



Coffs Harbour City Council

06 February 2014

ORDINARY MEETING

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

THURSDAY 13 FEBRUARY 2014

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

AGENDA

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

Steve McGrath
General Manager



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR
13 FEBRUARY 2014

Contents

ITEM DESCRIPTION

NOTICES OF MOTION

- NOM14/1 RENAMING OF HOCKEY COMPLEX
NOM14/2 SNAP SEND SOLVE WEBSITE APPLICATION

GENERAL MANAGER'S REPORTS

- GM14/1 COFFS HARBOUR CITY COUNCIL RESOURCING STRATEGY 2014/2015 TO 2023/2024
GM14/2 APPLICATION FOR SPECIAL RATE VARIATION
GM14/3 LOCAL GOVERNMENT ACTS TASKFORCE - RELEASE OF FINAL REPORT
GM14/4 REVITALISING LOCAL GOVERNMENT – FINAL REPORT ON THE NSW INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL, OCTOBER 2013
GM14/5 COFFS COAST REGIONAL PARK TRUST BOARD - COUNCILLOR NOMINATIONS

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

- GM14/6 DEVELOPMENT APPLICATION NO. 119/13 - LOT 26 DP 1001621, NO. 1 BREAKERS WAY KORORA - MULTI-UNIT HOUSING (ONE ADDITIONAL NEW DWELLING) AND STRATA SUBDIVISION - APPEAL

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

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

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

ITEM DESCRIPTION

CITY PLANNING DEPARTMENT REPORTS

- CP14/1 DEVELOPMENT APPLICATION 121/13 - DEMOLITION OF EXISTING DWELLING, ATTACHED DUAL OCCUPANCY AND STRATA SUBDIVISION – LOT A DP 390197, 8 SOLITARY ST, COFFS HARBOUR
- CP14/2 NORTH BOAMBEE VALLEY (WEST) INVESTIGATION AREA - UPDATE
- CP14/3 JETTY4SHORES PROJECT UPDATE

CORPORATE BUSINESS DEPARTMENT REPORTS

- CB14/1 ACCEPTANCE OF PUBLIC RESERVES MANAGEMENT FUND PROGRAM LOANS FOR COFFS COAST STATE PARK TRUST AND WOOLGOOLGA BEACH RESERVE TRUST
- CB14/2 MONTHLY BUDGET REVIEW FOR NOVEMBER 2013
- CB14/3 BANK BALANCES AND INVESTMENT FOR NOVEMBER AND DECEMBER 2013
- CB14/4 ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 DECEMBER 2013
- CB14/5 FINANCIAL REPORTS - 2012-2013

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

- CB14/6 TENDER: RFT-619-TO MANAGEMENT OF COFFS HARBOUR REGIONAL AIRPORT

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

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

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

COMMUNITY DEVELOPMENT DEPARTMENT REPORTS

- CD14/1 THE MULTICULTURAL REFERENCE GROUP - UPDATE REPORT
- CD14/2 COUNCIL SISTER CITY DELEGATION TO SASEBO, JAPAN, 2014

CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS

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

- CIS14/1 CONTRACT NO. RFT-604-TO - TENDER FOR THE RECLAIMED WATER MAIN DUPLICATION AT DIAMOND HEAD DRIVE, SANDY BEACH

ITEM	DESCRIPTION
CIS14/2	CONTRACT NO. RFT-621-TI - COOK DRIVE/PACIFIC HIGHWAY, COFFS HARBOUR INTERSECTION UPGRADE - TELSTRA RELOCATIONS

A portion of these reports are confidential for the reason of Section 10A (2):

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

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



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

12 DECEMBER 2013

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

Staff: General Manager, Acting Director Corporate Business, Director of City Infrastructure Services, Director City Planning, Director Community Development, Executive Manager Commercial Property Development, Acting Manager Finance and Executive Assistant.

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

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

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

DISCLOSURE OF INTEREST

No disclosures of interest tabled.

LEAVE OF ABSENCE

321 RESOLVED (Palmer/Innes) that an apology received from Councillor Arkan for an unavoidable absence be received accepted.

ORDINARY MEETING

12 DECEMBER 2013

PUBLIC ADDRESS

Time	Speaker	Item
5.00 pm	Neil Currall	CP 13/44 - DA765/13, 78 Beach Street, Proposed Demolition of Motel, Construction of Hotel and Multi-Unit Housing.
5.05 pm	Ben Kelsall & Shaun Lawer	CP 13/44 - DA765/13, 78 Beach Street, Proposed Demolition of Motel, Construction of Hotel and Multi-Unit Housing.
5.10 pm	Fred Lapham	CP 13/45 – Application to Modify Development Consent 43/14DM (955/12DA), 81D Old Bucca Road, Moonee Beach – Animal Establishment
5.15 pm	Geoff Smyth	CP 13/45 – Application to Modify Development Consent 43/14DM (955/12DA), 81D Old Bucca Road, Moonee Beach – Animal Establishment

CONFIRMATION OF MINUTES

322 RESOLVED (Degens/Sultana) that the minutes of the Ordinary meeting held on 28 November 2013 be confirmed as a true and correct record of proceedings.

Cr Cowling attempted to raise a Point of Order in respect of the confirmed Minutes of Council's meeting held on 14th November 2013.

The Mayor over ruled the Point of Order on the basis that the subject Minutes had been confirmed at Council's meeting held on the 28th November 2013.

NOTICES OF MOTION

NOM13/17 ACQUISITION OF LAND - BENNETTS ROAD DETENTION BASIN

323 RESOLVED (Degens/Townley):

1. That Council enter into negotiations with the owners of Lot 1 DP 134234 with the intention of purchasing that part of the property affected by the easement for inundation shown on DP 1177880.
 2. That the amount to be paid to the owner for the acquisition of the affected area of the property takes into account Council's obligation to compensate the owner for the compulsory acquisition of the easement for inundation gazetted on 26 April 2013.
 3. That Councillors be advised of the process and outcome of the negotiations.
-

DIVISION

A division was duly called for (Rhoades/Innes), and those members voting for and against the motion were recorded:

FOR

Cr Sultana
Cr Cowling
Cr Degens
Cr Townley
Cr Knight

AGAINST

Cr Rhoades
Cr Innes
Cr Palmer

CITY PLANNING DEPARTMENT REPORTS

CP13/44 DEVELOPMENT APPLICATION 765/13 - LOT 56 DP 1187099, (FORMER LOTS 5 AND 6, DP 17296), NO. 78 BEACH STREET, WOOLGOOLGA - PROPOSED DEMOLITION OF MOTEL, CONSTRUCTION OF HOTEL AND MULTI-UNIT HOUSING

This report describes Development Application 765/13 for demolition of an existing motel and the construction of a mixed use development comprising a ground floor hotel or tavern with four (4) accommodation units located on the first floor. The proposed development site is Lot 56 DP 1187099 (formerly Lots 5 & 6 DP 17296), No. 78 Beach Street, Woolgoolga.

MOTION

MOVED (Sultana /) that this matter be deferred until Council can source a suitable area for construction of more suitable 60 car parking spaces closer to the Tavern.

The motion lapsed for want of a seconder.

CP13/44 - Development Application 765/13 - Lot 56 DP 1187099, (former Lots 5 & 6, DP 17296), No. 78 Beach Street, Woolgoolga - Proposed Demolition of Motel, Construction of Hotel and Multi-Unit Housing (Cont'd)

324 RESOLVED (Rhoades/Innes):

1. That Council agree to enter into a voluntary planning agreement (VPA) with Intermountain Holdings Pty Ltd for the payment of contributions equivalent to sixty (60) car parking spaces generally in accordance with the terms of the updated VPA (Attachment 3b).
2. That Development Application 765/13 for a demolition of motel, construction of hotel and multi-unit housing on Lot 56 DP 1187099 (former Lots 5 and 6, DP 17296), No. 78 Beach Street, Woolgoolga be approved subject to conditions as appended to this report (Attachment 5).
3. Those persons who made submissions on the application be advised of Council's determination.
4. That Council commence the process to extend its Alcohol Free Zone in Woolgoolga to incorporate Younger Lane.

FOR

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

AGAINST

Cr Sultana

SUPPLEMENTARY MOTION

- 325 RESOLVED** (Degens/Cowling) that upon receipt, or prior to, the moneys identified within the Voluntary Planning Agreement, Council immediately design and construct the necessary car parking as identified on pages 628 and 629 of the Agenda.

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

CP13/45 APPLICATION TO MODIFY DEVELOPMENT CONSENT 43/14DM (955/12DA) LOT 5 DP 876129, NO. 81D OLD BUCCA ROAD, MOONEE BEACH ANIMAL ESTABLISHMENT (DOG BOARDING FACILITY)

This report considers an application under the provisions of Section 96 (1A) of the Environmental Planning and Assessment (EP&A) Act 1979, to modify a deferred commencement consent issued for an Animal Establishment, comprising a Dog Boarding Facility.

The modification is seeking to modify the deferred commencement condition relating to the bitumen sealing of the right of carriageway and remove the requirement for a separate development consent for the access and intersection upgrade works specified in the deferred commencement condition.

326 RESOLVED (Innes/Degens):

1. That the application to modify Development Consent 43/14DM (955/12DA) for an Animal Establishment (Dog Boarding Facility) at Lot 5 DP 876129, No. 81D Old Bucca Road, Moonee Beach, under the provisions of Section 96(1A) of the Environmental Planning and Assessment Act 1979, be refused for the following reasons:
 - 1.1 The application has not provided any detailed information to support the use of a dust suppressant as an alternative to bitumen sealing.
 - 1.2 The use of a dust suppressant will not adequately mitigate potential dust nuisance from the increased use of the right of carriageway resulting from the Animal Establishment.
 - 1.3 The use of a dust suppressant has the potential for environmental impacts which have not been satisfactorily addressed.
 - 1.4 The access and intersection works require separate development consent in accordance with Coffs Harbour City Local Environmental Plan 2000 and Coffs Harbour Local Environmental Plan 2013.
2. That persons who made submissions in relation to the Modification Application 43/14DM be notified of the determination.

The Motion was carried unanimously.

CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS

CIS13/61 FLOOD DATA MANAGEMENT AND MAPPING

To inform Council of the revised processes involved in flood data management and mapping and to amend the relevant Component of Development Control Plan 2013.

327 RESOLVED (Townley/Palmer) that Council adopts the following:

1. That the Flood Mapping GIS dataset be made available to the public.
2. That Section 149(2) hazard notations for flooding risk include both the Flood Planning Area and Indicative Flood Areas as detailed in the Flood Mapping GIS dataset.
3. That Council adopt the following amendment to Development Control Plan (DCP) 2013 – Component D3 – Flooding and Coastal Hazards.

D3.1.2 Controls

Development of flood prone lands (as identified as the Flood Planning Area and Indicative Flood Areas in Council's Flood Mapping GIS dataset) is to be undertaken in accordance with Coffs Harbour City Council's Floodplain Development and Management Policy, as well as flood controls in Floodplain Risk Management Studies and Plans developed for individual catchments such as the Coffs Creek Floodplain Risk Management Study (where appropriate).

4. That, in accordance with the provision of the Environmental Planning and Assessment, Council place on public exhibition the amended DCP together with the maps.
5. In recognising the evolving nature of the Flood Mapping GIS dataset, that further reports will be referred to Council when there is updated flood information affecting individual lots within the local government area.
6. Exhibition period be 40 days.

CIS13/62 PROPOSED LEASING OF COMMERCIAL OFFICE SPACE - RIGBY HOUSE

Seeking delegated authority to the General Manager to finalise lease negotiations for the lease of office space on level 2 Rigby House and for authority for the execution of leases between Coffs Harbour City Council and incoming lessees.

328 RESOLVED (Palmer/Sultana):

1. That Council as the registered proprietor of Lot 110 in DP 777398 being the Rigby House office complex (Rigby House) undertake to lease on commercial terms all or part of level two to appropriately qualified tenants.
2. That delegated authority be granted to the General Manager to finalise lease agreements for the lease of all or part of level two Rigby House at a rent within a 10% variance to the market rental value determined by Councils Senior Valuer at the time and otherwise subject to the following parameters:
 - 2.1 Term – minimum 2 years with options not exceeding a maximum lease term of 10 years.
 - 2.2 Each party to meet respective legal costs
 - 2.3 Standard commercial office lease provisions as advised by Councils legal representative
3. That any necessary documents required to give effect to the lease(s) of level 2 Rigby House, as negotiated by the General Manager in accordance with recommendation 2 above, be executed under the common seal of Council.

CIS13/63 PROPOSED LEASE WESTSIDE TENNIS FACILITY

Seeking authority for the execution of a lease of Lot 3 in DP 7699, being the Westside Park at 10 King Street Coffs Harbour, between Coffs Harbour City Council and Westside Tennis Club Incorporated.

329 RESOLVED (Sultana/Innes):

1. That Council as the registered proprietor of Lot 3 in DP 7699 being Westside Park, 10 King Street ("the demised premises") give public notice, pursuant to Section 47 of the Local Government Act 1993, of the proposal to lease the Demised Premises to Westside Tennis Club Incorporated for an initial term of 5 years with an option for a further 5 years subject to the lease terms and conditions detailed in this report.
2. That in the event there are no objections to the advertised proposed lease of Lot 3 DP 7699 to Westside Tennis Club Incorporated that Council as registered proprietor of Westside Park being 3 in DP 7699 (the Demised Premises) authorise the lease of the Demise Premises to Westside Tennis Club Incorporated for an initial period of 5 years and an option for a further period of 5 years and subject to the terms and conditions contained in this report.
3. That any necessary documents required to give effect to the lease of Westside Tennis Park being Lot 3 in DP 75699 to Westside Tennis Club Inc be executed under the Common Seal of Council.
4. That the cost of advertising the proposed lease pursuant to Section 47 of the Local Government Act 1993 and Council's reasonable legal costs in preparing and executing the lease be borne by the Lessee

CIS13/64 COMMERCIALISATION OF CITYWORKS

To report to Council the positive outcomes of the review of the business case for commercialisation of the CityWorks branch and to recommend that Council proceed with commercialisation of the branch.

MOTION

MOVED (Rhoades/Innes) that Council:

1. Note the outcomes of the commercialisation review of CityWorks, particularly that there is a business case for CityWorks to operate profitably and sustainably on a commercial basis as a business unit of Council
2. In accordance with section 377 of the NSW Local Government Act, delegate the powers set out in the Instrument of Delegation for Coffs CityWorks to the General Manager, and that Council's seal be affixed.
3. Endorse the Governance Protocols for Coffs Harbour CityWorks, by which the General Manager will maintain corporate governance that ensures best practice strategic direction and risk management of CityWorks, and which set out the reporting requirements regarding the operations of CityWorks to Council by the General Manager
4. Receive a further report regarding the review of Councils Private Works Policy in the new year.

AMENDMENT

MOVED (Townley/Cowling)

1. That this item be deferred pending a comprehensive briefing for Councillors.
2. That a copy of the original reports be provided to Councillors, together with any other relevant documentation.
3. That an external review of the Governance framework be undertaken.

330 RESOLVED (Rhoades/Innes) that the Motion be put to the meeting.

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

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

CIS13/64 - Commercialisation of CityWorks (Cont'd)

DIVISION

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

FOR

Cr Rhoades
Cr Innes
Cr Degens
Cr Knight
Cr Palmer

AGAINST

Cr Sultana
Cr Townley
Cr Cowling

- 332** **RESOLVED** (Knight/Innes) that Item CP13/46 relating to Development Application 189/14 be brought forward.

CITY PLANNING DEPARTMENT REPORT

CP13/46 DEVELOPMENT APPLICATION 189/14 LOT 1, DP 612294 AND LOT 3, DP 826373 NO. 30 BLACKADDER ROAD AND LOT 2, DP 612294 NO. 32 BLACKADDER ROAD, CORINDI BEACH SUBDIVISION (BOUNDARY ADJUSTMENT)

The purpose of this report is to present Development Application 189/14 for Council's consideration, which is an application for a boundary adjustment.

The application is reported to Council for determination as required by the Department of Planning Circular PS 08-014 of 14 November 2008 "Reporting Variations to Development Standards".

The land subject to the proposed development is described as Lot 1 DP 612294 and Lot 3 DP 826373 No. 30 Blackadder Road, and Lot 2 DP 612294 No. 32 Blackadder Road, Corindi Beach. Conditional approval of the development application is recommended. The following map illustrates the existing lot configuration.

CP13/46 - Development Application 189/14 Lot 1, DP 612294 and Lot 3, DP 826373 No. 30 Blackadder Road and Lot 2, DP 612294 No. 32 Blackadder Road, Corindi Beach Subdivision (Boundary Adjustment) (Cont'd)

333 RESOLVED (Palmer/Degens):

1. That the written objection made pursuant to Clause 6 of *State Environmental Planning Policy No. 1 - Development Standards* for the variation to the minimum allotment size under Clause 18(5A)(c) of the Coffs Harbour City Local Environmental Plan 2000 be supported in this particular case.
2. That Development Application 189/14 for a Boundary Adjustment at Lot 1 DP 612294 and Lot 3 DP 826373 No. 30 Blackadder Road, and Lot 2 DP 612294 No. 32 Blackadder Road, Corindi Beach be approved subject to conditions appended to this report (Attachment 3).

FOR

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

AGAINST

The meeting adjourned for a 10 minute break, the time being 7.39pm.

CIS13/65 CONTRACT NO. RFT-597-TO - TENDER FOR THE CONSTRUCTION OF THE MAIN SAWTELL SEWAGE PUMP STATION

To report on tenders received for Contract RFT-597-TO, for the Construction of the Main Sawtell Sewage Pump Station, and to gain Council approval to accept a tender.

334 RESOLVED (Rhoades/Palmer):

1. That Council, conditional on the Minister's approval for Stage 3 Funding, accepts the tender of Ledonne Constructions Pty Ltd, ABN 68 003 117 717 for Contract RFT-597-TO, Construction of the Main Sawtell Sewage Pumping Station, for the amount of \$4,283,252 inclusive of GST on the basis that:
 - a) The tender is the most advantageous to Council.
 - b) The tenderer has the necessary experience in similar works and its ability and performance are satisfactory.
 - c) The tenderer's financial capacity is acceptable.
2. That the contract documents be executed under the Seal of Council.

CIS13/66 TENDER: CONTRACT NO. RFT-612-TO CONSTRUCTION OF BRELSFORD SKATE PARK AND YOUTH SPACE

To report on tenders received for the construction of Brelsford Skate Park and Youth Space, Contract No. RFT-612-TO, and to gain Council approval to accept a tender.

335 RESOLVED (Palmer/Innes):

1. That Council accept the tender from Precision Skate Parks Pty Ltd, ABN 22 156 222 070 for Contract RFT-612-TO, Construction of Brelsford Skate Park and Youth Space, for the amount of \$795,450.00 excl GST, (\$874,995.00 incl GST) on the basis that:
 - a) The tender is the most advantageous tender following the application of Council's Tender Value Selection System.
 - b) The Tenderer has the necessary experience in similar works and his ability and performance are satisfactory.
 - c) The Tenderer's financial capacity has been assessed and is considered acceptable.
2. That Contracts documents be executed under Seal of Council.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB13/75 MONTHLY BUDGET REVIEW FOR OCTOBER 2013

To report on the estimated budget position as at 31 October 2013.

336 RESOLVED (Sultana/Palmer) that the budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 31 October 2013:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 13 June 2013	426,307 (D)	4,553,442 (D)	3,165,226 (D)
Approved Variations to 30 September 2013	(335,000) (S)	Nil	Nil
Recommended variations for October 2013	(75,044) (S)	Nil	Nil
Estimated result as at 31 October 2013	<u>16,263 (D)</u>	<u>4,553,442 (D)</u>	<u>3,165,226 (D)</u>

CB13/76 DEVELOPER CONTRIBUTIONS PLANS REVIEW 2013

To present to Council the following amended Developer Contributions Plans and Development Servicing Plans:

1. Regional, District and Neighbourhood Facilities & Services 2013
2. Coffs Harbour Road Network 2013
3. City Centre Car Parking 2013
4. Hearnese Lake/Sandy Beach Release Area 2013
5. Jetty Area Car Parking
6. Korora Rural Residential Release Area 2013
7. Mines and Extractive Industries 2013
8. Moonee Release Area 2013
9. North Coffs Release Area 2013
10. North Boambee Valley (East) Release Area 2013
11. North Bonville 2013
12. Park Beach Area 2013
13. South Coffs 2013
14. West Coffs Harbour 2013
15. West Woolgoolga 2013
16. Water Supply Development Servicing Plan 2013
17. Wastewater Development Servicing Plan 2013.

This report recommends that the Plans be adopted.

337 RESOLVED (Palmer/Degens) that the following Draft Section 94 Developer Contributions Plans and Draft Section 64 Development Servicing Plans be adopted

1. Regional, District and Neighbourhood Facilities & Services 2013
2. Coffs Harbour Road Network 2013
3. City Centre Car Parking 2013
4. Hearnese Lake/Sandy Beach Release Area 2013
5. Jetty Area Car Parking
6. Korora Rural Residential Release Area 2013
7. Mines and Extractive Industries 2013
8. Moonee Release Area 2013
9. North Coffs Release Area 2013
10. North Boambee Valley (East) Release Area 2013
11. North Bonville 2013
12. Park Beach Area 2013
13. South Coffs 2013
14. West Coffs Harbour 2013
15. West Woolgoolga 2013
16. Water Supply Development Servicing Plan 2013
17. Wastewater Development Servicing Plan 2013.

CB13/77 BANK BALANCES AND INVESTMENT FOR OCTOBER 2013

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

338 RESOLVED (Innes/Rhoades):

1. That the bank balances and investments totalling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and fifty million, nine hundred and one thousand, and forty seven dollars (\$150,901,047) as at 31 October 2013 be noted.
2. That the general fund unrestricted cash and investments totalling forty six thousand, one hundred and seventy three dollars (\$46,173) as at 31 October 2013 be noted.

CB13/78 PROPERTY ACQUISITIONS UPDATE

To update Council on the status of recent compulsory property acquisitions and to seek delegated authority to negotiate settlements if appropriate.

339 RESOLVED (Palmer/Sultana):

1. That Council note the status of the compulsory property acquisitions.
2. That in relation to the compulsory acquisition of an easement over part of 38 Bennetts Road (Lot 21 DP 859649) Council delegate to the General Manager authority to negotiate a settlement up to the amount indicated in the confidential attachment.
3. That in relation to the compulsory acquisition of land at Moonee (Lot 9 DP 1140702) Council delegate to the General Manager authority to negotiate a settlement up to the amount indicated in the confidential attachment.
4. That the Councillors be informed of the results of the conciliation and mediation conferences.

COMMUNITY DEVELOPMENT DEPARTMENT REPORTS

CD13/9 COMMITTEE MEMBERSHIP - NANA GLEN SPORT, RECREATION & EQUESTRIAN CENTRE AND AYRSHIRE PARK MANAGEMENT COMMITTEES

To recommend to Council appointment of community members to facility management committees.

340 RESOLVED (Sultana/Degens) that the following committee member nominations be appointed to the relevant committees:

- Nana Glen Sport, Recreation & Equestrian Centre Management Committee
Mr John Kinnear
- Ayrshire Park Management Committee
Mrs Fiona Barden

CD13/10 COFFS HARBOUR ECONOMIC STRATEGY 2014-2017

To report back to Council regarding the feedback received from the public exhibition, consultation with industry experts during SEGRA conference and following the workshop held with Councillors, and to recommend endorsement of the final Coffs Harbour Economic Strategy and Action Plan document.

341 RESOLVED (Degens/Cowling) that Council endorse the Coffs Harbour Economic Strategy 2014 - 2017 with the removal of Strategy F2 from the Theme F, Planning for Growth, from the Action Plan section of the Strategy.

AMENDMENT

MOVED (Innes/ Palmer) that this matter be deferred until March 2014 and workshops be held with a view to reviewing the Coffs Harbour Economic Strategy 2014-2017 and make it a more concise paper.

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

CITY PLANNING DEPARTMENT REPORTS

CP13/47 HIGH VALUE HABITATS OF COFFS HARBOUR LOCAL GOVERNMENT AREA - HIGH VALUE ARBOREAL HABITAT

To recommend that Council place on public exhibition the draft High Value Arboreal Habitat (HVAH) report and mapping layers for the Coffs Harbour Local Government Area (LGA).

342 RESOLVED (Townley/Degens):

1. That Council endorse release of the following digital layers and report for public exhibition and invite submissions for a period of 30 days:
 - Report: Draft High Value Arboreal Habitat of the Coffs Harbour Local Government Area (Attachment 1).
 - Data Layer: Draft High Value Arboreal Habitat mapping (Version 1.0) (Attachment 2).
2. That a report be brought back to Council on the Draft High Value Arboreal Habitat report and mapping following public exhibition.

CP13/48 UPDATE - MEMBERSHIP TO THE UNITED NATIONS INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES (ICLEI)

Council at its meeting of 14 November 2013 considered a Notice of Motion titled "Membership to the United Nations International Council for Local Environmental Initiatives (ICLEI)" and resolved as follows:

A report be brought back to the Council Meeting on 12 December 2013 detailing what is the cost to Coffs Harbour Council for their membership to the United Nations ICLEI? Please include Annual Membership; Cost of implementation of the policies that are required under this organisation; When is this annual fee due; What requirements are needed to withdraw from this organisation, the ramifications and benefits. Was it a resolution of Council to join this organisation and the year joined?

343 RESOLVED (Rhoades/Sultana) that Council notes the content of this report and continues its membership of ICLEI.

CP13/49 E-WASTE POLICY

For Council to adopt the E – waste Policy.

344 RESOLVED (Sultana/Degens) that Council adopts the E – waste Policy.

REQUESTS FOR LEAVE OF ABSENCE

No requests for leave of absence.

MATTERS OF AN URGENT NATURE

MUN13/11 Hockey Complex

Councillor Cowling asked that the Hockey Complex be renamed “The Bruce Barnier Memorial Sports Park”.

The General Manager advised that the matter should be brought back to Council as a Notice of Motion.

MUN13/12 Local Land Services

Councillor Rhoades gave an update on activity in Local Land Services since its formation and advised that the below 10ha exemption from paying rate and levy was being decreased to 2 ha would be excluded. Cr Rhoades advised that, through Local Government NSW, he was in possession of the submission that is being put to IPART from Local Land Services which has been circulated to all GMs & Mayors in NSW. Submissions close on 20th. They are asking IPART that the limitation be from zero (no exemptions) category, they want 0-2ha rate to be charged and also NRM/Environmental Rate charged as well. However the nominated collector of the 0-2ha tax is the local Council.

Cr Rhoades advised that LGNSW has made a submission to IPART and also requested all Councils in NSW to get their submission to IPART. Totally opposed, as Local Government are not tax collectors.

MUN13/12 Local Land Services (Cont'd)

The General Manager advised that he had read in the submission that there is also a suggestion that part of delivery of environmental program that would come from the levy would be delivered from Local Government. The LLS Submission indicated that there may well be a large education role in first couple of years and therefore felt that Local Government was closest and better able to deliver that. Staff are working on a submission.

MUN13/13 Raleigh Street, Coffs Harbour

Councillor Cowling advised that there was a problem in Raleigh Street with Essential Energy and questioned whether Council has any say over Essential Energy.

The General Manager advised that Essential Energy has been working on the undergrounding in the area but they effectively operate under specific legislation and Council doesn't have any direct say. Council does communicate the community's feelings on matters and lobbies to get outcome but has no power as such. Issues should be directed to Director City Infrastructure Services.

MUN13/14 Orara Valley Recreation Grounds

Councillor Townley raised the issue of camping on reserves under Council control and advised that Orara Valley Progress Association is looking to have a dog show held for five days with potentially 500 people camping on the Orara Valley Recreation Grounds. They are not required to have a Development Application however Council is working closely with them to manage that situation. Cr Townley asked if, in view of the fact that we have recently agreed to hold a review on camping on Council managed reserves, the category "event camping" could also be recognised as a category.

The General Manager advised that he would take the matter on notice, however there is a difference as there is a requirement for the auspicing body to review the Plan of Management for the facility, and it would be appropriate for this to be undertaken at that time

QUESTIONS ON NOTICE

No questions on notice.

This concluded the business and the meeting closed at 8.13 pm.

Confirmed: 13 February 2014.

.....
Denise Knight
Mayor

RENAMING OF HOCKEY COMPLEX

Purpose:

Councillor Nan Cowling has given notice of her intention to move:

That the Hockey Complex be renamed "The Bruce Barnier Memorial Sports Park".

Rationale:

Bruce has been a stalwart of a number of sports in the LGA through involvement over 15 years with COFFSAC since his retirement from Principal of Sawtell Primary School. However his great love has always been hockey where he has Life Membership from the State Hockey Association and also the CH Hockey Association.

His recent memorial service was attended by approximately 300 people including many school children. This is a fitting honour for a man that has devoted much of his life to the betterment of sport especially in the CH LGA.

I commend this motion to my fellow Councillors.

Staff Comment:

The concept of acknowledging the contribution by Mr Bruce Barnier to hockey is completely supported.

The grass hockey grounds or complex are multi-use and part of the greater Coffs Coast Sport and Leisure Park precinct and therefore it might be more apt that the synthetic hockey ground be named in honour of Mr Barnier as he did contribute to this field in a highly significant manner and this would seem a very appropriate way to remember that contribution.

An alternative therefore is that the synthetic hockey field be renamed "Bruce Barnier Hockey Field".

SNAP SEND SOLVE WEBSITE APPLICATION

Purpose:

Councillor Nan Cowling has given notice of her intention to move:

That a report be brought back to Council by 13 March 2014 on how to utilise a free download App from the internet and to link with CHCC website for use by the residents of the LGA. The App's website link is: <http://www.snapsendsolve.com/>. Snap Send Solve has over fifty thousand users Australia wide.

Rationale:

This App allows persons to take a photo on their mobile phones of any issues in the LGA that requires attention and then sends it directly to the CHCC website for attention by staff. This then could link to the appropriate Directorate for an automated reply and follow up within seven days.

This App would lift morale both within staff and the community. The staff because they would be getting thanks from the community for a rapid response and the community because they would feel they are being heard. Also the staff time saved by using the volunteer time of residence to highlight the items they wish to see addressed.

Kempsey Council already have this App in use and finding it a wonderful asset. Let's get this up and running for the 2014/15 onwards and create sufficient finance in the following budgets to resource it.

Staff Comment:

Snap Send Solve is one of a number of publicly available applications ("apps") available for use as an email channel to lodge service requests via a mobile device. Council is currently able to respond to requests through this channel as it uses the generic email coffs.council@chcc.nsw.gov.au.

There are a number of channels which a customer may choose to use to lodge a request such as email, telephone, mail and in person, and it is important that all are available and supported. Regardless of the channel chosen, a consistent process for the prioritisation of the request, dissemination to the appropriate action officer or team, and feedback needs to be applied. Therefore, a holistic customer request management approach will be addressed in the report.

COFFS HARBOUR CITY COUNCIL RESOURCING STRATEGY 2014/2015 TO 2023/2024

Purpose:

To present the Draft 2014-2024 Coffs Harbour City Council Resourcing Strategy.

This report recommends the Draft Strategy be adopted.

Description of Item:

Every NSW council is required to develop a Resourcing Strategy as part of its Integrated Planning and Reporting (IPR) framework. The Resourcing Strategy comprises a Long Term Financial Plan, a Workforce Management Plan and an Asset Management Strategy and Asset Management Plan Summaries.

The 2013/2023 Resourcing Strategy adopted by Council foreshadowed the development of a multi-faceted approach to address the critical issue of Council's financial sustainability in trying to deliver services to the community.

An extensive community engagement process was undertaken to identify community priorities in regard to Council service levels and to see if the community was willing to pay more to maintain those programs. Consequently, a Special Rate Variation proposal (see separate report GM14/2) has been included among a number of revenue initiatives that inform the Draft 2014-2024 Resourcing Strategy.

The adoption of the Resourcing Strategy will support Council's application to IPART for a Special Rate Variation and provide a secure platform for the development of Council's 2014/2018 Delivery Program.

Sustainability Assessment:

- **Environment**

There are no environmental impacts associated with the preparation or content of this report; however, the draft Resourcing Strategy provides a foundation to support the maintenance and enhancement of Council programs to protect the Coffs Harbour environment.

- **Social**

There are no social impacts associated with the preparation or content of this report; however, the draft Resourcing Strategy provides a foundation to support the maintenance and enhancement of Council programs that assist the Coffs Harbour community.

- **Civic Leadership**

The Resourcing Strategy is a key component of the IPR framework which enables Council to identify and respond to community aspirations and co-ordinate the provision of appropriate works and services to help achieve the city's strategic objectives. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

- **Economic**

Broader Economic Implications

The draft Resourcing Strategy is predicated on the inclusion of a Special Rate Variation over a three-year period, as part of a multifaceted approach to make Council financially sustainable. The impact on ratepayers will have to be balanced against the positive economic impact of maintaining and enhancing Council programs and services across the local government area.

Delivery Program/Operational Plan Implications

The development and implementation of the Resourcing Strategy are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

If adopted, this draft Resourcing Strategy should provide greater financial security for Council in planning and executing Delivery Programs over the next decade.

Risk Analysis:

The preparation of a Resourcing Strategy is a legislative requirement. A risk analysis is not applicable in this instance.

Consultation:

The preparation of the draft Resourcing Strategy involved consultation with Senior Staff and Managers across Council.

Extensive consultation was undertaken during 2013 to build community awareness about Council's financial challenges, to identify community priorities in regard to service delivery levels, and to gauge the community's willingness to pay more to maintain services. This engagement has informed the development of a Special Rate Variation proposal which has been factored into the revenue and expenditure projections of the draft Resourcing Strategy.

Related Policy and / or Precedents:

Section 403 of the Local Government Act 1993 applies. It requires that:

1. A council must have a long-term strategy (called its resourcing strategy) for the provision of the resources required to implement the strategies established by the community strategic plan that the council is responsible for.
2. The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.

Issues:

Under the Integrated Planning and Reporting (IPR) provisions of the NSW Local Government Act, 1993 (the Act) Council is required to prepare a range of strategic and operational plans to guide the delivery of services. The IPR framework is made up of the following:

- A ten year Community Strategic Plan (Coffs Harbour 2030) identifying the main priorities and aspirations for the future and strategies to achieve them;

- A four year Delivery Program detailing the principal activities Council will undertake to implement the strategies established in the Community Strategic Plan; and
- A one year Operational Plan (including budget and schedule of fees & charges) that details the activities Council will undertake to implement the Delivery Program during the year.

Council must also prepare a long-term Resourcing Strategy for the provision of the resources required to support the activities it carries out (as detailed in its Delivery Program) to help implement the Community Strategic Plan.

The Resourcing Strategy must include long-term financial planning, workforce management planning and asset management planning.

A major review of this IPR framework was undertaken last year following the election in 2012 of a new Council, as required under the Act.

Whilst the Community Strategic Plan (Coffs Harbour 2030) was reviewed and updated, the main priorities and aspirations of the community contained therein did not change substantially from those set out in the Plan adopted by the previous Council.

A change that is of note in the review of the IPR framework last year was Council's decisive steps toward addressing its "sustainability challenge" (as it was termed in the 2013-2023 Resourcing Strategy), which began with the statement that "Council cannot continue to deliver the services it currently does to the current standards, let alone achieve new objectives over and above these".

Council's options to address the \$8 million "financial sustainability gap" (comprising a \$6.2 million shortfall in funding for infrastructure repair and renewal if service levels are to be maintained and a \$1.8 million underlying operating deficit) were identified in the Strategy:

- 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.

The Strategy went on to identify a number of actions to be taken in order to pursue these options.

The draft 2014-2024 Resourcing Strategy (an attachment to this report) begins with a background reviewing our "road to financial sustainability", including the outcomes of actions taken in pursuit of the options identified last year.

In summary, the first action (development of a continuous improvement program) was effected by Council's resolution of 14 November 2013 to undertake phase 1 of the Transformation to Sustainability project (a detailed organisational diagnostic and business case development).

The remainder of the actions have been progressed through Council's Community Engagement regarding Levels of Service that was undertaken in the latter part of 2013 and into 2014, the last step of which – an application for a Special Rate Variation to IPART – is discussed in report GM14/2.

The draft Resourcing Strategy has been prepared pursuant to the resolution of 28 November 2013, when Council acknowledged the community's desire to maintain current levels of service; and resolved its intention to apply for a Special Rate Variation to fund infrastructure repair and renewal.

Further, the Strategy (if adopted) will inform the development of the 2014-2018 Delivery Program in setting out the activities to be undertaken, in particular (in accordance with Council's resolution of the same date) to maintain current levels of service, but also acknowledging the need to pursue a range of options to close the remainder of the "gap" to financial sustainability including the Transformation to Sustainability project and continued emphasis on Asset Management.

