

COFFS HARBOUR CITY COUNCIL

INTEGRATED PLANNING AND REPORTING



2013 RESOURCING STRATEGY LONG TERM FINANCIAL PLAN ASSET MANAGEMENT STRATEGY WORKFORCE MANAGEMENT PLAN



Helping to achieve the 2030 Community Vision

PURPOSE

The Resourcing Strategy sets out what resources (human, infrastructure and financial) Council intends to allocate via its Delivery Program towards the achievement of objectives for which it is responsible under Coffs Harbour 2030, the Community Strategic Plan.

In short, if the Delivery Program is the “what” and the “when” in Council’s response to the Community Strategic Plan, then the Resourcing Strategy is the “how”, of how Council plans to make these things happen, to deliver outcomes.

The allocation of these resources is planned out in:

- a ten-year Long Term Financial Plan (LTFP)
- a ten-year Asset Management Strategy (AMS) and
- a four-year Workforce Management Plan (WMP)

each of which are provided as attachments.

Fundamentally, the purpose of the Resourcing Strategy is to ensure that Council can follow through on what it has said it will do, both now and into the future.

COUNCIL'S UNSUSTAINABLE POSITION

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

This situation is not uncommon across local government, not only in New South Wales but Australia and around the world.

There are two key factors, common to most local government, which certainly are the key contributors to our unsustainable situation:

- a widening gap between expenditure and revenues
- a deterioration of infrastructure

The widening gap between expenditure and revenues contributing to Council's unsustainable position is highlighted in the LTFP. Council's revenue base is limited (due largely to rate pegging legislation) and is not keeping pace with increases in costs to deliver the services Council currently delivers, and in addition to this costs arising from responsibilities shifted to Council that were previously the responsibility of the NSW State Government.

It is estimated that, in total, this gap in revenue and expenditure is around \$1.8M per year. This figure has been included in the LTFP in the "Sustainable Model" to achieve a financially sustainable position.

The deterioration of the infrastructure for which Council is responsible is highlighted in the AMS. Council is custodian and trustee of around \$1.8 Billion in public assets. Over the years, funding to maintain and renew this infrastructure has been reduced and funds diverted to other areas to address the shortfalls in revenue relative to expenditure noted above. At the same time, costs of infrastructure-related works have increased beyond CPI.

This has led to substantial deterioration of infrastructure. Currently, around \$122.6M is required to renew assets that have technically reached the end of their useful life.

It is acknowledged that given Council's financial challenges, it would be very difficult to address this backlog, and so it is proposed in the AMS to increase spending on asset maintenance and renewal so as to stem further deterioration of Council's assets overall.

It is estimated that an additional \$6.2M is required in asset maintenance, renewal and management in order to hold the overall condition of Council's assets at current state i.e. with a backlog of assets requiring renewal of around \$122.6M.

The specific breakdown of these funds related to individual asset classes is set out in the AMS. The figure of \$6.2M has been included in the LTFP in the "Sustainable Model" to achieve a financially sustainable position.

In summary, Council needs an additional \$8M to enable it to continue to deliver the services it does currently into the future at the current levels of service (standard).

ADDRESSING COUNCIL'S SUSTAINABILITY CHALLENGE – SUMMARY

In summary, if Council is to achieve a sustainable financial position, and thus to have the resources to deliver those objectives of the Community Strategic Plan for which it has historically considered to be its responsibility, \$8M in additional funding is required.

Options Council has available to raise these funds include:

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

None of these options will, in isolation, solve Council's sustainability challenge satisfactorily. Rather, it is anticipated that a combination of these options will be required, with some level of Special Rate Variation being very difficult to avoid.

In order to formulate a revised, sustainable, Resourcing Strategy from 2014/15 there are two fundamental questions that are sometimes referred to as encompassing the "right debate" about service delivery:

- What are our service delivery priorities?
- What are we willing to pay to enable these to be delivered?

It is essential that the community is engaged in this discussion.

The next two sections discuss, firstly, the work undertaken by Council staff to date in preparation for this community engagement, and then the broad principles that will inform the community engagement program regarding the "right debate".

ADDRESSING COUNCIL'S SUSTAINABILITY CHALLENGE – SERVICE REVIEW

In April 2011, a service review project was initiated via a report to Council. The project undertook to review all functions of Council, both internal and external services. A total of 26 external and 17 internal services were defined.

The objective of the service review was to develop clear definitions of each service in terms of the “3Rs”:

- Reason: the strategic drivers for Council to deliver the service
- Resources: the financial, human, infrastructure and organisational management system resources involved in delivering the service
- Results: the measurable outcomes of the delivery of the service, and how these compare to Council's stated objectives.

As well as defining the service in terms of the “3Rs”, Opportunities For Improvement (OFIs) and Levels Of Service (LOS) options were identified.

OFIs tackle the first two options noted above for Council to address its sustainability challenge (Productivity Improvements and Revenue Opportunities). A continuous improvement program to review and monitor implementation of these is being developed.

ACTION 1: develop and implement continuous improvement program to work up, determine acceptance or otherwise, and monitor implementation of Opportunities for Improvement.

LOS options tackle the latter two options noted above for Council to address its sustainability challenge (Reduction in current service levels and Additional Rate income).

LOS options were developed to enable Council to understand the implications of increasing or decreasing funding for the service in the LTFP.

In many cases, the current LOS was deemed the minimum when the implications of a drop in service levels was considered in the light of Council's legislative obligations and need to manage risk (be it legal, reputational, environmental, safety, etc.).

As an outcome of this process, Council revised the framework of its Delivery Program, aligning it to the service definitions from the Service Review. This alignment between services, service levels and the budgets allocated to them is an incredibly important foundation to enable Council to move forward in addressing its sustainability challenge.

ADDRESSING COUNCIL'S SUSTAINABILITY CHALLENGE – THE “RIGHT DEBATE”

Community Survey

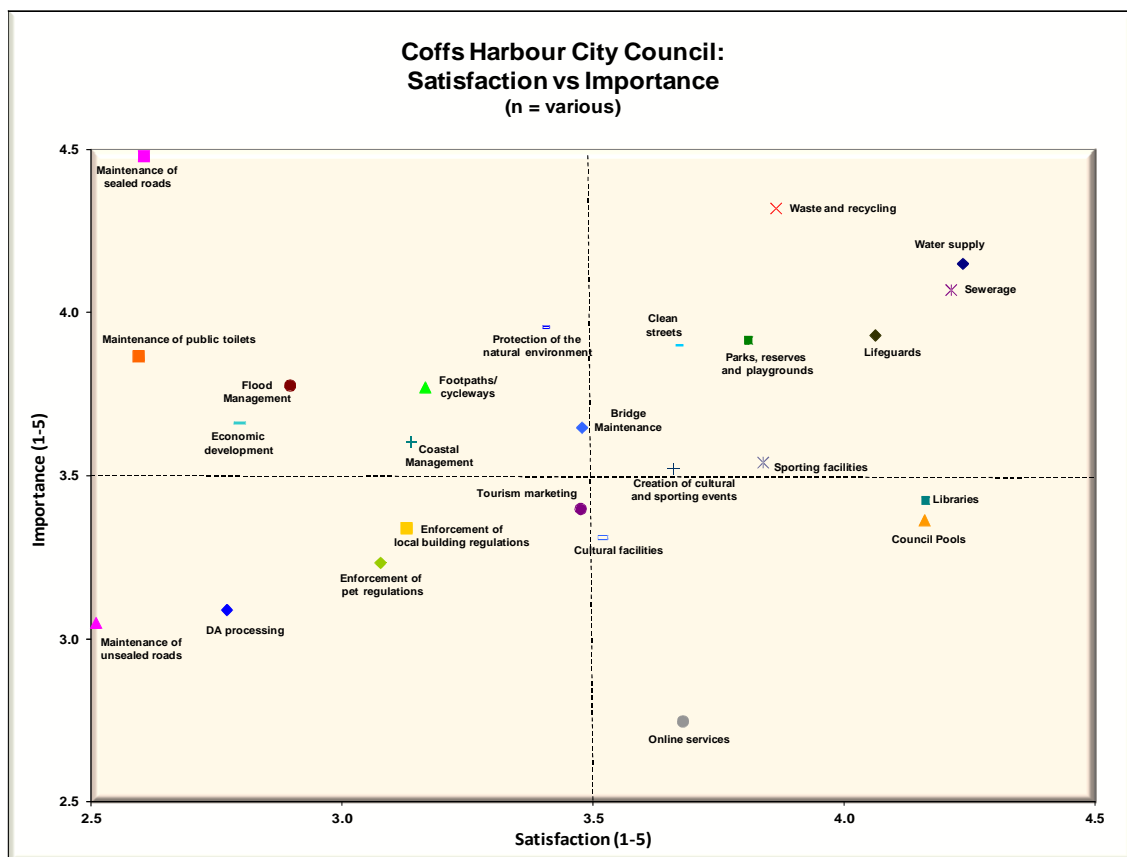
Council has undertaken a community survey, examining the community's perspective in relation to a number of its services. This survey was completed in early 2012. The survey was in many ways the first step in the “right debate” between services provided and their cost.

The survey was established so as to deliver statistically valid results: a phone poll of 500 residents, representative of the local government area geographically and demographically.

The respondents to the survey were asked to rate each of the 26 external services in terms of:

- importance of the service, and
- satisfaction with the current level of service being delivered.

The results of the survey – presented in the graph below – thus serve as a “gap analysis” of Council's current service delivery that is, importantly, aligned with the framework developed for the Service Review.



If the community considers a service important, but report low satisfaction with the level (standard) of service currently being delivered, Council may conclude that additional resources are warranted. For example, maintenance of sealed roads.

Conversely, if the community considers a service of lower importance and report a higher level of satisfaction with it, then Council may consider that a reduction in the level of service currently delivered in this area is appropriate.

However, this information must be taken in context.

For example, the lowest rating in this “gap analysis” was Online Services, however Council has resolved to focus on these services as a vehicle for productivity improvements, and as something that will become more important in the future.

Also, Council’s Pools and Libraries were rated towards the lower end of the scale, however the value of these services to particular user groups would be higher than the population as a whole.

Consequently, information from the community survey must be considered as only one source to inform Council’s decision making about future resource allocation.

Budget Allocator

In late 2012, drawing on the Level of Service (LOS) options defined under the Service Review, a comprehensive (as in Council-wide) option was prepared for an initial discussion with councillors regarding what reductions in existing service levels would be required in order to generate around \$6M in savings to assist Council in achieving sustainability.

This discussion with the councillors was held in conjunction with the review of the Community Strategic Plan (Coffs Harbour 2030), because Council must, in adopting a Community Strategic Plan, have regard for the levels of service the community wants and the resources available to deliver these.

In effect, if Council is to achieve a sustainable position, significant service cuts or an increase in rates will be necessary, acknowledging of course that productivity increases and revenue opportunities will help offset either service cuts or rate increases.

In essence, for Council to achieve \$6M in service cuts, it means that all services that Council is not legislatively required to deliver and that do not present a high risk if they are ceased, would be cut to a “minimum”.

Feedback from this session and further work by staff is informing the refinement of what this “minimum service level” option, for Council’s service delivery model, would look like. This is critical: it must be very clear what the new mix of services delivered will actually look like “on the ground”.

***ACTION 2:** refinement of “minimum” option of Councils service delivery model, where \$6M is cut from existing budgets in order to address Council’s sustainability challenge, with a focus on clear service level descriptions for each service.*

Once these refinements are made, it will be necessary for Council to utilise some form of interactive model to enable the “right debate” to be had – for people to weigh up for themselves cuts in services against increases in rates.

An interactive tool such as the *Budget Allocator* software program by Bang the Table has the sort of functionality that will be required. With such a program, councillors and members of the community can model different service mixes, with clarity about the level of service that would be delivered across all of Council’s operations and see the impacts of this on the budget and any Special Rate Variation (if required).

A hyperlink containing an example of how this program works is presented at: [Budget Allocator demo](#) or visit (www.bangthetable.com/products/budget-allocator)

***ACTION 3:** finalisation of interactive program modelling the interaction between service levels and rates.*

Again, like the Community Survey, it is envisaged that the results of this information will be important in Council’s deliberations over the final Resourcing Strategy Council adopts to achieve sustainability, but will need to be considered in the broader context of all available information. Each element of the community’s involvement is another piece in the puzzle that allows Council to make an informed decision.

Community Engagement and Finalisation of a Revised Resourcing Strategy

A strategy is being developed to facilitate process of engaging the community in the “right debate” between service levels and rates. The degree to which individual stakeholder groups are engaged, and how this occurs, will be key decisions.

Individual stakeholders, with interest in particular services, will naturally desire higher levels of service for their areas of interest. It is important that their desires are understood and that these are balanced against the desires of the broader community.

ACTION 4: Develop community engagement strategy regarding the sustainability challenges Council faces and the need to have the “right debate” about service levels and rates. Ensure there is a balance between understanding the needs of particular stakeholders with a focus on individual services and the desires of the broader community.

It is anticipated that this initial engagement process will need to be nearing completion towards the end of September 2013 to enable an overall Resourcing Strategy, which sets out how Council intends to address its sustainability challenges, to be prepared.

If Council intends to pursue a Special Rate Variation, it will need to resolve this by December 2013 in order to inform the Independent Pricing and Regulatory Tribunal (IPART) of its intention to do so.

ACTION 5: Finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases for consideration by Council in December 2013 regarding whether or not Council will seek IPART approval to apply for a Special Rate Variation. If Council does intend to do so, this must be submitted in February 2014.

The final application for a Special Rate Variation would then need to be considered and sought by Council as part of the adoption of its Operational Plan in time for submission to IPART before May 2014.

ACTION 6: if Council resolves to seek IPART approval to seek a Special Rate Variation in December, Council to make a final decision on the application by end of May 2014 and forward this information to IPART.

SUMMARY AND CONCLUSION

The community's input is essential to enable Council to make informed decisions about service level reductions and/or increases in rates to address Council's financial sustainability challenge.

Once Council finalises an option for service reductions that would see Council return to a sustainable position – with clearly defined levels of service – it will be in a position to have the “right debate” with the community regarding this or the other alternative of increasing rates.

The drivers behind Councils currently unsustainable position – the growing gap between revenues and expenditure, and the deterioration of infrastructure – are not going away. If Council does not make these tough decisions now, they will become even more difficult in the future.

The value of opportunities to improve productivity and/or generate additional revenues is again reinforced in this context as the only alternatives Council has to these difficult decisions regarding service cuts / rate increases if it is to return to a sustainable position.

SUMMARY OF ACTIONS – RESOURCING STRATEGY

ACTION 1: develop and implement continuous improvement program to work up, determine acceptance or otherwise, and monitor implementation of Opportunities for Improvement.

ACTION 2: refinement of “minimum” option of Councils service delivery model, where \$6M is cut from existing budgets in order to address Council’s sustainability challenge, with a focus on clear service level descriptions for each service.

ACTION 3: finalisation of interactive program modelling the interaction between service levels and rates to enable the “right debate”.

ACTION 4: Develop community engagement strategy regarding the sustainability challenges Council faces and the need to have the “right debate” about service levels and rates. Ensure there is a balance between understanding the needs of particular stakeholders with a focus on individual services and the desires of the broader community.

ACTION 5: Finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases for consideration by Council in December 2013 regarding whether or not Council will seek IPART approval to apply for a Special Rate Variation.

ACTION 6: if Council resolves to seek IPART approval to seek a Special Rate Variation in December, Council to make a final decision on the application by May 2014.

FURTHER READING AND RESOURCES

The NSW Government Division of Local Government produces guidelines (an overview) and a manual (more detail) regarding the obligations of councils to develop a resourcing strategy. These are available at the following links:

[DLG IPRF Guidelines](#)

[DLG IPRF Manual](#)

Useful overviews of the challenges facing local government's resourcing challenges are presented in the following youtube videos:

[*Sustainably managing our assets - Terry Dodds, City of Ryde - YouTube*](#)

(aimed at the Ryde community, but applicable to Coffs Harbour)

[*IPWEA Sustainable Communities: Critical Insights - YouTube*](#)

(aimed particularly at councillors)



COFFS HARBOUR
CITY COUNCIL

**LONG TERM FINANCIAL PLAN 2013
(Revised Version - Adopted 13 June 2013)**

Introduction

Councils are required to prepare a ten-year resourcing strategy to identify the resources it needs to implement the community strategic plan. An essential element of the resourcing strategy is that it includes provisions for long term financial planning. The Long Term Financial Plan incorporates the principles and strategies contained within Council's Workforce Strategy and Asset Management Plan. The Long Term Financial Plan is for a period of ten years.

What is a Long Term Financial Plan?

A long term financial plan can be best described as a financial decision making and problem solving tool. It is the point at which long term community aspirations are tested against financial realities. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions.

The Long Term Financial Plan is a necessary component of Council's resourcing strategy, it includes the financial modelling of actions and strategies contained within Council's asset management plan and workforce plan.

What is the Purpose of this Long Term Financial Plan?

The primary purpose of this Long Term Financial Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community.

This Long Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The Plan will be an effective tool in modelling the financial impacts of significant growth within the Coffs Harbour Local Government Area. It will identify the additional resources (people, time and finances) required to plan for growth whilst continuing to deliver the services and standard of service our community expects.

The Long Term Financial Plan will be updated quarterly in line with the statutory quarterly review of Council's Operational Plan (budget). Upon adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan will be undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan – *Coffs Harbour 2030*.

Long Term Financial Sustainability

How do we Define Long Term Financial Sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- Council must maintain sufficient cash reserves to ensure that it can meet its short-term working capital requirements,
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set asides for those works which are yet to be identified.

It is important to note that while these principles represent financial sustainability; most Councils will find it difficult to obtain this level of sustainability.

Funding the life cycle of assets is a major issue for all levels of Government. The Percy Allan Report (released 2006) identified that NSW Councils had an infrastructure renewal backlog of \$6.3 billion and an annual renewal gap of \$500 million. The backlog in asset renewal is a direct result of Councils in NSW not being able to cash fund depreciation. This means that as assets are consumed, funds are not being put aside to replace the asset at the end of its useful life.

This is not a result of poor management; Councils simply cannot afford to fund depreciation without compromising existing levels of service.

The problem with this approach is the older assets get, the more they cost a Council to maintain. This in part is being addressed through the implementation of Integrated Planning and Reporting, moving a Councils focus away from simply maintaining assets to managing an assets life cycle.

How is Long Term Financial Sustainability Measured?

Key Financial Indicators (KFI)

Council in April 2012 adopted a number of Key Financial Indicators (KFI) which are monitored and reported to Council on an annual basis.

These indicators are used as financial health checks to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council. The indicator targets have been derived through a combination of management policy, Department of Local Government recommendations and industry benchmarking.

These ratios (detailed in the following table) are monitored on a consolidated and individual fund basis.

Some of these KFIs are in addition to the Financial Indicators projected by Council's LTFP models.

| Key Financial Indicator | Council Target |
|--|-------------------------|
| Unrestricted Current Ratio | 2:1 |
| Working Capital (excluding Internal Restrictions) | > \$1,000,000 |
| Cash Flow Adequacy Ratio (measures the ability of cash from operations to pay for asset purchases and loan repayments) | > 1 |
| Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage | < 7% |
| Operating Result adjusted for Renewal Costs | Break even over 5 years |
| Own Source Revenue Ratio (Income excluding grants and contributions as a % of total income) | 65% |
| Employee Costs as a % of Rates, Annual Charges and United Grants | Between 55% - 75% |
| Rates and Annual Charges Coverage Ratio | > 40% |
| Debt Service Ratio (General Fund) | < 10% |
| ELE Funding Ratio | 20% |
| Building and Infrastructure Renewal Ratio | > 100% |
| Operating Balance Ratio | > 0% |
| Broad Liabilities Ratio | < 100% |

Note: KPIs are reported annually to Council and some are reported in quarterly budget reviews.

Level of Service for Assets

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

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

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

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

Addressing the Funding Challenge

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

Long Term Financial Plan

Three of Council's Long Term Financial Plan scenarios are included in this document, being:

1. The Base-Line Model,
2. The Sustainable Version 1 Model, and
3. The Sustainable Version 2 Model.

The Base-Line Model

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

Council's 'Base-Line' Model contains the following key assumptions:

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

The Base-Line model is unsustainable. It includes no increase in asset renewals to cover inflation, insufficient expenditure on assets to maintain acceptable standards and a declining operation position.

A continuation of this position in future years will result in an unacceptable decline in the standard and usability of infrastructure, particularly roads and recreational facilities and a reduction in general services and service standards provided by Council.

The Sustainable Models - Versions 1 and 2

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

Council's **Sustainable Model Version 1** forms the basis of Council's 2013-2017 Delivery Program and associated four-year budgets.

This Model contains the following key elements:

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

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

Version 2 is similar to Version 1 but provides for the \$8 million program in 2014-2015. The \$8 million includes \$6.2 million for the General Fund infrastructure gap and \$1.8 million to address the operational position.

Funding Options – ‘Sustainable’ Level of Service

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

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

Council over the short to medium term will focus on exploring funding options which will result in reducing the need for additional rate revenue in future years. Council will continue to engage with the community to ensure a balance of funding initiatives is achieved to allow the delivery of the sustainable model.

Capital Works Program

The Capital Works Program for the ten years of the Long Term Financial Plan is attached. The first four years, from 2013/14 to 2016/17, are included in the Program Budgets which accompany the 2013-2017 Delivery Program and 2013/14 Operational Plan. For the General, Water Supply and Sewerage Funds, details are separately listed.

The significant information in the report includes:

1. Line Item Description (Projects)
2. Note and Category (Asset type classification)
3. Funding Type (Funding source)
4. Expenditures by year
5. Summary Information by Category and Funding Type.

Note: As there is one project line for each funding source, a project will be listed more than once if it has more than one funding source.

Impact on Ratepayers

As mentioned previously in this document, the 'Sustainable Version 1' financial model has been incorporated into Council's Delivery Program for 2013-2017. At this stage it is difficult to quantify the impact on the typical residential ratepayer. This will depend on the financial results of the work to be done prior to the 2014-2015 budget considerations.

Looking at the **worst possible** scenario, i.e. should the entire \$8 million be raised from increased general rates, the impact on the typical residential ratepayer is forecast to be as follows:

| Rates & Charges | 2013/14 (\$) | 2014/15 (\$) | 2015/16 (\$) | 2016/17 (\$) | 2017/18 (\$) |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Residential Ordinary Rate | 932.01 | 1,017.75 | 1,105.27 | 1,194.80 | 1,286.79 |
| Environmental Levy | 38.35 | 39.50 | 40.68 | 41.90 | 43.16 |
| Sewerage Access Charge | 783.00 | 806.00 | 831.00 | 855.00 | 881.00 |
| Water Access Charge | 139.00 | 143.00 | 147.00 | 151.00 | 155.00 |
| Water Usage (250 Kl pa) | 637.50 | 657.50 | 677.50 | 697.50 | 717.50 |
| Domestic Waste Service | 534.00 | 561.00 | 589.00 | 618.00 | 649.00 |
| Stormwater Management | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Totals | 3,088.86 | 3,249.75 | 3,415.45 | 3,583.20 | 3,757.45 |

The table on the next page provides a comparison of the Residential Ordinary Rate for Councils in the Group 5 Category of Councils in NSW. These figures are supplied by the Division of Local Government and relate to the 2010/2011 financial year. This table shows that Council's average Residential Ordinary Rate is the third lowest within the group and well below the overall group average.

Comparative Information for Group 5 NSW Local Government Councils 2010/2011 (Average Residential Ordinary Rate)

| Group 5 Council | Average Residential Rate (\$) |
|-------------------------|--------------------------------------|
| Coffs Harbour | 785.05 |
| Lake Macquarie | 879.17 |
| Maitland | 781.45 |
| Newcastle | 874.64 |
| Port Macquarie-Hastings | 880.35 |
| Shoalhaven | 759.86 |
| Tweed | 1022.38 |
| Wollongong | 1011.95 |
| Group Average | 887.75 |

Source: Division of Local Government
Comparative Information of NSW Local Government Councils 2010/2011
http://www.dlg.nsw.gov.au/dlg/dlghome/documents/Comparatives/Comparatives_2010_11.pdf

Long Term Financial Plans (in Detail)

The following pages of this document show the three Long Term Financial Plan scenarios for Council's General Fund and a scenario for each of the Water Supply and Sewerage Funds. Each scenario incorporates a Budget Summary, Income Statement, Balance Sheet and Cash Flow Statement (by fund) for the current year and the next ten years.

