sustainability Strategy Activities

Program	230	Environmental Management <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Sustainability	230.6	Community Sustainability Education -Report on number of sustainability education projects conducted
Sustainability	230.6	Community Sustainability Education - Number of community members involved
Sustainability	230.7	Community Sustainability - Report on Community Sustainability actions implemented
Biodiversity	230.8	Biodiversity Strategy - Report on Biodiversity Strategy actions implemented
Biodiversity	230.9	Priority Habitats and Corridors Strategy - Implement PHACS
Biodiversity	230.9	Priority Habitats and Corridors Strategy - Monitoring Program Established & Implemented
Biodiversity	230.9	Report on progress of Priority Habitats and Corridors Strategy Mapping Incorporated into Standard LEP and heads of Consideration for development
Biodiversity	230.10	Koala Plan of Management - Report on KPOM actions implemented
Biodiversity	230.10	Koala Plan of Management - Reporting Processes Implemented
Biodiversity	230.11	Revised Koala Plan of Management - endorsed by Department of Planning by 30/6/11
Sustainability	230.12	Coffs Harbour 2030 Plan - Report on indicators developed and monitored

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Environmental Management		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	230				
	Operating Expenses					
96,125	Staff Costs-Salaries & Allowances		98,756	104,680	110,950	117,620
13,290	Vehicle Running Expenses		13,330	13,730	14,140	14,560
6,000	Pollution Clean-up		2,000	2,000	2,000	2,000
99,999	Bucca Creek & Nana Glen Riparian Rainforest		0	0	0	0
164,974	Domestic Sewage System Supervision		175,150	175,651	181,218	186,654
10,000	Domestic Sewage Superv Cont'n to Admin		10,000	10,000	10,000	10,000
15,500	Water Quality Monitoring		30,000	15,000	15,000	15,000
305,000	Parks & Streets Litter Bin Contract		330,600	347,100	364,500	375,400
25,000	EL LEP Review - Veg Mapping Ground Truthing		0	0	0	0
861,040	Our Living Coast Regional Sustainability		0	0	0	0
35,000	E/L Koala Plan of Management		35,000	0	0	0
25,000	EL Biodiversity Action Strategy Implementation		0	0	0	0
190,000	EL Orara River		195,000	0	0	0
180,000	EL Conservation & Sust Man of Biodiversi		193,000	0	0	0
14,000	EL Green School Environment Fund		20,000	0	0	0
15,000	EL Coffs LGA Biodiversity Monitoring Program Stage 1		30,000	0	0	0
15,000	EL Woolgoolga Flying Fox Camp Strategy		0	0	0	0
15,000	EL Coffs Ambassadors Volunteer Interpretive Tours		15,000	0	0	0
21,600	EL Repair Creek Banks Edward Sharpe Bridge		0	0	0	0
0	EL Starting in Your Own Backyard		3,950	0	0	0
0	EL Fauna Survey & Monitoring within Community Icon Area		23,955	0	0	0
5,600	Depreciation		16,870	17,400	17,900	18,400
2,113,128	Total Operating Expenses		1,192,611	685,561	715,708	739,634
	Capital Expenditure					
2,000	Upgrade Inspectors Equipment		2,000	2,000	2,000	2,000
2,000	Total Capital Expenditure		2,000	2,000	2,000	2,000
	Operating Revenue					
-174,974	Domestic Sewage Systems Approval Fees		-185,150	-185,651	-191,218	-196,654
-100	Contaminated Land Enquiries		-100	-100	-100	-100
-99,999	Contribution - Bucca Crk & Nana Glen Riparian Rainforest		0	0	0	0
-4,700	Contribution from Water Fund		-4,800	-4,900	-5,000	-5,100
-50,000	EL - Orara River Cont from Water		-50,000	-50,000	-50,000	-50,000
-861,040	Grant/Contrib Our Living Coast Regional Sustainability		0	0	0	0
0	Grant Ecosystem Health Monitoring Program		-15,000	0	0	0
-1,190,813	Total Operating Revenue		-255,050	-240,651	-246,318	-251,854
	Transfer From Reserves					
-5,600	Utilised for Current Works		0	0	0	0
0	Env Man Tfr from - Depn Reserve		-16,870	-17,400	-17,900	-18,400

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Environmental Management		2011/12	2012/13	2013/14	2014/15
	Program Number	230	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-5,600	Total Transfer From Reserves		-16,870	-17,400	-17,900	-18,400
918,715	Total Environmental Management		922,691	429,510	453,490	471,380

Program	240	Public Health & Safety
		Activities to protect and monitor public health outcomes.
Responsible Manager	Manager Health	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.3.1	Promote a safe community
	LE3.1.2	Use best practice to prevent pollution impacts on our environment
	LE3.1.3	Ensure our use of natural resources, both marine and terrestrial, is sustainable
	LE3.1.4	Implement programs which make the Coffs Coast region a zero waste community
Activity	Activity Code	Activity Measure
Onsite Sewerage	240.1	Onsite Sewerage Management Systems - Number of high risk systems inspected
Onsite Sewerage	240.1	Onsite Sewerage Management Systems - Number of medium risk systems inspected
Onsite Sewerage	240.1	Onsite Sewerage Management Systems - Number of low risk systems inspected
Public Health	240.2	Park and Litter Bin Services Contract - Provide details of meetings held with contractor
Public Health	240.2	Park and Litter Bin Services Contract - 85% of complaints responded to within 2 days
Public Health	240.2	Park and Litter Bin Services Contract - Service delivery by contractor is in accordance with compliance schedule
Public Health	240.3	Environmental Health Officers response to emergency land pollution incidents - 100% of major land pollution incidents are responded to within one hour
Public Health	240.3	Environmental Health Officers response to emergency land pollution incidents - 85% of minor land pollution incidents are responded to within 2 days

Program	240	Public Health & Safety (Continued)
Activity	Activity Code	Activity Measure
Public Health	240.4	Beach and estuary water quality monitoring - Number of water samples undertaken
Public Health	240.4	Beach and estuary water quality monitoring - Number of tests parameters exceeding Department of Health Standards and National Guidelines
Public Health	240.4	Beach and estuary water quality monitoring - Number of waters closures due to contamination
Public Health	240.4	Beach and estuary water quality monitoring - Number of minor pollution incidents investigated
Public Health	240.5	Public Pool Register - Number of pools registered
Public Health	240.5	Public Pool Register - 85% of public pools inspected annually
Public Health	240.5	Public Pool Register - Number of inspections conducted
Public Health	240.5	Public Pool Register - % of pools complying with statutory requirements
Public Health	240.6	Complaint Response - Number of Complaints received
Public Health	240.6	Complaint Response - 85% of complaints responded to within 2 days
Lifeguard Services	240.7	Lifeguard Service - Report on variances to schedule of conduct of lifeguard patrols
Lifeguard Services	240.7	Lifeguard Service - Report on number of drownings, rescues, and other incidents
Lifeguard Services	240.7	Lifeguard Service – Number of after hours emergency responses to rescues.
Lifeguard Services	240.7	Lifeguard Service - Provide details of meetings facilitated with SLSNSW at Branch and Club level regarding provision of beach surveillance
Lifeguard Services	240.7	Lifeguard Service – Report on remote supervision signage including replacements due to vandalism/wear.
Lifeguard Services	240.7	Lifeguard Service – School-based Surf Safety Program - Number of students participating

Program	240	Public Health & Safety <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Public Health	240.8	NSW Food Authorities Partnership Participation – details of attendance at working group meetings and events
Public Health	240.8	NSW Food Authorities Partnership Participation – Number of premises and businesses registered
Public Health	240.8	NSW Food Authorities Partnership Participation - Number of inspections
Public Health	240.8	NSW Food Authorities Partnership Participation - 85% of premises inspected annually
Public Health	240.8	NSW Food Authorities Partnership Participation – 85% of food handling and contamination complaints investigated within two (2) days
Public Health	240.9	Caravan Parks - Inspections conducted annually – number of inspections
Public Health	240.9	Caravan Parks - Approvals to Operate issued upon compliance with Regulation
Public Health	240.10	Legionella Control - Number of premises registered
Public Health	240.10	Legionella Control - Number of inspections
Public Health	240.10	Legionella Control - 85% of premises inspected annually

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Public Health & Safety Program Number 240	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
463,846	Staff Costs-Salaries & Allowances	471,844	486,365	515,560	546,485
15,800	Vehicle Running Expenses	15,800	16,300	16,800	17,300
28,010	Working Expenses	28,010	28,010	28,010	28,010
421,000	Beach Bathing Expenses	451,000	463,940	477,100	491,470
39,650	Beach Bathing Vehicle Running Expenses	39,650	40,840	42,065	43,327
10,000	Beach Bathing Signage	10,000	10,000	10,000	10,000
51,000	SLSC Subsidies	46,000	47,000	48,000	49,000
51,000	Sullage Collection Contract Charges	62,600	64,500	66,400	68,400
10,100	Depreciation	14,000	14,400	14,800	15,200
1,090,406	Total Operating Expenses	1,138,903	1,171,354	1,218,734	1,269,191
Capital Expenditure					
12,000	S94 Beach Patrol Equipment Purchase	12,000	15,000	15,000	18,000
12,000	Total Capital Expenditure	12,000	15,000	15,000	18,000
Operating Revenue					
-108,200	Licence Fees	-111,450	-114,800	-118,250	-121,800
-3,500	Fines	-3,600	-3,700	-3,800	-3,900
-1,000	Miscellaneous	-1,000	-1,000	-1,000	-1,000
-10,000	Caravan Park Licences	-10,300	-10,600	-10,900	-11,200
-7,000	Sullage Collection Charges	-7,200	-7,400	-7,600	-7,800
-44,000	Sullage Collection Contrib from Sewer	-55,400	-57,100	-58,800	-60,600
-11,000	Public Pools Inspections	-11,330	-11,700	-12,050	-12,410
-1,700	Legionella Program	-1,750	-1,800	-1,850	-1,900
-12,000	Contribution to Beach Patrols	-2,000	-2,000	-2,000	-2,000
-198,400	Total Operating Revenue	-204,030	-210,100	-216,250	-222,610
Transfer From Reserves					
-22,100	Utilised for Current Works	0	0	0	0
0	PH & S Tfr from - Depn Reserve	-14,000	-14,400	-14,800	-15,200
0	PH & S Tfr from - S94 Reserve	-12,000	-15,000	-15,000	-18,000
-22,100	Total Transfer From Reserves	-26,000	-29,400	-29,800	-33,200
881,906	Total Public Health & Safety	920,874	946,854	987,684	1,031,381

Program	250	Animal Control and Enforcement
		Maintain public safety through animal control and local law enforcement.
Responsible Manager	Manager Landuse Management	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.1.2	Develop community resilience to change including disaster preparedness and response mechanisms
	LC1.2.1	Promote healthy living
	LC1.3.1	Promote a safe community
Activity	Activity Code	Activity Measure
Animal Control	250.1	Overgrown Land - 85% of inspections undertaken within seven days - Number of complaints
Animal Control	250.2	Register dogs and cats - Number of dog and cat registrations
Animal Control	250.3	Dog/animal nuisances - 85% of complaints responded to within four hours - Number of complaints
Animal Control	250.4	Stock complaints - 85% of all stock complaints responded to within four hours - Number of complaints
Animal Control	250.5	Other animal complaints - Number of infringement notices issued
Animal Control	250.5	Other animal complaints - 85% of all other animal complaints responded to within two days
Local Law Enforcement	250.6	Local Law Enforcement - 85% of law enforcement complaints responded to within two days - number of complaints
Local Law Enforcement	250.6	Local Law Enforcement - Number of infringement notices issued
Local Law Enforcement	250.6	Local Law Enforcement - Number of orders served
Local Law Enforcement	250.7	Emergency Incidents - One ranger on call seven days a week, 24 hours a day - number of callouts

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Ranger Services Program Number 250	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
393,131	Ordinance Inspectors - Staff Costs	377,918	400,590	424,605	450,053
33,740	Ordinance Inspectors Vehicle Expenses	31,400	32,340	33,310	34,310
5,000	Dog Impounding Expenses	5,500	6,000	6,500	7,000
175,705	RSPCA Impounding Expenses	199,400	205,400	211,540	217,890
2,950	Animal Straying	3,050	3,150	3,250	3,350
18,850	Sundry Regulations Expense	19,400	20,000	20,600	21,218
23,170	Rangers Office Working Expenses	5,000	5,100	5,200	5,300
161,874	Street Parking Staff Costs	172,138	182,211	192,963	204,539
7,200	Street Parking Vehicle Expenses	7,400	7,620	7,850	8,090
11,300	Signs Policy & Enforcement	14,127	14,974	15,872	16,824
10,100	Depreciation	11,000	11,300	11,600	11,900
843,021	Total Operating Expenses	846,333	888,685	933,290	980,474
	Capital Expenditure				
5,500	Equipment Purchases	5,500	5,500	5,500	5,665
25,000	Council Pound Investigation	0	0	0	0
30,500	Total Capital Expenditure	5,500	5,500	5,500	5,665
	Operating Revenue				
-65,000	Companion Animals Collection Commission	-72,000	-74,000	-76,000	-78,000
-21,000	Companion Animals Impounding Fees	-23,500	-24,000	-24,500	-25,000
-15,000	Dog Fines	-15,300	-15,500	-15,800	-16,200
-269,000	Parking Fines	-247,000	-254,400	-262,000	-269,900
-22,000	Fines (General)	-30,000	-30,900	-31,800	-32,800
-500	Miscellaneous Income - Animal Control	-500	-500	-500	-500
-11,700	Signs Licences & Fines	-12,000	-12,300	-12,800	-13,200
-800	Overgrown Land Inspection Fees	-830	-860	-880	-910
-405,000	Total Operating Revenue	-401,130	-412,460	-424,280	-436,510
	Transfer From Reserves				
-10,100	Utilised for Current Works	0	0	0	0
0	Ranger Services Tfr from - Depn Reserve	-11,000	-11,300	-11,600	-11,900
-10,100	Total Transfer From Reserves	-11,000	-11,300	-11,600	-11,900
458,421	Total Ranger Services	439,703	470,425	502,910	537,729

Program	260	Domestic Waste Management
		Collection, recovery, processing and disposal of domestic-generated waste.
Responsible Manager	Manager Health	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE3.1.4	Implement programs which make the Coffs Coast region a zero waste community
Activity	Activity Code	Activity Measure
Coffs Coast Domestic Waste Management	260.1	Collection Contract - Number of meetings held with domestic waste contractor
Coffs Coast Domestic Waste Management	260.1	Collection Contract - Report on number of complaints and % responded to by contractor within required timeframe
Coffs Harbour Domestic Waste Management	260.2	Domestic Waste stream monitoring - Report on percentage diversion of domestic recyclables from landfill
Coffs Harbour Domestic Waste Management	260.2	Domestic Waste stream monitoring - Percentage diversion of domestic organics from landfill
Coffs Harbour Domestic Waste Management	260.2	Domestic Waste stream monitoring - % diversion of domestic mixed residual from landfill
Coffs Coast Domestic Waste Management	260.3	Processing Contract - Number of meetings held between CCWS Councils
Coffs Coast Domestic Waste Management	260.4	Organics Waste Stream monitoring - Percentage of organics diverted from landfill – CCWS
Coffs Harbour Domestic Waste Management	260.4	Organics Waste Stream monitoring - Percentage organics diverted from landfill – CHCC
Coffs Coast Domestic Waste Management	260.4	Organics Waste Stream monitoring - % mixed residual diverted from landfill – CCWS

Program	260	Domestic Waste Management (Continued)
Activity	Activity Code	Activity Measure
Coffs Harbour Domestic Waste Management	260.4	Organics Waste Stream monitoring - % mixed residual diverted from landfill – CHCC
Coffs Coast Domestic Waste Management	260.4	Organics Waste Stream monitoring - % organic fraction recovered from mixed residual waste – CCWS
Coffs Harbour Domestic Waste Management	260.4	Organics Waste Stream monitoring - % organic fraction recovered from mixed residual waste – CHCC
Coffs Coast Domestic Waste Management	260.5	EPA licence compliance - Report on Variation to license requirement
Coffs Coast Domestic Waste Management	260.8	Waste Education - Number of school programs undertaken
Coffs Coast Domestic Waste Management	260.9	Contractor Waste Education - Education and community activity undertaken by contractors
Coffs Coast Domestic Waste Management	260.10	Contamination monitoring - Number of warning stickers issued
Coffs Coast Domestic Waste Management	260.10	Contamination monitoring - Number of bins removed
Coffs Coast Domestic Waste Management	260.11	Waste Minimisation Promotion - Number of community activities/events supported
Coffs Coast Domestic Waste Management	260.11	Waste Minimisation Promotion - Number of community members involved

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Domestic Waste Management Program Number 260	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
257,573	Staff Costs-Salaries & Allowances	284,064	301,110	319,170	338,320
15,426	Vehicle Running Expenses	14,262	14,690	15,130	15,585
444,510	Administration Charges	518,584	534,086	550,152	566,631
22,680	Administration Working Expense	23,360	24,061	24,783	25,527
500,000	Pensioner Rebates Abandoned	500,000	500,000	500,000	500,000
0	State Landfill Levy Liability	340,000	462,000	594,000	737,000
0	Midwaste Contribution	1,400	1,500	1,600	1,700
4,494,689	Kerbside Collection Contract (Handybin)	4,629,529	4,768,415	4,911,468	5,058,812
725,000	Englands Rd Tip Working Expenses	871,750	890,000	940,200	996,612
70,000	Greenwaste Vouchers	71,500	75,000	78,000	82,680
3,372,000	Waste Processing Contract (Biomass)	3,760,000	4,397,355	4,573,250	4,847,645
66,000	Waste Education & Promotion	78,420	80,773	83,196	85,692
30,000	Drop Off Area	0	0	0	0
18,400	Truck Turning Areas Public Roads	18,952	19,521	20,107	21,313
60,000	Greenwaste Processing Service	0	0	0	0
268,900	Depreciation	297,400	306,300	315,500	325,000
10,345,178	Total Operating Expenses	11,409,221	12,374,810	12,926,556	13,602,516
	Capital Expenditure				
0	Northern Beaches Tfr Facility Constructi	0	250,000	0	0
0	Landfill Alternative Cover	160,000	0	0	0
200,000	Englands Rd Works	200,000	100,000	100,000	100,000
20,000	Amenities Landfill Staff	0	0	0	0
50,000	Resource Recovery Park Development	0	0	0	0
270,000	Total Capital Expenditure	360,000	350,000	100,000	100,000
	Operating Revenue				
-9,443,000	Waste Charges	-11,052,790	-11,733,050	-12,437,033	-13,183,255
-10,000	Pensioner Rebates Subsidy	-5,000	0	0	0
-576,000	Contract Contrib Bellingen & Nambucca	-576,000	-576,000	-576,000	-576,000
-50,600	Contract Adm Cont'n - Bellingen & Nambuc	-53,682	-55,292	-56,948	-58,656
-10,079,600	Total Operating Revenue	-11,687,472	-12,364,342	-13,069,981	-13,817,911
	Transfer To Reserves				
0	Dom Waste Tfr to - Other Reserve	575,651	295,832	458,925	540,395
3,322	Allocated to Future Works	0	0	0	0
3,322	Total Transfer To Reserves	575,651	295,832	458,925	540,395
	Transfer From Reserves				
-538,900	Utilised for Current Works	0	0	0	0
0	Dom Waste Tfr from - Depn Reserve	-297,400	-306,300	-315,500	-325,000
0	Dom Waste Tfr from - Other Reserve	-360,000	-350,000	-100,000	-100,000

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2010/11 ADOPTED	Domestic Waste Management Program Number 260	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
-538,900	Total Transfer From Reserves	-657,400	-656,300	-415,500	-425,000
0	Total Domestic Waste Management	0	0	0	0

Program	270	Non-Domestic Waste Management
		Collection, recovery, processing and disposal of non-domestic-generated waste.
Responsible Manager	Manager Health	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE3.1.4	Implement programs which make the Coffs Coast region a zero waste community
	LE3.2.1	Develop low environmental impact renewable energy systems for the region.
	LE3.2.2	Promote and adopt energy efficient practices and technologies across the community
	LE3.2.3	Make our region a leader in local, low environmental impact, renewable energy production
Activity	Activity Code	Activity Measure
Non Domestic Waste Processing	270.1	Non Domestic Waste Stream Monitoring - Percentage of total all waste streams diverted from landfill
Non Domestic Waste Processing	270.1	Non Domestic Waste Stream Monitoring - Total tonnage of non domestic recycling
Non Domestic Waste Processing	270.1	Non Domestic Waste Stream Monitoring - Total tonnage of other recovered or diverted materials
Greenhouse emission reduction	270.2	Gas extraction contract - Number of meetings held with Gas extraction contractor
Greenhouse emission reduction	270.2	Gas extraction contract - report on flare run time
Greenhouse emission reduction	270.2	Gas extraction contract - Flare down time
Greenhouse emission reduction	270.2	Gas extraction contract - Methane %
Greenhouse emission reduction	270.2	Gas extraction contract – Average LFG flow in m3/hr

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Non-Domestic Waste Management Program Number 270	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
171,763	Staff Costs-Salaries & Allowances	182,711	193,580	205,300	217,615
10,284	Vehicle Running Expenses	9,508	9,790	10,090	10,390
296,340	Administration Charges	233,505	240,514	247,748	255,169
15,120	Administration Working Expense	15,574	16,041	16,522	17,018
0	State Landfill Levy Liability	40,000	54,600	70,200	87,100
0	Midwaste Contribution	5,600	5,700	5,800	5,900
390,311	Kerbside Collection Contract (Handybin)	402,021	414,082	426,504	439,299
725,000	Englands Rd Tip Working Expenses	871,750	890,000	940,200	996,612
6,000	Englands Rd Tip Liquid Waste Transfer Se	6,000	6,000	6,000	6,000
165,000	MERF Recycling	169,950	175,049	180,300	185,709
2,248,000	Waste Processing Contract (Biomass)	2,484,000	2,764,903	2,875,490	3,048,019
90,000	Coramba Transfer Station Working Ex	92,700	95,481	98,345	101,296
80,000	Lowanna Transfer Station Work Exp	82,400	105,000	110,000	120,000
140,000	Wlga Transfer Station Working Exps	144,200	148,526	152,982	157,571
44,000	Waste Education & Promotion	45,320	46,680	48,080	49,522
25,000	Recycling Operating Bottle Banks	25,750	26,523	27,319	28,139
20,000	Public Place Recycling	20,600	21,218	21,855	22,510
5,000	Cleanup Australia Day	5,000	5,000	5,000	5,000
40,000	Landfill Gas Extraction Management	95,000	43,300	100,000	47,500
20,000	Drop Off Area	0	0	0	0
1,600	Truck Turning Areas Public Roads	1,648	1,697	1,748	1,801
70,000	Hazardous Waste Disposal	73,500	75,705	77,976	80,315
60,000	Greenwaste Processing Service	60,000	80,000	82,400	87,300
30,000	Concrete Crushing	60,000	65,000	70,000	74,200
258,500	WASIP Grant Works	184,500	231,000	277,000	285,310
93,600	Depreciation	119,800	123,400	127,100	130,900
5,005,518	Total Operating Expenses	5,431,037	5,838,790	6,183,959	6,460,195
	Capital Expenditure				
0	Northern Beaches Tfr Facility Constructi	0	250,000	0	0
0	Landfill Alternative Cover	240,000	70,000	0	0
200,000	Englands Rd Works	200,000	100,000	100,000	100,000
20,000	Amenities Landfill Staff	0	0	0	0
0	Lowanna Tfr Station Security Improvements	30,000	0	0	0
50,000	Resource Recovery Park Development	0	0	0	0
270,000	Total Capital Expenditure	470,000	420,000	100,000	100,000
	Operating Revenue				
-812,000	Waste Charges	-1,002,110	-1,062,237	-1,125,971	-1,193,529
-3,130,000	Tipping Fees	-4,451,390	-4,673,960	-4,907,660	-5,202,120
-350,000	Englands Rd - Biosolids	-360,500	-371,315	-382,454	-393,928

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2010/11 ADOPTED	Non-Domestic Waste Management		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	270				
-144,000	Contract Contrib Bellingen & Nambucca		-144,000	-144,000	-144,000	-144,000
-4,400	Contract Adm Cont'n - Bellingen & Nambuc		-4,668	-4,808	-4,952	-5,101
-59,684	Lease of Recycling Centre		0	0	0	-67,175
-34,000	Lease Depot Site		0	0	0	-38,267
-258,500	WASIP Grants from DECC		-184,500	-231,000	-277,000	-323,000
-4,792,584	Total Operating Revenue		-6,147,168	-6,487,320	-6,842,037	-7,367,118
	Transfer To Reserves					
0	Non Dom Tfr to - Other Reserve		835,931	771,930	785,178	1,037,823
-119,334	Allocated to Future Works		0	0	0	0
-119,334	Total Transfer To Reserves		835,931	771,930	785,178	1,037,823
	Transfer From Reserves					
-363,600	Utilised for Current Works		0	0	0	0
0	Non Dom Waste Tfr from - Depn Reserve		-119,800	-123,400	-127,100	-130,900
0	Non Dom Waste Tfr from - Other Reserve		-470,000	-420,000	-100,000	-100,000
-363,600	Total Transfer From Reserves		-589,800	-543,400	-227,100	-230,900
0	Total Non-Domestic Waste Management		0	0	0	0

Program	310	Property and Commercial Services
		Facilitate and manage Council's property portfolio
Responsible Manager	Executive Manager Business Units	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LP1.2.1	Encourage and support the development of high value, sustainable new business and industry
	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
	PL2.1.1	Plan for, and commit to, developing the harbour and foreshores as an inviting, vibrant place that forms the focal point for our city and people
Activity	Activity Code	Activity Measure
Council Land Development	310.1	Council approval to proceed with airport land development by June 2011.
Commercial Services	310.2	Assist with NSW Government planning for the future of the harbour and foreshores.
Commercial Services	310.2	Develop a strategy for the retention/disposal of Council's commercial assets.
Valuation and Property Services	310.3	Percentage of valuation and property information requests responded to within 14 days.
Valuation and Property Services	310.3	Completion of Administration Building Renovation project.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Property & Commercial Services Program Number 310	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
420,244	Staff Costs-Salaries & Allowances	431,424	457,310	484,745	513,825
15,800	Vehicle Running Expenses	15,800	16,274	16,762	17,265
7,000	Office Expenses	7,000	7,000	7,000	7,000
49,400	Depreciation	94,000	96,800	99,700	102,700
492,444	Total Operating Expenses	548,224	577,384	608,207	640,790
	Capital Expenditure				
0	215A Harbour Drive (Museum) Renovations	425,000	0	0	0
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
7,000	Total Capital Expenditure	432,000	7,000	7,000	7,000
	Operating Revenue				
-7,596	Internal Lse Fees (50% Rev 50% Dev)	-7,626	-7,626	-7,626	-7,626
-90,700	Harbour Drive Table Rents	-93,400	-96,200	-99,100	-102,000
-4,400	Admin Contribution Caravan Parks	-4,500	-4,600	-4,700	-4,800
-102,696	Total Operating Revenue	-105,526	-108,426	-111,426	-114,426
	Transfer To Reserves				
0	Val'n Tfr to - Bldg & Asset Maint Reserve	3,813	3,813	3,813	3,813
3,798	Allocated to Future Works	0	0	0	0
3,798	Total Transfer To Reserves	3,813	3,813	3,813	3,813
	Transfer From Reserves				
-49,400	Utilised for Current Works	0	0	0	0
0	Valn Tfr from - Depn Reserve	-94,000	-96,800	-99,700	-102,700
0	Valn Tfr from - Open Space Reserve	-330,000	0	0	0
-49,400	Total Transfer From Reserves	-424,000	-96,800	-99,700	-102,700
351,146	Total Property & Commercial Services	454,511	382,971	407,894	434,477