The Asset Management Strategy (within Council's Resourcing Strategy) refers to Asset Management Plans detailing how levels of service across a range of asset categories will be delivered with the resources provided in the Long Term Financial Plan (LTFFP).

It is important to note that the Asset Management Plan Summaries (adopted by Council as part of the Resourcing Strategy) and the Asset Management Plans (for operational implementation) which they inform, are based on the "Sustainable Financial Model" in the LTFFP which includes additional funds generated by the Special Rate Variation. Without these funds, Council cannot maintain current levels of service.

The Asset Management Plan summaries for Transport, Buildings and Recreation assets present the key information that will form the basis of the respective Asset Management Plans that have not yet been completed. Final versions of these documents will be presented to Council's Ordinary Meeting of 13 March 2014.

The Transport Asset Management Plan is included as an attachment to this report to provide an example and to illustrate the level of detail within these plans.

The 2014-2024 Resourcing Strategy provides the necessary detail to implement the course of action proposed in the Resourcing Strategy and Delivery Program adopted by Council last year.

The proposed Special Rate Variation, which includes rate pegging allowances, will generate additional rate funds to address the annual infrastructure maintenance and renewal gap of approximately \$6.2 million. Details on the proposed Special Rate Variation are discussed further in report GM14/2.

It is important to note that there remains a \$1.8 million "financial sustainability gap" to be bridged in the 2014-2018 Delivery Program by such means as the Transformation to Sustainability project and new revenue opportunities.

The draft Resourcing Strategy – with its associated Special Rate Variation proposal – represents a sustainable plan to enable Council to help implement the strategies in the Community Strategic Plan.

Implementation Date / Priority:

Once adopted, the 2014/2024 Resourcing Strategy will be used to inform the development of Council's Draft 2014/2018 Delivery Program (due for release for public exhibition in April 2014). The Resourcing Strategy will be reviewed annually.

Recommendation:

That for the purposes of the Special Rate Variation, Council adopt the 2014/2024 Resourcing Strategy acknowledging that it may need to be refined when the full suite of integrated Planning and Reporting documents are presented for adoption by Council.

COFFS HARBOUR CITY COUNCIL

INTEGRATED PLANNING AND REPORTING



Image by Phil Coy

2014-2024 RESOURCING STRATEGY LONG TERM FINANCIAL PLAN ASSET MANAGEMENT PLANS WORKFORCE MANAGEMENT PLAN



Helping to achieve the 2030 Community Vision

1. Legislative Context

Coffs Harbour City Council is established under the NSW Local Government Act, 1993.

Section 8 of the Act sets out Council's charter – the reason Council exists – which is defined as the following:

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

Chapter 13 of the Act asks the question “how are councils are made accountable for their actions?” Sections 402 to 407 of the Act answer this in relation to Strategic Planning, establishing what is known as the Integrated Planning and Reporting Framework.

In consultation with the community, Council has developed our Community Strategic Plan, Coffs Harbour 2030, which that identifies the main priorities and aspirations for the future of the Coffs Harbour local government area.

This Resourcing Strategy is effectively Council's response to those priorities and aspirations – the means by which Council will provide the resources required to implement the strategies established by the Community Strategic Plan that Council is responsible for.

In accordance with the Act, this Resourcing Strategy includes long-term financial planning, workforce management planning and asset management planning.

Attachment 1a

The Resourcing Strategy informs Council's Delivery Program that details the principal activities to be undertaken by Council over the next four years to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Operational Plan specifies the resources and activities of the first year of the Delivery Program.

The Integrated Planning and Reporting Framework is depicted in Figure 1.



2. Background: the Road to Financial Sustainability

Council's 2013-2023 Resourcing Strategy (last year's version of this document) began with the following statement under the heading "Council's unsustainable position":

Council cannot continue to deliver the services it currently does to the current standards, let alone achieve new objectives over and above these.

How did this situation arise?

As noted in the Strategy, two key factors common to most local government were the key contributors to this unsustainable position:

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

The "widening gap" between expenditure and revenues arises from:

- State Government 'Rate Pegging': legislation that has, over the last 30 years, meant increases in revenue have not kept pace with inflation or CPI.
- Cost Shifting: the latest report commissioned by LG NSW found that as at 2010/11 Council was responsible for 25 extra services that were previously the responsibility of State or Federal Government and that these cost Coffs Harbour City Council \$4.4 million each year to deliver.
- Community Expectations: Council now delivers a wider range of services than it did in the past.

With regards to deterioration of infrastructure, Council is the "custodian and trustee" of public assets including transport, water, sewerage, stormwater drainage, buildings and recreation assets with a replacement value of around \$2 Billion.

The competing financial pressures noted above have led to a gradual reduction in funding for infrastructure repair and renewal over a number of years to the point where Council cannot continue to deliver the services it currently does to the current standards, let alone achieve new objectives over and above these.

Infrastructure assets are long-lived. Decisions made today can have a big impact on the future.

Council's Infrastructure Investments

Water supply and sewerage infrastructure makes up \$995M (around half) of the replacement value of Council assets. Under the NSW Local Government Act, 1993 these services are funded by specific charges and accounted for distinct from "general" activities funded by ordinary rates.

Over the past decade, Council has made substantial investments in the provision of new water and sewerage infrastructure including the construction of a \$60M Water Treatment Plant at Karangi, a \$90M Water Reclamation Plant at Coffs Harbour and (with our neighbours, Clarence Valley Council) the \$180M Shannon Creek Dam and Regional Water Supply Scheme.

These investment decisions will underpin the social, environmental and economic future of the City, ensuring the expected level of service can be delivered. The decisions were supported by 30 year financial plans demonstrating that Council could repay the substantial loans required via water and sewerage charges (initially requiring an increase, but then held

to around CPI).

The same approach is clearly required to address the “other half” of Council’s infrastructure portfolio – transport, stormwater drainage, buildings and recreation assets together valued at around \$1 Billion – which similarly underpin the future of the City, ensuring that current services can be provided into the future.

Coming to grips with Asset and Financial Management Challenges

In 2010 Council engaged consultants to undertake an Asset Management Gap Analysis which led to the preparation of “first cut” Asset Management Plans (AMPs), completed in March 2011, which identified the funds required for infrastructure repair and renewal.

Whilst the need to engage with the community regarding the levels of service they would like from their assets was noted, the starting point adopted in formulating the AMPs was maintaining current levels of service. This decision is critical in that it influences the cost of providing asset-related services.

Limitations arising from lack of asset-related data (quantity, current condition, deterioration behaviour, current costs to maintain and renew) meant that the analysis undertaken was at a fairly high level however it was clear that current funding for infrastructure maintenance and renewal was inadequate. Asset condition is deteriorating over time. The current situation is unsustainable in that current services cannot be maintained. An update on Asset Management Planning was reported to Council on 25 August, 2011.

Along with a “first cut” AMP, a “first cut” Long-Term Financial Plan (LTFP) was prepared that identified the full extent of Council’s financial sustainability challenges: expenditure was increasing faster than its revenues (the “underlying operating deficit”). Considered together, the clear picture from the AMP and LTFP was that Council does not have the resources to continue to deliver the services it currently does to the current standards, let alone pursue new service objectives.

Service Review

At its meeting of 28 April, 2011 Council noted the proposed objectives and program for a comprehensive Service Review project examining all services, the outcomes of which were reported back to Council on 15 December, 2011.

A total of 43 services (which were utilised as the basis for restructuring Council’s 2012-2016 Delivery Program) were defined:

- 26 external services (provided to the community) and
- 17 internal services (enabling these external services to be delivered)

Each was examined from three perspectives, the “3Rs”, namely:

- **reason:** why the service is delivered (Community Strategic Plan, legislation, risk)
- **resources:** the human, financial and infrastructure resources required to deliver the service
- **results:** the service outcomes achieved and how these compared to stated objectives.

Service Leaders (those responsible for delivering the service) presented information on their service using standard templates to an independent Review Panel made up of a Director not responsible for the service delivery and managers from elsewhere in the organisation.

At “gate 1” the Review Panels reviewed, challenged and refined the definition of the service (based on the 3Rs) and identified opportunities for improvement and levels of service options to be explored by the Service Leaders for “gate 2”.

At “gate 2” the Review Panels reviewed, challenged and refined opportunities for improvement and levels of service options.

Whilst some opportunities for improvement were actioned, a number required changes to organisational structure and many required further investigation and validation. Whilst options to develop a ‘continuous improvement program’ for Council as a whole were explored, resource constraints and competing demands have prevented these from moving forward until the Transformation to Sustainability project, discussed below, was resourced.

Levels of service options provided valuable analysis of the implications of changing service levels in terms of impacts on service users, budget implications, risk, etc. that was utilised in the Community Engagement regarding levels of service, discussed below.

The outcomes of the Service Review were reported to Council on 15 December 2011, with Council resolving to undertake a community survey to gain a clearer understanding of community priorities for service provision.

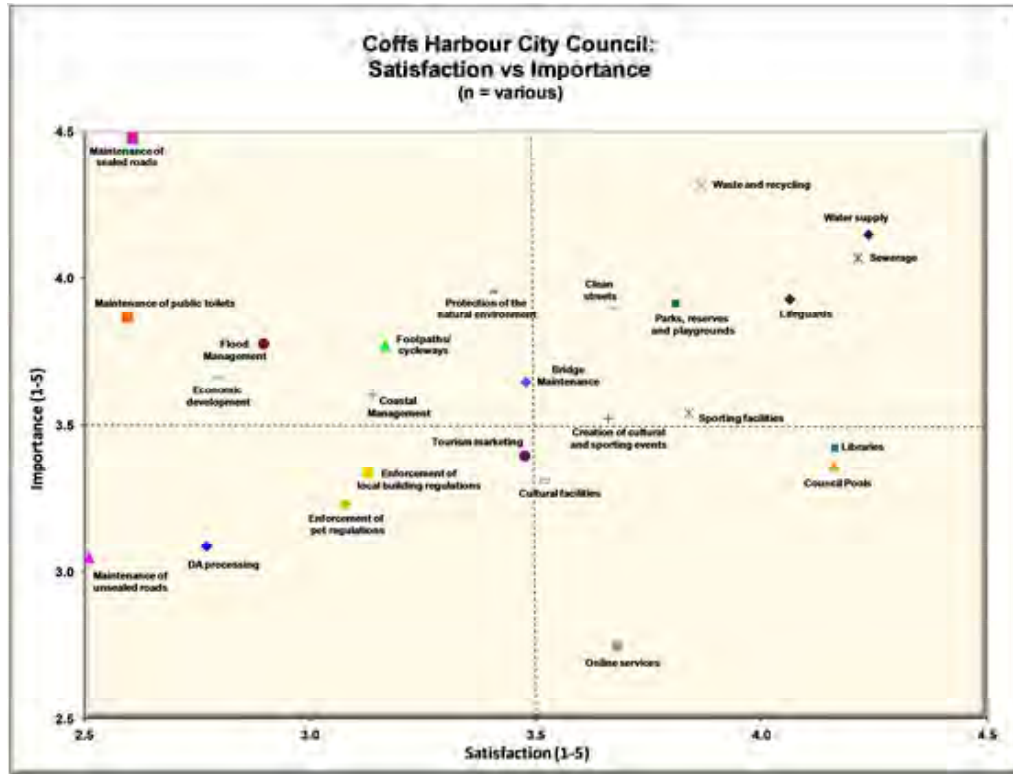
Community Survey regarding Levels of Service 2012

Council commissioned a telephone survey of 500 residents selected so as to be a statistically significant sample of the community (people were recruited based on age and where they lived).

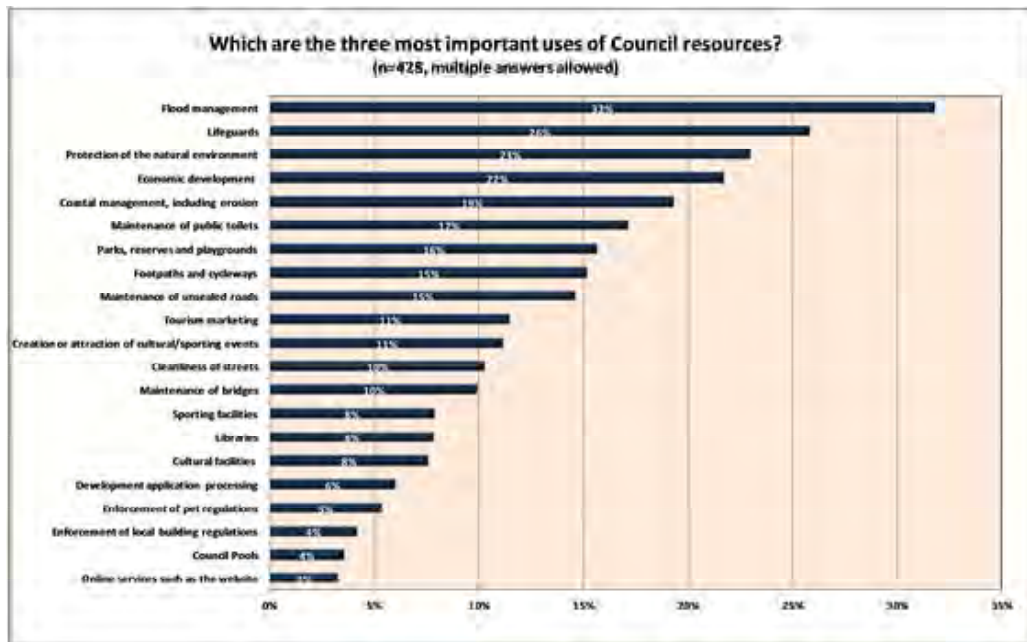
Respondents were asked to rate each of the external services defined by the Service Review from 1 (low) to 5 (high) regarding the following, the outcomes of which are presented below

- importance of the service
- satisfaction with the current service

Those services which scored high in importance and low in satisfaction (the most notable by far being maintenance of sealed roads) were potentially those that the community would most like to see more funds allocated to, while those services of low importance and high satisfaction were potentially those that Council could consider reducing (bearing in mind that some services, such as the library or pools, are highly valued by users, but only used by a portion of the community).



Survey participants were also asked to identify which (if any) services provided by Council were considered critical (noting that “known criticals” of road maintenance and water supply were removed).



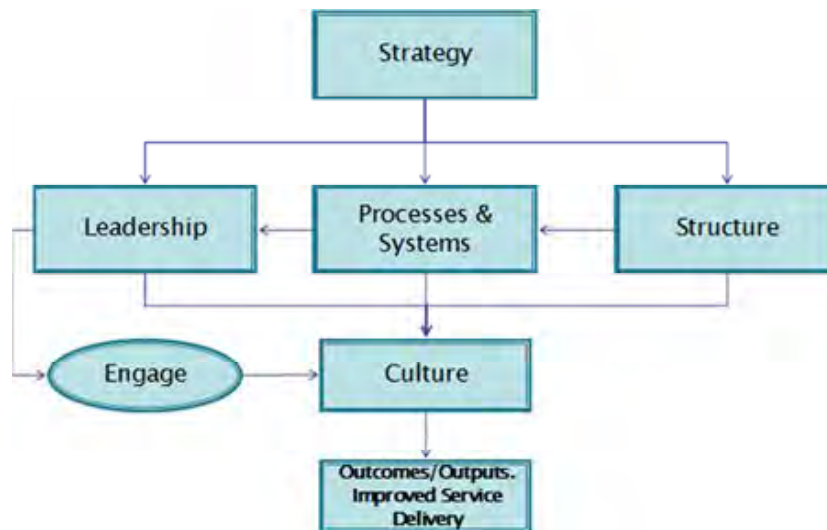
Finally, the survey also asked respondents to rate their overall satisfaction with Council. 43% of respondents declared themselves satisfied, 17% dissatisfied, and the balance neither satisfied nor dissatisfied.



The outcomes of the Survey were reported to Council's 26 July meeting, with Council noting the initiatives that were then underway to address Council's challenges around sustainable service provision, particularly the development of a Long Term Financial Plan and Asset Management Plans, and that this would provide the incoming Council with a good foundation to tackle this issue with far better information than existed previously.

Addressing Council's Biggest Strategic Challenge

The Service Review and a number of other organisational initiatives identified substantial barriers preventing Council from effectively addressing its unsustainable financial position. During 2011 and 2012, staff worked on addressing this, arguably Council's biggest strategic challenge, utilising the following model.



Whilst a range of opportunities could be pursued at an operational level, many were contingent on policy decisions by the elected Council.

Review of Council's Integrated Planning and Reporting Framework in 2012

Following the Local Government elections in September 2012, a series of briefing sessions with the incoming Council communicated the issues around Council's sustainability challenge and the options available to address it.

In accordance with the Act, the incoming Council reviewed and adopted a new Community Strategic Plan in May 2013 that identified the main priorities and aspirations for the future of the local government area, which were generally consistent with the earlier Coffs Harbour 2030 Plan.

Council also adopted a new long-term Resourcing Strategy setting out the means by which Council will provide the resources (financial, workforce and assets) required to implement the strategies established by the Community Strategic Plan that Council is responsible for.

The 2013-2023 Resourcing Strategy acknowledged Council's unsustainable position and the fact that Council could not continue to deliver current services into the future. Options to address the issue (none of which was a "silver bullet"), included:

- 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.

The Strategy went on to identify a number of actions to be taken in order to pursue these options.

Community Engagement regarding Levels of Service 2013

Action 1 from the Strategy, development of a program to identify, evaluate and implement opportunities for improvement, was actioned by Council at its meeting of 14 November, 2013 in approving phase 1 of the Transformation to Sustainability project.

The remainder of the actions (actions 2 to 6) identified in the 2013-2023 Resourcing Strategy were tied up in the Community Engagement regarding Levels of Service that Council has undertaken in the latter part of 2013 and early 2014.

At its meeting of 26 September 2013, Council noted its annual financial gap and endorsed the principles of the Level of Service Community Engagement Process, adopting a Community Engagement Strategy for Levels of Service.

What differentiated this process from the 2012 Community Survey is that the community was enabled to understand the cost of service delivery, and thus to provide feedback on not only their priorities, but also their willingness to pay for service delivery.

In accordance with the Community Engagement Strategy, the "Budget Allocator" tool was utilized to gather community feedback on all services funded by the ordinary rate (i.e. excluding water, sewerage and domestic waste which are separately funded as required by legislation).

The tool included a number of Level of Service (LoS) options for each operational service:

- ⤴ Increase LoS
- ⤴ Maintain current LoS
- ⤴ Mid-range decrease to LoS
- ⤴ Minimum LoS

Given the need to increase funding for repair and renewal of infrastructure, only two LoS options were offered for infrastructure:

1. Enhanced LoS
2. Sustainable LoS

To enable people to make informed choices, the tool included a description of what each LoS option would actually look like.

Participants could also provide comments on particular services, service options and the process overall.

The cost of selections, including the impact on the average residential rate, were displayed as they progressed, enabling participants to balance their service priorities against what they were willing to pay for them.

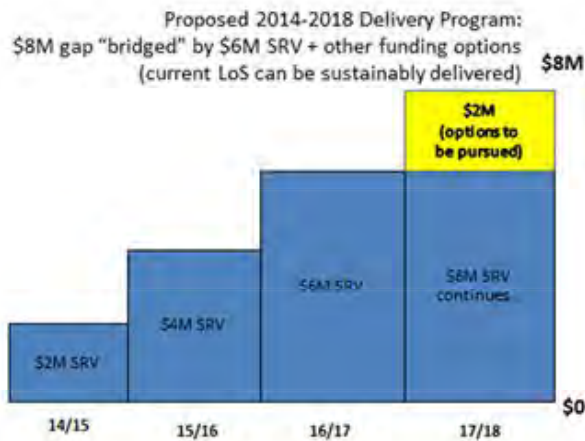
A "screen shot" from the Budget Allocator showing the LoS description (in the box showing the "Maintain Current LoS" for Lifeguards), the options and budgets for several services and the box (on the right hand side) that helped participants track the impact of their choices in terms of the overall budget and also the average household rate.



As discussed in detail in the report on the outcomes of the process, which was reported to Council's meeting of 28 November 2013, feedback based on a statistically significant community reference group suggested that the community values the services Council

currently delivers and is willing to pay more to maintain these rather than see levels of service reduced.

The report recommended that Council apply to IPART for a rate variation that “bridged” \$6 Million of the \$8M financial sustainability gap, to be increased gradually over the next three years, whilst other means of closing the remaining \$2 Million gap such as the Transformation to Sustainability project and new revenue opportunities such as the commercialisation of CityWorks, which Council approved on 12 December 2013 were pursued.



In noting the feedback from the community regarding levels of service was generally supportive of Council continuing to deliver its current services (acknowledging that to do so requires Council to generate additional revenues) Council resolved to notify IPART of its intention to apply for a Special Rate Variation of \$6M to be staged over a period of three years at the rate of \$2M dollars per year to fund increased expenditure on infrastructure repair and renewal.

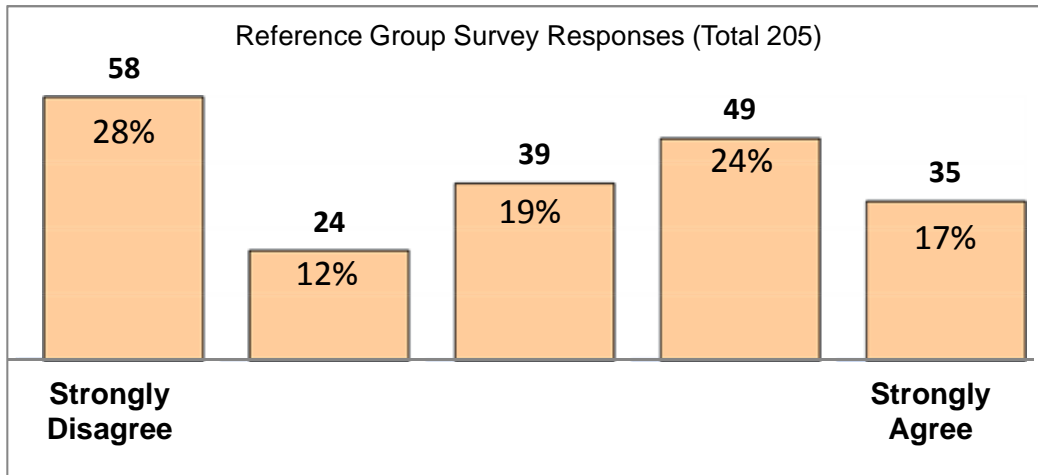
Council also resolved to acknowledge in its 2014-2018 Delivery Program the need to pursue a range of options to close the remainder of the “gap” to financial sustainability including the Transformation to Sustainability Project and continued emphasis on Asset Management, and to undertake a community engagement process regarding the proposed steps to be taken to adopt a financially sustainable position, including the application for a Special Rate Variation and options to close the remainder of the “gap” to financial sustainability.

A community engagement process was undertaken from 9 December 2013 to 24 January 2014 where participants were asked simply to respond to the following statement on a scale of 1 (strongly disagree) to 5 (strongly agree):

I understand that the current levels of Council services cannot continue without a rate rise being generated to repair and replace our ageing public infrastructure, so I would support Council applying for a rate increase over the next three years to help pay for the ongoing maintenance and renewal of the assets needed to deliver services to the community.

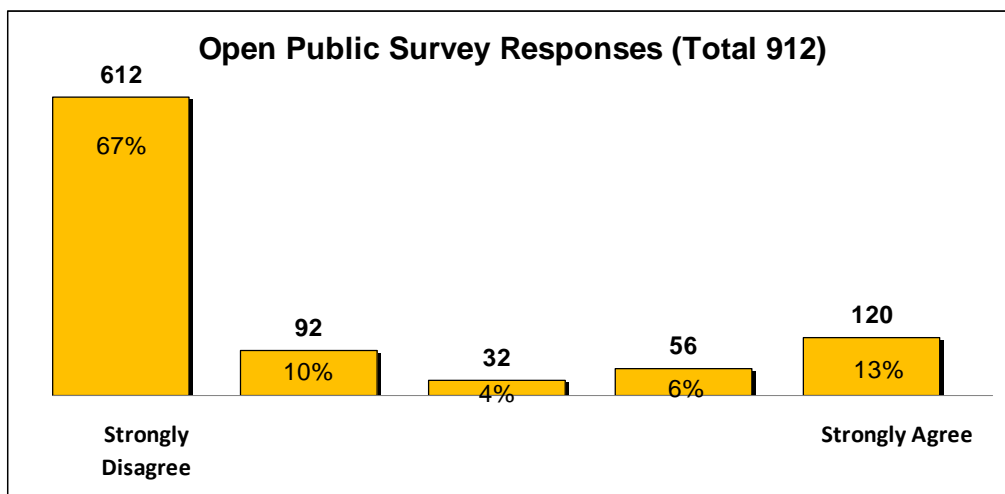
This question was asked via a survey of a statistically significant community reference group as well as process which was open to the general public. The results are outlined below.

The results of the survey of a statistically significant community reference group are presented in the graph below.



The results of the 'open to the public' survey, shown in the graph below, should be seen in relation to a number of factors including:

- The population of the local government area is approximately 73,000
- The ABS data in relation to income levels indicate that concerns about affordability are likely to play a part in the responses received
- There is no way to quantify or qualify the nature of the responses in such a survey



As discussed in the report on the outcomes of the community engagement process regarding Council's intention to apply for a Special Rate Variation, given affordability issues it is understandable that a significant portion of respondents strongly disagree with Council making an application for a Special Rate Variation, despite the need for increased funding for repair and renewal of infrastructure.

Yet the results follow a “bell curve” (an indication of statistical significance) and the peak of the curve is shifted towards the “agree” side of the graph, indicating that the majority of the community support Council's application for a Special rate Variation.

Whilst a \$2M “gap” to financial sustainability remains, plans are in place (notably the Transformation to Sustainability project) to close this through productivity gains and new revenue opportunities (other than rates). With \$6M additional funding included in long-term planning, Council has largely reached its destination on the road to financial sustainability.

3. The Purpose of this Resourcing Strategy

This 2014-2024 Resourcing Strategy has been prepared to describe the means by which Council will provide the financial, workforce and asset resources required to implement the strategies established by the Community Strategic Plan that Council is responsible for.

If “a plan without resources is just a dream” then this dream (albeit a moderate one where Council can continue to deliver current services) is now largely a reality.

In short, the Strategy describes how Council will deliver its part of the Coffs Harbour 2030 Plan.

The “sustainable case” of the Long Term Financial Plan (LTFP) includes \$8M annual funding additional to that available in the “base case” (\$6M is from the proposed Special Rate Variation and \$2M is to be funded from productivity improvements and revenue opportunities identified via the Transformation to Sustainability project over the next three years).

The “sustainable case” of the LTFP demonstrates that Council has the financial resources to deliver current services to current standards into the future.

The Workforce Management Plan demonstrates that, whilst noting several challenges, Council will have the workforce necessary to deliver current services to current standards into the future.

Of particular note in this 2014-2024 Resourcing Strategy is that the “asset management planning” component of the Resourcing Strategy (the third component required under section 403 of the NSW Local Government Act, 1993) includes Asset Management Plans Summaries (AMPs) for all general fund assets.

The 2013-2023 Resourcing Strategy, and the earlier version adopted under the previous Council, only included an Asset Management Strategy.

Whilst the Act requires that Council have a plan for the provision of (in this case) asset or infrastructure resources to implement the strategies that Council is responsible for in the Community Strategic Plan, previous Resourcing Strategies acknowledged that Council could not do so. Given the (then current) resources defined in the LTFP for repair and renewal of infrastructure, service levels would continue to decline.

AMPs have been prepared based on funding for asset repair and renewal in the “sustainable case” in the LTFP. These AMPs describe:

- the assets covered by each plan in terms of quantity, age, condition, value, etc.

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- the levels of service provided by these assets now, and the level of service forecast to be required in future, based on an analysis of future demand
- lifecycle management plans detailing how these assets will be maintained and renewed (and, where necessary, new assets acquired) so as to minimise the long-term costs of service provision
- funding projections to undertake these works that integrate with the “sustainable case” in the LTFP
- an improvement plan detailing actions to improve the way Council manages its assets.

AMPs have been developed for each asset class funded by the General Fund that is proposed to be funded by the Special Rate Variation, specifically:

- transport
- buildings and
- recreational assets.

Note that Council adopted a 30 year Water and Sewerage Strategic Business Plan (which include asset management as well as a range of other issues, as required by the NSW Government Best Practice Guidelines) in 2013.

An AMPs for stormwater drainage assets will be prepared in conjunction with the presentation of the Delivery Plan.

In addition to the AMPs (which include improvement plans for individual asset classes), the Resourcing Strategy includes an Asset Management Strategy, updated from the 2013-2023 version, that sets out the actions to be taken at a corporate level to improve asset management capacity and capability across Council.

The Strategy also includes Council's Asset Management Policy, which establishes Council's commitment to Asset Management.

4. Improvement Plan

The focus of actions identified in Council's Resourcing Strategy has, for last year and this 2014-2024 Strategy, been on the "road to financial sustainability".

As noted in the background section of this strategy, financial sustainability will only be achieved through the implementation of continuous improvement processes, commencing at this stage with the Transformation to Sustainability project and also examining the opportunities for income generation.

So ACTION 1 of this Strategy is to undertake phase 1 of the Transformation to Sustainability project, to engage a suitable consulting firm to conduct an organisational diagnostic and prepare a detailed business case and proposed implementation plan.

Following on from this, ACTION 2 will be Council's consideration of opportunities for improvement and adoption of a list of those to be implemented, and resolving to commence phase 2 of the project. This is "gate 2" in the process detailed in the report recommending the project as reported to Council's meeting of 14 November 2013. *The target of this project is to identify approximately \$2M worth improvements in the processes of Council's delivery of service. This is likely to involve a range of actions beyond those outlined above.*

Council will continue to face the financial pressures in fulfilling the vision outlined in the Coffs Harbour 2030 Plan. Those pressures which have contributed to the unsustainable financial position in the past will continue to need to be effectively addressed. The community aspires to not only maintain current services, current infrastructure, but to new objectives set out in the Community Strategic Plan.

Given that another full review of the Community Strategic Plan will be undertaken with the incoming Council in 2016, it is vital that Council continue to improve the ways in which it is able to present levels of service options and the cost of delivering these. This objective is identified in the Asset Management Plans as a central issue: the adopted level of service is fundamental in determining the cost of service provision (i.e. of repairing and renewing infrastructure).

Action 2 outlined above will have a significant influence and impact on future actions in relation to financial sustainability. It is likely therefore that ACTION 3 will be a continued refining of the definitions of levels of service for each service Council delivers, including the cost of service delivery i.e. understanding the current level of service and what it costs to deliver.

Subject to the outcomes of the above actions, ACTION 4 is likely to begin development of a range of levels of service options for each service in anticipation of these being utilised as part of community engagement around levels of service that will inform the objectives and strategies as part of the review of the Community Strategic Plan. Whilst this may also include levels of service options for services that Council does not currently deliver, the life-cycle costs of providing this service will need to be made clear so that an informed decision can be made on the desirability of this.

As noted in the report to Council's 26 September 2013 meeting regarding the proposed Community Engagement Process utilising the budget allocator tool, that process only considered Council's external services.

Council's budget includes significant expenditure on internal services (such as human resources, finance, information technology, etc.) that enable external services to be

Attachment 1a

delivered. Opportunities for productivity improvements in these areas is a focus of the Transformation to Sustainability project (noting that external services will also be examined).

At the commencement of the Transformation to Sustainability project it is expected that ACTION 5 is to develop Service Level Agreements for these internal services that set out levels of service and the costs of service delivery to those other areas of Council who rely on these internal services to deliver services directly to the community.

It is important to recognise that services delivered to the community cannot be delivered without these internal services. It is also important to note that the way in which they are delivered can ensure the best service delivery to the community, and thus enable Council to better implement the strategies contained in the Community Strategic Plan.

These five improvement actions are summarised in the table below and at the time of writing this section of the Resourcing Strategy, the Transformation to Sustainability project is in its early stage. The outcomes of this project will inform future action by Council in relation to both internal and external service delivery. Therefore the below table is subject to change/amendment dependent on the outcomes of the Transformation to Sustainability project.

Action	Description	Who	When
1	Phase 1 of the Transformation to Sustainability project: detailed organisational diagnostic and development of a business case	Consultant	Early 2014
2	Consideration of opportunities for improvement and approval of a list of those desired to be pursued (“gate 2” in the project) and resolution to proceed with “phase 2” of the project.	Council	Mid 2014
3	Subject to the outcomes of Action 1 & 2 above a continued refining of levels of service – defining current levels of service and costs of delivery	Leadership Team	Ongoing
4	Depending on work to this point, begin development of a range of levels of service options, including costs, as support for community engagement regarding levels of service as part of the review of Coffs Harbour 2030 following the 2016 local government elections	Leadership Team	Review of initial list of options late 2014
5	Service Level Agreements for internal services are expected to be developed	Service Providers and internal customers	Late 2014



**LONG TERM FINANCIAL PLAN 2014/15 – 2023/24
(Draft 13 February 2014)**

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 Planning. 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 planning 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 focus away from simply maintaining assets to managing an assets life cycle.

How is Long Term Financial Sustainability Measured?

Key Financial Indicators (KFIs)

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.

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%

Level of Service for Assets

Current 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 Community Strategic Plan.

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

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

Addressing the Funding Challenge

The 2014/2018 Delivery Program will be developed on an asset service level using the "**Sustainable Financial Model**" within Council's Long Term Financial Plans. This level of service will require additional funding to eliminate the annual General Fund infrastructure gap (approximately \$6.2M) as well as projected General Fund budget deficits in future years.

Long Term Financial Plan Scenarios

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

1. The 'Base-Line' Financial Model, and
2. The 'Sustainable' Financial 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 revenues generated by the Business City Centre Special Rate Variation (CBD Special Rate) which was approved in 2013/14 and an associated works program.

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

- Annual increases in rate revenue of 3.5% (including 0.5% - 1% for property 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 5% 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
- 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 service levels provided by Council.

The Sustainable Model

Council's Sustainable Model produces 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 requires additional funding to eliminate the annual General Fund infrastructure renewal gap as well as projected General Fund budget deficits.

Council's Sustainable Model which previously formed the basis of Council's 2013-2017 Delivery Program and will again be used to develop Council's 2014-2018 Delivery Program.

This Financial Model contains the following key assumptions in addition to those mentioned in the Base-Line Scenario:

- No General Fund budget deficits for the next 10 years
- 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 review of current service levels
- Further productivity improvements through the 'Transformation to Sustainability' process
- Increase in General Fund asset maintenance spends
- Increase in General Fund asset renewal spends
- Additional rate funding through a community wide permanent Special Rate Variation over a 3 year period

Funding Options – 'Sustainable' Level of Service

The required additional funding to achieve a 'Sustainable' level of service delivery comes from a number of funding sources which include:

- Savings through productivity and service delivery improvements
- Commercialisation of Council services
- New revenue opportunities
- Additional rate revenue via a proposed Special Rate Variation

Proposed Special Rate Variation

The proposed community-wide Special Rate Variation is a key element of Council's funding strategy to ensure the sustainable management of Council's infrastructure assets. All additional revenue generated by the Special Rate Variation (above rate pegging allowances) will be allocated to funding asset maintenance and renewal works.

The proposed Special Rate Variation is a permanent multiple year increase over a three year period commencing from 2014/2015.

As shown in the table below, the proposed Special Rate Variation will yield an additional \$6.2 million (approximately) in the third year (2016/17) to be used for additional asset maintenance and renewal of community assets. As the proposed Special Rate Variation is a permanent increase to Council's rate base, the \$6.2 million after the third year (2016/17) will then increase in future years by the rate pegging allowance.

The following table shows the impact of the proposed Special Rate Variation (inclusive of rate pegging) on Council's approximate annual ordinary rate yield and additional annual expenditure for asset maintenance and renewal.

Proposed Funding Levels	2013/14	(YEAR 1) 2014/15	(YEAR 2) 2015/16	(YEAR 3) 2016/17
Ordinary Rate Yield	\$36.1M	\$38.9M	\$42.05M	\$45.45M
Ordinary Rate Yield Increase <i>(including rate pegging %)</i>		\$2.8M	\$3.15M	\$3.4M
Additional Annual Ordinary Rate Yield <i>(above rate pegging %)</i> for Asset Maintenance & Renewal		\$2M	\$2.06M	\$2.12M
Additional Annual Funds Allocated to Asset Maintenance & Renewal		\$2M	\$4.06M	\$6.18M

Allocation of Additional Rate Funds

The proposed Special Rate Variation will generate additional ordinary rate funds (above the pegging increase) in the third year of approximately \$6.2 million to address Council's annual infrastructure maintenance and renewal gap. The following table shows the proposed allocation of these additional funds for the first three years across particular asset categories and expenditure.