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BUDGET SUMMARY - GENERAL FUND

Scenario: Sustainable - Version 1

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 55,497,978 | 60,044,580 | 64,778,357 | 69,647,866 | 72,712,572 | 75,921,017 | 77,420,269 | 80,882,202 | 84,508,780 |
| User Charges & Fees | 12,466,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,245,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,671,643 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 8,178,093 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,725,344 | 94,058,817 | 97,612,858 | 103,304,988 | 109,612,026 | 115,839,600 | 120,320,050 | 124,912,200 | 127,951,154 | 132,971,933 | 138,287,963 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,192,673 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,552,419 | 42,392,917 | 44,319,687 | 46,336,865 | 48,448,787 | 50,660,002 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,641,201 | 31,863,033 | 33,179,488 | 34,461,411 | 36,662,625 | 38,531,695 | 40,214,177 | 42,073,477 | 43,955,593 | 46,033,459 | 48,219,051 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,447,484 | 2,648,460 | 2,927,680 | 3,051,957 | 3,180,814 | 3,265,402 | 3,352,523 | 3,442,251 | 3,534,665 | 3,629,845 | 3,727,875 |
| Total Expenses from Continuing Operations | 107,253,911 | 96,614,939 | 100,955,918 | 105,127,257 | 109,736,544 | 114,161,707 | 118,545,556 | 123,221,181 | 128,050,003 | 133,250,859 | 138,702,687 |
| Net Operating Profit/(Loss) for the Year | (19,528,568) | (2,556,122) | (3,343,061) | (1,822,269) | (124,518) | 1,677,893 | 1,774,494 | 1,691,019 | (98,849) | (278,926) | (414,724) |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | | |
| Capital Expenditure | (51,461,798) | (25,167,138) | (23,460,533) | (26,062,691) | (24,062,626) | (22,756,442) | (21,891,205) | (33,306,922) | (23,522,976) | (23,788,701) | (23,606,463) |
| Loan Repayments (External) | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Deferred Debtors and Advances made (External) | (167,395) | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (External) | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (Internal) | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Sale of intangible & tangible Assets | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors and Advances received (External) | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Non-cash Expense Contra Income | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Net Transfers (to)/from Reserves | 33,824,274 | 1,984,641 | (216,478) | 904,056 | (4,181,744) | (7,893,739) | (10,235,175) | (647,758) | (9,537,718) | (10,219,158) | (11,713,820) |
| Total Capital (Balance Sheet) and Reserve Movements | 19,493,588 | 2,129,813 | 2,949,772 | 1,608,421 | 296,376 | (869,745) | (1,094,997) | (941,225) | 585,813 | 766,437 | 695,293 |
| Net Result (including Depreciation & Other non-cash items) | (34,980) | (426,308) | (393,289) | (213,848) | 171,858 | 808,148 | 679,497 | 749,795 | 486,964 | 487,511 | 280,570 |
| Add back Depreciation Expense (non-cash) | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Add back ELE Expense (non-cash) | - | - | - | - | - | - | - | - | - | - | - |
| Add back Other Expenses (non-cash) | 2,700,000 | 4,500,000 | 4,500,000 | 4,635,000 | 4,774,050 | 4,917,272 | 5,064,790 | 5,216,733 | 5,373,235 | 5,534,432 | 5,700,465 |
| Less Other Income (non-cash) | (34,669,958) | (31,714,351) | (32,715,469) | (33,696,897) | (34,704,805) | (35,745,949) | (36,818,328) | (37,922,877) | (39,060,564) | (40,232,381) | (41,439,352) |
| Cash Budget Surplus/(Deficit) | (34,980) | (426,308) | (393,289) | (213,848) | 171,858 | 808,148 | 679,497 | 749,795 | 486,964 | 487,511 | 280,570 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND

Scenario: Sustainable - Version 1

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 55,497,978 | 60,044,580 | 64,778,357 | 69,647,866 | 72,712,572 | 75,921,017 | 77,420,269 | 80,882,202 | 84,508,780 |
| User Charges & Fees | 12,466,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,245,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,671,643 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 8,178,093 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,725,344 | 94,058,817 | 97,612,858 | 103,304,988 | 109,612,026 | 115,839,600 | 120,320,050 | 124,912,200 | 127,951,154 | 132,971,933 | 138,287,963 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,192,673 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,552,419 | 42,392,917 | 44,319,687 | 46,336,865 | 48,448,787 | 50,660,002 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,641,201 | 31,863,033 | 33,179,488 | 34,461,411 | 36,662,625 | 38,531,695 | 40,214,177 | 42,073,477 | 43,955,593 | 46,033,459 | 48,219,051 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,447,484 | 2,648,460 | 2,927,680 | 3,051,957 | 3,180,814 | 3,265,402 | 3,352,523 | 3,442,251 | 3,534,665 | 3,629,845 | 3,727,875 |
| Total Expenses from Continuing Operations | 107,253,911 | 96,614,939 | 100,955,918 | 105,127,257 | 109,736,544 | 114,161,707 | 118,545,556 | 123,221,181 | 128,050,003 | 133,250,859 | 138,702,687 |
| Operating Result from Continuing Operations | (19,528,568) | (2,556,122) | (3,343,061) | (1,822,269) | (124,518) | 1,677,893 | 1,774,494 | 1,691,019 | (98,849) | (278,926) | (414,724) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (19,528,568) | (2,556,122) | (3,343,061) | (1,822,269) | (124,518) | 1,677,893 | 1,774,494 | 1,691,019 | (98,849) | (278,926) | (414,724) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (27,706,661) | (12,251,419) | (10,981,105) | (9,594,383) | (8,091,753) | (6,523,768) | (6,668,627) | (7,000,805) | (9,046,839) | (9,490,765) | (9,898,328) |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND

Scenario: Sustainable - Version 1

| | Current Year | Projected Years | | | | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | 1,538,734 | 1,375,438 | 1,323,363 | 1,215,060 | 1,375,826 | 1,764,398 | 2,268,633 | 2,306,162 | 2,763,303 | 3,259,107 | 3,820,218 |
| Investments | 10,185,276 | 9,104,375 | 8,759,678 | 8,042,793 | 9,106,946 | 11,679,003 | 15,016,662 | 15,265,074 | 18,291,010 | 21,572,865 | 25,286,998 |
| Receivables | 11,178,077 | 11,465,170 | 11,630,433 | 12,122,756 | 12,700,789 | 13,207,415 | 13,667,138 | 14,132,625 | 14,558,268 | 15,055,838 | 15,578,515 |
| Inventories | 2,165,530 | 1,830,876 | 1,897,589 | 1,966,341 | 2,076,209 | 2,172,043 | 2,260,168 | 2,356,454 | 2,454,189 | 2,560,939 | 2,672,874 |
| Other | 2,907,499 | 2,490,547 | 2,591,507 | 2,686,417 | 2,834,190 | 2,961,534 | 3,079,156 | 3,207,365 | 3,337,579 | 3,479,481 | 3,628,177 |
| Non-current assets classified as "held for sale" | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 |
| Total Current Assets | 28,406,116 | 26,697,405 | 26,633,571 | 26,464,367 | 28,524,960 | 32,215,393 | 36,722,757 | 37,698,680 | 41,835,349 | 46,359,230 | 51,417,780 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 19,050,676 | 17,028,944 | 16,384,219 | 15,043,348 | 17,033,753 | 21,844,564 | 28,087,365 | 28,551,998 | 34,211,749 | 40,350,174 | 47,297,138 |
| Receivables | 1,081,942 | 1,107,286 | 1,140,608 | 1,168,258 | 1,221,468 | 1,275,191 | 1,304,861 | 1,335,363 | 1,342,873 | 1,388,190 | 1,445,594 |
| Infrastructure, Property, Plant & Equipment | 1,061,017,040 | 1,057,209,853 | 1,050,128,667 | 1,045,238,882 | 1,037,788,466 | 1,028,477,180 | 1,017,251,643 | 1,015,309,707 | 1,003,709,113 | 991,368,359 | 978,023,868 |
| Investment Property | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 |
| Intangible Assets | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 |
| Total Non-Current Assets | 1,082,995,659 | 1,077,192,083 | 1,069,499,494 | 1,063,296,489 | 1,057,889,687 | 1,053,442,934 | 1,048,489,868 | 1,047,043,068 | 1,041,109,736 | 1,034,952,723 | 1,028,612,600 |
| TOTAL ASSETS | 1,111,401,775 | 1,103,889,488 | 1,096,133,065 | 1,089,760,856 | 1,086,414,646 | 1,085,658,327 | 1,085,212,625 | 1,084,741,747 | 1,082,945,085 | 1,081,311,953 | 1,080,030,380 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 8,011,277 | 6,807,782 | 6,313,536 | 5,951,734 | 5,702,821 | 5,539,319 | 5,385,334 | 5,438,395 | 5,197,393 | 5,176,727 | 5,209,305 |
| Borrowings | 3,699,068 | 3,954,707 | 4,224,482 | 3,013,137 | 2,308,413 | 2,103,056 | 2,254,379 | 1,497,411 | 1,376,979 | 944,928 | 469,372 |
| Provisions | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 |
| Total Current Liabilities | 24,179,504 | 23,231,648 | 23,007,176 | 21,434,030 | 20,480,393 | 20,111,534 | 20,108,871 | 19,404,965 | 19,043,531 | 18,590,814 | 18,147,836 |
| Non-Current Liabilities | | | | | | | | | | | |
| Payables | 856,033 | 802,430 | 838,021 | 874,365 | 914,723 | 952,426 | 989,272 | 1,028,693 | 1,069,293 | 1,112,731 | 1,158,232 |
| Borrowings | 26,282,965 | 22,328,258 | 18,103,776 | 15,090,639 | 12,782,226 | 10,679,170 | 8,424,791 | 6,927,380 | 5,550,401 | 4,605,473 | 4,136,101 |
| Provisions | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 |
| Total Non-Current Liabilities | 32,415,839 | 28,407,530 | 24,218,638 | 21,241,845 | 18,973,790 | 16,908,438 | 14,690,904 | 13,232,914 | 11,896,535 | 10,995,045 | 10,571,174 |
| TOTAL LIABILITIES | 56,595,343 | 51,639,177 | 47,225,815 | 42,675,875 | 39,454,184 | 37,019,971 | 34,799,775 | 32,637,878 | 30,940,066 | 29,585,859 | 28,719,010 |
| Net Assets | 1,054,806,432 | 1,052,250,311 | 1,048,907,250 | 1,047,084,981 | 1,046,960,463 | 1,048,638,356 | 1,050,412,849 | 1,052,103,869 | 1,052,005,020 | 1,051,726,094 | 1,051,311,370 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 686,654,432 | 684,098,311 | 680,755,250 | 678,932,981 | 678,808,463 | 680,486,356 | 682,260,849 | 683,951,869 | 683,853,020 | 683,574,094 | 683,159,370 |
| Revaluation Reserves | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 |
| Council Equity Interest | 1,054,806,432 | 1,052,250,311 | 1,048,907,250 | 1,047,084,981 | 1,046,960,463 | 1,048,638,356 | 1,050,412,849 | 1,052,103,869 | 1,052,005,020 | 1,051,726,094 | 1,051,311,370 |
| Minority Equity Interest | - | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 1,054,806,432 | 1,052,250,311 | 1,048,907,250 | 1,047,084,981 | 1,046,960,463 | 1,048,638,356 | 1,050,412,849 | 1,052,103,869 | 1,052,005,020 | 1,051,726,094 | 1,051,311,370 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Sustainable - Version 1

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates & Annual Charges | 48,302,904 | 50,990,460 | 55,342,588 | 59,883,171 | 64,610,303 | 69,474,993 | 72,603,772 | 75,807,115 | 77,367,044 | 80,759,300 | 84,380,033 |
| User Charges & Fees | 10,734,191 | 13,613,532 | 14,733,607 | 15,459,279 | 16,318,081 | 16,944,204 | 17,532,736 | 18,144,619 | 18,780,875 | 19,442,577 | 20,130,847 |
| Interest & Investment Revenue Received | 3,237,692 | 2,870,535 | 2,364,985 | 2,245,570 | 2,271,522 | 2,348,883 | 2,470,681 | 2,502,922 | 2,649,843 | 2,726,146 | 2,899,188 |
| Grants & Contributions | 16,711,576 | 18,006,853 | 16,550,711 | 16,435,191 | 16,832,018 | 17,279,586 | 17,748,299 | 18,231,159 | 18,728,606 | 19,241,091 | 19,769,082 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - | - |
| Other | 3,883,616 | 3,773,302 | 3,904,105 | 4,145,508 | 4,196,968 | 4,355,322 | 4,437,658 | 4,541,574 | 4,628,743 | 4,754,093 | 4,871,379 |
| Payments: | | | | | | | | | | | |
| Employee Benefits & On-Costs | (31,282,292) | (32,916,537) | (34,984,573) | (37,117,286) | (38,794,250) | (40,552,419) | (42,392,917) | (44,319,687) | (46,336,865) | (48,448,787) | (50,660,002) |
| Materials & Contracts | (42,424,598) | (31,457,080) | (33,240,456) | (34,521,824) | (36,776,024) | (38,627,596) | (40,300,308) | (42,168,344) | (44,051,314) | (46,138,834) | (48,329,563) |
| Borrowing Costs | (353,938) | (2,433,476) | (2,205,442) | (1,964,725) | (1,546,139) | (1,273,135) | (1,096,259) | (962,465) | (723,423) | (613,580) | (475,425) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - | - |
| Other | (2,447,484) | (2,648,460) | (2,927,680) | (3,051,957) | (3,180,814) | (3,265,402) | (3,352,523) | (3,442,251) | (3,534,665) | (3,629,845) | (3,727,875) |
| Net Cash provided (or used in) Operating Activities | 6,361,667 | 19,799,130 | 19,537,845 | 21,512,927 | 23,931,664 | 26,684,435 | 27,651,140 | 28,334,642 | 27,508,844 | 28,092,160 | 28,857,663 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of Investment Securities | 30,097,048 | 3,102,633 | 989,421 | 2,057,756 | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors Receipts | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Payments: | | | | | | | | | | | |
| Purchase of Investment Securities | - | - | - | - | (3,054,557) | (7,382,869) | (9,580,460) | (713,045) | (8,685,688) | (9,420,279) | (10,661,097) |
| Purchase of Infrastructure, Property, Plant & Equipment | (49,172,135) | (21,163,019) | (18,990,655) | (21,384,145) | (19,326,333) | (17,864,753) | (16,844,291) | (27,891,379) | (18,325,193) | (18,252,423) | (17,912,145) |
| Deferred Debtors & Advances Made | (167,395) | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (17,900,342) | (16,263,358) | (15,635,213) | (17,396,748) | (20,757,761) | (23,987,450) | (25,043,849) | (26,042,734) | (25,554,292) | (26,219,377) | (27,351,624) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Proceeds from Borrowings & Advances | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of Borrowings & Advances | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Cash Flow provided (used in) Financing Activities | 3,986,409 | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (7,552,266) | (163,296) | (52,075) | (108,303) | 160,766 | 388,572 | 504,235 | 37,529 | 457,141 | 495,804 | 561,110 |
| plus: Cash, Cash Equivalents & Investments - beginning of year | 9,091,000 | 1,538,734 | 1,375,438 | 1,323,363 | 1,215,060 | 1,375,826 | 1,764,398 | 2,268,633 | 2,306,162 | 2,763,303 | 3,259,107 |
| Cash & Cash Equivalents - end of the year | 1,538,734 | 1,375,438 | 1,323,363 | 1,215,060 | 1,375,826 | 1,764,398 | 2,268,633 | 2,306,162 | 2,763,303 | 3,259,107 | 3,820,218 |
| Cash & Cash Equivalents - end of the year | 1,538,734 | 1,375,438 | 1,323,363 | 1,215,060 | 1,375,826 | 1,764,398 | 2,268,633 | 2,306,162 | 2,763,303 | 3,259,107 | 3,820,218 |
| Investments - end of the year | 29,235,952 | 26,133,319 | 25,143,897 | 23,086,142 | 26,140,699 | 33,523,567 | 43,104,027 | 43,817,071 | 52,502,759 | 61,923,039 | 72,584,135 |
| Cash, Cash Equivalents & Investments - end of the year | 30,774,686 | 27,508,757 | 26,467,260 | 24,301,202 | 27,516,525 | 35,287,965 | 45,372,660 | 46,123,233 | 55,266,062 | 65,182,146 | 76,404,353 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BUDGET SUMMARY - GENERAL FUND

| Scenario: Base-Line | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 53,497,978 | 55,984,580 | 58,596,557 | 61,280,612 | 64,094,301 | 67,044,198 | 68,277,145 | 71,464,784 | 74,808,839 |
| User Charges & Fees | 12,466,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,245,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,671,643 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 8,178,093 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,725,344 | 94,058,817 | 95,612,858 | 99,244,988 | 103,430,226 | 107,472,346 | 111,701,778 | 116,035,381 | 118,808,030 | 123,554,515 | 128,588,023 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,192,673 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,842,863 | 43,005,754 | 45,289,509 | 47,701,102 | 50,247,916 | 52,937,767 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,641,201 | 31,863,033 | 32,854,488 | 33,801,661 | 35,658,082 | 37,172,016 | 38,813,707 | 40,630,993 | 42,469,835 | 44,503,128 | 46,642,810 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,447,484 | 2,648,460 | 2,927,680 | 3,051,957 | 3,180,814 | 3,265,402 | 3,352,523 | 3,442,251 | 3,534,665 | 3,629,845 | 3,727,875 |
| Total Expenses from Continuing Operations | 107,253,911 | 96,614,939 | 100,630,918 | 104,467,507 | 108,732,001 | 113,092,472 | 117,757,924 | 122,748,520 | 127,928,482 | 133,519,656 | 139,404,211 |
| Net Operating Profit/(Loss) for the Year | (19,528,568) | (2,556,122) | (5,018,061) | (5,222,519) | (5,301,775) | (5,620,126) | (6,056,146) | (6,713,139) | (9,120,453) | (9,965,141) | (10,816,188) |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | | |
| Capital Expenditure | (51,461,798) | (25,167,138) | (22,084,069) | (23,268,469) | (19,808,114) | (16,997,831) | (15,959,836) | (27,197,612) | (17,230,386) | (17,307,333) | (16,930,654) |
| Loan Repayments (External) | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Deferred Debtors and Advances made (External) | (167,395) | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (External) | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (Internal) | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Sale of intangible & tangible Assets | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors and Advances received (External) | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Non-cash Expense Contra Income | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Net Transfers (to)/from Reserves | 33,824,274 | 1,984,641 | (216,478) | 904,056 | (4,181,744) | (7,893,739) | (10,235,175) | (647,758) | (9,537,718) | (10,219,158) | (11,713,820) |
| Total Capital (Balance Sheet) and Reserve Movements | 19,493,588 | 2,129,813 | 4,326,236 | 4,402,643 | 4,550,889 | 4,888,866 | 4,836,372 | 5,168,086 | 6,878,403 | 7,247,804 | 7,371,102 |
| Net Result (including Depreciation & Other non-cash items) | (34,980) | (426,308) | (691,825) | (819,876) | (750,887) | (731,260) | (1,219,773) | (1,545,053) | (2,242,050) | (2,717,337) | (3,445,086) |
| Add back Depreciation Expense (non-cash) | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Add back ELE Expense (non-cash) | | | | | | | | | | | |
| Add back Other Expenses (non-cash) | 2,700,000 | 4,500,000 | 4,500,000 | 4,635,000 | 4,774,050 | 4,917,272 | 5,064,790 | 5,216,733 | 5,373,235 | 5,534,432 | 5,700,465 |
| Less Other Income (non-cash) | (34,669,958) | (31,714,351) | (32,715,469) | (33,696,897) | (34,704,805) | (35,745,949) | (36,818,328) | (37,922,877) | (39,060,564) | (40,232,381) | (41,439,352) |
| Cash Budget Surplus/(Deficit) | (34,980) | (426,308) | (691,825) | (819,876) | (750,887) | (731,260) | (1,219,773) | (1,545,053) | (2,242,050) | (2,717,337) | (3,445,086) |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 53,497,978 | 55,984,580 | 58,596,557 | 61,280,612 | 64,094,301 | 67,044,198 | 68,277,145 | 71,464,784 | 74,808,839 |
| User Charges & Fees | 12,466,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,245,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,671,643 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 8,178,093 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,725,344 | 94,058,817 | 95,612,858 | 99,244,988 | 103,430,226 | 107,472,346 | 111,701,778 | 116,035,381 | 118,808,030 | 123,554,515 | 128,588,023 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,192,673 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,842,863 | 43,005,754 | 45,289,509 | 47,701,102 | 50,247,916 | 52,937,767 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,641,201 | 31,863,033 | 32,854,488 | 33,801,661 | 35,658,082 | 37,172,016 | 38,813,707 | 40,630,993 | 42,469,835 | 44,503,128 | 46,642,810 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,447,484 | 2,648,460 | 2,927,680 | 3,051,957 | 3,180,814 | 3,265,402 | 3,352,523 | 3,442,251 | 3,534,665 | 3,629,845 | 3,727,875 |
| Total Expenses from Continuing Operations | 107,253,911 | 96,614,939 | 100,630,918 | 104,467,507 | 108,732,001 | 113,092,472 | 117,757,924 | 122,748,520 | 127,928,482 | 133,519,656 | 139,404,211 |
| Operating Result from Continuing Operations | (19,528,568) | (2,556,122) | (5,018,061) | (5,222,519) | (5,301,775) | (5,620,126) | (6,056,146) | (6,713,139) | (9,120,453) | (9,965,141) | (10,816,188) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (19,528,568) | (2,556,122) | (5,018,061) | (5,222,519) | (5,301,775) | (5,620,126) | (6,056,146) | (6,713,139) | (9,120,453) | (9,965,141) | (10,816,188) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (27,706,661) | (12,251,419) | (12,656,105) | (12,994,633) | (13,269,010) | (13,821,787) | (14,499,267) | (15,404,964) | (18,068,442) | (19,176,981) | (20,299,792) |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | 1,538,734 | 1,375,438 | 1,312,025 | 1,177,130 | 1,295,598 | 1,611,328 | 2,021,311 | 1,944,870 | 2,266,392 | 2,602,848 | 2,978,637 |
| Investments | 10,185,276 | 9,104,375 | 8,684,631 | 7,791,725 | 8,575,894 | 10,665,792 | 13,379,577 | 12,873,593 | 15,001,829 | 17,228,916 | 19,716,362 |
| Receivables | 11,178,077 | 11,465,170 | 11,557,019 | 11,973,478 | 12,473,000 | 12,898,031 | 13,346,366 | 13,799,580 | 14,212,128 | 14,695,720 | 15,203,474 |
| Inventories | 2,165,530 | 1,830,876 | 1,883,396 | 1,937,529 | 2,032,340 | 2,112,664 | 2,199,008 | 2,293,459 | 2,389,305 | 2,494,108 | 2,604,038 |
| Other | 2,907,499 | 2,490,547 | 2,573,348 | 2,649,553 | 2,778,061 | 2,885,561 | 3,000,903 | 3,126,765 | 3,254,561 | 3,393,973 | 3,540,103 |
| Non-current assets classified as "held for sale" | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 |
| Total Current Assets | 28,406,116 | 26,697,405 | 26,441,419 | 25,960,415 | 27,585,893 | 30,604,377 | 34,378,166 | 34,469,268 | 37,555,214 | 40,846,565 | 44,473,614 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 19,050,676 | 17,028,944 | 16,243,849 | 14,573,746 | 16,040,467 | 19,949,439 | 25,025,340 | 24,078,941 | 28,059,621 | 32,225,195 | 36,877,746 |
| Receivables | 1,081,942 | 1,107,286 | 1,114,987 | 1,116,248 | 1,142,277 | 1,168,003 | 1,194,458 | 1,221,648 | 1,225,747 | 1,267,549 | 1,321,334 |
| Infrastructure, Property, Plant & Equipment | 1,061,017,040 | 1,057,209,853 | 1,048,752,203 | 1,041,068,196 | 1,029,363,268 | 1,014,293,370 | 997,136,464 | 989,085,218 | 971,192,035 | 952,369,913 | 932,349,613 |
| Investment Property | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 |
| Intangible Assets | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 |
| Total Non-Current Assets | 1,082,995,659 | 1,077,192,083 | 1,067,957,040 | 1,058,604,191 | 1,048,392,011 | 1,037,256,813 | 1,025,202,261 | 1,016,231,807 | 1,002,323,402 | 987,708,656 | 972,394,694 |
| TOTAL ASSETS | 1,111,401,775 | 1,103,889,488 | 1,094,398,459 | 1,084,564,606 | 1,075,977,904 | 1,067,861,190 | 1,059,580,427 | 1,050,701,075 | 1,039,878,617 | 1,028,555,222 | 1,016,868,308 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 8,011,277 | 6,807,782 | 6,256,967 | 5,836,900 | 5,527,974 | 5,302,705 | 5,141,673 | 5,187,480 | 4,939,011 | 4,910,658 | 4,935,323 |
| Borrowings | 3,699,068 | 3,954,707 | 4,224,482 | 3,013,137 | 2,308,413 | 2,103,056 | 2,254,379 | 1,497,411 | 1,376,979 | 944,928 | 469,372 |
| Provisions | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 |
| Total Current Liabilities | 24,179,504 | 23,231,648 | 22,950,608 | 21,319,196 | 20,305,545 | 19,874,920 | 19,865,211 | 19,154,049 | 18,785,149 | 18,324,745 | 17,873,854 |
| Non-Current Liabilities | | | | | | | | | | | |
| Payables | 856,033 | 802,430 | 834,984 | 868,199 | 905,336 | 942,429 | 981,901 | 1,024,259 | 1,068,133 | 1,115,212 | 1,164,749 |
| Borrowings | 26,282,965 | 22,328,258 | 18,103,776 | 15,090,639 | 12,782,226 | 10,679,170 | 8,424,791 | 6,927,380 | 5,550,401 | 4,605,473 | 4,136,101 |
| Provisions | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 |
| Total Non-Current Liabilities | 32,415,839 | 28,407,530 | 24,215,601 | 21,235,680 | 18,964,403 | 16,898,440 | 14,683,533 | 13,228,480 | 11,895,375 | 10,997,526 | 10,577,691 |
| TOTAL LIABILITIES | 56,595,343 | 51,639,177 | 47,166,209 | 42,554,875 | 39,269,948 | 36,773,360 | 34,548,743 | 32,382,530 | 30,680,524 | 29,322,271 | 28,451,545 |
| Net Assets | 1,054,806,432 | 1,052,250,311 | 1,047,232,250 | 1,042,009,731 | 1,036,707,956 | 1,031,087,830 | 1,025,031,684 | 1,018,318,545 | 1,009,198,093 | 999,232,951 | 988,416,763 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 686,654,432 | 684,098,311 | 679,080,250 | 673,857,731 | 668,555,956 | 662,935,830 | 656,879,684 | 650,166,545 | 641,046,093 | 631,080,951 | 620,264,763 |
| Revaluation Reserves | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 |
| Council Equity Interest | 1,054,806,432 | 1,052,250,311 | 1,047,232,250 | 1,042,009,731 | 1,036,707,956 | 1,031,087,830 | 1,025,031,684 | 1,018,318,545 | 1,009,198,093 | 999,232,951 | 988,416,763 |
| Minority Equity Interest | - | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 1,054,806,432 | 1,052,250,311 | 1,047,232,250 | 1,042,009,731 | 1,036,707,956 | 1,031,087,830 | 1,025,031,684 | 1,018,318,545 | 1,009,198,093 | 999,232,951 | 988,416,763 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates & Annual Charges | 48,302,904 | 50,990,460 | 53,413,590 | 55,896,303 | 58,503,829 | 61,185,325 | 63,994,412 | 66,939,474 | 68,233,374 | 71,351,620 | 74,690,122 |
| User Charges & Fees | 10,734,191 | 13,613,532 | 14,733,607 | 15,459,279 | 16,318,081 | 16,944,204 | 17,532,736 | 18,144,619 | 18,780,875 | 19,442,577 | 20,130,847 |
| Interest & Investment Revenue Received | 3,237,692 | 2,870,535 | 2,393,017 | 2,274,692 | 2,301,888 | 2,380,889 | 2,476,374 | 2,509,328 | 2,656,896 | 2,733,899 | 2,907,700 |
| Grants & Contributions | 16,711,576 | 18,006,853 | 16,550,711 | 16,435,191 | 16,832,018 | 17,279,586 | 17,748,299 | 18,231,159 | 18,728,606 | 19,241,091 | 19,769,082 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - | - |
| Other | 3,883,616 | 3,773,302 | 3,884,563 | 4,125,381 | 4,176,237 | 4,333,969 | 4,435,206 | 4,539,048 | 4,626,141 | 4,751,413 | 4,868,618 |
| Payments: | | | | | | | | | | | |
| Employee Benefits & On-Costs | (31,282,292) | (32,916,537) | (34,984,573) | (37,117,286) | (38,794,250) | (40,842,863) | (43,005,754) | (45,289,509) | (47,701,102) | (50,247,916) | (52,937,767) |
| Materials & Contracts | (42,424,598) | (31,457,080) | (32,898,872) | (33,844,994) | (35,753,888) | (37,247,039) | (38,894,696) | (40,720,328) | (42,559,604) | (44,602,100) | (46,746,436) |
| Borrowing Costs | (353,938) | (2,433,476) | (2,205,442) | (1,964,725) | (1,546,139) | (1,273,135) | (1,096,259) | (962,465) | (723,423) | (613,580) | (475,425) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - | - |
| Other | (2,447,484) | (2,648,460) | (2,927,680) | (3,051,957) | (3,180,814) | (3,265,402) | (3,352,523) | (3,442,251) | (3,534,665) | (3,629,845) | (3,727,875) |
| Net Cash provided (or used in) Operating Activities | 6,361,667 | 19,799,130 | 17,958,921 | 18,211,884 | 18,856,960 | 19,495,532 | 19,837,794 | 19,949,075 | 18,507,097 | 18,427,158 | 18,478,866 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of Investment Securities | 30,097,048 | 3,102,633 | 1,204,839 | 2,563,009 | - | - | - | 1,452,382 | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors Receipts | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Payments: | | | | | | | | | | | |
| Purchase of Investment Securities | - | - | - | - | (2,250,889) | (5,998,871) | (7,789,685) | - | (6,108,915) | (6,392,661) | (7,139,998) |
| Purchase of Infrastructure, Property, Plant & Equipment | (49,172,135) | (21,163,019) | (17,638,487) | (18,614,947) | (15,097,595) | (12,132,689) | (10,915,971) | (21,785,209) | (12,035,838) | (11,774,388) | (11,239,768) |
| Deferred Debtors & Advances Made | (167,395) | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (17,900,342) | (16,263,358) | (14,067,627) | (14,122,297) | (15,725,356) | (16,871,389) | (17,324,755) | (17,771,138) | (16,688,164) | (16,713,723) | (17,158,149) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Proceeds from Borrowings & Advances | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of Borrowings & Advances | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Cash Flow provided (used in) Financing Activities | 3,986,409 | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (7,552,266) | (163,296) | (63,413) | (134,895) | 118,468 | 315,730 | 409,983 | (76,441) | 321,522 | 336,456 | 375,789 |
| plus: Cash, Cash Equivalents & Investments - beginning of year | 9,091,000 | 1,538,734 | 1,375,438 | 1,312,025 | 1,177,130 | 1,295,598 | 1,611,328 | 2,021,311 | 1,944,870 | 2,266,392 | 2,602,848 |
| Cash & Cash Equivalents - end of the year | 1,538,734 | 1,375,438 | 1,312,025 | 1,177,130 | 1,295,598 | 1,611,328 | 2,021,311 | 1,944,870 | 2,266,392 | 2,602,848 | 2,978,637 |
| Cash & Cash Equivalents - end of the year | 1,538,734 | 1,375,438 | 1,312,025 | 1,177,130 | 1,295,598 | 1,611,328 | 2,021,311 | 1,944,870 | 2,266,392 | 2,602,848 | 2,978,637 |
| Investments - end of the year | 29,235,952 | 26,133,319 | 24,928,480 | 22,365,471 | 24,616,361 | 30,615,231 | 38,404,917 | 36,952,534 | 43,061,450 | 49,454,111 | 56,594,108 |
| Cash, Cash Equivalents & Investments - end of the year | 30,774,686 | 27,508,757 | 26,240,506 | 23,542,601 | 25,911,959 | 32,226,559 | 40,426,228 | 38,897,405 | 45,327,842 | 52,056,959 | 59,572,746 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BUDGET SUMMARY - GENERAL FUND