Program	CPS	Caravan Parks and State Park
		Optimise the management of the city's Holiday Parks as a business to assist with State Park management.
Responsible Manager	Caravan Parks/Reserves Business Manager	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC2.2.2	Facilitate working together more effectively to secure better outcomes
	LE2.1.1	Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.
	LP1.1.1	Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
Activity	Activity Code	Activity Measure
Manage Holiday Parks Business	CPS.2	Create new Business Development Plans for Park Beach and Sawtell Beach parks
Manage Holiday Parks Business	CPS.3	Customer satisfaction - Report on Increased return visitation
Manage Holiday Parks Business	CPS.3	Customer satisfaction - Report on increased occupancy and increased length of stay
Manage Holiday Parks Business	CPS.3	Customer satisfaction - Increased WOM visitation
Manage Holiday Parks Business	CPS.3	Customer satisfaction - Report on increases in revenue
Manage Holiday Parks Business	CPS.3	Customer satisfaction - Report on results of customer feedback forms

Program	CPS	Caravan Parks and State Park (Continued)
Activity	Activity Code	Activity Measure
Manage Holiday Parks Business	CPS.4	Re-investment - Report on level of investment in caravan park infrastructure
Manage Holiday Parks Business	CPS.4	Re-investment - Report on availability of funds for management of the reserve system
Manage Holiday Parks Business	CPS.5	Report on progress towards achievement of Eco Tourism Accreditation
Manage Holiday Parks Business	CPS.6	Gumnut Award levels - Progress on Gumnut Awards
Manage Holiday Parks Business	CPS.7	Gumnut Award levels - Implementation of Energy Audit recommendations
Manage Holiday Parks Business	CPS.7	Gumnut Award levels - Report on details of guest comments on environmental initiatives
Manage Holiday Parks Business	CPS.7	Gumnut Award levels - Report on implementation of Environmental Plans
Assist with State Park Management	CPS.8	State Park Management - Financial contributions to areas within the State Park
Assist with State Park Management	CPS.8	State Park Management - On ground works undertaken by CCHP Staff within the State Park
Assist with State Park Management	CPS.8	State Park Management - On ground works undertaken by CHCC staff within the State Park
Assist with State Park Management	CPS.9	SP Collaboration - Attendance at SPTAB Meetings and Conferences x 3 per annum
Assist with State Park Management	CPS.9	SP Collaboration - Number of meetings with key State Park stakeholders and outcomes of those meetings
Assist with State Park Management	CPS.10	Facilitate the redevelopment of the Coffs Harbour War Memorial Swimming Pool
Assist with State Park Management	CPS.11	Develop Coffs Coast State Park Plan of Management by 30 June 2011

**Adopted
Budget
2010/2011**

**Estimate
2011/2012 Estimate
2012/2013 Estimate
2013/2014 Estimate
2014/2015**

COFFS COAST STATE PARK TRUST

Operating Expenses

2,358,325	Park Beach Holiday Park	2,568,400	2,696,820	2,831,661	2,973,244
1,446,300	Sawtell Beach Caravan Park	1,540,250	1,617,263	1,698,126	1,783,032
238,812	Jetty & Foreshores	223,500	230,100	237,000	244,100
351,230	Contribution to Botanic Gardens	361,800	379,890	398,885	418,829
402,079	Other Reserves	390,930	401,910	412,960	424,838
4,796,746	Total Operating Expenses	5,084,880	5,325,983	5,578,631	5,844,043

Capital Expenditure

492,502	Park Beach Holiday Park	661,886	373,386	300,000	315,000
389,488	Sawtell Beach Caravan Park	548,793	299,293	106,500	151,500
881,991	Total Capital Expenditure	1,210,679	672,679	406,500	466,500

5,678,737	Total Program Expenditure	6,295,559	5,998,661	5,985,131	6,310,543
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Related Revenues

-3,282,500	Park Beach Holiday Park	- 3,534,450	- 3,746,517	- 3,971,308	- 4,209,587
-1,988,300	Sawtell Beach Caravan Park	- 2,093,500	- 2,219,110	- 2,352,257	- 2,493,392
	Jetty & Foreshores		-	-	-
	Botanic Gardens				
	Other Reserves				
	Loan Funds from Dept Lands		-	-	-
-753,309	Contribution by CHCC	- 752,730	- 781,800	- 811,845	- 843,667

-6,024,109	Total Program Revenue	- 6,380,680	- 6,747,427	- 7,135,409	- 7,546,645
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Restricted Equity (Reserve) Transfers

	Allocated to Future Works				
924,175	Park Beach Holiday Park Surplus	966,050	1,049,697	1,139,647	1,236,342
542,000	Sawtell Beach Caravan Park Surplus	553,250	601,848	654,131	710,360
	Utilised for Current Works				
-492,502	Park Beach Holiday Park	- 661,886	- 373,386	- 300,000	- 315,000
-389,488	Sawtell Beach Caravan Park	- 548,793	- 299,293	- 106,500	- 151,500
-238,812	Jetty & Foreshores	- 223,500	- 230,100	- 237,000	- 244,100

345,372	Net Restricted Equity Transfers	85,121	748,766	1,150,278	1,236,103
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0	NET PROGRAM COST	0	0	0	0
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Adopted Budget 2010/11		Proposed Budget 2011/12	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
WOOLGOOLGA BEACH RESERVE TRUST					
Operating Expenses					
543,250	Woolgoolga Beach Caravan Park	591,100	632,477	676,750	724,123
285,850	Lakeside Caravan Park	300,900	399,883	427,875	457,826
829,100	Total Operating Expenses	892,000	1,032,360	1,104,625	1,181,949
Capital Expenditure					
270,000	Woolgoolga Beach Caravan Park	94,000	42,000	52,000	62,000
161,500	Lakeside Caravan Park	106,500	14,500	16,500	24,500
431,500	Total Capital Expenditure	200,500	56,500	68,500	86,500
1,260,600	Total Program Expenditure	1,092,500	1,088,860	1,173,125	1,268,449
Related Revenues					
-664,400	Woolgoolga Beach Caravan Park	-751,000	- 814,360	- 887,652	- 967,541
-298,250	Lakeside Caravan Park	-318,250	- 346,893	- 378,113	- 412,143
-962,650	Total Program Revenue	- 1,069,250	- 1,161,253	- 1,265,765	- 1,379,684
Restricted Equity (Reserve) Transfers					
Allocated to Future Works					
121,150	Woolgoolga Beach Caravan Park Surplus	159,900	181,883	210,902	243,418
12,400	Lakeside Caravan Park Surplus	17,350	-52,991	-49,762	-45,683
Utilised for Current Works					
-270,000	Woolgoolga Beach Caravan Park	-94,000	-42,000	-52,000	-62,000
-161,500	Lakeside Caravan Park	-106,500	-14,500	-16,500	-24,500
-297,950	Net Restricted Equity Transfers	-23,250	72,393	92,640	111,235
0	NET PROGRAM COST	0	0	0	0

Program	320	Leasing and Asset Management
		Facilitate leasing, management and maintenance of Council's property portfolio.
Responsible Manager	Manager Property	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
Activity	Activity Code	Activity Measure
Council Leasing Portfolio	320.1	Council Leasing Portfolio - Number of Leases managed
Council Leasing Portfolio	320.1	Council Leasing Portfolio - Total Rent Revenue compared to Budget
Council Leasing Portfolio	320.1	Council Leasing Portfolio – Comparative ratio of Community based Leases to the rent revenue generated
Council Building Maintenance	320.2	Building Maintenance and Repair - 90% response to work service requests within 24 hours
Council Building Maintenance	320.2	Building Maintenance and Repair - Number of Property Service requests responded to
Council Leasing Portfolio	320.3	Community Village Occupation - 90% of available, lettable office space held under lease by appropriate tenants
Council Leasing Portfolio	320.4	Community Village Income - Number of room hiring agreements and User category

Program	320	Leasing and Asset Management (Continued)
Activity	Activity Code	Activity Measure
Council Leasing Portfolio	320.4	Community Village Income - Room hire income compared to budget
Council Leasing Portfolio	320.5	Community Village Financial position - Monitor financial position of the Community Village and operate within 15% variance of Budget.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Leasing and Asset Management		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	320				
	Operating Expenses					
266,130	Staff Costs Salaries and Allowances		273,535	289,945	307,345	325,785
20,000	Vehicle Running Expenses		22,000	22,660	23,340	24,040
128,452	Cleaners Staff Costs (Lse & Asset Manag)		132,690	140,650	149,080	158,015
34,000	25 - 31 Gordon St Operating Expenses		40,900	42,150	43,400	44,700
17,500	23 Gordon St Operating Costs		2,100	2,200	2,300	2,400
10,500	36 Gordon St Operating Expenses		11,100	11,700	12,300	12,900
3,000	Office & Membership Expenses		3,000	3,000	3,000	3,000
325,000	Community Village Operations		344,500	353,000	361,500	370,000
4,000	Leasing Expenses		6,000	6,000	6,000	6,000
750	Tidy Towns Expenses		1,000	1,000	1,000	1,000
60,000	City Hill Expenses		52,400	54,000	55,600	57,200
16,520	Property NEI Maintenance & Repair		17,000	17,500	18,000	18,500
131,000	Property NEI Operating Expenses		136,800	141,100	144,900	142,600
530,000	Buildings Maintenance & Repairs		565,750	582,722	600,204	618,211
266,000	Rigby House Operating & Maintenance		356,200	372,200	388,600	404,300
90,000	Rigby House Level 1 Operating Expenses		1,000	1,000	1,000	1,000
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
415,300	Depreciation		554,300	570,900	588,000	605,600
2,360,152	Total Operating Expenses		2,562,275	2,653,727	2,747,569	2,837,251
	Capital Expenditure					
32,000	Public Toilets Improvements		32,000	32,000	32,000	32,000
55,000	Marcia St Rental Premises Refurbishment		0	0	0	0
87,000	Total Capital Expenditure		32,000	32,000	32,000	32,000
	Operating Revenue					
-230,000	Property Rentals		-265,000	-273,000	-281,000	-289,000
-50,000	23 Gordon St Rental		-40,000	-40,000	-40,000	-40,000
-10,380	36 Gordon St Rental		-11,960	-12,300	-12,700	-13,100
-30,000	Marcia St (Western Area) Property Rentals		0	0	0	0
-18,200	Jetty Footway Rest Licences		-19,700	-20,300	-20,900	-21,500
-4,300	Caravan Parks Management Contrib.		-4,400	-4,500	-4,600	-4,738
-3,600	Caravan Parks Building Maint Contributn		-3,700	-3,800	-3,900	-4,017
-236,000	Community Village Income		-265,000	-271,000	-277,000	-283,000
-377,000	Rigby House Income		-387,600	-399,200	-411,200	-423,500
-959,480	Total Operating Revenue		-997,360	-1,024,100	-1,051,300	-1,078,855
	Transfer To Reserves					
0	Leasing Tfr to - Bldg & Asset Maint Reserve		30,400	26,000	21,600	18,200
21,000	Allocated to Future Works		0	0	0	0

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Leasing and Asset Management		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	320				
21,000	Total Transfer To Reserves		30,400	26,000	21,600	18,200
	Transfer From Reserves					
-415,300	Utilised for Current Works		0	0	0	0
0	Leasing Tfr from - Depn Reserve		-554,300	-570,900	-588,000	-605,600
-415,300	Total Transfer From Reserves		-554,300	-570,900	-588,000	-605,600
1,093,372	Total Leasing and Asset Management		1,073,015	1,116,727	1,161,869	1,202,996

Program	330	Swimming Pools
		Facilitate the management of Council's four public swimming pools.
Responsible Manager	Manager Property	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Pool Management	330.1	Pool Leasing - Lease agreements in place for all Council public swimming pools
Pool Management	330.2	100% of pool Lessees have current pool supervisor and management qualifications.
Pool Management	330.3	Public swimming pools operating within Council's financial contribution.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Swimming Pools Program Number 330	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
120,600	Coffs Harbour Contractors Lease	123,500	126,500	129,500	133,175
74,900	Sawtell Contractors Lease	77,100	79,300	81,500	83,700
74,900	Woolgoolga Contractors Lease	77,100	79,300	81,500	83,700
53,400	Pumps & Equipment M&R	55,000	56,650	58,350	60,100
205,644	Loan 467 Interest Repayments - Pool Upgrade \$1.75m	167,717	162,978	158,348	153,402
59,300	Depreciation	63,800	65,700	67,700	69,700
588,744	Total Operating Expenses	564,217	570,428	576,898	583,777
	Capital Expenditure				
36,355	Loan 467 - Princ Repayments Pool Upgrade	57,698	63,764	68,338	72,815
150,000	Upgrade Woolgoolga Pool	0	0	0	0
2,444,000	Swimming Pool Upgrade	0	0	0	0
2,630,355	Total Capital Expenditure	57,698	63,764	68,338	72,815
	Operating Revenue				
-1,302	Lease Income	-1,300	-1,300	-1,300	-1,300
-1,302	Total Operating Revenue	-1,300	-1,300	-1,300	-1,300
	Capital Revenue				
-2,444,000	Loan Drawdown - Pool Upgrade	0	0	0	0
-2,444,000	Total Capital Revenue	0	0	0	0
	Transfer From Reserves				
-59,300	Utilised for Current Works	0	0	0	0
0	Pools Tfr from - Depn Reserve	-63,800	-65,700	-67,700	-69,700
-59,300	Total Transfer From Reserves	-63,800	-65,700	-67,700	-69,700
714,497	Total Swimming Pools	556,815	567,192	576,236	585,592

Program	350	Airport
		Manage Coffs Harbour Regional Airport as a business unit of Council in accordance with industry standards.
Responsible Manager	Manager Airport	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Airport Business Management	350.1	Airport Business Management - Report on outcome of Annual Civil Aviation Safety Authority Audits
Airport Business Management	350.2	Security and Safety - Provide details of outcomes of quarterly security audit conducted by the Office of Transport Security
Airport Business Management	350.2	Security and Safety - Provide outcomes of Random CASA DAMP Audits
Airport Business Management	350.3	Airport Stakeholder Liaison - Attend 100% of Monthly tenants meetings
Airport Business Management	350.3	Airport Stakeholder Liaison - Attend 100% of GA and RPT Focus Group Meetings
Airport Business Management	350.3	Airport Stakeholder Liaison - Undertake Regular liaison with airlines
Airport Business Management	350.3	Airport Stakeholder Liaison - % increase in passenger traffic
Airport Business Management	350.3	Airport Stakeholder Liaison - Number of new non aviation leases
Airport Business Management	350.4	Develop Airport Strategic Plans
Airport Business Management	350.5	Details of airport works

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Airport Program Number 350	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
250,823	Management & Administration Staff Costs	248,027	262,906	278,685	295,400
750	Staff Costs - FBT	773	796	820	844
9,500	Vehicle Running Expenses	0	0	0	0
163,000	Administration Charge	168,000	173,000	178,000	184,000
264,000	Dividend Payable to General A/C	230,142	278,000	342,000	400,000
40,200	Administration Expenses	41,400	42,600	43,800	45,000
43,406	Loan 462 Interest Repayments	37,327	30,646	23,622	16,132
282,899	Loan 447 Interest Repayments	250,603	215,983	178,872	139,091
0	Loan Interest Repayments - Proposed \$2m loan	0	79,338	150,460	138,756
15,000	Animal Hazard Management Plan	15,000	16,000	16,000	16,000
0	Airport Land Use Plan	50,000	0	0	0
0	Airport Strategic Plan	50,000	0	0	0
60,000	Promotions	62,000	64,000	66,000	68,000
192,000	Aerodrome Operations	197,760	203,690	209,800	216,094
98,000	General Aviation Operations	100,940	103,971	107,084	110,297
604,000	RPT Operations	622,119	640,777	660,007	679,807
72,000	General Aviation R & M	74,157	76,374	78,673	81,034
235,000	RPT Aviation R & M	242,050	249,315	256,774	264,477
99,000	Rates & Taxes	102,100	105,200	108,300	111,400
1,184,000	Depreciation	1,162,000	1,197,000	1,233,000	1,270,000
3,613,577	Total Operating Expenses	3,654,397	3,739,596	3,931,897	4,036,332
Capital Expenditure					
12,000	Minor Capital Works	13,000	13,000	13,000	13,000
442,261	Loan 447 Principal Repay Airport	474,081	508,191	544,756	583,951
92,210	Loan 462 Principal Repay- Airport	98,224	104,833	111,783	119,192
0	Planned Enhancements GA	17,000	167,000	30,000	16,000
0	Loan Principal Repay - Proposed \$2m Loan	0	66,885	141,986	153,690
40,000	Planned Enhancements RPT	337,000	0	367,000	15,000
150,000	Apron Extension	400,000	0	0	0
300,000	Air Conditioning	25,000	0	0	0
0	ARFFS Site Preparation	150,000	0	0	0
130,000	Watermain Renewal	0	0	0	0
0	Runway Overlay	0	3,000,000	0	0
50,000	Upgrade RPT Terminal Building	0	0	1,000,000	0
4,000	General Aviation Redevelopment	0	0	0	0
25,000	RPT Car Park Extension	0	0	225,000	0
0	RPT Taxiway Overlays	0	0	0	1,720,000
30,000	Terminal Area Masterplan	0	0	0	0
0	Friction testing	0	10,000	0	11,000

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Airport Program Number 350	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
0	RPT Roadworks Design/Const	80,000	500,000	0	0
1,275,471	Total Capital Expenditure	1,594,305	4,369,909	2,433,525	2,631,833
	Operating Revenue				
0	RPT - Car Parking Income	-100,000	-100,000	-100,000	-100,000
-3,203,000	RPT Passenger Income	-3,607,000	-4,231,000	-4,799,000	-5,274,000
-9,824	RPT - Security Carpark Income	-20,000	-20,600	-21,200	-21,850
-170,400	RPT Terminal Income	-175,500	-180,800	-186,200	-191,800
-20,239	Lease Income Non Terminal	-20,800	-21,500	-22,100	-22,800
-99,000	GA Landing Fees	-101,000	-103,000	-105,000	-107,000
-129,329	GA Rentals	-140,000	-144,200	-148,500	-153,000
-12,136	RPT Freight Shed	-12,500	-12,875	-13,260	-13,658
-11,863	Charter Lounge Rentals	-12,200	-12,580	-12,960	-13,340
-5,000	Miscellaneous Income	-13,000	-13,400	-13,800	-14,200
-20,600	Advertising Income	-30,000	-30,000	-30,000	-30,000
-3,681,391	Total Operating Revenue	-4,232,000	-4,869,955	-5,452,020	-5,941,648
	Capital Revenue				
0	Loan Drawdown - Proposed Capital Wks \$2m	0	-2,000,000	0	0
0	Total Capital Revenue	0	-2,000,000	0	0
	Transfer To Reserves				
0	Airport Tfr to - Other Reserve	1,789,603	4,327,359	2,753,123	3,175,316
1,251,814	Allocated to Future Works	0	0	0	0
1,251,814	Total Transfer To Reserves	1,789,603	4,327,359	2,753,123	3,175,316
	Transfer From Reserves				
-2,459,471	Utilised for Current Works	0	0	0	0
0	Airport Tfr from - Depn Reserve	-1,162,000	-1,197,000	-1,233,000	-1,270,000
0	Airport Tfr from - Other Reserve	-1,644,305	-4,369,909	-2,433,525	-2,631,833
-2,459,471	Total Transfer From Reserves	-2,806,305	-5,566,909	-3,666,525	-3,901,833
0	Total Airport	0	0	0	0

Program	375	Sports Development
		Facilitate local sports development, facility management of BCU International Stadium including major events, and provision of local sports grounds
Responsible Manager	Manager Sports Unit	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC2.1.1	Build respect through interaction and communication
	LC2.2.2	Facilitate working together more effectively to secure better outcomes
	LC3.3.1	Develop inclusive community, sporting and recreational activities
	LP1.2.2	Assist existing business operations to grow as sustainable enterprises
Activity	Activity Code	Activity Measure
Sports Support and Development	375.1	Strategic Relationships - Attend 80% of scheduled COFFSAC meetings
Sports Support and Development	375.1	Strategic Relationships - Communities NSW: Sport and Recreation – attend 80% of regional sports forums
Sports Support and Development	375.1	Strategic Relationships - Report on details of event meetings, conferences and sports forums attended
Sports Support and Development	375.2	Events - reporting updated quarterly to record number and type of event days, number of visitors, estimated economic impact
Facility Management	375.3	Revenue generation - Details of increase in signage agreements and sponsorships
Facility Management	375.4	Facility Maintenance - Number of requests
Facility Management	375.4	Facility Maintenance - 100% of requests replied to within 1 day

Program	375	Sports Development (Continued)
Activity	Activity Code	Activity Measure
Sports Support and Development	375.5	External funding - Report on Number of grants applied for, value and success rate
Sports Support and Development	375.5	External funding - Number of organisations assisted with grant applications for leased grounds and \$ value and success rate
Sports Support and Development	375.5	External funding - Number and value of co-contributions from sports
Sports Support and Development	375.6	Administration - Provide details of evaluations of events, major economic impacts and volunteer evaluations
Sports Support and Development	375.7	Information and Training - Number of forums hosted by CHCC
Sports Support and Development	375.7	Information and Training - Report on number of third party meetings or training promoted
Sports Support and Development	375.8	Sports Marketing - Report on progress of online events calendar updates
Sports Support and Development	375.8	Sports Marketing - Sports Unit e-newsletter distributed quarterly
Sports Support and Development	375.8	Sports Marketing - Report on Media releases for major and national events, major upgrades to facilities, and other sports related news
Facility Management	375.9	Develop Sports Facility Plan. Review CCSLP and Sportsground Plans of Management.
Sports Support and Development	375.10	Update Sports Unit Strategic Plan to incorporate a Stadium Business Plan including feasibility of infrastructure projects. By 31 December 2010.
Facility Management	375.11	Upgrade of BCU International Stadium lights by May 2011

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Sports Development Program Number 375	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
362,260	Sports Management Staff Costs	424,797	450,280	477,300	505,940
18,500	Sports Management Vehicle Running Exp	21,500	22,150	22,800	23,500
18,000	Sports Management Office Expenses	18,000	18,000	18,000	18,000
29,500	Food & Beverage Expenses	39,500	40,500	41,500	42,500
75,000	Stadium R & M	77,250	79,600	81,900	84,357
375,660	Stadium Operating Costs	365,250	376,200	387,500	399,100
0	Stadium Marketing – Naming Rights	20,000	20,000	0	0
250,000	Sports Events Expenses	256,030	262,241	268,638	276,697
448,400	Sports Facilities Ovals Maintenance	461,850	475,700	490,000	504,700
47,400	Woolgoolga Sports Council Inc Contrib	58,300	60,050	61,850	63,700
36,680	Loan 462 Interest Repay -Tennis Complex, Lights 06/07	31,543	25,897	19,961	13,632
239,000	Depreciation	316,000	325,500	335,000	345,000
1,900,400	Total Operating Expenses	2,090,020	2,156,118	2,204,449	2,277,126
Capital Expenditure					
77,921	Loan 462 Repay Principal Tennis Complex etc	83,003	88,588	94,461	100,722
0	Woolgoolga Netball Courts Upgrade	141,248	0	0	0
0	Richardson Park Drainage Upgrade	422,084	0	0	0
77,921	Total Capital Expenditure	646,335	88,588	94,461	100,722
Operating Revenue					
-72,200	Sports Facilities Ovals Hire Income	-74,400	-76,600	-78,900	-81,200
-25,000	Sponsorship	-45,000	-45,000	-25,000	-25,000
-15,800	Signage	-12,300	-12,700	-13,100	-13,500
-204,200	Stadium Events Income	-210,326	-216,636	-223,135	-229,829
-317,200	Total Operating Revenue	-342,026	-350,936	-340,135	-349,529
Capital Revenue					
0	NSW BPF Grant - Richardson Pk Drainage Upgrade	-187,278	0	0	0
0	AFL NSW Cont'n - Richardson Pk Drainage Upgrade	-40,000	0	0	0
0	Total Capital Revenue	-227,278	0	0	0
Transfer From Reserves					
-239,000	Utilised for Current Works	0	0	0	0
0	Sports Dev Tfr from - Community Facilities Reserve	-336,054	0	0	0
0	Sports Dev Tfr from - Depn Reserve	-316,000	-325,500	-335,000	-345,000
-239,000	Total Transfer From Reserves	-652,054	-325,500	-335,000	-345,000
1,422,121	Total Sports Development	1,514,997	1,568,270	1,623,775	1,683,319

Program	410	Administration and Corporate Governance
		Oversee Corporate governance for the Organisation and administration of Corporate Business.
Responsible Manager	Departmental Administrator	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
	OC1.1.3	Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements
Activity	Activity Code	Activity Measure
Corporate Administration	410.1	Council Meeting Minutes/Agendas - Website updated Friday prior to Meeting for agenda and Fri after meeting for minutes. Nil reported errors.
Corporate Administration	410.2	Council Business Papers - Agenda & reports distributed to Councillors and exec within agreed timeframes (currently Thurs prior to Council mtg)
Corporate Administration	410.3	Council Resolutions - Council resolutions distributed and related Corporate Governance acted upon within 2 weeks.
Corporate Administration	410.4	Annual Disclosure of Interest Register fully completed (>95%) as set down in Local Gov Act by 30 September.
Corporate Administration	410.5	Policy register maintained. Policies updated as per organisational and DLG requirements.
Corporate Administration	410.5	Councillor Fees & Expenses policy adopted by Council and sent to DLG by 30 Nov annually.
Corporate Administration	410.6	Draft policies approved (or tabled for approval) within 3 months of formulation
Corporate Administration	410.6	Complete standardisation of all policies within 12 months.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Admin & Corp Governance Program Number 410	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
467,420	Staff Costs-Salaries & Allowance	476,472	505,060	535,362	567,485
10,000	Vehicle Running Expenses	10,000	10,300	10,609	10,927
123,000	Office Expenses	126,690	130,420	134,370	138,401
43,500	Sundry Expenses	43,500	43,500	43,500	43,500
30,000	Furniture & Fittings M&R	30,000	31,000	32,000	33,000
281,000	Admin Building Expenses	288,000	298,400	306,218	315,421
148,400	Depreciation	148,000	152,500	157,000	162,000
1,103,320	Total Operating Expenses	1,122,662	1,171,180	1,219,059	1,270,734
	Capital Expenditure				
35,000	Office Equipment	20,000	20,000	20,000	20,000
35,000	Total Capital Expenditure	20,000	20,000	20,000	20,000
	Operating Revenue				
-7,000	Miscellaneous	-7,200	-7,400	-7,600	-7,800
-23,100	Caravan Parks Management Contribution	-23,800	-24,500	-25,200	-25,956
-10,000	Contribution from Environmntl Management	-10,000	-10,000	-10,000	-10,000
-1,507,741	Contribution From Water Function	-1,624,193	-1,672,920	-1,723,100	-1,774,800
-2,117,945	Contribution From Sewer Function	-2,268,684	-2,336,745	-2,406,850	-2,479,050
-163,000	Contribution From Airport Operation	-168,000	-173,000	-178,000	-184,000
-444,510	Contribution - Domestic Waste	-518,584	-534,086	-550,152	-566,631
-296,340	Contrib Non Domestic Waste	-233,505	-240,514	-247,748	-255,169
-28,840	Contrib from Environmental Laboratory	-28,840	-29,710	-30,600	-31,500
-11,850	Building Long Service Levy Commiss	-12,205	-12,572	-12,949	-13,337
-4,610,326	Total Operating Revenue	-4,895,012	-5,041,447	-5,192,199	-5,348,243
	Transfer To Reserves				
0	Admin Tfr to - Future Fund Reserve	275,932	284,208	292,737	301,518
263,454	Allocated to Future Works	0	0	0	0
263,454	Total Transfer To Reserves	275,932	284,208	292,737	301,518
	Transfer From Reserves				
-148,400	Utilised for Current Works	0	0	0	0
0	Admin Tfr from - Depn Reserve	-148,000	-152,500	-157,000	-162,000
-148,400	Total Transfer From Reserves	-148,000	-152,500	-157,000	-162,000
-3,356,952	Total Admin & Corp Governance	-3,624,418	-3,718,559	-3,817,403	-3,917,991