	2014/2015	2015/2016	2016/2017
Asset Expenditure	Year 1	Year 2	Year 3
Road Pavements and Surfacing	\$660,000	\$1,320,000	\$2,000,000
Road Maintenance	\$190,000	\$390,000	\$600,000
Other Transport Assets	\$190,000	\$390,000	\$600,000
Building Renewals	\$480,000	\$980,000	\$1,481,800
Building Maintenance	\$160,000	\$330,000	\$500,000
Recreation Services Renewals	\$260,000	\$520,000	\$800,000
Asset Management	\$60,000	\$130,000	\$200,000
Totals	\$2,000,000	\$4,060,000	\$6,181,800

Impact on Ratepayers

As mentioned previously, the 'Sustainable' Financial Model will form the basis of Council's Delivery Program for 2014-2018 (which includes additional rate revenue generated through a Special Rate Variation staged over 3 years). The impact on the average residential property is shown in the table below.

Total Rate Burden Increase for the next 3 Years with Proposed Special Rate Variation (Rate Peg % + Proposed Additional Rate Increase)

Average Residential Property

(Based on a Land Valuation of \$183,700)

Rates & Charges	CURRENT	Year 1	Year 2		Year 3		3 Year Compound Increase from 2013/14					
	2013/14	2014/15	Increase Year 1	2015/16	Increase Year 2	2016/17	Increase Year 3	(\$)	%			
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%		
Residential Ordinary Rate	930.65	1,006.03	75.39	8.10%	1,089.67	83.64	8.31%	1,175.81	86.14	7.91%	245.17	26.34%
Environmental Levy	38.31	39.22	0.91	2.38%	40.41	1.19	3.03%	41.62	1.21	2.99%	3.31	8.64%
Sewerage, Water, Waste & Stormwater Charges	2,118.50	2,197.50	79.00	3.73%	2,280.50	83.00	3.78%	2,364.50	84.00	3.68%	246.00	11.61%
Totals	3,087.46	3,242.75	155.30	5.03%	3,410.58	167.83	5.18%	3,581.93	171.35	5.02%	494.48	16.02%
Increase per Week (\$)			2.99			3.23			3.30		9.51	

Please Note

The Rate Peg for 2014/15 has been set at 2.3%. An estimated Rate Peg of 3% has been used for 2015/16 & 2016/17

The Rate Peg % does not apply to Sewerage, Water, Waste or Stormwater charges.

Water charges include 250 KL of water usage for a year.

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 2011/2012 financial year. This table shows that Council's average Residential Ordinary Rate is the second lowest within the group and well below the overall group average.

Comparative Information for Group 5 NSW Local Government Councils 2011/2012 (Average Residential Ordinary Rate)

Group 5 Council	Average Residential Ordinary Rate (\$)
Coffs Harbour	804.18
Lake Macquarie	907.41
Maitland	865.20
Newcastle	897.56
Port Macquarie-Hastings	907.27
Shoalhaven	779.01
Tweed	1082.30
Wollongong	1044.77
Group Average	910.96

Source: Division of Local Government
Comparative Information of NSW Local Government Councils 2011/2012

Long Term Financial Plans (In detail)

The following pages of this document show the two 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 (2013/14) and the next ten years.

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BUDGET SUMMARY - GENERAL FUND											
Scenario: Sustainable Model											
	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Rates & Annual Charges	51,637,913	55,562,526	59,863,630	64,333,674	66,980,300	70,046,183	73,264,972	74,797,438	78,291,706	81,963,276	84,898,602
User Charges & Fees	13,534,224	15,008,500	15,810,352	16,697,579	17,192,525	17,784,260	18,398,378	19,036,988	19,701,167	20,392,043	21,110,799
Interest & Investment Revenue	3,033,967	2,576,872	2,132,255	2,019,623	2,222,064	2,201,667	2,161,826	2,229,355	2,337,770	2,451,473	2,592,501
Other Revenues	4,334,423	5,810,647	6,019,755	6,183,637	6,345,024	6,503,672	6,666,262	6,831,559	7,001,830	7,177,744	7,379,376
Grants & Contributions provided for Operating Purposes	11,807,387	12,740,236	12,964,685	13,193,562	13,428,678	13,687,598	13,923,136	14,166,279	14,417,410	14,676,932	14,946,120
Grants & Contributions provided for Capital Purposes	10,137,026	8,459,309	8,593,379	8,788,499	8,989,281	9,196,278	9,409,486	9,629,089	9,855,281	10,088,258	10,328,225
Total Income from Continuing Operations	94,484,940	100,158,090	105,384,056	111,216,574	115,157,872	119,419,657	123,824,058	126,690,708	131,605,164	136,749,726	141,255,622
Expenses from Continuing Operations											
Employee Benefits & On-Costs	33,195,818	35,160,444	37,089,523	38,495,933	40,223,913	42,035,212	43,931,080	45,915,564	47,992,909	50,167,570	52,444,214
Borrowing Costs	2,027,065	2,081,643	1,776,742	1,476,814	1,257,684	1,070,051	879,054	693,993	556,274	426,906	328,099
Materials & Contracts	38,460,030	31,238,384	32,132,650	33,527,749	34,294,228	35,280,121	36,205,566	37,473,924	38,428,947	39,470,326	40,624,650
Depreciation & Amortisation	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,592,638	5,407,420	6,057,580	6,674,660	6,926,208	7,270,717	7,696,967	8,107,776	8,606,213	9,095,621	9,679,647
Total Expenses from Continuing Operations	105,489,902	102,987,559	107,087,600	111,105,439	114,558,471	118,468,232	122,509,162	127,001,647	131,439,045	136,090,765	141,114,862
Net Operating Profit/(Loss) for the Year	(11,004,963)	(2,829,469)	(1,703,544)	111,135	599,401	951,425	1,314,896	(310,938)	166,119	658,961	140,760
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure	(59,164,207)	(24,854,567)	(24,840,473)	(26,060,367)	(26,477,347)	(23,436,382)	(29,672,598)	(28,691,849)	(25,935,079)	(23,599,038)	(26,739,550)
Loan Repayments (External)	(3,820,119)	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances made (External)	(35,000)	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	9,500,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,943,075	2,301,000	1,519,129	1,262,938	1,296,200	1,061,700	1,325,654	1,330,825	1,175,131	922,430	1,867,643
Deferred Debtors and Advances received (External)	75,837	37,655	36,621	39,150	41,854	40,114	18,976	20,348	21,819	9,550	-
Non-cash Expense Contra Income	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Net Transfers (to)/from Reserves	35,273,423	743,230	(245,807)	(2,662,976)	(4,367,163)	(8,648,457)	(3,813,370)	(4,905,150)	(9,105,793)	(13,132,171)	(12,116,568)
Total Capital (Balance Sheet) and Reserve Movements	10,987,360	2,829,469	1,703,544	(111,135)	(599,401)	(951,425)	(1,314,897)	310,938	(166,119)	(658,960)	(140,760)
Net Result (including Depreciation & Other non-cash items)	(17,602)	0	0	0	0	0	0	0	0	0	0
Add back Depreciation Expense (non-cash)	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	4,500,000	4,500,000	4,635,000	4,774,050	4,917,300	5,064,819	5,216,764	5,373,266	5,534,464	5,700,498	5,871,513
Less Other Income (non-cash)	(31,714,351)	(33,599,668)	(34,666,105)	(35,704,333)	(36,773,738)	(37,876,950)	(39,013,259)	(40,183,656)	(41,389,166)	(42,630,841)	(43,909,766)
Cash Budget Surplus/(Deficit)	(17,602)	0	0	0	0	0	0	0	0	0	0

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT - GENERAL FUND

Scenario: Sustainable Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	51,637,913	55,562,526	59,863,630	64,333,674	66,980,300	70,046,183	73,264,972	74,797,438	78,291,706	81,963,276	84,898,602
User Charges & Fees	13,534,224	15,008,500	15,810,352	16,697,579	17,192,525	17,784,260	18,398,378	19,036,988	19,701,167	20,392,043	21,110,799
Interest & Investment Revenue	3,033,967	2,576,872	2,132,255	2,019,623	2,222,064	2,201,667	2,161,826	2,229,355	2,337,770	2,451,473	2,592,501
Other Revenues	4,334,423	5,810,647	6,019,755	6,183,637	6,345,024	6,503,672	6,666,262	6,831,559	7,001,830	7,177,744	7,379,376
Grants & Contributions provided for Operating Purposes	11,807,387	12,740,236	12,964,685	13,193,562	13,428,678	13,687,598	13,923,136	14,166,279	14,417,410	14,676,932	14,946,120
Grants & Contributions provided for Capital Purposes	10,137,026	8,459,309	8,593,379	8,788,499	8,989,281	9,196,278	9,409,486	9,629,089	9,855,281	10,088,258	10,328,225
Total Income from Continuing Operations	94,484,940	100,158,090	105,384,056	111,216,574	115,157,872	119,419,657	123,824,058	126,690,708	131,605,164	136,749,726	141,255,622
Expenses from Continuing Operations											
Employee Benefits & On-Costs	33,195,818	35,160,444	37,089,523	38,495,933	40,223,913	42,035,212	43,931,080	45,915,564	47,992,909	50,167,570	52,444,214
Borrowing Costs	2,027,065	2,081,643	1,776,742	1,476,814	1,257,684	1,070,051	879,054	693,993	556,274	426,906	328,099
Materials & Contracts	38,460,030	31,238,384	32,132,650	33,527,749	34,294,228	35,280,121	36,205,566	37,473,924	38,428,947	39,470,326	40,624,650
Depreciation & Amortisation	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,592,638	5,407,420	6,057,580	6,674,660	6,926,208	7,270,717	7,696,967	8,107,776	8,606,213	9,095,621	9,679,647
Total Expenses from Continuing Operations	105,489,903	102,987,559	107,087,600	111,105,439	114,558,471	118,468,232	122,509,162	127,001,647	131,439,045	136,090,765	141,114,862
Operating Result from Continuing Operations	(11,004,963)	(2,829,469)	(1,703,544)	111,135	599,401	951,425	1,314,896	(310,938)	166,119	658,961	140,760
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(11,004,963)	(2,829,469)	(1,703,544)	111,135	599,401	951,425	1,314,896	(310,938)	166,119	658,961	140,760
Net Operating Result before Grants and Contributions provided for Capital Purposes	(21,141,989)	(11,288,778)	(10,296,923)	(8,677,364)	(8,389,880)	(8,244,854)	(8,094,589)	(9,940,028)	(9,689,162)	(9,429,297)	(10,187,465)

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET - GENERAL FUND

Scenario: Sustainable Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,803,163	1,675,863	1,634,495	1,724,165	1,910,071	2,300,326	2,464,648	2,677,035	3,090,878	3,705,540	4,282,618
Investments	9,543,384	8,869,635	8,650,695	9,125,282	10,109,199	12,174,657	13,044,346	14,168,417	16,358,716	19,611,862	22,666,093
Receivables	11,557,818	12,146,015	12,688,881	13,289,035	13,702,496	14,191,515	14,674,053	15,101,174	15,652,209	16,261,938	16,843,995
Inventories	2,060,325	1,750,044	1,799,799	1,870,685	1,915,732	1,970,971	2,024,164	2,092,071	2,147,389	2,206,768	2,268,192
Other	1,119,580	982,156	1,020,356	1,068,378	1,095,985	1,130,584	1,165,858	1,208,129	1,245,954	1,285,611	1,328,244
Non-current assets classified as "held for sale"	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Total Current Assets	26,161,270	25,500,713	25,871,226	27,154,545	28,810,483	31,845,053	33,450,069	35,323,827	38,572,145	43,148,720	47,466,142
Non-Current Assets											
Investments	24,716,719	22,971,755	22,404,715	23,633,862	26,182,142	31,531,537	33,783,972	36,695,242	42,367,966	50,793,396	58,703,647
Receivables	1,290,236	1,324,304	1,359,923	1,396,918	1,403,769	1,439,375	1,476,005	1,488,980	1,541,187	1,605,905	1,661,222
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,158,306,781	1,151,760,680	1,145,050,919	1,138,918,065	1,132,242,774	1,121,805,325	1,116,355,773	1,108,906,407	1,097,811,654	1,083,557,919	1,070,391,573
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000
Intangible Assets	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000
Total Non-Current Assets	1,186,410,736	1,178,153,739	1,170,912,557	1,166,045,845	1,161,925,685	1,156,873,237	1,153,712,751	1,149,187,629	1,143,817,807	1,138,054,221	1,132,853,442
TOTAL ASSETS	1,212,572,006	1,203,654,453	1,196,783,783	1,193,200,390	1,190,736,168	1,188,718,290	1,187,162,819	1,184,511,456	1,182,389,953	1,181,202,940	1,180,319,584
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	8,288,771	6,738,697	6,335,938	6,229,326	6,088,595	5,869,690	5,938,229	5,816,588	5,672,079	5,580,789	5,709,691
Borrowings	4,497,517	4,797,031	3,620,163	2,949,383	2,780,531	2,970,054	2,253,625	2,176,898	1,790,074	1,190,537	505,897
Provisions	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	25,952,035	24,701,474	23,121,847	22,344,456	22,034,873	22,005,491	21,357,601	21,159,233	20,627,900	19,937,073	19,381,335
Non-Current Liabilities											
Payables	873,284	832,791	865,456	897,702	924,192	954,327	985,475	1,020,316	1,054,100	1,089,492	1,127,010
Borrowings	28,664,397	23,867,366	20,247,203	17,297,820	14,517,289	11,547,235	9,293,610	7,116,712	5,326,638	4,136,101	3,630,204
Provisions	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253
Total Non-Current Liabilities	34,859,934	30,022,410	26,434,912	23,517,775	20,763,734	17,823,815	15,601,338	13,459,281	11,702,991	10,547,846	10,079,467
TOTAL LIABILITIES	60,811,968	54,723,885	49,556,759	45,862,231	42,798,607	39,829,305	36,958,938	34,618,513	32,330,891	30,484,918	29,460,802
Net Assets	1,151,760,037	1,148,930,568	1,147,227,024	1,147,338,159	1,147,937,560	1,148,888,985	1,150,203,881	1,149,892,943	1,150,059,062	1,150,718,022	1,150,858,782
EQUITY											
Retained Earnings	715,129,037	712,299,568	710,596,024	710,707,159	711,306,560	712,257,985	713,572,881	713,261,943	713,428,062	714,087,022	714,227,782
Revaluation Reserves	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000
Council Equity Interest	1,151,760,037	1,148,930,568	1,147,227,024	1,147,338,159	1,147,937,560	1,148,888,985	1,150,203,881	1,149,892,943	1,150,059,062	1,150,718,022	1,150,858,782
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,151,760,037	1,148,930,568	1,147,227,024	1,147,338,159	1,147,937,560	1,148,888,985	1,150,203,881	1,149,892,943	1,150,059,062	1,150,718,022	1,150,858,782

Coffs Harbour City Council

10 Year Financial Plan for the Years ending 30 June 2024

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Sustainable Model

	Current Year 2013/14	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	52,152,803	55,392,956	59,677,793	64,140,538	66,865,948	69,913,716	73,125,898	74,731,225	78,140,730	81,804,639	84,771,776
User Charges & Fees	11,675,890	14,804,221	15,699,246	16,574,642	17,123,944	17,702,268	18,313,284	18,948,500	19,609,136	20,296,313	21,011,206
Interest & Investment Revenue Received	5,070,974	2,523,294	2,077,927	1,937,780	2,151,490	2,084,533	2,085,202	2,168,808	2,209,520	2,284,702	2,444,283
Grants & Contributions	19,438,025	16,990,189	16,904,435	17,182,789	17,474,749	17,790,524	18,089,901	18,395,307	18,710,551	19,036,092	19,373,166
Other	3,630,721	5,416,592	5,874,009	6,033,690	6,227,937	6,374,304	6,532,959	6,663,292	6,860,103	7,031,791	7,222,058
Payments:											
Employee Benefits & On-Costs	(33,297,701)	(35,152,740)	(37,227,344)	(38,495,933)	(40,223,913)	(42,035,212)	(43,931,080)	(45,915,564)	(47,992,909)	(50,167,570)	(52,444,214)
Materials & Contracts	(39,273,254)	(31,021,036)	(32,134,589)	(33,547,577)	(34,301,757)	(35,291,486)	(36,213,593)	(37,490,258)	(38,435,438)	(39,478,542)	(40,631,616)
Borrowing Costs	(1,173,500)	(2,468,788)	(2,189,669)	(1,788,436)	(1,511,566)	(1,309,398)	(1,134,715)	(887,984)	(743,661)	(580,995)	(430,580)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(4,592,638)	(5,407,420)	(6,057,580)	(6,674,660)	(6,926,208)	(7,270,717)	(7,696,967)	(8,107,776)	(8,606,213)	(9,095,621)	(9,679,647)
Net Cash provided (or used in) Operating Activities	13,631,320	21,077,268	22,624,228	25,362,833	26,880,624	27,958,530	29,170,889	28,505,550	29,751,820	31,130,810	31,636,433
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	25,006,897	2,418,712	785,981	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,943,075	2,301,000	1,519,129	1,262,938	1,296,200	1,061,700	1,325,654	1,330,825	1,175,131	922,430	1,867,643
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	75,837	37,655	36,621	39,150	41,854	40,114	18,976	20,348	21,819	9,550	-
Payments:											
Purchase of Investment Securities	-	-	-	(1,703,734)	(3,532,197)	(7,414,854)	(3,122,124)	(4,035,341)	(7,863,023)	(11,678,577)	(10,964,482)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(54,705,923)	(21,464,419)	(20,210,296)	(21,251,354)	(21,551,192)	(18,474,704)	(24,259,019)	(23,355,370)	(20,495,005)	(17,979,477)	(20,771,979)
Deferred Debtors & Advances Made	(38,924)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(27,719,038)	(16,707,052)	(17,868,565)	(21,652,999)	(23,745,335)	(24,787,744)	(26,036,513)	(26,039,538)	(27,161,078)	(28,726,074)	(29,868,818)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	9,500,000	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(3,820,119)	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Net Cash Flow provided (used in) Financing Activities	5,679,881	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,407,837)	(127,301)	(41,367)	89,670	185,905	390,255	164,322	212,386	413,843	614,662	577,078
plus: Cash, Cash Equivalents & Investments - beginning of year	10,211,000	1,803,163	1,675,863	1,634,495	1,724,165	1,910,071	2,300,326	2,464,648	2,677,035	3,090,878	3,705,540
Cash & Cash Equivalents - end of the year	1,803,163	1,675,863	1,634,495	1,724,165	1,910,071	2,300,326	2,464,648	2,677,035	3,090,878	3,705,540	4,282,618
Cash & Cash Equivalents - end of the year	1,803,163	1,675,863	1,634,495	1,724,165	1,910,071	2,300,326	2,464,648	2,677,035	3,090,878	3,705,540	4,282,618
Investments - end of the year	34,260,103	31,841,391	31,055,410	32,759,144	36,291,341	43,706,194	46,828,318	50,863,659	58,726,681	70,405,259	81,369,741
Cash, Cash Equivalents & Investments - end of the year	36,063,267	33,517,254	32,689,905	34,483,309	38,201,411	46,006,520	49,292,966	53,540,694	61,817,559	74,110,799	85,652,359

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BUDGET SUMMARY - GENERAL FUND											
Scenario: Base-Line Model											
	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Rates & Annual Charges	51,637,913	53,562,526	55,803,630	58,151,874	60,613,046	63,487,911	66,509,952	67,839,767	71,125,306	74,581,884	77,295,768
User Charges & Fees	13,534,224	15,008,500	15,810,352	16,697,579	17,192,525	17,784,260	18,398,378	19,036,988	19,701,167	20,392,043	21,110,799
Interest & Investment Revenue	3,033,967	2,576,872	2,132,255	2,019,623	2,222,064	2,201,667	2,161,826	2,229,355	2,337,770	2,451,473	2,592,501
Other Revenues	4,334,423	5,810,647	6,019,755	6,183,637	6,345,024	6,503,672	6,666,262	6,831,559	7,001,830	7,177,744	7,379,376
Grants & Contributions provided for Operating Purposes	11,807,387	12,740,236	12,964,685	13,193,562	13,428,678	13,687,598	13,923,136	14,166,279	14,417,410	14,676,932	14,946,120
Grants & Contributions provided for Capital Purposes	10,137,026	8,459,309	8,593,379	8,788,499	8,989,281	9,196,278	9,409,486	9,629,089	9,855,281	10,088,258	10,328,225
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	94,484,940	98,158,090	101,324,056	105,034,774	108,790,618	112,861,385	117,069,038	119,733,038	124,438,763	129,368,334	133,652,788
Expenses from Continuing Operations											
Employee Benefits & On-Costs	33,195,818	35,160,444	37,089,523	38,495,933	40,223,913	42,035,212	43,931,080	45,915,564	47,992,909	50,167,570	52,444,214
Borrowing Costs	2,027,065	2,081,643	1,776,742	1,476,814	1,257,684	1,070,051	879,054	693,993	556,274	426,906	328,099
Materials & Contracts	38,460,030	32,162,240	32,836,249	34,144,824	35,246,257	36,532,759	37,819,582	39,136,552	40,491,538	41,971,488	43,477,642
Depreciation & Amortisation	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,592,638	5,407,420	6,057,580	6,674,660	6,926,208	7,270,717	7,696,967	8,107,776	8,606,213	9,095,621	9,679,647
Total Expenses from Continuing Operations	105,489,902	103,911,415	107,791,199	111,722,514	115,510,500	119,720,870	124,123,178	128,664,274	133,501,636	138,591,927	143,967,854
Net Operating Profit/(Loss) for the Year	(11,004,963)	(5,753,325)	(6,467,143)	(6,687,740)	(6,719,882)	(6,859,485)	(7,054,139)	(8,931,236)	(9,062,872)	(9,223,594)	(10,315,067)
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure	(59,164,207)	(23,264,567)	(21,630,473)	(21,178,567)	(21,449,093)	(18,257,280)	(24,338,123)	(23,197,340)	(20,275,735)	(17,769,914)	(20,735,552)
Loan Repayments (External)	(3,820,119)	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Deferred Debtors and Advances made (External)	(35,000)	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	9,500,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,943,075	2,301,000	1,519,129	1,262,938	1,296,200	1,061,700	1,325,654	1,330,825	1,175,131	922,430	1,867,643
Deferred Debtors and Advances received (External)	75,837	37,655	36,621	39,150	41,854	40,114	18,976	20,348	21,819	9,550	-
Non-cash Expense Contra Income	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Net Transfers (to)/from Reserves	35,273,423	743,230	(245,807)	(2,662,976)	(4,367,163)	(8,648,457)	(3,813,370)	(4,905,150)	(9,105,793)	(13,132,171)	(12,116,568)
Total Capital (Balance Sheet) and Reserve Movements	10,987,360	4,419,469	4,913,544	4,770,665	4,428,853	4,227,677	4,019,578	5,805,447	5,493,225	5,170,164	5,863,239
Net Result (including Depreciation & Other non-cash items)	(17,602)	(1,333,856)	(1,553,599)	(1,917,075)	(2,291,029)	(2,631,808)	(3,034,561)	(3,125,789)	(3,569,647)	(4,053,430)	(4,451,828)
Add back Depreciation Expense (non-cash)	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	4,500,000	4,500,000	4,635,000	4,774,050	4,917,300	5,064,819	5,216,764	5,373,266	5,534,464	5,700,498	5,871,513
Less Other Income (non-cash)	(31,714,351)	(33,599,668)	(34,666,105)	(35,704,333)	(36,773,738)	(37,876,950)	(39,013,259)	(40,183,656)	(41,389,166)	(42,630,841)	(43,909,766)
Cash Budget Surplus/(Deficit)	(17,602)	(1,333,856)	(1,553,599)	(1,917,075)	(2,291,029)	(2,631,808)	(3,034,561)	(3,125,789)	(3,569,647)	(4,053,430)	(4,451,828)

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT - GENERAL FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	51,637,913	53,562,526	55,803,630	58,151,874	60,613,046	63,487,911	66,509,952	67,839,767	71,125,306	74,581,884	77,295,768
User Charges & Fees	13,534,224	15,008,500	15,810,352	16,697,579	17,192,525	17,784,260	18,398,378	19,036,988	19,701,167	20,392,043	21,110,799
Interest & Investment Revenue	3,033,967	2,576,872	2,132,255	2,019,623	2,222,064	2,201,667	2,161,826	2,229,355	2,337,770	2,451,473	2,592,501
Other Revenues	4,334,423	5,810,647	6,019,755	6,183,637	6,345,024	6,503,672	6,666,262	6,831,559	7,001,830	7,177,744	7,379,376
Grants & Contributions provided for Operating Purposes	11,807,387	12,740,236	12,964,685	13,193,562	13,428,678	13,687,598	13,923,136	14,166,279	14,417,410	14,676,932	14,946,120
Grants & Contributions provided for Capital Purposes	10,137,026	8,459,309	8,593,379	8,788,499	8,989,281	9,196,278	9,409,486	9,629,089	9,855,281	10,088,258	10,328,225
Total Income from Continuing Operations	94,484,940	98,158,090	101,324,056	105,034,774	108,790,618	112,861,385	117,069,038	119,733,038	124,438,763	129,368,334	133,652,788
Expenses from Continuing Operations											
Employee Benefits & On-Costs	33,195,818	35,160,444	37,089,523	38,495,933	40,223,913	42,035,212	43,931,080	45,915,564	47,992,909	50,167,570	52,444,214
Borrowing Costs	2,027,065	2,081,643	1,776,742	1,476,814	1,257,684	1,070,051	879,054	693,993	556,274	426,906	328,099
Materials & Contracts	38,460,030	32,162,240	32,836,249	34,144,824	35,246,257	36,532,759	37,819,582	39,136,552	40,491,538	41,971,488	43,477,642
Depreciation & Amortisation	27,214,351	29,099,668	30,031,105	30,930,283	31,856,438	32,812,131	33,796,495	34,810,390	35,854,702	36,930,343	38,038,253
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,592,638	5,407,420	6,057,580	6,674,660	6,926,208	7,270,717	7,696,967	8,107,776	8,606,213	9,095,621	9,679,647
Total Expenses from Continuing Operations	105,489,903	103,911,415	107,791,199	111,722,514	115,510,500	119,720,870	124,123,178	128,664,274	133,501,636	138,591,927	143,967,854
Operating Result from Continuing Operations	(11,004,963)	(5,753,325)	(6,467,143)	(6,687,740)	(6,719,882)	(6,859,485)	(7,054,139)	(8,931,236)	(9,062,872)	(9,223,594)	(10,315,067)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(11,004,963)	(5,753,325)	(6,467,143)	(6,687,740)	(6,719,882)	(6,859,485)	(7,054,139)	(8,931,236)	(9,062,872)	(9,223,594)	(10,315,067)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(21,141,989)	(14,212,634)	(15,060,522)	(15,476,239)	(15,709,163)	(16,055,763)	(16,463,625)	(18,560,325)	(18,918,153)	(19,311,852)	(20,643,291)

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET - GENERAL FUND

Scenario: Base-Line Model

	Current Year 2013/14	Projected Years									
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,803,163	1,610,173	1,493,661	1,490,057	1,562,128	1,821,765	1,835,443	1,893,055	2,129,705	2,543,161	2,899,408
Investments	9,543,384	8,521,966	7,905,321	7,886,243	8,267,687	9,641,833	9,714,225	10,019,144	11,271,631	13,459,883	15,345,343
Receivables	11,557,818	12,044,279	12,482,163	12,971,241	13,356,571	13,813,084	14,259,185	14,648,876	15,158,057	15,721,239	16,252,862
Inventories	2,060,325	1,788,503	1,829,089	1,896,373	1,955,364	2,023,116	2,091,353	2,161,284	2,233,251	2,310,887	2,386,957
Other	1,119,580	1,001,280	1,034,920	1,081,151	1,115,692	1,156,513	1,199,268	1,242,546	1,288,649	1,337,385	1,387,301
Non-current assets classified as "held for sale"	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Total Current Assets	26,161,270	25,043,201	24,822,155	25,402,064	26,334,442	28,533,312	29,176,473	30,041,904	32,158,294	35,449,556	38,348,871
Non-Current Assets											
Investments	24,716,719	22,071,315	20,474,247	20,424,835	21,412,749	24,971,696	25,159,185	25,948,905	29,192,762	34,860,186	39,743,400
Receivables	1,290,236	1,297,375	1,305,258	1,313,685	1,318,039	1,351,072	1,385,053	1,395,300	1,444,697	1,506,520	1,558,855
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,158,306,781	1,150,170,680	1,140,250,919	1,129,236,265	1,117,532,720	1,101,916,169	1,091,132,143	1,078,188,268	1,061,434,171	1,041,351,311	1,022,180,967
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000	1,596,000
Intangible Assets	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000	501,000
Total Non-Current Assets	1,186,410,736	1,175,636,371	1,164,127,424	1,153,071,785	1,142,360,508	1,130,335,937	1,119,773,381	1,107,629,473	1,094,168,630	1,079,815,017	1,065,580,222
TOTAL ASSETS	1,212,572,006	1,200,679,572	1,188,949,578	1,178,473,849	1,168,694,949	1,158,869,249	1,148,949,853	1,137,671,377	1,126,326,923	1,115,264,572	1,103,929,093
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	8,288,771	6,679,671	6,183,095	5,983,772	5,844,746	5,626,324	5,696,845	5,567,968	5,426,037	5,338,164	5,467,723
Borrowings	4,497,517	4,797,031	3,620,163	2,949,383	2,780,531	2,970,054	2,253,625	2,176,898	1,790,074	1,190,537	505,897
Provisions	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747	13,165,747
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	25,952,035	24,642,449	22,969,005	22,098,901	21,791,024	21,762,125	21,116,217	20,910,613	20,381,858	19,694,448	19,139,367
Non-Current Liabilities											
Payables	873,284	840,791	871,548	903,045	932,436	965,174	999,451	1,034,713	1,071,960	1,111,150	1,151,715
Borrowings	28,664,397	23,867,366	20,247,203	17,297,820	14,517,289	11,547,235	9,293,610	7,116,712	5,326,638	4,136,101	3,630,204
Provisions	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253	5,322,253
Total Non-Current Liabilities	34,859,934	30,030,410	26,441,004	23,523,119	20,771,978	17,834,662	15,615,314	13,473,678	11,720,851	10,569,504	10,104,172
TOTAL LIABILITIES	60,811,968	54,672,860	49,410,010	45,622,020	42,563,002	39,596,787	36,731,531	34,384,291	32,102,709	30,263,952	29,243,539
Net Assets	1,151,760,037	1,146,006,712	1,139,539,569	1,132,851,829	1,126,131,947	1,119,272,462	1,112,218,323	1,103,287,087	1,094,224,214	1,085,000,620	1,074,685,554
EQUITY											
Retained Earnings	715,129,037	709,375,712	702,908,569	696,220,829	689,500,947	682,641,462	675,587,323	666,656,087	657,593,214	648,369,620	638,054,554
Revaluation Reserves	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000	436,631,000
Council Equity Interest	1,151,760,037	1,146,006,712	1,139,539,569	1,132,851,829	1,126,131,947	1,119,272,462	1,112,218,323	1,103,287,087	1,094,224,214	1,085,000,620	1,074,685,554
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,151,760,037	1,146,006,712	1,139,539,569	1,132,851,829	1,126,131,947	1,119,272,462	1,112,218,323	1,103,287,087	1,094,224,214	1,085,000,620	1,074,685,554

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base-Line Model

	Current Year 2013/14	Projected Years									
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	52,152,803	53,479,370	55,706,799	58,050,414	60,506,707	63,363,697	66,379,379	67,782,310	70,983,348	74,432,536	77,178,509
User Charges & Fees	11,675,890	14,804,221	15,699,246	16,574,642	17,123,944	17,702,268	18,313,284	18,948,500	19,609,136	20,296,313	21,011,206
Interest & Investment Revenue Received	5,070,974	2,565,545	2,121,640	1,985,749	2,174,104	2,111,358	2,115,787	2,200,211	2,245,165	2,324,855	2,488,130
Grants & Contributions	19,438,025	16,990,189	16,904,435	17,182,789	17,474,749	17,790,524	18,089,901	18,395,307	18,710,551	19,036,092	19,373,166
Other	3,630,721	5,382,515	5,838,910	5,997,538	6,224,777	6,371,049	6,529,606	6,659,839	6,856,547	7,028,128	7,218,285
Payments:											
Employee Benefits & On-Costs	(33,297,701)	(35,152,740)	(37,227,344)	(38,495,933)	(40,223,913)	(42,035,212)	(43,931,080)	(45,915,564)	(47,992,909)	(50,167,570)	(52,444,214)
Materials & Contracts	(39,273,254)	(31,967,989)	(32,832,681)	(34,162,488)	(35,262,161)	(36,551,640)	(37,836,643)	(39,154,101)	(40,508,029)	(41,990,669)	(43,493,404)
Borrowing Costs	(1,173,500)	(2,468,788)	(2,189,669)	(1,788,436)	(1,511,566)	(1,309,398)	(1,134,715)	(887,984)	(743,661)	(580,995)	(430,580)
Other	(4,592,638)	(5,407,420)	(6,057,580)	(6,674,660)	(6,926,208)	(7,270,717)	(7,696,967)	(8,107,776)	(8,606,213)	(9,095,621)	(9,679,647)
Net Cash provided (or used in) Operating Activities	13,631,320	18,224,902	17,963,756	18,669,614	19,580,434	20,171,929	20,828,553	19,920,743	20,553,936	21,283,069	21,221,453
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	25,006,897	3,666,822	2,213,714	68,490	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,943,075	2,301,000	1,519,129	1,262,938	1,296,200	1,061,700	1,325,654	1,330,825	1,175,131	922,430	1,867,643
Deferred Debtors Receipts	75,837	37,655	36,621	39,150	41,854	40,114	18,976	20,348	21,819	9,550	-
Payments:											
Purchase of Investment Securities	-	-	-	-	(1,369,358)	(4,933,093)	(259,880)	(1,094,640)	(4,496,345)	(7,855,675)	(6,768,675)
Purchase of Infrastructure, Property, Plant & Equipment	(54,705,923)	(19,925,853)	(17,052,700)	(16,423,633)	(16,527,676)	(13,300,482)	(18,929,571)	(17,866,038)	(14,840,993)	(12,155,845)	(14,773,637)
Deferred Debtors & Advances Made	(38,924)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(27,719,038)	(13,920,376)	(13,283,236)	(15,053,056)	(16,558,980)	(17,131,761)	(17,844,821)	(17,609,505)	(18,140,388)	(19,079,539)	(19,674,670)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	9,500,000	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(3,820,119)	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Net Cash Flow provided (used in) Financing Activities	5,679,881	(4,497,517)	(4,797,031)	(3,620,163)	(2,949,383)	(2,780,531)	(2,970,054)	(2,253,625)	(2,176,898)	(1,790,074)	(1,190,537)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,407,837)	(192,991)	(116,511)	(3,605)	72,071	259,636	13,678	57,613	236,650	413,457	356,246
plus: Cash, Cash Equivalents & Investments - beginning of year	10,211,000	1,803,163	1,610,173	1,493,661	1,490,057	1,562,128	1,821,765	1,835,443	1,893,055	2,129,705	2,543,161
Cash & Cash Equivalents - end of the year	1,803,163	1,610,173	1,493,661	1,490,057	1,562,128	1,821,765	1,835,443	1,893,055	2,129,705	2,543,161	2,899,408
Cash & Cash Equivalents - end of the year	1,803,163	1,610,173	1,493,661	1,490,057	1,562,128	1,821,765	1,835,443	1,893,055	2,129,705	2,543,161	2,899,408
Investments - end of the year	34,260,103	30,593,281	28,379,568	28,311,078	29,680,436	34,613,529	34,873,409	35,968,049	40,464,394	48,320,068	55,088,744
Cash, Cash Equivalents & Investments - end of the year	36,063,267	32,203,454	29,873,229	29,801,135	31,242,564	36,435,294	36,708,852	37,861,104	42,594,099	50,863,230	57,988,151