| Scenario: Sustainable - Version 2 | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 61,497,978 | 64,224,580 | 67,083,757 | 70,022,428 | 73,098,371 | 76,318,390 | 77,829,563 | 81,303,775 | 84,943,000 |
| User Charges & Fees | 12,421,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,065,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,686,154 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 7,957,099 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,293,861 | 94,058,817 | 103,612,858 | 107,484,988 | 111,917,426 | 116,214,162 | 120,705,849 | 125,309,573 | 128,360,448 | 133,393,506 | 138,722,183 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,374,883 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,552,419 | 42,392,917 | 44,319,687 | 46,336,865 | 48,448,787 | 50,660,002 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,739,813 | 31,854,533 | 34,145,988 | 35,132,161 | 37,028,752 | 38,583,806 | 40,267,851 | 42,128,761 | 44,012,536 | 46,092,110 | 48,279,462 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,460,734 | 2,656,960 | 2,936,180 | 3,060,457 | 3,189,314 | 3,273,902 | 3,361,023 | 3,450,751 | 3,543,165 | 3,638,345 | 3,736,375 |
| Total Expenses from Continuing Operations | 107,547,983 | 96,614,938 | 101,930,918 | 105,806,507 | 110,111,171 | 114,222,318 | 118,607,730 | 123,284,965 | 128,115,446 | 133,318,010 | 138,771,598 |
| Net Operating Profit/(Loss) for the Year | (20,254,123) | (2,556,122) | 1,681,939 | 1,678,481 | 1,806,255 | 1,991,844 | 2,098,119 | 2,024,608 | 245,002 | 75,496 | (49,414) |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | | |
| Capital Expenditure | (50,979,552) | (25,167,138) | (27,135,533) | (28,622,941) | (25,474,684) | (22,985,862) | (22,127,508) | (33,550,314) | (23,773,670) | (24,046,915) | (23,872,424) |
| Loan Repayments (External) | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Deferred Debtors and Advances made (External) | (167,395) | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (External) | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| New Loan Borrowings (Internal) | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Sale of intangible & tangible Assets | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors and Advances received (External) | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Non-cash Expense Contra Income | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Net Transfers (to)/from Reserves | 33,817,339 | 1,984,641 | (216,478) | 904,056 | (4,181,744) | (7,893,739) | (10,235,175) | (647,758) | (9,537,718) | (10,219,158) | (11,713,820) |
| Total Capital (Balance Sheet) and Reserve Movements | 19,968,899 | 2,129,813 | (725,228) | (951,829) | (1,115,682) | (1,099,165) | (1,331,300) | (1,184,617) | 335,119 | 508,222 | 429,332 |
| Net Result (including Depreciation & Other non-cash items) | (285,224) | (426,308) | 956,711 | 726,652 | 690,573 | 892,679 | 766,819 | 839,991 | 580,121 | 583,718 | 379,918 |
| Add back Depreciation Expense (non-cash) | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Add back ELE Expense (non-cash) | | | | | | | | | | | |
| Add back Other Expenses (non-cash) | 2,700,000 | 4,500,000 | 4,500,000 | 4,635,000 | 4,774,050 | 4,917,272 | 5,064,790 | 5,216,733 | 5,373,235 | 5,534,432 | 5,700,465 |
| Less Other Income (non-cash) | (34,669,958) | (31,714,351) | (32,715,469) | (33,696,897) | (34,704,805) | (35,745,949) | (36,818,328) | (37,922,877) | (39,060,564) | (40,232,381) | (41,439,352) |
| Cash Budget Surplus/(Deficit) | (285,224) | (426,308) | 956,711 | 726,652 | 690,573 | 892,679 | 766,819 | 839,991 | 580,121 | 583,718 | 379,918 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND

Scenario: Sustainable - Version 2

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | |
| Rates & Annual Charges | 47,446,292 | 51,120,913 | 61,497,978 | 64,224,580 | 67,083,757 | 70,022,428 | 73,098,371 | 76,318,390 | 77,829,563 | 81,303,775 | 84,943,000 |
| User Charges & Fees | 12,421,637 | 13,848,855 | 14,915,143 | 15,570,926 | 16,471,384 | 17,041,218 | 17,633,587 | 18,249,473 | 18,889,909 | 19,555,974 | 20,248,800 |
| Interest & Investment Revenue | 3,065,148 | 2,915,886 | 2,424,015 | 2,306,081 | 2,341,051 | 2,425,700 | 2,525,463 | 2,548,185 | 2,681,845 | 2,786,436 | 2,963,269 |
| Other Revenues | 4,717,531 | 3,843,704 | 4,156,671 | 4,286,495 | 4,374,511 | 4,478,431 | 4,584,317 | 4,693,069 | 4,803,138 | 4,916,007 | 5,040,088 |
| Grants & Contributions provided for Operating Purposes | 11,686,154 | 12,634,162 | 12,981,007 | 13,324,792 | 13,679,489 | 14,044,724 | 14,420,990 | 14,808,631 | 15,208,003 | 15,619,473 | 16,043,422 |
| Grants & Contributions provided for Capital Purposes | 7,957,099 | 9,695,297 | 7,638,044 | 7,772,114 | 7,967,234 | 8,201,661 | 8,443,121 | 8,691,825 | 8,947,990 | 9,211,839 | 9,483,604 |
| Total Income from Continuing Operations | 87,293,861 | 94,058,817 | 103,612,858 | 107,484,988 | 111,917,426 | 116,214,162 | 120,705,849 | 125,309,573 | 128,360,448 | 133,393,506 | 138,722,183 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 31,374,883 | 32,919,717 | 34,924,011 | 37,117,286 | 38,794,250 | 40,552,419 | 42,392,917 | 44,319,687 | 46,336,865 | 48,448,787 | 50,660,002 |
| Borrowing Costs | 2,002,595 | 1,969,377 | 1,709,270 | 1,434,706 | 1,168,100 | 983,513 | 832,402 | 679,622 | 535,552 | 440,819 | 356,871 |
| Materials & Contracts | 39,739,813 | 31,854,533 | 34,145,988 | 35,132,161 | 37,028,752 | 38,583,806 | 40,267,851 | 42,128,761 | 44,012,536 | 46,092,110 | 48,279,462 |
| Depreciation & Amortisation | 31,969,958 | 27,214,351 | 28,215,469 | 29,061,897 | 29,930,755 | 30,828,678 | 31,753,538 | 32,706,144 | 33,687,328 | 34,697,948 | 35,738,887 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,460,734 | 2,656,960 | 2,936,180 | 3,060,457 | 3,189,314 | 3,273,902 | 3,361,023 | 3,450,751 | 3,543,165 | 3,638,345 | 3,736,375 |
| Total Expenses from Continuing Operations | 107,547,983 | 96,614,939 | 101,930,918 | 105,806,507 | 110,111,171 | 114,222,318 | 118,607,730 | 123,284,965 | 128,115,446 | 133,318,010 | 138,771,598 |
| Operating Result from Continuing Operations | (20,254,123) | (2,556,122) | 1,681,939 | 1,678,481 | 1,806,255 | 1,991,844 | 2,098,119 | 2,024,608 | 245,002 | 75,496 | (49,414) |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | (20,254,123) | (2,556,122) | 1,681,939 | 1,678,481 | 1,806,255 | 1,991,844 | 2,098,119 | 2,024,608 | 245,002 | 75,496 | (49,414) |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (28,211,222) | (12,251,419) | (5,956,105) | (6,093,633) | (6,160,980) | (6,209,817) | (6,345,003) | (6,667,217) | (8,702,988) | (9,136,344) | (9,533,019) |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND

Scenario: Sustainable - Version 2

| | Current Year | Projected Years | | | | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | 1,529,117 | 1,363,302 | 1,367,535 | 1,309,588 | 1,499,724 | 1,896,088 | 2,404,657 | 2,446,670 | 2,908,442 | 3,409,028 | 3,975,077 |
| Investments | 10,121,618 | 9,024,044 | 9,052,066 | 8,668,498 | 9,927,056 | 12,550,692 | 15,917,042 | 16,195,132 | 19,251,720 | 22,565,231 | 26,312,054 |
| Receivables | 11,111,563 | 11,464,952 | 11,850,927 | 12,277,584 | 12,787,913 | 13,224,244 | 13,684,605 | 14,150,626 | 14,576,820 | 15,074,956 | 15,598,217 |
| Inventories | 2,169,836 | 1,830,504 | 1,939,797 | 1,995,633 | 2,092,198 | 2,174,318 | 2,262,512 | 2,358,868 | 2,456,676 | 2,563,500 | 2,675,512 |
| Other | 2,913,750 | 2,490,547 | 2,645,986 | 2,724,371 | 2,855,123 | 2,964,921 | 3,082,630 | 3,210,929 | 3,341,235 | 3,483,233 | 3,632,027 |
| Non-current assets classified as "held for sale" | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 | 431,000 |
| Total Current Assets | 28,276,884 | 26,604,348 | 27,287,311 | 27,406,673 | 29,593,013 | 33,241,264 | 37,782,446 | 38,793,225 | 42,965,893 | 47,526,949 | 52,623,888 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 18,931,608 | 16,878,692 | 16,931,105 | 16,213,674 | 18,567,698 | 23,474,982 | 29,771,448 | 30,291,591 | 36,008,674 | 42,206,309 | 49,214,416 |
| Receivables | 1,081,302 | 1,107,286 | 1,217,470 | 1,221,806 | 1,251,001 | 1,279,989 | 1,309,803 | 1,340,453 | 1,348,117 | 1,393,590 | 1,451,156 |
| Infrastructure, Property, Plant & Equipment | 1,060,534,794 | 1,056,727,607 | 1,053,321,421 | 1,050,991,886 | 1,044,953,528 | 1,035,871,662 | 1,024,882,428 | 1,023,183,884 | 1,011,833,984 | 999,751,445 | 986,672,915 |
| Investment Property | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 | 1,433,000 |
| Intangible Assets | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 | 413,000 |
| Total Non-Current Assets | 1,082,393,704 | 1,076,559,585 | 1,073,315,996 | 1,070,273,366 | 1,066,618,227 | 1,062,472,633 | 1,057,809,679 | 1,056,661,928 | 1,051,036,775 | 1,045,197,344 | 1,039,184,488 |
| TOTAL ASSETS | 1,110,670,588 | 1,103,163,933 | 1,100,603,307 | 1,097,680,040 | 1,096,211,240 | 1,095,713,896 | 1,095,592,126 | 1,095,455,153 | 1,094,002,668 | 1,092,724,293 | 1,091,808,375 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 8,002,897 | 6,807,782 | 6,475,221 | 6,064,375 | 5,764,946 | 5,549,403 | 5,395,710 | 5,449,072 | 5,208,381 | 5,188,034 | 5,220,941 |
| Borrowings | 3,699,068 | 3,954,707 | 4,224,482 | 3,013,137 | 2,308,413 | 2,103,056 | 2,254,379 | 1,497,411 | 1,376,979 | 944,928 | 469,372 |
| Provisions | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 | 12,469,159 |
| Total Current Liabilities | 24,171,124 | 23,231,648 | 23,168,862 | 21,546,671 | 20,542,518 | 20,121,617 | 20,119,247 | 19,415,642 | 19,054,519 | 18,602,121 | 18,159,472 |
| Non-Current Liabilities | | | | | | | | | | | |
| Payables | 858,781 | 802,430 | 847,133 | 880,713 | 918,224 | 952,993 | 989,853 | 1,029,289 | 1,069,904 | 1,113,359 | 1,158,876 |
| Borrowings | 26,282,965 | 22,328,258 | 18,103,776 | 15,090,639 | 12,782,226 | 10,679,170 | 8,424,791 | 6,927,380 | 5,550,401 | 4,605,473 | 4,136,101 |
| Provisions | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 | 5,276,841 |
| Total Non-Current Liabilities | 32,418,587 | 28,407,530 | 24,227,750 | 21,248,193 | 18,977,291 | 16,909,004 | 14,691,485 | 13,233,510 | 11,897,146 | 10,995,673 | 10,571,818 |
| TOTAL LIABILITIES | 56,589,711 | 51,639,177 | 47,396,612 | 42,794,864 | 39,519,810 | 37,030,621 | 34,810,732 | 32,649,152 | 30,951,665 | 29,597,794 | 28,731,290 |
| Net Assets | 1,054,080,877 | 1,051,524,756 | 1,053,206,695 | 1,054,885,176 | 1,056,691,431 | 1,058,683,275 | 1,060,781,393 | 1,062,806,001 | 1,063,051,003 | 1,063,126,499 | 1,063,077,085 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 685,928,877 | 683,372,756 | 685,054,695 | 686,733,176 | 688,539,431 | 690,531,275 | 692,629,393 | 694,654,001 | 694,899,003 | 694,974,499 | 694,925,085 |
| Revaluation Reserves | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 | 368,152,000 |
| Council Equity Interest | 1,054,080,877 | 1,051,524,756 | 1,053,206,695 | 1,054,885,176 | 1,056,691,431 | 1,058,683,275 | 1,060,781,393 | 1,062,806,001 | 1,063,051,003 | 1,063,126,499 | 1,063,077,085 |
| Minority Equity Interest | - | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 1,054,080,877 | 1,051,524,756 | 1,053,206,695 | 1,054,885,176 | 1,056,691,431 | 1,058,683,275 | 1,060,781,393 | 1,062,806,001 | 1,063,051,003 | 1,063,126,499 | 1,063,077,085 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Sustainable - Version 2