Program	411	Governance and Legal
		Facilitate Council's compliance with legal and governance requirements.
Responsible Manager	Executive Manager Governance & Legal Services	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.3	Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements
Activity	Activity Code	Activity Measure
Corporate Auditing	411.1	Strategic Audit Plan prepared and submitted for approval by the Governance and Audit Committee by 30 June
Corporate Auditing	411.2	100% of audit reports distributed to Management within 2 weeks of clearance of Management responses
Corporate Auditing	411.3	100% of audit reports presented to Governance & Audit Committee at the next available meeting
Legal/Governance Management	411.4	100% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting
Corporate Auditing	411.5	Audit Results reported to the Governance & Audit Committee quarterly
Legal/Governance Management	411.6	Provide status on quarterly reporting to Council Executive and annual reporting to Council on legal spend and litigation management
Legal/Governance Management	411.7	GLS Policies - Report on number of policies due for review, and number of policies reviewed
Legal/Governance Management	411.7	GLS Policies - Report on number of new policies
Legal/Governance Management	411.8	Annual reporting of Council's Governance and Conduct related education and training to General Manager by 30/6

Program	411	Governance and Legal (Continued)
Activity	Activity Code	Activity Measure
Legal/Governance Management	411.9	Report on Conduct of inquiries and investigations in accordance with relevant legislation, lawful directions and Council policy and procedures
Risk Management	411.10	Annual review of Council's Risk Management Strategy to review currency and content by 30/6/11
Risk Management	411.11	Risk Inspections and Audits - Conduct annual Statewide Mutual Risk Audit by 30 September 2010
Risk Management	411.11	Risk Inspections and Audits - Report on details of Risk Audits and Inspections undertaken
Risk Management	411.12	Annual review and renewal of all insurance policies and insured assets schedules by 30 June 2011
Risk Management	411.13	Administer and update all Council's insurance policies and schedules as necessary, prior to 30 June annual expiry date
Risk Management	411.14	Quarterly report provided to Executive on the number and nature of claims

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Governance & Legal Program Number 411	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
447,365	Governance & Legal Staff Costs	431,399	457,285	484,720	513,805
2,000	Governance & Legal Office Expenses	2,000	2,000	2,000	2,000
11,060	Governance & Legal Vehicle Running Expenses	11,060	11,392	11,734	12,086
0	Internal Audit Quality Assurance	0	8,500	0	0
3,000	Audit Committee Costs	3,000	3,000	1,000	1,000
30,000	Consultancy Costs	30,000	30,000	30,000	30,000
130,000	Legal Expenses	134,000	138,000	142,000	146,000
1,106,750	Insurance Costs	998,790	1,053,725	1,112,065	1,174,346
1,730,175	Total Operating Expenses	1,610,249	1,703,902	1,783,519	1,879,237
	Operating Revenue				
-18,000	Reduction in Cont'n to Statewide Mutual	-18,540	-19,096	-19,669	-20,259
-67,000	Risk Management Bonus - Statewide Mutual	-69,010	-71,080	-73,213	-75,409
-85,000	Total Operating Revenue	-87,550	-90,177	-92,882	-95,668
1,645,175	Total Governance & Legal	1,522,699	1,613,725	1,690,637	1,783,568

Program	412	Rural Fire Service
		Administer funding of the Rural Fire Service
Responsible Manager	Executive Manager Finance	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.1.2	Develop community resilience to change including disaster preparedness and response mechanisms
Activity	Activity Code	Activity Measure
Council Contribution	412.1	Monitor Payments to RFS

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Rural Fire Service	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 412				
	Operating Expenses				
500	Fire Attendance Council Volunteers	500	500	500	500
32,000	Hazard Reduction	30,000	32,000	32,000	32,000
116,761	Bushfire Vehicles Running Expenses	110,578	113,888	116,761	120,264
5,154	Equipment R & M	7,289	7,289	7,289	7,289
43,590	Brigade Stations Working Expenses	77,785	80,118	82,520	85,000
114,542	Rural Fire Management Centre	233,287	264,265	272,245	280,367
0	Rural Fire Management Committee	1,303	1,400	1,500	1,600
91,069	Other Expenditure	37,330	38,600	39,800	41,000
447,586	Contribution to Rural Fire Services	499,277	514,200	529,700	545,600
2,000	Bushfire Expenses (Plant & Equip)	2,000	2,000	2,000	2,000
464,900	Depreciation	595,800	613,700	632,100	651,000
1,318,102	Total Operating Expenses	1,595,149	1,667,960	1,716,415	1,766,620
	Capital Expenditure				
131,400	Rural Fire Equipment Issues	227,045	227,045	227,045	227,045
1,157,054	New Vehicles	825,175	1,164,425	1,164,425	1,164,425
190,000	Bushfire Stations	330,000	0	0	0
10,000	Additional Items	0	0	0	0
1,488,454	Total Capital Expenditure	1,382,220	1,391,470	1,391,470	1,391,470
	Operating Revenue				
-32,000	Grant - Hazard Reduction	-30,000	-32,000	-32,000	-32,000
-511,569	Grant - Operating	-658,113	-602,005	-602,005	-602,005
-543,569	Total Operating Revenue	-688,113	-634,005	-634,005	-634,005
	Capital Revenue				
-131,400	Grant - Equipment Issues	-227,045	-227,045	-227,045	-227,045
-1,157,054	Grant - Vehicles	-825,175	-1,164,425	-1,164,425	-1,164,425
-200,000	Grant - Stations	-330,000	0	0	0
-1,488,454	Total Capital Revenue	-1,382,220	-1,391,470	-1,391,470	-1,391,470
	Transfer From Reserves				
-464,900	Utilised for Current Works	0	0	0	0
0	RFS tfr from Depn Reserve	-595,800	-613,700	-632,100	-651,000
-464,900	Total Transfer From Reserves	-595,800	-613,700	-632,100	-651,000
309,633	Total Rural Fire Service	311,236	420,255	450,310	481,615

Program	420	Information Services
		To provide support for Council's Information Management and processing functions
Responsible Manager	Chief Information Officer	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.1.2	Develop community resilience to change including disaster preparedness and response mechanisms
	OC1.1.4	Develop and maintain best practice Corporate Information Systems to assist Council to serve the community
Activity	Activity Code	Activity Measure
Spatial Information	420.1	GIS Service - Report on number of GIS mapping requests and percentage attended to in 3 days
Spatial Information	420.1	GIS Service - Report on number of subdivision updates completed and % within 5 days
Spatial Information	420.2	GIS Project - Undertake the required data cleanup and production of maps for the Standard LEP project.
Spatial Information	420.2	GIS Project - Finalise coastal adjustment and begin rural adjustment process.
Spatial Information	420.2	GIS Project - Review and convert existing layers to MGS format
Spatial Information	420.2	GIS Project - Vegetation Mapping, KPOM, Creeks/Streams and waterways, Fireprone lands, easement capture
Information Management	420.3	Records Service - Report on number and percentage of file requests actioned within 24 hrs
Information Management	420.3	Records Service - 100% of FOI requests responded to within 20 working days
Information Management	420.3	Records Service - 95% correspondence received by Records registered within 48 hours
Information Management	420.3	Records Service - 100% of DA's received registered within 24 hours

Program	420	Information Services (Continued)
Activity	Activity Code	Activity Measure
Information Management	420.4	Records Project - Develop a schedule and budget for the digitisation and scanning of old records that would provide productivity improvements. Projects inc old DAs/BAs and consents.
Information Management	420.4	Records Project - Assist with the implementation of GIPA.
Information Management	420.4	Records Project - Capture outstanding Developer Contribution plans and data to enable the system to be fully implemented.
Information Management	420.4	Records Project - Develop long term Records storage strategy.
Information Management	420.4	Records Project - Document SAGE Micropay's process for call logging and reporting to ensure all calls are logged and processed
Information Management	420.4	Records Project - Investigate collection of missing HR system data
Technology Infrastructure	420.5	IT Service - 95% report on number of Level 1 helpdesk calls and percentage resolved within 3 days
Technology Infrastructure	420.5	IT Service - Report on number of days backups were not performed and moved off site
Technology Infrastructure	420.6	IT Project - Develop a Helpdesk Service Strategy incorporating a Services Catalogue
Technology Infrastructure	420.6	IT Project - Develop and maintain system infrastructure documentation
Technology Infrastructure	420.6	IT Project - Develop project plan for immediate replacements and develop tender documents for later year replacements.
Technology Infrastructure	420.6	IT Project - Establish DR site and develop recovery processes.
Technology Infrastructure	420.6	IT Project - Investigate commercial opportunities that may be generated through the fibre network
Technology Infrastructure	420.6	IT Project - Investigate provision of wireless access point at Coffs Harbour Library
Technology Infrastructure	420.6	IT Project - Investigate Radio Frequency ID (RFID) technology for library resources
Technology Infrastructure	420.6	IT Project - Investigate the use of mobile technology to provide, capture and maintain

Program	420	Information Services (Continued)
Activity	Activity Code	Activity Measure
Technology Infrastructure	420.6	IT Project - Investigate web 2.0 technologies for interacting and engaging the public
Technology Infrastructure	420.6	IT Project - Review and develop implementation strategies for new infrastructure software inc Sql2008, Win Server 2010, Exchange 2010, Sharepoint2010, Win7, Office 2010.
Technology Infrastructure	420.6	IT Project - Review both server and PC virtual technologies
Technology Infrastructure	420.6	IT Project - Review Council's anti-virus solution for effectiveness
Technology Infrastructure	420.6	IT Project - Review Council's Email and Internet Acceptable Use Policy
Technology Infrastructure	420.6	IT Project - Review mobile technology for various areas including assets, weeds, waste and environmental applications.
Technology Infrastructure	420.6	IT Project - TBS Group continues to host the Annual Local Government IT Conference
Technology Infrastructure	420.6	IT Project - TBS Group continues to pursue opportunities to roll-out fibre optic cabling to depots and remote offices as opportunities arise
Technology Infrastructure	420.6	IT Project - TBS Group pursue markets for its Telemetry services
Technology Infrastructure	420.6	IT Project - TBS Group pursue other Local Government IT related conferences with a view to host them in Coffs Harbour
Systems Development	420.7	Systems Project - Establish system that allows DA related documents to be viewed online.
Systems Development	420.7	Systems Project - Asset data extraction and load into Assetmaster. Review mobile solutions related to asset condition inspections and rating. Develop integration with other corporate systems. Develop reports.
Systems Development	420.7	Systems Project - Assist with the implementation of MasterPlan system. Develop new procedures for lodging DAs. Develop Proclaim attribute maintenance software to ensure accuracy of attributes on Land & properties.
Systems Development	420.7	Systems Project - Conduct review and redevelop intranet site

Program	420	Information Services (Continued)
Activity	Activity Code	Activity Measure
Systems Development	420.7	Systems Project - Develop a systematic review process for core applications with a view to completing at least one core system review per year.
Systems Development	420.7	Systems Project - Develop integration of HR system to appropriate Corporate systems
Systems Development	420.7	Systems Project - Develop plan for installation of Technology One - Property & Rating Ci version (to be installed in 2009/10 financial year).
Systems Development	420.7	Systems Project - Develop system to manage Delegated Authorities and integrate with other corporate systems.
Systems Development	420.7	Systems Project - Implement the full Tech One integration - Property/ECM
Systems Development	420.7	Systems Project - Install new ELAP system and assist with integration to Finance One.
Systems Development	420.7	Systems Project - Many forms are available on the website but they are not automated. This involves purchasing two modules from TechOne and would assist with other processes within Assets, QSE, Ingenuity etc.
Systems Development	420.7	Systems Project - Monitor the implementation and performance of the new Budgeting and Credit Card Reconciliation modules.
Systems Development	420.7	Systems Project - Monitor the implementation of the Asset Master System
Systems Development	420.7	Systems Project - Participate in the complete review of the Application processing system, including setting up Construction Certificate, Biodiversity, 735a certificates, and review the DA process itself.
Systems Development	420.7	Systems Project - Review and report on process review initiatives to reduce duplication of effort within Council
Systems Development	420.7	Systems Project - Review 'E-services' modules from Technology One.
Systems Development	420.7	Systems Project - Review HR system data requirements
Systems Development	420.7	Systems Project - Review Ingenuity system functionality, conduct swot analysis, review implementation and produce report.

Program	420	Information Services (Continued)
Activity	Activity Code	Activity Measure
Systems Development	420.7	Systems Project - Review QSE system functionality, conduct swot analysis, review implementation and integration and produce report.
Systems Development	420.7	Systems Project - Setup PP system for IPR framework. Develop integration with other corporate systems.
Systems Development	420.7	Systems Project - Specify and develop Asset Master integration with other corporate systems as required
Systems Development	420.7	Systems Project - Upgrade to latest ECM Ci environment

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Information Services Program Number 420	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
1,773,273	Staff Costs-Salaries & Allowances	1,765,155	1,852,015	1,943,520	2,039,990
200	Staff Costs-FBT	200	200	200	200
4,000	Vehicle Running - Info Services	4,400	4,500	4,600	4,700
180,800	Office Expenses	186,215	191,870	197,560	203,490
100,070	Office Equipment R & M	75,150	75,150	28,500	29,000
153,465	Equipment Lease Rental	79,460	0	0	0
35,000	Working Expenses	35,000	35,000	35,000	35,000
0	Consultancy Costs	25,000	25,000	25,000	25,000
3,000	Consumables	3,090	3,180	3,300	3,399
7,600	Hardware Maintenance	7,800	8,000	8,200	8,400
785,000	Software Maintenance	856,250	899,460	974,735	1,004,897
0	Dataworks Software Upgrade	100,000	0	0	0
0	Proclaim Software Upgrade	150,000	0	0	0
1,000	Rural House Numbering	1,000	1,000	1,000	1,000
552,500	Depreciation	695,600	716,500	738,000	760,000
3,595,908	Total Operating Expenses	3,984,320	3,811,875	3,959,615	4,115,076
Capital Expenditure					
280,000	Computer Hardware & Software	214,000	614,000	577,000	529,000
25,000	Software Consultancy	0	0	0	0
30,000	ID.COM - Demographics Study	0	0	0	0
335,000	Total Capital Expenditure	214,000	614,000	577,000	529,000
Operating Revenue					
-17,500	Sale of Information Products	-18,000	-18,500	-19,000	-19,500
-51,600	Copying & Enquiry Fees	-53,100	-54,700	-56,400	-58,100
-69,100	Total Operating Revenue	-71,100	-73,200	-75,400	-77,600
Transfer To Reserves					
280,000	Allocated to Future Works	0	0	0	0
280,000	Total Transfer To Reserves	0	0	0	0
Transfer From Reserves					
-887,500	Utilised for Current Works	0	0	0	0
0	IT Tfr from - EDP Reserve	-54,000	-53,000	-52,000	-51,000
0	IT Tfr from - Depn Reserve	-695,600	-716,500	-738,000	-760,000
-887,500	Total Transfer From Reserves	-749,600	-769,500	-790,000	-811,000
3,254,308	Total Information Services	3,377,620	3,583,175	3,671,215	3,755,476

Program	421	Telecommunications & New Technology
		Develop network infrastructure and integrate new technology into Council.
Responsible Manager	Manager Telecommunication & New Technology	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.4	Develop and maintain best practice Corporate Information Systems to assist Council to serve the community
	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Technological Advancement	421.1	New two-way radio system installed and staff trained by 31 July 2010
Technological Advancement	421.2	Report on additional Fibre optic installations
Business Opportunities	421.3	Income from technology sales - Report on contract fibre optic works undertaken
Business Opportunities	421.3	Income from technology sales - Report on telemetry unit sales

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Telecommunications & New Technology	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 421				
	Operating Expenses				
168,779	Staff Costs - New Technology	172,168	182,500	193,440	205,055
10,000	Vehicle Running - New Technology	11,000	11,300	11,600	11,900
500	Office Expenses	500	500	500	500
12,200	Internet Data Charges	10,000	10,000	10,000	10,000
638,000	Pump Station Switchboard Assembly Costs	400,000	400,000	400,000	400,000
829,479	Total Operating Expenses	593,668	604,300	615,540	627,455
	Capital Expenditure				
35,000	Fibre Optic Cabling	35,000	35,000	35,000	35,000
35,000	Total Capital Expenditure	35,000	35,000	35,000	35,000
	Operating Revenue				
-926,000	Pump Station Switchboard Sales	-600,000	-600,000	-600,000	-600,000
-57,000	IT Consultancy Income	-51,000	-45,000	-39,000	-33,000
-16,970	Lease of Optical Fibre Cabling	-29,400	-31,600	-33,800	-35,940
-999,970	Total Operating Revenue	-680,400	-676,600	-672,800	-668,940
	Transfer To Reserves				
0	Telecomm Tfr to - Future Fund Reserve	20,000	20,000	20,000	20,000
0	Telecomm Tfr to - Bus Dev Reserve	60,000	60,000	60,000	60,000
0	Telecomm Tfr to - Proj Contingency Reserve	60,000	60,000	60,000	60,000
201,600	Allocated to Future Works	0	0	0	0
201,600	Total Transfer To Reserves	140,000	140,000	140,000	140,000
66,109	Total Telecommunications & New Technology	88,268	102,700	117,740	133,515

Program	430	Finance
		Administer financial aspects of Councils operations, including customer service, purchasing, rating, water and sewerage billing.
Responsible Manager	Executive Manager Finance	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
Activity	Activity Code	Activity Measure
Financial Administration	430.1	Statutory Financial Reporting - Financial Statements Prepared and audit completed by 31 October
Financial Administration	430.1	Statutory Financial Reporting - Council meeting to consider the annual financial statements scheduled within 5 weeks of receipt of Auditors report, but not after 5 December 2010
Financial Administration	430.1	Statutory Financial Reporting – At least 7 days public notice given of the Council meeting where audited financial reports will be considered
Financial Administration	430.1	Statutory Financial Reporting - Catalogue of Crystal Reports
Financial Administration	430.2	Investments Policy - Review outcomes reported by March 2011
Financial Administration	430.3	Report on investment strategy comparisons of results achieved versus targeted results.
Financial Administration	430.4	10 Year Financial plan - initial review undertaken by 31/3/11
Financial Administration	430.4	10 Year Financial Plan - finalised by 30 June

Program	430	Finance (Continued)
Activity	Activity Code	Activity Measure
Financial Administration	430.5	Accounts Payable - 90% of accounts are paid within 30 days from receipt of invoice at Council.
Financial Administration	430.5	Accounts Payable - Report on number of written complaints received
Financial Administration	430.6	Assets Accounting - Unqualified audit received relating to Annual Financial Statements Note 9 - Property Plant & Equipment
Financial Administration	430.7	Grants Accounting - Implement Grants Management System
Financial Administration	430.7	Grants Accounting - Report on number of late grant acquittals.
Financial Administration	430.7	Grants Accounting - Report on number of unsuccessful grants
Financial Administration	430.7	Grants Accounting - Supporting worksheet related to Grants for Annual Financial Reports completed by 30 September.
Customer Service	430.8	Customer Service - Report on total number of calls to the switchboard
Customer Service	430.8	Customer Service - 95% of calls answered within 2 minutes
Customer Service	430.8	Customer Service - No more than 3% of calls lost
Financial Administration	430.9	Section 355 Committee Audits - 100% of audited annual financial statements completed by 31 August each year.
Procurement	430.10	Cost-effective Purchasing - Stock Registers updated regularly
Procurement	430.10	Cost-effective Purchasing - 100% of Purchase Order requests processed within two (2) days
Procurement	430.10	Cost-effective Purchasing - No more than three (3) complaints received each quarter
Procurement	430.11	Efficient Disposal - Purchasing & Supply Manager to undertake running of "Slow Moving & Non-Moving" stock product reports every 3 months for all stock locations.
Procurement	430.11	Efficient Disposal - Senior Purchasing Officer to dispose and record all surplus non-stock goods and materials by Auction and Sale process inclusive of Abandoned Vehicles.

Program	430	Finance (Continued)
Activity	Activity Code	Activity Measure
Procurement	430.12	Tenders - 100% of tender contract information to be recorded in Council's contract management database "Contracts Manager" and electronic tendering database "Tenderlink.
Financial Administration	430.13	FBT compliance - FBT return completed and submitted by 21 May
Financial Administration	430.13	FBT compliance – 100% of changes to FBT legislation which affect Council operations are communicated to management within 2 weeks of receipt of notification
Financial Administration	430.14	User Pays - Draft Fees and Charges adopted for exhibition by Council by 30 April
Financial Administration	430.14	User Pays - Final Fees and Charges adopted by council by 30 June
Customer Service	430.15	Counter Staff - 100% of drainage diagram requests attended to within 2 days
Customer Service	430.15	Counter Staff - 100% of requests for archived building plans attended to within 2 days

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Finance Program Number 430	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
1,808,364	Staff Costs-Salaries & Allowances	2,127,589	2,255,245	2,390,565	2,534,000
350	Staff Costs-FBT	361	371	382	394
13,300	Vehicle Running Expenses	11,800	12,150	12,520	12,900
50,000	Events Seed Funding	50,000	50,000	50,000	50,000
130,500	Valuation Fees	136,350	140,400	144,650	149,000
20,000	Asset Valuation Fees	0	28,000	0	0
129,600	Telephone Charges	133,500	137,500	141,500	145,500
71,400	Audit Fees	75,200	79,300	83,550	86,057
115,974	Bank Charges	119,400	123,000	126,700	130,501
500	Payroll tax	515	530	546	563
10,000	Doubtful Debts	10,300	10,609	10,927	11,255
350,000	Contribution to NSW Fire Brigades	385,000	423,500	465,000	478,950
43,000	Agency Costs	44,290	45,619	46,987	48,397
486,551	Stores & Purchasing Staff Costs	498,961	528,895	560,630	594,270
11,450	Stores & Purchasing Vehicle Running Expenses	11,700	12,050	12,410	12,780
2,160	Stores & Purchasing Office Expenses	2,225	2,292	2,360	2,431
1,600	Stores Unaccounted For	1,648	1,697	1,748	1,801
15,320	Stores & Purchasing Depot Expenses	15,780	16,253	16,741	17,243
248,336	Meter Reading Staff Costs	245,459	260,185	275,795	292,340
16,440	Meter Reading Vehicle Running Costs	17,940	16,933	17,441	17,964
15,100	Meter Reading Bank Charges	15,553	16,020	16,500	16,995
56,000	Meter Reading Agency Cost	57,680	59,410	61,193	63,028
25,750	Meter Reading Postage	26,522	27,318	28,138	28,982
250	Meter Reading Equipment M & R	257	265	273	281
30,000	Meter Reading Printing & Stationery	29,400	31,827	32,782	33,765
250	Meter Reading Sundries	257	265	273	281
3,652,195	Total Operating Expenses	4,017,687	4,279,635	4,499,613	4,729,679
	Operating Revenue				
-658	Westside Tennis Club	-277	-7	0	0
-476	CH Tennis Club (\$40,000)	-21	0	0	0
-5,542	Indoor Stadium	-9,345	-7,950	-6,451	-4,839
-11,800	Administration Oncost Income	-12,154	-12,519	-12,894	-13,281
-400	Enquiries & Sales Income	-412	-424	-437	-450
-49,033	Internal Lease Charges Income	-133,103	-42,351	-36,623	-35,000
0	Repay - Toormina Sport & Recreation Club	-972	-785	-335	-121
-68	Repayments - Coffs Harbour Music Society	0	0	0	0
-1,136	Interest Repay - Coffs Harbour Meals on Wheels Building Ex	0	0	0	0
-318,126	Meter Reading - Contrib from Water	-300,269	-316,644	-333,965	-352,288
-4,000	Meter Reading - Special Readings	-5,200	-5,350	-5,500	-5,650

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Finance Program Number 430	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
-70,000	Meter Reading - Recovery Charges	-87,600	-90,230	-92,930	-95,700
-18,000	Sundry Debtor Administration Fee	-18,540	-19,096	-19,669	-20,259
-107,235	Contrib to Mgt Acct Expend from Invest.	-112,200	-115,600	-119,000	-122,600
-108,150	Certificates - Sec 603	-111,395	-114,736	-118,178	-121,724
-61,800	Stores Oncost Levy	-63,654	-65,564	-67,531	-69,556
-75,000	S94 Recoupment	-77,250	-79,568	-81,955	-84,413
-831,425	Total Operating Revenue	-932,392	-870,823	-895,468	-925,882
	Capital Revenue				
-15,389	Advance principal repay for Coffs Harbour Meals on Wheels	0	0	0	0
-5,657	Advance - Principal Repay Westside Tennis Club	-6,034	-1,570	0	0
-9,464	Advance - Principal Repay CH Tennis Club	-2,464	0	0	0
-3,752	Advance - Principal Repay Bridge Club	0	0	0	0
-9,778	Advance - Principal Repay CH Rugby League Football Club	0	0	0	0
-27,270	Advance - Principal Repay Indoor Stadium	-18,505	-19,892	-21,383	-22,986
-2,141	Advance - Principal Repay CH Musical Society	0	0	0	0
0	Advance - Principal Repay Toormina Sports Club	-2,801	-7,988	-3,187	-3,399
-73,451	Total Capital Revenue	-29,804	-29,450	-24,570	-26,385
	Transfer To Reserves				
0	Finance Tfr to - ELE Reserve	133,103	42,351	36,623	35,000
49,033	Allocated to Future Works	0	0	0	0
49,033	Total Transfer To Reserves	133,103	42,351	36,623	35,000
	Transfer From Reserves				
0	Total Transfer From Reserves	0	0	0	0
2,796,352	Total Finance	3,188,595	3,421,713	3,616,198	3,812,412

Program	435	Plant
		Facilitate plant management to assist Council to deliver cost-effective outcomes to the community.
Responsible Manager	Plant Administration Coordinator	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Plant Management	435.1	Percentage variance to plant usage budget
Plant Management	435.2	Report on variances to plant replacement program
Plant Management	435.3	Hire rates calculated and included in draft budgets by 31 March
Plant Management	435.4	Percentage variance of Fringe Tax Liabilities to budget for plant