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BUDGET SUMMARY - WATER FUND											
Scenario: Base-Line Model											
	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Rates & Annual Charges	3,983,590	4,066,783	4,219,072	4,373,833	4,560,222	4,742,631	4,932,336	5,129,630	5,334,815	5,548,207	5,770,136
User Charges & Fees	13,410,134	13,397,325	13,959,334	14,395,319	14,969,980	15,495,839	16,039,604	16,602,902	17,185,380	17,788,711	18,413,028
Interest & Investment Revenue	1,560,000	1,503,500	1,253,000	1,102,500	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	286,453	284,410	287,964	291,705	295,562	299,194	302,884	306,631	310,436	314,303	318,230
Grants & Contributions provided for Capital Purposes	3,428,000	3,479,700	3,584,250	3,691,178	3,801,863	3,916,389	4,033,841	4,155,306	4,279,875	4,408,641	4,541,700
Total Income from Continuing Operations	22,668,177	22,731,718	23,303,620	23,854,535	24,930,627	25,757,053	26,611,664	27,497,467	28,413,506	29,362,862	30,346,095
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,046,605	3,086,223	3,145,084	3,206,768	3,271,444	3,339,270	3,410,390	3,484,965	3,563,166	3,645,170	3,731,165
Borrowing Costs	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	2,072,800
Materials & Contracts	4,457,314	3,907,418	4,139,726	4,417,624	4,695,749	4,980,433	5,273,655	5,575,669	5,886,739	6,207,138	6,537,145
Depreciation & Amortisation	6,088,861	7,138,354	7,354,504	7,573,079	7,800,272	8,034,280	8,275,309	8,523,568	8,779,275	9,042,653	9,313,933
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	22,520,146	22,598,241	22,742,475	22,975,117	23,198,321	23,413,770	23,622,611	23,822,125	24,029,041	24,313,588	24,605,043
Net Operating Profit /(Loss) for the Year	148,031	133,477	561,145	879,418	1,732,306	2,343,283	2,989,053	3,675,343	4,384,465	5,049,275	5,741,052
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure	(12,645,007)	(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)	(4,161,341)
Loan Repayments (External)	(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)
Non-cash Expense Contra Income	6,088,861	7,138,354	7,354,504	7,573,079	7,800,272	8,034,280	8,275,309	8,523,568	8,779,275	9,042,653	9,313,933
Net Transfers (to)/from Reserves	8,884,874	2,171,050	594,650	(1,310,928)	(1,391,113)	(1,391,489)	(1,393,791)	(1,382,756)	(1,397,175)	(1,396,291)	(1,395,069)
Total Capital (Balance Sheet) and Reserve Movements	(4,701,473)	(3,201,338)	(1,693,997)	(1,866,442)	(2,182,106)	(2,444,351)	(2,727,728)	(3,037,422)	(2,477,762)	(1,859,547)	(2,130,362)
Net Result (including Depreciation & Other non-cash items)	(4,553,442)	(3,067,861)	(1,132,852)	(987,024)	(449,800)	(101,068)	261,325	637,921	1,906,703	3,189,728	3,610,690
Add back Depreciation Expense (non-cash)	6,088,861	7,138,354	7,354,504	7,573,079	7,800,272	8,034,280	8,275,309	8,523,568	8,779,275	9,042,653	9,313,933
Add back ELE Expense (non-cash)											
Add back Other Expenses (non-cash)	490,000	504,700	520,000	535,000	551,000	568,000	585,000	603,000	621,000	640,000	659,200
Less Other Income (non-cash)	(6,578,861)	(7,643,054)	(7,874,504)	(8,108,079)	(8,351,272)	(8,602,280)	(8,860,309)	(9,126,568)	(9,400,275)	(9,682,653)	(9,973,933)
Cash Budget Surplus/(Deficit)	(4,553,442)	(3,067,861)	(1,132,852)	(987,024)	(449,800)	(101,068)	261,325	637,921	1,906,703	3,189,728	3,609,890

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT - WATER FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	3,983,590	4,066,783	4,219,072	4,373,833	4,560,222	4,742,631	4,932,336	5,129,630	5,334,815	5,548,207	5,770,136
User Charges & Fees	13,410,134	13,397,325	13,959,334	14,395,319	14,969,980	15,495,839	16,039,604	16,602,902	17,185,380	17,788,711	18,413,028
Interest & Investment Revenue	1,560,000	1,503,500	1,253,000	1,102,500	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	286,453	284,410	287,964	291,705	295,562	299,194	302,884	306,631	310,436	314,303	318,230
Grants & Contributions provided for Capital Purposes	3,428,000	3,479,700	3,584,250	3,691,178	3,801,863	3,916,389	4,033,841	4,155,306	4,279,875	4,408,641	4,541,700
Total Income from Continuing Operations	22,668,177	22,731,718	23,303,620	23,854,535	24,930,627	25,757,053	26,611,664	27,497,467	28,413,506	29,362,862	30,346,095
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,046,605	3,086,223	3,145,084	3,206,768	3,271,444	3,339,270	3,410,390	3,484,965	3,563,166	3,645,170	3,731,165
Borrowing Costs	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	2,072,800
Materials & Contracts	4,457,314	3,907,418	4,139,726	4,417,624	4,695,749	4,980,433	5,273,655	5,575,669	5,886,739	6,207,138	6,537,145
Depreciation & Amortisation	6,088,861	7,138,354	7,354,504	7,573,079	7,800,272	8,034,280	8,275,309	8,523,568	8,779,275	9,042,653	9,313,933
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	22,520,146	22,598,241	22,742,475	22,975,117	23,198,321	23,413,770	23,622,611	23,822,125	24,029,041	24,313,588	24,605,043
Operating Result from Continuing Operations	148,031	133,477	561,145	879,418	1,732,306	2,343,283	2,989,053	3,675,343	4,384,465	5,049,275	5,741,052
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	148,031	133,477	561,145	879,418	1,732,306	2,343,283	2,989,053	3,675,343	4,384,465	5,049,275	5,741,052
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,279,969)	(3,346,223)	(3,023,105)	(2,811,760)	(2,069,557)	(1,573,106)	(1,044,787)	(479,963)	104,590	640,633	1,199,352

Ordinary Meeting 13 February 2014 - GENERAL MANAGER'S REPORTS

Attachment 1b

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET - WATER FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,163,658	900,755	808,961	821,392	862,933	922,542	1,000,202	1,095,940	1,255,640	1,479,231	1,723,592
Investments	5,448,432	4,217,480	3,787,684	3,845,886	4,040,389	4,319,487	4,683,106	5,131,364	5,879,106	6,925,996	8,070,134
Receivables	3,447,038	3,399,216	3,539,531	3,652,649	3,799,685	3,935,611	4,076,290	4,222,111	4,373,032	4,529,454	4,691,445
Inventories	178,605	128,098	141,625	158,845	176,668	194,844	213,565	232,847	252,709	273,166	294,236
Other	394	364	377	392	406	421	437	453	470	487	504
Total Current Assets	10,238,126	8,645,914	8,278,177	8,479,163	8,880,081	9,372,905	9,973,600	10,682,715	11,760,955	13,208,334	14,779,912
Non-Current Assets											
Investments	16,661,069	12,896,873	11,582,573	11,760,554	12,355,336	13,208,806	14,320,736	15,691,490	17,978,052	21,179,398	24,678,121
Receivables	89,323	91,067	94,502	97,937	102,095	106,148	110,362	114,744	119,300	124,037	128,963
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	288,008,146	287,507,145	285,204,741	280,846,712	276,380,590	271,808,710	267,125,051	262,340,733	257,425,959	252,393,655	247,241,064
Intangible Assets	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000	66,155,000
Total Non-Current Assets	370,913,538	366,650,085	363,036,816	358,860,203	354,993,021	351,278,664	347,711,150	344,301,967	341,678,310	339,852,091	338,203,148
TOTAL ASSETS	381,151,664	375,295,999	371,314,993	367,339,366	363,873,102	360,651,569	357,684,749	354,984,682	353,439,266	353,060,425	352,983,060
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	1,559,240	1,443,486	1,492,387	1,550,885	1,609,430	1,669,356	1,731,079	1,794,653	1,860,134	1,927,578	1,997,044
Borrowings	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	6,758,559
Total Current Liabilities	7,432,629	6,034,537	6,405,930	6,808,000	7,234,172	7,686,952	8,170,063	7,790,015	7,355,693	7,815,462	8,755,603
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	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	20,088,609
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	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	20,088,609
TOTAL LIABILITIES	84,501,633	78,512,490	73,970,340	69,115,295	63,916,725	58,351,909	52,396,036	46,020,626	40,090,745	34,662,630	28,844,212
Net Assets	296,650,031	296,783,508	297,344,653	298,224,071	299,956,377	302,299,660	305,288,713	308,964,056	313,348,521	318,397,796	324,138,848
EQUITY											
Retained Earnings	179,975,031	180,108,508	180,669,653	181,549,071	183,281,377	185,624,660	188,613,713	192,289,056	196,673,521	201,722,796	207,463,848
Revaluation Reserves	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000	116,675,000
Council Equity Interest	296,650,031	296,783,508	297,344,653	298,224,071	299,956,377	302,299,660	305,288,713	308,964,056	313,348,521	318,397,796	324,138,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	296,650,031	296,783,508	297,344,653	298,224,071	299,956,377	302,299,660	305,288,713	308,964,056	313,348,521	318,397,796	324,138,848

Coffs Harbour City Council

10 Year Financial Plan for the Years ending 30 June 2024

CASH FLOW STATEMENT - WATER FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	3,668,671	4,055,382	4,198,202	4,352,624	4,534,679	4,717,633	4,906,339	5,102,592	5,306,696	5,518,964	5,739,722
User Charges & Fees	13,815,656	13,399,625	13,858,438	14,317,048	14,866,813	15,401,433	15,941,983	16,501,775	17,080,810	17,680,397	18,300,947
Interest & Investment Revenue Received	1,560,000	1,503,500	1,253,000	1,102,500	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000	1,303,000
Grants & Contributions	3,224,484	3,314,089	3,352,148	3,447,813	3,546,353	3,647,516	3,751,656	3,858,867	3,969,241	4,082,872	4,199,858
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	5,005	500	(21,918)	(17,003)	(22,412)	(20,508)	(21,207)	(21,969)	(22,717)	(23,530)	(24,348)
Payments:											
Employee Benefits & On-Costs	(3,046,605)	(3,086,223)	(3,145,084)	(3,206,768)	(3,271,444)	(3,339,270)	(3,410,390)	(3,484,965)	(3,563,166)	(3,645,170)	(3,731,165)
Materials & Contracts	(4,100,479)	(3,972,635)	(4,104,364)	(4,376,361)	(4,655,041)	(4,938,698)	(5,230,668)	(5,531,394)	(5,841,137)	(6,160,168)	(6,488,766)
Borrowing Costs	(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)	(2,072,800)
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	6,199,366	6,747,992	7,287,261	7,842,207	8,871,092	9,711,319	10,577,455	11,489,983	12,432,866	13,337,738	14,276,446
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	13,325,500	4,995,147	1,744,096	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	(236,183)	(789,286)	(1,132,568)	(1,475,548)	(1,819,012)	(3,034,304)	(4,248,238)	(4,642,860)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,155,007)	(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)	(3,501,341)
Net Cash provided (or used in) Investing Activities	1,170,493	(1,137,506)	(2,788,004)	(2,916,233)	(3,572,436)	(4,026,968)	(4,482,198)	(4,955,262)	(6,277,804)	(7,618,588)	(8,144,201)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Repayment of Borrowings & Advances	(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)
Net Cash Flow provided (used in) Financing Activities	(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)
Net Increase/(Decrease) in Cash & Cash Equivalents	339,658	(262,902)	(91,795)	12,431	41,541	59,609	77,660	95,737	159,700	223,591	244,361
plus: Cash, Cash Equivalents & Investments - beginning of year	824,000	1,163,658	900,755	808,961	821,392	862,933	922,542	1,000,202	1,095,940	1,255,640	1,479,231
Cash & Cash Equivalents - end of the year	1,163,658	900,755	808,961	821,392	862,933	922,542	1,000,202	1,095,940	1,255,640	1,479,231	1,723,592
Cash & Cash Equivalents - end of the year	1,163,658	900,755	808,961	821,392	862,933	922,542	1,000,202	1,095,940	1,255,640	1,479,231	1,723,592
Investments - end of the year	22,109,500	17,114,353	15,370,257	15,606,440	16,395,726	17,528,293	19,003,842	20,822,854	23,857,157	28,105,395	32,748,255
Cash, Cash Equivalents & Investments - end of the year	23,273,158	18,015,108	16,179,218	16,427,832	17,258,659	18,450,835	20,004,044	21,918,793	25,112,797	29,584,626	34,471,847

Coffs Harbour City Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BUDGET SUMMARY - SEWER FUND											
Scenario: Base-Line Model											
	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Rates & Annual Charges	21,858,231	22,516,959	23,459,770	24,394,032	25,377,463	26,392,157	27,447,426	28,544,894	29,543,744	30,577,547	31,647,526
User Charges & Fees	2,936,923	2,737,252	2,825,197	2,927,849	3,021,758	3,123,642	3,228,975	3,337,876	3,438,012	3,541,152	3,647,387
Interest & Investment Revenue	2,060,000	2,552,000	2,102,000	1,951,500	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800
Other Revenues	167,900	172,900	178,000	183,340	188,841	194,506	200,341	206,352	212,542	218,918	225,486
Grants & Contributions provided for Operating Purposes	292,217	293,250	296,867	300,554	301,665	305,445	309,285	313,187	317,153	321,183	325,279
Grants & Contributions provided for Capital Purposes	6,285,406	4,945,787	5,094,161	3,969,096	3,959,669	3,952,959	4,149,048	4,498,019	4,649,960	4,804,959	4,854,959
Total Income from Continuing Operations	33,600,677	33,218,148	33,955,995	33,726,371	35,001,196	36,120,509	37,486,876	39,052,128	40,313,211	41,615,560	42,852,438
Expenses from Continuing Operations											
Employee Benefits & On-Costs	4,643,707	4,720,670	4,792,527	4,867,850	4,946,809	5,034,149	5,125,857	5,222,150	5,323,257	5,429,420	5,540,891
Borrowing Costs	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	2,348,030
Materials & Contracts	4,678,407	5,001,571	5,459,956	5,931,872	6,355,511	6,792,176	7,241,942	7,705,200	8,182,356	8,673,827	9,180,041
Depreciation & Amortisation	6,993,049	12,198,079	12,564,022	12,940,942	13,329,171	13,729,046	14,140,918	14,565,145	15,002,099	15,452,162	15,915,727
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,087,418	5,090,041	5,092,742	5,095,524	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390
Total Expenses from Continuing Operations	28,679,715	33,728,584	34,040,661	34,444,566	34,909,963	35,379,740	35,849,508	36,327,992	36,840,418	37,453,074	38,083,080
Net Operating Profit/(Loss) for the Year	4,920,962	(510,436)	(84,667)	(718,195)	91,233	740,769	1,637,368	2,724,136	3,472,793	4,162,486	4,769,358
Capital (Balance Sheet) and Reserve Movements											
Capital Expenditure	(29,549,368)	(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)	(5,285,446)
Loan Repayments (External)	(8,068,442)	(8,671,952)	(8,685,979)	(6,037,280)	(6,461,252)	(6,821,651)	(7,296,299)	(7,403,651)	(6,869,515)	(6,268,413)	(6,715,942)
Non-cash Expense Contra Income	6,993,049	12,198,079	12,564,022	12,940,942	13,329,171	13,729,046	14,140,918	14,565,145	15,002,099	15,452,162	15,915,727
Net Transfers (to)/from Reserves	22,538,572	1,772,813	(261,361)	(225,496)	(276,869)	(293,659)	(313,048)	(331,919)	(366,760)	(373,559)	(236,313)
Total Capital (Balance Sheet) and Reserve Movements	(8,086,189)	(2,231,660)	(1,878,118)	2,323,066	2,246,450	2,292,636	2,033,771	2,001,675	2,820,825	3,716,991	3,678,027
Net Result (including Depreciation & Other non-cash items)	(3,165,227)	(2,742,096)	(1,962,785)	1,604,871	2,337,683	3,033,405	3,671,138	4,725,811	6,293,618	7,879,476	8,447,384
Add back Depreciation Expense (non-cash)	6,993,049	12,198,079	12,564,022	12,940,942	13,329,171	13,729,046	14,140,918	14,565,145	15,002,099	15,452,162	15,915,727
Add back ELE Expense (non-cash)											
Add back Other Expenses (non-cash)	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	1,236,000
Less Other Income (non-cash)	(8,043,049)	(14,298,079)	(14,727,022)	(13,890,942)	(14,179,171)	(14,479,046)	(14,990,918)	(15,665,145)	(16,152,099)	(16,652,162)	(17,165,727)
Cash Budget Surplus/(Deficit)	(3,165,227)	(2,742,096)	(1,962,785)	1,604,871	2,337,683	3,033,405	3,671,138	4,725,811	6,293,618	7,879,476	8,433,384

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT - SEWER FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	21,858,231	22,516,959	23,459,770	24,394,032	25,377,463	26,392,157	27,447,426	28,544,894	29,543,744	30,577,547	31,647,526
User Charges & Fees	2,936,923	2,737,252	2,825,197	2,927,849	3,021,758	3,123,642	3,228,975	3,337,876	3,438,012	3,541,152	3,647,387
Interest & Investment Revenue	2,060,000	2,552,000	2,102,000	1,951,500	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800
Other Revenues	167,900	172,900	178,000	183,340	188,841	194,506	200,341	206,352	212,542	218,918	225,486
Grants & Contributions provided for Operating Purposes	292,217	293,250	296,867	300,554	301,665	305,445	309,285	313,187	317,153	321,183	325,279
Grants & Contributions provided for Capital Purposes	6,285,406	4,945,787	5,094,161	3,969,096	3,959,669	3,952,959	4,149,048	4,498,019	4,649,960	4,804,959	4,854,959
Total Income from Continuing Operations	33,600,677	33,218,148	33,955,995	33,726,371	35,001,196	36,120,509	37,486,876	39,052,128	40,313,211	41,615,560	42,852,438
Expenses from Continuing Operations											
Employee Benefits & On-Costs	4,643,707	4,720,670	4,792,527	4,867,850	4,946,809	5,034,149	5,125,857	5,222,150	5,323,257	5,429,420	5,540,891
Borrowing Costs	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	2,348,030
Materials & Contracts	4,678,407	5,001,571	5,459,956	5,931,872	6,355,511	6,792,176	7,241,942	7,705,200	8,182,356	8,673,827	9,180,041
Depreciation & Amortisation	6,993,049	12,198,079	12,564,022	12,940,942	13,329,171	13,729,046	14,140,918	14,565,145	15,002,099	15,452,162	15,915,727
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,087,418	5,090,041	5,092,742	5,095,524	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390	5,098,390
Total Expenses from Continuing Operations	28,679,715	33,728,584	34,040,661	34,444,566	34,909,963	35,379,740	35,849,508	36,327,992	36,840,418	37,453,074	38,083,080
Operating Result from Continuing Operations	4,920,962	(510,436)	(84,667)	(718,195)	91,233	740,769	1,637,368	2,724,136	3,472,793	4,162,486	4,769,358
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,920,962	(510,436)	(84,667)	(718,195)	91,233	740,769	1,637,368	2,724,136	3,472,793	4,162,486	4,769,358
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,364,444)	(5,456,223)	(5,178,828)	(4,687,291)	(3,868,436)	(3,212,190)	(2,511,680)	(1,773,883)	(1,177,167)	(642,473)	(85,601)

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET - SEWER FUND

Scenario: Base-Line Model

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,712,869	1,540,656	1,456,156	1,548,275	1,679,042	1,845,327	2,044,427	2,297,161	2,630,601	3,043,669	3,478,265
Investments	16,705,553	15,025,967	14,201,843	15,100,280	16,375,646	17,997,418	19,939,235	22,404,137	25,656,162	29,684,801	33,923,402
Receivables	2,826,482	1,814,960	1,884,230	1,955,760	2,027,913	2,103,784	2,182,552	2,264,330	2,339,079	2,416,335	2,496,183
Inventories	10,143	11,560	13,672	15,839	17,717	19,652	21,644	23,696	25,810	27,987	30,230
Other	5,724	5,915	6,185	6,463	6,713	6,969	7,233	7,504	7,784	8,072	8,368
Total Current Assets	21,260,771	18,399,058	17,562,086	18,626,617	20,107,032	21,973,149	24,195,091	26,996,829	30,659,435	35,180,864	39,936,448
Non-Current Assets											
Investments	15,838,952	14,246,494	13,465,122	14,316,952	15,526,159	17,063,801	18,904,886	21,241,921	24,325,248	28,144,901	32,163,624
Receivables	353,005	361,521	376,458	391,374	406,971	423,101	439,870	457,306	473,183	489,613	506,613
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	474,066,319	469,398,840	462,329,618	453,743,776	444,759,205	435,351,259	425,708,141	415,970,896	405,913,797	395,554,835	384,924,553
Total Non-Current Assets	490,258,275	484,006,855	476,171,198	468,452,102	460,692,335	452,838,160	445,052,898	437,670,124	430,712,228	424,189,348	417,594,791
TOTAL ASSETS	511,519,046	502,405,913	493,733,284	487,078,720	480,799,366	474,811,310	469,247,989	464,666,952	461,371,663	459,370,212	457,531,238
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	2,076,003	2,145,258	2,243,275	2,344,186	2,434,852	2,527,677	2,623,288	2,721,766	2,823,199	2,927,675	3,035,286
Borrowings	8,671,952	8,685,979	6,037,280	6,461,252	6,821,651	7,296,299	7,403,651	6,869,515	6,268,413	6,715,942	7,195,420
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,747,955	10,831,237	8,280,555	8,805,438	9,256,503	9,823,976	10,026,939	9,591,281	9,091,612	9,643,617	10,230,706
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	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	23,131,727
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	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	23,131,727
TOTAL LIABILITIES	103,635,084	95,032,387	86,444,425	80,508,056	74,137,470	67,408,644	60,207,956	52,902,783	46,134,701	39,970,764	33,362,433
Net Assets	407,883,962	407,373,526	407,288,859	406,570,664	406,661,897	407,402,666	409,040,033	411,764,169	415,236,962	419,399,448	424,168,806
EQUITY											
Retained Earnings	295,629,962	295,119,526	295,034,859	294,316,664	294,407,897	295,148,666	296,786,033	299,510,169	302,982,962	307,145,448	311,914,806
Revaluation Reserves	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000	112,254,000
Council Equity Interest	407,883,962	407,373,526	407,288,859	406,570,664	406,661,897	407,402,666	409,040,033	411,764,169	415,236,962	419,399,448	424,168,806
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	407,883,962	407,373,526	407,288,859	406,570,664	406,661,897	407,402,666	409,040,033	411,764,169	415,236,962	419,399,448	424,168,806

Coffs Harbour City Council
10 Year Financial Plan for the Years ending 30 June 2024

CASH FLOW STATEMENT - SEWER FUND

Scenario: Base-Line Model

	Current Year 2013/14	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	21,552,285	22,470,611	23,393,434	24,328,297	25,308,269	26,320,763	27,373,177	28,467,676	29,473,465	30,504,809	31,572,243
User Charges & Fees	3,191,748	2,760,719	2,814,861	2,915,784	3,010,721	3,111,668	3,216,596	3,325,077	3,426,243	3,529,030	3,634,901
Interest & Investment Revenue Received	2,060,000	2,552,000	2,102,000	1,951,500	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800	2,151,800
Grants & Contributions	5,448,366	4,150,621	3,227,329	3,318,937	3,411,119	3,507,673	3,607,591	3,710,452	3,816,346	3,925,363	3,929,446
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	281,791	187,202	171,164	175,406	181,537	186,605	192,174	197,909	204,730	210,872	217,199
Payments:											
Employee Benefits & On-Costs	(4,643,707)	(4,720,670)	(4,792,527)	(4,867,850)	(4,946,809)	(5,034,149)	(5,125,857)	(5,222,150)	(5,323,257)	(5,429,420)	(5,540,891)
Materials & Contracts	(4,791,747)	(4,933,924)	(5,364,321)	(5,833,407)	(6,266,973)	(6,701,541)	(7,148,587)	(7,609,045)	(8,083,316)	(8,571,816)	(9,074,970)
Borrowing Costs	(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)	(2,348,030)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(5,087,418)	(5,090,041)	(5,092,742)	(5,095,524)	(5,098,390)	(5,098,390)	(5,098,390)	(5,098,390)	(5,098,390)	(5,098,390)	(5,098,390)
Net Cash provided (or used in) Operating Activities	10,734,184	10,658,295	10,327,784	11,284,765	12,571,192	13,718,450	14,926,101	16,186,223	17,333,306	18,422,973	19,443,308
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	26,754,495	3,272,044	1,605,496	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	(1,750,266)	(2,484,573)	(3,159,414)	(3,782,902)	(4,801,938)	(6,335,351)	(7,848,292)	(8,257,324)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(28,499,368)	(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)	(4,035,446)
Net Cash provided (or used in) Investing Activities	(1,744,873)	(2,158,556)	(1,726,304)	(5,155,366)	(5,979,173)	(6,730,514)	(7,430,702)	(8,529,838)	(10,130,351)	(11,741,492)	(12,292,770)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Repayment of Borrowings & Advances	(8,068,442)	(8,671,952)	(8,685,979)	(6,037,280)	(6,461,252)	(6,821,651)	(7,296,299)	(7,403,651)	(6,869,515)	(6,268,413)	(6,715,942)
Net Cash Flow provided (used in) Financing Activities	(8,068,442)	(8,671,952)	(8,685,979)	(6,037,280)	(6,461,252)	(6,821,651)	(7,296,299)	(7,403,651)	(6,869,515)	(6,268,413)	(6,715,942)
Net Increase/(Decrease) in Cash & Cash Equivalents	920,869	(172,213)	(84,500)	92,119	130,767	166,285	199,100	252,734	333,440	413,068	434,596
plus: Cash, Cash Equivalents & Investments - beginning of year	792,000	1,712,869	1,540,656	1,456,156	1,548,275	1,679,042	1,845,327	2,044,427	2,297,161	2,630,601	3,043,669
Cash & Cash Equivalents - end of the year	1,712,869	1,540,656	1,456,156	1,548,275	1,679,042	1,845,327	2,044,427	2,297,161	2,630,601	3,043,669	3,478,265
Cash & Cash Equivalents - end of the year	1,712,869	1,540,656	1,456,156	1,548,275	1,679,042	1,845,327	2,044,427	2,297,161	2,630,601	3,043,669	3,478,265
Investments - end of the year	32,544,505	29,272,461	27,666,965	29,417,231	31,901,805	35,061,219	38,844,121	43,646,059	49,981,410	57,829,702	66,087,026
Cash, Cash Equivalents & Investments - end of the year	34,257,374	30,813,117	29,123,121	30,965,507	33,580,847	36,906,546	40,888,548	45,943,220	52,612,011	60,873,371	69,565,291

ASSET MANAGEMENT STRATEGY

2014 - 2024



1. Introduction

1.1 Background

Under the NSW Local Government Act, 1993 Council is required to develop a Community Strategic Plan (Coffs Harbour 2030) that identifies the main priorities and aspirations for the future of the local government area.

The Act requires Council to develop a Resourcing Strategy (of which this Asset Management Strategy forms a part) for the provision of the resources required to implement the strategies established by the Community Strategic Plan that Council is responsible for delivering (via its Delivery Plan).

Given the long-lived nature of most public infrastructure it is vital that Council effectively plan, account for and manage the assets which the Act establishes Council as “custodian and trustee”.

Asset Management Plans set out what asset-related services Council plans to provide based on the priorities in the Community Strategic Plan and funding provided in the “sustainable case” in the Long Term Financial Plan (another component of the Resourcing Strategy).

1.2 Purpose of this Asset Management Strategy

Coffs Harbour City Council's Asset Management Policy states Council's commitment to:

- delivering community priorities for asset-related services within Council's limited funds
- minimising the life-cycle cost to build, operate, maintain and renew these assets.

and notes that Council will prepare, implement and review Asset Management Plans defining how Council plans for, accounts for, and manages the public assets for which it is custodian and trustee.

The full Policy is included in the Appendix to this Strategy.

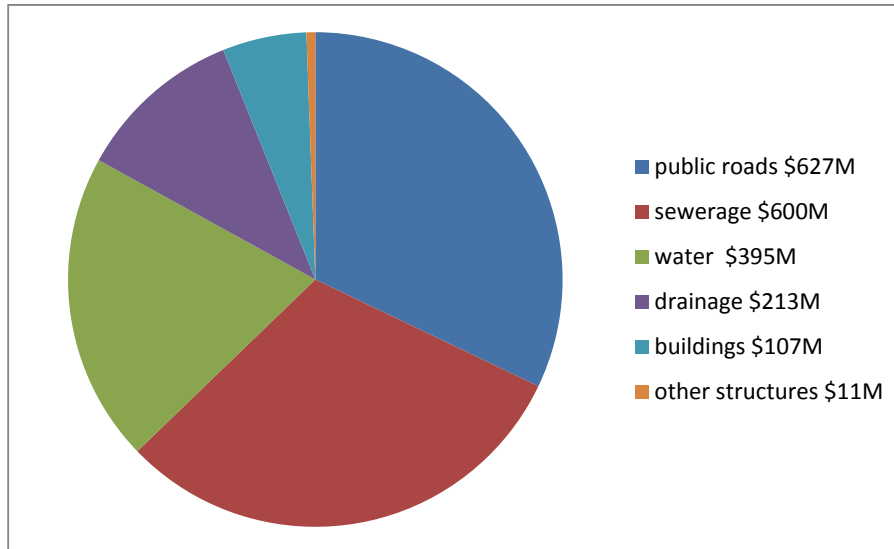
Whilst Asset Management Plans include an improvement plan identifying actions to be taken in relation to issues affecting only one asset class, this Asset Management Strategy (AMS) identifies actions to be taken at a corporate level to improve Council's capacity and capability to deliver on the commitment made in the Policy.

The AMS is thus a corporate asset management improvement plan setting out:

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

1.3 Scope of this Strategy

Council's assets include transport, water supply, sewerage, stormwater drainage, buildings and recreation assets. Together these have a replacement value of around \$2 Billion. The relative value of each asset class is set out in the chart below



The assets making up each asset class is summarised below. Further details are provided in each AMPs, attachments to this document.

Transport

- ▲ 700km sealed roads
- ▲ 120 unsealed roads
- ▲ 102 concrete and 69 timber bridges
- ▲ Coffs Harbour Jetty
- ▲ 150km footpaths and cycleways
- ▲ 540km kerb and gutter

Sewerage

- 500km gravity mains
- 94km rising (pumping) mains
- 118 pump stations
- 5 treatment plants
- 10km deep sea release
- 59km reclaimed water mains

Water

- ▲ 472km service mains (pipes)
- ▲ 155km trunk mains
- ▲ 9 pump stations
- ▲ 2 treatment plants
- ▲ 23 reservoirs and dams

Stormwater drainage

- 230km pipes
- 7,785 pits
- 10 detention basins
- 33 gross pollutant traps

Buildings

- 300 buildings including works depots, offices, neighbourhood and community centres, public halls, toilets, commercial buildings used by community groups
- 5 swimming pools

Recreation assets

- 55 playgrounds with over 300 items of equipment
- 80 BBQs
- 100 shelters
- 300 table and chairs
- 287 seats
- 940km retaining wall

2. Asset Management Gap Analysis and Actions

2.1 Levels of Service

As discussed in the Resourcing Strategy, Council has undertaken an extensive Community Engagement project regarding levels of service across all services Council delivers. With regards to asset-related services, only two levels of service were considered: maintaining the current level of service and an 'enhanced' level of service.

Levels of service have a direct correlation to the resources required for delivery of the service, so the issue is fundamental in terms of asset management planning. The AMP for each asset class identifies established measures of the current level of service and information regarding the desired level of service. The clarity of the current and desired level of service varies considerably between asset classes.

The Integrated Planning and Reporting Framework makes clear that a key part of the preparation of the Community Strategic Plan is that it be formulated having regard to levels of service.

When the Community Strategic Plan is next reviewed following the 2016 local government election, information in regards to current levels of service across all asset classes and the resources implications of varying these (including the provision of new assets) will be essential to facilitate deeper engagement with the community regarding what Council is able to deliver in terms of the community's aspirations and priorities.

ACTION 1: Develop a strategy for the presentation of asset-related levels of service (both current and potential changes to this) to support the review of the Community Strategic Plan in 2016.

2.2 Asset Data Migration

Council's asset-related data sets have historically been kept in a variety of systems and programs creating issues with consistency, data integrity and reporting.

An Asset Data Migration Plan has been prepared with the objective of holding all asset data in Council's corporate Asset Management System, AssetMaster.

The Plan prioritises the various asset classes based on materiality (the value of assets) and other factors, and includes a current status field that will enable progress to be monitored by the Asset Accounting Team and Council's Executive Leadership team.

ACTION 2: Implement Asset Data Migration Plan and report on progress.

2.3 Data Collection Program

The Asset Data Migration Plan identifies a number of asset classes for which limited information is held and prioritises the collection of these in order to achieve the objective of all asset-related data being held in the corporate Asset Management System.

Yet more broadly than this, condition data on all assets is in need of improvement and, in fact, ongoing cycles of inspection to track deterioration and identify priorities for major preventative maintenance and renewal.

Action A1 of the 2013 Asset Management Strategy identified the need to improve asset condition data. Whilst some asset classes have progressed, resourcing limitations meant that overall progress has been limited.

One of the tasks in establishing the Strategic Asset Planning function is a review of the resources allocated to physical data collection (field work) against data management (office work). As the new team is established, this will be a focus for management.

A fundamental input to this analysis will be the development of an asset inspection cycle across all asset classes that considers the resourcing required to deliver it.

ACTION 3: develop a 5 year Data Collection program based on the information required to enable effective asset management, statutory requirements and risk.

ACTION 4: Review resources allocated within the Strategic Asset Planning branch to physical data collection (field work) against data management (office work).

2.4 Data Collection Procedures

Asset Data Management Guidelines were developed several years ago establishing controls for the accurate and consistent collection of asset-related data. These need to be reviewed by the Asset Recording and Reporting Team in consultation with Council's Geographical Information Systems branch who establish the corporate framework for GIS data generally. This review needs to be coordinated by the Asset Accounting Team given it involves staff from across the organisation.

ACTION 5: Review and update Asset Data Management Guidelines.

Action A3 from the 2013 Asset Management Strategy required the development of written procedures for data collection for all asset classes. This has not progressed given resource limitations, but is an important strategy to ensure accurate and consistent information is collected.

ACTION 6: Development of written procedures for collection of asset data for all asset classes.

2.5 Works Order System

A critical means of collecting asset-related information is via the Works Order System implemented during the 2012/13 financial year which captures detailed information on asset creation and disposals as well as the costs of this work.

The implementation of the system was hindered by the lack of clarity in roles under the previous organisational structure (action A2 from the 2013 Strategy), which has now been resolved.

A review of the Works Order System following the 2012/13 financial year (action A4 of the 2013 Strategy) highlighted a number of issues that need to be addressed. The implementation of corrective actions regarding these, and the effective functioning of the Works Order system besides, will be an agenda item for the Asset Accounting Team.

ACTION 7: Review Works Order System at Asset Accounting Team meetings and monitor implementation of improvement actions identified.

Currently, the Works Order system is operated via a spreadsheet developed in-house. This was a 'stop-gap' measure given that an off-the-shelf product was not identified that would serve the varying objectives it needs to – not only collecting asset-related data, but also

managing programs, budgets, approvals processes, etc.

Ideally, a database needs to be purchased or developed to perform this function to ensure accuracy and robustness in this critical process.

ACTION 8: define Works Order system requirements and evaluate options for a database satisfying the needs of all users.

2.6 Capitalisation Policy

Council adopted an Asset Capitalisation Policy in 2012, which was refined during the 2012/13 financial year. Given the scale of the changes in terms of implementing the Works Order system in earnest during the 2013/14 financial year it will be important to review this to ensure the data being captured serves the range of needs it needs to.

ACTION 9: review Capitalisation Policy.

2.7 Specifications for Data Submission from Design and Developers

A significant volume of work can be saved for the Strategic Asset Planning division if the asset-related information they receive is in the correct format and therefore able to be simply imported, rather than manipulated or even worse collected from scratch.

Whilst discussions have continued with the Survey and Design branch and the Subdivision branch (both within Engineering Services) further work is required to establish processes that facilitate ease of data importing. The need to do so must be balanced against challenges of imposing such systems externally, i.e. on the development community – this has been one of the key points of discussion with regards to the ADAC (as designed as constructed) system which is being adopted by many councils.

ACTION 10: Review opportunities to facilitate easier importation of asset-related data from both the Survey and Design branch and also from developers.

2.8 Asset Management System

Council currently utilises AssetMaster as the corporate asset management system. Not all asset classes are currently loaded into the system – action 2 is the implementation of the Asset Data Migration Plan.

A key asset class not included is plant and vehicle assets. Investigations into the most appropriate system to satisfy asset accounting and operational management of plant and vehicle assets is continuing.

The need for a database to manage works orders is action 7. Whilst works orders do not need to be undertaken using the same system (but rather generate asset creation and disposal information that can be easily uploaded) the relationship between these systems is important.

Further, Council also operates a number of maintenance management systems (details of which are included in the respective AMPs) which also have an inter-relationship with the assets system.

Review of the Asset Management System suitability and options is considered important at

this time.

ACTION 11: Review suitability of Asset Management System (AssetMaster) and options available.

2.9 Accounting Structure

A key barrier to the reconciliation of financial information and asset-related information has been the structure of Council's general ledger (accounting structure).

A project has been underway for several years scoping up a restructure of the ledger as noted by action A5 in the 2013 Strategy.