| | Current Year | Projected Years | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates & Annual Charges | 48,302,904 | 50,990,460 | 61,129,582 | 64,127,783 | 66,982,254 | 69,918,102 | 72,989,172 | 76,204,077 | 77,775,915 | 81,180,437 | 84,813,804 |
| User Charges & Fees | 10,696,852 | 13,605,871 | 14,733,607 | 15,459,279 | 16,318,081 | 16,944,204 | 17,532,736 | 18,144,619 | 18,780,875 | 19,442,577 | 20,130,847 |
| Interest & Investment Revenue Received | 3,058,014 | 2,870,431 | 2,280,416 | 2,269,940 | 2,296,690 | 2,375,366 | 2,470,299 | 2,502,650 | 2,649,564 | 2,725,858 | 2,898,890 |
| Grants & Contributions | 16,554,066 | 17,957,879 | 16,550,711 | 16,435,191 | 16,832,018 | 17,279,586 | 17,748,299 | 18,231,159 | 18,728,606 | 19,241,091 | 19,769,082 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - | - |
| Other | 3,889,197 | 3,767,721 | 3,962,729 | 4,127,726 | 4,178,652 | 4,336,457 | 4,437,768 | 4,541,687 | 4,628,859 | 4,754,213 | 4,871,502 |
| Payments: | | | | | | | | | | | |
| Employee Benefits & On-Costs | (31,464,166) | (32,916,872) | (34,984,573) | (37,117,286) | (38,794,250) | (40,552,419) | (42,392,917) | (44,319,687) | (46,336,865) | (48,448,787) | (50,660,002) |
| Materials & Contracts | (42,526,606) | (31,444,812) | (34,256,705) | (35,177,484) | (37,126,608) | (38,663,684) | (40,354,062) | (42,223,710) | (44,108,342) | (46,197,572) | (48,390,063) |
| Borrowing Costs | (353,938) | (2,433,476) | (2,205,442) | (1,964,725) | (1,546,139) | (1,273,135) | (1,096,259) | (962,465) | (723,423) | (613,580) | (475,425) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - | - |
| Other | (2,460,734) | (2,656,960) | (2,936,180) | (3,060,457) | (3,189,314) | (3,273,902) | (3,361,023) | (3,450,751) | (3,543,165) | (3,638,345) | (3,736,375) |
| Net Cash provided (or used in) Operating Activities | 5,695,590 | 19,740,242 | 24,274,145 | 25,099,966 | 25,951,382 | 27,090,573 | 27,974,014 | 28,667,579 | 27,852,024 | 28,445,890 | 29,222,259 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of Investment Securities | 30,279,774 | 3,150,490 | - | 1,100,998 | - | - | - | - | - | - | - |
| Sale of Infrastructure, Property, Plant & Equipment | 1,305,800 | 1,759,975 | 2,326,250 | 1,890,579 | 1,582,288 | 1,239,050 | 1,363,204 | 2,542,714 | 1,436,242 | 1,431,506 | 1,212,067 |
| Deferred Debtors Receipts | 36,340 | 37,053 | 39,771 | 39,062 | 40,841 | 21,121 | 17,697 | 18,976 | 20,348 | 21,819 | 9,550 |
| Payments: | | | | | | | | | | | |
| Purchase of Investment Securities | - | - | (80,435) | - | (3,612,582) | (7,530,919) | (9,662,817) | (798,232) | (8,773,672) | (9,511,145) | (10,754,930) |
| Purchase of Infrastructure, Property, Plant & Equipment | (48,698,401) | (21,154,507) | (22,600,790) | (23,964,071) | (20,758,657) | (18,115,047) | (17,080,472) | (28,134,646) | (18,575,758) | (18,510,505) | (18,177,969) |
| Deferred Debtors & Advances Made | (167,395) | - | - | - | - | - | - | - | - | - | - |
| Net Cash provided (or used in) Investing Activities | (17,243,882) | (16,206,989) | (20,315,204) | (20,933,432) | (22,748,109) | (24,385,796) | (25,362,389) | (26,371,188) | (25,892,841) | (26,568,325) | (27,711,282) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Proceeds from Borrowings & Advances | 7,500,000 | - | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Repayment of Borrowings & Advances | (3,513,591) | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Cash Flow provided (used in) Financing Activities | 3,986,409 | (3,699,068) | (3,954,707) | (4,224,482) | (3,013,137) | (2,308,413) | (2,103,056) | (2,254,379) | (1,497,411) | (1,376,979) | (944,928) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (7,561,883) | (165,815) | 4,233 | (57,947) | 190,136 | 396,364 | 508,569 | 42,012 | 461,772 | 500,587 | 566,049 |
| plus: Cash, Cash Equivalents & Investments - beginning of year | 9,091,000 | 1,529,117 | 1,363,302 | 1,367,535 | 1,309,588 | 1,499,724 | 1,896,088 | 2,404,657 | 2,446,670 | 2,908,442 | 3,409,028 |
| Cash & Cash Equivalents - end of the year | 1,529,117 | 1,363,302 | 1,367,535 | 1,309,588 | 1,499,724 | 1,896,088 | 2,404,657 | 2,446,670 | 2,908,442 | 3,409,028 | 3,975,077 |
| Cash & Cash Equivalents - end of the year | 1,529,117 | 1,363,302 | 1,367,535 | 1,309,588 | 1,499,724 | 1,896,088 | 2,404,657 | 2,446,670 | 2,908,442 | 3,409,028 | 3,975,077 |
| Investments - end of the year | 29,053,226 | 25,902,736 | 25,983,170 | 24,882,172 | 28,494,754 | 36,025,674 | 45,688,491 | 46,486,723 | 55,260,395 | 64,771,540 | 75,526,470 |
| Cash, Cash Equivalents & Investments - end of the year | 30,582,343 | 27,266,037 | 27,350,706 | 26,191,760 | 29,994,478 | 37,921,762 | 48,093,148 | 48,933,392 | 58,168,837 | 68,180,568 | 79,501,548 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BUDGET SUMMARY - WATER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 3,792,088 | 3,983,590 | 4,151,300 | 4,322,679 | 4,497,793 | 4,655,216 | 4,818,148 | 4,986,783 | 5,161,321 | 5,341,967 | 5,528,936 |
| User Charges & Fees | 12,930,123 | 13,410,134 | 14,003,346 | 14,631,920 | 15,269,085 | 15,727,158 | 16,198,972 | 16,684,941 | 17,185,490 | 17,701,054 | 18,232,086 |
| Interest & Investment Revenue | 1,685,000 | 1,560,000 | 1,360,000 | 1,210,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 |
| Grants & Contributions provided for Operating Purposes | 281,817 | 286,453 | 291,169 | 295,944 | 300,936 | 309,964 | 319,263 | 328,841 | 338,706 | 348,867 | 359,333 |
| Grants & Contributions provided for Capital Purposes | 3,156,000 | 3,428,000 | 3,479,700 | 3,584,250 | 3,691,178 | 3,707,178 | 3,724,178 | 3,741,178 | 3,759,178 | 3,777,178 | 3,796,178 |
| Total Income from Continuing Operations | 21,845,028 | 22,668,177 | 23,285,515 | 24,044,793 | 24,818,992 | 25,459,515 | 26,120,561 | 26,801,743 | 27,504,694 | 28,229,066 | 28,976,533 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 3,003,602 | 3,062,105 | 3,129,919 | 3,201,720 | 3,242,272 | 3,325,808 | 3,414,356 | 3,508,218 | 3,607,711 | 3,713,173 | 3,824,964 |
| Borrowing Costs | 6,447,948 | 5,977,366 | 5,516,246 | 5,153,161 | 4,827,646 | 4,480,856 | 4,109,787 | 3,713,258 | 3,287,923 | 2,849,861 | 2,468,626 |
| Materials & Contracts | 3,589,703 | 4,156,080 | 3,916,188 | 4,141,357 | 4,408,348 | 4,684,598 | 4,969,136 | 5,262,210 | 5,564,076 | 5,874,999 | 6,195,249 |
| Depreciation & Amortisation | 5,849,970 | 6,088,861 | 6,271,527 | 6,459,672 | 6,653,463 | 6,853,067 | 7,058,659 | 7,270,419 | 7,488,531 | 7,713,187 | 7,944,583 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 |
| Total Expenses from Continuing Operations | 21,841,223 | 22,234,412 | 21,783,880 | 21,905,910 | 22,081,728 | 22,294,329 | 22,501,938 | 22,704,105 | 22,898,242 | 23,101,220 | 23,383,421 |
| Net Operating Profit/(Loss) for the Year | 3,805 | 433,765 | 1,501,635 | 2,138,883 | 2,737,263 | 3,165,186 | 3,618,623 | 4,097,639 | 4,606,453 | 5,127,846 | 5,593,111 |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | | |
| Capital Expenditure | (3,326,069) | (12,340,967) | (6,637,353) | (5,052,100) | (3,215,050) | (3,334,150) | (3,462,400) | (3,591,650) | (3,739,250) | (3,864,500) | (4,010,350) |
| Loan Repayments (External) | (6,562,836) | (7,030,201) | (5,873,389) | (4,591,051) | (4,913,543) | (5,257,115) | (5,624,742) | (6,017,596) | (6,438,984) | (5,995,362) | (5,495,559) |
| Non-cash Expense Contra Income | 5,849,970 | 6,088,861 | 6,271,527 | 6,459,672 | 6,653,463 | 6,853,067 | 7,058,659 | 7,270,419 | 7,488,531 | 7,713,187 | 7,944,583 |
| Net Transfers (to)/from Reserves | 191,450 | 8,295,100 | 2,589,550 | 937,650 | (968,428) | (968,428) | (968,428) | (968,428) | (968,428) | (968,428) | (968,428) |
| Total Capital (Balance Sheet) and Reserve Movements | (3,847,485) | (4,987,207) | (3,649,665) | (2,245,829) | (2,443,558) | (2,706,626) | (2,996,911) | (3,307,255) | (3,658,130) | (3,115,102) | (2,529,754) |
| Net Result (including Depreciation & Other non-cash items) | (3,843,680) | (4,553,442) | (2,148,030) | (106,946) | 293,706 | 458,560 | 621,712 | 790,384 | 948,322 | 2,012,744 | 3,063,358 |
| Add back Depreciation Expense (non-cash) | 5,849,970 | 6,088,861 | 6,271,527 | 6,459,672 | 6,653,463 | 6,853,067 | 7,058,659 | 7,270,419 | 7,488,531 | 7,713,187 | 7,944,583 |
| Add back ELE Expense (non-cash) | | | | | | | | | | | |
| Add back Other Expenses (non-cash) | 250,000 | 490,000 | 504,700 | 520,000 | 535,000 | 551,000 | 568,000 | 585,000 | 603,000 | 621,000 | 640,000 |
| Less Other Income (non-cash) | (6,099,970) | (6,578,861) | (6,776,227) | (6,979,672) | (7,188,463) | (7,404,067) | (7,626,659) | (7,855,419) | (8,091,531) | (8,334,187) | (8,584,583) |
| Cash Budget Surplus/(Deficit) | (3,843,680) | (4,553,442) | (2,148,030) | (106,946) | 293,706 | 458,560 | 621,712 | 790,384 | 948,322 | 2,012,744 | 3,063,358 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | |
| Rates & Annual Charges | 3,792,088 | 3,983,590 | 4,151,300 | 4,322,679 | 4,497,793 | 4,655,216 | 4,818,148 | 4,986,783 | 5,161,321 | 5,341,967 | 5,528,936 |
| User Charges & Fees | 12,930,123 | 13,410,134 | 14,003,346 | 14,631,920 | 15,269,085 | 15,727,158 | 16,198,972 | 16,684,941 | 17,185,490 | 17,701,054 | 18,232,086 |
| Interest & Investment Revenue | 1,685,000 | 1,560,000 | 1,360,000 | 1,210,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 |
| Other Revenues | - | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions provided for Operating Purposes | 281,817 | 286,453 | 291,169 | 295,944 | 300,936 | 309,964 | 319,263 | 328,841 | 338,706 | 348,867 | 359,333 |
| Grants & Contributions provided for Capital Purposes | 3,156,000 | 3,428,000 | 3,479,700 | 3,584,250 | 3,691,178 | 3,707,178 | 3,724,178 | 3,741,178 | 3,759,178 | 3,777,178 | 3,796,178 |
| Total Income from Continuing Operations | 21,845,028 | 22,668,177 | 23,285,515 | 24,044,793 | 24,818,992 | 25,459,515 | 26,120,561 | 26,801,743 | 27,504,694 | 28,229,066 | 28,976,533 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 3,003,602 | 3,062,105 | 3,129,919 | 3,201,720 | 3,242,272 | 3,325,808 | 3,414,356 | 3,508,218 | 3,607,711 | 3,713,173 | 3,824,964 |
| Borrowing Costs | 6,447,948 | 5,977,366 | 5,516,246 | 5,153,161 | 4,827,646 | 4,480,856 | 4,109,787 | 3,713,258 | 3,287,923 | 2,849,861 | 2,468,626 |
| Materials & Contracts | 3,589,703 | 4,156,080 | 3,916,188 | 4,141,357 | 4,408,348 | 4,684,598 | 4,969,136 | 5,262,210 | 5,564,076 | 5,874,999 | 6,195,249 |
| Depreciation & Amortisation | 5,849,970 | 6,088,861 | 6,271,527 | 6,459,672 | 6,653,463 | 6,853,067 | 7,058,659 | 7,270,419 | 7,488,531 | 7,713,187 | 7,944,583 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 | 2,950,000 |
| Total Expenses from Continuing Operations | 21,841,223 | 22,234,412 | 21,783,880 | 21,905,910 | 22,081,728 | 22,294,329 | 22,501,938 | 22,704,105 | 22,898,242 | 23,101,220 | 23,383,421 |
| Operating Result from Continuing Operations | 3,805 | 433,765 | 1,501,635 | 2,138,883 | 2,737,263 | 3,165,186 | 3,618,623 | 4,097,639 | 4,606,453 | 5,127,846 | 5,593,111 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | 3,805 | 433,765 | 1,501,635 | 2,138,883 | 2,737,263 | 3,165,186 | 3,618,623 | 4,097,639 | 4,606,453 | 5,127,846 | 5,593,111 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (3,152,195) | (2,994,235) | (1,978,065) | (1,445,367) | (953,914) | (541,992) | (105,555) | 356,461 | 847,275 | 1,350,668 | 1,796,934 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | - | - | - | - | 1,082,446 | 2,397,789 | 3,872,779 | 5,512,825 | 7,307,080 | 10,161,908 | 14,063,382 |
| Investments | 9,351,299 | 5,794,677 | 4,400,861 | 4,059,557 | 4,059,557 | 4,059,557 | 4,059,557 | 4,059,557 | 4,059,557 | 4,059,557 | 4,059,557 |
| Receivables | 5,208,341 | 5,348,694 | 5,583,640 | 5,831,475 | 6,082,944 | 6,269,387 | 6,461,561 | 6,659,644 | 6,863,817 | 7,074,269 | 7,291,193 |
| Inventories | 131,538 | 172,859 | 141,189 | 156,294 | 175,197 | 194,754 | 214,897 | 235,645 | 257,015 | 279,026 | 301,697 |
| Other | 2,081 | 2,261 | 2,185 | 2,256 | 2,341 | 2,429 | 2,520 | 2,613 | 2,709 | 2,808 | 2,910 |
| Non-current assets classified as "held for sale" | - | - | - | - | - | - | - | - | - | - | - |
| Total Current Assets | 14,693,260 | 11,318,491 | 10,127,876 | 10,049,582 | 11,402,486 | 12,923,916 | 14,611,314 | 16,470,283 | 18,490,178 | 21,577,568 | 25,718,739 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 24,392,342 | 15,115,091 | 11,479,401 | 10,589,128 | 10,589,128 | 10,589,128 | 10,589,128 | 10,589,128 | 10,589,128 | 10,589,128 | 10,589,128 |
| Receivables | 83,636 | 87,859 | 91,558 | 95,338 | 99,200 | 102,672 | 106,266 | 109,985 | 113,835 | 117,819 | 121,943 |
| Infrastructure, Property, Plant & Equipment | 262,692,099 | 268,944,205 | 269,310,031 | 267,902,459 | 264,464,046 | 260,945,129 | 257,348,870 | 253,670,101 | 249,920,820 | 246,072,133 | 242,137,900 |
| Intangible Assets | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 | 66,869,000 |
| Total Non-Current Assets | 354,037,077 | 351,016,156 | 347,749,990 | 345,455,925 | 342,021,374 | 338,505,929 | 334,913,263 | 331,238,214 | 327,492,782 | 323,648,079 | 319,717,970 |
| TOTAL ASSETS | 368,730,336 | 362,334,647 | 357,877,866 | 355,505,507 | 353,423,859 | 351,429,845 | 349,524,577 | 347,708,497 | 345,982,960 | 345,225,647 | 345,436,709 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 2,317,938 | 2,518,685 | 2,433,657 | 2,513,466 | 2,608,099 | 2,706,013 | 2,806,865 | 2,910,742 | 3,017,736 | 3,127,940 | 3,241,449 |
| Borrowings | 7,030,201 | 5,873,389 | 4,591,051 | 4,913,543 | 5,257,115 | 5,624,742 | 6,017,596 | 6,438,984 | 5,995,362 | 5,495,559 | 5,887,884 |
| Total Current Liabilities | 9,348,139 | 8,392,074 | 7,024,708 | 7,427,009 | 7,865,214 | 8,330,755 | 8,824,461 | 9,349,726 | 9,013,098 | 8,623,499 | 9,129,333 |
| Non-Current Liabilities | | | | | | | | | | | |
| Borrowings | 82,942,393 | 77,069,004 | 72,477,953 | 67,564,410 | 62,307,295 | 56,682,553 | 50,664,957 | 44,225,973 | 38,230,611 | 32,735,052 | 26,847,168 |
| Total Non-Current Liabilities | 82,942,393 | 77,069,004 | 72,477,953 | 67,564,410 | 62,307,295 | 56,682,553 | 50,664,957 | 44,225,973 | 38,230,611 | 32,735,052 | 26,847,168 |
| TOTAL LIABILITIES | 92,290,532 | 85,461,078 | 79,502,661 | 74,991,419 | 70,172,509 | 65,013,308 | 59,489,418 | 53,575,699 | 47,243,709 | 41,358,551 | 35,976,501 |
| Net Assets | 276,439,805 | 276,873,570 | 278,375,205 | 280,514,088 | 283,251,351 | 286,416,537 | 290,035,159 | 294,132,798 | 298,739,251 | 303,867,097 | 309,460,208 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 166,928,805 | 167,362,570 | 168,864,205 | 171,003,088 | 173,740,351 | 176,905,537 | 180,524,159 | 184,621,798 | 189,228,251 | 194,356,097 | 199,949,208 |
| Revaluation Reserves | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 | 109,511,000 |
| Council Equity Interest | 276,439,805 | 276,873,570 | 278,375,205 | 280,514,088 | 283,251,351 | 286,416,537 | 290,035,159 | 294,132,798 | 298,739,251 | 303,867,097 | 309,460,208 |
| Minority Equity Interest | - | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 276,439,805 | 276,873,570 | 278,375,205 | 280,514,088 | 283,251,351 | 286,416,537 | 290,035,159 | 294,132,798 | 298,739,251 | 303,867,097 | 309,460,208 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|--------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates & Annual Charges | 3,267,696 | 3,945,695 | 4,118,113 | 4,288,766 | 4,463,141 | 4,624,064 | 4,785,907 | 4,953,413 | 5,126,783 | 5,306,220 | 5,491,938 |
| User Charges & Fees | 13,272,683 | 13,348,975 | 13,927,764 | 14,551,833 | 15,187,903 | 15,668,794 | 16,138,858 | 16,623,024 | 17,121,714 | 17,635,366 | 18,164,427 |
| Interest & Investment Revenue Received | 1,685,000 | 1,560,000 | 1,360,000 | 1,210,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 | 1,060,000 |
| Grants & Contributions | 3,184,453 | 3,283,944 | 3,266,072 | 3,360,096 | 3,457,011 | 3,465,956 | 3,475,250 | 3,484,822 | 3,494,681 | 3,504,836 | 3,515,296 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - | - |
| Other | (1,628,780) | (105,014) | (129,780) | (137,516) | (139,395) | (100,215) | (103,221) | (106,318) | (109,507) | (112,792) | (116,176) |
| Payments: | | | | | | | | | | | |
| Employee Benefits & On-Costs | (3,003,602) | (3,062,105) | (3,129,919) | (3,201,720) | (3,242,272) | (3,325,808) | (3,414,356) | (3,508,218) | (3,607,711) | (3,713,173) | (3,824,964) |
| Materials & Contracts | (2,649,955) | (3,996,834) | (3,969,469) | (4,076,725) | (4,332,703) | (4,606,328) | (4,888,518) | (5,179,174) | (5,478,549) | (5,786,905) | (6,104,512) |
| Borrowing Costs | (6,447,948) | (5,977,366) | (5,516,246) | (5,153,161) | (4,827,646) | (4,480,856) | (4,109,787) | (3,713,258) | (3,287,923) | (2,849,861) | (2,468,626) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - | - |
| Other | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) | (2,950,000) |
| Net Cash provided (or used in) Operating Activities | 4,729,546 | 6,047,295 | 6,976,536 | 7,891,573 | 8,676,039 | 9,355,608 | 9,994,132 | 10,664,292 | 11,369,489 | 12,093,690 | 12,767,382 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of Investment Securities | 2,822,359 | 12,833,873 | 5,029,506 | 1,231,578 | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of Infrastructure, Property, Plant & Equipment | (3,076,069) | (11,850,967) | (6,132,653) | (4,532,100) | (2,680,050) | (2,783,150) | (2,894,400) | (3,006,650) | (3,136,250) | (3,243,500) | (3,370,350) |
| Net Cash provided (or used in) Investing Activities | (253,710) | 982,906 | (1,103,147) | (3,300,522) | (2,680,050) | (2,783,150) | (2,894,400) | (3,006,650) | (3,136,250) | (3,243,500) | (3,370,350) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Payments: | | | | | | | | | | | |
| Repayment of Borrowings & Advances | (6,562,836) | (7,030,201) | (5,873,389) | (4,591,051) | (4,913,543) | (5,257,115) | (5,624,742) | (6,017,596) | (6,438,984) | (5,995,362) | (5,495,559) |
| Net Cash Flow provided (used in) Financing Activities | (6,562,836) | (7,030,201) | (5,873,389) | (4,591,051) | (4,913,543) | (5,257,115) | (5,624,742) | (6,017,596) | (6,438,984) | (5,995,362) | (5,495,559) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (2,087,000) | - | - | - | 1,082,446 | 1,315,343 | 1,474,990 | 1,640,046 | 1,794,255 | 2,854,828 | 3,901,473 |
| plus: Cash, Cash Equivalents & Investments - beginning of year | 2,087,000 | 0 | 0 | 0 | 0 | 1,082,446 | 2,397,789 | 3,872,779 | 5,512,825 | 7,307,080 | 10,161,908 |
| Cash & Cash Equivalents - end of the year | 0 | 0 | 0 | 0 | 1,082,446 | 2,397,789 | 3,872,779 | 5,512,825 | 7,307,080 | 10,161,908 | 14,063,382 |
| Cash & Cash Equivalents - end of the year | 0 | 0 | 0 | 0 | 1,082,446 | 2,397,789 | 3,872,779 | 5,512,825 | 7,307,080 | 10,161,908 | 14,063,382 |
| Investments - end of the year | 33,743,641 | 20,909,769 | 15,880,262 | 14,648,685 | 14,648,685 | 14,648,685 | 14,648,685 | 14,648,685 | 14,648,685 | 14,648,685 | 14,648,685 |
| Cash, Cash Equivalents & Investments - end of the year | 33,743,641 | 20,909,769 | 15,880,262 | 14,648,685 | 15,731,130 | 17,046,474 | 18,521,463 | 20,161,510 | 21,955,764 | 24,810,593 | 28,712,066 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BUDGET SUMMARY - SEWER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 20,903,280 | 21,858,231 | 22,806,497 | 23,830,000 | 24,850,592 | 25,720,363 | 26,620,575 | 27,552,296 | 28,516,626 | 29,514,708 | 30,547,723 |
| User Charges & Fees | 2,792,404 | 2,936,923 | 3,056,171 | 3,177,895 | 3,302,268 | 3,401,336 | 3,503,376 | 3,608,477 | 3,716,732 | 3,828,234 | 3,943,081 |
| Interest & Investment Revenue | 1,685,000 | 2,060,000 | 1,710,000 | 1,460,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 |
| Other Revenues | 133,334 | 137,300 | 141,400 | 145,600 | 149,968 | 154,467 | 159,101 | 163,874 | 168,790 | 173,854 | 179,070 |
| Grants & Contributions provided for Operating Purposes | 317,602 | 322,817 | 328,108 | 333,444 | 338,940 | 349,109 | 359,582 | 370,369 | 381,480 | 392,925 | 404,713 |
| Grants & Contributions provided for Capital Purposes | 5,201,164 | 4,947,848 | 4,945,787 | 5,094,161 | 3,969,096 | 3,869,096 | 3,769,096 | 3,869,096 | 4,119,096 | 4,169,096 | 4,219,096 |
| Total Income from Continuing Operations | 31,032,784 | 32,263,119 | 32,987,963 | 34,041,100 | 33,920,864 | 34,804,370 | 35,721,730 | 36,874,112 | 38,212,724 | 39,388,816 | 40,603,681 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 4,567,069 | 4,643,707 | 4,723,720 | 4,808,877 | 4,857,143 | 4,956,572 | 5,061,966 | 5,173,684 | 5,292,105 | 5,417,632 | 5,550,690 |
| Borrowing Costs | 7,795,199 | 7,277,134 | 6,718,224 | 6,131,414 | 5,608,378 | 5,180,082 | 4,725,978 | 4,242,402 | 3,737,107 | 3,234,315 | 2,799,275 |
| Materials & Contracts | 3,590,043 | 4,583,797 | 4,967,319 | 5,424,666 | 5,895,442 | 6,318,305 | 6,753,855 | 7,202,470 | 7,664,544 | 8,140,481 | 8,630,695 |
| Depreciation & Amortisation | 6,686,950 | 6,993,049 | 7,202,840 | 7,418,925 | 7,641,493 | 7,870,738 | 8,106,860 | 8,350,066 | 8,600,568 | 8,858,585 | 9,124,342 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 5,084,872 | 5,087,418 | 5,090,041 | 5,092,742 | 5,095,524 | 5,098,390 | 5,101,341 | 5,104,382 | 5,107,513 | 5,110,739 | 5,114,061 |
| Total Expenses from Continuing Operations | 27,724,133 | 28,585,105 | 28,702,143 | 28,876,624 | 29,097,981 | 29,424,087 | 29,750,000 | 30,073,004 | 30,401,837 | 30,761,751 | 31,219,063 |
| Net Operating Profit /(Loss) for the Year | 3,308,651 | 3,678,014 | 4,285,820 | 5,164,475 | 4,822,884 | 5,380,283 | 5,971,730 | 6,801,108 | 7,810,887 | 8,627,066 | 9,384,619 |
| Capital (Balance Sheet) and Reserve Movements | | | | | | | | | | | |
| Capital Expenditure | (19,516,451) | (18,232,543) | (7,530,600) | (5,494,800) | (4,355,100) | (4,344,600) | (4,321,100) | (4,497,800) | (4,827,900) | (4,945,000) | (5,093,200) |
| Loan Repayments (External) | (7,505,218) | (8,068,442) | (8,671,952) | (8,685,979) | (6,037,280) | (6,461,252) | (6,821,651) | (7,296,299) | (7,403,651) | (6,869,515) | (6,268,413) |
| Non-cash Expense Contra Income | 6,686,950 | 6,993,049 | 7,202,840 | 7,418,925 | 7,641,493 | 7,870,738 | 8,106,860 | 8,350,066 | 8,600,568 | 8,858,585 | 9,124,342 |
| Net Transfers (to)/from Reserves | 14,170,287 | 12,464,695 | 1,864,813 | (219,361) | (133,996) | (133,996) | (133,996) | (133,996) | (133,996) | (133,996) | (133,996) |
| Total Capital (Balance Sheet) and Reserve Movements | (6,164,432) | (6,843,241) | (7,134,899) | (6,981,215) | (2,884,883) | (3,069,110) | (3,169,887) | (3,578,029) | (3,764,979) | (3,089,926) | (2,371,267) |
| Net Result (including Depreciation & Other non-cash items) | (2,855,781) | (3,165,227) | (2,849,079) | (1,816,740) | 1,938,001 | 2,311,173 | 2,801,843 | 3,223,079 | 4,045,908 | 5,537,140 | 7,013,352 |
| Add back Depreciation Expense (non-cash) | 6,686,950 | 6,993,049 | 7,202,840 | 7,418,925 | 7,641,493 | 7,870,738 | 8,106,860 | 8,350,066 | 8,600,568 | 8,858,585 | 9,124,342 |
| Add back ELE Expense (non-cash) | | | | | | | | | | | |
| Add back Other Expenses (non-cash) | 620,000 | 1,050,000 | 2,100,000 | 2,163,000 | 950,000 | 850,000 | 750,000 | 850,000 | 1,100,000 | 1,150,000 | 1,200,000 |
| Less Other Income (non-cash) | (7,306,950) | (8,043,049) | (9,302,840) | (9,581,925) | (8,591,493) | (8,720,738) | (8,856,860) | (9,200,066) | (9,700,568) | (10,008,585) | (10,324,342) |
| Cash Budget Surplus/(Deficit) | (2,855,781) | (3,165,227) | (2,849,079) | (1,816,740) | 1,938,001 | 2,311,173 | 2,801,843 | 3,223,079 | 4,045,908 | 5,537,140 | 7,013,352 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | |
| Rates & Annual Charges | 20,903,280 | 21,858,231 | 22,806,497 | 23,830,000 | 24,850,592 | 25,720,363 | 26,620,575 | 27,552,296 | 28,516,626 | 29,514,708 | 30,547,723 |
| User Charges & Fees | 2,792,404 | 2,936,923 | 3,056,171 | 3,177,895 | 3,302,268 | 3,401,336 | 3,503,376 | 3,608,477 | 3,716,732 | 3,828,234 | 3,943,081 |
| Interest & Investment Revenue | 1,685,000 | 2,060,000 | 1,710,000 | 1,460,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 |
| Other Revenues | 133,334 | 137,300 | 141,400 | 145,600 | 149,968 | 154,467 | 159,101 | 163,874 | 168,790 | 173,854 | 179,070 |
| Grants & Contributions provided for Operating Purposes | 317,602 | 322,817 | 328,108 | 333,444 | 338,940 | 349,109 | 359,582 | 370,369 | 381,480 | 392,925 | 404,713 |
| Grants & Contributions provided for Capital Purposes | 5,201,164 | 4,947,848 | 4,945,787 | 5,094,161 | 3,969,096 | 3,869,096 | 3,769,096 | 3,869,096 | 4,119,096 | 4,169,096 | 4,219,096 |
| Total Income from Continuing Operations | 31,032,784 | 32,263,119 | 32,987,963 | 34,041,100 | 33,920,864 | 34,804,370 | 35,721,730 | 36,874,112 | 38,212,724 | 39,388,816 | 40,603,681 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 4,567,069 | 4,643,707 | 4,723,720 | 4,808,877 | 4,857,143 | 4,956,572 | 5,061,966 | 5,173,684 | 5,292,105 | 5,417,632 | 5,550,690 |
| Borrowing Costs | 7,795,199 | 7,277,134 | 6,718,224 | 6,131,414 | 5,608,378 | 5,180,082 | 4,725,978 | 4,242,402 | 3,737,107 | 3,234,315 | 2,799,275 |
| Materials & Contracts | 3,590,043 | 4,583,797 | 4,967,319 | 5,424,666 | 5,895,442 | 6,318,305 | 6,753,855 | 7,202,470 | 7,664,544 | 8,140,481 | 8,630,695 |
| Depreciation & Amortisation | 6,686,950 | 6,993,049 | 7,202,840 | 7,418,925 | 7,641,493 | 7,870,738 | 8,106,860 | 8,350,066 | 8,600,568 | 8,858,585 | 9,124,342 |
| Impairment | - | - | - | - | - | - | - | - | - | - | - |
| Other Expenses | 5,084,872 | 5,087,418 | 5,090,041 | 5,092,742 | 5,095,524 | 5,098,390 | 5,101,341 | 5,104,382 | 5,107,513 | 5,110,739 | 5,114,061 |
| Total Expenses from Continuing Operations | 27,724,133 | 28,585,105 | 28,702,143 | 28,876,624 | 29,097,981 | 29,424,087 | 29,750,000 | 30,073,004 | 30,401,837 | 30,761,751 | 31,219,063 |
| Operating Result from Continuing Operations | 3,308,651 | 3,678,014 | 4,285,820 | 5,164,475 | 4,822,884 | 5,380,283 | 5,971,730 | 6,801,108 | 7,810,887 | 8,627,066 | 9,384,619 |
| Discontinued Operations - Profit/(Loss) | - | - | - | - | - | - | - | - | - | - | - |
| Net Profit/(Loss) from Discontinued Operations | - | - | - | - | - | - | - | - | - | - | - |
| Net Operating Result for the Year | 3,308,651 | 3,678,014 | 4,285,820 | 5,164,475 | 4,822,884 | 5,380,283 | 5,971,730 | 6,801,108 | 7,810,887 | 8,627,066 | 9,384,619 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (1,892,513) | (1,269,834) | (659,967) | 70,314 | 853,788 | 1,511,187 | 2,202,634 | 2,932,012 | 3,691,791 | 4,457,970 | 5,165,523 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND

Scenario: Base-Line

| | Current Year | Projected Years | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | 2,333,809 | 1,578,321 | 1,353,300 | 1,272,150 | 1,374,572 | 1,496,067 | 1,642,055 | 1,809,062 | 2,017,167 | 2,299,788 | 2,656,171 |
| Investments | 24,669,897 | 16,683,891 | 14,305,269 | 13,447,457 | 14,530,128 | 15,814,408 | 17,357,597 | 19,122,977 | 21,322,784 | 24,310,270 | 28,077,475 |
| Receivables | 2,633,382 | 2,273,833 | 2,113,379 | 2,203,825 | 2,294,656 | 2,371,376 | 2,450,674 | 2,532,636 | 2,617,352 | 2,704,916 | 2,795,423 |
| Inventories | 9,187 | 18,988 | 22,271 | 26,339 | 30,515 | 34,133 | 37,859 | 41,698 | 45,651 | 49,723 | 53,918 |
| Other | 5,748 | 6,408 | 6,664 | 6,969 | 7,282 | 7,565 | 7,855 | 8,154 | 8,463 | 8,780 | 9,107 |
| Total Current Assets | 29,652,023 | 20,561,442 | 17,800,883 | 16,956,738 | 18,237,153 | 19,723,548 | 21,496,040 | 23,514,528 | 26,011,418 | 29,373,478 | 33,592,094 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 19,672,478 | 13,304,209 | 11,407,428 | 10,723,384 | 11,586,737 | 12,610,859 | 13,841,441 | 15,249,206 | 17,003,395 | 19,385,701 | 22,389,778 |
| Receivables | 353,843 | 370,051 | 386,084 | 403,371 | 420,617 | 435,297 | 450,489 | 466,212 | 482,484 | 499,323 | 516,751 |
| Infrastructure, Property, Plant & Equipment | 437,925,501 | 449,164,995 | 449,492,755 | 447,568,630 | 444,282,237 | 440,756,099 | 436,970,339 | 433,118,074 | 429,345,406 | 425,431,821 | 421,400,679 |
| Total Non-Current Assets | 457,951,821 | 462,839,255 | 461,286,267 | 458,695,386 | 456,289,592 | 453,802,255 | 451,262,270 | 448,833,492 | 446,831,284 | 445,316,846 | 444,307,208 |
| TOTAL ASSETS | 487,603,844 | 483,400,696 | 479,087,150 | 475,652,124 | 474,526,745 | 473,525,803 | 472,758,309 | 472,348,019 | 472,842,702 | 474,690,323 | 477,899,302 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 1,630,671 | 1,817,950 | 1,890,536 | 1,977,014 | 2,066,031 | 2,146,058 | 2,228,485 | 2,313,385 | 2,400,832 | 2,490,903 | 2,583,676 |
| Borrowings | 8,068,442 | 8,671,952 | 8,685,979 | 8,037,280 | 6,461,252 | 6,821,651 | 7,296,299 | 7,403,651 | 6,869,515 | 6,268,413 | 6,715,942 |
| Total Current Liabilities | 9,699,113 | 10,489,902 | 10,576,515 | 8,014,294 | 8,527,283 | 8,967,709 | 9,524,784 | 9,717,036 | 9,270,347 | 8,759,316 | 9,299,618 |
| Non-Current Liabilities | | | | | | | | | | | |
| Borrowings | 101,559,081 | 92,887,129 | 84,201,150 | 78,163,870 | 71,702,618 | 64,880,967 | 57,584,668 | 50,181,017 | 43,311,502 | 37,043,089 | 30,327,147 |
| Total Non-Current Liabilities | 101,559,081 | 92,887,129 | 84,201,150 | 78,163,870 | 71,702,618 | 64,880,967 | 57,584,668 | 50,181,017 | 43,311,502 | 37,043,089 | 30,327,147 |
| TOTAL LIABILITIES | 111,258,194 | 103,377,031 | 94,777,665 | 86,178,164 | 80,229,901 | 73,848,676 | 67,109,452 | 59,898,053 | 52,581,849 | 45,802,405 | 39,626,765 |
| Net Assets | 376,345,651 | 380,023,665 | 384,309,485 | 389,473,960 | 394,296,844 | 399,677,127 | 405,648,857 | 412,449,966 | 420,260,853 | 428,887,918 | 438,272,537 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 270,710,651 | 274,388,665 | 278,674,485 | 283,838,960 | 288,661,844 | 294,042,127 | 300,013,857 | 306,814,966 | 314,625,853 | 323,252,918 | 332,637,537 |
| Revaluation Reserves | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 | 105,635,000 |
| Council Equity Interest | 376,345,651 | 380,023,665 | 384,309,485 | 389,473,960 | 394,296,844 | 399,677,127 | 405,648,857 | 412,449,966 | 420,260,853 | 428,887,918 | 438,272,537 |
| Minority Equity Interest | - | - | - | - | - | - | - | - | - | - | - |
| Total Equity | 376,345,651 | 380,023,665 | 384,309,485 | 389,473,960 | 394,296,844 | 399,677,127 | 405,648,857 | 412,449,966 | 420,260,853 | 428,887,918 | 438,272,537 |

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND

| Scenario: Base-Line | Current Year | Projected Years | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Rates & Annual Charges | 20,403,762 | 21,781,823 | 22,730,624 | 23,748,107 | 24,768,932 | 25,650,770 | 26,548,547 | 27,477,747 | 28,439,468 | 29,434,849 | 30,465,069 |
| User Charges & Fees | 2,914,185 | 2,927,234 | 3,048,176 | 3,169,734 | 3,293,929 | 3,394,694 | 3,496,535 | 3,601,431 | 3,709,474 | 3,820,758 | 3,935,381 |
| Interest & Investment Revenue Received | 1,685,000 | 2,060,000 | 1,710,000 | 1,460,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 | 1,310,000 |
| Grants & Contributions | 4,582,619 | 4,670,268 | 3,418,936 | 3,264,027 | 3,357,442 | 3,367,104 | 3,377,545 | 3,388,298 | 3,399,374 | 3,410,782 | 3,422,533 |
| Bonds & Deposits Received | - | - | - | - | - | - | - | - | - | - | - |
| Other | 135,993 | 117,134 | 124,648 | 128,498 | 132,484 | 140,402 | 144,614 | 148,952 | 153,421 | 158,023 | 162,764 |
| Payments: | | | | | | | | | | | |
| Employee Benefits & On-Costs | (4,567,069) | (4,643,707) | (4,723,720) | (4,808,877) | (4,857,143) | (4,956,572) | (5,061,966) | (5,173,684) | (5,292,105) | (5,417,632) | (5,550,690) |
| Materials & Contracts | (3,623,567) | (4,406,978) | (4,898,272) | (5,342,561) | (5,810,915) | (6,242,179) | (6,675,444) | (7,121,708) | (7,581,359) | (8,054,800) | (8,542,444) |
| Borrowing Costs | (7,795,199) | (7,277,134) | (6,718,224) | (6,131,414) | (5,608,378) | (5,180,082) | (4,725,978) | (4,242,402) | (3,737,107) | (3,234,315) | (2,799,275) |
| Bonds & Deposits Refunded | - | - | - | - | - | - | - | - | - | - | - |
| Other | (5,084,872) | (5,087,418) | (5,090,041) | (5,092,742) | (5,095,524) | (5,098,390) | (5,101,341) | (5,104,382) | (5,107,513) | (5,110,739) | (5,114,061) |
| Net Cash provided (or used in) Operating Activities | 8,650,853 | 10,141,222 | 9,602,128 | 10,394,773 | 11,490,827 | 12,385,748 | 13,312,510 | 14,284,252 | 15,293,652 | 16,316,928 | 17,289,278 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts: | | | | | | | | | | | |
| Sale of Investment Securities | 17,890,625 | 14,354,275 | 4,275,403 | 1,541,856 | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | | |
| Purchase of Investment Securities | - | - | - | - | (1,946,025) | (2,308,401) | (2,773,771) | (3,173,145) | (3,953,996) | (5,369,792) | (6,771,281) |
| Purchase of Investment Property | - | - | - | - | - | - | - | - | - | - | - |
| Purchase of Infrastructure, Property, Plant & Equipment | (18,896,451) | (17,182,543) | (5,430,600) | (3,331,800) | (3,405,100) | (3,494,600) | (3,571,100) | (3,647,800) | (3,727,900) | (3,795,000) | (3,893,200) |
| Net Cash provided (or used in) Investing Activities | (1,005,826) | (2,828,268) | (1,155,197) | (1,789,944) | (5,351,125) | (5,803,001) | (6,344,871) | (6,820,945) | (7,681,896) | (9,164,792) | (10,664,481) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Payments: | | | | | | | | | | | |
| Repayment of Borrowings & Advances | (7,505,218) | (8,068,442) | (8,671,952) | (8,685,979) | (6,037,280) | (6,461,252) | (6,821,651) | (7,296,299) | (7,403,651) | (6,869,515) | (6,268,413) |
| Net Cash Flow provided (used in) Financing Activities | (7,505,218) | (8,068,442) | (8,671,952) | (8,685,979) | (6,037,280) | (6,461,252) | (6,821,651) | (7,296,299) | (7,403,651) | (6,869,515) | (6,268,413) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | 139,809 | (755,488) | (225,021) | (81,150) | 102,422 | 121,495 | 145,988 | 167,008 | 208,105 | 282,621 | 356,383 |
| plus: Cash, Cash Equivalents & Investments - beginning of year | 2,194,000 | 2,333,809 | 1,578,321 | 1,353,300 | 1,272,150 | 1,374,572 | 1,496,067 | 1,642,055 | 1,809,062 | 2,017,167 | 2,299,788 |
| Cash & Cash Equivalents - end of the year | 2,333,809 | 1,578,321 | 1,353,300 | 1,272,150 | 1,374,572 | 1,496,067 | 1,642,055 | 1,809,062 | 2,017,167 | 2,299,788 | 2,656,171 |
| Cash & Cash Equivalents - end of the year | 2,333,809 | 1,578,321 | 1,353,300 | 1,272,150 | 1,374,572 | 1,496,067 | 1,642,055 | 1,809,062 | 2,017,167 | 2,299,788 | 2,656,171 |
| Investments - end of the year | 44,342,375 | 29,988,100 | 25,712,697 | 24,170,841 | 26,116,866 | 28,425,267 | 31,199,038 | 34,372,183 | 38,326,179 | 43,695,972 | 50,467,253 |
| Cash, Cash Equivalents & Investments - end of the year | 46,676,184 | 31,566,421 | 27,065,997 | 25,442,991 | 27,491,437 | 29,921,333 | 32,841,093 | 36,181,246 | 40,343,347 | 45,995,760 | 53,123,424 |

CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2022/23

| Line Item Description | Prog | Note 9 Category | Funding | Funding Type | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-------------------------------|------|-----------------|---------|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Internal Reserves: | | | | | | | | | | | | | | | |
| Airport | | | | | 7,266,987 | 2,045,000 | 785,000 | 1,506,000 | 886,420 | 1,130,000 | 197,000 | 5,110,005 | 709,000 | 501,000 | 821,000 |
| Bldg Maint Resv | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Domestic Waste Management | | | | | 69,200 | 100,000 | 150,000 | 100,000 | 100,000 | 103,000 | 0 | 0 | 0 | 0 | 0 |
| Community Facilities Reserve | | | | | 1,731,365 | 400,000 | 450,000 | 509,000 | 618,270 | 636,818 | 655,923 | 675,600 | 695,868 | 716,744 | 738,247 |
| Environmental Levy | | | | | 83,367 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jetty Maint Reserve | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pine Creek Reserve | | | | | 1,131,288 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Environmental Laboratory | | | | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Plant | | | | | 1,524,000 | 3,468,250 | 3,189,250 | 3,289,860 | 2,496,485 | 1,719,650 | 2,090,350 | 3,227,650 | 2,700,077 | 2,517,550 | 1,874,507 |
| Land Sale Reserve | | | | | 134,147 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Open Space Reserve | | | | | 305,060 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Future Fund Resv | | | | | 12,257 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ELE Reserve | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CBD Masterplan Reserve | | | | | 0 | 2,975,000 | 1,255,000 | 720,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Technology Group Reserve | | | | | 71,225 | 74,330 | 77,570 | 80,960 | 83,390 | 85,892 | 88,468 | 91,123 | 93,856 | 96,672 | 99,572 |
| RFS Reserve | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EDP Reserve | | | | | 175,880 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private Works Reserve | | | | | 273,611 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | | | | 12,828,387 | 9,162,580 | 5,956,820 | 6,255,820 | 4,244,565 | 3,735,360 | 3,091,741 | 9,164,378 | 4,258,802 | 3,891,966 | 3,593,326 |
| Other Contribution | | | | | | | | | | | | | | | |
| Contribution in Advance | | | | | 72,302 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grant in advance | | | | | 2,653,396 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unexp Loan | | | | | 11,574,445 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | | | | 14,300,143 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan - New | | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | | | | | 7,391,583 | 4,544,261 | 6,116,959 | 7,676,488 | 9,353,619 | 10,652,003 | 10,934,110 | 10,947,156 | 10,414,169 | 10,654,640 | 10,887,756 |
| Total | | | | | 51,461,798 | 25,167,138 | 23,460,533 | 26,062,691 | 24,062,626 | 22,756,442 | 21,891,205 | 33,306,921 | 23,522,976 | 23,788,700 | 23,606,463 |

CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2022/23 - WATER & SEWER

WATER FUND - NEW CAPITAL

| Line Item Description | Prog | Note 9 Category | | Funding Type | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|------|----------------------|----------|--------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Equipment Acquisition | 710 | Office Equipment | External | Water Fund | 7,638 | 7,867 | 8,103 | 8,200 | 8,300 | 8,400 | 8,500 | 8,600 | 8,700 | 8,800 | 9,000 |
| 8 ML Reservoir at Unwins Rd | 740 | Water Supply Network | External | Loan | 300,000 | 3,000,000 | | | | | | | | | |
| Moonee Reservoir & Inlet Pipe S64 | 740 | Water Supply Network | External | S64 | 20,000 | | | | | | | | | | |
| Shepherds Lane Reservoir (Land) Strategy | 740 | Water Supply Network | External | S64 | | 200,000 | | | | | | | | | |
| Shepherds Lane Reservoir (Land) Strategy | 740 | Water Supply Network | External | Loan | | | | 2,300,000 | | | | | | | |
| Reticulation Mains from Strategy | 740 | Water Supply Network | External | S64 | 300,000 | 800,000 | 700,000 | 700,000 | 728,000 | 757,000 | 787,000 | 819,000 | 852,000 | 886,000 | 922,000 |
| Karangie Dam to Red Hill Bal Tank Dup. | 740 | Water Supply Network | External | Loan | 10,000 | 2,500,000 | 2,500,000 | | | | | | | | |
| Mains Extension | 740 | Water Supply Network | External | S64 | 55,966 | | | 53,000 | 54,600 | 56,300 | 58,000 | 59,700 | 61,500 | 63,350 | 65,250 |
| Mains Extension | 740 | Water Supply Network | External | Loan | 40,000 | 50,000 | 51,500 | | | | | | | | |
| Service Connections | 740 | Water Supply Network | External | Water Fund | 300,000 | 300,000 | 300,000 | 312,000 | 324,000 | 337,000 | 351,000 | 365,000 | 380,000 | 395,000 | 411,000 |
| Network Analysis | 740 | Water Supply Network | External | Loan | 20,000 | 20,600 | 21,200 | 21,900 | 22,500 | 23,200 | 23,900 | 24,600 | 25,300 | 26,100 | 26,900 |
| Telemetry Equipment & Meters | 740 | Water Supply Network | External | S64 | 325,388 | 300,000 | 50,000 | 26,500 | 27,300 | 28,100 | 29,000 | 29,900 | 45,000 | 31,600 | 32,600 |
| Chlorine Plant Boambee Reservoirs | 740 | Water Supply Network | External | Loan | 60,000 | | | | | | | | | | |
| Minor Works | 740 | Water Supply Network | External | S64 | 55,000 | 20,000 | 20,600 | 21,200 | 21,900 | 22,500 | 23,200 | 23,900 | 24,600 | 25,300 | 26,100 |
| Easements | 740 | Water Supply Network | External | S64 | 5,000 | 5,000 | 5,150 | 5,300 | 5,450 | 5,650 | 5,800 | 5,950 | 6,150 | 6,350 | 6,500 |
| Coramba Water main | 740 | Water Supply Network | External | S64 | | | 750,000 | | | | | | | | |
| Coramba Water main | 740 | Water Supply Network | External | Loan | | 55,000 | 750,000 | | | | | | | | |
| Establishment Yard Adjacent to Coffs WRP | 740 | Water Supply Network | External | Loan | 200,000 | | | | | | | | | | |
| Relocate Lime Plant | 740 | Water Supply Network | External | Loan | | 750,000 | | | | | | | | | |
| Moonee to Emerald Trunk Main | 740 | Water Supply Network | External | Loan | | 2,000,000 | | | | | | | | | |
| Moonee to Emerald Trunk Main | 740 | Water Supply Network | External | S64 | 10,000 | 372,500 | | | | | | | | | |
| New Plant/Vehicles | 740 | Plant & Equipment | External | Loan | 55,000 | 25,000 | 25,750 | 28,000 | 28,000 | 28,000 | 30,000 | 30,000 | 30,000 | 32,000 | 32,000 |
| Developer Cont'n In Kind Cont | 740 | Water Supply Network | External | S64 | 250,000 | 490,000 | 504,700 | 520,000 | 535,000 | 551,000 | 568,000 | 585,000 | 603,000 | 621,000 | 640,000 |
| Construction Dam & Access Road | 750 | Water Supply Network | External | Loan | 513,124 | | | | | | | | | | |
| Minor Plant | 740 | Plant & Equipment | External | Loan | 40,000 | 45,000 | 46,350 | 48,000 | 48,000 | 48,000 | 50,000 | 50,000 | 50,000 | 50,000 | 52,000 |
| New Subtotal | | | | | 2,567,116 | 10,940,967 | 5,733,353 | 4,044,100 | 1,803,050 | 1,865,150 | 1,934,400 | 2,001,650 | 2,086,250 | 2,145,500 | 2,223,350 |

WATER FUND - RENEWAL

| | | | | | | | | | | | | | | | |
|-------------------------|-----|----------------------|----------|-----|----------------|------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Reservoir Renewals | 740 | Water Supply Network | External | S64 | 208,953 | 300,000 | 300,000 | 400,000 | 100,000 | 104,000 | 108,000 | 113,000 | 117,000 | 122,000 | 127,000 |
| Dams Rehabilitation | 740 | Water Supply Network | External | S64 | 50,000 | 100,000 | 104,000 | 108,000 | 112,000 | 117,000 | 122,000 | 127,000 | 132,000 | 137,000 | 142,000 |
| Mains Renewal | 740 | Water Supply Network | External | S64 | 500,000 | 1,000,000 | 500,000 | 500,000 | 1,200,000 | 1,248,000 | 1,298,000 | 1,350,000 | 1,404,000 | 1,460,000 | 1,518,000 |
| Renewal Subtotal | | | | | 758,953 | 1,400,000 | 904,000 | 1,008,000 | 1,412,000 | 1,469,000 | 1,528,000 | 1,590,000 | 1,653,000 | 1,719,000 | 1,787,000 |

| | | | | | | | | | | | | | | | |
|--------------------|--|--|--|--|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Grand Total | | | | | 3,326,069 | 12,340,967 | 6,637,353 | 5,052,100 | 3,215,050 | 3,334,150 | 3,462,400 | 3,591,650 | 3,739,250 | 3,864,500 | 4,010,350 |
|--------------------|--|--|--|--|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|

Summary by Note 9 Category

| | | | | | | | | | | | |
|----------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Office Equipment | 7,638 | 7,867 | 8,103 | 8,200 | 8,300 | 8,400 | 8,500 | 8,600 | 8,700 | 8,800 | 9,000 |
| Water Supply Network | 3,223,431 | 12,263,100 | 6,557,150 | 4,967,900 | 3,130,750 | 3,249,750 | 3,373,900 | 3,503,050 | 3,650,550 | 3,773,700 | 3,917,350 |
| Plant & Equipment | 95,000 | 70,000 | 72,100 | 76,000 | 76,000 | 80,000 | 80,000 | 80,000 | 80,000 | 82,000 | 84,000 |
| Other Assets | - | - | - | - | - | - | - | - | - | - | - |
| | 3,326,069 | 12,340,967 | 6,637,353 | 5,052,100 | 3,215,050 | 3,334,150 | 3,462,400 | 3,591,650 | 3,739,250 | 3,864,500 | 4,010,350 |

Summary by Funding Source

| | | | | | | | | | | | |
|------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Water Fund | 307,638 | 307,867 | 308,103 | 320,200 | 332,300 | 345,400 | 359,500 | 373,600 | 388,700 | 403,800 | 420,000 |
| Unexp Loan | 1,238,124 | 8,445,600 | 3,394,800 | 2,397,900 | 98,500 | 99,200 | 103,900 | 104,600 | 105,300 | 108,100 | 110,900 |
| S64 | 1,780,307 | 3,587,500 | 2,934,450 | 2,334,000 | 2,784,250 | 2,889,550 | 2,999,000 | 3,113,450 | 3,245,250 | 3,352,600 | 3,479,450 |
| | 3,326,069 | 12,340,967 | 6,637,353 | 5,052,100 | 3,215,050 | 3,334,150 | 3,462,400 | 3,591,650 | 3,739,250 | 3,864,500 | 4,010,350 |

CAPITAL WORKS PROGRAM FOR LTFP 2012/13 TO 2022/23 - WATER & SEWER

SEWER FUND - NEW CAPITAL

| Line Item Description | Prog | Note 9 Category | | Funding Type | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|------|-------------------|----------|--------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Equipment Acquisition | 810 | Office Equipment | External | Sewer Fund | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Minor Sewer Extensions | 840 | Sewer Network | External | S64 | 40,000 | 41,600 | 43,300 | 45,000 | 46,800 | 48,700 | 50,600 | 52,600 | 54,800 | 57,000 | 59,200 |
| Telemetry | 840 | Sewer Network | External | S64 | 80,495 | 175,000 | 40,000 | 21,800 | 22,500 | 38,200 | 38,900 | 39,600 | 40,300 | 26,000 | 41,800 |
| Woolgoolga Treatment Works Upgrade | 840 | Sewer Network | External | Loan | 150,000 | 150,000 | 100,000 | | | | | | | | |
| Reclaimed Water Pipeline Stage 3 | 840 | Sewer Network | External | Loan | 500,000 | 2,000,000 | 2,000,000 | | | | | | | | |
| South Coffs PS & Rising Main (Loan) | 840 | Sewer Network | External | Loan | 42,190 | | | | | | | | | | |
| Sawtell Pump Station & Pipework | 840 | Sewer Network | External | Loan | 13,150,936 | 8,071,995 | | | | | | | | | |
| Sawtell Pump Station & Pipework | 840 | Sewer Network | External | Grant | 1,849,064 | 1,134,948 | | | | | | | | | |
| Network Analysis | 840 | Sewer Network | External | Loan | 20,000 | 20,000 | 20,000 | 20,000 | 21,000 | 21,000 | 22,000 | 22,000 | 23,000 | 23,000 | 23,000 |
| S64 Works General | 840 | Sewer Network | External | S64 | 270,000 | 280,000 | 290,000 | 300,000 | 310,000 | 320,000 | 330,000 | 340,000 | 350,000 | 360,000 | 370,000 |
| New Plant & Equipment | 840 | Plant & Equipment | External | Loan | 40,000 | 85,000 | 43,300 | 45,000 | 46,800 | 48,700 | 50,600 | 52,600 | 54,800 | 57,000 | 59,200 |
| Corindi 150mm Rising Main S64 | 840 | Sewer Network | External | Loan | | 185,000 | | | | | | | | | |
| Establishment Yard Adjacent to Coffs WRP | 840 | Sewer Network | External | Loan | 200,000 | | | | | | | | | | |
| Developer Cont'n In Kind (Expense) | 840 | Sewer Network | External | S64 | 620,000 | 1,050,000 | 2,100,000 | 2,163,000 | 950,000 | 850,000 | 750,000 | 850,000 | 1,100,000 | 1,150,000 | 1,200,000 |
| Buildings - Generators | 840 | Plant & Equipment | External | Loan | 40,000 | 150,000 | | | | | | | | | |
| New Rising Main - Nth Bonville to SPS | 840 | Sewer Network | External | S64 | | 1,500,000 | | | | | | | | | |
| New Vehicle | 840 | Plant & Equipment | External | Loan | 25,000 | 25,000 | 26,000 | 26,000 | 27,000 | 28,000 | 29,000 | 30,000 | 31,000 | 32,000 | 33,000 |
| New Subtotal | | | | | 17,037,685 | 14,878,543 | 4,672,600 | 2,630,800 | 1,434,100 | 1,364,600 | 1,281,100 | 1,396,800 | 1,663,900 | 1,715,000 | 1,796,200 |

SEWER FUND - RENEWAL

| | | | | | | | | | | | | | | | |
|----------------------------------|-----|---------------|----------|------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Sewer Rehabilitation | 840 | Sewer Network | External | Loan | 1,318,766 | 705,000 | 65,000 | | | | | | | | |
| Sewer Rehabilitation | 840 | Sewer Network | External | S64 | | 295,000 | 935,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Minor Treatment Works | 840 | Sewer Network | External | S64 | 110,000 | 104,000 | 108,000 | 112,000 | 117,000 | 122,000 | 127,000 | 132,000 | 137,000 | 142,000 | 148,000 |
| Minor Works | 840 | Sewer Network | External | Loan | 50,000 | 50,000 | 50,000 | 52,000 | 53,000 | 54,000 | 55,000 | 56,000 | 57,000 | 58,000 | 59,000 |
| Pumps, Mechanical Equip Renewals | 840 | Sewer Network | External | Loan | | | | | | | | | | | |
| Pumps, Mechanical Equip Renewals | 840 | Sewer Network | External | S64 | 1,000,000 | 2,200,000 | 1,700,000 | 1,700,000 | 1,751,000 | 1,804,000 | 1,858,000 | 1,913,000 | 1,970,000 | 2,030,000 | 2,090,000 |
| Renewal Subtotal | | | | | 2,478,766 | 3,354,000 | 2,858,000 | 2,864,000 | 2,921,000 | 2,980,000 | 3,040,000 | 3,101,000 | 3,164,000 | 3,230,000 | 3,297,000 |

| | | | | | | | | | | | | | | | |
|--------------------|--|--|--|--|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Grand Total | | | | | 19,516,451 | 18,232,543 | 7,530,600 | 5,494,800 | 4,355,100 | 4,344,600 | 4,321,100 | 4,497,800 | 4,827,900 | 4,945,000 | 5,093,200 |
|--------------------|--|--|--|--|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|

Summary by Note 9 Category

| | | | | | | | | | | | | | | | |
|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------|--------|--------|--------|
| Office Equipment | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Sewer Network | 19,401,451 | 17,962,543 | 7,451,300 | 5,413,800 | 4,271,300 | 4,257,900 | 4,231,500 | 4,405,200 | 4,732,100 | 4,846,000 | 4,991,000 | | | | |
| Plant & Equipment | 105,000 | 260,000 | 69,300 | 71,000 | 73,800 | 76,700 | 79,600 | 82,600 | 85,800 | 89,000 | 92,200 | | | | |
| | 19,516,451 | 18,232,543 | 7,530,600 | 5,494,800 | 4,355,100 | 4,344,600 | 4,321,100 | 4,497,800 | 4,827,900 | 4,945,000 | 5,093,200 | | | | |

Summary by Funding Source

| | | | | | | | | | | | | | | | |
|------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------|--------|--------|--------|
| Sewer Fund | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Unexp Loan | 15,536,892 | 11,441,995 | 2,304,300 | 143,000 | 147,800 | 151,700 | 156,600 | 160,600 | 165,800 | 170,000 | 174,200 | | | | |
| S64 | 2,120,495 | 5,645,600 | 5,216,300 | 5,341,800 | 4,197,300 | 4,182,900 | 4,154,500 | 4,327,200 | 4,652,100 | 4,765,000 | 4,909,000 | | | | |
| Grant | 1,849,064 | 1,134,948 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 19,516,451 | 18,232,543 | 7,530,600 | 5,494,800 | 4,355,100 | 4,344,600 | 4,321,100 | 4,497,800 | 4,827,900 | 4,945,000 | 5,093,200 | | | | |



**COFFS HARBOUR
CITY COUNCIL**

**COFFS HARBOUR CITY COUNCIL
ASSET MANAGEMENT STRATEGY
2013-2023**

PURPOSE

Councils Resourcing Strategy sets out what resources Council intends to allocate via its Delivery Program toward the achievement of objectives for which it is responsible under Coffs Harbour 2030, the Community Strategic Plan.

As discussed in the Resourcing Strategy itself (of which this Asset Management Strategy forms a part), the deterioration of public infrastructure is one of the two key factors influencing Councils unsustainable position.

Council is the custodian and trustee of around \$1.8 Billion in public assets. Funding for maintenance and renewal of these assets is insufficient to keep pace with deterioration. Of this, around \$78M is rated in a condition of “very poor – urgent renewal / upgrading required” and another \$38M is rated in a condition of “poor – renewal required”. There is a significant downward trend in deterioration demonstrating that this situation that is worsening each year.

The purpose of this Strategy is firstly to define a path by which Council will achieve the adoption of Asset Management Plans (AMPs) for all asset classes that are integrated with the Long Term Financial Plan and Delivery Program.

The AMPs will identify what assets we have, what we need in the future, and what funding is required to build, operate, maintain and renew our infrastructure.

It is only when an integrated, sustainable AMP is adopted that Council can have confidence that it can continue to deliver the infrastructure-related services it currently does (or new services, depending on the objectives identified under the Community Strategic Plan).

The second purpose is, once the first objective is achieved, to improve the way Council plans for, accounts for and manages its assets into the future.

STRUCTURE OF THIS STRATEGY

By way of introduction, a short **background** of Council's Asset Management activities to date is provided.

There are two components to the Strategy proper, each of which is critical if Council is to effectively discharge its charter under the Local Government Act as custodian and trustee of public assets:

- **Part 1:**the organisational capacity and capability to plan, account for and manage the delivery of this infrastructure, and
- **Part 2:**the works actually undertaken on the physical infrastructure (what infrastructure-related services we deliver to the community).

With regards to the physical infrastructure, summaries of the current status and future needs and challenges are presented in the **appendices** for each asset class, namely:

- Water supply
- Sewerage
- Transport
- Buildings and
- Recreational Services.

The starting point, however, must be Council's organisational capacity and capability to plan, account for and manage the delivery of this infrastructure. In this regard, the strategy sets out:

- where we are
- where we want to be, and
- how we will get there

in relation to asset management generally within Council (**Part 1**), as well as in relation to individual asset classes (**Part 2**).

BACKGROUND

Introduction of the Integrated Planning and Reporting Framework

In 2009, Coffs Harbour City Council nominated as a 'Group 1' Council under the Integrated Planning and Reporting Framework (IPRF) as set out under the Local Government Amendment (Planning and Reporting) Act 2009.

This required Council to prepare the full suite of IPRF documents including Community Strategic Plan, Resourcing Strategy and Delivery Program / Operational Plan by July 2010, which Council did.

Whilst Council developed an Asset Management Strategy (AMS) by July 2010, this only set out Council's intention to develop AMPs.

It would be fair to say that resourcing limitations were not considered sufficiently in the targets set at that time, however a number of the key objectives set out in the AMS have been achieved.

Asset Management Gap Analysis

Morrison Low Consultants, Pty Ltd were engaged to initially prepare an Asset Management Gap Analysis in August 2010.

The gap analysis identified areas for improvement across all asset classes. The highest priority tasks identified were:

1. Establishing Levels of Service that are linked to the community plan to enable activities and expenditure to be established in accordance with the wishes of the community
2. Clearly identifying responsibilities and roles within the organisation in relation to asset management
3. Confirming corporate sponsorship of and commitment to asset management across the organisation
4. Preparation of written procedures for data and information collection

'First Cut' Asset Management Plans and Long Term Financial Plan

In late 2010, Morrison Low Consultants P/L were then engaged to prepare, with the input of Council staff, 'first cut' AMPs for all asset classes and a corresponding 'first cut' LTFP based on this information. Both these documents were completed in early 2011.

A key shortfall in this process (reflective of Council's organisational capacity for asset management) was the development of organisational systems to build on this initial data, i.e. to refine the assumptions and information contained in the AMPs. This is being addressed currently as resources permit.

The 'first cut' AMPs were valuable, though, in identifying the funds required to maintain and renew existing assets in a sustainable way (i.e. to avoid further deterioration of assets) and also provide for those new assets which Council had identified as necessary, largely those to accommodate growth from development.

Because the funds required to achieve sustainable infrastructure provision (i.e. to prevent continued deterioration of Council's asset base) were a substantial increase over Council's current funding, the AMPs were not adopted by Council on completion, however councillors were briefed on the outcomes of this work and the conclusion that Council's current management of its assets is unsustainable.

The "other half" of the exercise – identifying sources of revenue – needed to be undertaken.

The 'first cut' LTFP was the catalyst to begin this discussion. The 'first cut' LTFP was adopted by Council in 2011 based on three scenarios:

- Base case (unsustainable)
- Sustainable Assets case
- Aspirational case

The LTFP noted the need to undertake further work on both the revenue and expenditure sides, in order to achieve a sustainable LTFP.

Service Review

The 'first cut' AMPs and LTFP were key drivers for the Service Review project discussed in detail in the Resourcing Strategy itself.

The Service Review aimed to prepare a framework for Council to prioritise its resources across all services it delivers and thus to consider reallocation of resources (service cuts in some areas) or a special rate variation to address the deterioration in asset-related services.

Revision of Council Asset Management Policy

In late 2011, a report was presented to Council setting out the key outcomes of the Asset Management Planning to date and the challenges that lay ahead.

Council adopted a revised Asset Management Policy that improved the focus on Council's need to prioritise the allocation of funding based on community priorities and also the need to minimise life-cycle costs of all assets. The Policy utilises the "3Rs approach" adopted for the Service Review.

The Coffs Harbour City Council Asset Management Policy is included in Appendix 1.

PART 1 – ASSET MANAGEMENT CAPACITY AND CAPABILITY IN GENERAL

Resourcing

As will be discussed in Part 2, Council has substantial gaps in its asset-related data that are impacting on our ability to make informed decisions regarding what funds are required to achieve a sustainable position in relation to infrastructure.

Over recent years, it would be fair to say that Council has resourced the asset management function sufficient to comply with legislative and regulatory obligations with respect to financial reporting, however resources have been insufficient to improve the way we manage assets operationally i.e. actually managing our assets better.

Given the proposed increases in asset-related expenditure set out in Part 2 (totalling \$6M per year across transport, buildings and recreation services assets), increasing the resourcing of the asset management function in order to ensure that these funds are invested wisely (by addressing the actions identified in this strategy) is important.

Consequently, as part of the overall funding required for the “Sustainable Model” of the Long Term Financial Plan, an amount of \$0.2M (3%) has been included for asset management resources that will work on enhancing Councils information for decisionmaking. These funds should be considered an investment, rather than a cost.

| Funding area | Proposed increase (\$M p.a.) |
|---------------------|-------------------------------------|
| Asset Management | 0.2 |

Service Levels

The definition of service levels linked to the Community Strategic Plan to enable activities and expenditure to be established in accordance with the wishes of the community was identified as a top priority in the AM Gap Analysis.

Work is continuing on the development of service levels regarding the maintenance of assets, as discussed in Part 2 of this Strategy, the first step being to better understand what service levels are being delivered now.