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Plant Program Number 435	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
404,517	Staff Costs - Salaries & Allowances	383,511	406,525	430,910	456,765
57,120	Vehicle Running Expenses	58,834	60,599	62,417	64,289
50,000	Workshop Operating Expenses	51,500	53,045	54,636	56,275
2,500,000	Plant Operating & Maintenance	2,575,000	2,652,250	2,731,818	2,813,772
14,000	Small Tools Operating Expenses	14,420	14,853	15,298	15,757
20,000	Driver / Operator Training	20,600	21,218	21,855	22,510
20,000	Contribution to Depot Upgrade	26,000	26,000	26,000	26,000
21,000	Contribution to Depot Expenses	26,000	26,000	26,000	26,000
0	Contribution to purchase replacement plant Water fund	28,600	0	0	0
0	Contribution to purchase replacement plant Sewer fund	99,500	0	0	0
446,706	Dividend Payable to Untied Funding	446,706	460,100	473,900	488,100
0	Special Dividend Payable to General Fund	173,000	0	0	0
2,050,200	Depreciation	2,357,100	2,427,800	2,500,600	2,575,600
5,583,543	Total Operating Expenses	6,260,771	6,148,389	6,343,433	6,545,069
	Capital Expenditure				
3,723,300	Plant Replacement	2,256,400	3,920,000	4,862,000	5,649,000
3,723,300	Total Capital Expenditure	2,256,400	3,920,000	4,862,000	5,649,000
	Operating Revenue				
-4,541,700	Plant Hire Charges	-4,677,951	-4,818,290	-4,962,838	-5,111,723
-499,587	Plant Recovery Oncost Levy	-514,575	-530,012	-545,912	-562,290
-53,200	Diesel Fuel Rebates	-54,796	-56,440	-58,133	-59,877
-14,000	Leased Vehicle Fuel Contributions	-14,420	-14,853	-15,298	-15,757
-312,700	Vehicle Lease Payments	-322,081	-331,743	-341,696	-351,947
-5,421,187	Total Operating Revenue	-5,583,823	-5,751,337	-5,923,877	-6,101,594
	Capital Revenue				
-1,938,700	Plant Sales	-958,200	-1,735,200	-1,811,000	-2,213,600
-1,938,700	Total Capital Revenue	-958,200	-1,735,200	-1,811,000	-2,213,600
	Transfer To Reserves				
0	Plant Tfr to - Other Reserve	1,981,252	2,030,748	2,081,044	2,132,125
1,887,844	Allocated to Future Works	0	0	0	0
1,887,844	Total Transfer To Reserves	1,981,252	2,030,748	2,081,044	2,132,125
	Transfer From Reserves				
-3,834,800	Utilised for Current Works	0	0	0	0
0	Plant Tfr from - Depn Reserve	-2,357,100	-2,427,800	-2,500,600	-2,575,600
0	Plant Tfr from - Other Reserve	-1,599,300	-2,184,800	-3,051,000	-3,435,400
-3,834,800	Total Transfer From Reserves	-3,956,400	-4,612,600	-5,551,600	-6,011,000

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Plant		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
0	Program Number	435				
	Total	Plant	0	0	0	0

Program	440	Program Support
		Budget preparation and review.
Responsible Manager	Corporate Resources Coordinator	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE1.1.2	Develop programs to actively engage communities on environmental issues and solutions
	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Budget Preparation and Review	440.1	Budget preparation and review - Status of progress of preparation of Draft Program Budgets.
Budget Preparation and Review	440.1	Budget preparation and review Status of progress of preparation of final budget
Budget Preparation and Review	440.2	Details of timing of Monthly budget reviews submitted to Council
Budget Preparation and Review	440.3	Quarterly Reports for Performance objectives submitted to the Corporate Services Committee meetings in November, February, May and August
Environmental Levy	440.4	Environmental Levy Program Development - Submissions closed by 20 December
Environmental Levy	440.4	Environmental Levy Program Development - Submissions distributed to working group by 24 December
Environmental Levy	440.4	Environmental Levy Program Development - Working group convened by 25 February
Environmental Levy	440.4	Environmental Levy Program Development - Working Group recommendations reported to Council by 30 March

Program	440	Program Support <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Environmental Levy	440.5	Environmental Levy Program Review - Details of timing of quarterly reviews submitted to Executive Team
Environmental Levy	440.5	Environmental Levy Program Review - Prepare end-of-financial year analysis and reconciliation by 31 August
Environmental Levy	440.5	Environmental Levy Program Review - Submit Annual Status Report of Projects to Council by 30 September
Developer Contributions	440.8	Provide details of developer contributions plans prepared, implemented and reviewed
Budget Preparation and Review	440.9	Grants Commission Return completed by November 30, 2010

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Program Support Program Number 440	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
196,502	Staff Costs-Salaries & Allowances	201,633	213,730	226,555	240,150
500	Office Expenses	500	500	500	500
9,500	Vehicle Running Expenses	9,800	10,090	10,400	10,700
106,723	Developer Contributions Coordinator	108,781	115,540	122,155	129,140
47,200	EL Environmental Levy Co-ordination	48,450	1,139,598	1,177,383	1,216,492
15,179	EL Matching Grant Funding Pool	0	0	0	0
375,605	Total Operating Expenses	369,164	1,479,458	1,536,993	1,596,982
	Operating Revenue				
-106,723	Sec 94 Admin Contributions	-108,781	-115,540	-122,155	-129,140
-106,723	Total Operating Revenue	-108,781	-115,540	-122,155	-129,140
268,882	Total Program Support	260,383	1,363,918	1,414,838	1,467,842

Program	450	Human Resources and Organisational Development
		To provide best practice Human Resources and Organisational Development services and products to support the organisation.
Responsible Manager	Executive Manager Human Resources & Organisational Development	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.5	Develop and implement best practice Workforce Management strategies to assist Council to serve the community
Activity	Activity Code	Activity Measure
Payroll	450.1	The payroll is received correctly in 100% of cases
Payroll	450.2	Superannuation - Legislative compliance is achieved. No fines incurred.
Payroll	450.2	Superannuation - Process all documentation from staff and superannuation companies in a timely manner.
Workers Compensation Management	450.3	Workers Compensation - Workcover deadlines for reportable incidents are achieved in 90 % of cases or better.
Workers Compensation Management	450.4	Rehabilitation Services - Workcover and council procedures and processes are adhered to in 90% of cases or better.
Staff Services and Training	450.5	Staff Services - No complaints from staff in relation to HR Staff.
Staff Services and Training	450.6	Training - Staff certifications current in 90% of cases

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	HR & Org Development		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	450				
	Operating Expenses					
1,045,190	Staff Costs-Salaries & Allowances		1,058,672	1,122,195	1,189,530	1,260,915
0	IMS Staff Costs-Salaries & Allowances		172,694	177,875	183,211	188,708
7,200	Vehicle Running Expenses		7,200	7,400	7,640	7,870
8,500	Office Expenses/Travelling		5,500	5,500	5,500	5,500
40,000	Health & Wellbeing Program		20,000	20,000	20,000	20,000
26,940	Occupational Health & Safety Act Ex		27,750	28,600	29,400	30,282
0	Recognition of Service/Incentives		6,000	6,000	6,000	6,000
1,127,830	Total Operating Expenses		1,297,816	1,367,570	1,441,281	1,519,275
	Operating Revenue					
-14,000	Section 377 Payroll Administration		-14,420	-14,853	-15,298	-15,757
-40,000	Cont'n - Health & Wellbeing Program		-40,000	-40,000	-40,000	-40,000
-54,000	Total Operating Revenue		-54,420	-54,853	-55,298	-55,757
1,073,830	Total HR & Org Development		1,243,396	1,312,717	1,385,983	1,463,518

Program	510	Engineering Support
		Facilitate City Services Departmental Administration (Rigby House)
Responsible Manager	Executive Manager Cultural & Community Development	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Administer City Services Department	510.1	Monitor budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	City Services Support Program Number 510	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
465,555	Staff Costs City Services Admin	447,309	474,145	502,590	532,750
10,000	Vehicle Running Expenses	10,000	10,300	10,600	10,900
19,065	Office Expenses	49,500	51,000	52,500	54,000
12,200	Two-Way Radio Expenses	5,800	6,000	6,200	6,400
137,765	State Emergency Expenses	144,430	148,590	152,910	157,301
189,200	Depreciation	188,700	194,400	200,200	206,200
833,785	Total Operating Expenses	845,739	884,435	925,000	967,551
Transfer From Reserves					
-189,200	Utilised for Current Works	0	0	0	0
0	City Serv Supp Tfr from - Depn Reserve	-188,700	-194,400	-200,200	-206,200
-189,200	Total Transfer From Reserves	-188,700	-194,400	-200,200	-206,200
644,585	Total City Services Support	657,039	690,035	724,800	761,351

Program	512	Assets Systems
		To Manage the implementation and operation of the Asset Management System and the Integrated Management System
Responsible Manager	Manager Organisation Asset & Integrated Management	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Integrated Management Systems	512.1	IMS - Annual IMS Report prepared prior to 31 December
Integrated Management Systems	512.1	IMS - Objectives and Target plans prepared and submitted to CDT prior to 31 December 2010
Integrated Management Systems	512.1	IMS - Prepare an annual audit program by 31 December and undertake audits in accordance with the program
Integrated Management Systems	512.1	IMS – Application for pre-qualification from RTA for road & Bridgeworks submitted by June 2011
Asset Management Systems	512.2	AMS -All assets acquired through development activities recorded in the asset system
Asset Management Systems	512.2	AMS - All new assets and asset upgrades and renewals associated with Council's works programs recorded in the asset system
Asset Management Systems	512.2	AMS - Asset condition assessment programs are set on an annual basis and assessments are carried out in accordance with the programs

Program	512	Assets Systems (Continued)
Activity	Activity Code	Activity Measure
Asset Management Systems	512.3	AMS Council-wide - Asset Management Strategy reviewed by 30 June 2011
Asset Management Systems	512.3	AMS Council-wide - AM Plans prepared and reviewed for all major classes of assets by 31 December 2010

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Assets Systems		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	512				
	Operating Expenses					
382,791	Staff Costs - Asset Systems		308,158	326,645	346,250	367,020
7,900	Vehicle Running Expenses		15,700	16,170	16,650	17,150
10,000	Pavement Management System		10,300	10,609	10,927	11,255
5,000	IMS Expenses		5,000	5,000	5,000	5,000
405,691	Total Operating Expenses		339,158	358,424	378,827	400,425
405,691	Total	Assets Systems	339,158	358,424	378,827	400,425

Program	514	Library
		Provides public library services for the community.
Responsible Manager	Executive Manager Cultural & Community Development	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC2.3.1	Build a strong community sense of valuing our children and young people
	LC3.2.1	Promote opportunities for learning among people from diverse backgrounds
	LP3.2.1	Promote a culture of lifelong learning
	LP3.2.3	Develop Aboriginal learning opportunities
Activity	Activity Code	Activity Measure
Library Services	514.1	Customer Service - Number of loans compared with same period last year.
Library Services	514.1	Customer Service - Number of new memberships compared with same period last year.
Library Services	514.1	Customer Service - Number of active members compared with same period last year.
Library Services	514.1	Customer Service - Number of library visits compared with same period last year.
Library Services	514.1	Customer Service - Library catalogue and member services available online 24/7 and developed to meet changing user needs.
Library Services	514.1	Customer Service - Number of web site pages viewed by online users (page views).
Library Services	514.1	Customer Service – Number of public computer/internet sessions and hours used compared with same period last year.
Library Services	514.1	Customer Service - Report annually on how the library compares with NSW public library standards* (due February/March)

Program	514	Library (Continued)
Activity	Activity Code	Activity Measure
Library Facilities	514.2	Stages completed on the central library refurbishment project.
Library Services	514.3	Collection - Report on number of items acquired during the period.
Library Services	514.3	Collection - Report on number of items discarded during the period.
Library Services	514.3	Collection - Report on number of databases available.
Library Services	514.3	Collection – Report on number of database searches.
Library Services	514.4	Image Library - Number of searches on the Picture Coffs Harbour online catalogue.
Library Services	514.4	Image Library - Number of referrals from Picture Australia web site.
Library Services	514.4	Image Library – Number of pictures scanned and catalogued.
Library Services	514.5	Participation - Number of storytime sessions and attendance, compared with same period last year.
Library Services	514.5	Participation - Number of other activities and attendance, compared with same period last year.
Library Services	514.5	Participation - Number of yourtutor (online tutoring service) sessions accessed by students, compared with same period last year.

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Library Program Number 514	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
1,243,956	Staff Costs - Salaries & Allowances	1,332,736	1,412,700	1,497,460	1,587,310
9,500	Vehicle Running Expenses	10,500	10,800	11,100	11,400
95,000	Office Expenses	87,850	90,780	93,800	96,600
32,400	Toormina Branch Operating Expenses	39,500	40,700	41,900	43,200
27,000	Woolgoolga Branch Operating Expenses	37,900	39,000	40,200	41,400
54,620	City Centre Branch Operating Expenses	58,600	60,300	62,000	63,800
2,000	Furniture & Fittings Maintenance	2,500	2,600	2,700	2,800
43,700	Computer System Maintenance	43,500	44,800	46,200	47,500
35,000	Hardware Lease Payments	35,000	35,000	35,000	35,000
87,800	Depreciation	100,700	103,700	106,800	110,000
1,630,976	Total Operating Expenses	1,748,786	1,840,380	1,937,160	2,039,010
	Capital Expenditure				
124,000	Library Resources	127,700	131,500	135,500	139,500
20,000	Library Books from Sec 94 Plan	20,000	15,000	0	0
16,000	Computer Equipment	16,000	16,000	16,000	16,480
50,000	Local Priority Project	50,000	50,000	50,000	51,500
2,000	Furniture & Fittings	2,000	2,000	2,000	2,060
212,000	Total Capital Expenditure	215,700	214,500	203,500	209,540
	Operating Revenue				
-132,000	Grant Per Capita Subsidy	-136,000	-140,000	-144,000	-148,320
-21,000	Fees	-20,600	-21,200	-21,800	-22,400
-200	Fundraising Income	-1,000	-1,000	-1,000	-1,000
-9,500	Miscellaneous	-9,785	-10,079	-10,381	-10,692
-162,700	Total Operating Revenue	-167,385	-172,279	-177,181	-182,412
	Capital Revenue				
-50,000	Grant - Special Project	-50,000	-50,000	-50,000	-51,500
-50,000	Total Capital Revenue	-50,000	-50,000	-50,000	-51,500
	Transfer From Reserves				
-107,800	Utilised for Current Works	0	0	0	0
0	Library Tfr from - Depn Reserve	-100,700	-103,700	-106,800	-110,000
0	Library Tfr from - S94 Reserve	-20,000	-15,000	0	0
-107,800	Total Transfer From Reserves	-120,700	-118,700	-106,800	-110,000
1,522,476	Total Library	1,626,401	1,713,901	1,806,679	1,904,638

Program	516	Community Development
		To develop and provide the community with accessible, creative and innovative services and facilities in order to enrich our society
Responsible Manager	Executive Manager Cultural & Community Development	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.1.1	Build pride and identity in Coffs Harbour as a community and a place
	LC1.2.1	Promote healthy living
	LC1.2.2	Seek to provide a full range of quality health care services for all
	LC1.2.3	Build structures and programs that address health care issues specific to the mid north coast
	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
	LC2.1.1	Build respect through interaction and communication
	LC2.1.2	Create community structures which capitalise on intergenerational knowledge, experience and capacity
	LC2.2.2	Facilitate working together more effectively to secure better outcomes
	LC2.3.1	Build a strong community sense of valuing our children and young people
	LC2.3.2	Create facilities and services that allow the community to reach its full development potential
	LC2.3.3	Engage youth and children in community consultation and decision making processes

Program	516	Community Development (Continued)
	LC3.1.1	Promote local artistic and cultural expression
	LC3.1.2	Build a diverse range of opportunities for artistic and cultural growth
	LC3.1.3	Promote artistic and cultural entertainment opportunities
	LC3.2.2	Promote opportunities to celebrate our diversity
	LC3.3.1	Develop inclusive community, sporting and recreational activities
	LC3.3.2	Create opportunities for enhancement of the community's sense of well being
	LE1.2.1	Support the Aboriginal community in recording cultural and physical connection to country and land management practices
	LE1.2.2	Develop school and community education resources on Aboriginal culture and the land
	LE1.2.3	Encourage pride in Aboriginal culture and history in the Coffs Harbour community through engagement and partnerships with each other
	LP3.2.1	Promote a culture of lifelong learning
	LP3.2.2	Facilitate shared learning and skill sharing opportunities across generational and cultural groups
	LP3.2.3	Develop Aboriginal learning opportunities
	PL2.2.1	Create youth friendly places in all community hubs
	PL2.2.3	Provide facilities for elderly, Aboriginal and disadvantaged people
	PL3.1.2	Provide each village with the services and facilities needed to maintain a sense of local community
Activity	Activity Code	Activity Measure
Community Services	516.1	Strategic Planning - Cultural Plan reviewed by 30/6/11.
Community Services	516.1	Strategic Planning - Branch Strategic Plan and Work Plans developed by 30/9/10.

Program	516	Community Development <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Community Services	516.2	Community Information provision - Number of information directories provided/updated
Community Services	516.3	Community Networking - Number of Council's advisory and facility committees meetings scheduled with number where a quorum was achieved.
Community Services	516.3	Community Networking - Number of community network meetings/forums attended compared to number which occurred
Community Services	516.4	Arts and Cultural Development - Details of programs provided which target CALD and Aboriginal communities.
Community Services	516.4	Arts and Cultural Development - Number and value of submissions received for the arts and cultural grants program compared to previous year
Community Services	516.5	Public Art - Report on details of any Public Art commissioned.
Community Services	516.6	Creative Industries - Detail actions for the implementation of the Creating Creative Industries report.
Community Facilities	516.7	Cultural Facilities - Number of attendees at events and growth of attendance per quarter at the Bunker Cartoon Gallery.
Community Facilities	516.7	Cultural Facilities - Number of attendees at events and growth of attendance per quarter at the Jetty Memorial Theatre.
Community Facilities	516.7	Cultural Facilities - Number of attendees at events and growth of attendance per quarter at the Regional Art Gallery.
Community Facilities	516.7	Cultural Facilities - Number and details of new programs introduced to broaden usage of facilities.
Community Facilities	516.8	Community Facility Management - Progress on review of facility management plans, hire fees and hire agreements to be completed 31/3/11.
Community Facilities	516.9	Volunteer Committee-managed Facilities - Details of improvements undertaken to develop or enhance current facilities.
Community Services	516.10	Community Events - Number and attendance levels of community events and celebrations held

Program	516	Community Development <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Community Services	516.11	Community Participation - Annual HACC program funding acquittal completed by 15/12/10
Community Services	516.11	Community Participation - Community Builders program funding acquittal completed by required 31/10/10
Community Services	516.11	Community Participation - CSGP program funding acquittal completed by 31/10/10
Community Services	516.11	Community Participation - Number of community groups assisted with grant applications
Community Services	516.11	Community Participation - Number and value of grants applications completed

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Community Development		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	516				
	Operating Expenses					
619,165	Staff Costs - Salaries & Allowances		684,315	725,375	768,900	815,035
80,893	Aboriginal Development Officer		83,027	88,010	93,290	98,880
500	Staff Costs - FBT		0	0	0	0
19,000	Vehicle Running Expenses		17,700	18,230	18,780	19,340
7,520	Office Expenses		7,520	7,520	7,520	7,520
208,822	Regional Art Gallery Staff Costs		214,310	227,170	240,790	255,240
10,000	Regional Art Gallery Arts Festival		10,000	10,000	10,000	10,000
79,480	Regional Art Gallery Operating Expenses		81,900	85,700	89,550	93,500
37,000	Arts & Cultural Development Projects		38,100	39,200	40,400	41,600
6,000	Woolgoolga Snr Cit Centre Operating Exp		6,200	6,400	6,600	6,800
3,200	Boambee East Comm Centre Operating Exp		3,700	3,800	3,900	7,602
378,640	Jetty Theatre Operating Costs		550,587	568,050	585,886	604,106
31,500	Visual & Performing Arts		22,450	23,400	24,400	25,500
12,556	Arts Mid North Coast Contribution		12,556	12,932	13,320	13,720
88,294	Bunker Gallery Operating Costs		88,954	90,997	94,098	119,049
142,288	Museum Operating Expenses		143,488	147,600	151,816	156,141
7,000	Youth Week & Youth Projects		7,200	7,400	7,600	7,800
3,000	Access Committee		3,100	3,200	3,300	3,400
10,000	Multicultural Festival / Harmony Day		10,000	10,000	10,000	10,000
1,429	Loan 454 Interest Repays - Community Fac Capital		907	352	0	0
87,796	Loan 455 Interest Repayments - Senior Cit Centre		80,823	73,216	65,942	57,230
175,700	Depreciation		245,900	253,300	260,900	268,700
2,009,783	Total Operating Expenses		2,312,736	2,401,852	2,496,993	2,621,163
	Capital Expenditure					
9,589	Loan 454 Principal Repayments		10,122	10,671	0	0
114,743	Loan 455 Loan Principal Repay - Senior Citz		121,716	129,323	136,597	145,308
0	S94 Community Facilities		432,000	140,000	0	0
78,000	Sportz Central Lobby, Office, Kiosk, Seating Works		0	0	0	0
7,000	Sportz Central - New Photocopier		0	0	0	0
209,332	Total Capital Expenditure		563,838	279,994	136,597	145,308
	Operating Revenue					
-40,000	Grant - Community Workers		-43,500	-45,000	-46,300	-47,700
-9,250	Grant - Area Assistance Scheme		-9,250	-9,250	-9,250	-9,250
-1,500	Grant - Youth Week & Projects		-1,500	-1,500	-1,500	-1,500
-25,000	Art Gallery Sales & Donations		-30,000	-30,900	-31,800	-32,700
0	Jetty Theatre Operating Revenue		-35,000	-36,000	-37,000	-38,000
-15,000	Museum Income		-15,450	-15,914	-16,391	-16,883
-15,000	Bunker Gallery Income		-15,450	-15,900	-16,400	-16,900
0	Jetty Theatre Non Profit Hire Income		-55,000	-56,650	-58,300	-60,100

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Community Development		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	516				
0	Jetty Theatre Commercial Hire Income		-210,000	-216,300	-222,800	-229,500
-240,000	Jetty Theatre Casual Hire Income		0	0	0	0
-345,750	Total Operating Revenue		-415,150	-427,414	-439,741	-452,533
	Transfer From Reserves					
-175,700	Utilised for Current Works		0	0	0	0
0	Comm Dev Tfr from - Depn Reserve		-245,900	-253,300	-260,900	-268,700
0	Comm DevTfr from - S94 Reserve		-432,000	-140,000	0	0
-175,700	Total Transfer From Reserves		-677,900	-393,300	-260,900	-268,700
1,697,665	Total Community Development		1,783,524	1,861,132	1,932,949	2,045,238

Program	517	Economic Development
		The Economic Development Unit facilitates high quality information and assistance to its stakeholders.
Responsible Manager	Manager Economic Develop Unit	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.1.1	Build pride and identity in Coffs Harbour as a community and a place
	LC1.2.1	Promote healthy living
	LC1.2.2	Seek to provide a full range of quality health care services for all
	LC1.2.3	Build structures and programs that address health care issues specific to the mid north coast
	LC2.2.2	Facilitate working together more effectively to secure better outcomes
	LC3.2.1	Promote opportunities for learning among people from diverse backgrounds
	LC3.3.1	Develop inclusive community, sporting and recreational activities
	LP1.1.1	Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
	LP1.1.2	Establish and promote the Coffs Coast as a lifestyle location for global workers
	LP1.1.3	Identify future workforce needs of existing and emerging industries.
	LP1.1.4	Encourage innovation and leadership in sustainable business practices
	LP1.2.1	Encourage and support the development of high value, sustainable new business and industry
	LP1.2.2	Assist existing business operations to grow as sustainable enterprises
	LP1.2.3	Provide opportunities for all, including the Aboriginal community, to contribute to the local economy

Program	517	Economic Development (Continued)
	LP1.3.1	Encourage the provision of facilities, services and resources which attract and support young people
	LP1.3.2	Develop and promote the Coffs Coast as a model for sustainable living
	LP2.1.2	Develop the city centre as a social and cultural focus for Coffs Harbour
	LP3.2.2	Facilitate shared learning and skill sharing opportunities across generational and cultural groups
	LP3.2.3	Develop Aboriginal learning opportunities
	LP3.3.1	Develop strong and effective partnerships between business, the community, educational institutions and government
	LP3.3.2	Support the provision of vocational education related to future needs
	LP3.3.3	Increase access to educational opportunities for all
	MA1.3.1	Work collaboratively towards improving the effectiveness of current rail services
	PL1.2.3	Create affordable housing options
	PL3.1.1	Develop strategies to promote the unique identity of each community
	PL3.1.4	Create a sense of place for all in each of our communities
	PL3.2.1	Identify high value rural business opportunities
	PL3.2.2	Continue to develop and support sustainable village enterprises and commercial ventures
	PL3.2.3	Promote and support a local food system
Activity	Activity Code	Activity Measure
Strategic Development	517.1	Education and Training Strategy - Report on number and type of projects implemented from strategy
Strategic Development	517.2	Health Strategy - Report on number and type of projects implemented from the Health Strategy

Program	517	Economic Development (Continued)
Activity	Activity Code	Activity Measure
Strategic Development	517.3	Indigenous Business and Employment Strategy - Report on progress in the development of the Indigenous Business and Employment Strategy
Strategic Development	517.4	Sustainability Hub Strategy - Report on progress in the development of the Sustainability Hub Strategy
Strategic Development	517.4	Sustainability Hub Strategy - Report progress in the identification and acquisition of appropriate site
Strategic Development	517.5	Local Food Futures Alliance Strategy - Report on number of projects implemented from the Local Food Futures Alliance Strategy
Strategic Development	517.6	Information, Communication and Technology Strategy - Report on number and type of projects implemented from the Information, Communication and Technology Strategy
Enterprise Support	517.7	Report on type of support provided for the Innovation Centre and Technology Park
Enterprise Support	517.8	Business Development Information - Provide details on the number of business/industry enquiries
Enterprise Support	517.9	Economic Information - Report on level and currency of information and data to business and investors.
Enterprise Support	517.10	Coffs Coast Jobs Website - Report on no of registrations
Enterprise Support	517.10	Coffs Coast Jobs Website - Report on number of contacts
Enterprise Support	517.11	Local Manufacturing Network - Report on number of members
Enterprise Support	517.12	Business E-News - Report on number of subscribers
Enterprise Support	517.13	City Centre Promotional Activities - Report on participation in projects and activities by retailers and the community
Enterprise Support	517.14	Local Producers' Outlet - Report on status of city centre markets
Strategic Development	517.15	Investment Attraction - Report on materials produced
Strategic Development	517.15	Investment Attraction - Report on activities held

Program	517	Economic Development (Continued)
Activity	Activity Code	Activity Measure
Enterprise Support	517.16	Place Promotion - Report on number of retailers and community members involved
Enterprise Support	517.16	Place Promotion - Report on number of plans completed
Enterprise Support	517.17	Events Calendar - Provide details of events
Community Action	517.18	Community Projects - Report on the number of community projects and groups assisted
Enterprise Support	517.19	Report on number of applications processed to enable media outlets to film or photograph in the LGA
Strategic Development	517.20	South Sydney Rabbitohs Sponsorship - Report on the number of promotions
Strategic Development	517.20	South Sydney Rabbitohs Sponsorship - Report on the number of business opportunities leveraged from the relationship
Community Action	517.21	Souths Cares - Report on the number and type of Souths Cares programs delivered in the city
Strategic Development	517.22	City Image - Report on projects successfully implemented by Council or the community
Strategic Development	517.23	Business Liaison - Report on the number of contacts made, sponsorships / partnerships gained, and publicity obtained
Strategic Development	517.23	Business Liaison - Report on the number of leads to potential projects

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2010/11 ADOPTED	Economic Development Program Number 517	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
563,488	Staff Costs	551,048	584,101	619,156	656,291
17,900	EDU Vehicle Expenses	13,900	14,300	14,700	15,100
14,500	EDU Office Expenses	14,500	14,500	14,500	14,500
54,000	City Centre Marketing	60,000	61,800	63,600	65,400
120,000	Events Expenses	123,600	127,300	131,100	135,000
12,000	Growers Market Costs	36,000	36,000	36,000	36,000
12,000	Community Economic Development Program	22,000	22,000	22,000	22,000
35,000	Enterprise Support	29,000	29,000	29,000	29,000
20,000	Investment Attraction Material & Activity	10,000	10,000	10,000	10,000
2,000	Education & Training Strategy	500	500	500	500
2,000	Local Food Futures Project	0	0	0	0
15,000	Economic Product Development	15,000	15,000	15,000	15,000
15,000	Information, Communication & Technology	18,500	18,500	18,500	18,500
4,800	Nana Glen Subsidy for Public Toilets	4,900	5,100	5,300	5,500
8,404	Loan 454 Interest Repay - Harbour Development	5,335	2,069	0	0
21,949	Loan 455 Interest Repay - Harbour	20,206	18,304	16,486	14,308
4,340	Loan 462 Interest Repayments - Foreshores Improvements	3,732	3,064	2,362	1,613
922,381	Total Operating Expenses	928,221	961,538	998,204	1,038,712
	Capital Expenditure				
9,219	Loan 462 Principal Repay- Foreshore Improvem	9,820	10,481	11,176	11,916
56,405	Loan 454 - Principal repayment Harbour Development	59,543	62,771	0	0
28,686	Loan 455 Loan Repay Principal - Harbour	30,429	32,331	34,149	36,327
94,309	Total Capital Expenditure	99,792	105,583	45,325	48,243
	Operating Revenue				
-85,000	Events Income	-73,000	-74,000	-75,000	-76,000
-36,000	Growers Markets Income	-36,000	-36,000	-36,000	-36,000
0	Special Rate Variation	-150,600	-155,870	-161,326	-166,970
-121,000	Total Operating Revenue	-259,600	-265,870	-272,326	-278,970
895,690	Total Economic Development	768,413	801,251	771,203	807,985

Program	519	Environmental Laboratory
		Generate income for Council through the successful management of the Laboratory as a regional, NATA accredited facility.
Responsible Manager	Manager Environmental Laboratory	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Laboratory Business Management	519.1	Report on variance to budget
Laboratory Business Management	519.2	Report on Status of business plan review
Laboratory Business Management	519.3	Report on number of brochures produced, number of media releases, outcomes of customer surveys
Laboratory Business Management	519.4	Service Expansion - Report on percentage change in client requests
Laboratory Business Management	519.4	Service Expansion - Report on change in number of tests performed
Laboratory Business Management	519.5	NATA Accredited Business - Organise NATA audits.
Laboratory Business Management	519.5	NATA Accredited Business - Participation in proficiency rounds.
Laboratory Business Management	519.5	NATA Accredited Business - Maintain records of qualifications, training and experience of staff.