ACTION 12: Restructure of General Ledger.

2.10 Customer Request System

Customer Requests (CRs) not only enable Council to respond to defects in a timely manner (i.e. between inspections to identify defects by Council staff) but also enable Council to better understand the desired levels of service for the community with a view to improving them where resources permit.

The current CR system has deficiencies from a number of perspectives, including a need to review the categorisation of requests, integration with other systems (particularly those used for prioritising defects for repair and scheduling work) and reporting functionality to enable effective asset management and satisfy legislative obligations.

Whilst the CR system is 'bigger' than simply asset management, this is a key component.

ACTION 13: undertake a needs analysis of Council's customer request system from an assets and infrastructure perspective.

2.11 Establishment of Methodology for Reporting in Special Schedule 7

Each Asset Management Plan includes a methodology for the determination of values to be reported in Special Schedule 7 of Council's Annual Financial Statements.

As noted by the NSW Government's Local Government Infrastructure Audit released in 2013, there is a lack of consistency in the way these figures are reported across the industry.

The Director City Infrastructure Services is Council's representative on the Mid North Coast Regional Organisation of Councils (MIDROC) Roads and Bridges Working Party, which has been working on a common methodology for reporting the infrastructure renewal backlog (referred to in Special Schedule 7 as the "estimated cost to bring up to a satisfactory condition / standard").

ACTION 14: in consultation with MIDROC Roads and Bridges Working Party, seek a common methodology for reporting the infrastructure backlog reported in Special Schedule 7 for roads and bridges, with a view to extending this methodology across all asset classes.

Another measure reported in Special Schedule 7 that is currently undefined on a common basis across the industry is the "required annual maintenance" figure. As noted in the Transport AMP, this is to be determined following analysis of compliance with the draft Maintenance Defects Levels of Service. Given the variability in available and relevant

information on maintenance levels of service available (as discussed in each AMP) this figure is likely to remain specific to an individual asset category, however the possibility of developing a common methodology should be reviewed in future years.

2.12 Independent Asset Management Gap Analysis

Council has had very limited resources and clear priorities for action in the past few years regarding asset management, however it would be timely to engage an independent consultant to undertake a gap analysis of Council's asset management systems, processes and documentation with a view to informing the preparation of the 2015 Asset Management Strategy.

ACTION 15: undertake an Asset Management Gap Analysis to inform the production of the 2015 Asset Management Strategy.

3. Improvement Plan

Actions identified in section 3 are summarised in the table below, with responsibilities and timeframes allocated to each.

Progress on these actions will be an agenda item at Asset Accounting Team Meetings, which will be reported to Council's Executive Leadership Team.

Action	Details	Who	When
1	Develop a strategy for the presentation of asset-related levels of service (both current and potential changes to this) to support the review of the Community Strategic Plan in 2016.	Director City Infrastructure Services	December 2015
2	Implement Asset Data Migration Plan and report on progress.	Manager Strategic Asset Planning	Report to AA Team Meetings
3	develop a 5 year Data Collection program based on the information required to enable effective asset management, statutory requirements and risk.	Manager Strategic Asset Planning	May 2014
4	Review resources allocated within the Strategic Asset Planning branch to physical data collection (field work) against data management (office work).	Manager Strategic Asset Planning	May 2014
5	Review and update Asset Data Management Guidelines.	AA Team	December 2014
6	Development of written procedures for collection of asset data for all asset classes.	Manager Strategic Asset Planning	December 2014
7	Review Works Order System at Asset Accounting Team meetings and monitor implementation of improvement actions identified.	AA Team	Each meeting
8	Define Works Order system requirements and evaluate options for a database satisfying the needs of all users.	Manager Infrastructure Program	May 2014
9	Review Capitalisation Policy.	AA Team	August 2014
10	Review opportunities to facilitate easier importation of asset-related data from both the Survey and Design branch and also from developers.	Manager Strategic Asset Planning	December 2014
11	Review suitability of Asset Management System (AssetMaster) and options available.	AA Team	May 2014
12	Restructure of General Ledger.	Executive Manager Finance	June 2014

13	Undertake a needs analysis of Council's customer request system from an assets and infrastructure perspective	Manager Infrastructure Program	May 2014
14	In consultation with MIDROC Roads and Bridges Working Party, seek a common methodology for reporting the infrastructure backlog reported in Special Schedule 7 for roads and bridges, with a view to extending this methodology across all asset classes.	Director City Infrastructure Services	May 2014
15	Undertake an Asset Management Gap Analysis to inform the production of the 2015 Asset Management Strategy.	Director City Infrastructure Services	September 2014

Appendix – Asset Management Policy

Locked Bag 155,
Coffs Harbour, NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL



Asset Management Policy

Policy Statement:

Coffs Harbour City Council is committed to:

- delivering community priorities for asset-related services within Council's limited funds
- minimising the life-cycle cost to build, operate, maintain and renew these assets.

Council will prepare, implement and review **Asset Management Plans** defining how Council plans for, accounts for, and manages the public assets for which it is custodian and trustee.

This approach accords with Council's charter and responsibilities under the Integrated Planning and Reporting Framework set out in the Local Government Act. Importantly, it also reflects Council's role identified under Coffs Harbour 2030 to:

Provide infrastructure that supports sustainable living and incorporates resilience to climatic events.

(Coffs Harbour 2030 Plan, PL1.1.2)

Director or Manager Responsible for Communication, Implementation and Review:

Director City Infrastructure Services

Related Legislation, Division of Local Government Circulars or Guideline:

Civil Liability Act 2002
Local Government Act 1993 and Regulation
Roads Act 1993

Does this document replace an existing policy?

No

Other Related Council Policy or Procedure:

Application:

It is mandatory for all staff, councillors and delegates of Council to comply with this policy.

Distribution:

This policy will be provided to all staff, councillors and delegates of Council by:

Internet Intranet Email Noticeboard DataWorks

Approved by:
Executive Team: 6 February 2014

Council :
Resolution No :

Signature:

General Manager

Council Branch Responsible: City Infrastructure Services- Strategic Asset Planning

Date of next Review: September 2014

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
General Manager	Executive	To lead staff in their understanding of and compliance with this policy.
Directors	All Directorates	To communicate, implement and comply with this Policy and any related Guidelines and strategy documents.
Manager Governance and Legal Services	Executive	To ensure (directly or through delegation) the distribution of the Policy to specified persons and to ensure the approved Policy and any related Guidelines are available in hard copy and electronically on Council's website.
All Council Officials	Council	To comply with this Policy and any related documents.

1. Introduction

Asset-related services are arguably seen as 'core' services for Council, and therefore critical to the community in evaluating whether Council has achieved the outcomes in Coffs Harbour 2030.

Under the Integrated Planning and Reporting Framework (legislated by NSW Government under the Local Government Act), all councils must prepare a 'Resourcing Strategy' to define Council's role in achieving the outcomes of the Community Strategic Plan (Coffs Harbour 2030) via the four year Delivery Program and one year Operational Plan.

The 'Resourcing Strategy' includes Asset Management Plans, a Long Term Financial Plan and Workforce Management Plan.

Asset-related services make up a major portion of Council's finances:

- Council's assets are valued at around \$2B (2013 figures)
- Operating expenditure on assets accounts for a substantial portion of Council's annual expenditure
- the useful life of these assets is anywhere from under 10 years to over 100 years, and life cycle costs (when money needs to be spent and how much) are very much influenced by maintenance and renewal strategies

so the effective and efficient management of assets has a major impact on Council's financial sustainability as set out in Council's Long Term Financial Plan.

In summary, good asset management is critical to enable Council to deliver sustainable community services.

2. Definitions

Level of Service: *The level of service defines the outcomes to be achieved in terms of the 'reason' the service is provided (i.e. the minimum standard that a user of a service can expect to experience), acts as a means of limiting 'resource' inputs (given that the level of service is the key driver of resources, 'over-servicing' by delivering a higher level of service than the adopted standard will require more resources) and also provides a benchmark against which the actual 'results' will be measured.*

Life Cycle Cost: *The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.*

Risk Management: *The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.*

Civil Liability: *It is the liability of paying damages or other expenses as mentioned or ordered by the court in the trial of the lawsuit.*

3. Policy content

Scope

This policy and associated procedures cover all public assets over which Council is custodian and trustee, including the following categories:

- Transport
- Water supply
- Sewerage

- Stormwater drainage
- Buildings
- Recreation

Policy

Council will adopt Asset Management Plans (AMPs) developed under the '3Rs' framework (reason, resources and results). AMPs describe how Council will plan for, account for and manage the delivery of asset-related services so as to deliver the established levels of service in the most cost effective way over the life of the asset.

In the case of water and wastewater assets, the AMPs will form part of Strategic Business Plans that must be developed under NSW Government Best Practice Guidelines (covering pricing, water conservation, drought management, performance reporting and integrated water cycle management in addition to strictly asset maintenance and renewal information).

The '3Rs' define the service from the perspectives of:

- **Reason:** why do we provide the service? This defines standards (levels of service) with regards to community priorities and also compliance with legislation. Standards must be realistic given Council's limited 'resources'.
- **Resources:** what resources are we utilising to provide the service? This defines the physical assets themselves (those currently available and those required) as well as the financial and human resources, organisational structure and operational management systems that are utilised to provide the service.
- **Results:** what actual results are we achieving? This examines whether the 'resources' utilised achieved 'results' defined under the 'reason'.

There are a number of key issues fundamental to effectively and efficiently manage Council's assets. These are set out below under each of the '3Rs' below.

Reason:

- Adopted service levels must be described in clear language, for technical, financial or community perspectives
- Adopted service levels must align with desired outcomes of Coffs Harbour 2030 and Council's legislative obligations (eg under the Civil Liability Act 2002).

The service levels for various assets are adopted by Council in the Asset Management Plans for each asset class. Standards for new construction and maintenance works are defined under the 'AusSpec' specification framework.

Population growth is also a critical factor in planning asset-related services to meet the associated increases in demand.

Resources:

- The physical assets themselves must be understood in terms of quantity, materials, condition, age, deterioration characteristics, usage, risks, etc.
- The financial resources required to provide each asset over its lifetime (life cycle cost) must be understood, particularly:
 - cost of building, operating, maintaining and renewing all asset types
 - type, quantity and location of all assets
 - useful life of all assets (i.e. with proper maintenance, before it needs replacing)
 - current age and condition of all assets
- Once the required resources are defined, these will be input to Council's Long Term Financial Plan (or, if insufficient resources are available, the 'reason' / adopted service levels will be reduced). This information is also required for production of Council's annual financial statements. The key management systems and structures must also be in place, including:
 - Ensuring actions funded in the Delivery Program and Operational Plan are carried out effectively and efficiently
 - Handling of complaints and requests from the community
 - Ensuring Council's limited funds are prioritised (e.g. prioritisation of pothole repairs based on establishment costs and safety hazard, prioritisation of efforts during times of wet weather when roads fail faster, etc.).

This is critical to enable Council to defend civil liability actions, and will be defined in Maintenance Management Plans for operational areas to ensure that results meet adopted standards and that performance is reported. This applies a risk-based approach to inspecting assets in order to identify defects and prioritise their repair based on the location and nature of the defect, treatment options and costs and the potential hazards to those using the asset.

Council acknowledges that hazards will be repaired on a priority basis, having regard to Council's limited resources and that the standards set out in the Ausspec documentation are the objective to be achieved rather than the absolute compliance standard.

Over time, the results will be compared against the standards to refine what is achievable given Council's limited resources.

- Ensuring effective risk management (e.g. providing redundancy and developing contingency plans for water supply infrastructure in the event of asset failure, monitoring and inspection systems to identify maintenance required on all assets)
- Systems to improve asset data quality (e.g. estimates for life cycle costs of assets, condition data to target maintenance and renewal programs)
- Defining the standards (to be adopted by Council based on the Ausspec documentation framework) for the design, construction and maintenance of assets. Standards will be applied to developments where the assets are to be handed over to Council. Standards will generally apply to construction of new assets or renewal of existing assets by Council; however a lesser standard may be adopted for Council's internal works at times given Council's limited resources.
- The human resources required to deliver the asset-related services – an input to the Workforce Management Plan.

Results:

- The systems in place to monitor and record actual results achieved and to compare these to adopted levels of service.

As described by the Integrated Planning and Reporting Framework, the process will be an ongoing one. When the 'reason' for and 'resources' available to asset management change (as a result of changes in community priorities), Council's Asset Management Plans will be modified to suit.

Asset Management Plans are defined by the levels of service to be provided.

The underlying principle for all asset management activities will be minimisation of life cycle costs – effective, timely maintenance of assets to extend the useful life of assets and optimise renewal spending.

The Asset Management Plans will also be reviewed over time with improved information on assets (conditions and costs) and as asset condition changes over time. Each Asset Management Plan includes an Improvement Plan that sets out priorities to improve asset management performance (such as targeted data collection, modelling, systems implementation).

Such improvements will refine current planning and strategies, and eventually advance Council past 'core' asset management (prioritising work based on financial returns) into 'advanced' asset management (prioritising work based on detailed risk analysis and optimised decision making).

At this point, Council will truly be optimising its asset management expenditure and maximising the effectiveness and efficiency of service delivery to the community.

4. Consultation

Key operational staff were consulted with through the formation of this policy and procedures.

5. References

The procedures supporting this policy are derived from:

- IPWEA International Infrastructure Management Manual
- Statewide Mutual Best Practice Manual – Road Network Risk Management.

6. Appendices

Nil

7. Table of Amendments

Amendment	Authorised by	Approval reference	Date

COFFS HARBOUR CITY COUNCIL



**DRAFT Asset Management Plan Summary
for Transport Assets**

Coffs Harbour City Council is committed to effectively managing public assets, specifically:

- ▲ delivering community priorities for asset-related services within Council's limited funds
- ▲ minimising the life-cycle cost to build, operate, maintain and renew these assets.

This Asset Management Plan (AMP) Summary:

- ▲ establishes the Levels of Service (LoS) Council aims to deliver from its Transport assets
- ▲ the resources that are estimated to be required to deliver the service and the key points and challenges with delivering the service and also minimising life-cycle costs
- ▲ the measures that will be used to monitor the actual LoS delivered, which will be reported back to Council and the community.

should be read in conjunction with Council's Asset Management Policy.

This AMP Summary provides the basis for the development of a detailed AMP that will guide staff involved in long-term planning for service delivery as well as those responsible for operating, maintaining and renewing the assets to deliver the services set out herein. The AMP includes an improvement plan.

This AMP Summary (part of Council's Resourcing Strategy) informs Council's four-year Delivery Program and one-year Operational Plan, which are the means by which Council formally identifies the principle activities to be carried out in relation to providing this service and allocates the funds for doing so.

A summary of the assets proposed to be rehabilitated, renewed, created and in some cases disposed of in order to deliver the established LoS is an appendix to this AMP Summary.

The Coffs Harbour 2030 Plan identifies the following strategies relevant to transport 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

1. Scope

The table below sets out a summary of all of Council's transport assets.

Asset Category	Quantity	Estimated Replacement Value (\$ 000's) ¹	Average Condition ²	Estimated cost to bring up to a satisfactory condition/standard ³
Sealed Roads ³	704km	451,810	3	49,732
Unsealed Roads	128km	14,789	4	9,606
Bridges – concrete	102 No	57,521	2	-
Bridges – timber	69 No	7,081	3	146
Footpaths and Cycleways	150km	35,131	2	1,750
Kerb and Gutter	540km	26,413	3	3,426
Road furniture Signs and fixtures Bus shelters Guardrail and barriers	2,300 No 60 No 15,290 m	8,443	3	989
Medians and roundabouts	35 No	12,846	2	931
Footbridges	183 No	13,166	3	220
Total		627,200		66,800

1. As reported in Special Schedule 7 of Council's Annual Financial Statements for the year ended 30 June 2013.

2. Asset Conditions "Key" as per the DLG Integrated Planning and Reporting Manual

1 = excellent – no work required (normal maintenance)

2 = good – only minor maintenance work required

3 = average – maintenance work required

4 = poor – renewal required

5 = very poor – urgent renewal/upgrading required

3. A satisfactory standard is the level of service standard established in section 2. A review of the methodology for calculation of this figure is an action in Council's Asset Management Strategy.

2. Levels of Service

In 2013, Council undertook an extensive community engagement process regarding levels of service. This was reported to Council's 28 November 2013 meeting (refer report CIS 13/53).

2.1 Road Asset Hierarchy

Roads are classified into the following hierarchy, based on the usage and importance, as a means of prioritising the allocation of Council's limited resources. Maps of roads in each classification are provided in Appendix 1.

Road Hierarchy	Length (km)
Regional Roads	70
Distributor Roads	81
Collector Roads	293
Local Roads	
Sealed	258
Unsealed	128
Unmade	24

Note that unmade roads are not yet marked on the maps. Unmade roads are roads for which Council has a duty of care to maintain (being under Council ownership), but given the usage and importance of these roads and Council's limited resources, only very limited works can and will be undertaken.

2.2 Maintenance Response

Maintenance of transport assets involves the identification and repair of defects that may be impacting on users of the asset and/or prevent the asset reaching its design life (i.e. accelerate deterioration), which increases the cost of providing the asset over its life-cycle (section 3).

Maintenance defects are identified through customer requests and asset inspections.

Whilst targets are not proposed to be set for customer requests regarding maintenance defects at this stage, they are an important (albeit indirect) measure of service levels and customer satisfaction and are thus a measure of level of service to be reported (section 5). Historical customer service request information is included in Appendix 2.

The target inspection frequencies for road assets are presented in the table below.

Asset	Inspection Frequency
Arterial Roads (State Roads)	Monthly
Minor Arterial Roads (Regional Roads)	Monthly
Collector Roads	6 Months
Local Roads	6 Months
High Profile Locations	Monthly
Unmade Roads	2 yearly

Defects identified via a Customer Request or Asset Maintenance Inspection are assigned a Maintenance Defect Risk Score (out of 100) as a means of prioritising the repair and incorporating higher risk defects into works programs, considering the resources available to repair them. High risk defects get a high score, and low risk defects a low score. The cost of repairing the defect is also a factor considered, for example isolated defects are more costly to repair.

The Maintenance Defect Risk Score is derived from a combination of a number of factors impacting the risk.

Severity Score: a score out of 10 which is a reflection of the severity of the defect and potential to cause harm. A weighting of 40% is applied to the severity score.

Location Score: a score out of 10 which is a reflection of the relative importance and usage of the asset of where the defect is located. A weighting of 40% is applied to the Location Score.

Position Score: a score out of 10 which is a reflection of the relative importance of the position of the defect within the asset. A weighting of 20% is applied to the Position Score.

The Risk Score of a particular defect is then calculated according to the following formula:

Risk Score	=	Location Score	x	Location Weighting	+	Severity Score	x	Severity Weighting	+	Position Score	x	Position Weighting
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Details of the score calculation for the range of issues involved in calculation of these scores is included in Appendix 3.

The target response times for the repair of defects (or making safe, for example by restricting access to the asset or the erection of warning signage) is set out in the table below.

TARGET RESPONSE TIMES

Risk Rating	Priority	Target Response Times (Days)
0 - 10	Low	730
10 - 20	Low	365
20 - 30	Medium	160
30 - 40	Medium	80
40 - 50	Medium	40
50 - 60	High	20
60 - 70	High	10
70 - 80	High	5
80 - 90	Urgent	2
90 - 100	Urgent	1

Achieving these target response times depends on a range of factors, particularly available resources. Reporting of actual levels of service delivered is defined in section 5 below.

2.3 Rehabilitation and/or Renewal

Levels of service delivered are significantly influenced by the condition of the asset.

Council aims to maintain the current condition of transport assets on average across the network by rehabilitating and renewing assets to keep pace with deterioration.

The current condition of transport assets, broken into the road hierarchy, is set out in Appendix 4. The information was gathered from inspection of road assets in 2011. The next inspection is due for completion in 2014.

Over time, this means that assets in poor or very poor condition currently will be rehabilitated (to the point where they can be adequately maintained) or renewed.

The program of transport assets proposed to be rehabilitated or renewed are listed in Appendix 5.

Actual works undertaken will vary based on detailed investigations, and may involve more extensive works (e.g. replacing failed kerb and guttering as well as pavement). Priorities for rehabilitation and/or renewal are subject to change, particularly where other assets deteriorate (for example, following periods of heavy rainfall). Changes to the program will be reported as set out in section 5.

This list has been compiled based on the following factors:

- ▲ asset condition
- ▲ position of the asset on the road asset hierarchy
- ▲ safety issues (for example, poor condition assets in a high-speed environment)
- ▲ life-cycle management issues (as noted in section 3)

2.4 Upgrade and Acquisition

Council acquires new assets or upgrades existing ones based on community priorities and forecast demand, however these projects are generally limited given a limited availability of funds and the need to maintain, rehabilitate and renew existing assets.

Where relevant, projects involving acquisition and/or upgrade of assets is included on the list in Appendix 6.

Council identifies new infrastructure required to meet demand from new development. Under section 94 of the NSW Environmental Planning and Assessment Act, 1979 Council may levy contributions from developers for the acquisition of these assets. Copies of Developer Contribution Plans are available on Council's website.

Council may also acquire new assets from other authorities (e.g. RMS handover of old sections of the Pacific Highway).

A forecast of transport asset acquisitions acquired from development is provided in Appendix 6.

2.5 Disposal

Disposal of transport assets is generally limited to disposal of old assets in conjunction with asset renewal (i.e. replacing old with new).

3. Life-cycle Management

Council's Asset Management Policy establishes its commitment to minimising the cost of acquiring, operating, maintaining, rehabilitating, renewing and disposing of its assets.

As noted in sections 2.2 and 2.3, the minimisation of life-cycle costs for providing an asset is a factor in the allocation of resources for asset maintenance and rehabilitation / renewal.

Preventative maintenance works (to ensure assets reach the design life and do not deteriorate prematurely) for transport assets include:

- ▲ pothole patching (to stop water entering the pavement)
- ▲ crack sealing of asphalt surfaces (again to stop water ingress)
- ▲ flushing of subsoil drainage lines
- ▲ cleaning of scuppers on bridge decks
- ▲ removal of debris accumulated against bridges in waterways

3.1 Sealed Road Surface Renewal

Sealed road pavements are by far the most valuable component of Council's transport asset portfolio representing \$452M, or almost three quarters, of total replacement value.

Pavements (other than concrete and asphaltic concrete pavements) are constructed of gravel. All gravels have a lower wet strength than dry strength (e.g. the difference between wet and dry mud), however many of Council's roads are constructed of gravel that has deteriorated over time and is highly susceptible to failure when it is wet, a real problem given the rainfall in Coffs Harbour.

The primary means of keeping water out of these pavements is bituminous surfacing, also known as sealing.

Higher use roads are often surfaced with asphaltic concrete (hotmix) for a higher level of service and strength. Cul-de-sacs are often surfaced with asphaltic concrete to protect the surface from damage arising from trucks, particularly garbage trucks.

Over time, road surfaces (both bituminous surfacing and asphaltic concrete) oxidise, become brittle and crack. Once cracked, they are no longer an effective barrier to water ingress and no longer serve the purpose of preventing water ingress to the pavement. Consequently, roads must be resurfaced even before they may appear to need it (to the untrained eye) in order to maintain the integrity of the surface.

As a result of reductions in funding for road maintenance and repair over recent years, the age (and therefore condition) of Council's sealed road surfaces has deteriorated. This has impacted on road pavement condition, causing premature failure of some pavements.

At its meeting of 25 October, 2012 Council resolved to amend its road maintenance and renewal strategies, and focus more on preventative maintenance, resurfacing (resealing) and minor rehabilitation (also known as heavy patching) in an effort to improve service levels across the network.

As a consequence, funding for resurfacing has been adequate to keep pace with deterioration (i.e. the oxidation and ageing) of sealed road surfaces.

3.2 Sealed Road Rehabilitation and Renewal

Because of the need to prioritise limited funds for roads towards maintenance and resurfacing works (to deliver target levels of service and minimise life-cycle costs), the funds available for major rehabilitation and renewal works has been limited.

Over time, this is leading to a gradual deterioration of condition across the network as roads age. Older roads (of poorer condition) cost more to maintain, and are eventually unsuitable for resurfacing because the pavement underlying the surface is too weak or liable to failure.

Thus, the current level of service based on condition (section 2.3) has been reducing. Given the growing backlog of infrastructure requiring renewal (measured by the estimated cost to bring up to a satisfactory standard as per section 1) the situation is unsustainable without the additional funding from the proposed Special Rate Variation. Without additional funding, modelling suggests that the length of sealed road pavements rated as poor and very poor condition will grow from 77km to 180km over the next decade.

3.3 Life-cycle Management of Other Transport Assets

Of the remaining transport assets, the next largest in terms of value is concrete bridges (\$57.5M replacement value, or 9% of all transport assets). These assets are long-lived and require very little maintenance. The most important issue with regards to life-cycle management of these assets is cathodic protection of bridges in the tidal zone, such as the bridges on Hogbin Drive. Cathodic protection has been installed on each of these bridges, and is regularly tested and maintained.

Footpaths and cycleways make up \$35.1M or 6%. Like concrete bridges, little maintenance is required to achieve the design life, however trip hazards are addressed (based on risk and available resources) to maintain levels of service.

Kerb and gutter assets make up \$26.4M or 4%. Kerb and gutter failure is related to pavement failure because water cannot drain off the road. Garbage trucks and buses are the primary loads on road edges. Subsoil drainage pipes are sometimes installed to dry out problem areas. There is a considerable backlog of kerb and gutter that has failed and requires replacing (reported as \$3.4M in table in section 1).

Unsealed roads make up only \$14.7M or 2% of the total value of transport assets however these assets provide an important service, often the only tangible service, in the eyes of those in rural areas. Council undertakes maintenance grading of unsealed roads on a cycle (generally annual) in order to improve service levels (in terms of ride quality) and decrease life-cycle costs (in terms of getting water off the roadway and thus avoiding erosion of the gravel pavement). Service levels for unsealed roads (included in the Maintenance Defect Risk Assessment Methodology) take account of the safety issues.

Footbridges make up \$13.2M or 2% of the total value of transport assets and are maintained similarly to other bridges.

Medians and roundabouts make up \$12.8M or 2% also, and are generally managed in a like manner to sealed roads.

Road furniture, valued at \$8.4M or 1% of the total, includes critical assets such as road signs and guardrail. Many signs are significantly deteriorated and require replacement. There is also a considerable backlog of guardrail requiring replacement.

Last but far from least, Council's timber bridges make up only \$7.1M or just over 1% of the total value of the transport asset class, however they are often provide the only means of access for rural properties. As a result of a Special Rate Variation commenced in 2008, Council has been able to address many priorities and replace them with concrete. Funds from road programs have been focused on these assets over a number of years, owing to the priorities here, however in recent years these funds have been redirected back to roads due to the deterioration in this asset category. Funding restrictions have meant that a number of bridges more recently have been replaced with timber, rather than concrete. Whilst this provides an acceptable level of service, it does bring with it additional maintenance requirements over the life of the asset, and also a shorter life.

Funds from the Special Rate Variation will help to address renewal backlogs and increased maintenance in each of these asset categories which will result in improved service levels and decreased life-cycle costs.

4. Funding Required to Deliver the Level of Service and Minimise Life-cycle Costs

The funding required to deliver the levels of service set out in section 2, and minimise life-cycle costs as set out in section 3, is summarised in the table below in terms of the proposed activities to spend additional funds generated by the Special Rate Variation. With SRV=additional.

Activity	\$M (2012/13)	With SRV (year 1)	With SRV (year 2)	With SRV (year 3 and on)
Road maintenance	4.779	0.19	0.39	0.6
Other Transport maintenance		0.19	0.39	0.6
Sealed Road Pavement and Surfacing Renewals	3.081	0.65	1.31	2.0

Note that these figures are integrated with the “sustainable case” in Council's Long Term Financial Plan. This table is for planning purposes only. For details of actual service delivery plans and the resources allocated to do so, refer to Council's Delivery Program.

5. Service Level Measurement and Reporting

The table below sets out the measures of service levels that will be reported to Council and the community.

Level of Service Measure	Target
Customer requests regarding Road Maintenance Defects.	Reduction
Compliance with target Maintenance Defect Response Times	90% compliance outside of periods of wet weather
Actual rehabilitation, renewal, acquisition and/or upgrade works completed.	Program completed
Condition of Council's road network.	Current condition maintained.
Estimated cost to bring up to a satisfactory standard	Reduction through development of alternative maintenance and renewal programs.

6. Standards

Council has adopted the Auspec framework for specification of relevant transport asset maintenance, renewal and acquisition. Beyond this, relevant Australian and Industry Standards are used to specify required standards of work.

7. Consultation

Council's Community Engagement regarding Levels of Service project was reported to Council's 28 November 2013 meeting.

8. References

- IPWEA International Infrastructure Management Manual
- Statewide Mutual Best Practice Manual for Road Risk Management

9. Appendices

Appendix 1 – Maps of Road Hierarchy

Appendix 2 – Customer Request History

Appendix 3 – Maintenance Defect Risk Assessment Methodology

Appendix 4 – Current Condition of Sealed Road Network

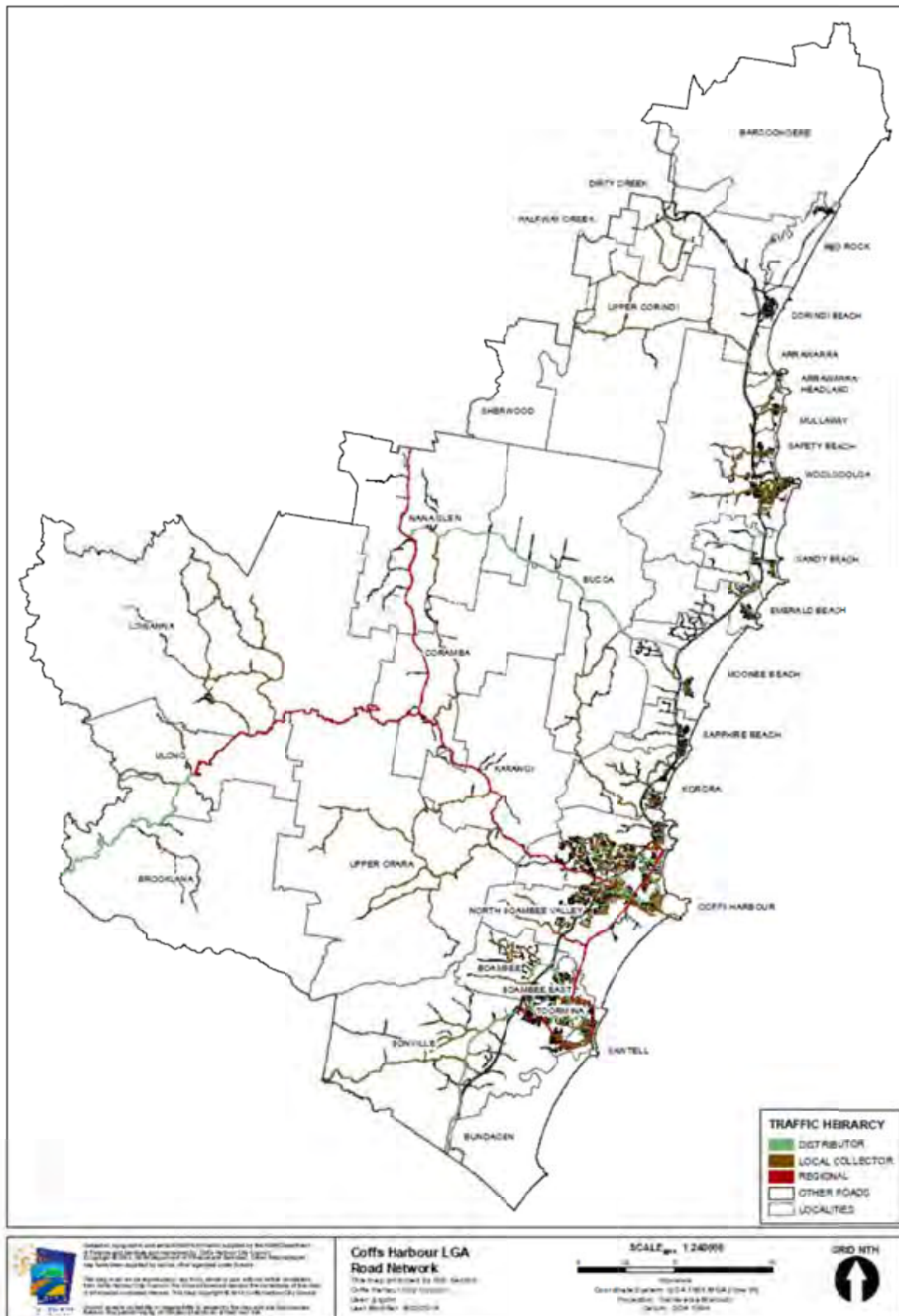
Appendix 5 – Proposed Program for Rehabilitation, Renewal, Creation and Upgrade

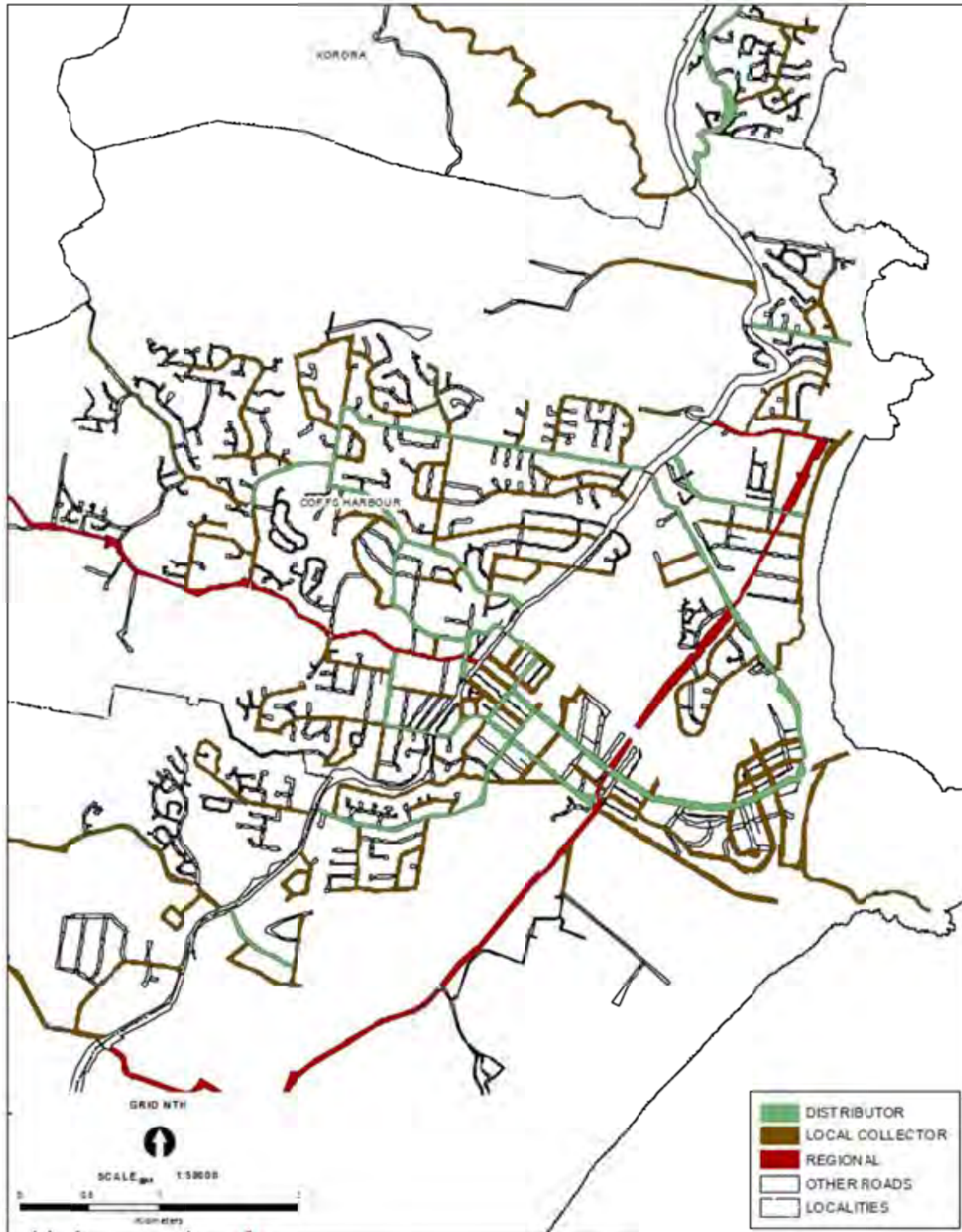
Appendix 6 – Forecast Acquisition of Transport Assets (refer section 5.5 in AMP)