A key determinant (albeit a secondary measure) of Council's ability to deliver service standards is the condition of assets. It is very difficult to maintain higher service levels when the condition of assets is poor. Two examples:

- when roads are in need of renewal, Council's ability to respond to pothole repairs (particularly after heavy rainfall, a constant issue in Coffs Harbour) is diminished and potholes will get larger and take longer to fix
- when toilet blocks are old, they are hard to maintain in an acceptably clean condition

Consequently, given resource limitations on the development of more “technical” levels of service that correspond with measures that are meaningful to the community, asset condition has been utilised as a de facto measure of the level of service provided by Council infrastructure.

It could be argued that given the current unsustainable situation Council faces in relation to its infrastructure – it is deteriorating faster than it is being renewed, the assets are in effect being consumed rather than passed on to future generations – the levels of service being delivered are secondary to the fundamental issue of sustainability.

As is clear from the above examples, there is a direct correlation between the condition of assets and Council's ability to deliver higher levels of service anyway. Further, asset condition is a significant driver of maintenance costs, and therefore of key concern in the context of making the best use of Council's limited resources. As deterioration modelling has shown (discussed, for example, in relation to transport infrastructure in the appendices) maintenance costs are forecast

to increase dramatically as assets continue to deteriorate if current service levels are to be maintained.

Whilst some asset classes have good condition data (for example roads), others are a considerable gap (for example Recreation Services assets). Condition data for Building assets (developed by consultants as part of the revaluation of Building assets) is being finalised at the time of writing this Strategy.

ACTION A1: continued work on improving condition data on all asset classes and/or undertaking new condition assessments.

Organisational Structure

Clearly identifying responsibilities and roles within the organisation in relation to asset management and confirming corporate sponsorship of and commitment to asset management across the organisation were identified as the top priorities in the Asset Management Gap Analysis in 2010.

Reviewing Councils organisational structure with regards to Asset Management functions addresses these issues.

Particular issues of note include:

- lack of central responsibility for management of assets within Council generally (building assets fall under Corporate Business, while most other assets are managed by City Services)
- lack of clarity regarding responsibility for the various phases of asset management – from strategic planning, through management of the delivery and finally the provision of the service itself – within each directorate (this leads to an inability to harness the resources we have and effectively drive improvements)

Council considered a report regarding a revised organisational structure that would address these issues in early 2013.

It is anticipated that a further report will be tabled before September 2013 addressing the issue, given the timeframe Council has to determine its organisational structure under the Local Government Act, i.e. within 12 months of an ordinary election.

ACTION A2: Revision of Council's organisational structure to improve clarity of roles and responsibilities regarding Asset Management, and to reinforce corporate support for Asset Management.

Data Collection and Management

Preparation of written procedures for data and information collection was the final high priority issue identified in the gap analysis undertaken in 2010.

Data Management Guidelines setting out requirements for the collection of asset-related data and including this in Councils Asset Management System were prepared in 2011.

Further work is required to define collection requirements for individual asset classes.

ACTION A3: Development of written data collection procedures for all asset classes.

A key impediment to Council's asset management capability is the availability of accurate data, and processes and systems to keep this up to date.

Part 2 identifies key gaps in data for individual asset classes (as noted above, the revaluation of building assets has addressed one of the bigger gaps).

One of the most fundamental improvements to be made, however, was the development of a works order system for all assets.

A works order system ensures Council collects information on what assets are built and how much they cost, as well as any assets that are disposed of, so that records in the Asset Management System are kept up to date.

A system was developed in late 2012 and is currently being refined to facilitate ease of use and correspondence with other organisational systems such as reporting against the Delivery Program and also to facilitate better project management within the organisation.

A review of the works order system will be undertaken towards the end of the 2012/13 financial year to ensure that it is achieving the necessary outcomes.

ACTION A4: Review implementation of the works order system at end of 2012/13 financial year.

Structure of General Ledger / Accounts

One of the biggest difficulties in preparing information on Council's assets and then refining modelling as more information comes in (e.g. from condition assessments, maintenance reporting and works orders) is the difficulty in extracting information from Council's financial system.

The reason for this is that the system is not structured in the same way as the Asset Management activities. For example, operations and maintenance of assets are included together (these need to be separated to enable modelling of maintenance only), there is inadequate distinction between asset renewal and the creation of new assets.

Staff from Asset and Finance functions are working on a revised accounting structure, most likely a project-based sub-ledger, to facilitate this objective.

ACTION A5: Revise accounting structure to align financial accounts with fields required for asset management planning.

Other Asset Management Priorities

The 2010 gap analysis and 'first cut' AMPs identified other priorities to improve Asset Management generally, however given the resources available for asset management and the priorities for Asset Management discussed under individual asset classes in Part 2, it is not envisaged that progress will be made on these in the foreseeable future.

If Council resolves to increase funding for Asset Management generally (as in the \$6.2M proposed under the sustainable model in the Long Term Financial Plan), there would be an additional \$0.2M available as part of this. If this was to occur, more progress would be made.

Risk Management

Council has adopted a corporate risk management framework. Its scope does include asset-related services, however the focus is on corporate, rather than normal operational risks. Consequently, it is important that all AMPs include a risk management component and that relevant risks are further linked to the corporate system.

The 'first cut' AMPs and the Strategic Business Plans for Water and Sewerage each include a risk assessment and management process.

PART 2 – ASSET MANAGEMENT CAPABILITY AND CAPACITY BY ASSET CLASS

Introduction

The current status of Councils organisational capacity and capability with regards to asset management varies significantly across asset classes.

It is important to bear in mind the status of individual asset classes. For example, while information on stormwater assets is poor, it is considered unnecessary that Council allocate more resources to the maintenance or renewal of this infrastructure whereas Council is not keeping up with deterioration in building assets and service levels are correspondingly decreasing. Better condition information was critical to enable informed decision making.

It is also important to bear in mind the quantum of individual assets, and the source of funding. Water and Sewerage infrastructure are large portions of Councils asset portfolio but funding of these must (by legislation) be kept distinct from Councils General fund which resources Transport, Stormwater, Buildings and Recreation Services infrastructure. The replacement value of each asset class is presented in the table below:

| Asset | Replacement Value (\$M) | Portion of Total (%) |
|-----------------------|--------------------------------|-----------------------------|
| Water | 360 | 20 |
| Sewerage | 540 | 30 |
| Transport | 560 | 32 |
| Stormwater | 180 | 10 |
| Buildings | 110 | 6 |
| Recreational Services | 25 | 1 |
| TOTAL | \$1,775 | 100 |

What are we trying to achieve?

The objective with regards to each asset class must be the development of robust Asset Management Plans (AMPs) that are:

- based on service levels endorsed and agreed by the community and aligned with objectives of the community identified in the community strategic plan and also Council's available resources in its Long Term Financial Plan and Delivery Program (corresponding to the "reason" dimension of the Service Review)
- informed by dependable information on type, location, quantity, quality and cost (over their entire life cycle) of assets currently managed by Council, and those that are required in the future, as well as the risks associated with these to enable informed decision making (corresponding to the "resources" dimension of the Service Review)
- continuously refined and supported by organisational systems to capture the actual service levels delivered as well as the actual work done on assets, asset condition and the costs of providing these assets throughout their life cycle (corresponding to the "results" dimension of the Service Review).

The issue of service levels was discussed in Part 1. The current status of service level definition and measurement of actual results / outcomes with regards to individual asset classes is discussed in the following sections. An overview of current service levels is also provided in the AMP summaries in the appendices.

Key gaps in current information and planning with regards to particular asset classes is discussed in the following sections.

The need for improved organisational systems relates to much of the discussion in Part 1 for Asset Management generally – for example, implementation of the works order system, organisational structure – although the current status and objectives for individual asset classes is discussed below.

Water Supply and Sewerage

Council adopted revised Water and Sewerage Strategic Business Plans in 2012 in accordance with its obligations under the Water Management Act.

These plans include the essential elements of AMPs in addition to other legislative requirements such as water quality / effluent quality and workforce management.

As noted above, Water and Sewerage infrastructure are distinct funds in Council's finances, and so they stand alone in terms of decisionmaking regarding the allocation of resources. Further, there is no rate pegging restrictions (limiting Council's ability to increase rates) on these funds whereas there is on the General fund.

Council has invested around \$300M in both Water and Sewerage infrastructure over the last few years (a new Water Treatment Plant and Reclamation Plant, the Regional Water Supply Scheme at Shannon Creek Dam with Clarence Valley Council). Long Term (30 year) financial models were developed for this purpose, and are regardless required under the Water Management Act.

These financial models demonstrate that both Water and Sewerage funds are sustainable, with increases in rates likely to be in line with CPI, etc.

A revaluation of water and sewerage assets was undertaken in accordance with legislative requirements in 2012.

Consultants CPE Pty Ltd provided updated information on the remaining useful lives of all assets based on a list of assets provided by Council.

Costs for this infrastructure were determined based on information provided by Council (based on actual costs of some infrastructure, plus Council's own determination of unit rates) and also the NSW Department of Water and Energy Reference Rates.

The list of assets was based on information held in Council's Asset Management System (Assetmaster) and Council's Geographical Information System (GIS). Discrepancies between these two sources were identified and reconciled sufficient to ensure confidence in the quantum of Council's asset base and thus were suitable for financial reporting purposes outcomes, however further work is necessary to facilitate asset management outcomes.

For example: while discrepancies between information held in Assetmaster and the GIS were reconciled to determine what length of sewerage pipelines Council has, overall, what the cost of replacing these will be, and over what time period this must happen, it is essential that information on each *particular* sewerage pipe is valid if Council is to manage the sewerage network effectively – where individual pipes are, what their capacity is, whether or not there are particular issues (for example deterioration) in that particular pipe.

Whilst there are not significant discrepancies in relation to water assets, there are in relation to sewerage. This is the result of data being held in different locations, and poor data collection and management processes in the past (an issue discussed in Part 1).

ACTION: discrepancies between individual sewerage assets in Assetmaster and Councils GIS to be resolved.

In the Revaluation process, componentisation of assets (i.e. how many components, say, a water pipeline or treatment plant was broken down into) was suitable to enable a determination of the value of the assets to comply with Council's legislative requirements to be carried out.

But again, this information was not suitable for the effective operational management of assets. For example, preventative maintenance is one of the fundamental ways to improve reliability of the

network, and the scheduling of this must occur at the level of individual assets. However, the valuation of these assets can occur at a higher level.

Council's operational staff have since been working with asset management staff to review the level of componentisation in order to facilitate better operational management outcomes whilst still satisfying financial reporting obligations by correlating these components against the components defined in the revaluation.

ACTION: level of componentisation to satisfy operational asset management requirements for water and sewerage infrastructure to be finalised, taking into account the componentisation system utilised for the revaluation.

Once the differences have been clarified and a new data structure finalised, the value of assets as defined under the new component structure needs to be allocated.

ACTION: costs to be reconciled between components utilised for the revaluation and the new system of developed for operational asset management.

Once this has been done, the information needs to be loaded into Council's Asset Management System (consultants will again be required to assist in this process, given resource limitations within the Asset Management area).

Ideally Council should have loaded the information from the revaluation of water and sewerage infrastructure into Assetmaster in time for end of year financial reporting, however given the resources required to undertake this task and the fact that this information will only be superseded when the new component structure is finalised, the information will remain in spreadsheets for the 2012/13 reporting period.

The objective is to ensure the new components and costs will be finalised and loaded into Assetmaster in time for reporting on the 2013/14 financial year.

ACTION: load water and sewerage asset data under the new component structure into Asset Master, including costs of components reconciled against the revaluation, in time for reporting on the 2013/14 financial year.

Once this information is in, the works order process (discussed earlier) will keep it up to date and data collection processes generally (such as amending inaccuracies in the existing asset information) will refine it over time.

Whilst Council has adopted Strategic Business Plans for Water and Sewerage, the detailed planning for future needs is out of date.

Council's Water Strategy was last updated in 1998 and the Sewerage Strategy in 1998.

These strategies examine future development in the city and how this is to be serviced by new or upgraded infrastructure. They then inform Water and Sewerage Development Servicing Plans, which were last updated by Council in 2011.

ACTION: Update Water Strategy.

ACTION: Update Sewerage Strategy.

It is difficult, however, to undertake the strategic work effectively without accurate information. For example, until the discrepancies between individual sewerage assets in Assetmaster and the GIS are resolved, it is not possible to model the capacity of the sewerage network accurately and thus to identify infrastructure with insufficient capacity that would need to be upgraded to cater for increased demand from new development so these objectives are related.

Transport

The transport asset class includes roads, bridges, footpaths, carparks, kerb and gutter, roundabouts and guardrail.

The last revaluation of transport assets was completed in 2010.

The greater majority of the value of these assets is in road pavements and surfacing. Condition assessments of the entire road network were completed in 2008 and 2011. This was valuable information in that it enabled a clear understanding of deterioration of the network over this time. A new condition survey in 2013/14 will provide further information to again improve deterioration modelling.

ACTION T1: undertake new condition survey of all roads by 2014.

A maintenance management system has been implemented across the roads network, with the intention of extending this to other asset classes. This identifies defects to enable Council to demonstrate it has discharged its duty of care, but also records maintenance effort undertaken on individual assets so as to identify those with high maintenance costs, and thus consideration for priority of renewal.

Council has previously adopted Auspec as the road maintenance specification. This will need to be reviewed in conjunction with the above.

ACTION T2: develop documentation of maintenance management system, including specification of service levels.

Importantly, this information on maintenance effort, when coupled with periodic condition inspections of the road network, will greatly improve the accuracy of modelling of maintenance costs over time, enabling Council to make better decisions to minimise life-cycle costs.

ACTION T3: extract report on high maintenance cost assets at end of 2012/13 financial year. Evaluate service levels actually being achieved and review adopted service levels, report to Council.

Maintenance and renewal strategies, particularly for road infrastructure has been re-evaluated following preparation of the 'first cut' AMPs.

This has focused resources on works to extend the useful life of assets and reduce life cycle costs. This includes increasing funding of reseals and undertaking more heavy patching of pavements using alternative, more cost effective techniques (gravel rather than asphaltic concrete), rather than complete pavement renewal.

These changes are significant given some of Council's biggest challenges are in its road pavements and surfacing. A new deterioration model and sustainable maintenance and renewal program for road pavements is currently being prepared. This is in effect the 'second cut' AMPs for Transport assets.

Whilst the rationale behind the new model is currently being finalised in a format suitable to be formalised in an AMP, the following table summarises the estimated shortfalls in road maintenance and renewal.

| Funding area | Proposed increase (\$M p.a.) |
|--|------------------------------|
| Renewal of road pavements and surfacing | 2 |
| Road maintenance | 0.6 |
| Renewal of other transport assets* | 0.6 |
| TOTAL increase for sustainable Transport AMP | 3.2 |

*Other transport infrastructure includes footpaths, carparks, kerb and gutter, roundabouts and guardrail.

It should be noted that, as a result of a previous special rate variation for replacement of timber bridges, it is considered that current funding is sufficient.

These proposed increases will form the basis of the 'second cut' AMPs which will be prepared following community engagement over Council's asset management challenges and service levels more generally as noted in the Resourcing Strategy.

ACTION T4: Finalise 'second cut' AMPs for Transport infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.

Buildings

In 2011, Council adopted public amenities program (\$300,000 p.a. in effect funding renewal of one public toilet per year) in recognition of the backlog of renewal works required in this area (previously unfunded).

At the time of writing this Strategy, Council is awaiting a revaluation report on its building assets, being undertaken by consultants. This project draws on data from a number of sources and provide condition assessments and replacement costs of all buildings. This is critical information to enable Council to make informed decisions to effectively manage this infrastructure.

When finalised, this information needs to be uploaded to Assetmaster.

ACTION B1: load building revaluation data into Assetmaster before the end of 2013/14 financial year.

Because this information was largely unavailable at the time the 'first cut' AMPs were prepared, there is now an opportunity to re-evaluate estimates contained therein.

Whilst the final report is yet to be received, initial information and other calculations since the 'first cut' AMPs suggest that the following increases in funding for building infrastructure will be necessary if Council is to achieve a sustainable position:

| Funding area | Proposed increase (\$M p.a.) |
|--|------------------------------|
| Building maintenance | 0.5 |
| Renewal of Buildings | 1.5 |
| TOTAL increase for sustainable Buildings AMP | 2.0 |

ACTION B2: review future funding requirements for maintenance and renewal of building assets by September 2013.

A key consideration with regards to buildings is the need for the service. Not all buildings have high usage, and the costs of maintaining facilities is increasing with age. A review of Council's commercial property portfolio was undertaken in 2012, but a broader review of the need for all buildings, and the priorities for renewal, must be developed for consideration by Council.

This prioritisation of future works needs to occur in consultation with user groups as part of the Service Review process.

ACTION B3: develop prioritisation methodology to allocate renewal funding to buildings in time for consideration by Council as part of special rate variation application.

Following community engagement and Council determination of future funding for building assets, revised AMPs for Buildings to be developed that specify service levels.

ACTION B4: Finalise 'second cut' AMPs for Building infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.

Recreational Services and Other Assets

Recreation Services assets include playgrounds, barriers, outdoor furniture and barbecues, public art, sporting facilities, lighting, the Jetty structure at the Harbour and Sawtell Rock Pool and is generally located in public spaces / reserves.

Revaluation of these asset classes was undertaken via a number of consultants in 2011.

Unfortunately, owing to the absence of organisational systems to track asset construction/disposals, the data is now outdated. The implementation of the works order system noted above will capture future renewals / disposals, but an update of data is required to bring it up to date. However, given that there has been little major capital works undertaken, this is probably not material and can be undertaken with the next revaluation in 2014/15.

Initial estimates of renewal funding requirements for Recreation Services assets were prepared as part of the 'first cut' AMPs however much was dependant upon the maintenance and renewal strategies adopted. For example, the replacement of individual items within a playground rather than the entire playground, and, like buildings, evaluating the need for some infrastructure and therefore whether it needs to be renewed once it is fully deteriorated.

One of the key items currently identified as being underfunded is the iconic Jetty structure. Renewal of this structure alone needs to be funded in the order of \$200,000 per year to keep pace with deterioration, and particularly to ensure that fire protection and serviceability are maintained.

| Funding area | Proposed increase (\$M p.a.) |
|---------------------------------------|------------------------------|
| Renewal of Recreation Services assets | 0.8 |

Following community consultation and confirmation of the proposed funding for Recreation Services assets in conjunction with a revised LTFFP, 'second cut' AMPs will be prepared based on this funding, specifying service levels to be delivered.

ACTION R1:Finalise 'second cut' AMPs for Recreation Services infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases.

Drainage

Council has established a considerable (\$12M) flood mitigation program, funded by two \$6M loans, one funded by the Stormwater levy and the other by a Special Rate Variation.

It is considered that current funding is sufficient to continue to provide current service levels, and so community engagement around the Service Review will not include a discussion of funding to increase work on drainage assets.

The majority of Council's drainage is under half of it's anticipated useful life, so the need to fund renewals is expected to be minimal for the next 10-20 years. This means that establishing current condition data is not as urgent as for other asset classes.

At present, data is being collected on pits.

ACTION S1: Finalisation of data collection on stormwater pits.

Following this, camera inspections need to be undertaken on a representative portion of the network to ascertain current condition. An input to this process is a risk analysis of the network to identify high risk locations.

ACTION S2: Risk analysis to be undertaken on stormwater drainage assets with a camera inspection of high risk stormwater assets to assess adequacy, and on a representative portion of the drainage network to enable a clearer picture of overall asset condition / remaining life to be determined.

Maintenance of drainage infrastructure is generally undertaken on a reactive basis. When a significant storm event is imminent, staff respond to "hot spots" to clear any blockages, etc.

It is not envisaged that this situation will change, without significant resources, and it is considered economically unviable to undertake proactive clearing / maintenance of infrastructure unless identified as part of the risk assessment process.

A maintenance management system is being developed for the drainage network. Implementation of this system will enable better planning of future maintenance needs and identification of problem areas.

ACTION S3: implementation of maintenance management system for stormwater drainage infrastructure.

SUMMARY OF ACTIONS – ASSET MANAGEMENT STRATEGY

| Ref | Description | Responsible Officer | Target Date |
|-----|---|----------------------------------|----------------|
| A1 | continued work on improving condition data on all asset classes and/or undertaking new condition assessments | Manager Asset Systems | Ongoing |
| A2 | Revision of Council's organisational structure to improve clarity of roles and responsibilities regarding Asset Management, and to reinforce corporate support for Asset Management. | Council/Exec | September 2013 |
| A3 | Development of written data collection procedures for all asset classes. | Manager Asset Systems | 2014 |
| A4 | Review implementation of the works order system at end of 2012/13 financial year. | Director City Services | July 2013 |
| A5 | Revise accounting structure to align financial accounts with fields required for asset management planning. | Asset Accounting Team | 2013 |
| W1 | Discrepancies between individual sewerage assets in Assetmaster and Councils GIS to be resolved. | Manager Asset Systems | June 2014 |
| W2 | Level of componentisation to satisfy operational asset management requirements for water and sewerage infrastructure to be finalised, taking into account the componentisation system utilised for the revaluation. | Manager Asset Systems | April 2013 |
| W3 | Costs to be reconciled between components utilised for the revaluation and the new system of developed for operational asset management. | Manager Asset Systems | April 2014 |
| W4 | Load water and sewerage asset data under the new component structure into Asset Master, including costs of components reconciled against the revaluation, in time for reporting on the 2013/14 financial year. | Manager Asset Systems/IT Section | June 2014 |
| W5 | Update Water Strategy. | Manager Strategic Infrastructure | 2014 |
| W6 | Update Sewerage Strategy. | Manager Strategic Infrastructure | 2014 |
| T1 | Undertake new condition survey of all roads by 2014. | Manager Asset Systems | 2014 |
| T2 | Develop documentation of maintenance management system, including specification of service levels. | Manager Asset Maintenance | 2013 |
| T3 | Extract report on high maintenance cost assets at end of 2012/13 financial year. Evaluate service levels actually being achieved and review adopted service levels, report to Council. | Manager Asset Maintenance | 2013 |
| T4 | Finalise 'second cut' AMPs for Transport infrastructure by March 2014, following consultation with the community regarding service levels and the need for | Director City Services | March 2014 |

| | | | |
|----|--|---|-----------------------|
| | rate increases. | | |
| B1 | Load building revaluation data into Assetmaster before the end of 2013/14 financial year. | Manager Asset Systems/IT Section | June 2014 |
| B2 | Review future funding requirements for maintenance and renewal of building assets by September 2013. | Manager Property/Director City Services | September 2013 |
| B3 | Develop prioritisation methodology to allocate renewal funding to buildings in time for consideration by Council as part of special rate variation application. | Manager Property/Director City Services | September 2013 |
| B4 | Finalise 'second cut' AMPs for Building infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases. | Director City Services | March 2014 |
| R1 | Finalise 'second cut' AMPs for Recreation Services infrastructure by March 2014, following consultation with the community regarding service levels and the need for rate increases. | Director City Services | March 2014 |
| S1 | Finalisation of data collection on stormwater pits. | Manager Asset Systems | Subject to resources. |
| S2 | Risk analysis to be undertaken on stormwater drainage assets with a camera inspection of high risk stormwater assets to assess adequacy, and on a representative portion of the drainage network to enable a clearer picture of overall asset condition / remaining life to be determined. | Manager Asset Maintenance/Manager Asset Systems | 2014 |
| S3 | Implementation of maintenance management system for stormwater drainage infrastructure. | Manager Asset Maintenance | 2014 |

Note: Given Manager Asset Systems position is currently vacant, awaiting finalisation of Council's organisational structure, actions attributed to this role will be allocated to others.

APPENDICES

Asset Management Policy

<http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/Documents/Approved%20Policies/Asset-Management-Policy.pdf>

APPENDIX B – SUMMARY OF EACH ASSET CLASS

- Water
- Sewerage
- Transport
- Stormwater
- Buildings
- Recreation Services

Understanding the Summaries

Set out below is an explanation of the meaning behind certain sections of the Asset Management Plan summaries for each asset class.

What Community aspirations are we aiming to achieve with these assets?

Identification of the relevant objective from Coffs Harbour 2030 Community Strategic Plan that is satisfied, or partially satisfied, by the provision of this infrastructure.

What is the feedback from the community regarding this service?

Information is taken from the 2012 Community Survey. Further information on the survey is available in Council's Resourcing Strategy.

Overview of Our Assets

A table presents the different types of infrastructure related to the particular asset class, the quantity of each and estimated replacement value.

Figures for transport, stormwater and recreation services assets are based on the 'first cut' AMPs from 2011. Water and Sewerage infrastructure is based on the 2012 revaluation, apart from quantities (based on 'first cut' AMPs). Building infrastructure is based on the 2013 valuation, apart from quantities (based on 'first cut' AMPs).

ASSET MANAGEMENT PLAN SUMMARY – WATER ASSETS

Council is responsible for water assets with a value of over \$360M, including 869km of pipelines, 22 reservoirs and dams, 8 pump stations and 2 treatment plants.

What Community aspirations are we aiming to achieve with these assets?

- LE3 We adapt to Climate Change
- LE4 We reduce our impact on the environment
- PL1 Our infrastructure and urban development is designed for sustainable living

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|--------------|--------------|------------|------|
| Water supply | 4.24 | 4.15 | 0.09 |

What is the current situation?

- Council has invested over \$69M in the construction of new water supply infrastructure including a new Water Treatment Plant at Karangī.
- Council also contributed funding towards the \$180M Regional Water Supply Scheme (including Shannon Creek Dam), a joint initiative with Clarence Valley Council ensuring the long term security of our water supply.
- Council manages the water supply infrastructure as a distinct business within Council, as required by legislation.
- A 30 year financial plans ensures that Council is confident future maintenance and renewal of this infrastructure can be funded. Based on this plan, future increases in water rates should be able to be kept to increases to cater for inflation / CPI.

Overview of Our Water Assets

| Asset Class | Quantity | Estimated Asset Replacement Value |
|------------------------------|--------------|-----------------------------------|
| Reservoirs and dams | 23 | \$99,208,131 |
| Trunk mains | 155km | \$102,168,795 |
| Reticulation / Service mains | 472km | \$56,743,008 |
| Pump stations | 9 | \$6,466,560 |
| Treatment plants | 2 | \$97,725,277 |
| Ancillary items | n/a | \$578,216 |
| | Total | \$362,889,987 |

ASSET MANAGEMENT PLAN SUMMARY – SEWERAGE ASSETS

Council is responsible for sewerage assets with a value of over \$580M, including 869km of pipelines, 22 reservoirs and dams, 8 pump stations and 2 treatment plants.

What Community aspirations are we aiming to achieve with these assets?

- LE3 We adapt to Climate Change
- LE4 We reduce our impact on the environment
- PL1 Our infrastructure and urban development is designed for sustainable living

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|----------|--------------|------------|------|
| Sewerage | 4.21 | 4.07 | 0.14 |

What is the current situation?

- Council has invested over \$96M in the construction of new sewerage infrastructure including a new Water Reclamation Plant at Coffs Harbour.
- Council manages the sewerage infrastructure as a distinct business within Council, as required by legislation.
- A 30 year financial plans ensures that Council is confident future maintenance and renewal of this infrastructure can be funded. Based on this plan, future increases in sewerage rates should be able to be kept to increases to cater for inflation / CPI.

Overview of Our Sewerage Assets

| Asset Class | Quantity | Estimated Asset Replacement Value |
|----------------------------------|--------------|-----------------------------------|
| Rising Mains | 94km | \$16,509,703 |
| Gravity / Trunk Mains | 500km | \$230,527,427 |
| Pumping Stations | 118 | \$64,539,377 |
| Treatment Plants | 5 | \$214,401,482 |
| Ancillary Items | n/a | \$3,154,169 |
| Deep Sea Release | 10km | \$22,570,520 |
| Reclaimed Water Trunk Mains | 59km | \$28,838,206 |
| Reclaimed Water Pumping Stations | 3 | \$1,502,250 |
| Reclaimed Water Reservoir | 2 | \$1,609,643 |
| Reclaimed Water Other | n/a | \$141,134 |
| | Total | \$583,793,912 |

ASSET MANAGEMENT PLAN SUMMARY – TRANSPORT ASSETS

Council is responsible for transport assets with a value of over \$560M, including around 700km of sealed roads, 120km of unsealed roads, 102 concrete bridges, 69 timber bridges, 250km of Footpaths, 60 Bus shelters, 540km of Kerb and gutter, 15km of Guardrail and 2292 Signs.