Program	519	Environmental Laboratory (Continued)
Activity	Activity Code	Activity Measure
Laboratory Business Management	519.5	NATA Accredited Business - Compilation of Laboratory Quality Manuals, Methods, essential for compliance with NATA Accreditation
Laboratory Business Management	519.5	NATA Accredited Business - Reports are all NATA endorsed.
Laboratory Business Management	519.6	Report on productivity increases achieved due to equipment updates

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2010/11 ADOPTED	Environmental Laboratory Program Number 519	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
336,026	Staff Costs - Salaries & Allowances	360,212	381,825	404,735	429,020
500	Staff Costs - FBT	500	500	500	500
9,500	Vehicle Running Expenses	11,000	11,300	11,600	11,900
28,840	Administration Charge	28,840	29,710	30,600	31,500
2,500	Office Expenses	2,600	2,700	2,800	2,900
105,000	Water Testing Consumables	119,500	123,000	126,800	130,600
29,985	Buildings Maintenance & Repair	5,800	6,000	6,200	6,400
25,000	Property 38 Gordon St Operating Costs	20,900	21,550	22,200	22,850
537,351	Total Operating Expenses	549,352	576,585	605,435	635,670
Capital Expenditure					
50,000	Laboratory Equipment	50,000	50,000	50,000	51,500
50,000	Total Capital Expenditure	50,000	50,000	50,000	51,500
Operating Revenue					
-330,000	Laboratory Fees - Internal	-320,000	-329,600	-339,500	-349,600
-230,000	Laboratory Fees - External	-310,000	-319,300	-328,900	-338,700
-560,000	Total Operating Revenue	-630,000	-648,900	-668,400	-688,300
Transfer To Reserves					
0	Lab Tfr to - Other Reserve	80,648	72,315	62,965	52,630
22,649	Allocated to Future Works	0	0	0	0
22,649	Total Transfer To Reserves	80,648	72,315	62,965	52,630
Transfer From Reserves					
-50,000	Utilised for Current Works	0	0	0	0
0	Lab Tfr from - Other Reserve	-50,000	-50,000	-50,000	-51,500
-50,000	Total Transfer From Reserves	-50,000	-50,000	-50,000	-51,500
0	Total Environmental Laboratory	0	0	0	0

Program	521	Operational Administration
		Facilitate City Services Departmental Administration (Marcia Street Depot) and co-ordinate emergency management
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
	LC1.1.2	Develop community resilience to change including disaster preparedness and response mechanisms
Activity	Activity Code	Activity Measure
Administer City Services Depot	521.1	Monitor budget
Emergency Management	521.2	Steps taken to build resilience into emergency response readiness / preparedness.

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2010/11 ADOPTED	Operational Administration		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	521				
	Operating Expenses					
603,987	Staff Costs Salaries & Allowance		622,924	660,300	699,920	741,920
31,900	Vehicle Running Expenses		34,700	35,740	36,800	37,900
40,427	Works Co-ordination Staff Costs		41,527	44,015	46,660	49,455
116,632	Emergency Management Staff Costs Salaries & Allowance		11,580	11,930	12,290	12,650
5,000	Emergency Management Vehicle Running Costs		0	0	0	0
7,500	Emergency Management Other Expenses		3,500	3,500	3,500	3,500
142,800	Depot Expenses		199,900	205,800	211,900	218,200
948,247	Total Operating Expenses		914,131	961,285	1,011,070	1,063,625
	Capital Expenditure					
60,000	Works Depot Upgrade		78,000	78,000	78,000	78,000
60,000	Total Capital Expenditure		78,000	78,000	78,000	78,000
	Operating Revenue					
-5,000	Road Opening & Closing Permits		-5,000	-5,000	-5,000	-5,000
-500	Miscellaneous Income		-2,000	-2,000	-2,000	-2,000
-21,000	Cont from Plant for Depot Expenses		-26,000	-26,000	-26,000	-26,000
-26,500	Total Operating Revenue		-33,000	-33,000	-33,000	-33,000
	Capital Revenue					
-20,000	Contrib from Plant for Depot Upgrade		-26,000	-26,000	-26,000	-26,000
-40,000	Contrib for Depot Upgrade Water & Sewer		-52,000	-52,000	-52,000	-52,000
-60,000	Total Capital Revenue		-78,000	-78,000	-78,000	-78,000
921,747	Total Operational Administration		881,131	928,285	978,070	1,030,625

Program	522	Recreational Services
		Manage Open Space holdings including the Botanic Gardens
Responsible Manager	Manager Recreational Services	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LC1.3.2	Build community structures based on the values of care, inclusion and connectedness
	LC2.3.2	Create facilities and services that allow the community to reach its full development potential
	LC3.3.2	Create opportunities for enhancement of the community's sense of well being
	LE1.3.1	Promote connection to the environment through learning in the environment
	LE1.3.2	Create and extend walking trails and other opportunities for environmental experiences
	LE2.1.1	Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.
	LP2.1.3	Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.
	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
	PL2.3.1	Develop safe and interactive play spaces for our children within each community
Activity	Activity Code	Activity Measure
Botanic Gardens	522.1	Report on progress of Botanic Gardens, plantings, bushland areas maintenance schedule

Program	522	Recreational Services (Continued)
Activity	Activity Code	Activity Measure
Botanic Gardens	522.2	Report on number of patrons visiting Botanic Gardens
Botanic Gardens	522.3	Report on number of school children participating in programs at Botanic Gardens
Botanic Gardens	522.4	Report on number and type of events held at Botanic Gardens
Open Space Management	522.5	Cemeteries - Report on number of burials and number of complaints
Open Space Management	522.6	Report on variances to mowing operations schedule and budget
Open Space Management	522.7	Report on progress of floral display implementation
Open Space Management	522.8	Report on number of requests and % of requests responded to within seven days for work on playgrounds
Open Space Management	522.9	Report on outcomes of Quarterly Reserve fire Risk Management audits/reports
Open Space Management	522.10	Report on number of requests and % of requests responded to within seven days for works on footpaths and boardwalks in reserves
Open Space Management	522.11	Report on number of requests and % of requests responded to within seven days for works on beach accessways
Open Space Management	522.12	Report on number and % of requests for beach cleaning responded to within seven days
Open Space Management	522.13	Report on variances to street tree planting schedule and budget
Open Space Management	522.14	Report on number and percentage of requests for street tree maintenance responded to within seven days
Open Space Management	522.15	Nursery Stock - Report on number of plants produced
Open Space Management	522.15	Nursery Stock - Plant stock adequate for Councils Maintenance programs and projects
Open Space Management	522.16	Weed Control - Report on number of private works jobs
Open Space Management	522.16	Weed Control - Report on number of weeds notices issued
Open Space Management	522.16	Weed Control - Number of call-outs in response to customer requests.

Program	522	Recreational Services <i>(Continued)</i>
Activity	Activity Code	Activity Measure
Open Space Management	522.17	Report on progress of bush regeneration program

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Recreational Services		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	522				
	Operating Expenses					
462,433	Administration Staff		522,367	553,710	586,940	622,140
34,000	Vehicle Running Expenses		35,020	36,071	37,153	38,268
14,317	Office Expenses		14,320	14,320	14,320	14,320
0	Time in Lieu Suspense		0	0	0	0
67,474	Parks Depot Maintenance		69,500	71,580	73,730	75,940
120,575	City Parks Reserves Maintenance		159,200	164,000	168,830	173,945
20,425	Mowing Operations City Parks Reserves		21,040	21,670	22,320	22,990
30,000	Footbridges and Boardwalks Maintenance		30,900	31,800	32,800	33,800
300,000	Roundabouts & Garden Maintenance		315,980	324,940	334,900	344,930
102,393	RTA Highway Gardens Lyons to Sapphire		109,263	112,302	116,308	120,032
23,690	External Business Activities		24,400	24,400	24,400	24,400
38,000	SH 10 Corridor Maint (Fund from Reserve)		39,140	40,314	41,524	42,769
251,504	General Parks Maintenance		306,510	315,430	324,540	333,930
305,005	Mowing Operations General Parks		267,800	275,800	284,100	292,600
0	General Parks Gardens Maintenance		16,480	16,970	17,480	18,000
220,729	Street Tree Maint & Safety Compl.		251,870	259,445	267,215	275,180
20,600	Playgrounds Rehabilitation		21,200	21,800	22,500	23,200
157,100	Noxious Weeds Inspection		181,000	186,400	192,000	197,800
244,217	Noxious Weeds Control		251,460	258,917	266,672	274,668
15,000	Mowing Operations Noxious Weeds Control		15,450	15,914	16,391	16,883
100,000	Noxious Weeds Private Works		103,000	106,090	109,273	112,551
347,926	Botanic Gardens Maintenance		358,400	369,000	380,200	391,600
3,304	Mowing Operations Botanic Gardens		3,400	3,500	3,600	3,700
238,697	Cemeteries Expenses		269,800	277,899	286,200	294,900
33,000	Mowing Operations Cemeteries		23,100	23,800	24,500	25,300
136,844	Regional Parks Maintenance		128,310	132,130	136,040	140,130
40,128	Mowing Operations Regional Parks		53,332	54,932	56,579	58,274
0	Regional Parks Garde		3,090	3,180	3,280	3,380
6,000	Seaweed Removal		1,000	1,100	1,200	1,300
228,627	State Park Maintenance		262,795	270,680	278,760	287,150
71,102	Mowing Operations State Park		81,235	83,670	86,190	88,740
0	State Parks Garden M		15,450	15,900	16,380	16,870
4,450	EL Bank Stabilisation Fishing Club - Ferguson Cottage		0	0	0	0
9,950	EL Boambee Beach		9,995	0	0	0
9,999	EL Jetty Foreshores		0	0	0	0
23,100	New Street Trees		23,800	24,500	25,240	26,000
90,622	EL Dunecare/Landcare Support		87,442	0	0	0
160,000	EL Bush Regeneration		190,000	0	0	0
0	EL Garden Clean Water Project		8,110	0	0	0
0	EL Darrunda Wajaar Repair to Priority Sites		20,000	0	0	0

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Recreational Services		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	522				
0	EL Jetty Foreshore Reserve Weeding		9,972	0	0	0
100,000	EL Bushland Weed Eradication		80,000	0	1	0
18,000	EL Environmental Education Officer		15,000	0	0	0
6,975	Loan 454 Interest Repayments - Coffs Coast Sport		4,428	1,717	0	0
82,549	Loan 458 Interest Repayments CCSLP (05/06)		70,136	56,521	42,196	26,923
744,200	Depreciation		728,400	750,300	772,800	796,000
4,882,935	Total Operating Expenses		5,203,094	4,920,701	5,066,560	5,218,612
	Capital Expenditure					
190,558	Loan 458 Principal Repayments CCSLP (05/06)		202,972	216,586	230,911	246,184
46,816	Loan 454 Principal Repay - Coffs Coast Sport		49,421	52,100	0	0
20,000	Botanic Gardens - Japanese Garden Dev		20,000	10,000	0	0
10,000	Coramba Playground Equipment		0	0	0	0
0	Advocate Park Drainage and Parking		0	0	0	0
0	Angler Facilities (Fish Cleaning)		0	0	0	0
50,000	S94 Beach Protection Works		100,000	50,000	50,000	25,000
0	S94 Open Space UNALLOCATED		6,348,000	855,000	250,000	850,000
0	McCarthy Pk Estate - Habitat Restoration		0	0	0	0
30,000	EL Walkways		80,000	0	0	0
347,374	Total Capital Expenditure		6,800,393	1,183,685	530,910	1,121,183
	Operating Revenue					
-27,244	External Business Activities Income		-24,400	-24,400	-24,400	-24,400
-124,452	Cont RTA Highway Gardens		-109,263	-112,302	-116,308	-120,032
-5,000	State & Regional Parks Reserves Income		-15,000	-15,000	-15,000	-15,000
-115,000	Noxious Weeds Charges		-133,900	-137,900	-142,000	-146,300
-202,300	Cemeteries Income		-249,880	-256,680	-264,480	-272,480
-121,650	Caravan Parks Contributions		-125,300	-129,000	-132,900	-136,887
-121,000	Grant - Noxious Weeds		-121,000	-124,600	-128,400	-132,200
-351,230	State Park Cont'n - Botanic Gardens Main		-361,800	-372,500	-383,800	-395,300
-1,067,876	Total Operating Revenue		-1,140,543	-1,172,382	-1,207,288	-1,242,599
	Transfer From Reserves					
-826,439	Utilised for Current Works		0	0	0	0
0	Rec Serv Tfr from - Depn Reserve		-728,400	-750,300	-772,800	-796,000
0	Rec Serv Tfr from - S94 Reserve		-6,448,000	-905,000	-300,000	-875,000
0	Rec Serv Tfr from - Other Reserve		-33,207	-34,203	-35,229	-36,285
-826,439	Total Transfer From Reserves		-7,209,607	-1,689,503	-1,108,029	-1,707,285
3,335,994	Total Recreational Services		3,653,337	3,242,501	3,282,153	3,389,911

Program	531	Regional Roads
		Plan and implement Regional Road improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	MA3.1.1	Ensure effective policies and processes exist for prioritising road maintenance and renewal
Activity	Activity Code	Activity Measure
Regional Roads Operational	531.1	Works Delivery - Report on number of requests relating to potholes on regional roads and percentage of responses in required time frame
Regional Roads Operational	531.1	Works Delivery - Report on number of requests relating to failed pavement on regional roads and percentage of responses in required time frame
Regional Roads Operational	531.1	Works Delivery – Report on number of requests relating to damaged kerb and gutter on regional roads and percentage of responses in required time frame
Regional Roads Strategic	531.2	Works Planning - Status of preparation of maintenance schedules
Regional Roads Strategic	531.2	Works Planning - Status of expenditure of grant funds

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Regional Roads Program Number 531	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
672,000	Regional Roads Block Grant	712,000	712,000	712,000	712,000
128,000	Traffic Facilities Block Grant	145,000	145,000	145,000	145,000
3,641	Loan 451 Interest Repayments	0	0	0	0
61,919	Loan 458 Interest Repayment - Hogbin Drive Ext 05/06	52,608	42,396	31,651	20,195
930,800	Depreciation	938,000	966,000	995,000	1,025,000
1,796,360	Total Operating Expenses	1,847,608	1,865,396	1,883,651	1,902,195
Capital Expenditure					
142,936	Loan 458 Principal Repayment - Hogbin Drive Ext 05/06	152,247	162,459	173,204	184,659
93,818	Loan 451 Principal Repayments- Hogbin Dve	0	0	0	0
0	Blackspots Programme	163,000	0	0	0
131,000	3 X 3 Program	131,000	131,000	131,000	131,000
367,754	Total Capital Expenditure	446,247	293,459	304,204	315,659
Operating Revenue					
-672,000	Grant - Regional Roads	-712,000	-712,000	-712,000	-712,000
-128,000	Grant - Traffic Facilities	-145,000	-145,000	-145,000	-145,000
-800,000	Total Operating Revenue	-857,000	-857,000	-857,000	-857,000
Capital Revenue					
-131,000	Grant - 3 x 3	-131,000	-131,000	-131,000	-131,000
0	Grant - Blackspot Works	-163,000	0	0	0
-131,000	Total Capital Revenue	-294,000	-131,000	-131,000	-131,000
Transfer From Reserves					
-1,030,800	Utilised for Current Works	0	0	0	0
0	Reg Rds Tfr from - Depn Reserve	-938,000	-966,000	-995,000	-1,025,000
0	Reg Rds Tfr from - S94 Reserve	-100,000	-100,000	-100,000	-100,000
-1,030,800	Total Transfer From Reserves	-1,038,000	-1,066,000	-1,095,000	-1,125,000
202,314	Total Regional Roads	104,855	104,855	104,855	104,854

Program	535	Local Roads
		Plan and implement Local Road improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	MA3.1.1	Ensure effective policies and processes exist for prioritising road maintenance and renewal
Activity	Activity Code	Activity Measure
Local Roads Operational	535.1	Works Delivery - Report on number of requests relating to potholes on local roads and percentage of responses in required time frame
Local Roads Operational	535.1	Works Delivery - Report on number of requests relating to failed pavement on local roads and percentage of responses in required time frame
Local Roads Operational	535.1	Works Delivery - Report on number of requests relating to damaged kerb and gutter on local roads and percentage of responses in required time frame
Local Roads Strategic	535.2	Works Planning - Report on status of preparation of works programs for local roads maintenance
Local Roads Strategic	535.2	Works Planning - Status of expenditure of grant funds

Local Sealed Roads Rehabilitation Program 2010/11

Council manages approximately 605 km of sealed local roads.

To enable adequate renewal of these roads, approximately 3% of all roads need to be rehabilitated or re-constructed each year (approximately \$5.2 M of works per annum).

The programmed expenditure of **\$1,624,265 for 2010/2011** will allow approximately **1.6%** of roads to be renewed each year.

In addition to this shortfall, a backlog of re-construction and renewal works from previous years exists. This backlog as at 30/6/08 was estimated at \$10 million dollars.

Sustainability Summary (@30/6/08)

Total local sealed road network length:	605 km
Total local sealed road network surfaced area:	4,610,288 m ²

Rehabilitate/Re-construction of surfaced area required each year: 115,000 m²

Program funds required each year for sustainability: \$5.2M

Backlog of network rehabilitation/re-construction works: \$10M

Local Sealed Roads Rehabilitation Program 2010/11

Road	Location	Locality	Length (m)	Estimate (\$)	Funding (\$)	
					Roads to Recovery	Council
Columbus Circuit	Pacific Avenue to San Francisco Ave	Coffs Harbour	260	120,000	100,000	20,000
Pacific Ave, Park Beach	York St to San Francisco Ave	Coffs Harbour	180	180,000	150,000	30,000
Clarence Street	Pacific Highway - River Street	Woolgoolga	220	150,000	120,000	30,000
Glenreagh Street	Harbour Dr to end	Coffs Harbour	250	200,000	150,000	50,000
James Small Drive	Tropic Lodge Pl to culverts south of Fern Tree Place	Korora	140	150,000	120,000	30,000
Korora Bay Road	Malibu Dr to Sandy Beach Rd (including subsoil drainage)	Korora	180	100,000	56,265	43,735
Murphy Crescent	Selected Locations- full length	Coffs Harbour	350	240,000	200,000	40,000
Pavement Investigations	Various	Various	NA	14,265		14,265
Wingara/Frazer/Cook Drive Estate	Rehabilitation at selected locations	Coffs Harbour	200	100,000		100,000
Lake Russell Drive	Rehabilitation at selected locations		500	100,000		100,000
Park Avenue	Earl St to Gordon St	Coffs Harbour	140	80,000		80,000
St Andrews Drive	Selected Locations Bark Hut Rd to Palmer Rd	Woolgoolga	580	190,000		190,000
Total Program Estimate				1,624,265	896,265	728,000

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

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Council manages approximately 605 km of sealed local roads.

To enable these road surfaces to be adequately replenished, approximately 9.5% of all bitumen roads and 6.4% of all asphalted roads need to be resurfaced each year (approximately \$1.9 M of works per annum).

The programmed expenditure of \$992,000 for 2010/2011 will allow approximately 5.6% and 1.2% of bitumen and asphalt roads to be resurfaced respectively.

In addition to this shortfall, a backlog of resealing works from previous years exists. This backlog was estimated at \$2 million dollars at 30/6/08.

Sustainability Summary (@30/6/08)

Total local sealed road network length:	605 km
Total local sealed road network surfaced area:	4,610,288 m ²
Program funds required each year for surface replenishment sustainability:	\$1.9M/yr
Backlog of local sealed road network resurfacing works:	\$2M

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing

Local Road	Locality
Featherstone : From : Bosworth Rd To : Hawk Dr	Woolgoolga
Four : From : Harbour Dr(Jetty Dive) To : Start Bitumen	Coffs Harbour
Four : From : Second Ave To : Eleventh Ave	Sawtell
Gross Michel : From : Norman Hill Dr To : End	Korora
Gundagai : From : High St To : End	Coffs Harbour
Howard : From : Dibbs St To : Barrie St(Howard Lane)	Coffs Harbour
Jordan : From : 556m To : End	Coffs Harbour
Lower Bobo : From : M R 120 To : 22	Ulong
Mardells : From : Central Bucca Rd Sth To : 20	Bucca
Martin : From : Gale St To : End	Coramba
Mcclellands : From : Lower Bucca Road To : 16.3	Bucca
Mciver : From : End Dustseal To : Arthur St	Woolgoolga
Moore : From : A/C To : Pullen St	Woolgoolga
Mount Coramba : From : Central Bucca Road To : 29.6	Bucca
Newmans : From : Start A/C To : End A/C	Woolgoolga
Nile : From : Edinburgh St To : Moore St	Woolgoolga
Nile : From : Moore St To : Jarrett St	Woolgoolga
Nile : From : Gordon St To : End	Woolgoolga
North Boambee : From : Highway To : 224	North Boambee Valley
Northside : From : York St To : End Kerb	Coffs Harbour
Ocean Pde: From : 55m To : End	Coffs Harbour
Off Newmans : From : Newmans Road To : End	Woolgoolga
Old Highway : From : S.H. 10 To : Eggins Drive A	Woolgoolga
Park Avenue : From : Gordon St To : Earl St	Coffs Harbour
Park : From : Lawson St To : Schafer St	Red Rock

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing *(Continued)*

Local Road	Locality
Park : From : Simon St To : Eileen St	Corindi Beach
Pipeclay : From : Macdougall St To : End	Corindi Beach
Randalls : From : Lower Bucca Road To : 12	Bucca
Red Rock : From : 50km Sign To : Lawson St	Red Rock
Riding : From : Vernon St. To : Coff St.	Coffs Harbour
Rudder : From : Red Rock Rd To : End	Red Rock
Schafer : From : Lawson St To : Cul De Sac	Corindi Beach
Shephards : From : Dorset St To : 150m	Coffs Harbour
Shephards : From : Roselands Dr To : Start Dustseal	Coffs Harbour
Simon : From : 364m To : End	Corindi Beach
Tasman : From : Sh10 To : Start Kerb	Coffs Harbour
Three : From : End Ac To : Start Kerb	
Toormina : From : Dews Ave To : Hobbs Cres	Toormina
Toormina : From : Hobbs Cres To : Hulberts Rd	Toormina
Trafalga : From : Fawcett St To : Nightingale St	Woolgoolga
Twenty First Aveue : From : Twenty First Ave To : 79m	Sawtell
Unlisted : From : Start Of Bitumen To : Nightingale St	Woolgoolga
Walter Morris : From : Start Of Rd East To : Intersection	Coffs Harbour
Wears : From : End Gravel To : Central Bucca Rd	Bucca
Wears : From : Lower Bucca Road To : 33	Bucca
Wills : From : Beryl St To : Dunn St	Coffs Harbour
Wills : From : Dunn St To : End	Coffs Harbour
Creek Towers : From : Elbow St To : Concrete	Coffs Harbour
Brewis : From : Graff Ave To : Moran Cl	Toormina
Brewis : From : Moran Cl To : End	Toormina

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing (Continued)

Local Road	Locality
Dews : From : Lewis St To : Toormina Rd	Toormina
Graff : From : Brewis Cl To : End	Toormina
Graff : From : Hobbs Cr To : Brewis Cl	Toormina
Lewis : From : Dews Ave To : End	Toormina
Moran : From : Brewis Cl To : End	Toormina
Hastings : From : River St To : End Of Kerb	Woolgoolga
Headland : From : Beach Rd To : Eloura Dr	Sapphire Beach
Headland : From : Elouera Dr To : End	Sapphire Beach
Hubbard : From : Pullen St To : Sare St	Woolgoolga
James Small : From : End Kerb To : Norman Hill Dr	Korora
James Small : From : Norman Hill Dr To : Plantain Rd	Korora
James Small : From : Start Concrete F/P To : End Kerb	Korora
Korora School : From : James Small Dr To : Scour Valve	Korora
Korora School : From : Scour Valve To : Highway	Korora
Norman Hill : From : Gross Michel Rd To : Reserve Boundary	Korora
Plantain : From : James Small Dr To : Hermann Rieck Ave	Korora
Seaview : From : 23.5 To : 116	Korora
Smith : From : End Kerb To : Crabbe St	Woolgoolga
South : From : Fawcett St To : End	Woolgoolga
Dodd : From : Lowery St To : End	Toormina
Flemming : From : Cornish St To : End	Coffs Harbour
Lowery : From : Dodd Cl To : End	Toormina
Lowery : From : Eungella St To : Dodd Cl	Toormina
Fiddaman : From : Surf St To : End	Emerald Beach
Scarborough : From : Beach St To : Short St	Woolgoolga