10. Document Control

Revision Status	Date
First Draft for IPART Application	01/02/14

Appendix 1



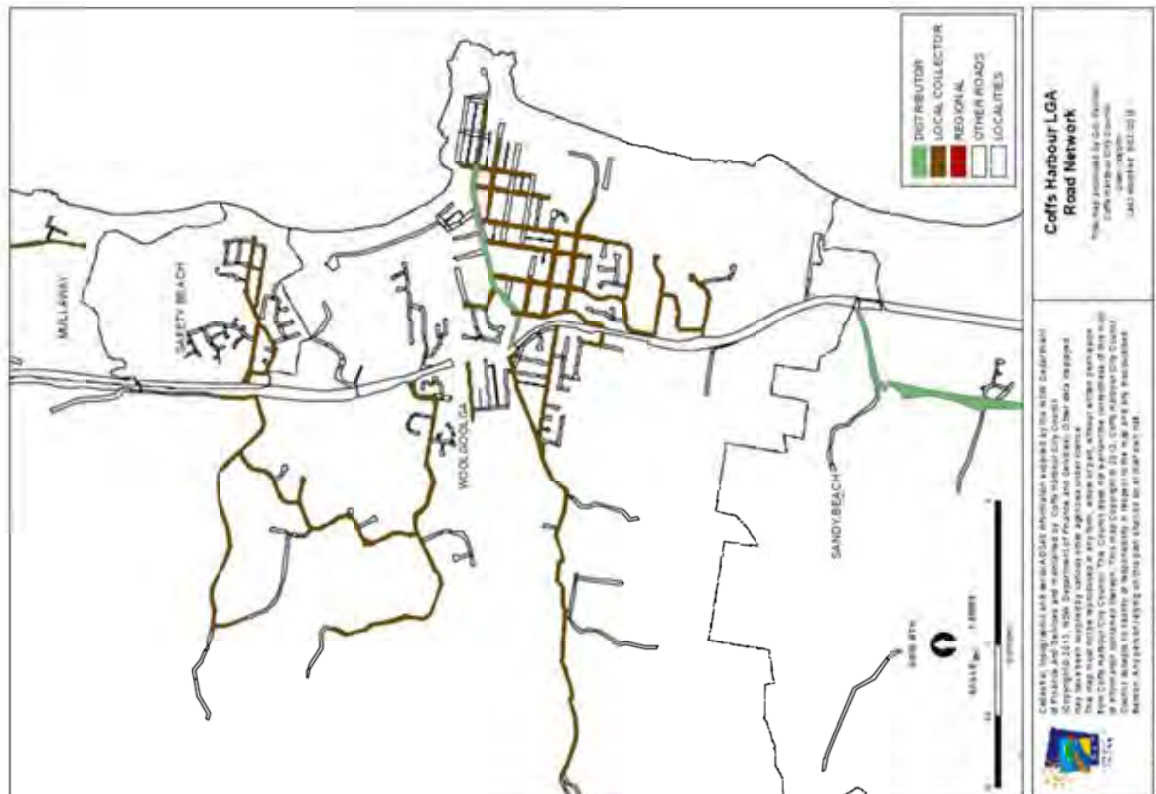
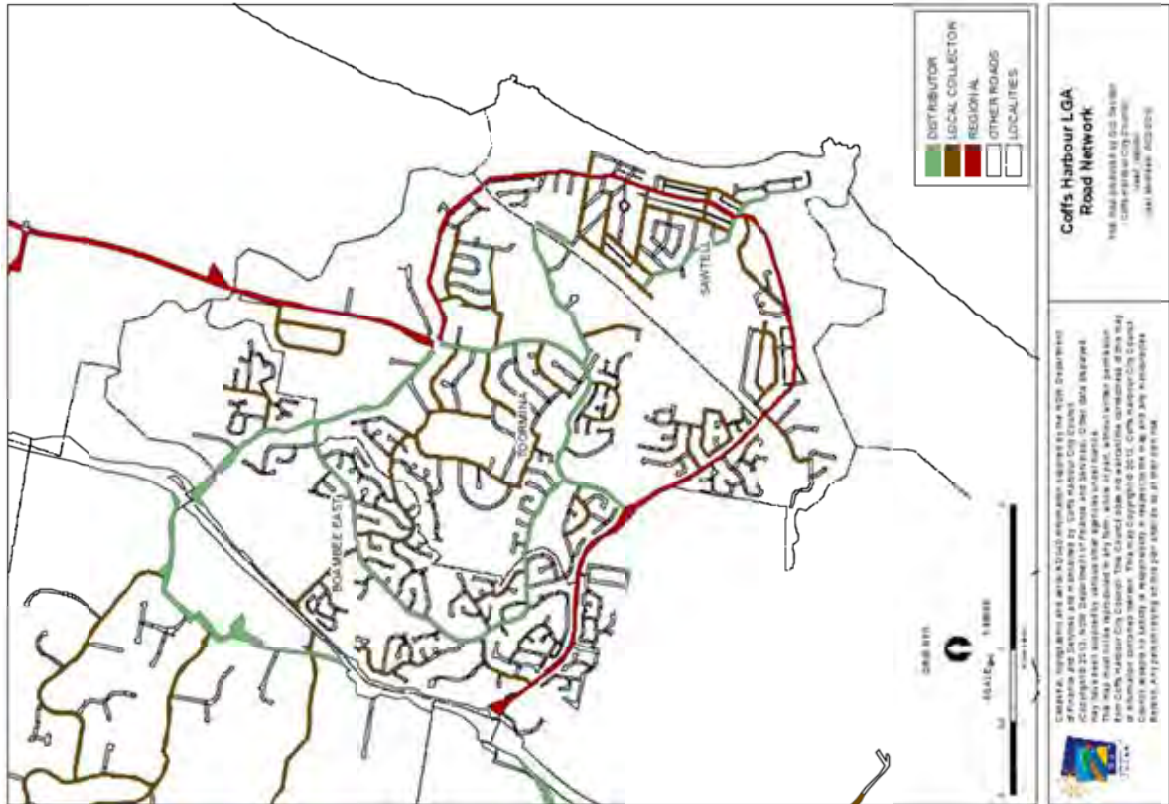


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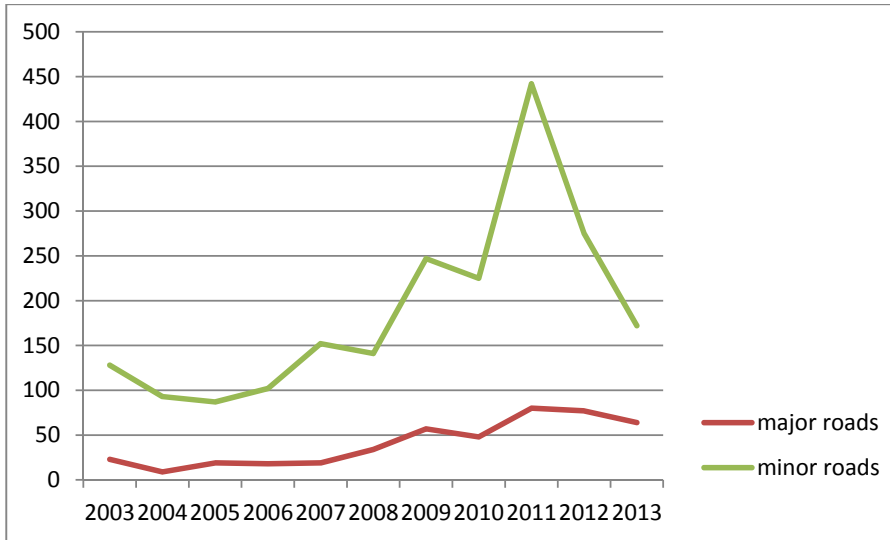
Coffs Harbour LGA Road Network

The map produced by GIS Section
Coffs Harbour City Council
User: jaydon
Last Modified: 5/02/2014

Our Ref: Transport&Management&Plan_ML_2 0140204



Appendix 2 - Customer request history



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
major roads	23	9	19	18	19	34	57	48	80	77	64
minor roads	128	93	87	102	152	141	247	225	442	275	172
Total	151	102	106	120	171	175	304	273	522	352	236

Appendix 3 Maintenance Defect Risk Assessment Methodology

DEFECTS & RECORDING LEVELS

Drainage Defect Group

Defect	Recording Level	Severity Score
Askew grate	Any instance of an askew grate creating a safety issue for motorists, and or pedestrians.	9
Askew pipes	Stepping in jointing or other faults causing loss of stability of pipeline and or subsidence surrounding pipeline.	8
	Stepping in jointing or other faults causing reduction in effectiveness of pipeline.	6
Askew pit lid	Any instance of an askew pit lid creating a safety issue for motorists, and or pedestrians.	9
Blockage in pit chamber or mouth	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Blocked Culvert	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Blocked drainage line	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Blocked headwall	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Blocked sub-soil drain	Subsoil outlet covered completely or fully blocked	4
	Subsoil outlet indicates subsoil discharge limited to less than 50%	2
Blocked table drain	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Damaged face bar	Any damaged face bar that creates a public safety issue.	6
Damaged grate	Any damaged grate that creates a public safety issue.	7
Damaged lintel	Any damaged lintel that creates a public safety issue.	7
Damaged pit lid	Any damaged pit lid that creates a public safety issue.	8
Damaged stormwater outlet	Any damaged roofwater / downpipe outlet, caused by the benefitting resident/owner,	8

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- resident	that creates a public safety issue.	
Damaged stormwater outlet - Council	Any damaged roofwater / downpipe outlet, caused by general wear and tear, that creates a public safety issue.	8
Hole in pipe wall	Stepping in jointing or other faults causing loss of stability of pipeline and or subsidence surrounding pipeline.	8
	Stepping in jointing or other faults causing reduction in effectiveness of pipeline.	6
Missing grate	Any instance of an missing grate creating a safety issue for motorists, and or pedestrians.	10
	Any instance of an missing pit lid creating a safety issue for motorists, and or pedestrians.	10
Missing pit lid	Any instance of an missing pit lid creating a safety issue for motorists, and or pedestrians.	10
Overgrown headwall	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Overgrown table drain	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Overgrown waterway	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Pollution Control Device Full	Any instance of an pollution control device, greater than 80% of it's intended capacity.	5
Rubbish in waterway	Drain fully blocked or flow width or depth is a public nuisance or road safety hazard.	8
	Waterway area restricted by more than 30%	4
Scouring of waterway	Defect causing total diversion of flow from drain or causing a public nuisance or road safety hazard.	8
	Stepping in jointing or other faults causing ponding or scour leading to a >30% reduction in waterway area.	4
Subsidence over pipe	Stepping in jointing or other faults causing loss of stability of pipeline and or subsidence surrounding pipeline.	8
	Stepping in jointing or other faults causing reduction in effectiveness of pipeline.	6

Miscellaneous Defect Group

Defect	Recording Level	Severity Score
Abandoned vehicle	Any abandoned vehicle where a sticker has not been placed by Council Rangers.	1

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Dead Animal	Any dead animal within the road reserve that poses a traffic safety or health issue.	2
Faulty private fencing	Any private fencing which creates a safety hazard for pedestrians or vehicular traffic.	1
Illegal dumping	Any instance where material or rubbish has been illegally dumped within the road reserve.	1
Obstruction of footway - material	Any instance where material or rubbish has been illegally dumped within the road reserve.	1
Obstruction of footway - skip bins	Any instance where the footway has been obstructed by a skip-bin within the road reserve.	1
Obstruction of footway - vehicles	Any instance where the footway has been obstructed by a vehicle within the road reserve.	1
Oil spill	Any instance where there is a oil spill within the road reserve.	8
Public utility defect, or adjustment required	Any instance where the infrastructure of a public utility or damage caused to Council's assets, is not to standard or gives cause for public safety.	5
Soil erosion - building site	Any instance where soil is being eroded on tracked onto Council's roadway or into Council drainage system from a building site.	2

Roadside Defect Group

Defect	Recording Level	Severity Score
Damaged Guidepost	>10% of delineator installations per segment missing or defective relative to original installation and design standards	6
	>20% of delineator installations per segment missing or defective relative to original installation and design standards	4
Damaged retaining structure	Inspection reveals repair is required	1
	Retaining wall defect constituting safety hazard to parks and recreation area users.	3
Damaged Traffic Island	Damaged traffic island kerbing or infill. 50 mm step or misalignment in island kerbing or paving.	4
	Defect constitutes a hazard to motorists or pedestrians.	7
Debris in K&G	Any area >20 m ² where debris or slippery material is visible within the common travelled path and/or is potentially hazardous to the public.	0
	Any area >30 m ² where debris or slippery	0

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	material is visible within the common travelled path and/or is potentially hazardous to the public.	
	Any area >40 m ² where debris or slippery material is visible within the common travelled path and/or is potentially hazardous to the public.	0
Debris on footway	Any area >20 m ² where debris or slippery material is visible within the common travelled path and/or is potentially hazardous to the public.	0
	Any area >30 m ² where debris or slippery material is visible within the common travelled path and/or is potentially hazardous to the public.	0
	Any area >40 m ² where debris or slippery material is visible within the common travelled path and/or is potentially hazardous to the public.	0
Depression within footway	Any instance where a depression in the footway creates a safety hazard for pedestrians	0
Kerb & Gutter - Sunken, Lifted, Damaged	Damaged kerb and gutter. 20 mm step or misalignment in kerb and gutter. Slippery surface ³ 200 mm dia.	4
	Defect constitutes a hazard to motorists or pedestrians. Misalignment >40 mm. Slippery surface on a curve or on incline $\geq 1:14$.	7
Layback - Sunken, Lifted, Damaged	Damaged kerb and gutter. 20 mm step or misalignment in kerb and gutter. Slippery surface ³ 200 mm dia.	4
	Defect constitutes a hazard to motorists or pedestrians. Misalignment >40 mm. Slippery surface on a curve or on incline $\geq 1:14$.	7
Missing Guidepost	Guardfence with a panel or component affected so as to jeopardise performance	0
Overgrown footway - grass	Length of Growth: Median > 250 mm, Roadside and verges > 400 mm, Shoulders > 400 mm	5
	Length of Growth: Median > 75 mm, Roadside and verges > 250 mm, Shoulders > 250 mm	3
Roadside rubbish	All litter visible from the travelled way	2
Tree growth obscuring sign	Growth from vegetation blocking or restricting the view of all types of signage within the road reserve. Vegetation should be trimmed or sign moved to new position.	6

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Tree growth obstructing footway	Growth with limbs of diameter >40 mm projecting over a footpath at a height <1.9 m or any limb positioned so as to be a danger to pedestrians (day or night).	6
	Growth within a 2.4 m canopy extended over the full footpath width.	4
Tree growth obstructing roadway	Any limb or bough projecting within 4.6 m canopy above traffic lanes and shoulders.	6
	Growth within a 4.9 m canopy above traffic lanes and shoulders.	4
Vegetation over kerb	Occurrence of noxious weed or growth covering 20% of area or length as appropriate.	1
	Weed growth obscures delineators or attracts complaints from adjacent landowners or public.	3
Weeds at lip of gutter	Occurrence of noxious weed or growth covering 20% of area or length as appropriate.	1
	Weed growth obscures delineators or attracts complaints from adjacent landowners or public.	3
Weeds on footway	Occurrence of noxious weed or growth covering 20% of area or length as appropriate.	1
	Weed growth obscures delineators or attracts complaints from adjacent landowners or public.	3
Weeds on, adjacent traffic island	Occurrence of noxious weed or growth covering 20% of area or length as appropriate.	1
	Weed growth obscures delineators or attracts complaints from adjacent landowners or public.	3
Worn surface adjacent path paving	Any instance where the footway is worn down adjacent path paving creating a safety hazard for pedestrians	4

Sealed Pavement Defect Group

Defect	Recording Level	Severity Score
Concrete Slab Pumping or Flexing	Any slab settlement of ³ 40 mm.	7
	Any slab settlement of ³ 15 mm.	4
Cracking	Any crack >2.0 m in length with average crack width ³ 3 mm. Crocodile Cracking >1 m ² with fines pumping	1
	Average crack width >5 mm for crack length >2 metres. Crocodile or block cracking spacing less than 100 mm.	3

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Damaged pavement - Restoration	Any unresolved pavement damage arising from works undertaken by a Utility Service or others working in the road reserve.	1
Depression	Any distressed pavement area >25 m2 showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m2 showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m2 in area with both cracking and deformation >40 mm under a 1.2 m straight edge.	4
	Any failed section up to 25 m2 in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Failed or Sunken Trench	Any distressed pavement area >25 m2 showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m2 showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m2 in area with both cracking and deformation >40 mm under a 1.2 m straight edge.	4
	Any failed section up to 25 m2 in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Failed Pavement	Any distressed pavement area >25 m2 showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m2 showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m2 in area with both cracking and deformation >40 mm under a 1.2 m straight edge.	4
	Any failed section up to 25 m2 in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Failed Seal - Edge of Gutter	Any distressed pavement seal adjacent the lip of gutter which enables the ingress of water in to the pavement.	2
Failed Sprayed Seal	Any 20 m lane length with >50% of area distressed arising from delamination, flushing, ravelling, stripping.	6
	Any distressed surfacing area between 5 m2	4

Attachment 1c

	and 25 m2 arising from delamination, flushing, ravelling, stripping.	
Failed Sprayed Seal.	Any 20 m lane length with >50% of area distressed arising from delamination, flushing, ravelling, stripping.	6
Flushed Surface	Any 20 m lane length with >50% of area distressed arising from delamination, flushing, ravelling, stripping.	6
	Any distressed surfacing area between 5 m2 and 25 m2 arising from delamination, flushing, ravelling, stripping.	4
Gravel and Debris on Roadway	Any area >20 m2 where debris or slippery material is visible within the common travelled path and/or is potentially hazardous	5
	Debris or slippery material accumulation so as to be hazardous due to skid resistance reduction or surface drainage deflection. Any accumulation in traffic lane on a curve.	8
Pavement Depression - Garbage Truck	Any distressed pavement area >25 m2 showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m2 showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m2 in area with both cracking and deformation >40 mm under a 1.2 m straight edge.	4
	Any failed section up to 25 m2 in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Pothole	Any pothole with depth >35 mm and/or diameter >150 mm or equivalent lateral dimension. (Where located on bicycle lanes,	5
	Any pothole with depth >50 mm and/or diameter >200 mm or equivalent lateral dimension. (Where located on bicycle lanes,	7
	Pothole depth >100 mm or hazardous to traffic and/or diameter >0.5 m or equivalent lateral dimension.(On bicycle lanes >30 mm)	9
Rutting	Any distressed pavement area >25 m2 showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m2 showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m2 in area with	4

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	both cracking and deformation >40 mm under a 1.2 m straight edge.	
	Any failed section up to 25 m ² in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Shoving	Any distressed pavement area >25 m ² showing cracking and deformation >40 mm under a 1.2 m straight edge.	5
	Any distressed pavement area >25 m ² showing cracking and deformation >75 mm under a 1.2 m straight edge.	8
	Any failed section up to 25 m ² in area with both cracking and deformation >40 mm under a 1.2 m straight edge.	4
	Any failed section up to 25 m ² in area with both cracking and deformation >75 mm under a 1.2 m straight edge.	7
Stripping or Ravelling	Any 20 m lane length with >50% of area distressed arising from delamination, flushing, ravelling, stripping.	6
	Any distressed surfacing area between 5 m ² and 25 m ² arising from delamination, flushing, ravelling, stripping.	4

Shoulder Defect Group

Defect	Recording Level	Severity Score
Edge Break	Horizontal Fretting ³ 150 mm	4
	Reduction in original sealed width ³ 250 mm	7
Edge drop	Edge of seal drop off >50 mm for >10% of segment length.	4
	Edge of seal drop off >75 mm for a length of 20 m or more >10% of segment length.	7
Poor shoulder crossfall and shape	Any segment with average shoulder crossfall >10%.	7
	Any segment with average shoulder crossfall >7%.	4
Scouring of shoulder	Any scour occurrence length >5 m and mean scour depth ³ 300 mm.	4
	Scour undercutting a road asset with potential for major erosion or safety hazard.	6

Street Furniture Defect Group

Defect	Recording Level	Severity Score
Damaged bin	Inspection reveals repair is required.	3

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	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Damaged bollard	Inspection reveals repair is required.	3
	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Damaged bus shelter	Inspection reveals repair is required.	3
	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Damaged bus shelter - contractor	Inspection reveals repair is required.	3
	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Damaged fencing	Fencing defect constituting hazard to pedestrians and commuters.	5
	Inspection reveals repair is required.	3
Damaged public seat	Inspection reveals repair is required.	3
	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Damaged public seat contractor	Inspection reveals repair is required.	3
	Seat/shelter/street furniture defect constituting hazard to pedestrians and commuters.	5
Graffiti on bus shelter	Graffiti visible from the road	3
	Offensive Graffiti	5

Traffic Facilities Defect Group

Defect	Recording Level	Severity Score
Bent, Damaged Post	Any bent post that affects the standard or effectiveness of the posted sign	2
	Any bent post that create a safety issue for motorists, cyclist and pedestrians	7
Damaged Armco railing	Guardfence with a panel or component affected so as to jeopardise performance	6
	Guardrail damaged constituting traffic hazard.	8
Faded or Missing Linemarking	Faded or missing linemarking affected so as to jeopardise performance of traffic arrangement	6
	Faded or missing linemarking constituting traffic hazard.	8
Faded or Missing Linemarking - Long Lines	Faded or missing long linemarking affected so as to jeopardise performance of traffic arrangement	6
	Faded or missing long linemarking constituting traffic hazard.	8

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Graffiti on sign	Graffiti visible from roads	3
Guide Sign - Faded, Damaged, Missing	>20% of sign legend illegible at 150 m under low beam or in daylight or sight distance criteria not met.	2
	Sign missing or >80% of sign legend illegible	7
Incorrect sign location	Any sign posted in the incorrect location that creates a safety issue for motorists, cyclist and pedestrians	7
	Any sign posted in the incorrect location.	2
Misaligned sign or post	Any misaligned sign or post that creates a safety issue for motorists, cyclist and pedestrians	7
	Misaligned sign or post that affects the standard or effectiveness of the posted sign	2
Missing RPMs	>10% of delineator installations per segment missing or defective relative to original installation and design standards.	2
	>20% of delineator installations per segment missing or defective, relative to original installation and design standards.	7
Other Signs - Faded, Damaged Missing	>20% sign legend illegible at 150 m under low beam or in daylight or sight distance criteria not met.	2
	Sign missing or >80% of sign legend illegible.	7
Parking Sign - Faded, Damaged, Missing	>20% sign legend illegible at 150 m under low beam or in daylight or sight distance criteria not met.	2
	Sign missing or >80% of sign legend illegible.	7
Redundant Linemarking	Any redundant linemarking that creates a safety issue for motorists, cyclist and pedestrians	7
	Any redundant linemarking.	2
Redundant sign or post	Any redundant sign or post that creates a safety issue for motorists, cyclist and pedestrians	7
	Any redundant sign or post.	2
Regulatory Sign - Faded, Damaged, Missing	>20% sign legend illegible at 150 m under low beam or in daylight or sight distance criteria not met.	4
	Sign missing or >80% of sign legend illegible.	8
Vandalised sign	Any vandalised sign that creates a safety issue for motorists, cyclist and pedestrians	7
	Any vandalised sign.	2
Warning & Hazard Sign - Faded, Damaged, Missing	>20% sign legend illegible at 150 m under low beam or in daylight or sight distance criteria not met.	3

	Sign missing or >80% of sign legend illegible.	7
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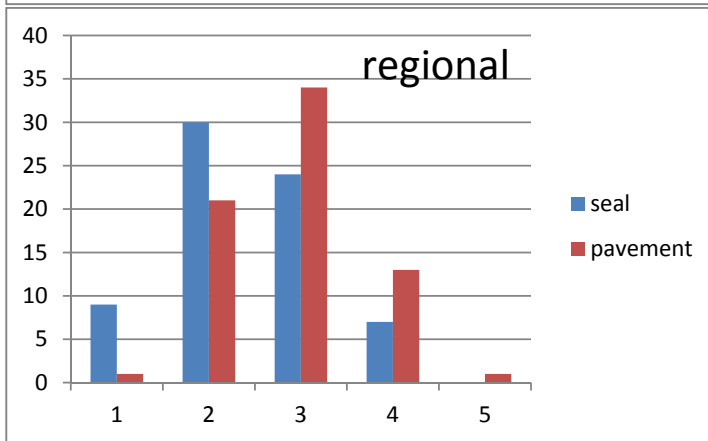
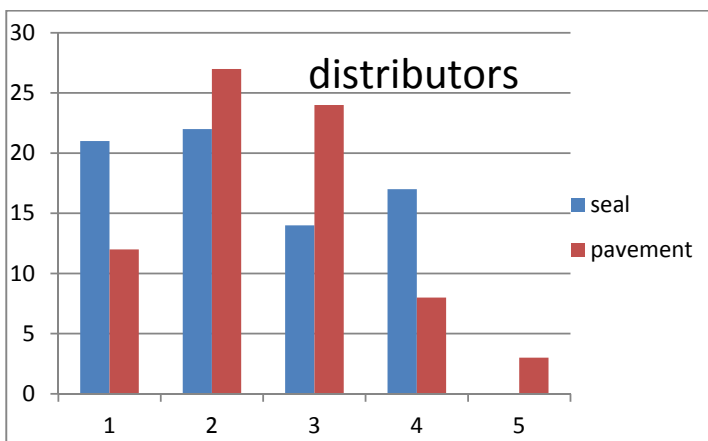
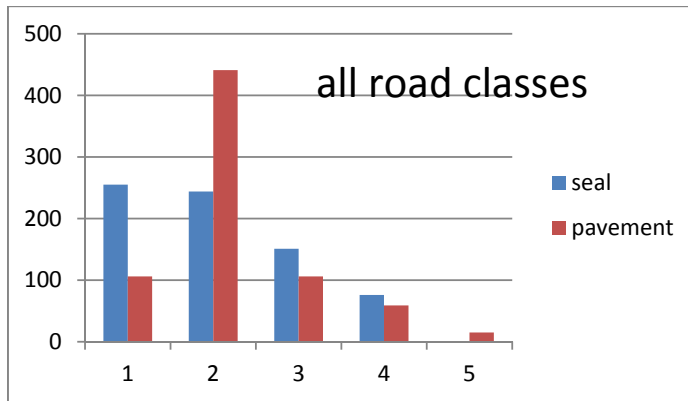
Unsealed Pavement Defect Group

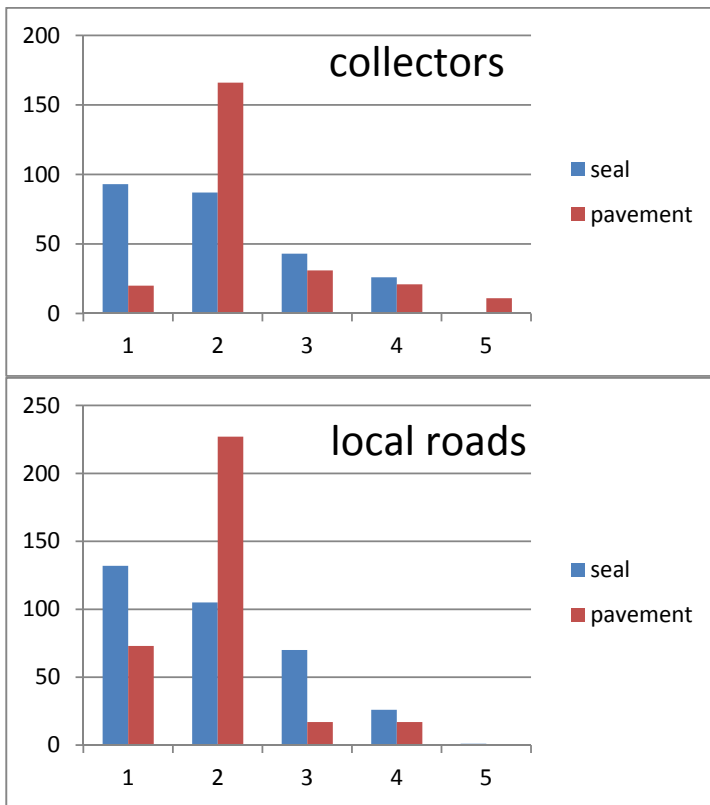
Defect	Recording Level	Severity Score
Blocked mitre drain	Waterway area restricted by more than 30%	3
	Waterway area restricted by more than 50%	5
Chanelling of formation	Any section of road hazardous to traffic at typical travel speed.	7
	Any section with corrugation or other distress >30% of area of formation or representative crossfall <1%	5
Clayey Surface	Any section of road hazardous to traffic at typical travel speed.	7
	Any section with corrugation or other distress >30% of area of formation or representative crossfall <1%	5
Corrugations	Any section of road hazardous to traffic at typical travel speed.	7
	Any section with corrugation or other distress >30% of area of formation or representative crossfall <1%	5
Excessive Loose Gravel	Any section of road hazardous to traffic at typical travel speed.	7
Pothole Unsealed	Any section of road hazardous to traffic at typical travel speed.	9
	Pothole depth >100 mm or hazardous to traffic and/or diameter >0.5 m or equivalent lateral dimension.(On bicycle lanes >30 mm)	7
Scouring of formation	Any section of road hazardous to traffic at typical travel speed.	7
	Any section with corrugation or other distress >30% of area of formation or representative crossfall <1%	5

POSITION OF DEFECT

Defect Group	Position Description	Position Score
Drainage	Sub Critical Locations: Sub Drainage lines, kerb inlets, drainage reserves, low pedestrian areas.	4
	Critical Locations: Trunk Drainage, Sag points, embankments, adjacent buildings, high pedestrian areas	8
Miscellaneous Roadside Shoulder Sealed Pavement Unsealed Pavement	Road Reserve or Median	2
	Road Shoulder	4
	Parking Lane	6
	Traffic Lane	8
	Total Carriageway	10
Street Furniture	Low profile or low use area	4
	High profile or high use area	7
Traffic Facilities	Side of Road	2
	Parking Bay	3
	Median	6
	Travelling Lane	7
	Intersection or other variable traffic conditions	9

Appendix 4 – Current Condition of Sealed Road Network





Appendix 5 - Proposed Program for Rehabilitation, Renewal, Creation and Upgrade

10 year road renewal program

Road or Street Name	District Location	Estimated Rehab. Cost (\$)	Program Year	Rate per sq metre	increased maintenance costs	available rehab funds	cumulative cost \$		
BONVILLE ST : From : RALEIGH ST To : CURACOA ST	COFFS HARBOUR	32,190	2014-15	Year 1 \$50.00	200,000	692,000	32,190		
MULLAWAY : From : SH 10 To : ARRAWARRA RD	NTH BEACHES	192,700	2014-15				224,890		
JORDAN : From : CAMPERDOWN ST To : BOAT RAMP ENT	COFFS HARBOUR	198,660	2014-15				423,550		
JORDAN : From : 556M To : END	COFFS HARBOUR	188,000	2014-15				611,550		
BORONIA : From : PARK To : END	SAWTELL	66,000	2014-15				400,000	492,000	66,000
NEWMAN ST: From : BULTITUDE ST To : END OF NEWMAN ST	WOOLGOOLGA	25,750	2014-15				91,750		
MARKET : From : NIGHTINGALE ST To : QUEEN ST	WOOLGOOLGA	198,380	2014-15				290,130		
BEACH : From : HEADLAND RD To : LAKESIDE DR	SAPPHIRE	104,160	2014-15				394,290		
BEACH : From : LAKESIDE DR To : END	SAPPHIRE	42,900	2014-15				437,190		
HIBISCUS : From : LAKESIDE DR To : END	SAPPHIRE	38,540	2014-15				475,730		
POINCIANNA : From : LAKESIDE DR To : END	SAPPHIRE	36,900	2014-15				600,000	292,000	36,900
LAKESIDE : From : POINCIANNA AVE To : END	SAPPHIRE	66,010	2014-15				102,910		
FITZGERALD : From : 86M To : END	COFFS HARBOUR	82,875	2014-15				185,785		
ELEVENTH : From : ELIZABETH ST To : FIRST AVE	SAWTELL	60,480	2014-15				246,265		
HARRISON : From : KEN PL To : BAYLDON RD	SAWTELL	83,790	2014-15				800,000	192,000	83,790
HARRISON : From : MEDIUM To : KEN PL	SAWTELL	55,860	2014-15				139,650		
HARRISON : From : LYONS RD To : MEDIUM	SAWTELL	61,200	2014-15	200,850					
TOTAL FOR 2014-15		1,534,395							
BOULTWOOD ST : From : OCEAN PDE To : HOGBIN DR NTH	COFFS HARBOUR	115,607	2015-16	Year 2 \$51.50	892,000	-	0		
PIPECLAY : From : MACDOUGALL ST To : END	CORINDI	80,943	2015-16				0		
ELSWICK : From : ISLES DR To : END	COFFS HARBOUR	99,900	2015-16				0		
GUNDAGAI : From : HIGH ST To : END	COFFS HARBOUR	54,508	2015-16				0		
KORORA SCHOOL : From : JAMES SMALL DR To : SCOUR VALVE	KORORA	48,328	2015-16				0		
KORORA SCHOOL : From : SCOUR VALVE To : HIGHWAY	KORORA	152,363	2015-16				0		
JAMES SMALL : From : KORORA SCHOOL DR To : START CONCRETE F	KORORA	103,453	2015-16				0		
JAMES SMALL : From : START CONCRETE F/P To : END KERB	KORORA	84,831	2015-16				0		
JAMES SMALL : From : NORMAN HILL DR To : PLANTAIN RD	KORORA	91,928	2015-16				0		
HARBOUR : From : SALAMANDER ST To : HARDACRE ST	COFFS HARBOUR	82,977	2015-16				0		
HARBOUR : From : HOGBIN DR To : DIBBS ST	COFFS HARBOUR	319,218	2015-16				0		
MULLAWAY : From : RAINBOW AVE EAST To : THE BOULEVARDE	NTH BEACHES	47,390	2015-16				0		
MULLAWAY : From : ARRAWARRA RD To : DARKUM RD	NTH BEACHES	229,422	2015-16				0		
EMERALD HEIGHTS : From : ANSELMO CL To : STEFAN CL	EMERALD BEACH	95,852	2015-16				0		
WATERLOO : From : NIGHTINGALE ST To : QUEEN ST	WOOLGOOLGA	77,466	2015-16				0		
AUBREY : From : END DIVIDED RD To : THOMPSONS RD	COFFS HARBOUR	279,182	2015-16				0		
CHARLOTTE : From : END A/C To : END	COFFS HARBOUR	23,031	2015-16	0					
GROSS MICHEL : From : NORMAN HILL DR To : END	KORORA	22,413	2015-16	0					
HEADLAND : From : BEACH RD To : ELOURA DR	SAPPHIRE	67,980	2015-16	0					
HURLEY : From : RAY MCCARTHY DR To : END	COFFS HARBOUR	55,744	2015-16	0					
RAY MCCARTHY : From : HURLEY DR NTH To : HURLEY DR STH	COFFS HARBOUR	207,339	2015-16	0					
TOTAL FOR 2015-16		2,339,872							
GORDON : From : VERNON ST To : COFF ST	COFFS HARBOUR	269,575	2016-17	Year 3 \$53.05			0		
RIVER : From : BEACH ST To : GORDON ST	WOOLGOOLGA	90,898	2016-17				0		
TURON : From : BULTITUDE ST (5TH) To : KIM CL	WOOLGOOLGA	270,911	2016-17				0		
WINGARA : From : FRASER DVE To : FRASER DVE (NTH)	COFFS HARBOUR	129,356	2016-17				0		
WINGARA : From : O'KEEFE DVE To : COOK DVE	COFFS HARBOUR	98,833	2016-17				0		
OCEAN : From : PRINCE ST To : BOULTWOOD ST	COFFS HARBOUR	99,104	2016-17				0		
WOODHOUSE : From : RUSHTON AVE To : END DIVIDED ROAD	MOONEE	14,587	2016-17				0		
WOOLGOOLGA CREEK : From : 1095 To : 1497	WOOLGOOLGA	179,122	2016-17				0		
COMBINE : From : ELIZABETH ST To : GARDINER AVE	COFFS HARBOUR	58,997	2016-17				0		
COMBINE : From : GRAFTON ST To : ELIZABETH ST	COFFS HARBOUR	30,565	2016-17				0		
MATHIE : From : CORNISH ST To : START PAVERS	COFFS HARBOUR	23,616	2016-17				0		
ROBERT GARRETT : From : REID DR To : LOUDEN CL	COFFS HARBOUR	223,627	2016-17				0		
CORNISH : From : END PAVERS To : REID DR	COFFS HARBOUR	74,857	2016-17				0		
CORNISH : From : START PAVERS To : END PAVERS NO1	COFFS HARBOUR	5,347	2016-17				0		
CORNISH : From : START PAVERS To : END PAVERS NO5	COFFS HARBOUR	14,258	2016-17				0		
REID : From : START PAVERS To : END PAVERS	COFFS HARBOUR	4,350	2016-17				0		
CORNISH : From : START PAVERS To : END PAVERS NO7	COFFS HARBOUR	5,347	2016-17				0		
REID : From : THOMPSONS RD To : ROBERT GARRETT ST	COFFS HARBOUR	63,803	2016-17				0		
BULTITUDE : From : BEACH ST To : TURON PDE	WOOLGOOLGA	89,710	2016-17				0		
SAFETY BEACH : From : SCHOFIELD DR To : SCHOFIELD DR (EAST)	NTH BEACHES	198,951	2016-17				0		
DOWSETT : From : CHRISTMAS BELLS RD To : START DUST SEAL	COFFS HARBOUR	15,447	2016-17				0		
HOWARD : From : END OF KERB To : END OF SERVICE RD	COFFS HARBOUR	130,618	2016-17				0		
LAWSON : From : LAWSON CRES (EAST) To : CREEK END	COFFS HARBOUR	79,939	2016-17				0		

from year 5 there will be no funds available for road rehabilitation as all the road to recovery funds will be needed for road maintenance