What Community aspirations are we aiming to achieve with these assets?

- MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system
- MA2 We have a system of well-maintained and safe roads for all users.
- PL1 Our infrastructure and urban development is designed for sustainable living

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|-------------------------|---------------------|-------------------|------------|
| Sealed roads | 2.61 | 4.48 | -1.87 |
| Unsealed roads | 2.48 | 3.05 | -0.57 |
| Maintenance of bridges | 3.48 | 3.65 | -0.17 |
| Footpaths and cycleways | 3.17 | 3.77 | -0.6 |

What is the current situation?

- Council's road network includes 700km of sealed and 120km of gravel roads with a total replacement value of around \$400M
- Our roads are getting older and wearing out: 76km of our sealed roads need renewing now (estimated cost over \$20M)
- Council can fund less than \$0.9M for road renewal each year, which renews less than 3km (10 years ago Council renewed more than double this amount).
- Council has not funded any new footpaths for the past two years because it is unable to afford to do so.

What will be the situation with our Transport assets in 10 years, based on current projections of funding?

- Within 5 years, all of Council's roads funding will need to go into maintenance (potholes, etc.) – there will be no funds left for renewing roads
- In 10 years, the community will face a bill of over \$50M to renew its now very deteriorated and increasingly dangerous roads.
- Yet because over a quarter of our roads will be at the end of their useful life (needing renewal), the cost of maintenance will have doubled, demanding funds that would otherwise have been available to renew them.

What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?

Increase spending as follows:

| Funding area | Proposed increase (\$M p.a.) |
|---|-------------------------------------|
| Renewal of road pavements and surfacing | 2 |
| Road maintenance | 0.6 |
| Renewal of other transport assets* | 0.6 |
| TOTAL increase for sustainable Transport AMP | 3.2 |

Overview of Our Transport Assets

| Asset Class | Quantity | Estimated asset replacement value |
|--|-----------------|--|
| Bridges | | |
| Concrete | 102 No. | \$32,721,567 |
| Timber | 69 No. | \$6,194,000 |
| Bus Shelters | 60 No. | \$611,133 |
| Car Parks | | |
| Off Street | 55 No | \$5,822,637 |
| Multistorey | 2 | \$28,588,200 |
| Footbridges, Boardwalks and Beach Access | 5929 m2 | \$8,893,930 |
| Footpaths and Cycleways | | |
| Concrete | 217,230 m2 | \$26,026,612 |
| Other | 69,260 m2 | \$2,627,335 |
| Guardrail and Barriers | 15290 m | \$5,733,750 |
| Kerb and Gutter | 539,972 m | \$21,598,880 |
| Roads | | |
| Pavements | 7,170,677 m2 | \$355,253,250 |
| Surfaces | 5,205,552 m2 | \$56,209,332 |
| Roundabouts | | |
| Pavements | 80,682 m2 | \$4,554,069 |
| Surfaces | 80,270 m2 | \$5,583,778 |
| Signs and Fixtures | 2292 No | \$795,103 |
| | Total | \$561,254,576 |

ASSET MANAGEMENT PLAN SUMMARY – STORMWATER ASSETS

Council is responsible for Stormwater assets with a value of over \$180M including 12 Detention Basins, 229km of pipes, 7785 pits, 1279 headwalls, almost 10km of lined and 20km of unlined channels, 33 Gross Pollutant traps.

What Community aspirations are we aiming to achieve with these assets?

- PL1 Our infrastructure and urban development is designed for sustainable living
- LE4We reduce our impact on the environment

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|------------------|--------------|------------|-------|
| Flood Management | 2.90 | 3.78 | -0.88 |

What is the current situation?

- Council is undertaking a \$12M flood mitigation program funded in part by a Special Rate Variation which began in 2010 and part by loan funds. This is aimed specifically at addressing flooding issues in the Coffs Creek catchment, although some of these funds have also been utilised in other catchments.
- Council maintains its basic stormwater infrastructure – pipes, pits and channels – by unblocking pits and pipes, clearing channels in response to identified problems to ensure it continues to serve the community by capturing, controlling, conveying and discharging stormwater to natural waterways, as so not to cause property damage, health, nuisance or safety issues.
- Current levels of funding for this work are sufficient to maintain current service standards.

What will be the situation with our Stormwater assets in 10 years, based on current projections of funding?

- It is forecast, based on current projections of funding, that Council will continue to be able to provide the current level of service. The infrastructure will age and need replacing in some areas, however this is able to be managed within current resources.

Overview of Our Assets

| Asset Class | Quantity | Estimated asset replacement value |
|-----------------------|--------------|-----------------------------------|
| Box Culverts | 5,137 m2 | \$12,063,543 |
| Channels | | |
| Lined | | \$823,151 |
| Unlined | | \$1,070,572 |
| Detention Basins | 10 No | \$3,069,930 |
| Gross Pollutant Traps | 33 No. | \$410,000 |
| Headwalls | 1,279 No | \$1,678,890 |
| Pipes – Drainage | 229,466 m | \$142,513,059 |
| Pits Drainage | 7,785 No. | \$17,974,950 |
| | Total | \$179,604,095 |

ASSET MANAGEMENT PLAN SUMMARY – BUILDING ASSETS

Council is responsible for building assets with a value of around \$110M, including 64 public toilets / amenities, 38 neighbourhood / community centres, 18 works depots/sheds, 24 bush fire sheds, 16 club houses, 41 storage sheds, 7 public halls, 3 libraries, 4 public swimming pools and many more.

What Community aspirations are we aiming to achieve with these assets?

- LP3 Our city centre is a place where people can live, work and play
- LP5 We share the aspirations, knowledge, skills and history of all in our community
- LC3 We have strong civic leadership and governance
- LC4 We have many opportunities to enjoy life together
- PL2 Our public spaces are enjoyed by all our people

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|-------------------------------|--------------|------------|-------|
| Maintenance of public toilets | 2.59 | 3.87 | -1.28 |
| Libraries | 4.16 | 3.42 | 0.74 |
| Council pools | 4.16 | 3.36 | 0.8 |
| Cultural facilities | 3.51 | 3.31 | 0.2 |

What is the current situation?

- Council owns around 278 buildings including works depots, offices, neighbourhood and community centres, public halls, toilets, commercial buildings used by community-based organisations, etc. that have a replacement value in excess of \$110M
- 120 of these buildings are over 30 years old, and over 50 are over 50 years old, yet Council's only funding source is a public amenities program valued at \$0.3M p.a. that was commenced in 2011
- Preventative maintenance (painting, re-roofing) saves money, but due to our financial constraints Council only spends around \$0.8M annually on maintenance which means these buildings are deteriorating more rapidly than they should.

What will our buildings be like if we don't increase funding?

- In 10 years, over 80 of Council's buildings will be over 50 years old, and almost 200 will be over 30 years
- Public buildings may need to be closed because they are no longer safe or serviceable.
- Yet because adequate preventative maintenance has not been undertaken, major repairs that could have been avoided will mean money will be needed for this work in addition to building renewal.

What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?

Increase spending as follows:

| Funding area | Proposed increase (\$M p.a.) |
|--|-------------------------------------|
| Building maintenance | 0.5 |
| Renewal of Buildings | 1.5 |
| TOTAL increase for sustainable Buildings AMP | 2.0 |

Overview of Our Building Assets

| Asset Class | Quantity |
|-----------------------------------|-----------------|
| Council Offices | 10 |
| Works Depot | 18 |
| Public Halls | 7 |
| Neighbourhood / Community Centres | 38 |
| Residences | 5 |
| Museum | 18 |
| Library | 3 |
| Child Care Centres | 2 |
| Art Gallery | 10 |
| Theatres | 1 |
| Amenities / Toilets | 64 |
| Bush Fire Sheds | 24 |
| Club Houses | 16 |
| Storage Sheds | 41 |
| Waste Facilities Buildings | 20 |

Council is currently undertaking work to review the value and condition of its building assets. The total replacement value of our buildings is estimated to be around \$110M.

ASSET MANAGEMENT PLAN SUMMARY – RECREATION SERVICES ASSETS

Council is responsible for recreation services assets with a value of over \$25M, including 313 items of play equipment spread over 56 playgrounds, 30km of fencing, 7 boat ramps, 102 shelters, 305 tables and chairs, 11 sculptures, 4 skate parks, 116 items of public lighting and many more assorted assets in our parks and reserves.

What Community aspirations are we aiming to achieve with these assets?

- PL1 Our infrastructure and urban development is designed for sustainable living
- PL2 Our public spaces are enjoyed by all our people

What was the feedback from the Community regarding this service?

| Service | Satisfaction | Importance | Gap |
|---------------------------------|--------------|------------|-------|
| Parks, reserves and playgrounds | 3.81 | 3.92 | -0.11 |

What is the current situation?

- Council's infrastructure in public recreation spaces such as playgrounds, shelters, tables, BBQs, fences, boat ramps, skate parks, bins, etc. is valued at around \$25M
- 62% of our playgrounds (we have in excess of 300 items of equipment across 56 playgrounds) are over 10 years old, 13% over 20 years
- Council's current budgets are only sufficient to carry out basic maintenance on this infrastructure. Increasingly, playground equipment, shelters and BBQs are being removed as they are damaged or become dangerous because there is only around \$20,000 for renewing them.

What will our public spaces be like if we don't increase funding?

- In 10 years, two thirds of our playground equipment will be in need of replacement
- The iconic Jetty structure will have deteriorated to the extent that there is no longer access for fire trucks, leaving the structure vulnerable
- Council's ability to repair the ageing equipment will be limited, but as it gets older it will need more and more maintenance...
- Yet because there is no funding to renew it and maintenance costs continue to increase, more and more playground equipment, BBQs, shelters, fencing, etc. will simply be removed as it becomes damaged or dangerous.

What do we need to do if we are to continue to provide around the same level of service currently being delivered into the future?

Increase spending as follows:

| Funding area | Proposed increase (\$M p.a.) |
|---------------------------------------|------------------------------|
| Renewal of Recreation Services assets | 0.8 |

Overview of Our Recreation Services Assets

| Asset Class | Quantity | Estimated asset replacement value |
|-----------------------------|--------------|-----------------------------------|
| Barriers | | |
| Bollards | 262 No. | \$21,963 |
| Fences | 30,449 m | \$1,228,694 |
| Gates | 64 No. | Not Available |
| Public Lighting | 116 No. | \$174,000 |
| Maintained Vegetation Areas | | |
| Garden Beds | 93,841 m2 | Not Available |
| Mown Areas | 4,970,742 m2 | Not Available |
| Structures | | |
| Retaining Walls | 940 m | \$463,075 |
| Shelters | 102 No. | \$1,547,581 |
| Outdoor Furniture | | |
| BBQs | 80 No. | \$473,900 |
| Bike Racks | 49 No. | \$122,500 |
| Litter Bins | 235 No. | Not Available |
| Seats | 287 No. | \$518,600 |
| Showers | 30 No. | \$63,100 |
| Table and Chairs | 305 No. | \$1,135,510 |
| Taps | 108 No. | \$57,200 |
| Playgrounds | | |
| Playground Equipment | 313 No. | \$6,555,000 |
| Soft-fall Areas | 9,299 m2 | Not Available |
| Public Art | | |
| Plaques | 18 No. | \$9,000 |
| Sculptures | 11 No. | \$55,000 |
| Sports Facilities | | |
| Boat Ramps | 7 No. | \$540,110 |
| Skate Parks | 4 No. | \$880,000 |
| Street Trees | 2780 No. | Not Available |
| Jetty Structure | 1 No. | \$9,200,000 |
| Sawtell Rock Pool | 1 No. | \$500,000 |
| | Total | Over \$25,000,000 |



COFFS HARBOUR CITY COUNCIL

WORKFORCE MANAGEMENT PLAN

**2011 - 2012
to
2015 - 2016**



For: Coffs Harbour City Council
Cnr Coffs & Castle Streets
Coffs Harbour

Locked bag 155
Coffs Harbour NSW 2450

Web www.coffsharbour.nsw.gov.au
Email coffs.council@nsw.gov.au

Phone (02) 66484000
Fax (02) 66489199

Author: Linda Kirkwood
Executive Manager
Human Resources and Organisational Development

Approved: Corporate Development Team

IR Number: 3101021

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Coffs Harbour City

Coffs Harbour City is located on the Mid North Coast of New South Wales, about 540 kilometres north of Sydney, and 440 kilometres south of Brisbane. Coffs Harbour City is predominately a rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres, including substantial national park, state forest, parklands, coastline and beaches. The original inhabitants of the area are the Gumbaynggir people.

Introduction

What is the Integrated Planning Framework?

The New South Wales (NSW) State Government has introduced a new planning and reporting framework for Local Government. These reforms replace the former Management Plan and Social Plan with an integrated framework; this also includes a new requirement to prepare a long term community strategic plan and resourcing strategy.

The Resourcing Strategy consists of three components including the Long Term Financial Plan, Asset Management Plan and Workforce Plan. These strategies are required under the amended Local Government Act 1993, Section 403.

Councils Delivery Program sets out strategies to incrementally address the emerging long term service delivery expectations and needs of the community. These strategies and the annually updated actions that underpin them are derived from our community's Vision 2030 document.





Coffs Harbour City Council Vision 2030 has five key areas derived from community consultation

- **Learning & Prospering**
- **Places for Living**
- **Moving Around**
- **Looking After our Community**
- **Looking After our Environment**

The Operational Plan and Delivery Program are aligned with these five themes. Council’s Workforce Management Plan will endeavour to build an organisational culture which continues to attract and retain great staff to assist in achieving the outcomes in the Delivery Program and Operational Plan.

With a high performing culture, Council will strengthen relationships with its partners. The Workforce Management Plan will be a dynamic document which will change as required.

The Workforce Management Plan is structured on the directions and key strategies set out in the Operational Plan and Delivery Program.



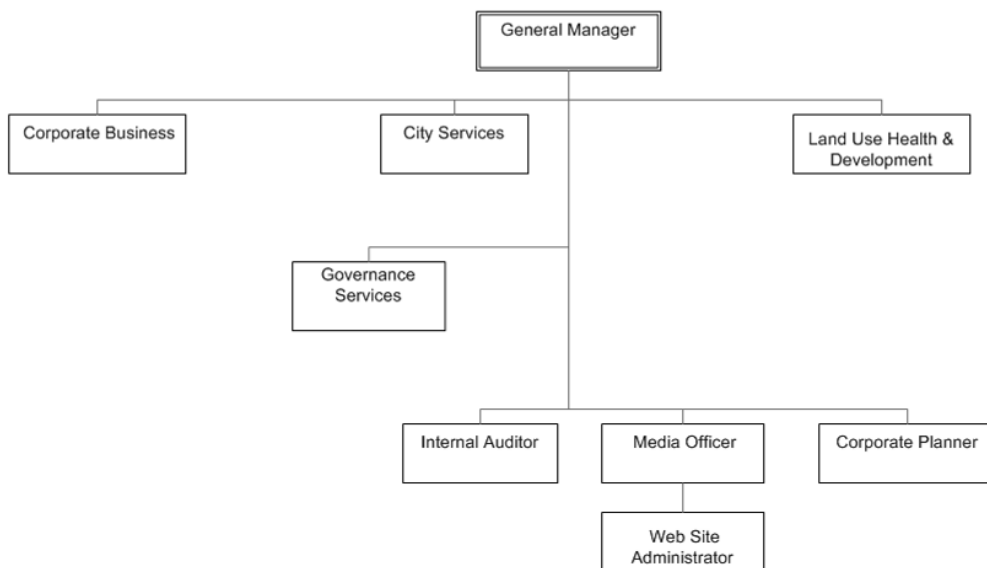
Council Service S36 - Human Resources

Develop and implement best practice workforce management strategies to assist Council to serve the community.

Coffs Harbour 2030 Plan

Strategy LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour

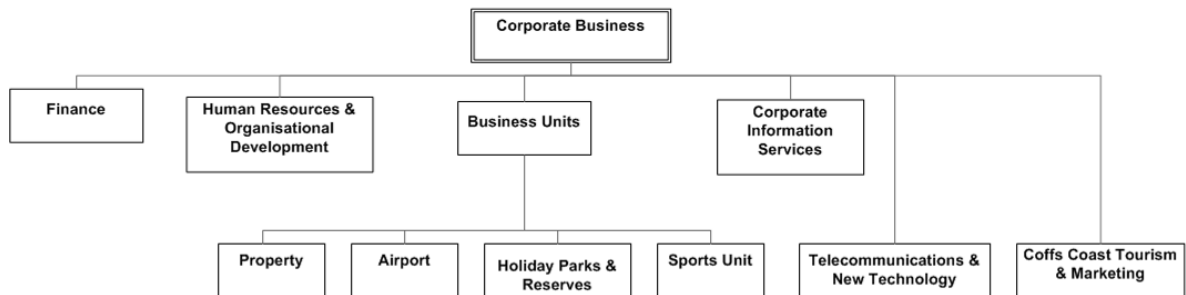
Coffs Harbour City Council Work Environment



Council delivers services to the community through three departments and the General Managers Unit.

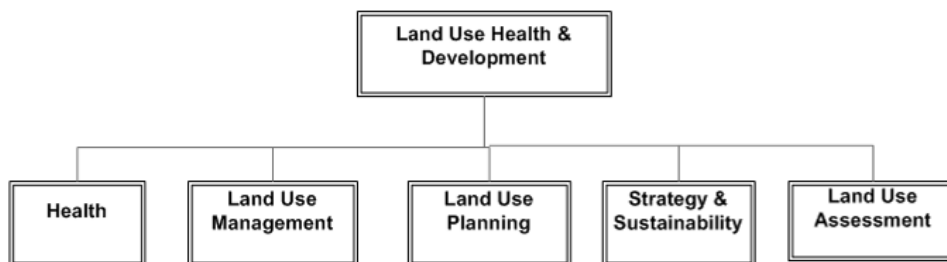
The **General Managers Unit** facilitates cohesion between the three departments, it oversees the Media and Web Administration functions, Corporate Planning and Governance Services; it also provides support for the Mayoral function.

Corporate Business



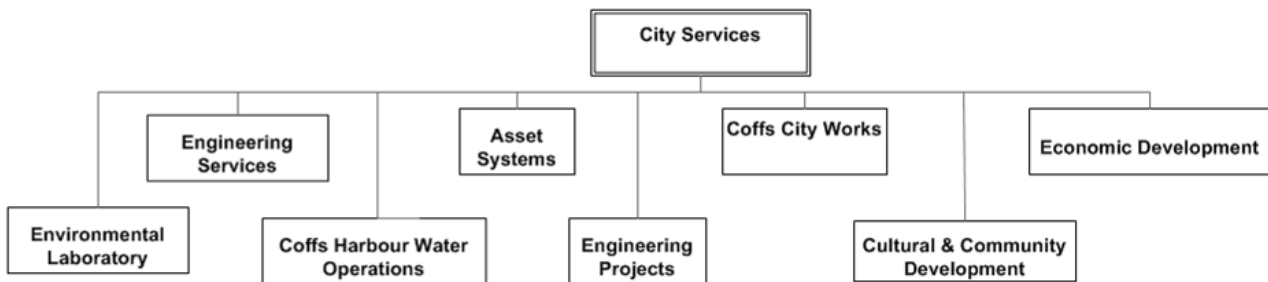
Corporate Business is responsible for Finance, Information Technology, Human Resources & Organisational Development, Business Units including Property, Cofts Harbour Airport, Caravan and State Parks, Sports Development, and Cofts Coast Marketing.

Land Use Health & Development



Land Use Health and Development is responsible for Land Use Management, including building and development functions and Rangers. Strategic Planning within the Land Use Planning Section and Land Use Assessment provides services in relation to development applications. The Sustainability and Strategy section is responsible for ongoing programs in relation to new clean technology and environmental management, and finally the Public Health section is responsible for the full array of waste collection and inspections of business premises.

City Services



City Services Department provides services in relation to construction and maintenance of roads, footpaths stormwater and various physical assets. This department is also responsible for Coffs Harbour Water, providing water and sewerage services. In addition, City Services also has responsibility for Cultural and Community Services and Economic Development.

These departments work within the following standards:

- Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.
- We will adapt to community needs, be innovative in the provision of services and business like in the stewardship of the community's resources.
- We will deliver friendly effective, efficient and timely service.

Coffs Harbour City Council Corporate Goals

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



Coffs Harbour City Council Staff Core Values

Team Work

- working cooperatively
- having a one Council approach
- avoiding duplication of effort
- looking out for the well being of each other

Effective Communication

- having open and honest two way communication
- recognising the diversity of people
- communicating in a sensitive manner and respecting confidentiality

Professionalism

- appropriate application of knowledge
- pride in work
- focussed on positive sustainable outcomes
- high quality of service to each other and the community
- commitment to improving skills
- demonstrated leadership

Innovation

- encouraging new ideas and better ways
- using experiences positively
- flexibility
- a can do approach

Integrity

- honesty
- being ethical
- respect for people
- giving our best
- being loyal

Achievement

- positive self motivation
- encouragement to succeed
- recognition of work well done
- celebrating success



Workforce and the Future

Strategic Human Resource Management recognises the economic, social and political factors that create the external context in which Council operates. Factors with significant implications for effective human resources management and organisational development relate to the changing composition of the Australian workforce in terms of age, gender, ethnic distribution and the push to have people with disabilities, to gain meaningful employment. Skills Australia, has stated in their Australian Workforce Futures paper, that Australia faces a significant participation challenge and needs to increase participation rates to avoid future labour and skills shortages. Targeting specific groups in the community who have relatively low participation rates is critical; these include men of prime working age (25 to 64) Women (25 to 34) and older workers (55 to 64).

Council strives to have its workforce, to the greatest possible extent, reflect the demographics of the Coffs Harbour community. There are also significant challenges in maintaining high level productivity in an ageing workforce and ensuring Council is successful in recruiting and retaining high quality staff across all working age groups.

The ageing workforce trend is currently reflected in Councils staff demographics. Council employs 569 staff of which 24.78 % are 55 and over, this is in part due to Coffs Harbour's location and Coffs Harbour's status as one of the largest employers in Coffs Harbour, many people at Coffs Harbour City Council have sought a sea change and have relocated from urban metropolitan areas and are here to stay.

Keeping talented mature aged workers is a challenge, but one that is made easier by Councils low staff turnover, which was 5.12% in 2010/2011. In Australia, the trend is for people to work longer, government policy in relation to the age pension entitlement age, and life style expectation of baby boomers, plays a role in this.



Council's Financial Position

In relation to Council's financial situation, details can be found in the Delivery Program and the Operational Plan and Long Term Financial Plan. A Service Review Program is scheduled for the second half of 2011, to review all Council's services.

Strategic Directions for Human Resources & Organisational Development

Recruit, develop and retaining high quality staff

Recruitment, development and retention of high quality staff in a competitive labour market are of vital importance to the Council. As demographic change increases turnover, competition for the best will accelerate. Progressive human resources management requires effective recruitment and retention strategies, more flexible remuneration packages, and career development within a healthy and safe work environment, strategies to maintain organisational knowledge in a time of change are also essential.



Flexible employment

Rapidly changing demands on Council requires flexible work arrangements, while at the same time protecting the interests of staff, the extent to which employee's access flexible employment options will, in some measure, depend on the understanding and support they receive from management and co-workers.

Performance Management

One of the most important reasons for managing performance is to encourage desired behaviours in the workplace. Good performance management often results in staff having a sense of value, purpose and motivation to excel in their work. Council's focus on performance management will also work towards developing our staff to be good managers and leaders who can drive strong performance and a positive culture. In 2011 Council has introduced 360 degree assessments of Directors, Executive Managers and Managers as the starting point of a new program of performance management. Progressively, the performance management program for all staff will be reviewed and implemented. Achieving best practice standards requires that all staff perform at a high level, using performance and risk assessment frameworks. Effective performance management will incorporate benchmarking of expectations and encourage performance based rewards. Into the future, risk management will incorporate business continuity and succession planning.

Continual Learning

A rapidly changing knowledge base in the work of Councils, developing technologies, the need for a sustainable financial environment, and a greater level of communication with the community, requires a commitment to lifelong learning by each member of staff, as well as access to staff development opportunities. The

need to develop transformational leadership in our supervisors, managers and directors offers a challenge that must be fulfilled.

Equity and Diversity

Diversity among the staff that reflects the broader Coffs Harbour Community, has the benefit of building a broad base of community support, as well as meeting important social, moral and human rights and commitments to equity and diversity. A diverse staff will improve the decision making in Council and greater age diversity will also assist in addressing the need to maintain staff levels.

Supportive Culture

To maintain Council as an employer who can attract and retain quality staff, requires a supportive, inclusive and high performance culture marked by cooperation and respect and where the work environment promotes work / life balance for staff, the important element here is promoting emotional intelligence amongst all staff.

Ongoing Efficient Workplace

Councils are service based industries and as such do not have the same operating environment and opportunities for economies of scale other industries such as manufacturing have. But Councils can, through ongoing continuous improvement programs and through resource sharing and enterprise bargaining, achieve significant results in relation to efficiencies and effectiveness.

Organisational Development

Continuous improvement requires us to put in place relevant measures in key areas to support development and change. In addition, the changing needs of the community and financial pressures demand that we continually review and seek efficiencies in our work practices. In 2011, Council conducted a Service Review, this had not had significant impacts on service levels or on which services Council provides today.



It is envisaged that a program of continuous improvement will be carried on to monitor and evaluate our practices. As part of the wider organisational development agenda, Council has conducted an employee survey in the second half of 2012.

As part of the ongoing monitoring, a reporting profile will be implemented, that will regularly report on demographics, turnover, gender balance, sick leave, employment status, age profile, staff survey results, non confidential results of 360 degree processes, and results of service reviews and continuous improvement programs.

Safe and Healthy Workplaces

Council continually reviews its safe work practices, and works toward reducing the cost of workers compensation, both in relation to premiums and lost time. Concentration on areas where trends occur, has resulted in significant improvements, an intensive approach to return to work and rehabilitation has improved the overall outcomes in relation to workers compensation.

Council also continues to use its Health and Well Being program to endeavour to improve the health of its staff and to assist with developing healthy lifestyle choices. Council also provides access to the Employee Assistance Program, which allows access to a confidential service in relation to professional counselling.

Workforce Demographic Data

In preparing the Workforce Plan, Council reviewed the demographic data of Councils workforce and the Coffs Harbour Local Government Area.

| | Council ^ | CHLGA * |
|------------|-----------|-------------------------------|
| Males | 386 | 32,243 (total all age groups) |
| Females | 183 | 33,959 (total all age groups) |
| Disability | 7 | 1,719 (total all age groups) |
| Aboriginal | 6 | 2,310 (total all age groups) |
| CALD | 4 | 3,135 (total all age groups) |

*(ABS Census 2006) ^(Includes all staff on payroll)

Australian Workforce Demographics

ABS data * – states that almost one third of the local government industry workforce is aged over 50 year. In the Australian workforce, generally two out of every five workers is 45 years or older, the median age in 2006 was 40 years with 41.6% of workers in local government aged 45 years or older. In the last 20 years the number females in the labour force has increased by 54.2%. The number of females in government administration and defence was 43.4% by 2001. By 2006 the number of females employed in local government administration was 43.7%

Over the past 20 years the number of part time workers has almost doubled. Part time workers constitute 28.6% of the total population; Females make up 71.2% of part time workers.

(*ABS 2006 census of Population & Housing) (ABS 2001 Census P&H) (ABS Labour Force Australia Jan 2009)

In relation to the demographic data of the LGA, this needs to be put in the context of Council's location on the Mid North Coast and Council's status as a "Sea Change" and retirement destination. Much of Council's "outdoor" work is still physically demanding and this leads to it being more attractive to males rather than females. The ratio of 30% females to 70% males has been reasonably consistent for the past several years, varying only by 1 or 2%. Gender varies across departments as the "hard infrastructure" services, which attract more males, are largely in one department.