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing (Continued)

Local Road	Locality
Glenreagh : From : Harbour Dr To : End	Coffs Harbour
Holloways : From : 2312 To : 2549	Woolgoolga
Turbill : From : Werambie St To : End	Toormina
Werambie : From : Lalaguli Dve To : Turbill St	Toormina
Werambie : From : Turbill St To : Minorie Dve	Toormina
Bonville : From : Earl St To : Gordon St	Coffs Harbour
Gordon : From : 139.3 To : Bonville St	Coffs Harbour
Harbour : From : Dibbs St To : End Split Level Rd	Coffs Harbour
Fitzgerald : From : Ocean Pde To : 86m	Coffs Harbour
May : From : Bellgrove St To : Eleventh Ave	Sawtell
Seaview : From : S.H. 10 To : 23.5	Korora
Hulberts : From : Buckman Cl To : Wallis Ave	Toormina
Hulberts : From : End Of K & G To : Buckman Cl	Toormina
Hulberts : From : Newcastle Dr To : End Of Kerb & Gutter	Toormina
Jane : From : Cavanba Rd (North) To : Cavanba Rd (So	Toormina
Bonville Waters : From : Tom Albert Pl To : Moller Dr	Sawtell
Moller : From : Cul De Sac To : Bonville Waters	Sawtell
Darkum : From : Mullaway Dr To : Start Kerb	Mullaway
Fitzgerald : From : 86m To : End	Coffs Harbour
Charlesworth Bay : From : Bay Dr To : Sh10	Korora
Coriedale : From : Dorset St To : No13	Coffs Harbour
Hurley : From : Ray Mccarthy Dr To : End	Coffs Harbour
Pearce : From : Comara Pl To : Start Ac	Coffs Harbour
Ray Mccarthy : From : Hurley Dr Nth To : Hurley Dr Sth	Coffs Harbour
Big Banana Access : From : Islandview Cl To : End A\C	Coffs Harbour

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing (Continued)

Local Road	Locality
Mount Browne : From : 90 To : 820 (Rail Bridge)	Upper Orara
Armstrong : From : Cavanba Rd To : End	Toormina
Crossmaglen : From : Bakes Rd To : End	Crossmaglen
Moore : From : High St To : Nile St	Coffs Harbour
Island View : From : Sh10 To : End Of Guard Rail	Coffs Harbour
Okeefe : From : Cook Dr To : 186.0	Coffs Harbour
Okeefe : From : Wingara Dr To : End	Coffs Harbour
James Small : From : Korora School Dr To : Start Concrete F	Korora
Mackays : From : Aston Cl To : Vera Dr (Sth)	Coffs Harbour
Mackays : From : Donn Patterson Dr To : Finch Cres	Coffs Harbour
Mackays : From : End Of Kerb To : Bray St	Coffs Harbour
Mackays : From : Finch Cres (Nth) To : End Of Kerb	Coffs Harbour
Mackays : From : Finch Cres To : Aston Cl	Coffs Harbour
Mackays : From : Vera Dr (Sth) To : Finch Cres (Nth)	Coffs Harbour
Lamberts : From : Sawtell Rd To : 31.4m	Sawtell
Basswood : From : Flintwood PI To : End	Coffs Harbour
Brushcherry : From : Flintwood PI To : End	Coffs Harbour
Flintwood : From : Shephards Lane To : End	Coffs Harbour
Lady Belmore : From : Moseley Dr To : 60m	Boambee East
Lady Belmore : From : Start A/C To : Moseley Dr	Boambee East
Earl : From : Creek End To : Harbour Dr	Coffs Harbour
Sawtell : From : Start Of Kerb To : Start Roundabout A/C	Sawtell
Taloumbi : From : Collice PI To : Bray St (West)	Coffs Harbour
Taloumbi : From : Gillies Cl To : Myuna PI	Coffs Harbour
Taloumbi : From : Kane Cr To : Nioka PI	Coffs Harbour

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing (Continued)

Local Road	Locality
Taloumbi : From : Langker PI To : Namoi PI	Coffs Harbour
Taloumbi : From : Myuna PI To : Langker PI	Coffs Harbour
Taloumbi : From : Namoi PI To : Collice PI	Coffs Harbour
Taloumbi : From : Nioka PI To : Gillies Cl	Coffs Harbour
Hulberts : From : Railway Line To : Seventeenth Ave	Sawtell
First : From : Arrawarra Rd To : End	Arrawarra Beach
Second : From : Arrawarra Rd To : Third Ave	Arrawarra Beach
Third : From : Arrawarra Rd To : Second Ave	Arrawarra Beach
Coachmans : From : 335m To : End	Korora
Island View : From : Start Of Kerb To : End	Coffs Harbour
Apollo : From : Bray St To : Antaries Ave (Sth)	Coffs Harbour
Nelsons : From : Coramba Rd To : End A/C	Coffs Harbour
Hogbin Drive Boatramp : From : Hi Tech Dr To : End	Toormina
Marcia : From : Anne St To : Coral Ave	Coffs Harbour
Beach : From : Queen St To : Carrington St	Woolgoolga
Charlotte : From : End Pavers To : End A/C	Coffs Harbour
Mildura : From : Edinburgh St To : Hood St	Coffs Harbour
Nash : From : Dalgety St To : Knox St	Woolgoolga
Nightingale : From : Beach St To : Market St	Woolgoolga
Lawson : From : Lawson Cres (East) To : Creek End	Coffs Harbour
Moonee : From : Scarba St To : Elbow St	Coffs Harbour
Nightingale : From : Gordon St To : High St	Woolgoolga
Scarborough : From : High St To : South St	Woolgoolga
Turon : From : Bultitude St (Sth) To : Kim Cl	Woolgoolga
Turon : From : Kim Cl To : Bultitude St (Nrth)	Woolgoolga

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Bitumen Sealing *(Continued)*

Local Road	Locality
Laurel : From : Links Ave To : Parkes Dr	Korora
Noomba : From : Lalaguli Dr To : Walco Dr	Toormina
Alexander : From : Howea Crt To : End	Sawtell
Carrington : From : Pollack Esp To : Ocean St	Woolgoolga
Lower Bucca : From : A\C To : Change Seal	Bucca
Boronia : From : Thirteenth Ave To : May St	Sawtell
Eleventh : From : May St To : Elizabeth St	Sawtell
Sixteenth : From : Fifteenth Ave To : Seventeenth Ave	Sawtell
Thirteenth : From : Boronia St To : Eleventh Ave	Sawtell
Minorie : From : Day Care Centre To : Toormina Rd	Toormina
Gardiner : From : Combine St To : To End	Coffs Harbour
Wingara : From : Cook Dve To : Fraser Dve	Coffs Harbour
Wingara : From : Fraser Dve To : Fraser Dve (Nth)	Coffs Harbour
Edinburgh : From : Harbour Dr To : Collingwood St	Coffs Harbour
Illabo : From : Linden Ave To : Eungella St	Toormina
Wingara : From : O'keefe Dve To : Cook Dve	Coffs Harbour
James Small : From : End Kerb To : Korora School Rd	Korora
Beach : From : Short St To : Bultitude St	Woolgoolga
Solitary : From : Victoria St To : Jarrett St	Coffs Harbour
Edinburgh : From : Moore St To : Nile St	Coffs Harbour
Prince : From : Hogbin Dr Nth To : Phillip St	Coffs Harbour
Total Program Estimate	\$904,000

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

Local Roads Reseal Program 2010/11 (Bitumen Seal & Asphalt Resurfacing)

Asphalt Sealing

Local Road	Road Segment	Locality	Seal Estimate (\$)
Collison Close	A/S7 Cul-de-Sac	Coffs Harbour	5,700
Lagoona Close	A/S7 Cul-de-Sac	Korora	3,100
Ascot Street	A/S7 Cul-de-Sac	Korora	3,400
Parkes Drive North	A/S7 Cul-de-Sac	Korora	4,000
Parkes Drive South	A/S7 Cul-de-Sac	Korora	5,100
Various locations within CBD areas	Various	LGA	66,700
Total Program Estimate			170,300

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

Local Roads Dust Seal Program 2010/11

Council manages approximately 119km of local unsealed road network. Council is able to convert about 0.5% of this network to sealed surfaces using the programmed expenditure of \$160,000.

Road Name	Segment Name	Locality	Length	Estimate (\$)
To be determined	Pending completion of traffic count survey	LGA	TBD	160,000

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

Local Roads Gravel Re-sheet Program - (Council and Roads to Recovery Funded) 2010/2011

Council manages approximately 119km of local unsealed road network.

To achieve current surface condition sustainability of these roads, it is estimated that 7.7% of all unsealed roads need to be re-sheeted each year (approximately \$440,000 of works per annum).

The programmed expenditure of \$201,000 for 2010/11 will allow approximately 3.6% of roads to be re-sheeted each year.

It should be noted that unsealed network re-sheeting requirements can change swiftly, particularly during years of frequent or exceptionally intense rainfall events.

Network Sustainability Estimate (@30/6/08)

Total local unsealed road network length: 119 km
 Total local unsealed road network surfaced area: 524,078 m²

Funding required each year for surface re-sheeting sustainability: \$440,000/yr

Road	Segment	Locality	Areas	Estimated Costs (\$)
Selected segments from Sherwood Ck Rd / Red Range Rd localities	Selected areas	Upper Corindi	3,700	40,000
Selected segments from Taylors Rd / Toppers Rd localities	Selected areas	Upper Corindi	2,000	21,000
Johnsons Rd	Selected areas	Lowanna	1000	11,000
Selected segments from following localities: Gleniffer Rd Anderson Russell Rd Cassidy's Rd Bushmans Range Rd Blackadder Rd Eastern Dorrigo Way	Selected areas	Various	3000	129,000
Total Program Estimate				161,000

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

Local Roads Programs – Forecast Estimates 2011 to 2014

Program	2011/2012 Estimate (\$)	2012/2013 Estimate (\$)	2013/2014 Estimate (\$)
Local Sealed Roads Rehabilitation			
– Council Funded	750,000	772,500	795,700
– Roads to Recovery Funded	896,265	896,265	896,265
Bitumen Seal	931,000	960,000	985,200
Asphalt Resurfacing	90,600	93,300	96,200
Dust Seal	160,000	164,800	170,000
Gravel Re-sheet	207,000	213,000	220,000

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Local Roads	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 535				
	Operating Expenses				
1,083,000	Urban Roads Maintenance	1,115,500	1,148,900	1,183,400	1,218,900
22,490	SH 10 Handover Works	23,859	24,575	25,311	26,071
273,000	Urban Roads Verge Mowing	281,200	289,600	298,300	307,200
144,100	Road & Traffic Signs	148,400	152,900	157,400	162,100
823,000	Rural Roads Sealed Maintenance	847,700	873,100	899,300	926,300
778,000	Rural Roads Unsealed Maintenance	801,300	825,400	850,100	875,600
0	Pine Creek Way Handover Works	35,000	33,000	33,000	33,000
212,000	Transfer Bins Delivery/Empty	217,000	222,000	227,000	234,000
9,417,500	Depreciation	9,614,300	9,902,700	10,199,800	10,505,800
12,753,090	Total Operating Expenses	13,084,259	13,472,175	13,873,611	14,288,971
	Capital Expenditure				
160,000	Dust Sealing	160,000	164,800	170,000	175,000
904,000	Sealed Roads Reseals - Flush Seals	904,000	931,000	960,000	988,000
88,000	Sealed Roads Reseals - Ashphalt	88,000	90,600	93,300	96,200
1,624,265	Sealed Roads Rehabilitation	1,624,265	1,646,265	1,668,765	795,700
201,000	Unsealed Roads Gravel Resheeting	201,000	207,000	213,000	220,000
28,000	Kerb & Gutter Repairs	28,000	28,800	29,700	30,600
250,000	S94 Moonee Road Works New	250,000	1,200,000	160,000	165,000
120,000	S94 West Coffs Local Collector Roads	0	250,000	250,000	500,000
0	S94 West Korora Traffic Facilities	0	0	0	200,000
0	S94 North Boambee Local Collector Roads	530,000	0	0	100,000
0	S94 Corindi Roads	0	0	163,000	0
0	S94 West Woolgoolga Traffic Facilities	0	0	800,000	0
0	S94 Park Beach Traffic Facilities	0	0	57,000	0
0	S94 Hearnes Lake Transport & Traffic	0	0	350,000	0
0	S94 North Bonville Roads	0	0	0	250,000
0	S94 South Coffs Roads	0	250,000	0	0
0	Pine Creek Way Capital Works	1,022,396	0	0	0
3,375,265	Total Capital Expenditure	4,807,661	4,768,465	4,914,765	3,520,500
	Operating Revenue				
-256,000	Transfer Bins Deliver & Emptying	-261,000	-266,000	-271,000	-279,000
-256,000	Total Operating Revenue	-261,000	-266,000	-271,000	-279,000
	Capital Revenue				
-896,265	Grant - Roads to Recovery	-896,265	-896,265	-896,265	0
-896,265	Total Capital Revenue	-896,265	-896,265	-896,265	0
	Transfer From Reserves				
-9,809,990	Utilised for Current Works	0	0	0	0
0	Local Rds Tfr from - Depn Reserve	-9,614,300	-9,902,700	-10,199,800	-10,505,800

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Local Roads		2011/12	2012/13	2013/14	2014/15
	Program Number	535	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
0	Local Rds Tfr from - S94 Reserve		-780,000	-1,700,000	-1,780,000	-1,215,000
0	Local Rds Tfr from - Other Reserve		-1,081,255	-57,575	-58,311	-59,071
-9,809,990	Total Transfer From Reserves		-11,475,555	-11,660,275	-12,038,111	-11,779,871
5,166,100	Total	Local Roads	5,259,100	5,418,100	5,583,000	5,750,600

Program	536	Bridges
		Plan and implement bridge improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	MA3.1.1	Ensure effective policies and processes exist for prioritising road maintenance and renewal
Activity	Activity Code	Activity Measure
Bridges Strategic	536.1	Works Planning - Report on status of preparation of works programs for bridges asset maintenance
Bridges Strategic	536.1	Works Planning - Status of expenditure of grant funds
Bridges Operational	536.2	Works Delivery - Report on number of requests relating to minor bridge maintenance and percentage of responses in required time frame
Bridges Operational	536.2	Works Delivery - Report on number of requests relating to damage to bridge structures and percentage of responses in required time frame

Revised Bridges Works Schedules 2010/11 to 2013/14 (not including Regional Roads)

Project (funded by 2008/2009 Rate Increase)	2010/2011 (\$)	2011/2012 (\$)	2012/2013 (\$)	2013/2014 (\$)
Major Repairs - Timber Bridges	20,000	20,000	17,000	40,000
Investigations	10,000	10,000	10,000	60,000
Mount Coramba	170,000			
Longs	230,000			
Timmsvale	52,000	128,000		
Murrays	240,000			
Old Bucca Road		240,000		
Hartleys		349,000	586,000	
Barbaracos			160,000	
Davies				700,000
Total	722,000	747,000	773,000	800,000

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

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Bridges	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 536				
	Operating Expenses				
95,800	Bridges M&R	98,600	101,500	104,600	107,700
10,000	Coramba Historical Bridge	0	0	0	0
329,100	Depreciation	325,600	335,400	345,500	355,900
434,900	Total Operating Expenses	424,200	436,900	450,100	463,600
	Capital Expenditure				
722,000	Major Repairs	767,700	794,570	822,380	851,160
722,000	Total Capital Expenditure	767,700	794,570	822,380	851,160
	Operating Revenue				
0	Special Rate Variation	-767,700	-794,570	-822,380	-851,160
0	Total Operating Revenue	-767,700	-794,570	-822,380	-851,160
	Transfer From Reserves				
-339,100	Utilised for Current Works	0	0	0	0
0	Bridges Tfr from - Depn Reserve	-325,600	-335,400	-345,500	-355,900
-339,100	Total Transfer From Reserves	-325,600	-335,400	-345,500	-355,900
817,800	Total Bridges	98,600	101,500	104,600	107,700

Program	538	Footpaths,Cycleways,Bus Shelters
		Plan and implement improvements to Footpaths,Cycleways,Bus Shelters
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE1.3.2	Create and extend walking trails and other opportunities for environmental experiences
	MA2.1.1	Prioritise integrated cycleway and footpath implementation including linking to schools and public transport
	MA2.2.1	Work in partnership to provide cycle ways and footpaths
Activity	Activity Code	Activity Measure
Footpaths,Cycleways,Bus Shelters Strategic	538.1	Works Planning - Report on status of preparation of works program for footpaths, cycleways & bus shelters
Footpaths,Cycleways,Bus Shelters Operational	538.2	Works Delivery - Report on number of requests relating to minor pathway and cycleway maintenance and percentage of responses in required time frame
Footpaths,Cycleways,Bus Shelters Operational	538.2	Works Delivery - Report on number of requests relating to damage to bus shelters and percentage of responses in required time frame
Footpaths,Cycleways,Bus Shelters Operational	538.3	Coffs Creek Cycleway Project - Report on progress of works in relation to time, budget, and quality

Footpath Construction Program 2010/2011

Council manages over 254 thousand square metres of pedestrian pathways (@ 30/6/2008). To enable asset renewal sustainability and current footpath condition, 2% of the total network is required to be replaced each year and renewal spending of approximately \$433,000 is required per annum (@30/6/2008).

Council's footpath construction focus is predominantly used for expansion of the existing network. However, Council does allocate funds within the maintenance budget for major footpath repair work. For 10/11 \$64,000 has been allocated within the maintenance budget.

Project/Road	Locality	Locality	Council Funding (\$)
Waterloo Street	Queen Street to Nightingale Street - East to west extension from school - Integrated with proposed roadworks	Woolgoolga	18,750
Queen Street	Nelson Street to Waterloo Street	Woolgoolga	22,500
Nelson Street	Carrington Street to Queen Street	Woolgoolga	11,250
Fourth Avenue	Second Avenue to Boronia	Sawtell	19,500
Gordon Street(E)	Avenue Street to Raleigh Street	Coffs Harbour	14,000
Fiddaman Rd	Fiddaman Rd	Coffs Harbour	23,650
Linden Avenue	From Toormina Road	Toormina	38,350
			148,000

Total Program Estimate: \$ 0

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

Footpath Construction Program 2011/2012 to 2013/2014

Project /Road	Description	Locality	Estimate (\$)	Budget Yr Total (\$)
2011/12 Footpath Construction				
Linden Avenue	Stage 2 -From Toormina Road	Toormina	72,000	
Carrington Street	Nelson Street to Ocean Street	Woolgoolga	47,000	
Graham Drive (East)	Johnsons Road to Diamond Head Drive	Sandy Bch	60,000	
Eungella Street (S/W)	Jane Court to Illabo Cres	Toormina	21,000	200,000
2012/13 Footpath Construction				
Cavanba Road (East)	Eungella Street to Jeffress Place	Toormina	27,000	
Graham Drive (E)	School towards SH10	Sandy Bch	74,000	
Waterloo Street	Queen to Nightingale	Woolgoolga	25,000	
Albany Street	City Hill Drive to Hogbin Drive	CH	11,000	
Pollack Esplanade	Ocean Street to Arthur Street	Woolgoolga	40,000	
Nelson Street	Nightingale Street to Fawcett Street	Woolgoolga	15,000	
Fawcett Street	Waterloo Street to Nelson Street	Woolgoolga	8,000	200,000
2013/14 Footpath Construction				
Waterloo St	Scarborough Street to Fawcett Street	Woolgoolga	26,000	
Nariah Cres	Alleena Drive to Cavanba Road	Toormina	61,000	
Trafalgar St	Carrington Street to Fawcett Street	Woolgoolga	55,000	
Curacoa Street	Albany Street to Harbour Drive	CH	30,000	
Korora Bay Drive	Links Close to Sandy Beach Road	Korora	28,000	200,000

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

Pedestrian Access Mobility Plan Program 2010/2011 to 2013/2014

This program enables Council to undertake various traffic safety improvement works. Typically these works have been identified in Council's Pedestrian Access Mobility Plan (PAMP).

These works are partly funded by the RTA. Works are determined in liaison with the RTA, to ensure funding approval. This process is undertaken later within the financial year after RTA allocations are known.

Project/Road	Locality	Council Funding (\$)	External Funding (\$)
Pedestrian Access Safety Improvement Works	Provision of minor footpath safety and improvement works at various locations within the LGA. Works to be determined after a process of liaison between RTA and Council's Road Safety Officer and subject to RTA approval and confirmation of external funding provision.	Up to 25,000	Up to 25,000
		25,000	25,000

Total Program Estimate: \$ 50,000

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

The same PAMPs funding allocations are proposed each year for 2011/2012, 2012/2013 and 2013/2014.

Cycleways Program 2010/2011

Project/Road	Locality	Council Funding (\$)	External Funding (\$)
Cycleways Construction	CBD to Bakers Rd (Stage 1) Coffs Harbour	50,000	50,000
	Stadium Dr (Stage 1) Coffs Harbour		
		50,000	50,000

Total Program Estimate: \$100,000

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

The same Cycleways Construction funding allocations are proposed each year for 2011/2012, 2012/2013 and 2013/2014.

COFFS HARBOUR CITY COUNCIL
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2010/11 ADOPTED	Footpaths,Cycleways,Bus Shelters Program Number 538	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
20,566	Bus Shelters M&R	21,180	21,820	22,470	23,150
16,480	High St Pavers Repairs	6,900	7,100	7,300	7,500
92,906	Footpaths M&R	95,700	98,500	101,500	104,500
28,025	Cycleways M&R	28,900	29,700	30,600	31,500
8,446	Street Furniture M&R - Urban	8,700	8,960	9,230	9,500
12,360	Street Furniture M&R - Jetty	12,730	13,100	13,500	13,900
38,934	Unpaved Footpath Repairs	40,100	41,300	42,500	43,800
198,000	Depreciation	218,700	225,300	232,000	239,000
415,717	Total Operating Expenses	432,910	445,780	459,100	472,850
	Capital Expenditure				
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
148,000	Footpaths Construction	0	0	0	0
100,000	Cycleways Construction	0	0	0	0
50,000	RTA PAMPS 2009/10 - 2010/11	0	0	0	0
0	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
402,000	Total Capital Expenditure	154,000	154,000	154,000	154,000
	Capital Revenue				
-50,000	Grant - Cycleway	0	0	0	0
-17,000	Contribution to Footpaths	0	0	0	0
-25,000	RTA Grant - PAMP Works	-25,000	-25,000	-25,000	-25,000
-92,000	Total Capital Revenue	-25,000	-25,000	-25,000	-25,000
	Transfer From Reserves				
-198,000	Utilised for Current Works	0	0	0	0
0	F'Path, C'Way, Bus Tfr from - Depn Reserve	-218,700	-225,300	-232,000	-239,000
-198,000	Total Transfer From Reserves	-218,700	-225,300	-232,000	-239,000
527,717	Total Footpaths,Cycleways,Bus Shelters	343,210	349,480	356,100	362,850

Program	539	Parking
		Plan and implement Parking improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
Activity	Activity Code	Activity Measure
Car Park Maintenance	539.1	NATSPEC Status - Report on number of requests relating to litter and rubbish in public car parks and percentage of responses in required time frame
Car Park Maintenance	539.1	NATSPEC Status - Report on number of requests relating to damage or vandalism in public car parks and percentage of responses in required time frame

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Parking	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 539				
	Operating Expenses				
39,000	Working Expenses	49,400	50,900	52,400	54,000
204,000	Rates, Insurance & Water	210,500	216,700	223,300	230,000
133,472	Multilevel Carparks	137,500	141,600	145,800	150,200
7,004	Ground Level Carparks	7,200	7,400	7,600	7,800
43,406	Loan 462 Interest Repay - Castle St Carpark Improv	37,327	30,646	23,622	16,132
56,000	Depreciation	64,850	66,800	68,800	70,800
482,882	Total Operating Expenses	506,777	514,046	521,522	528,932
	Capital Expenditure				
92,210	Loan 462 Principal Repay - Castle St Carpark	98,224	104,833	111,783	119,192
15,000	Resealing of Carparks	15,000	15,000	15,000	15,450
107,210	Total Capital Expenditure	113,224	119,833	126,783	134,642
	Transfer From Reserves				
-56,000	Utilised for Current Works	0	0	0	0
0	Parking Tfr from - Depn Reserve	-64,850	-66,800	-68,800	-70,800
-56,000	Total Transfer From Reserves	-64,850	-66,800	-68,800	-70,800
534,092	Total Parking	555,151	567,079	579,505	592,774

Program	541	Quarries
		Manage Council's quarry for optimal financial returns.
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Quarry Management	541.1	Monitor Quarry operations for optimal financial return

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Quarries Program Number 541	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
79,000	Costs of Production	195,000	201,000	207,000	213,000
10,000	Testing Lab Equipment	6,700	6,800	6,900	7,000
89,000	Total Operating Expenses	201,700	207,800	213,900	220,000
	Operating Revenue				
-89,000	Quarry Income	-201,700	-207,800	-213,900	-220,000
-89,000	Total Operating Revenue	-201,700	-207,800	-213,900	-220,000
0	Total Quarries	0	0	0	0

Program	543	Street & Toilet Cleaning
		Plan and implement public space cleaning programs
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
Activity	Activity Code	Activity Measure
Public space management	543.1	NATSPEC Status - Report on number of requests relating to litter and rubbish in the CBD and town centres and percentage of responses in required time frame
Public space management	543.1	NATSPEC Status - Report on number of requests relating to toilet cleanliness in the CBD and town centres and percentage of responses in required time frame

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Street & Toilet Cleaning	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 543				
	Operating Expenses				
339,900	Street Cleaning	367,100	378,100	389,500	401,100
265,200	Public Toilet Cleaning	277,200	285,500	294,100	302,900
6,240	Marina Public Toilet Cleaning	8,800	9,100	9,300	9,500
151,925	High St Cleaning & Maintenance	138,800	143,100	147,300	151,700
763,265	Total Operating Expenses	791,900	815,800	840,200	865,200
763,265	Total Street & Toilet Cleaning	791,900	815,800	840,200	865,200

Program	545	Drainage
		Plan and implement drainage improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Drainage Operational	545.1	NATSPEC Status - Report on number of requests relating to drainage likely to cause property damage and percentage of responses in required time frame
Drainage Operational	545.1	NATSPEC Status - Report on number of requests relating to flood damage due to poorly maintained drains and percentage of responses in required time frame
Drainage Strategic	545.2	Works Planning - Status of Works program
Drainage Strategic	545.2	Works Planning - Provide details of works undertaken to protect properties
Drainage Strategic	545.2	Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks

Drainage Improvement Works Program (2010/2011 to 2013/2014)*

Program Year	Project/Road	Locality	Description
2010/2011	Fawcett Street	Woolgoolga	Drainage works adjacent oval
	Prince Street	Coffs Harbour	Drainage investigation and works
	Bucca Road	Nana Glen	Bridge protection works
	Oxley Place	Coffs Harbour	Improve overland flow path by lowering laneway footpath
	York Street	Coffs Harbour	Drainage amplification works
	Wybalena Crescent	Toormina	Localised stormwater augmentation works
	Coramba Road	Coffs Harbour	Additional Drainage Inlets
	Investigation & Design	Various	Drainage Improvements - Investigation & Design
	Creek Clearing & Drainage Maintenance	Various	Maintenance Works
2011/2012	CBD Drainage - Stage1	Coffs Harbour	Augmentation of CBD Drainage to reduce flooding risk - Stage 1
	Taloumbi Road - Stage 2	Coffs Harbour	Provision of piped drainage and overland flow path
	Investigation & Design	Various	Drainage Improvements - Investigation & Design
	Creek Clearing & Drainage Maintenance	Various	Maintenance Works
2012/2013	Park Beach Trunk Drainage - Stage 1	Coffs Harbour	Provision of additional trunk drainage
	Avenue Street / Valley Street	Coffs Harbour	Stormwater pipeline augmentation works
	Creek Clearing & Drainage Maintenance	Various	Maintenance Works
2013/2014	Bosworth Drive	Woolgoolga	Stormwater drain realignment works
	Marcia Street - Stage 2	Coffs Harbour	Improve drainage at Pacific Highway
	Masonry Road	Coffs Harbour	Overland flow path
	Collingwood Street / Edgar Street / Jetty	Coffs Harbour	Overland flow path improvement works.
	Investigation & Design	Various	Drainage Improvements - Investigation & Design
	Creek Clearing & Drainage Maintenance	Various	Maintenance Works

*Funding allocations to be finalised following the determination of Council's application for a Special rate Variation in 2010/2011
Note: Works schedules subject to change according to re-prioritisation and final cost estimates.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Drainage	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 545				
	Operating Expenses				
265,740	Drainage M&R	273,200	281,400	289,800	298,500
506,233	Loan 467 Interest Repayments - Drainage	411,736	400,102	388,737	376,594
496,167	Loan 468 Interest Repay \$6M - Drainage (rate variation \$s)	424,498	388,180	350,117	309,117
532,400	Depreciation	2,250,000	2,317,500	2,387,000	2,458,500
1,800,540	Total Operating Expenses	3,359,434	3,387,182	3,415,654	3,442,711
	Capital Expenditure				
120,276	Loan 467 Principal Repay- Drainage	141,645	156,538	167,767	178,756
400,518	Loan 468 Principal Repay \$6M - Drainage (rate variation \$s)	436,646	476,103	513,687	553,384
487,958	Drainage Imts/Nuisance Flooding	0	0	0	0
12,000,000	Flood Mitigation Works (\$12,513,449)	655,830	698,847	750,606	805,999
25,491	Stormwater Management Service Works	0	0	0	0
13,034,243	Total Capital Expenditure	1,234,121	1,331,488	1,432,060	1,538,139
	Operating Revenue				
-652,000	Stormwater Management Service Charge	-658,500	-658,500	-658,500	-658,500
-1,384,643	Special Rate Variation	-1,411,855	-1,461,270	-1,512,414	-1,565,350
-2,036,643	Total Operating Revenue	-2,070,355	-2,119,770	-2,170,914	-2,223,850
	Capital Revenue				
-6,000,000	Loan 467 Drawdown \$6M - Drainage	0	0	0	0
-6,000,000	Loan Drawdown 468 \$6M Drainage Works (rate funded work	0	0	0	0
-12,000,000	Total Capital Revenue	0	0	0	0
	Transfer From Reserves				
-532,400	Utilised for Current Works	0	0	0	0
0	Drainage Tfr from - Depn Reserve	-2,250,000	-2,317,500	-2,387,000	-2,458,500
-532,400	Total Transfer From Reserves	-2,250,000	-2,317,500	-2,387,000	-2,458,500
265,740	Total Drainage	273,200	281,400	289,800	298,500

Program	547	Harbour & Jetty
		Plan and implement Harbour and Jetty improvements
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL2.1.2	Protect and expand public spaces and facilities and ensure they are accessible and safe for all
Activity	Activity Code	Activity Measure
Jetty/Boat Ramp Management	547.1	Jetty/Boat Ramp - Report on number of requests relating to unavailability of boat ramp due to siltation or structural problems and percentage of responses in required time frame
Jetty/Boat Ramp Management	547.1	Jetty/Boat Ramp - Report on number of requests relating to damage or vandalism to the Jetty Structure and percentage of responses in required time frame

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Harbour & Jetty Program Number 547	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
56,529	Boat Ramp Dredging	58,200	59,900	61,800	63,600
19,673	Boat Ramp Maintenance	20,300	20,900	21,500	22,100
79,310	Historical Jetty Routine Maint.	81,700	84,100	86,600	89,300
17,000	Depreciation	19,000	19,500	20,000	20,600
172,512	Total Operating Expenses	179,200	184,400	189,900	195,600
	Transfer From Reserves				
-17,000	Utilised for Current Works	0	0	0	0
0	Jetty Tfr from - Depn Reserve	-19,000	-19,500	-20,000	-20,600
-17,000	Total Transfer From Reserves	-19,000	-19,500	-20,000	-20,600
155,512	Total Harbour & Jetty	160,200	164,900	169,900	175,000

Program	550	CityWorks – Private Works
		Generate income for Council through private sector works
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Private Works	550.1	Private Works Capacity - Number and value of Tenders on private and government works submitted
Private Works	550.1	Private Works Capacity - Number of private works jobs won and completed
Private Works	550.1	Private Works Capacity - Value of private works, year to date.

Program	555	Watermain Relocation SH10 Stage 1
		Generate income for Council by carrying out watermain relocation works associated with the Pacific Highway upgrade.
Responsible Manager	Executive Manager CityWorks	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.6	Pursue corporate business opportunities to generate income to support Council programs
Activity	Activity Code	Activity Measure
Highway Upgrade Private Works	555.1	Monitor highway water main relocation to ensure optimal financial return to Council

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	CityWorks - Private Works Program Number 550	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
8,000	Howard Street Production	8,240	8,500	8,700	9,000
10,000	External Plant Hire Expenses	10,000	10,000	10,000	10,000
0	Operations Branch Business Activities	-43,850	-44,910	-46,040	-47,000
211,900	Nana Lane Nursery Operating Costs	247,500	254,900	262,600	270,400
76,215	Morgans Rd Nursery Operating Costs	132,300	136,300	140,400	144,600
306,115	Total Operating Expenses	354,190	364,790	375,660	387,000
	Operating Revenue				
-8,000	Howard Street Income	-8,240	-8,500	-8,700	-9,000
-219,600	Nana Lane Nursery Income	-167,400	-172,390	-177,560	-182,900
-138,000	Morgans Rd Nursery Income	-178,550	-183,900	-189,400	-195,100
-365,600	Total Operating Revenue	-354,190	-364,790	-375,660	-387,000
-59,485	Total CityWorks - Private Works	0	0	0	0

Program	560	Survey & Design
		Oversee Council design functions relating to infrastructure, transport, Coastal Hazard and Estuary Management, Floodplain Management and Open Space
Responsible Manager	Executive Manager Engineering Services	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE2.1.2	Enhance protection of our marine areas and manage for change
	MA1.1.1	Establish integrated transport hubs in key community centres
	MA1.1.2	Develop renewable energy transport modes utilising existing infrastructure
	MA1.1.3	Plan for new infrastructure and facilities for future renewable energy transport modes
	MA1.1.4	Improve the effectiveness of the existing transport system
	MA1.2.1	Promote increased public transport usage and reduced car usage
	MA1.2.2	Advocate for State and Federal Government to redirect highway upgrade funds to support public transport systems
	MA1.2.3	Provide integrated and easy access for all to an effective public transport system
	MA2.3.1	Promote the benefits of cycling and walking and the importance of road safety in our community
	MA3.1.2	Facilitate safe traffic and pedestrian flow in and around the City's facilities and services
	MA3.1.3	Develop alternative travel routes for trucks in local neighbourhoods
	MA3.1.4	Reduce the impact of the highway on our communities
	MA3.2.1	Explore mechanisms for the integration of road and rail freight services
	MA3.2.2	Develop coastal freight transport opportunities

Program	560	Survey & Design (Continued)
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
	PL2.3.1	Develop safe and interactive play spaces for our children within each community
	PL2.3.2	Create safe connections to spaces and facilities used by children
	PL3.1.3	Provide connections for all between communities and other centres
Activity	Activity Code	Activity Measure
Project Management	560.1	Planning/Survey/Design/Assessment - Report on Number of engineering plans requiring amendments
Project Management	560.1	Planning/Survey/Design/Assessment - Number of Part V applications prepared and approved
Project Management	560.1	Planning/Survey/Design/Assessment - Number of WAX drawings
City Infrastructure	560.2	City Infrastructure - Report on status of implementation of Floodplain Management Plans
City Infrastructure	560.2	City Infrastructure - Report on status of implementation of Coastal and Estuary Management Plans
City Infrastructure	560.2	City Infrastructure - Report on status of implementation of Open space Strategy
Transport	560.2	City Infrastructure – Develop an Integrated Transport Plan
Transport	560.2	City Infrastructure - Report on status of implementation of Road Safety Strategic Plan
Project Management	560.3	Quality Project Management - Report on Variance to budget %
Project Management	560.3	Quality Project Management - Variance to Scheduled timeline of tasks
Project Management	560.3	Quality Project Management - Number of justifiable stakeholder complaints

Full Drainage / Flood Works Program (2010/11 - 2019/20) (Funded by Storm Water Levy and Special Rate Variation)

Program Year	Project/Road	Locality of Works	Comment / Description	Project Estimate	Urban Catchment %	Non-Urban Catchment %	Urban Funded (Stormwater Levy)	Non-Urban Funded (Rate Variation)
Commence 2010/11	Flood Detention Basin	Coffs Harbour	Construction of Coffs Creek flood detention basin (Upper Shepards Lane)	\$5,100,000	0%	100%	\$0	\$5,100,000
Commence 2010/11	Flood Detention Basin	Coffs Harbour	Construction of Coffs Creek flood detention basin (Bennetts Road)					
2010/2011	Flood warning system & flood modelling	Various	Early flood warning system / 2D flood modelling	\$300,000	50%	50%	\$150,000	\$150,000
2010/2011	Drainage Works Urban & Non Urban	Various	Drainage Works Urban & Non Urban	\$400,000	50%	50%	\$200,000	\$200,000
2010/2011	Coffs Creek	Coffs Harbour	Increase Waterway area under Highway	\$200,000	70%	30%	\$140,000	\$60,000
2010/2011	Coffs Creek	Coffs Harbour	Remove old piers in Coffs Creek, Orlando Street					
Commence 2010/11	Flood Detention Basin	Coffs Harbour	Construction of flood detention basin (Spagnolos Road)	\$2,300,000	0%	100%	\$0	\$2,300,000
2010/2011	Loaders Lane	Coffs Harbour	Loaders Lane Levee	\$150,000	60%	40%	\$90,000	\$60,000
2010/2011	Merino Drive	Coffs Harbour	Merino Drive Drainage Works	\$50,000	50%	50%	\$25,000	\$25,000
2010/2011	Shell Cove Lane	Korora	Shell Cove Lane Works	\$500,000	50%	50%	\$250,000	\$250,000
2010/2011	Taloumbi Road	Coffs Harbour	Taloumbi Road Works - Stage 1	\$300,000	0%	100%	\$0	\$300,000

Full Drainage / Flood Works Program (2010/2011 – 2013/2014) Continued

Program Year	Project/Road	Locality of Works	Comment / Description	Project Estimate	Urban Catchment %	Non-Urban Catchment %	Urban Funded (Stormwater Levy)	Non-Urban Funded (Rate Variation)
2010/2011	Central Business District	Coffs Harbour	CBD Drainage Works	\$2,700,000	70%	30%	\$1,890,000	\$810,000
2010/2011	Fawcett Street	Woolgoolga	Drainage works adjacent oval	\$300,000	100%	0%	\$300,000	\$0
2010/2011	Prince Street	Coffs Harbour	Drainage investigation and works	\$30,000	100%	0%	\$30,000	\$0
2010/2011	Bucca Road	Nana Glen	Bridge protection works	\$30,000	0%	100%	\$0	\$30,000
2010/2011	Oxley Place	Coffs Harbour	Improve overland flow path by lowering laneway footpath	\$15,000	100%	0%	\$15,000	\$0
2010/2011	York Street	Coffs Harbour	Drainage amplification works	\$40,000	100%	0%	\$40,000	\$0
2010/2011	Wybalena Crescent	Toormina	Localised stormwater augmentation works	\$30,000	100%	0%	\$30,000	\$0
2010/2011	Coramba Road	Coffs Harbour	Additional Drainage Inlets	\$20,000	0%	100%	\$0	\$20,000
2010/2011	Investigation & Design	Various	Drainage Improvements - Investigation & Design	\$30,000	100%	0%	\$30,000	\$0
2010/2011	Creek Clearing & Drainage Maintenance	Various	Maintenance Works	\$17,600	30%	70%	\$5,280	\$12,320
Totals for 2010/11				\$12,512,600			\$3,195,280	\$9,317,320

Full Drainage / Flood Works Program (2010/2011 – 2013/2014) Continued

Program Year	Project/Road	Locality of Works	Comment / Description	Project Estimate	Urban Catchment %	Non-Urban Catchment %	Urban Funded (Stormwater Levy)	Non-Urban Funded (Rate Variation)
2011/2012	CBD Drainage - Stage 1	Coffs Harbour	Augmentation of CBD Drainage to reduce flooding risk - Stage 1	\$200,000	70%	30%	\$140,000	\$60,000
2011/2012	Taloumbi Road - Stage 2	Coffs Harbour	Provision of piped drainage and overland flow path	\$200,000	0%	100%	\$0	\$200,000
2011/2012	Investigation & Design	Various	Drainage Improvements - Investigation & Design	\$32,100	100%	0%	\$32,100	\$0
2011/2012	Creek Clearing & Drainage Maintenance	Various	Maintenance Works	\$116,500	30%	70%	\$34,950	\$81,550
Totals for 2011/12				\$548,600			\$207,050	\$341,550

Program Year	Project/Road	Locality of Works	Comment / Description	Project Estimate	Urban Catchment %	Non-Urban Catchment %	Urban Funded (Stormwater Levy)	Non-Urban Funded (Rate Variation)
2012/2013	Park Beach Trunk Drainage - Stage 1	Coffs Harbour	Provision of additional trunk drainage	\$350,000	70%	30%	\$245,000	\$105,000
2012/2013	Avenue Street / Valley Street	Coffs Harbour	Stormwater pipeline augmentation works	\$40,000	100%	0%	\$40,000	\$0
2012/2013	Creek Clearing & Drainage Maintenance	Various	Maintenance Works	\$195,535	30%	70%	\$58,661	\$136,875
Totals for 2012/13				\$585,535			\$343,661	\$241,875

Full Drainage / Flood Works Program (2010/2011 – 2013/2014) Continued

Program Year	Project/Road	Locality of Works	Comment / Description	Project Estimate	Urban Catchment %	Non-Urban Catchment %	Urban Funded (Stormwater Levy)	Non-Urban Funded (Rate Variation)
2013/2014	Bosworth Drive	Woolgoolga	Stormwater drain realignment works	\$50,000	100%	0%	\$50,000	\$0
2013/2014	Marcia Street	Coffs Harbour	Improve drainage at Pacific Highway	\$200,000	50%	50%	\$100,000	\$100,000
2013/2014	Masonry Road	Coffs Harbour	Overland flow path	\$100,000	50%	50%	\$50,000	\$50,000
2013/2014	Collingwood Street / Edgar Street / Jetty	Coffs Harbour	Overland flow path improvement works.	\$50,000	100%	0%	\$50,000	\$0
2013/2014	Investigation & Design	Various	Drainage Improvements - Investigation & Design	\$30,000	100%	0%	\$30,000	\$0
2013/2014	Creek Clearing & Drainage Maintenance	Various	Maintenance Works	\$193,431	30%	70%	\$58,029	\$135,402
Totals for 2013/14				\$623,431			\$338,029	\$285,402

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Survey & Design Program Number 560	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
Operating Expenses					
1,424,852	Staff Costs-Salaries & Allowances	1,496,083	1,585,845	1,680,995	1,781,855
500	Staff Costs-FBT	515	530	545	560
5,000	Road Safety Officer Vehicle	7,000	7,200	7,400	7,600
102,790	Staff Costs Road Safety Officer	106,473	112,860	119,635	126,810
6,600	RSO Direct Program Costs	9,000	9,000	9,000	9,000
15,000	Plans of Management Expenses	15,000	15,450	15,900	16,400
2,000	Nightcruiser Initiative Mid North Coast	0	0	0	0
0	NSW Bike Week	2,500	0	0	0
59,600	Vehicle Running Expenses	55,900	57,580	59,300	61,080
6,400	Office Expenses	6,400	6,600	6,800	7,000
20,000	Equipment & Software M&R	20,000	20,600	21,200	21,800
1,000	Flood Mitigation Membership	1,000	1,000	1,000	1,000
4,100	GPS Operating Expenses	1,000	1,000	1,000	1,000
10,000	EL Stormwater Assessment for Climate Change & Pollution	0	0	0	0
0	EL Pipe Clay Lake - Stormwater Community Ed Program	10,500	0	0	0
0	EL Education Program - Improv Ag Practices in Catchments	20,000	0	0	0
0	EL Protection of Estuarine Environs of Boambee & Newports	10,000	0	0	0
70,588	Loan 453 Interest Repayments - CBD Revitalisation	27,965	0	0	0
73,000	Depreciation	73,300	75,500	77,800	80,100
1,801,430	Total Operating Expenses	1,862,636	1,893,165	2,000,575	2,114,205
Capital Expenditure					
634,267	Loan 453 Principial Repays - CBD	676,890	0	0	0
4,000	Software Acquistion	4,000	4,000	4,000	4,120
30,000	Roads Survey/Acquistion	30,000	30,000	30,000	30,900
0	Drainage Investigations	12,000	12,000	12,000	12,360
0	Coastal Hazard & Estuary Projects	0	25,000	25,000	25,750
21,000	Roads & Traffic Signs - New	21,000	21,000	21,000	21,630
100,000	Sec 94 Cycleway - West Coffs Creek Reserve	100,000	0	0	0
100,000	S94 Flood Mitigation & Drainage Resv West Coffs UNALLC	650,000	0	1,250,000	0
450,000	S94 North Boambee Stormwater Management UNALLOCALI	0	250,000	0	0
16,000	Traffic Facilities - Council Roads	16,000	16,000	16,000	16,480
21,000	Traffic Safety Improvements	15,000	15,000	15,000	15,450
10,000	Traffic Infrastructure Improvements	10,000	10,000	10,000	10,300
30,000	Harbour Foreshore Planning	0	0	0	0
1,416,267	Total Capital Expenditure	1,534,890	383,000	1,383,000	136,990
Operating Revenue					
0	Grant - RSO Direct Program Costs	-4,500	-4,500	-4,500	-4,500
-52,100	Grant - Road Safety Officer	-56,736	-60,030	-63,517	-67,205
-30,000	Private Footpath Crossing	-32,400	-33,400	-34,400	-35,400

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Survey & Design		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	560				
-11,000	Engineering Works Design		-5,800	-5,950	-6,100	-6,250
0	Grant - NSW Bike Week		-2,500	0	0	0
-2,050	Contribution from Water GPS Project		-2,100	-2,150	-2,200	-2,250
-2,050	Contribution from Sewer GPS Project		-2,100	-2,150	-2,200	-2,250
-97,200	Total Operating Revenue		-106,136	-108,180	-112,917	-117,855
	Transfer From Reserves					
-723,000	Utilised for Current Works		0	0	0	0
0	Design Tfr from - Depn Reserve		-73,300	-75,500	-77,800	-80,100
0	Design Tfr from - S94 Reserve		-750,000	-250,000	-1,250,000	0
-723,000	Total Transfer From Reserves		-823,300	-325,500	-1,327,800	-80,100
2,397,497	Total Survey & Design		2,468,090	1,842,485	1,942,858	2,053,240

Program	562	Street Lighting
		Facilitate public safety and energy efficiency through sustainable street lighting.
Responsible Manager	Executive Manager Engineering Services	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Street Lighting Management	562.1	Report on number of additional street lights installed
Street Lighting Management	562.2	Report on Street Lighting energy usage/costs compared to budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Street Lighting Program Number 562	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
744,000	Street Lighting Operating Costs	731,700	767,800	805,700	845,300
744,000	Total Operating Expenses	731,700	767,800	805,700	845,300
	Capital Expenditure				
6,000	New Street Lights	6,000	6,000	6,000	6,180
6,000	Total Capital Expenditure	6,000	6,000	6,000	6,180
	Operating Revenue				
-143,000	Grant Traffic Route Lighting	-148,000	-153,200	-158,500	-164,100
-143,000	Total Operating Revenue	-148,000	-153,200	-158,500	-164,100
607,000	Total Street Lighting	589,700	620,600	653,200	687,380

Program	570	Projects and Development
		Ensure efficient and effective contract administration. Ensure quality urban infrastructure is provided by developers
Responsible Manager	Manager Contracts & Subdivision	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Project Management	570.1	Report on details of engineering advice given to LUHD for planning studies
Project Management	570.2	Engineering Standards - Council's AUS SPEC Planning, Design and Construction Standards kept current and implemented
Project Management	570.2	Engineering Standards - Report on number of Technical Liaison Committee consultations undertaken
Project Management	570.2	Engineering Standards - Report no number and turnover time for review and Engineering Standards - conditioning of Development Applications
Project Management	570.2	Engineering Standards - Report no number and turnover time for response to applications for Construction Certificates
Project Management	570.2	Engineering Standards - Report no number and turnover time for response to applications for inspection of infrastructure
Project Management	570.2	Engineering Standards - Report no number and turnover time for review and release of Subdivision certificates

Program	570	Projects and Development
Project Management	570.3	Project Management - Report on projects variance to budget
Project Management	570.3	Project Management - Report on variances to scheduled timeline of tasks
Project Management	570.3	Project Management – Report on number of justifiable stakeholder complaints
Contracts	570.4	Report on number of tenders called and number of tenders awarded
Contracts	570.5	Contract Administration - Provide details of outcomes of contract management audits
Contracts	570.5	Contract Administration - Database kept of contract administration tasks eg, Contract Number, Date for Completion, Defects Liability Period, Payments, Variations, extension of time, Security, Insurances, contractor performance, correspondence, etc

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Contracts and Subdivisions		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	570				
	Operating Expenses					
427,244	Staff Costs		440,278	466,695	494,695	524,375
19,000	Vehicle Running Expenses		21,000	21,600	22,300	22,900
3,850	Office Expenses		3,850	3,850	3,850	3,850
10,200	Supervision Minor Subdivision		29,500	30,340	31,250	32,200
460,294	Total Operating Expenses		494,628	522,485	552,095	583,325
	Capital Expenditure					
0	Contracts Manager Software		7,000	7,200	7,400	7,600
0	Total Capital Expenditure		7,000	7,200	7,400	7,600
	Operating Revenue					
-500	Sale of Documents & Search Fees		-200	-200	-200	-200
-70,000	Subdivisin Construction Certificate Fees		-93,400	-96,200	-99,100	-102,100
-10,000	Proj Management Supervision Income		-7,500	-7,725	-7,950	-8,200
-80,500	Total Operating Revenue		-101,100	-104,125	-107,250	-110,500
379,794	Total Contracts and Subdivisions		400,528	425,560	452,245	480,425

Program	610	General Untied Funding
		Recoupment of General Income
Responsible Manager	Executive Manager Finance	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
Activity	Activity Code	Activity Measure
Unallocated Revenue (General Fund)	610.1	Ensure Outstanding Rates and Charges ratio is below 7%

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	General Untied Funding		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	610				
	Capital Expenditure					
2,450,000	Developer Contributions In Kind Expense		2,600,000	2,700,000	4,500,000	4,500,000
2,450,000	Total Capital Expenditure		2,600,000	2,700,000	4,500,000	4,500,000
	Operating Revenue					
-6,283,000	Financial Assistance Grant		-6,765,400	-6,900,700	-7,038,700	-7,179,500
-26,647,957	General Rates		-26,512,740	-27,440,686	-28,401,109	-29,395,150
-789,250	Gen Rates Pensioner Subsidy		-803,000	-831,105	-860,195	-890,300
-967,300	Environmental Special Rate		-1,040,590	-1,077,011	-1,114,705	-1,153,720
-3,700	EL Pensioner Rebate Subsidy		-4,784	-2,587	-2,678	-2,772
-264,000	Coffs Hbr Regional Airport Dividend		-230,142	-278,000	-342,000	-400,000
-240,000	Extra Charges		-240,000	-248,400	-257,093	-266,092
-38,700	Dividend (Tax Equivalent) Water Fund		-32,750	-33,730	-34,400	-35,440
-75,500	Dividend (Tax Equivalent) Sewer Fund		-77,652	-79,980	-82,380	-84,850
-446,706	Plant Dividend		-446,706	-460,100	-473,900	-488,100
0	Plant Special Dividend to Untied Funding		-173,000	0	0	0
-450,000	Interest on Investment Revenue		-400,000	-375,000	-360,000	-360,000
-10,000	EL Interest on Investments Env Levy		-10,000	-10,000	-10,000	-10,000
-450,000	Interest on Invest Reserves		-600,000	-600,000	-610,000	-620,000
-400,000	Interest on Invest Sec 94		-300,000	-310,000	-320,000	-330,000
-37,066,113	Total Operating Revenue		-37,636,764	-38,647,299	-39,907,160	-41,215,924
	Capital Revenue					
-2,450,000	Developer Contributions In Kind		-2,600,000	-2,700,000	-4,500,000	-4,500,000
-1,655,000	Developer Contributions Income (General Fund)		-1,705,000	-1,756,000	-1,809,000	-1,809,000
-4,105,000	Total Capital Revenue		-4,305,000	-4,456,000	-6,309,000	-6,309,000
	Transfer To Reserves					
0	Untied Funding Tfr to - Future Fund Reserve		42,242	43,510	44,815	46,160
0	Untied Funding Tfr to - S94 Reserve		1,705,000	1,756,000	1,809,000	1,809,000
0	Untied Funding Tfr to - Other Reserve		900,000	910,000	930,000	950,000
2,539,351	Allocated to Future Works		0	0	0	0
2,539,351	Total Transfer To Reserves		2,647,242	2,709,510	2,783,815	2,805,160
-36,181,762	Total General Untied Funding		-36,694,522	-37,693,789	-38,932,345	-40,219,764
667,506	GENERAL FUND		182,220	636,633	498,827	1,042,117

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	General Untied Funding	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number 610				
667,506	Grand Total	182,220	636,633	498,827	1,042,117