NINE LANE : From : GORDON ST To : END	COFFS HARBOUR	19,096	2016-17
NORTHSIDE : From : YORK ST To : END KERB	COFFS HARBOUR	36,468	2016-17
PARK AVENUE LANE : From : EARL ST To : START OF KERB & GUTT	COFFS HARBOUR	38,962	2016-17
SMITH ST : From : END KERB To : CRABBE ST	WOOLGOOLGA	50,923	2016-17
THREE : From : BRODIE DR To : VOST ST	COFFS HARBOUR	28,856	2016-17
WESTSIDE : From : KING ST To : END	COFFS HARBOUR	61,617	2016-17
CAVANBA : From : WOLLONGBA PL To : JEFFRESS PL	TOORMINA	57,575	2016-17
GARDINER : From : COMBINE ST To : TO END	COFFS HARBOUR	27,955	2016-17
HOWARD LANE : From : DIBBS ST To : BARRIE ST (HOWARD LANE)	COFFS HARBOUR	17,346	2016-17
MCIVER : From : ALEXANDER ST To : START DUSTSEAL	WOOLGOOLGA	12,476	2016-17
HARBOUR : From : EARL ST To : CURACOA ST	COFFS HARBOUR	289,201	2016-17
HOWARD : From : SERVICE RD To : END OF KERB	COFFS HARBOUR	234,332	2016-17
TOTAL FOR 2016-17		3,046,624	
RED ROCK RD : From : 50KM SIGN To : LAWSON ST	CORINDI	218,622	2017-18
MARCIA : From : CORAL AVE To : JUNE ST	COFFS HARBOUR	131,734	2017-18
CORAL : From : MARCIA ST To : PRINCE JAMES AVE	COFFS HARBOUR	82,610	2017-18
PRINCE JAMES : From : BAILEY AVE To : CORAL AVE	COFFS HARBOUR	219,835	2017-18
KORORA BAY : From : MIRANDA PL To : SANDY BEACH DR	KORORA	45,108	2017-18
BEACON : From : TAYLOR CL To : LIGHTS ST	EMERALD BEACH	78,966	2017-18
SCHAFFER : From : FORD ST To : RED ROCK RD	RED ROCK	70,481	2017-18
MACKEYS : From : END OF KERB To : BRAY ST	COFFS HARBOUR	46,026	2017-18
COMBINE : From : DYER ROAD To : MURPHY CRES	COFFS HARBOUR	57,324	2017-18
PIPE CLAY : From : OLD HIGHWAY To : 257	NTH BEACHES	120,757	2017-18
SCARBOROUGH : From : BEACH ST To : SHORT ST	WOOLGOOLGA	66,438	2017-18
CROSSMAGLEN : From : BAKES RD To : END	BONVILLE	659,734	2017-18
CORNISH : From : START PAVERS To : END PAVERS NO3	COFFS HARBOUR	15,298	2017-18
EUGOURIE : From : MURRAY DR To : END	COFFS HARBOUR	36,224	2017-18
KNOX : From : KNOX ST To : NASH LNE	WOOLGOOLGA	21,111	2017-18
PARK AVENUE LANE : From : START OF KERB & GUTT To : GORDON ST	COFFS HARBOUR	31,962	2017-18
HULBERTS : From : BUCKMAN CL To : WALLIS AVE	TOORMINA	166,073	2017-18
WAKELANDS : From : HIGHWAY To : FAIRVIEW RD	MOONEE	147,070	2017-18
CREEK TOWERS : From : ELBOW ST To : CONCRETE	COFFS HARBOUR	20,674	2017-18
BONVILLE WATERS : From : LYONS RD To : CUNNINGHAM CR	TOORMINA	57,805	2017-18
WEST ARGYLL : From : END K@G To : JOYCE ST	COFFS HARBOUR	149,878	2017-18
SHORT : From : BEACH ST To : SCARBOROUGH ST	WOOLGOOLGA	94,849	2017-18
ROBERT GARRETT : From : LOUDEN CL To : CORNISH ST	COFFS HARBOUR	53,199	2017-18
ORLANDO LANE : From : ORLANDO ST To : START A/C	COFFS HARBOUR	16,391	2017-18
LEA : From : MEADOW ST To : END	COFFS HARBOUR	47,588	2017-18
KANE : From : HUGHES CL To : GRANT CL	COFFS HARBOUR	70,678	2017-18
MARCIA : From : ROSE AVE To : END KERB & GUTTER	COFFS HARBOUR	69,956	2017-18
RICHMOND : From : MACLEAY PL To : BRUNSWICK AVE	COFFS HARBOUR	24,056	2017-18
RICHMOND : From : MACAULEYS HDL DR To : MANNING AVE	COFFS HARBOUR	63,990	2017-18
RICHMOND : From : MANNING AVE To : MACLEAY PL	COFFS HARBOUR	29,329	2017-18
TOTAL FOR 2017-18		2,913,767	
CHRISTMAS BELLS : From : AVIATION DR To : A/C BORAL GAS	COFFS HARBOUR	542,642	2018-19
ANDREWS : From : OCEAN ST To : END	CORINDI	57,097	2018-19
CIRCULAR : From : NTH BELLGROVE ST To : BELLGROVE ST (NTH)	SAWTELL	140,604	2018-19
PARK BEACH : From : BURKE ST To : PHILLIP ST	COFFS HARBOUR	229,975	2018-19
WERAMBIE : From : LALAGULI DVE To : TURBILL ST	TOORMINA	98,797	2018-19
NEWCASTLE : From : 410M To : END	TOORMINA	38,830	2018-19
CIRCULAR : From : BELLGROVE ST (STH) To : BELLGROVE ST (NTH)	SAWTELL	195,568	2018-19
HUBBARD : From : PULLEN ST To : SARE ST	WOOLGOOLGA	44,908	2018-19
WILLIAM : From : START OF KERB To : CALTOWIE PL	COFFS HARBOUR	30,546	2018-19
TOLHURST : From : THOMPSONS RD To : END	COFFS HARBOUR	112,371	2018-19
WERAMBIE : From : TURBILL ST To : MINORIE DVE	TOORMINA	87,655	2018-19
BRUNSWICK : From : RICHMOND DRIVE To : KARUAH AVE	COFFS HARBOUR	223,864	2018-19
LAKE RUSSELL : From : 580 To : 900	EMERALD BEACH	154,870	2018-19
TINDARA : From : LYONS RD To : DIRRIGEREE CR (STH)	TOORMINA	57,739	2018-19
HOGBIN DRIVE BOATRAMP : From : HI TECH DR To : END	COFFS HARBOUR	171,055	2018-19
BRODIE : From : ANDERTON ST To : ORLANDO ST (EAST)	COFFS HARBOUR	76,450	2018-19
RICHMOND : From : DIGGERS BEACH RD To : CLARENCE CR	COFFS HARBOUR	49,162	2018-19
MARTIN : From : GALE ST To : END	CORAMBA	39,258	2018-19
ELIZABETH : From : COMBINE ST To : 94.3	COFFS HARBOUR	39,145	2018-19
PARK BEACH : From : PHILLIP ST To : HOGBIN DR NTH	COFFS HARBOUR	232,457	2018-19
BORONIA : From : EIGHTH AVE To : SEVENTH AVE	SAWTELL	99,540	2018-19
BORONIA : From : ELIZABETH ST To : CONCRETE FOOT PAVE	SAWTELL	51,999	2018-19
BORONIA : From : SEVENTH AVE To : ELIZABETH ST	SAWTELL	126,282	2018-19
COLUMBUS : From : SAN FRANCISCO AVE To : PACIFIC AVE	COFFS HARBOUR	46,596	2018-19
DIRRIGEREE : From : TINDARRA DR (STH) To : GILLIBRI CR	TOORMINA	59,877	2018-19
GREEN LEA : From : ROSEDALE RD (NTH) To : JOYCE ST (NTH)	COFFS HARBOUR	57,097	2018-19

Year 4 \$54.64

Year 5 \$56.28

KARUAH : From : NAMBUCCA AVE To : BRUNSWICK AVE	COFFS HARBOUR	49,939	2018-19		
TOTAL FOR 2018-19		3,114,322			
RICHMOND : From : CLARENCE CR To : MACAULEYS HDL DR	COFFS HARBOUR	74,252	2019-20	Year 6	\$57.96
TURBILL : From : WERAMBIE ST To : END	TOORMINA	27,915	2019-20		
FRASER : From : WINGARA DR(STH) To : WINGARA DR(NTH)	COFFS HARBOUR	437,881	2019-20		
PETERSON : From : PITT SQUARE To : PRIVATE RD	COFFS HARBOUR	26,663	2019-20		
VALLEY : From : PALM ST To : 54.2	COFFS HARBOUR	31,926	2019-20		
REID : From : START A/C To : 80M	COFFS HARBOUR	57,500	2019-20		
ENGLANDS : From : HIGHWAY To : 1520	BOAMBEE	757,702	2019-20		
REID : From : CARTEN CL To : 119.0	COFFS HARBOUR	85,531	2019-20		
REID : From : FERAN CRES To : CARTEN CL	COFFS HARBOUR	104,937	2019-20		
REID : From : ROBERT GARRETT ST To : FERAN CRES	COFFS HARBOUR	76,906	2019-20		
MACCUES : From : ROAD NARROWS To : STATE FOREST	MOONEE	202,873	2019-20		
HUGHES : From : KANE CRES To : END	COFFS HARBOUR	105,819	2019-20		
MCGREGOR : From : LINDEN AVE To : END	TOORMINA	139,855	2019-20		
ORLANDO : From : LAWSON CRES (EAST) To : LAWSON CRES AV	COFFS HARBOUR	88,453	2019-20		
ORLANDO : From : GDT SECCOMBE CL To : HIGHWAY	COFFS HARBOUR	254,577	2019-20		
DIBBS LANE : From : DIBBS ST To : BARRIE ST (NTH VICTORIA	COFFS HARBOUR	57,500	2019-20		
SAWTELL : From : PACIFIC HWY To : HAMILTON DR	SAWTELL	355,781	2019-20		
TOORMINA : From : ELIZABETH ST To : END	COFFS HARBOUR	80,825	2019-20		
RIDING : From : VERNON ST. To : COFF ST.	COFFS HARBOUR	69,255	2019-20		
LINDEN : From : MCGREGOR CL To : BRYANT CL	TOORMINA	60,317	2019-20		
TOTAL FOR 2019-20		3,096,467			
BAILEY : From : ZARA PL To : CORAL AVE	COFFS HARBOUR	369,285	2020-21	Year 7	\$59.70
BOUNDARY : From : BEACH ST To : END OF BOUNDARY ST	WOOLGOOLGA	180,003	2020-21		
BRYANT : From : LINDEN AVE To : END	TOORMINA	49,434	2020-21		
SAN FRANCISCO : From : COLUMBUS CIRC To : PACIFIC AVE	COFFS HARBOUR	85,673	2020-21		
BEACH : From : QUEEN ST To : CARRINGTON ST	WOOLGOOLGA	168,505	2020-21		
HIGH ST : From : START KERB & GUTTER To : FAWCETT ST	WOOLGOOLGA	421,262	2020-21		
LOWER BUCCA : From : 3988 To : 5070	MOONEE	555,545	2020-21		
KRATZ : From : NARROW RD To : 245M	COFFS HARBOUR	122,868	2020-21		
LINDEN : From : END CONCRETE To : MOSELEY DR	TOORMINA	30,090	2020-21		
OCEAN : From : 55M To : END	CORINDI	90,402	2020-21		
SECOND : From : ARRAWARRA RD To : THIRD AVE	NTH BEACHES	110,330	2020-21		
THIRD : From : ARRAWARRA RD To : SECOND AVE	NTH BEACHES	146,271	2020-21		
FAIRVIEW : From : WAKELANDS ROAD To : 436	MOONEE	218,655	2020-21		
OKEEFE : From : COOK DR To : 186.0	COFFS HARBOUR	157,687	2020-21		
PALMER : From : 1038.5 To : 1118	WOOLGOOLGA	41,505	2020-21		
MELITTAS : From : START OF KERB To : HIGHWAY	COFFS HARBOUR	34,974	2020-21		
VALLEY : From : GORDON ST To : PALM ST	COFFS HARBOUR	38,210	2020-21		
FRANCES : From : ALEXANDER ST To : GUNDAGAI ST	COFFS HARBOUR	172,588	2020-21		
MACKEYS : From : VERA DR To : END SEAL	COFFS HARBOUR	42,413	2020-21		
MANNING : From : RICHMOND DR To : NAMBUCCA AVE	COFFS HARBOUR	177,818	2020-21		
THEO : From : MELITTAS AVE To : END	COFFS HARBOUR	50,258	2020-21		
KIDD : From : BORONIA ST To : SECOND AVE	SAWTELL	68,849	2020-21		
LINKS : From : BELLEVUE DR To : KOTARA PL	KORORA	51,046	2020-21		
TOTAL FOR 2020-21		3,383,670			
MCIVER : From : END DUSTSEAL To : ARTHUR ST	WOOLGOOLGA	18,983	2021-22	Year 8	\$61.49
KURRAJONG : From : BRADLEY ST To : RAYMOND ST	COFFS HARBOUR	146,945	2021-22		
OCEAN : From : CARRINGTON ST To : ARTHUR ST	WOOLGOOLGA	133,527	2021-22		
HOWARD : From : BARRIE ST To : SERVICE RD	COFFS HARBOUR	200,236	2021-22		
MINORIE : From : DAY CARE CENTRE To : TOORMINA RD	TOORMINA	62,502	2021-22		
EMERALD HEIGHTS : From : STEFAN CL To : 470 (END KERB)	EMERALD BEACH	88,649	2021-22		
HULBERTS : From : NEWCASTLE DR To : END OF KERB & GUTTER	TOORMINA	50,806	2021-22		
BLACKER : From : SHEPHERDS LNE To : END	COFFS HARBOUR	45,382	2021-22		
HULBERTS : From : END OF K & G To : BUCKMAN CL	TOORMINA	99,202	2021-22		
NORTH BOAMBEE : From : 3170 To : END	COFFS HARBOUR	390,141	2021-22		
NORTH BOAMBEE : From : 245 To : 1090	COFFS HARBOUR	659,920	2021-22		
NORTH BOAMBEE : From : 2250 To : 3170	COFFS HARBOUR	554,427	2021-22		
MURRAY : From : EUGOURIE CL To : HILLVIEW CRES (EAST)	COFFS HARBOUR	38,261	2021-22		
OCEAN : From : NO23 OCEAN PARADE To : VINCENT ST	COFFS HARBOUR	41,299	2021-22		
ORCHID : From : MULLAWAY DR WEST To : SUN ST	NTH BEACHES	185,059	2021-22		
OCEAN : From : PARK BEACH RD To : END KERB	COFFS HARBOUR	336,985	2021-22		
LOWER BUCCA : From : MCCRAES BRIDGE WEST To : 6224	MOONEE	231,216	2021-22		
TWEED : From : KARUAH AVE To : END	COFFS HARBOUR	39,258	2021-22		
TOTAL FOR 2021-22		3,322,799			
SHERWOOD CREEK : From : SH10 To : 2000M	CORINDI	988,081	2022-23	Year 9	\$63.34
SHERWOOD CREEK : From : 2000M To : 4000M	CORINDI	988,081	2022-23		
EGGINS : From : ARRAWARRA BEACH ROAD To : 1954	NTH BEACHES	1,064,366	2022-23		
THREE : From : PACIFIC ST To : WHARF ST	WOOLGOOLGA	39,333	2022-23		

LINDSAYS : From : CABA CL To : MIDDLE BOAMBEE RD	BOAMBEE	311,245	2022-23		
WHARF : From : BEACH ST To : END OF KERB & GUTTER	WOOLGOOLGA	92,804	2022-23		
MERINO : From : RIPPON CL To : START AC	COFFS HARBOUR	120,597	2022-23		
ORLANDO : From : END BRIDGE To : VOST ST	COFFS HARBOUR	17,975	2022-23		
TOTAL FOR 2022-23		3,622,481			
SHERWOOD CREEK : From : 4000M To : 5898M	CORINDI	965,819	2023-24	Year 10	\$65.24
COMBINE : From : GARDINER AVE To : HILL ST	COFFS HARBOUR	59,445	2023-24		
SOLITARY : From : VICTORIA ST To : JARRETT ST	COFFS HARBOUR	72,754	2023-24		
LOWANNA : From : 560 To : CAVANAGHS RD	LOWANNA	1,265,760	2023-24		
SAWTELL : From : END OF KERB To : START OF KERB	SAWTELL	575,405	2023-24		
SECOND : From : FIRST AVE To : FOURTH AVE	SAWTELL	82,436	2023-24		
DALLEY : From : ALBANY ST To : LITTLE ST	COFFS HARBOUR	83,532	2023-24		
CENTRAL BUCCA : From : 5881 To : END	BUCCA	151,484	2023-24		
CROSSMAGLEN : From : VALERY RD To : BRIDGE	BONVILLE	244,280	2023-24		
BIG BANANA ACCESS : From : ISLANDVIEW CL To : END A/C	COFFS HARBOUR	135,201	2023-24		
FIRST : From : ARRAWARRA RD To : END	NTH BEACHES	70,823	2023-24		
HASTINGS : From : RIVER ST To : END OF KERB	WOOLGOOLGA	28,477	2023-24		
HOOD : From : MILDURA ST To : END	COFFS HARBOUR	30,499	2023-24		
TOTAL FOR 2023-24		3,765,915			
JAMES SMALL : From : END KERB To : NORMAN HILL DR	KORORA	44,349	2024-25	Year 11	\$67.20
LAKE SIDE : From : BEACH RD To : HIBISCUS AVE	SAPPHIRE	38,785	2024-25		
LOADERS : From : CORAMBA RD To : START KERB	COFFS HARBOUR	172,156	2024-25		
MCCANN : From : GOODENOUGH TCE To : END	COFFS HARBOUR	26,247	2024-25		
NASH LANE (NO 1) : From : NASH ST To : 142M (NTH KNOX)	WOOLGOOLGA	44,846	2024-25		
PUNNET : From : STRAWBERRY PL To : END	WOOLGOOLGA	17,558	2024-25		
RED ROCK RD : From : CHANGE SEAL To : 50KM SIGN	CORINDI	367,534	2024-25		
RED ROCK RD : From : CORAL ST To : CHANGE SEAL	CORINDI	2,404,737	2024-25		
BRAY : From : JOYCE ST To : DIANNE CL	COFFS HARBOUR	310,109	2024-25		
HOFMEIER : From : PACIFIC ST To : END	WOOLGOOLGA	67,418	2024-25		
BONVILLE : From : EARL ST To : GORDON ST	COFFS HARBOUR	154,282	2024-25		
OCEAN : From : VINCENT ST To : PRINCE ST	COFFS HARBOUR	126,342	2024-25		
TOTAL FOR 2024-25		3,774,362			
BAYLDON : From : GOLF CLUB ENT To : LYONS RD (NTH)	SAWTELL	175,742	2025-26	Year 12	\$69.21
MCIVER : From : ARTHUR ST To : CARRINGTON ST	WOOLGOOLGA	90,653	2025-26		
CORNISH : From : THOMPSONS RD To : ROBERT GARRETT ST	COFFS HARBOUR	84,383	2025-26		
LOWANNA : From : ULONG RD To : 560	LOWANNA	325,572	2025-26		
CRAMPTON : From : ST. ANDREWS DRIVE To : END	WOOLGOOLGA	91,027	2025-26		
ROBIN : From : HIGH ST To : BRIDGE	COFFS HARBOUR	285,955	2025-26		
BRAY : From : NORFOLK CR (EAST) To : JOYCE ST	COFFS HARBOUR	90,114	2025-26		
HERMANN RIECK : From : CAVENDISH PL To : NORMAN HILL DR	KORORA	56,850	2025-26		
HERMANN RIECK : From : PLANTAIN RD To : CAVENDISH PL	KORORA	36,876	2025-26		
LAWSON : From : ORLANDO ST (EAST) To : 300.0 M	COFFS HARBOUR	290,689	2025-26		
NIOKA : From : TALOUMBI RD To : END	COFFS HARBOUR	87,705	2025-26		
TOORMINA : From : MIRROOLA CR To : KINTORIE CR	TOORMINA	183,134	2025-26		
KATHERINE : From : BRAY ST To : END	COFFS HARBOUR	109,188	2025-26		
DOUG KNIGHT : From : HOGGIN DR To : 48M	COFFS HARBOUR	54,483	2025-26		
CORNISH : From : ROBERT GARRETT ST To : START PAVERS	COFFS HARBOUR	12,306	2025-26		
HARBOUR DR : FROM : R-A-B to GORDON ST	COFFS HARBOUR	133,371	2025-26		
BOAMBEE : From : START OF KERB & GUTTER To : TWENTY FIFTH	SAWTELL	19,490	2025-26		
MEADOW : From : AZALEA AVE To : LEA CL	COFFS HARBOUR	95,415	2025-26		
PARK BEACH PLAZA ENT STH : From : PARK BEACH RD To : END	COFFS HARBOUR	41,714	2025-26		
SECOND : From : ELIZABETH ST To : FIRST AVE	SAWTELL	99,416	2025-26		
NIGHTINGALE : From : TRAFALGAR ST To : NELSON ST	WOOLGOOLGA	100,994	2025-26		
ONEILS : From : START DUSTSEAL To : END DUSTSEAL	CORAMBA	79,732	2025-26		
JOYCE : From : JACK LADD ST To : GREEN LEA CRES (STH)	COFFS HARBOUR	206,472	2025-26		
LAWSON : From : LAWSON CRES (WEST) To : ORLANDO ST AVE	COFFS HARBOUR	280,031	2025-26		
BOAMBEE : From : END OF KERB & GUTTER To : START OF KERB	SAWTELL	26,411	2025-26		
DIRRIGEREE : From : BANOOL ST To : GILLIBRI CR (NTH)	TOORMINA	127,350	2025-26		
DIRRIGEREE : From : GILLIBRI CR To : BANOOL ST	TOORMINA	273,801	2025-26		
GILLIBRI : From : DIRRIGEREE CR (EAST) To : END	TOORMINA	44,572	2025-26		
GRAFF : From : BREWIS CL To : END	TOORMINA	119,183	2025-26		
HEADLAND : From : ELOJERA DR To : END	SAPPHIRE	143,960	2025-26		
KARUAH : From : MANNING AVE To : TWEED CL	COFFS HARBOUR	98,613	2025-26		
KARUAH : From : TWEED CL To : NAMBUCCA AVE	COFFS HARBOUR	62,623	2025-26		
TOTAL FOR 2025-26		3,927,826			
NORMAN HILL : From : GROSS MICHEL RD To : RESERVE BOUNDARY	KORORA	40,549	2026-27	Year 13	\$71.29
WALLIS : From : HULBERTS RD To : END	TOORMINA	145,855	2026-27		
ALLEENA : From : NARIAH CR To : END FOOT PAVE	TOORMINA	53,751	2026-27		
FAWCETT : From : GORDON ST To : HIGH ST	WOOLGOOLGA	53,894	2026-27		
FOUR : From : HARBOUR DR(JETTY DIVE) To : START BITUMEN	COFFS HARBOUR	43,913	2026-27		

BEACH : From : RIVER ST To : SHORT ST	WOOLGOOLGA	111,765	2026-27
MOUNT BROWNE : From : 2970 To : 4200	KARANGI	587,485	2026-27
NASH LANE(NO 1) : From : NASH ST To : 287 STH KNOX ST	WOOLGOOLGA	69,563	2026-27
PACIFIC : From : LAKES RD To : HOFMEIER CL	WOOLGOOLGA	39,985	2026-27
LOWER BUCCA : From : CHANGE SEAL 52M To : CHANGE SEAL 625	MOONEE	396,918	2026-27
POLARIS : From : APOLLO DR To : END	COFFS HARBOUR	104,594	2026-27
PITT : From : PETERSON RD To : PITT SQUARE (NORTH)	COFFS HARBOUR	116,171	2026-27
COLLISON : From : ISLES DR To : END	COFFS HARBOUR	147,110	2026-27
BRODIE : From : END OF KERB & GUTTER To : GLYNN ST	COFFS HARBOUR	150,525	2026-27
PALM : From : VALLEY ST To : END OF RD	COFFS HARBOUR	33,534	2026-27
VALLEY : From : 54.2 To : RIDGE ST	COFFS HARBOUR	52,069	2026-27
BENNETTS : From : CORAMBA RD To : 100	COFFS HARBOUR	81,268	2026-27
GRAHAM : From : S.H. 10 NTH To : DIAMOND HEAD DR	SANDY BEACH	1,215,290	2026-27
MORGANS : From : GRAHAM DR To : 700M	SANDY BEACH	429,154	2026-27
HASKINS LANE : From : NELSON ST To : GORDON ST	WOOLGOOLGA	96,667	2026-27
LAKE VIEW : From : SAFETY BEACH AVE To : PANORAMA PDE	NTH BEACHES	134,777	2026-27
TOTAL FOR 2026-27		4,104,837	
MOONEE : From : HIGH ST To : SCARBA ST	COFFS HARBOUR	122,720	
NILE : From : MOORE ST To : JARRETT ST	COFFS HARBOUR	44,770	
BANKSIA : From : TURPENTINE AVE To : END	SANDY BEACH	33,600	
BEACH : From : BOUNDARY ST To : FAWCETT ST	WOOLGOOLGA	86,625	
LOWER BUCCA : From : 3470 To : 3988	MOONEE	249,600	
DIAMOND HEAD : From : MAPLE RD To : IRONBARK AVE	SANDY BEACH	103,400	
ELIZABETH : From : BELLGROVE ST To : ELEVENTH AVE	SAWTELL	113,520	
HEADLAND : From : SH10 To : BEACH RD	SAPPHIRE	71,250	
KIDD : From : SECOND AVE To : ELEVENTH AVE	SAWTELL	60,420	
POLLACK : From : ARTHUR ST To : ALEXANDER ST	WOOLGOOLGA	91,560	
SCHAFFER : From : LAWSON ST To : CUL DE SAC	RED ROCK	45,760	
MOUNT BROWNE : From : (JABOH CL) 1240 To : 1780	KARANGI	226,800	
PARK BEACH : From : PARK BEACH PLAZA ENT To : BURKE ST	COFFS HARBOUR	106,575	
GRAHAM : From : DIAMOND HEAD DR To : JOHNSONS RD	SANDY BEACH	251,450	
NINE LANE : From : EARL ST To : GORDON ST	COFFS HARBOUR	57,855	
BAILEY : From : CORAL AVE To : LUCAS AVE	COFFS HARBOUR	270,600	
FORD : From : CORFE ST To : MARTIN ST	RED ROCK	171,100	
MOUNT BROWNE : From : 2790 To : 2970	KARANGI	71,100	
SHEARER : From : 160 To : 708	WOOLGOOLGA	235,640	
ELEVENTH : From : MAY ST To : ELIZABETH ST	SAWTELL	150,640	
GREAVES : From : LINDEN AVE To : END	TOORMINA	76,220	
HULBERTS : From : RAILWAY LINE To : SEVENTEENTH AVE	TOORMINA	126,825	
KNOX : From : HIGHWAY To : NASH ST	WOOLGOOLGA	193,200	
THE BOULEVARDE : From : STAR ST To : DARKUM RD	NTH BEACHES	54,400	
TRAFALGA LANE : From : FAWCETT ST To : NIGHTINGALE ST	WOOLGOOLGA	26,325	
LOWER BUCCA : From : 1990 To : 3195 CENTRAL BUCCA	MOONEE	536,225	
DALGETY : From : NASH ST To : END	WOOLGOOLGA	9,875	
EIGHT : From : HARDACRE ST To : NORTH ST	COFFS HARBOUR	40,890	
LINDSAYS : From : MIDDLE BOAMBEE RD To : BLIGH DR	BOAMBEE	115,710	
BEACH : From : SHORT ST To : BULTITUDE ST	WOOLGOOLGA	82,280	
EMERALD HEIGHTS : From : GRAHAM DR To : ANSELMO CL	EMERALD BEACH	74,120	
SEAVIEW : From : 23.5 To : 116	KORORA	27,435	
CAVANBA : From : JEFFRESS PL To : NARIAH CR	TOORMINA	74,580	
CORAMBARA : From : LALAGULI DR To : MINORIE DR	TOORMINA	182,400	
PACIFIC : From : CORAL ST To : TASMAN ST	CORINDI	66,670	
BEACH : From : FAWCETT ST To : GANDERTON ST	WOOLGOOLGA	65,520	
BENNETTS : From : 1140 To : END	COFFS HARBOUR	354,460	
BUCHANANS : From : CORAMBA RD To : 200M	COFFS HARBOUR	74,000	
GRAHAM : From : JOHNSONS RD To : S.H. 10 STH	SANDY BEACH	414,000	
DIAMOND HEAD : From : TI To : TREE RD - SANDYS BEACH DR	SANDY BEACH	36,935	
FIDDAMAN : From : PACIFIC HWY To : LIGHTS ST	EMERALD BEACH	122,320	
MATHEWS : From : SIMON ST To : DAMLEN ST	CORINDI	149,910	
SALAMANDER : From : ALBANY ST To : VICTORIA ST	COFFS HARBOUR	198,320	
SEVENTH : From : ELIZABETH ST To : BORONIA ST	SAWTELL	83,820	
SHORT : From : BENT ST To : VICTORIA ST	COFFS HARBOUR	92,130	
SOUTH : From : SCARBOROUGH ST To : FAWCETT ST	WOOLGOOLGA	69,600	
PRINCE : From : HOGBIN DR NTH To : PHILLIP ST	COFFS HARBOUR	131,250	
LAKESIDE : From : HIBISCUS AVE To : POINCIANNA AVE	SAPPHIRE	35,260	
STADIUM : From : HOGBIN DR To : SEWER MANHOLE	COFFS HARBOUR	344,350	
CAVANAGHS : From : LOWANNA RD To : TIMMS MILL RD	LOWANNA	300,800	
DAIRYVILLE : From : START D/S To : END D/S 7453-7767	UPPER ORARA	84,780	
BENNETTS : From : 100 To : 1140	COFFS HARBOUR	540,800	
ZARA : From : BAILEY AVENUE To : END	COFFS HARBOUR	125,895	

other road assets renewal program

	current vote	proposed srv		
		year 1	year 2	year 3
kerbs	29,700	100,000	200,000	250,000
car parks	5,000	30,000	60,000	85,000
footpaths & cycleways	-	50,000	100,000	150,000
guard rail	-	30,000	60,000	110,000
	34,700	210,000	420,000	595,000

Note: for breakdown see
other tabs

10 year kerb renewal program

Cond. 0 - Good

Cond. 10 - Poor

Location	STREET NAME	Cond	length	renewal cost \$	available srv \$	year
		0-10				
	ROBIN ST TO AZALEA AVE	9	3	360	100,000	year 1
	YORK ST TO RICHMOND DR	9	4	480		
	EDINBURGH ST TO HOOD ST	9	3	360		
	START KERB TO ROYAL PALMS DR	9	20	2400		
	ROBIN ST TO AZALEA AVE	9	10	1200		
	BULTITUDE ST TO SCARBOROUGH ST	9	22	2640		note: without the srv, kerb could only be removed using maintenance funds
	RIVER ST TO SHORT ST	9	15	1800		
	RIVER ST TO SHORT ST	9	20	2400		
	O'KEEFE DR TO WINGARA DR	9	1	120		
	ORLANDO ST (EAST) TO 300.0 M	9	3	360		
	TURON PDE (NTH) TO NEWMAN ST	9	15	1800		
	SHORT ST TO ROAD NARROWS	9	20	2400		
	CURACOA ST TO END	9	10	1200		
	BRAY ST TO BERNE CL	9	4	480		
	MOONEE BEACH RD TO DAWN DVE	9	6	720		
	TURON PDE (NTH) TO NEWMAN ST	9	5	600		
	CORAL AVE TO JUNE ST	9	1	120		
	JACK LADD ST TO GREEN LEA CRES (STH)	9	50	6000		
	BULTITUDE ST TO SCARBOROUGH ST	9	10	1200		
	BULTITUDE ST TO SCARBOROUGH ST	9	10	1200		
	JOYCE ST TO DIANNE CL	9	3	360		
	JOYCE ST TO DIANNE CL	9	5	600		
	PETER CL TO OXLEY PL	9	2	240		
	GORDON ST TO EARL ST	9	15	1800		
	AMAROO CR TO BANGALEE CR	9	5	600		
	HULBERTS RD TO MIRROOLA CR	9	2	240		
	REID DR TO GREENLINKS AVE	9	3	360		
	PLANTATION AVE TO ANN ST	9	10	1200		
	SEVENTH AVE TO ELIZABETH ST	9	3	360		
	GORDON ST TO EARL ST	9	3	360		
	END ROUNDABOUT EARL ST TO START ROUNDABOUT GORDON ST	9	3	360		
	BEACH ST TO TURON PDE	9	3	360		
	SHORT ST TO BULTITUDE ST	9	5	600		
	BEACH ST TO SHORT ST	9	8	960		
	BEACH ST TO SHORT ST	9	14	1680		
	SECOND AVE TO BELLGROVE ST	9	8	960		
	TOORMINA RD TO NARIAH CR	9	6	720		
	TOORMINA RD TO NYAH PL	9	20	2400		
	ALKINA ST TO MERINDA AVE	9	22	2640		
	CANOMIE ST TO HEADLAND RD	9	9	1080		
	RICHMOND DR TO NAMBUCCA AVE	9	10	1200		
	NYMBOIDA CL TO KARUAH AVE	9	3	360		
	MANNING AVE TO TWEED CL	9	3	360		
	DEBORAH CL TO RAYMOND ST	9	45	5400		
	JACK LADD ST TO GREEN LEA CRES (STH)	9	15	1800		
	BAILEY AVE TO JACK LADD ST	9	22	2640		
	BERYL ST TO BAILEY AVE	9	9	1080		
	MEADOW ST. TO COMBINE ST.	9	9	1080		
	PET PORPOISE POOL TO START BRIDGE	9	4	480		
	BRODIE DR TO SERVICE RD	9	8	960		
	SERVICE RD TO END OF KERB	9	6	720		
	HOGBIN DR TO DIBBS ST	9	4	480		
	MOONEE ST TO GRAFTON ST	9	5	600		
	SHORT ST TO BULTITUDE ST	9	2	240		
	END OF KERB TO MILDURA ST	9	4	480		
	START KERB TO END KERB	9	10	1200		
	HULBERTS RD TO MIRROOLA CR	9	1	120		
	NEWCASTLE DR TO END OF KERB & GUTTER	9	3	360		
	TOLHURST PL TO AUBREY CR	9	0.5	60		
	COMBINE ST. TO MCLEAN ST.	9	2	240		
	NIMBIN PL TO GRAFTON ST	9	5	600		
	SCARBOROUGH ST TO BOUNDRY ST	9	10	1200		
	KORORA SCHOOL DR TO START CONCRETE F	9	3	360		
	O'KEEFE DR TO WINGARA DR	9	15	1800		