Age Profile



Based on the latest figures of a total of 569 staff, 24.78 % are 55 and over, and 57% of staff are 45 years of age or older. This is not surprising given that recruitment of professional, technical and other staff, attracts candidates wishing to move from major metropolitan centres, once they move here, they stay here. With government policy encouraging the population to work longer, the old "artificial" retirement age of 65 can no longer be used as a benchmark.

Turnover

Council's turnover is a very low 5.12% for 2010/2011. This reflects our geographic location and our attracting people to the area, who wish to relocate and stay here.

Salary and Rewards

Council is embarking on many organisational development initiatives, in relation to staff management and a salary and rewards review will be scheduled into a program of related reviews.

Current and Ongoing Initiatives for Workforce Sustainability

Council currently has a range of initiatives in place to address workforce demand and supply issues. The strategies have three broad aims, concentrating on attracting suitable professional, administrative, technical and operational staff, retaining staff and exploring areas for potential employees which have not been sufficiently utilised in the past, e.g. people with disabilities and Aboriginal and Torres Strait Islanders.

These initiatives include but are not limited to

- Employment of trainees



- Use of existing workers trainee funding to up skill existing staff
- Accessing federal funding for over 50 age groups to obtain qualifications
- Encouraging staff to consider career changes into known areas of skills shortages
- The development of staff in para professional roles
- Increasing the level of participation in the workplace by Aboriginal people
- Flexible work practices to encourage the continued participation of women with young children, and staff with elder carer responsibilities
- Flexible employment practices for staff transitioning to retirement.
- Use of project management methodology and internal teams to deliver projects
- Continuing professional development opportunities for staff.
- Increasing the opportunities for employment of people with disabilities, including as far as practicable making flexible changes for exciting staff who acquire disabilities so as to keep them in the workplace.
- A health and well being program to encourage improved health and fitness of staff, so they can work longer in good health and to assist with reducing sick leave taken, through lifestyle issues.

Project Management Methodology

Council uses project management methodologies which utilises project teams across multi disciplinary lines to focus on the achievement of the outcomes, without resorting to external consultants. This method develops existing staff and keeps knowledge within Council while giving greater job satisfaction and variety, which is a key factor in retaining talented staff.

Support for Staff in training & development and continuing professional development activities

This is a factor in both attracting and retaining good staff. Generous support for staff development opportunities are given to staff wishing to enhance their professional qualifications or personal development. Support is also given, by allowing secondments to other organisations to gain different but valuable experience. Council reimburses fees paid to professional bodies, thus encouraging staff to maintain their up to date knowledge within their field of expertise and stay connected to colleagues in the industry. Council has been very successful in gaining access to federal and state funding for training and development, and will continue to avail itself of funding sources that come up in the future, to maximise the gain for staff while offsetting costs to the community.



Employment of people with recognised disabilities

Council is encouraging the employment of people with recognised disabilities; this has been achieved by employing new staff with recognised disabilities, where these can be accommodated, within the requirements of the position. In addition, making accommodations within the workplace for existing staff, wherever practicable, who find themselves with a disability, through accident or illness; this may include flexible work hours or days, or reasonable workplace adjustments.

Support through Health & Well Being Program

Council continues to support activities through the health and well being program, this support is designed to increase the overall fitness and health of staff, making them more resilient to workplace injuries and more resilient to seasonal ailments. In addition, healthy lifestyle choices can assist with mental health issues, and stress related illnesses. This support is again an important factor in attracting and retaining good staff. The program includes support for events such as Ride 2 Work day, Australia's Biggest Morning Tea, Diabetes awareness and other related activities.



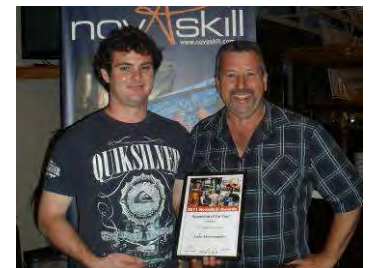
Employment of Trainees

Council has supported the employment of trainees, and assisting existing workers to complete traineeships. The support for traineeships both satisfies Council needs to have trainees and up skill staff, but is also a contribution to the well being of the community as whole, providing opportunities for local people. Council is growing their own skilled trade's people, technical and professional people. Council currently has 68 trainees, some existing workers, some new staff, some through group training companies and three school based trainees. They are in areas including civil construction, civil engineering, business administration, front line management, library and information services, water industry operations, management, civil construction plant, environmental health, financial services, horticulture, information technology, outdoor recreation, human resources, and conservation and land management.



Apprentices

Council currently has seven apprentices in design, carpentry construction electrical and fitting.

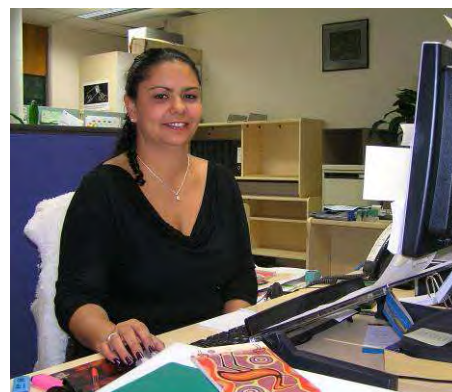


Engineering Scholarships

Council currently has four engineering students completing their degrees over a six year period with Newcastle University. A condition of their scholarship with Council is that they do industrial experience placements with Council in five out of the six years of their study. On completion of their studies, if a position is available, they may be offered a graduate engineer position. In this way Council is growing our own engineers, a profession which has been identified as being in short supply. It is also a profession which has been subject to the impact of the mining boom, with many graduate engineers being attracted to that sector.

Aboriginal Employment

Employment of staff of Aboriginal and Torres Strait Islander descent, has been reasonably successful over the past few years, but some staff that identified, have left Council's employ due to ill health and family reasons. Council continues to support those Aboriginal staff in the workplace. Trainees are encouraged to apply for permanent positions once completion of training contact is imminent, and support in relation to recruitment processes, such as interview skills training is provided. Council currently has aboriginal trainees in the areas of outdoor recreation (lifeguards), conservation and land management, and business studies. Council currently has one aboriginal staff member completing an apprenticeship in bridge carpentry.



Flexible employment

Over the past several years Council has accommodated some 100 or so, requests for flexible employment in relation to female staff returning from maternity leave, male staff members for parenting related issues, as well as increasing transition to retirement requests. Flexible employment is one of the most important factors in dealing with any potential skills shortages, as reduced hours and days, is an incentive to keep working for both younger staff with carers responsibilities, older staff with carers responsibilities and also transitioning employees. Flexible employment options work well in relation to succession planning. Keeping the knowledge in the organisation so that older staff can pass on their knowledge to younger staff, is vitally important. In conducting the analysis of critical positions, most often the "skills gaps" identified, were experience and corporate knowledge, rather than basic technical skills.

Succession Planning

Succession planning is a strategic, systematic and deliberate activity to assist an organisation's future capability to fill vacancies, consistent with the merit principle. It specifically focuses on assisting to provide availability and sustainability of a supply of capable staff, that are ready to assume key or critical roles, as they may become available. Succession planning involves a planned and systematic effort geared towards responding to leadership requirements and technical specialist positions, now and in the future.

In 2011, all Directors and Managers were asked to identify the critical positions in their areas of responsibility; this data has been valuable in adding demand data to the equation of skills required and possible shortages.

One issue for us in Local Government in relation to succession planning, is the need to adhere to the requirements of the Local Government Act in relation to selection and promotion on merit. Local Government does not have the flexibility to just choose which staff member will be the next for promotion. Therefore, any succession plans must be seen as broad plans of which positions are critical and a set of strategies to try to equip prospective applicants with skills, knowledge and experience to be successful at an interview, whilst still being compliant with the legislation.

Critical Position Analysis and follow up plans

Subsequent to the critical position analysis, Managers identified training and development needs and have been requested to translate these into detailed personal and professional development plans for staff identified, the development of these plans plays a crucial role in succession planning. The process identified some technical skills training that were required, but overall experience and corporate knowledge outweighed any major technical skills issues identified. Any structural changes may have an impact on the number of critical positions, and any plans must therefore be fluid to accommodate changes emanating from structural change, and other unexpected staff changes.

Succession planning forms part of Workforce Planning, which seeks to ensure in general, that the right people, are in the right place, at the right time, to achieve the business outcomes in the delivery program linked to the elements that Council is responsible for in Community Strategic Plan,.

Emerging Leaders Program

In 2011, Council also embarked on developing an Emerging Leaders Program, which will form part of the succession planning processes at Council. Development activities and opportunities for staff nominating, will be coordinated to allow professional and personal development, as well as targeting Council needs. But it is recognised that the merit principle applies to all staff appointments and promotions, so any programs that are put in place to satisfy succession planning requirements, can only, at best, 'groom' potential applicants, and staff are still free to leave Councils employ, so any plans for particular staff must be viewed in this light.



Staff Numbers, Structure, Links to Delivery Program and Operational Plan

| Departments | Staff Numbers 2011* |
|-------------------------------|---------------------|
| General Manager & Staff | 10 |
| Corporate Business | 136 |
| Land Use Health & Development | 125 |
| City Services | 298 |

*(includes all staff on payroll including long term leave, maternity leave etc)

Staff Links to Delivery Program and Operational Plan

| Service Code | Service Name | Responsible Officer | Department | Strategy from reviewed Coffs Harbour 2030 Plan (2013) | Critical positions identified. Many can be filled now, but skills, experience gaps, identified. Plans by managers developed. |
|--------------|---------------------------------|--|-------------------------------|--|--|
| S01 | Arts and Culture | Executive Manager – Cultural & Community Development | City Services | LC1.1, LC1.6, LC4.1, LC4.2, LC4.3, LC4.4, LP5.1, LP5.2 | x |
| S02 | City Image – Cleaning | Manager – Asset Maintenance | City Services | LC1.1, LE4.2, PL2.2 | x |
| S03 | Community Services | Executive Manager – Cultural & Community Development | City Services | LC1.1, LC1.3, LC1.4, LC1.5, LC1.6, LC3.2, LC4.2, LC4.3, LC4.4, LP5.2, PL2.2 | x |
| S04 | Compliance | Manager – Land Use Management | Land Use Health & Development | LC1.3 | x |
| S05 | Customer Service | Coordinator – Plant Administration | Corporate Business | LC3.1 | x |
| S06 | Development Assessment | Team Leader – Land Use Management | Land Use Health & Development | LC1.3, LC3.1, PL1.2 | x |
| S07 | Economic Development | Manager – Economic Development | City Services | LC1.1, LC2.2, LC3.2, LP3.2, LP1.1, LP1.2, LP1.3, LP2.1, LP2.2, LP2.3, LP6.1, LP6.2, LP6.3, MA3.1, MA3.2, MA3.3, PL1.4, PL1.6 | x |
| S08 | Emergency Management | Executive Manager – Coffs City Works | City Services | LC1.2 | |
| S09 | Environmental Management | Manager – Land Use Management | Land Use Health & Development | LC3.2, LE1.2, LE1.3, LE2.1, LE2.2, LE3.1, LE3.2, LE3.3, LE3.4, LE4.2, LE4.3, LE4.4, LE4.5, LE4.6, LP4.1 | x |
| S10 | Event Management | Manager – Sports Unit | City Services | LC1.1, LC3.2, LC4.4, LP1.3 | x |
| S11 | Flooding and Coastal Management | Flooding & Drainage Engineer | City Services | LC3.2, LE2.1, LE3.2, LE4.1, PL1.2 | x |
| S12 | Footpaths and Cycleways | Manager – Asset Maintenance | City Services | LE3.5, MA1.2, MA1.4, MA2.1 | x |
| S13 | Health | Manager – Health | Land Use Health & Development | LC1.3, LE4.2, LE4.4 | x |
| S14 | Land Use Planning | Manager – Land Use Planning | Land Use Health & Development | LC3.2, LE2.1, LE3.1, LP3.1, MA1.4, PL1.1, PL1.3, PL1.5, PL1.6, PL2.2 | x |

| Service Code | Service Name | Responsible Officer | Department | Strategy from reviewed Coffs Harbour 2030 Plan (2013) | Critical positions identified. Many can be filled now, but skills, experience gaps, identified. Plans by managers developed. |
|--------------|--------------------------------|--|-------------------------------|--|--|
| S15 | Library | Manager – Libraries | City Services | LC4.2, LP5.1 | x |
| S16 | Lifeguards | Coordinator – Professional Lifeguards | Land Use Health & Development | LC1.3 | x |
| S17 | Parks and Facilities | Manager – Recreational Services | City Services | LC1.1, LC1.2, LC1.4, LC1.5, LC1.6, LC3.1, LE1.2, LE1.3, LE3.4, LP5.2, PL2.2, PL2.3 | x |
| S18 | Property | Executive Manager – Business Units | Corporate Business | LC3.2, MA3.3, PL1.2, PL2.2 | x |
| S19 | Roads and Bridges | Manager – Asset Maintenance | City Services | LC1.2, MA1.2, MA2.1 | x |
| S20 | Sewer | Executive Manager – Coffs Harbour Water | City Services | LC1.2, LC2.1, LC3.2, LE4.1, LE4.2, PL1.2 | x |
| S21 | Sport | Manager – Sports Unit | Corporate Business | LC1.6, LC3.2, LC4.4 | x |
| S22 | Stormwater | Manager – Strategic Infrastructure | City Services | LE3.2, LE4.1, LE4.2, PL1.2 | x |
| 23 | Tourism | Manager – Coffs Coast Tourism & Marketing | Corporate Business | LE1.1, LP1.1, LP1.2, LP1.3, LP2.1 | |
| S24 | Waste Management | Manager – Health | Land Use Health & Development | LC3.2, LE4.2, LE4.4 | x |
| S25 | Water | Executive Manager – Coffs Harbour Water | City Services | LC1.2, LC2.1, LC3.2, LE1.2, LE2.1, LE4.1, LE4.3, LE4.6, LP6.1, PL1.2 | x |
| S26 | Airport | Manager – Airport | Corporate Business | LC3.1, MA1.2 | x |
| S27 | Civil Contracting | Executive Manager – Coffs City Works | City Services | LC3.1 | x |
| S28 | Corporate Information Services | Chief Information Officer | Corporate Business | LC1.2, LC3.1 | x |
| S29 | Corporate Planning | Corporate Planner | General Manager | LC3.1, LC3.2 | x |
| S30 | Design | Executive Manager – Engineering Services | City Services | LC3.1, LE2.1, LP3.2, MA1.1, MA1.2, MA1.3, MA1.4, MA2.2, MA2.3, PL1.2, PL1.6, PL2.1, PL2.2, PL2.3 | x |
| S31 | Digital e-leadership | Chief Information Officer | Corporate Business | LC1.4, LC3.1 | x |
| S32 | Environmental Laboratory | Manager – Environmental Laboratory | City Services | LC3.1, LE4.1 | x |
| S33 | Finance | Executive Manager – Finance | Corporate Business | LC3.1, LC3.2, LC3.4, LE3.5 | x |
| S34 | Governance | Manager – Governance Services | General Manager | LC3.1, LC3.2 | x |
| S35 | Holiday Parks | Manager – Holiday Parks & Reserves | Corporate Business | LC3.1, LC3.2, LE3.4, PL1.2, PL2.2 | x |
| S36 | Human Resources | Executive Manager – Human Resources & Organisational Development | Corporate Business | LC3.1 | x |
| S37 | Media | Media Officer | General Manager | LC3.1, LC3.2 | x |
| S38 | Plant and Fleet Management | Corporator – Plant Administration | Corporate Business | LC3.1 | x |
| S39 | Procurement | Purchasing & Supply Manager | Corporate Business | LC3.1 | x |
| S40 | Strategic Asset Planning | Manager – Strategic Infrastructure | City Services | LC3.1, MA1.1, MA2.1, PL1.2 | x |
| S41 | Telemetry and Optic Fibre | Telecommunications & New Technology Manager | Corporate Business | LC3.1 | x |

The above table has all the links to the delivery program and operational plan, which are derived from Council's direct responsibilities from the Vision 2030 and Community Strategic Plan, noting that there are themes, activities and outcomes in the Vision 2030 and Community Strategic Plan, for which Council has a facilitative role, rather than a direct role.

Conclusion

Taking into account the current delivery program and operational plan commitments, the current level and make up of Coffs Harbour City Councils staff, as shown in the staff numbers, organisational charts and links to programs above, is adequate to provide the necessary human resources to fulfil the demands. As mentioned earlier, in 2011, Council is conducting a Service Review, if this has major impacts on service delivery or levels of service which in turn impact staff numbers, then this will be taken into consideration in again reviewing the Workforce Management Plan to reflect those changes.

The Workforce Management Plan is a dynamic document, one that will need to be modified as changes described above, or any other potential changes occur. The succession planning aspects of this document, must also be reviewed on a regular basis, as staff leave, some planned and some unexpectedly, often due to external factors which Council has no control over. As direct changes are made to the delivery program and operational plan, the staff links will be modified as necessary.

Summary of Ongoing Human Resources & Organisational Development Initiatives to support Workforce Plan, Succession Planning & General HR Initiatives

| Strategies | Action | Timeframe | Responsible Person/s | |
|---|---|--|----------------------------------|--|
| Ensure Councils workforce is sustainable to achieve outcomes in the delivery program | | | | |
| | Develop and monitor succession planning initiatives | Development by end March monitoring is ongoing | Directors, Managers and EMRH&OD | Report to CDT quarterly |
| | Critical position analysis is undertaken | Completed July 2011 | EMHR&OD, Directors and Managers | |
| | Development Plans associated with critical positions are developed and implemented | In process of completion | Directors and Managers | |
| | Conduct a survey of retirement options and alternative strategies | To be completed in the first quarter of 2012 | EMHR&OD and HR Staff | |
| | Continue to support flexible working arrangements wherever possible to maximise all staff participation in the CHCC workforce | Ongoing | EMHR&OD and CDT | Record all arrangements, monitor and report to CDT |
| | Continue to support transition to retirement arrangements to maximise all staff participation in CHCC workforce. | Ongoing | EMHR&OD and CDT | Record all arrangements, monitor and report to CDT |
| | Develop Emerging Leaders program | By end of January 2012 | EMHR&OD and project team members | |
| | Seek nominations for Emerging Leaders program | By end of January 2012 | EMHR&OD | |
| | Facilitate conduct of initial Emerging Leaders program | Throughout 2012 | EMHR&OD and project team members | |
| | Facilitate ongoing Emerging Leaders program | Ongoing | EMHR&OD | |

| Strategies | Action | Timeframe | Responsible Person/s | |
|--|--|-------------------------|--|--|
| Attract and retain quality employees | Continue review of Position Descriptions | Ongoing 2 year cycle. | EMHR&OD, HR staff and Managers | |
| | Continue Online recruitment, monitor and review system and suggest changes | Ongoing | EMHR&OD and HR Staff | |
| | Coordinate the review of the Staff Core Values | By end of March 2012 | EMHR&OD and review team | |
| | Review, reward and recognition programs | | EMHR&OD | |
| | Ensure staff are aware of access to Employee Assistance Program | Ongoing | Managers and HR Staff | |
| | Monitor effectiveness of the EAP providers | Ongoing | EMHR&OD and HR Staff | |
| | Monitor new induction program and amend as required | Ongoing | EMHR&OD and HR staff | |
| Attract and retain a staff from diverse backgrounds | Review Equal Employment Opportunities related policies | By end June 2012 | EMHR&OD and HR Staff | |
| | EEO strategies are used to maximize the diversity of Councils workforce. | Ongoing | EMHR&OD and Managers | |
| | Review EEO (2010) Management Plan | By end of June 2012 | EMHR&OD and HR staff | |
| | Continue work of the Women's Development team | Ongoing | WDT members, CDT. | |
| | Survey focus groups to gather information on gender issues at Council | Completed November 2011 | WDT members | |
| | Produce action plans based on gender survey data. | | WDT members | |
| | Work towards achieving 50 / 50 Bronze accreditation | Ongoing until achieved | WDT members, Managers, CDT | |
| | Continue programs for youth employment, through work experience, apprenticeships and traineeships. | Ongoing | EMHR&OD, HR staff , Directors and Managers | |
| | Continue program of engineering cadetships | Ongoing | EMHR&OD, HR staff Director of City Services | |

| Strategies | Action | Timeframe | Responsible Person/s | |
|---|---|---|---|--|
| Attract and retain a staff from diverse backgrounds – cont'd | Continue support to increase for ASTI employment in Council | Ongoing | EMHR&OD, EMC&CS, Aboriginal Development Officer, HR staff | |
| | Continue support for employment of people from culturally and linguistically diverse backgrounds. | Ongoing | EMHR&OD, Directors, Managers and CDT. | |
| Value and provide training and development opportunities for staff | Continue Development of Learning Management System | Report back by end June 2012 | Project Team | |
| | Skill gaps are identified and plans implemented to close the gaps | Ongoing as new staff start | | |
| | Professional, personal and skills development is available to all staff. | Ongoing | | |
| | Coordinate LGMA Management Challenge 2012 | 2012, application sent, follow up with candidates in early 2012. Then ongoing | Through 2012 EMHROD LGMA Mgt Challenge Mentor | |
| | Coordinate Supervisors Workshop 2011 and 2012 | November 2011 and early 2012 | EMHR&OD and HR staff | |
| | Coordinate Leadership Team Workshop 2012 | Early 2012 | EMHR&OD and HR Staff | |
| | Coordinate 360 degree assessment process and follow up in 2011 and 2012 | August 2011 onwards and into 2012 for follow up | EMHR&OD and CDT | |
| Provide best practice human resources framework | Monitor initiatives in HR Strategic Plan | Ongoing | EMHR&OD & HR Staff | |
| | Continue project for HR Platform conversion / transition | Ongoing | Project Team | |
| | Continue Review of Performance Management Framework | 2012 | EMHR&OD | |
| | Implement new Performance Management Framework | Throughout 2012 | EMHR&OD and HR Staff | |
| | Evaluate and report on new Performance Management Framework | 2012 | EMHR&OD | |
| | Conduct employee surveys | 2012 and ongoing | EMHR&OD and HR Staff | |
| | Conduct HR Metrics Reporting | See table. Ongoing | EMHR&OD and HR Staff | |

| Strategies | Action | Timeframe | Responsible Person/s | |
|--|--|--------------------|---------------------------------|--|
| Provide best practice human resources framework - cont'd | Conduct Health & Safety Metrics Reporting | See table. Ongoing | EMHR&OD, AMHR | |
| | | | | |
| | Continue policy review | Through 2012 | EMHR&OD and HR staff | |
| High awareness and value is placed on Workplace Health & Safety | WHS Committee is convened and actively used to support initiatives | Ongoing. | EMHR&OD, AMHR and WHS Committee | |
| | Training is provided where necessary | | EMHR &OD, L&D Coordinator | |
| | Continue program of Health & well being | Ongoing | EMHR&OD and HR staff | |

Summary of HR / OD / HS Metrics - Reports on an ongoing basis

| Item | Frequency / Responsible Officer |
|---------------------------|--|
| Employment status | Yearly / EMHROD |
| Demographics, age profile | Yearly / EMHROD |
| Gender profile | Yearly / EMHROD |
| ATSI profile | Yearly / EMHROD |
| CALD profile | Yearly / EMHROD |
| Disabilities profile | Yearly / EMHROD |
| Gross Salaries | Yearly / EMHROD |
| Overtime | Quarterly / EMHROD |
| Average Salary | Yearly / EMHROD |
| Terminations | Yearly / EMHROD |
| Turnover | Yearly / EMHROD |
| Recruitment results | Yearly / EMHROD |
| Workers Compensation | Quarterly / AMHR |
| Training | Yearly / L&D Coordinator |
| Sick leave | Quarterly / EMHROD |
| Leave liability | Quarterly / EMHROD |
| LTIFR | Quarterly / AMHR |
| Comparative WC statistics | Quarterly / AMHR |

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Coffs Harbour City Council
Cnr Coffs & Castle Streets
Coffs Harbour

Locked bag 155
Coffs Harbour NSW 2450

Web www.coffsharbour.nsw.gov.au

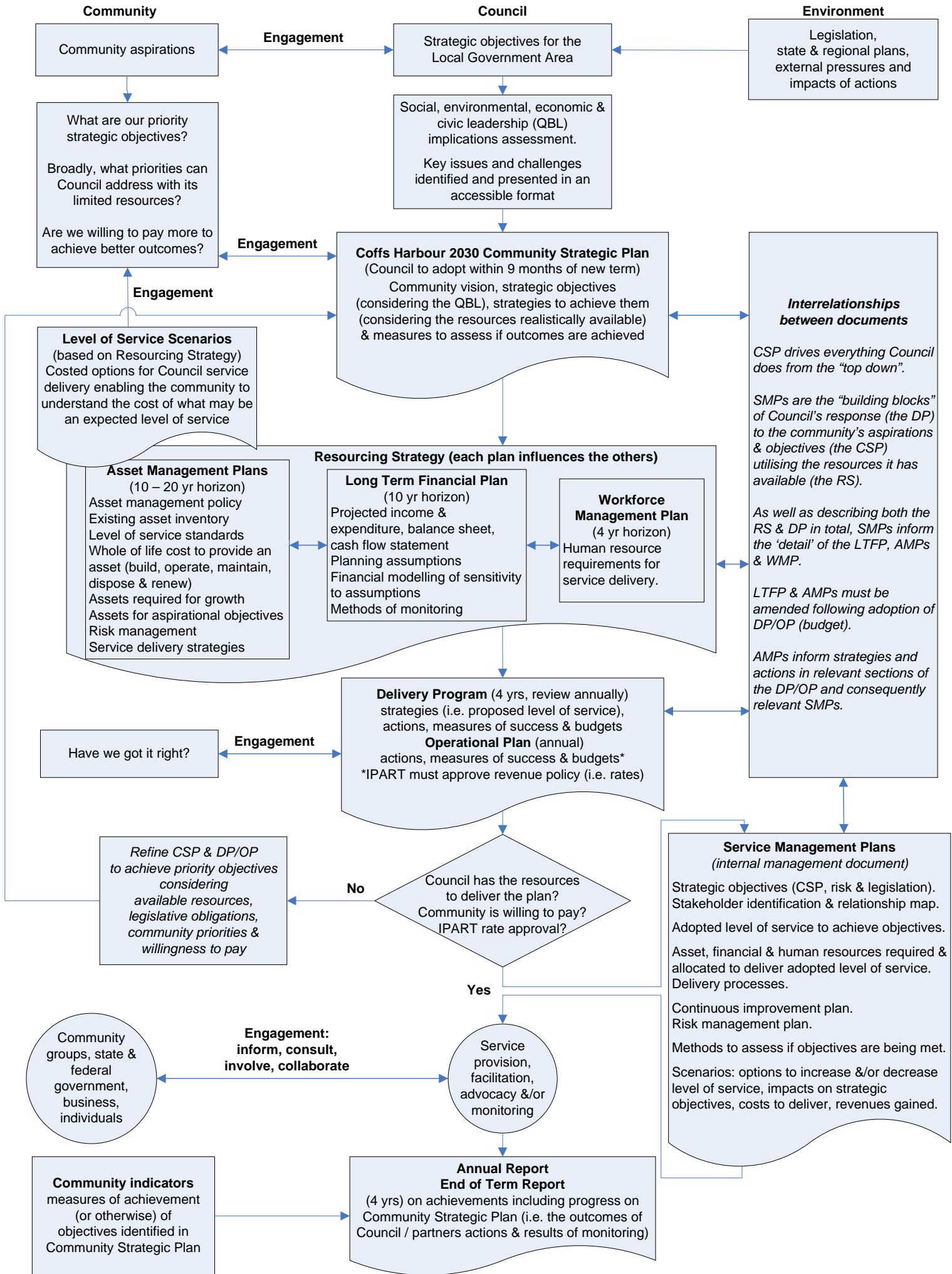
Email coffs.council@nsw.gov.au

Phone (02) 66484000

Fax (02) 66489199

Integration Model - Simplified Version





Integration Model - Detailed Version



COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au