Program	710	Water Management Expenses
		Administer contributions from Water Supply to Council departments.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Administer Coffs Harbour Water (Water)	710.1	Monitor budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Management Exps Program Number 710	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
1,507,741	Contribution to Administration	1,624,193	1,672,920	1,723,100	1,774,800
38,700	Dividend to General A/C (Tax Equivalent)	32,750	33,730	34,400	35,440
2,050	Contribution to IT - GPS Project	2,100	2,150	2,200	2,250
16,700	Contrib Developer Servic Plan Admin	17,000	17,300	17,600	17,900
4,700	Water Quality Monitoring	4,800	4,900	5,000	5,100
50,000	Cont'n to EL Orara River Works Env Man	50,000	50,000	50,000	51,500
20,000	Contribution Works Depot Upgrade	26,000	25,000	25,000	25,000
957,454	Engineering Salaries & Allowances	990,724	1,050,170	1,113,175	1,179,965
0	Water Strategy	150,000	0	0	0
318,126	Meter Reading Cont to Finance Mngt	300,269	316,644	333,965	352,288
500	Staff Costs - FBT	500	500	500	500
45,230	Vehicle Running Expenses	51,970	53,530	55,130	56,790
3,600	Advertising & Public Awareness	3,708	3,819	3,934	4,052
42,400	Other Management Expenses	43,672	44,982	46,331	47,721
10,400	Water Directorate	10,712	11,033	11,364	11,705
20,000	Strategic Plans and Financial Plan	20,600	21,218	21,855	22,511
3,037,601	Total Operating Expenses	3,328,998	3,307,896	3,443,554	3,587,522
	Capital Expenditure				
7,200	Equipment Acquisition	7,416	7,638	7,867	8,103
7,200	Total Capital Expenditure	7,416	7,638	7,867	8,103
	Operating Revenue				
-3,000	Administration Charges Income	-3,000	-3,000	-3,000	-3,090
-3,000	Total Operating Revenue	-3,000	-3,000	-3,000	-3,090
3,041,801	Total Water Management Exps	3,333,414	3,312,534	3,448,421	3,592,535

Program	720	Water Maintenance & Operating
		Operate and maintain water supply to satisfy customer needs and legislative requirements.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE3.1.1	Implement total water cycle management practices
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Water Supply	720.1	Compliance - Number of drinking water tests conducted
Water Supply	720.1	Compliance - Percentage of tests complying with Guidelines.
Water Supply	720.2	Variance to water abstraction licence conditions
Water Supply	720.3	Water Performance - Progress on preparation of yearly data for NSW Water Supply & Sewerage Performance Monitoring Report.
Water Supply	720.4	Regional Water Supply - Provide details on liaison with and reports from Clarence Valley Council
Water Supply	720.4	Regional Water Supply - Provide details on river monitoring carried out
Water Supply	720.5	Status of Implementation of the Regional Water Efficiency Strategic Plan and Council Water Efficiency projects.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Maintenance & Operating		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	720				
	Operating Expenses					
340,000	Dams		350,200	360,706	371,527	382,673
266,000	Reservoirs		284,600	298,800	313,800	329,500
20,000	Emerald Booster Chlorination Plant		20,600	21,218	21,855	22,511
360,000	Pumping Stations		429,000	471,000	518,000	533,540
73,000	Nana Glen Water Supply		78,000	81,000	84,000	86,520
45,000	Coramba Water Supply		48,400	50,000	25,000	20,000
1,080,000	Water Treatment Expenses		1,272,000	1,329,000	1,420,000	1,450,000
1,130,000	Mains Maintenance		1,435,000	1,478,000	1,522,000	1,568,000
56,000	Catchment Areas & Weirs		57,680	59,410	61,192	63,028
23,000	Country Energy - Nymboida Fish Ladder		23,690	24,401	25,133	25,887
67,000	Country Energy - Nymboida Infrastr Maint		69,010	71,080	73,212	75,408
376,607	Water Efficiency		387,914	399,560	411,555	423,901
100,000	Raw Water Purchases		103,000	106,090	109,273	112,551
69,195	Water Quality Monitoring		71,277	73,421	75,630	77,899
56,000	RWS - Operatations & Maintenance		600,000	624,000	649,000	675,000
23,000	RWS - Flow Gauging		0	0	0	0
114,000	RWS - Habitat & Heritage Monitoring		0	0	0	0
7,000	Meter Disconnect Reconnections		7,210	7,426	7,649	7,878
21,000	RWS - Pipeline Operation & Maintenance		0	0	0	0
90,000	RWS - Pump Station Operation & Maint.		0	0	0	0
62,000	RWS - Shannon Creek Dam/Land Management		0	0	0	0
41,000	RWS - Bulk Management		0	0	0	0
60,000	Meter Repairs		41,000	42,800	44,800	46,800
20,000	Telemetry		29,000	30,300	31,700	33,100
15,000	Contributions to Works		15,450	15,914	16,391	16,883
1,000	Mains Locations Other Authorities		1,030	1,061	1,093	1,126
3,000	Backflow Prevention		3,090	3,183	3,278	3,376
1,200	Meter Testing Consumer Request		1,236	1,273	1,311	1,350
60,000	Standpipe Water		61,800	63,654	65,564	67,531
6,000	Pressure Test Fees		6,180	6,365	6,556	6,753
5,559,567	Depreciation		4,890,200	5,037,000	5,188,000	5,344,000
10,145,568	Total Operating Expenses		10,286,566	10,656,662	11,047,518	11,375,215
	Operating Revenue					
-5,200	Pressure Test Fees		-5,356	-5,517	-5,683	-5,853
-400	Meter Testing Consumer Request		-412	-424	-437	-450
-6,000	Meter Disconnect/Reconnect Fees		-6,180	-6,365	-6,556	-6,753
-3,500	Water Backflow Prev Lic & Testing		-3,605	-3,713	-3,824	-3,939
-900	Mains Locations Other Authorities		-927	-955	-984	-1,014
-25,000	Contributions to Works		-25,750	-26,523	-27,319	-28,139

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Maintenance & Operating		2011/12	2012/13	2013/14	2014/15
	Program Number	720	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-44,000	Standpipe Water Sales		-45,320	-46,680	-48,080	-49,522
-85,000	Total Operating Revenue		-87,550	-90,177	-92,883	-95,669
	Transfer From Reserves					
-5,559,567	Utilised for Current Works		0	0	0	0
0	Water Maint tfr from - Water & Sewer Reserve		-4,890,200	-5,037,000	-5,188,000	-5,344,000
-5,559,567	Total Transfer From Reserves		-4,890,200	-5,037,000	-5,188,000	-5,344,000
4,501,001	Total Water Maintenance & Operating		5,308,816	5,529,485	5,766,635	5,935,545

Program	730	Water Miscellaneous
		Administer financial management within Water Supply area.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Water Miscellaneous	730.1	Monitor budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Miscellaneous Program Number 730	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
132,000	Payroll Tax	135,960	140,039	144,240	148,567
7,308,988	Loan Interest Repayments	6,892,015	6,447,948	5,977,366	5,516,246
25,000	Professional Dev/Subs and Seminars	25,750	26,523	27,319	28,139
15,000	Asset Register	0	0	0	0
7,480,988	Total Operating Expenses	7,053,725	6,614,510	6,148,925	5,692,952
	Capital Expenditure				
5,938,993	Loan Principal Repayments	6,183,248	6,562,836	7,030,201	5,873,389
5,938,993	Total Capital Expenditure	6,183,248	6,562,836	7,030,201	5,873,389
13,419,982	Total Water Miscellaneous	13,236,973	13,177,346	13,179,126	11,566,341

Program	740	Water Capital Expenditure
		Provide water supply infrastructure for growth and renewals.
Responsible Manager	Manager Strategic Infrastructure	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Water Infrastructure	740.1	Reticulated Water Service - Works Programs prepared. Network modelled. Pressure and flows maintained to service levels.
Water Infrastructure	740.2	Reticulated Water Infrastructure - Report on progress of works in relation to time, budget, and quality

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Capital Expenditure		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	740				
	Capital Expenditure					
0	60kw Pump Station		0	0	0	500,000
0	8 ML Reservoir at Unwins Rd		0	0	0	2,000,000
0	Demolish Reservoir		0	0	0	100,000
50,000	Reservoir Renewals		195,000	131,000	130,000	100,000
200,000	Shepherds Lane Reservoirs (Land) S64		0	200,000	2,300,000	0
600,000	Reticulation Mains from Strategy - S64		602,700	651,075	499,750	700,000
250,000	Mains Renewal		800,000	800,000	500,000	500,000
50,000	Mains Extension		50,000	50,000	50,000	51,500
289,400	Service Connections		298,000	300,000	300,000	309,000
25,000	New Plant/Vehicles		50,000	25,000	25,000	25,750
15,000	Network Analysis		35,000	0	0	0
42,700	Minor Plant		45,000	45,000	45,000	46,350
50,000	Telemetry Equipment & Meters		300,000	25,000	25,000	25,800
20,000	Minor Works		70,000	20,000	20,000	20,600
5,000	Easements		5,000	5,000	5,000	5,150
750,000	Coramba Water Main		50,000	1,500,000	0	0
230,000	Developer Cont'n In Kind Expenses (Water)		240,000	250,000	490,000	504,700
0	Moonee to Emerald Trunk Main MNTL		0	0	2,372,500	0
0	Main Duplication - Karangi WTP to Red Hill		1,500,000	0	0	0
2,577,100	Total Capital Expenditure		4,240,700	4,002,075	6,762,250	4,888,850
	Operating Revenue					
-289,400	Service Connections		-298,000	-300,000	-300,000	-309,000
-289,400	Total Operating Revenue		-298,000	-300,000	-300,000	-309,000
	Capital Revenue					
-2,728,000	Contributions - S64 New Mains		-2,874,000	-2,906,000	-2,938,000	-2,975,000
-230,000	Developer Cont'n In Kind Income (Water)		-240,000	-250,000	-490,000	-504,700
-2,958,000	Total Capital Revenue		-3,114,000	-3,156,000	-3,428,000	-3,479,700
	Transfer To Reserves					
0	Water Cap tfr to - Water & Sewer Reserve		2,874,000	2,906,000	2,938,000	2,975,000
2,728,000	Allocated to Future Works		0	0	0	0
2,728,000	Total Transfer To Reserves		2,874,000	2,906,000	2,938,000	2,975,000
	Transfer From Reserves					
-2,057,700	Utilised for Current Works		0	0	0	0
0	Water Capital tfr from - Water & Sewer Reserve		-3,702,700	-3,452,075	-5,972,250	-4,075,150
-2,057,700	Total Transfer From Reserves		-3,702,700	-3,452,075	-5,972,250	-4,075,150
0	Total Water Capital Expenditure		0	0	0	0

Program	790	Water Untied Funding
		Ensure recoupment of revenue from Water Supply rates and charges.
Responsible Manager	Executive Manager Finance	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
Activity	Activity Code	Activity Measure
Unallocated Revenue (Water Fund)	790.1	Ensure Outstanding Rates and Charges ratio is below 7%

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Untied Funding		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	790				
	Operating Revenue					
-3,449,657	Access Charges		-3,662,141	-3,822,717	-4,015,484	-4,183,570
-244,747	Pensioner Subsidy		-248,492	-252,294	-256,298	-260,216
-11,060,911	Water Usage Charges		-11,791,365	-12,464,363	-13,155,275	-13,909,056
-950,000	Interest on Investments Revenue		-1,280,000	-1,275,000	-1,250,000	-1,050,000
-675,000	Interest on Investments Reserves		-635,000	-400,000	-175,000	-10,000
-32,000	Interest on Investments Sec 64		-10,000	-10,000	-10,000	-10,000
-16,412,315	Total Operating Revenue		-17,626,998	-18,224,374	-18,862,057	-19,422,842
	Transfer To Reserves					
0	Water Untied Funding tfr to - Water & Sewer Reserve		645,000	410,000	185,000	20,000
707,000	Allocated to Future Works		0	0	0	0
707,000	Total Transfer To Reserves		645,000	410,000	185,000	20,000
-15,705,315	Total Water Untied Funding		-16,981,998	-17,814,374	-18,677,057	-19,402,842
5,257,469	WATER FUND		4,897,205	4,204,991	3,717,125	1,691,579

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Water Untied Funding Program Number 790	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
5,257,469	Grand Total	4,897,205	4,204,991	3,717,125	1,691,579

Program	810	Sewer Management Expenses
		Administer contributions from Sewer Fund to Council departments.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Administer Coffs Harbour Water (Sewer)	810.1	Monitor budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Management Expenses		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	810				
	Operating Expenses					
2,117,945		Contribution to Administration	2,268,684	2,336,745	2,406,850	2,479,050
63,000		Cont'n to Sullage Collection Contract Chg	55,400	57,100	58,800	60,600
75,500		Dividend to General Account (Tax Equival	77,652	79,980	82,380	84,850
2,050		Contribution to IT - GPS Project	2,100	2,150	2,200	2,250
16,700		Contrib Developer Servic Plan Admin	17,000	17,300	17,600	17,900
1,126,517		Engineering Staff Costs-Sal/Allow	1,164,638	1,234,515	1,308,580	1,387,100
500		Engineering Staff Costs-FBT	515	530	546	562
20,000		Strategic Plans and Financial Plan	0	0	30,000	0
0		Sewerage Strategy	250,000	0	0	0
20,000		Contribution to Works Depot	26,000	25,000	25,000	25,000
49,020		Vehicle Running Expenses	54,530	56,160	57,850	59,590
3,600		Advertising & Public Awareness	3,708	3,819	3,934	4,052
10,400		Water Directorate	10,712	11,033	11,364	11,705
42,400		Sundry Expenses	43,672	44,982	46,331	47,721
3,547,632		Total Operating Expenses	3,974,611	3,869,314	4,051,435	4,180,380
	Capital Expenditure					
5,000		Equipment Acquisition	5,000	5,000	5,000	5,000
5,000		Total Capital Expenditure	5,000	5,000	5,000	5,000
	Operating Revenue					
-1,000		Administration Charges Income	-1,030	-1,061	-1,093	-1,126
-1,000		Total Operating Revenue	-1,030	-1,061	-1,093	-1,126
3,551,632		Total Sewer Management Expenses	3,978,581	3,873,253	4,055,342	4,184,254

Program	820	Sewer Maintenance & Operating
		Operate and maintain sewerage system to satisfy customer needs and legislative requirements.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	LE3.1.1	Implement total water cycle management practices
	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Sewerage Systems	820.1	EPA Compliance - Number of Tests
Sewerage Systems	820.1	EPA Compliance - Percentage of tests complying with EPA licences.
Sewerage Systems	820.2	Sewerage Performance - Progress on preparation of yearly data for NSW Water Supply & Sewerage Performance Monitoring Report.

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Maintenance & Operating		2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Program Number	820				
	Operating Expenses					
3,386,000	Treatment Works		3,805,000	4,000,000	3,800,000	3,970,000
830,000	Sewers		854,900	880,547	906,963	934,172
42,000	Pump Outs Sullage Collection		46,200	47,600	49,000	50,500
24,000	Reuse Pipework		24,720	25,462	26,226	27,013
2,018,000	Pumping Stations		2,296,000	2,400,000	2,707,000	2,800,000
56,000	Telemetry		57,680	59,410	61,192	63,028
30,000	External Works		30,900	31,827	32,782	33,765
60,000	Mobile Sludge Dewatering Plant Expenses		61,800	63,654	65,564	67,531
180,000	Trade Waste Inspection		185,400	190,962	196,691	202,592
24,000	Trade Waste for Bellingen Council		24,720	25,462	26,226	27,013
50,000	Reuse Management Operating		51,500	53,045	54,636	56,275
345,000	Biosolids Disposal		355,350	366,011	376,991	388,301
240,000	Morgans Rd Farm		285,000	294,000	302,000	312,000
50,000	Ocean Outfall		51,500	53,045	54,636	56,275
5,817,495	Depreciation		6,063,400	6,245,300	6,432,660	6,625,700
13,152,495	Total Operating Expenses		14,194,070	14,736,325	15,092,567	15,614,164
	Operating Revenue					
-315,000	Trade Waste Annual & Usage Charges		-451,529	-466,630	-482,173	-498,543
-3,000	Trade Waste Application Fees		-3,090	-3,183	-3,278	-3,376
-28,000	Trade Waste for Bellingen Council		-28,840	-29,705	-30,596	-31,514
-27,000	Sullage Collection Charges		-31,020	-32,384	-33,880	-35,376
-8,000	Effluent Disposal Charge Contractor		-105,000	-108,000	-111,000	-115,000
-30,000	Contribution to External Works		-30,900	-31,827	-32,782	-33,765
-90,000	Banana Sales from Morgans Rd Farm		-92,700	-95,481	-98,345	-101,295
-23,000	Lease Morgans Rd Farm		-23,000	-23,000	-23,000	-23,690
-80,000	Mobile Sludge Dewatering Plant Income		-82,400	-84,872	-87,418	-90,041
-14,000	Property Rental Income - Corindi		-14,420	-14,853	-15,299	-15,758
-618,000	Total Operating Revenue		-862,899	-889,935	-917,771	-948,359
	Transfer From Reserves					
-5,817,495	Utilised for Current Works		0	0	0	0
0	Sewer Maint tfr from - Water & Sewer Reserve		-6,063,400	-6,245,300	-6,432,660	-6,625,700
-5,817,495	Total Transfer From Reserves		-6,063,400	-6,245,300	-6,432,660	-6,625,700
6,717,000	Total Sewer Maintenance & Operating		7,267,771	7,601,090	7,742,136	8,040,106

Program	830	Sewer Miscellaneous
		Administer financial management within Sewer area.
Responsible Manager	Executive Manager Coffs Harbour Water	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.1	Ensure Council's administration structure facilitates the efficient and effective delivery of programs
Activity	Activity Code	Activity Measure
Sewer Miscellaneous	830.1	Monitor budget

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Miscellaneous Program Number 830	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Expenses				
170,000	Payroll Tax	191,100	196,353	202,764	208,337
80,000	Insurance Premiums	82,400	84,872	87,418	90,041
8,635,356	Loan Interest Repayments	8,297,230	7,795,199	7,277,134	6,718,224
25,000	Professional Dev/Seminars Subs	25,750	26,523	27,319	28,139
15,000	Asset Register	15,000	15,000	15,000	15,450
8,925,356	Total Operating Expenses	8,611,480	8,117,947	7,609,635	7,060,190
	Capital Expenditure				
7,007,276	Sewer Fund Loan Repayments Principal	7,343,789	7,505,218	8,068,442	8,671,952
7,007,276	Total Capital Expenditure	7,343,789	7,505,218	8,068,442	8,671,952
15,932,632	Total Sewer Miscellaneous	15,955,269	15,623,165	15,678,077	15,732,142

Program	840	Sewer Capital Program
		Provide sewerage infrastructure for growth and renewals.
Responsible Manager	Manager Strategic Infrastructure	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	PL1.1.2	Provide infrastructure that supports sustainable living and incorporates resilience to climatic events
Activity	Activity Code	Activity Measure
Sewerage Infrastructure	840.1	System Sustainability - Works Programs prepared. Network modelled. System designed and constructed to suitable capacity.
Sewerage Infrastructure	840.1	System Sustainability - Strategy updated.
Sewerage Infrastructure	840.2	Reclaimed Water Network Extension - Report on progress of works in relation to time, budget, and quality
Sewerage Infrastructure	840.3	Sewer Pump Station Upgrades - Report on progress of works in relation to time, budget, and quality
Sewerage Infrastructure	840.4	Sewer Trunk/Reticulation Upgrades - Report on progress of works in relation to time, budget, and quality
Sewerage Infrastructure	840.5	Sewer Rehabilitation - Report on progress of works in relation to time, budget, and quality
Sewerage Infrastructure	840.6	Sawtell Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Capital Program Program Number 840	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Capital Expenditure				
1,000,000	Sewer Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000
40,000	Minor Sewer Extensions	40,000	40,000	40,000	40,000
0	CTWSS Stage 2 - Coffs Harbour WRP	1,500,000	0	0	0
100,000	Telemetry	120,000	20,000	20,600	21,200
3,020,000	Pumps, Mechanical Equip Renewals	3,000,000	2,500,000	2,200,000	1,700,000
0	Woopi Treatment Works Upgrade Stage 2	100,000	100,000	100,000	100,000
0	Reclaimed Water Pipeline Stage 2	0	4,000,000	0	0
50,000	Minor Treatment Works	50,000	50,000	50,000	50,000
0	Minor Sewer Works	50,000	0	0	0
19,000,000	Sawtell Pump Station & Pipework	24,500,000	0	0	0
40,000	New Plant & Equipment	40,000	40,000	40,000	40,000
25,000	New Vehicle	0	25,000	0	26,000
550,000	Developer Cont'n In Kind Expense (Sewer)	585,000	620,000	1,050,000	2,100,000
15,000	Network Analysis	50,000	50,000	0	0
500,000	S64 Works General	260,000	270,000	280,000	290,000
24,340,000	Total Capital Expenditure	31,295,000	8,715,000	4,780,600	5,367,200
	Capital Revenue				
-2,670,500	Developer Contributions Section 64	-2,701,300	-2,732,100	-2,762,900	-2,845,787
-2,299,000	CTWSS Stage 2 Grant	-3,146,000	0	0	0
-550,000	Developer Cont'n In Kind Income (Sewer)	-585,000	-620,000	-1,050,000	-2,100,000
-5,519,500	Total Capital Revenue	-6,432,300	-3,352,100	-3,812,900	-4,945,787
	Transfer To Reserves				
0	Sewer Cap tfr to - Water & Sewer Reserve	2,701,300	2,732,100	2,762,900	2,845,787
2,670,500	Allocated to Future Works	0	0	0	0
2,670,500	Total Transfer To Reserves	2,701,300	2,732,100	2,762,900	2,845,787
	Transfer From Reserves				
-21,491,000	Utilised for Current Works	0	0	0	0
0	Sewer Cap tfr from - Water & Sewer Reserve	-27,564,000	-8,095,000	-3,730,600	-3,267,200
-21,491,000	Total Transfer From Reserves	-27,564,000	-8,095,000	-3,730,600	-3,267,200
0	Total Sewer Capital Program	0	0	0	0

Program	890	Sewer Untied Funding
		Ensure recoupment of revenue from Sewerage rates and charges.
Responsible Manager	Executive Manager Finance	
This Program assists Council to implement the following <i>Coffs Harbour 2030</i> strategies:	OC1.1.2	Ensure Council's financial management is responsible, sustainable and fully compliant with legislative requirements
Activity	Activity Code	Activity Measure
Unallocated Revenue (Sewer Fund)	890.1	Ensure Outstanding Rates and Charges ratio is below 7%

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Untied Funding Program Number 890	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
	Operating Revenue				
-18,544,306	Access Charges	-19,648,643	-20,781,703	-22,026,803	-23,324,363
-1,359,657	Usage Charges	-1,461,759	-1,544,795	-1,637,851	-1,733,065
-248,505	Pensioner Subsidy	-251,736	-255,009	-258,324	-261,682
-454,238	Non Ratable Charges	-477,883	-505,029	-535,451	-566,579
-1,470,000	Interest on Investments Revenue	-1,770,000	-900,000	-750,000	-725,000
-690,000	Interest on Investments Reserves	-925,000	-775,000	-650,000	-600,000
-10,000	Interest on Investments - Sec 64	-10,000	-10,000	-10,000	-10,000
-22,776,706	Total Operating Revenue	-24,545,021	-24,771,536	-25,868,429	-27,220,689
	Transfer To Reserves				
0	Sewer Untied Funding tfr to - Water & Sewer Reserve	935,000	785,000	660,000	610,000
700,000	Allocated to Future Works	0	0	0	0
700,000	Total Transfer To Reserves	935,000	785,000	660,000	610,000
-22,076,706	Total Sewer Untied Funding	-23,610,021	-23,986,536	-25,208,429	-26,610,689
4,124,558	SEWERAGE FUND	3,591,600	3,110,972	2,267,126	1,345,813

COFFS HARBOUR CITY COUNCIL
FINAL 4 YEAR DETAILED BUDGET

2010/11 ADOPTED	Sewer Untied Funding	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE	2014/15 ESTIMATE
4,124,558	Program Number 890 Grand Total	3,591,600	3,110,972	2,267,126	1,345,813

Rate Category Maps

NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2010 to 30 June 2011

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".

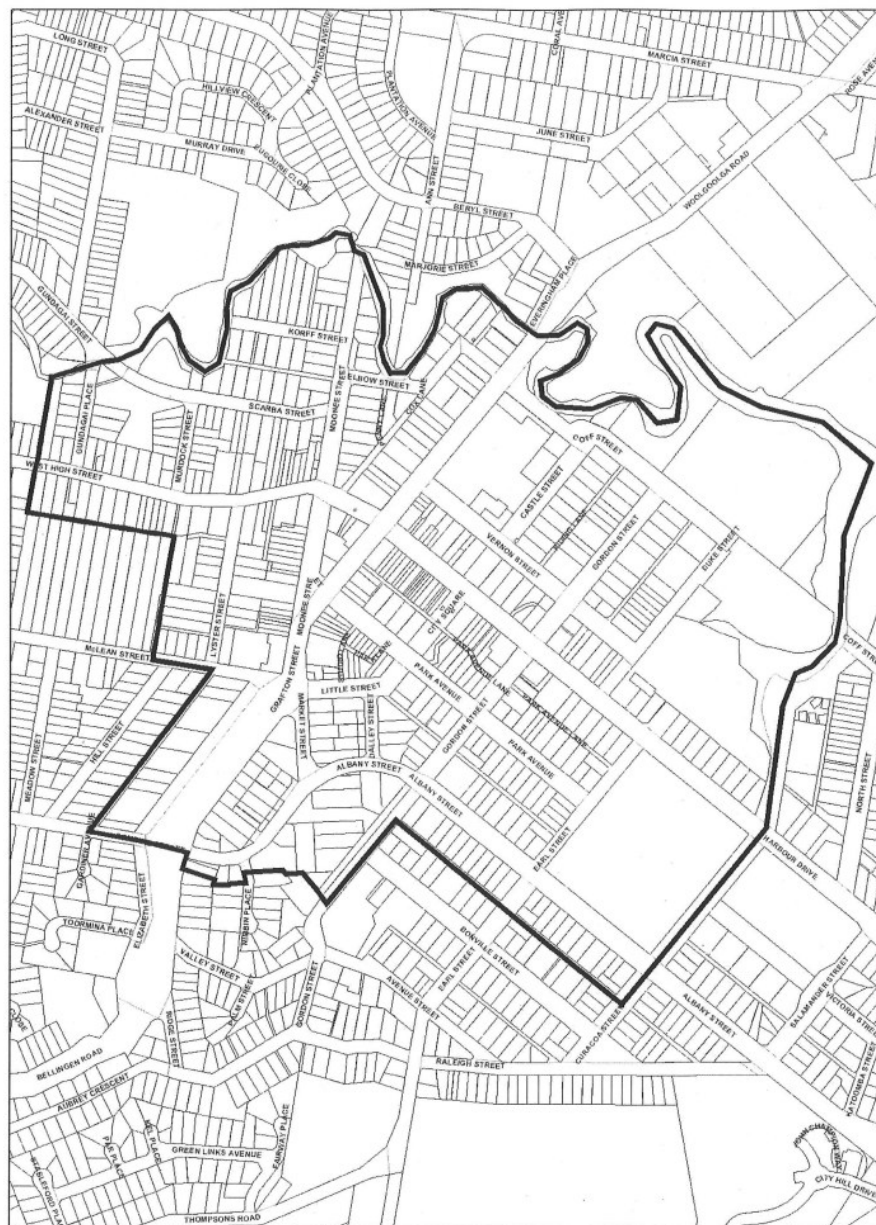
SPECIAL RATE - ENVIRONMENTAL LEVY

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



Coffs Harbour City Council

“A”



N Coffs Harbour City Council

"B"