HIGHWAY TO START OF KERB	9	2	240		
THIRTEENTH AVE TO MAY ST	9	5	600		
THIRTEENTH AVE TO MAY ST	9	4	480		
NEWCASTLE DR TO END OF KERB & GUTTER	9	6	720		
LONG ST TO ALEXANDER ST	9	8	960		
PLANTATION AVE TO ANN ST	9	10	1200		
PLANTATION AVE TO ANN ST	9	8	960		
PLANTATION AVE TO ANN ST	9	6	720		
KATHERINE CL TO FREDERICK ST	9	35	4200		
START A/C TO SHEPHARDS LANE	9	10	1200		
COFF ST TO HIGH ST	9	1	120		
JACK LADD ST TO GREEN LEA CRES (STH)	9	60	7200		
DAMLEN ST TO START AC	9	10	1200		
DYER ROAD TO MURPHY CRES	9	3	360		
MEADOW ST. TO COMBINE ST.	9	3	360		
BRODIE DR TO SERVICE RD	9	5	600		
ORLANDO ST (EAST) TO 300.0 M	9	5	600		
HOOD ST TO EDGAR ST	9	3	360		
EDGAR ST TO ORLANDO ST	9	10	1200		
COLLINGWOOD ST TO EDINBURGH ST	9	3	360		
CORAMBA RD TO MCCANNS BRIDGE	9	5	600		
WOODHOUSE RD TO WANSBOROUGH AVE	9	6	720		
HIGH ST TO COLLINGWOOD ST	9	3	360		
PARK AVE TO ALBANY ST	9	3	360		
NELSON ST TO WATERLOO ST	9	5	600		
BEACH ST TO TURON PDE	9	25	3000		
BEACH ST TO SCARBOROUGH ST	9	8	960		
START KERB TO SIMON ST	9	17	2040	200,000	year 2
BELMGROVE ST (STH) TO BELMGROVE ST (9	5	600		
RAMORNIE DR TO KINTORIE CR	9	12	1440		
RAMORNIE DR TO KINTORIE CR	9	7	840		
LAKESIDE DR TO END	9	4	480		
LINKS AVE TO END	9	3	360		
PARKES DR (STH) TO ARDEN ST	9	16	1920		
PACIFIC AVE TO YORK ST	9	6	720		
KING ST TO END	9	5	600		
ARTHUR ST TO COLUMBUS CIRCUIT	9	6	720		
ARTHUR ST TO COLUMBUS CIRCUIT	9	1	120		
ANTARIES AVE (NTH) TO ABEL TASMAN DR	9	3	360		
WARRAWEE ST TO ALKINA ST	9	4	480		
MERINDA AVE TO NARDIE ST	9	6	720		
MERINDA AVE TO NARDIE ST	9	7	840		
TURON PDE STH TO TURON PDE NTH	9	1	120		
TURON PDE (NTH) TO NEWMAN ST	9	1	120		
LAUREL ST TO BELLEVUE DR	9	4	480		
ARDEN ST TO KORORA BAY DR	9	15	1800		
ARDEN ST TO KORORA BAY DR	9	25	3000		
ELM ST TO MAPLE ST	9	4	480		
ELM ST TO MAPLE ST	9	2	240		
VERA DR (NTH) TO VERA DR (STH)	9	1	120		
ANTARIES AVE (STH) TO PERRY DR	9	1	120		
YORK ST TO PHILLIP ST	9	1	120		
VINCENT ST TO PRINCE ST	9	3	360		
CAR PARK ENTRANCE TO START AC	9	1	120		
MOORE ST TO NILE ST	9	1	120		
GORDON ST TO EARL ST	9	5	600		
AVENUE ST TO CURACOA ST	9	20	2400		
AVENUE ST TO CURACOA ST	9	5	600		
ROBERT GARRETT ST TO FERAN CRES	9	1	120		
MORRISON CL TO REID DR (SOUTH)	9	1	120		
RIDGE ST TO DIVIDED RD	9	5	600		
FIFTEENTH AVE TO SEVENTEENTH AVE	9	2	240		
LONG ST TO HILLVIEW CRES (WEST)	9	4	480		
ZARA PL TO CORAL AVE	9	3	360		
CORFE ST TO MARTIN ST	9	30	3600		
JEMALONG CRES TO RAMORNIE DR	9	2	240		
HIGH ST TO COLLINGWOOD ST	9	5	600		
SERVICE RD TO END OF KERB	9	10	1200		
MEADOW ST. TO COMBINE ST.	9	1	120		
MEADOW ST. TO HILL ST.	9	3	360		
ALBANY ST TO LITTLE ST	9	3	360		
EDINBURGH ST TO HOOD ST	9	8	960		

JOYCE ST (STH) TO ROSEDALE RD (STH)	9	15	1800
JACK LADD ST TO GREEN LEA CRES (STH)	9	10	1200
CORAL AVE TO LUCAS AVE	9	5	600
RIDGE ST TO DIVIDED RD	9	6	720
RIDGE ST TO DIVIDED RD	9	5	600
COMBINE ST TO PETERSON RD	9	5	600
BEACH ST TO SHORT ST	9	25	3000
SPICER CL TO KINGFISHER CL	9	2	240
BONVILLE WATERS DR TO CUL DE SAC	9	1	120
TOM ALBERT PL TO MOLLER DR	9	2	240
TOM ALBERT PL TO MOLLER DR	9	10	1200
GILLIBRI CR (NTH) TO TINDARRA DR (NT)	9	1	120
MERINDA AVE TO NARDIE ST	9	7	840
NEPEAN CL TO KARUAH AVE	9	12	1440
BRADLEY ST TO RAYMOND ST	9	6	720
ELM ST TO BRADLEY ST	9	2	240
ELM ST TO BRADLEY ST	9	2	240
BRADLEY ST TO DEBORAH CL	9	3	360
HIGHWAY TO ELM ST	9	20	2400
JOYCE ST TO ZARA PL	9	5	600
JOYCE ST (STH) TO ROSEDALE RD (STH)	9	2	240
ROSEDALE RD (STH) TO CALALA PL	9	28	3360
GREEN LEA CRES (STH) TO JACKSON PL	9	9	1080
DYER ROAD TO MURPHY CRES	9	23	2760
MEADOW ST. TO COMBINE ST.	9	5	600
NORTH BOAMBEE DR TO KEONA CRC	9	2	240
ROBERT GARRETT ST TO FERAN CRES	9	2	240
MOORE ST TO NILE ST	9	12	1440
MEADOW ST TO END	9	5	600
FIRST AVE TO FOURTH AVE	9	8	960
GALE ST TO KEEVERS CL	9	3	360
GALE ST TO KEEVERS CL	9	3	360
THOMPSONS RD TO GREENLINKS AVE	9	3	360
CORIEDALE DR TO ROMNEY CL	9	2	240
BICKNELL DR TO END	9	3	360
TALOUMBI RD TO END	9	3	360
DIGGERS BCH RD TO COCKLE COURT	9	2	240
BAY DR TO SH10	9	10	1200
ARDEN ST TO PARKES DR (NTH)	9	3	360
WARRAWEE ST TO ELOUERA DR	9	15	1800
WOODHOUSE RD TO END	9	3	360
ARRAWARRA RD TO END	9	4	480
NTH BELLGROVE ST TO BELLGROVE ST (NT)	9	2	240
PLAYFORD AVE TO DUNCAN CL	9	2	240
LINKS AVE TO END	9	5	600
FIRST AVE TO FOURTH AVE	9	0.3	36
86M TO END	9	2	240
HIGH ST TO END	9	6	720
PACIFIC ST TO 364M	9	3	360
PACIFIC ST TO 364M	9	6	720
HUBBARD ST TO BARNES ST	9	5	600
SARE ST TO SMAILS CL	9	3	360
MATHEWS PARADE TO NILAND CRS	9	8	960
MATHEWS PARADE TO END	9	2	240
PACIFIC ST TO 364M	9	20	2400
ARGYLL ST (EST) TO ARGYLL ST (WST)	9	3	360
ARGYLL ST TO END	9	1	120
ARGYLL ST TO END	9	4	480
BRAY ST TO KURRAJONG ST	9	8	960
BICKNELL DR TO END	9	1	120
TALOUMBI RD TO WILGA PL	9	25	3000
FIRMAN DR TO BAY DR	9	1	120
COLUMBUS CIRCUIT TO PARK BEACH RD	9	2	240
GENTLE ST TO START A/C	9	1	120
BRODIE DR (NTH) TO LEE ST	9	1	120
JARRETT ST TO SHORT ST	9	1	120
218 TO END	9	1	120
MASONARY RD TO A/C	9	1	120
ROBY CL TO TOORMINA RD	9	1.5	180
RAMORNIE DR TO KINTORIE CR	9	1	120
ALVERSON CL TO LADY BELLMORE DR	9	2	240
MAY ST TO CIRCULAR AVE (WEST)	9	25	3000

DIRRIGEREE CR (STH) TO DIRRIGEREE CR	9	6	720		
DIRRIGEREE CR (STH) TO DIRRIGEREE CR	9	5	600		
JARRETT ST TO VICTORIA ST	9	3	360		
DIRRIGEREE CR (STH) TO DIRRIGEREE CR	9	15	1800		
BAILEY AVENUE TO END	9	10	1200		
MCLEAN ST. TO HIGH ST.	9	5	600		
GREENLINKS AVE. TO END OF RD.	9	4	480		
HIGH ST TO BRIDGE	9	5	600		
PETERSON RD TO PITT SQUARE (NORTH)	9	5	600		
START KERB TO SIMON ST	9	6	720		
HUBBARD ST TO BARNES ST	9	12	1440		
NOTORIS PL TO ALVERSON CL	9	1	120		
SARE ST TO SMAILS CL	9	6	720		
SIMON ST TO DAMLEN ST	9	3	360		
TASMAN ST TO CARAVAN PARK ENT	9	25	3000		
TASMAN ST TO CARAVAN PARK ENT	9	15	1800		
TASMAN ST TO CARAVAN PARK ENT	9	25	3000		
MARTIN ST TO FLAHERTY ST	9	10	1200		
MARTIN ST TO FLAHERTY ST	9	3	360		
HOWEA CRT TO END	9	15	1800		
BONVILLE WATERS DR TO DAVID WATT CL	9	4	480		
DIRRIGEREE CR (STH) TO DIRRIGEREE CR	9	4	480		
KERB & GUTTER TO LALAGULI DR	9	15	1800		
WARRAWEE ST TO ELOUERA DR	9	6	720		
BLUE WATER PL TO END	9	7	840		
KORORA BAY DR TO END	9	4	480		
LINKS AVE TO END	9	5	600		
JAMES SMALL DR TO END	9	1	120		
JAMES SMALL DR TO END	9	6	720		
DIGGERS BCH RD TO COCKLE COURT	9	6	720		
RICHMOND DR TO END	9	5	600		
RICHMOND DR TO END	9	5	600		
RICHMOND DR TO HIGHWAY	9	7	840		
SAN FRANCISCO AVE TO PACIFIC AVE	9	2	240		
FINCH CRES (STH) TO FINCH CRES (NTH)	9	3	360		
BRAY ST (WEST) TO BRAY ST (EAST)	9	4	480		
MALOUF CL TO END	9	3	360		
BRAY ST TO END	9	2	240		
BAILEY AVENUE TO END	9	3	360		
BAILEY AVENUE TO END	9	7	840		
END K&G TO JOYCE ST	9	35	4200		
GREEN LEA CR (STH) TO GREEN LEA CR (9	3	360		
GREEN LEA CR (STH) TO GREEN LEA CR (9	2	240		
CORAL AVE TO PLANTATION AVE	9	6	720		
BAILEY AVE TO CORAL AVE	9	8	960		
BAILEY AVE TO CORAL AVE	9	5	600		
MARCIA ST TO PRINCE JAMES AVE	9	30	3600		
BERYL ST TO CHURINGA PL	9	4	480		
MURRAY DR (EAST) TO MURRAY DR (WEST)	9	15	1800		
MURRAY DR (EAST) TO MURRAY DR (WEST)	9	5	600		
TASMAN AVE TO END	9	6	720		
COMBINE ST TO END	9	6	720		
ORMAN CL TO COMBINE ST (WEST)	9	3	360		
ORMAN CL TO COMBINE ST (WEST)	9	4	480		
KING ST TO END	9	5	600		
AZALEA AVE TO LEA CL	9	15	1800		
MEADOW ST TO END	9	2	240		
SAND ST. TO END OF RD.	9	6	720		
CASSANDRA CL TO END OF RD	9	6	720		
NILE ST TO JARRETT ST	9	5	600		
			0		
			0		
			0		
AVENUE : From : 118.6 To : EARL ST	9	13	1560		
BELLGROVE : From : CIRCULAR AVE (EAST) To : ELIZABETH ST	9	81	9720		
BELLGROVE : From : CIRCULAR AVE (EAST) To : ELIZABETH ST	9	81	9720		
BELLGROVE : From : CIRCULAR AVE (WEST) To : CIRCULAR AVE	9	164	19680		
BELLGROVE : From : CIRCULAR AVE (WEST) To : CIRCULAR AVE	9	164	19680		
BELLGROVE : From : MAY ST To : CIRCULAR AVE (WEST)	9	83	9960		year 3
BELLGROVE : From : MAY ST To : CIRCULAR AVE (WEST)	9	83	9960		
MCALPINE : From : SYMONS AVE To : YARAD PL	9	205	24600		
MCALPINE : From : YARAD PL To : END DISH CROSSING	9	94	11280		

BORONIA : From : THIRTEENTH AVE To : MAY ST	8	115	13800	
CIRCULAR : From : BELLGROVE ST (STH) To : BELLGROVE ST (8	362	43440	
CIRCULAR : From : BELLGROVE ST (STH) To : BELLGROVE ST (8	362	43440	
CIRCULAR : From : NTH BELLGROVE ST To : BELLGROVE ST (NT	8	263	31560	
CIRCULAR : From : NTH BELLGROVE ST To : BELLGROVE ST (NT	8	263	31560	
PACIFIC : From : SAN FRANCISCO AVE To : COLUMBUS CIRC	8	263	31560	
PACIFIC : From : SAN FRANCISCO AVE To : COLUMBUS CIRC	8	263	31560	year 4
RICHMOND : From : DIGGERS BEACH RD To : CLARENCE CR	8	78	9360	
WESTSIDE : From : KING ST To : END	8	88	10560	
WESTSIDE : From : KING ST To : END	8	88	10560	
ALBANY ST : From : CURACOA ST To : START ROUNDABOUT EARL	7	205	24600	
ALBANY ST : From : CURACOA ST To : START ROUNDABOUT EARL	7	205	24600	
ALKINA : From : WARRAWEE ST To : ELOUERA DR	7	206	24720	
ALKINA : From : WARRAWEE ST To : ELOUERA DR	7	206	24720	
ANN ST : From : PLANTATION AVE To : BERYL ST	7	87	10440	
BEACH : From : HEADLAND RD To : LAKESIDE DR	7	248	29760	
BEACH : From : LAKESIDE DR To : END	7	110	13200	
BEACH : From : LAKESIDE DR To : END	7	110	13200	
BOULTWOOD : From : OCEAN PDE To : HOGBIN DR NTH	7	184	22080	
BOULTWOOD : From : OCEAN PDE To : HOGBIN DR NTH	7	184	22080	year 5
BRAY : From : KATHERINE CL To : FREDERICK ST	7	94	11280	
CANOMIE : From : WARRAWEE ST To : ELOUERA DR	7	230	27600	
CANOMIE : From : WARRAWEE ST To : ELOUERA DR	7	230	27600	
COLUMBUS : From : PACIFIC AVE To : YORK ST	7	91	10920	
COLUMBUS : From : PACIFIC AVE To : YORK ST	7	91	10920	
COLUMBUS : From : SAN FRANCISCO AVE To : PACIFIC AVE	7	90	10800	
COLUMBUS : From : SAN FRANCISCO AVE To : PACIFIC AVE	7	90	10800	
COOK : From : O'KEEFE DR To : WINGARA DR	7	359	43080	
COOK : From : O'KEEFE DR To : WINGARA DR	7	359	43080	
CORAL : From : MARCIA ST To : PRINCE JAMES AVE	7	108	12960	
CORAL : From : MARCIA ST To : PRINCE JAMES AVE	7	108	12960	
EDGAR : From : MILDURA ST To : END OF KERB	7	235	28200	year 6
EIGHTH : From : BORONIA ST To : ELIZABETH ST	7	220	26400	
EIGHTH : From : BORONIA ST To : ELIZABETH ST	7	220	26400	
ELOUERA : From : ALKINA ST To : MERINDA AVE	7	92	11040	
ELOUERA : From : ALKINA ST To : MERINDA AVE	7	92	11040	
ELOUERA : From : CANOMIE ST To : HEADLAND RD	7	83	9960	
ELOUERA : From : CANOMIE ST To : HEADLAND RD	7	83	9960	
ELOUERA : From : MERINDA AVE To : NARDIE ST	7	125	15000	
ELOUERA : From : MERINDA AVE To : NARDIE ST	7	125	15000	
ELOUERA : From : NARDIE ST To : CANOMIE ST	7	103	12360	
ELOUERA : From : NARDIE ST To : CANOMIE ST	7	103	12360	
ELOUERA : From : WARRAWEE ST To : ALKINA ST	7	220	26400	
ELOUERA : From : WARRAWEE ST To : ALKINA ST	7	220	26400	
EUGOURIE : From : MURRAY DR To : END	7	65	7800	
EUGOURIE : From : MURRAY DR To : END	7	65	7800	year 7
HEADLAND : From : BEACH RD To : ELOURA DR	7	165	19800	
HILLVIEW : From : MURRAY DR (EAST) To : MURRAY DR (WEST)	7	293	35160	
HILLVIEW : From : MURRAY DR (EAST) To : MURRAY DR (WEST)	7	293	35160	
JOYCE : From : BAILEY AVE To : JACK LADD ST	7	36	4320	
KORORA BAY : From : LINKS AVE To : MIRANDA PL	7	82	9840	
KORORA BAY : From : LINKS AVE To : MIRANDA PL	7	82	9840	
LAKESIDE : From : POINCIANNA AVE To : END	7	161	19320	
LINKS : From : ARDEN ST To : KORORA BAY DR	7	76	9120	
LINKS : From : ARDEN ST To : KORORA BAY DR	7	76	9120	
LINKS : From : BELLEVUE DR To : KOTARA PL	7	75	9000	
LINKS : From : BELLEVUE DR To : KOTARA PL	7	75	9000	
LINKS : From : KOTARA PL To : ARDEN ST	7	14	1680	
LINKS : From : KOTARA PL To : ARDEN ST	7	14	1680	
LINKS : From : LAUREL ST To : BELLEVUE DR	7	64	7680	
LINKS : From : LAUREL ST To : BELLEVUE DR	7	64	7680	
LINKS : From : START OF KERB & GUTT To : LAUREL ST	7	78	9360	
LINKS : From : START OF KERB & GUTT To : LAUREL ST	7	78	9360	
MAPLE : From : ARGYLL ST To : END	7	153	18360	
MAPLE : From : ARGYLL ST To : END	7	153	18360	
MAY : From : BELLGROVE ST To : ELEVENTH AVE	7	105	12600	year 8
MAY : From : BORONIA ST To : BELLGROVE ST	7	133	15960	
MEADOW : From : AZALEA AVE To : LEA CL	7	113	13560	
MERINDA : From : WARRAWEE ST To : ELOUERA DR	7	238	28560	
MERINDA : From : WARRAWEE ST To : ELOUERA DR	7	238	28560	
MIRROOLA : From : TOORMINA RD To : NYAH PL	7	95	11400	

MOONEE : From : ELBOW ST To : END ROAD	7	157	18840	
MOONEE : From : ELBOW ST To : END ROAD	7	157	18840	
MURRAY DR : From : LONG ST To : HILLVIEW CRES (WEST)	7	90	10800	
MURRAY DR : From : LONG ST To : HILLVIEW CRES (WEST)	7	90	10800	
NARDIE ST : From : WARRAWEE ST To : ELOUERA DR	7	258	30960	
NARDIE ST : From : WARRAWEE ST To : ELOUERA DR	7	258	30960	
NORMAN HILL : From : JAMES SMALL DR To : CREEK	7	36	4320	
OKEEFE : From : WINGARA DR To : END	7	72	8640	
ORLANDO : From : BRODIE DR To : SERVICE RD	7	143	17160	year 9
PARK AVENUE LANE : From : START OF KERB & GUTT To : GORDO	7	90	10800	
PARKES : From : ARDEN ST To : PARKES DR (NTH)	7	331	39720	
PARKES : From : ARDEN ST To : PARKES DR (NTH)	7	331	39720	
PARKES : From : PARKES DR (STH) To : ARDEN ST	7	88	10560	
PARKES : From : PARKES DR (STH) To : ARDEN ST	7	88	10560	
POINCIANNA : From : LAKESIDE DR To : END	7	90	10800	
POINCIANNA : From : LAKESIDE DR To : END	7		0	
PRINCE JAMES : From : BAILEY AVE To : CORAL AVE	7	479	57480	
PRINCE JAMES : From : BAILEY AVE To : CORAL AVE	7	479	57480	
PRINCE JAMES : From : CORAL AVE To : PLANTATION AVE	7	274	32880	year 10
PRINCE JAMES : From : CORAL AVE To : PLANTATION AVE	7	274	32880	
SCARBOROUGH : From : BEACH ST To : SHORT ST	7	128	15360	
SCARBOROUGH : From : BEACH ST To : SHORT ST	7	128	15360	
SECOND : From : ELIZABETH ST To : FIRST AVE	7	114	13680	
SECOND : From : ELIZABETH ST To : FIRST AVE	7	114	13680	
SECOND : From : FIRST AVE To : FOURTH AVE	7	78	9360	
SECOND : From : FIRST AVE To : FOURTH AVE	7	78	9360	
SHELLCOVE : From : SANDY BEACH RD To : END	7	188	22560	
SHELLCOVE : From : SANDY BEACH RD To : END	7	188	22560	
ZARA : From : BAILEY AVENUE To : END	7	231	27720	

10 year carpark renewal program

Seg	ROAD OR							available		without srv
I.D.	STREET		Cost of	Repair +	Reseal	Treatment		srv	with srv	only \$5,000
No.	NAME	Blanks - rural are Rural	repairs	Seal Costs	Costs	Year		funds with	year	available per
235064	CAR PARK BOAMBEE CREEK	COFFS HARBOUR	4,437	10,053	5,616	2014/15		30,000	year 1	year 1
235128	CAR PARK KORORA	KORORA	6,719	15,224	8,505	2014/15				year 6
235119	CAR PARK JORDON ESPLANADE NO1	COFFS HARBOUR	8,959	20,299	11,340	2015/16		60,000	year 2	year 11
235067	CAR PARK BONVILLE HEADLAND	SAWTELL	2,634	5,969	3,335	2015/16				
235073	CAR PARK SURF CLUB	COFFS HARBOUR		-		2015/16				
235068	CAR PARK BONVILLE CREEK	SAWTELL	6,470	14,660	8,190	2015/16				
235072	CAR PARK PORPOISE POOL	COFFS HARBOUR		17,150	17,150	2015/16				
235120	CAR PARK JORDON ESPLANADE NO2	COFFS HARBOUR	4,479	10,149	5,670	2016/17		90,000	year 3	
235129	CAR PARK KORORA	KORORA	4,693	10,633	5,940	2016/17				
235075	CAR PARK PARK BEACH	COFFS HARBOUR	4,998	11,325	6,327	2016/17				
110261	CAR PARK SQUASH COURTS	COFFS HARBOUR	4,437	10,053	5,616	2016/17				
235071	CAR PARK BEACON HIL LOOKOUTL	COFFS HARBOUR	5,972	13,532	7,560	2016/17				
110273	CAR PARK DUKE STREET	COFFS HARBOUR	9,954	22,554	12,600	2017/18		90,000	year 4	
110268	CAR PARK FISHING CLUB CARPARK	COFFS HARBOUR	17,519	39,695	22,176	2017/18				
235080	CAR PARK BRAY STREET	COFFS HARBOUR	5,631	12,759	7,128	2017/18				
235131	CAR PARK AIRPORT	COFFS HARBOUR		5,382	5,382	2017/18				
235065	CAR PARK BOAMBEE CREEK (first left)	SAWTELL	2,880	6,525	3,645	2018/19		90,000	year 5	
235070	CAR PARK INTERNATIONAL STADIUM NO1	COFFS HARBOUR	48,234	109,290	61,056	2018/19				
235081	CAR PARK BOTANIC GARDENS	COFFS HARBOUR	9,407	21,314	11,907	2019/20		105,000	year 6	
235062	CAR PARK EARL ST	COFFS HARBOUR	3,583	8,119	4,536	2019/20				
235074	CAR PARK PARK BEACH No1 (OCEAN PARADE/VII	COFFS HARBOUR		3,060	3,060	2019/20				
110260	CAR PARK WOOLWORTHS CARPARK	COFFS HARBOUR	10,754	24,367	13,613	2019/20				
110259	CAR PARK BIG W CARPARK NO2	COFFS HARBOUR	912	2,066	1,154	2019/20				
110263	CAR PARK ELBOW STREET	COFFS HARBOUR		12,393	12,393	2019/20				
235124	CAR PARK SEVENTEENTH AVE	SAWTELL		7,560	7,560	2019/20				
235123	CAR PARK MULLAWAY	NTH BEACHES		8,978	8,978	2019/20				
235063	CAR PARK BRELSFORD PARK	COFFS HARBOUR		2,318	2,318	2019/20				
235078	CAR PARK DIGGERS BEACH	COFFS HARBOUR		7,200	7,200	2019/20				
235077	CAR PARK DIGGERS BEACH	COFFS HARBOUR		6,534	6,534	2019/20				
235125	CAR PARK CENTENARY DRIVE	WOOLGOOLGA		5,382	5,382	2019/20				
235066	CAR PARK BOAMBEE HEADLAND	SAWTELL		5,292	5,292	2019/20				
235134	CAR PARK AIRPORT	COFFS HARBOUR		6,584	6,584	2019/20				
235121	CAR PARK JETTY FORESHORE	COFFS HARBOUR	8,560	19,396	10,836	2020/21		100,000	year 7	
235136	CAR PARK AIRPORT	COFFS HARBOUR		15,795	15,795	2020/21				
235076	CAR PARK MACAULEYS HEADLAND	COFFS HARBOUR	5,670	12,848	7,178	2020/21				
110262	CAR PARK GORDON STREET	COFFS HARBOUR		11,160	11,160	2020/21				
110270	CAR PARK MARKET STREET NO1	WOOLGOOLGA		4,050	4,050	2020/21				
235069	CAR PARK INTERNATIONAL STADIUM NO2	COFFS HARBOUR	19,240	43,594	24,354	2020/21				
235135	CAR PARK AIRPORT	COFFS HARBOUR	21,757	49,297	27,540	2021/22		100,000		
110258	CAR PARK BIG W CARPARK NO1	COFFS HARBOUR	15,016	34,024	19,008	2021/22				
110265	CAR PARK LYSTER STREET	COFFS HARBOUR		22,995	22,995	2021/22				
235126	CAR PARK TOORMINA ROAD	SAWTELL		1,566	1,566	2021/22				
235122	CAR PARK HERMAN REICK AVE	KORORA	8,667	19,638	10,971	2022/23		95,000	year 8	
235137	CAR PARK AIRPORT	COFFS HARBOUR	725	1,643	918	2022/23				
235133	CAR PARK AIRPORT	COFFS HARBOUR	4,922	11,152	6,230	2022/23				
235130	CAR PARK AIRPORT	COFFS HARBOUR		7,524	7,524	2022/23				
110272	CAR PARK COFFS STREET	COFFS HARBOUR		3,870	3,870	2022/23				
235127	CAR PARK MURRAY DRIVE	COFFS HARBOUR		20,223	20,223	2022/23				
110264	CAR PARK ADVOCATE	COFFS HARBOUR		3,263	3,263	2022/23				
235132	CAR PARK AIRPORT	COFFS HARBOUR		4,032	4,032	2022/23				
110269	CAR PARK FOURTH AVENUE	SAWTELL		3,002	3,002	2022/23				
110271	CAR PARK MARKET STREET NO2	WOOLGOOLGA		4,275	4,275	2022/23				
110274	CAR PARK NANA GLEN POOL			2,862	2,862	2022/23				
110266	CAR PARK SCARBA STREET	COFFS HARBOUR		8,910	8,910	2022/23				
235079	CAR PARK SEALEY LOOKOUT	COFFS HARBOUR		5,850	5,850	2022/23				
				767,388				760,000		

10 year footpath and cycleway renewal program

Asset ID	Location	Location Description	Location Type 3	Unit of Measure	Renewal Costs \$	available srv funds \$	year
236462	NANA ST (33.3m)	FROM: Crn Of Church St TO: To First Driveway No 16	NANA GLEN	m2	300	50,000	year1
236809	BEACH ST (171.6m)	FROM: Scarborough St TO: Short St	WOOLGOOLGA	m2	150		
236956	GORDON ST (248.9m)	FROM: House No 5/7 TO: Albany St	COFFS HARBOUR	m2	750		
237070	EARL ST (51.8m)	FROM: Park Avenue TO: Park Avenue lane	COFFS HARBOUR	m2	150		
236909	FIRST AVE (347m)	FROM: Second Ave TO: Third Ave	SAWTELL	m2	150		
236650	PACIFIC ST (905.1m)	FROM: Crn Of Gordon St TO: Crn Of Grafton St Northside	COFFS HARBOUR	m2	8,250		
236967	GALE ST (23.7m)	FROM: House No 13 TO: House No 17	CORAMBA	m2	1,050		
236964	GALE ST (51.3m)	FROM: House No 37 TO: House No 45	CORAMBA	m2	150		
236964	GALE ST (51.3m)	FROM: House No 37 TO: House No 45	CORAMBA	m2	150		
236964	GALE ST (51.3m)	FROM: House No 37 TO: House No 45	CORAMBA	m2	150		
236965	GALE ST (41.3m)	FROM: House No 33 TO: House No 37	CORAMBA	m2	900		
236965	GALE ST (41.3m)	FROM: House No 33 TO: House No 37	CORAMBA	m2	150		
236963	GALE ST (161m)	FROM: Duncan Bridge Rd TO: Eastern Side Of Bridge	CORAMBA	m2	1,200		
236827	BEACH ST (63.3m)	FROM: Wharf St TO: To House No 51	WOOLGOOLGA	m2	7,500		
236826	WHARF ST (55.3m)	FROM: House No 19 TO: Toward Beach St	WOOLGOOLGA	m2	600		
236827	BEACH ST (63.3m)	FROM: Wharf St TO: To House No 51	WOOLGOOLGA	m2	1,200		
236439	MARKET/ BEACH (55m)	FROM: Next To No 5 Market St TO: No 58 Beach St Wool	WOOLGOOLGA	m2	7,500		
237360	BEACH ST (126.2m)	FROM: No 25 Beach St TO: End Boundary St	WOOLGOOLGA	m2	150		
237360	BEACH ST (126.2m)	FROM: No 25 Beach St TO: End Boundary St	WOOLGOOLGA	m2	150		
236812	BEACH ST (74.5m)	FROM: Start of House No 46 TO: To Nightingale St	WOOLGOOLGA	m2	2,700		
236439	MARKET/ BEACH (55m)	FROM: Next To No 5 Market St TO: No 58 Beach St Wool	WOOLGOOLGA	m2	300		
236824	RIVER ST (53.9m)	FROM: House No 58 TO: House No 60	WOOLGOOLGA	m2	300		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	450		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	300		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	300		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	900		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	450		
237419	RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	600		
236809	BEACH ST (171.6m)	FROM: Scarborough St TO: Short St	WOOLGOOLGA	m2	600		
236809	BEACH ST (171.6m)	FROM: Scarborough St TO: Short St	WOOLGOOLGA	m2	300		
237430	SCARBA ST (272.1m)	FROM: Crn Of Moonee St TO: House No 19 North Side	COFFS HARBOUR	m2	150		
237003	MOONEE ST (103.1m)	FROM: Crn Of West High St TO: Crn Of Scarba St	COFFS HARBOUR	m2	3,000		
237058	HIGH ST W (15.5m)	FROM: House No 99 TO: Crn Of Murdock St	COFFS HARBOUR	m2	600		
237058	HIGH ST W (15.5m)	FROM: House No 99 TO: Crn Of Murdock St	COFFS HARBOUR	m2	300		
237040	PACIFIC HWY (110m)	FROM: Crn Of West High St TO: Crn Of Moonee St	COFFS HARBOUR	m2	750		
237048	COX LN (191.8m)	FROM: West High St TO: To Elbow St	COFFS HARBOUR	m2	450		
236582	SALAMENDER ST (22m)	FROM: House No 3 TO: House No 5	COFFS HARBOUR	m2	450		
236883	ALBANY ST (96.5m)	FROM: Bellingen rd TO: Nimbin pl	COFFS HARBOUR	m2	450		
236757	ALBANY ST (204.9m)	FROM: Gordon Street TO: Earl Street	COFFS HARBOUR	m2	450		
236884	HARBOUR DR (214.5m)	FROM: Earl St Southern Side TO: Curacoa St	COFFS HARBOUR	m2	150		
237016	HIGH ST (41m)	FROM: Crn Of Gordon St TO: House No 183	COFFS HARBOUR	m2	300		
237072	HIGH ST (167.3m)	FROM: House No 183 TO: Crn Of Earl St	COFFS HARBOUR	m2	300		
237072	HIGH ST (167.3m)	FROM: House No 183 TO: Crn Of Earl St	COFFS HARBOUR	m2	300		
236941	HARBOUR DR (13.2m)	FROM: House No 230 TO: House No 230	COFFS HARBOUR	m2	450		
237017	HIGH ST (47.9m)	FROM: Crn Of Gordon St TO: House No 216	COFFS HARBOUR	m2	300		
237017	HIGH ST (47.9m)	FROM: Crn Of Gordon St TO: House No 216	COFFS HARBOUR	m2	600		
236821	PARK AVE (64.9m)	FROM: House No 29 TO: House No 33	COFFS HARBOUR	m2	750		
237027	GORDON ST (51.8m)	FROM: Park Avenue TO: To Lane Way Near Car Yard	COFFS HARBOUR	m2	450		
237066	GORDON ST (34.7m)	FROM: House No 30 TO: House No 30	COFFS HARBOUR	m2	75		
236946	GORDON ST (202.6m)	FROM: Coff St TO: Vernon St Western Side	COFFS HARBOUR	m2	3,000		
236946	GORDON ST (202.6m)	FROM: Coff St TO: Vernon St Western Side	COFFS HARBOUR	m2	750	100,000	year 2
236988	CASTLE ST (28.4m)	FROM: Start Vernon St TO: 28m Up Castle St	COFFS HARBOUR	m2	300		
237439	VERNON ST (46.3m)	FROM: Crn Of Castle St TO: RSL Car Park Heading West	COFFS HARBOUR	m2	750		
237439	VERNON ST (46.3m)	FROM: Crn Of Castle St TO: RSL Car Park Heading West	COFFS HARBOUR	m2	600		
236984	VERNON ST (50.7m)	FROM: Crn Of Riding Lane TO: Crn Of Gordon St	COFFS HARBOUR	m2	450		
236984	VERNON ST (50.7m)	FROM: Crn Of Riding Lane TO: Crn Of Gordon St	COFFS HARBOUR	m2	1,800		
236943	LITTLE ST (89.4m)	FROM: Crn Of Market St TO: Crn Of Dalley St	COFFS HARBOUR	m2	1,200		
237421	GORDON ST (108.7m)	FROM: Park Avenue Western Side TO: Albany St	COFFS HARBOUR	m2	900		
237421	GORDON ST (108.7m)	FROM: Park Avenue Western Side TO: Albany St	COFFS HARBOUR	m2	750		
237421	GORDON ST (108.7m)	FROM: Park Avenue Western Side TO: Albany St	COFFS HARBOUR	m2	300		
236323	SECOND AVE (45.9m)	FROM: Crn Of First Ave South Side TO: Head East Towarc	SAWTELL	m2	600		
236461	NANA ST (249.6m)	FROM: Crn Of Church St TO: Crn Of Grafton St	NANA GLEN	m	150		
236461	NANA ST (249.6m)	FROM: Crn Of Church St TO: Crn Of Grafton St	NANA GLEN	m2	300		
237552	DORRIGO ST (89m)	FROM: House No 63 Dorriggo St TO: Short St	CORAMBA	m2	300		
236967	GALE ST (23.7m)	FROM: House No 13 TO: House No 17	CORAMBA	m	150		
236966	GALE ST (104.3m)	FROM: House No 17 TO: House No 31	CORAMBA	m2	1,500		
236964	GALE ST (51.3m)	FROM: House No 37 TO: House No 45	CORAMBA	m2	150		
236969	GALE ST (48.7m)	FROM: House No 2 Duncan Bridge Rd TO: House No 1 Ga	CORAMBA	m	150		
237547	CORAMBA RD (96.4m)	FROM: The Church TO: Martin St	CORAMBA	m2	600		
236904	BEACH ST (137.2m)	FROM: Start 12mtrs in wharf st TO: End At Caravan Park	WOOLGOOLGA	m2	300		

236904 BEACH ST (137.2m)	FROM: Start 12mtrs in wharf st TO: End At Caravan Park	WOOLGOOLGA	m2	300
237360 BEACH ST (126.2m)	FROM: No 25 Beach St TO: End Boundary St	WOOLGOOLGA	m	150
236811 BEACH ST (70.1m)	FROM: Start At No 42 TO: Finishes at 44 At corner block	WOOLGOOLGA	m2	1,500
236811 BEACH ST (70.1m)	FROM: Start At No 42 TO: Finishes at 44 At corner block	WOOLGOOLGA	m2	300
236811 BEACH ST (70.1m)	FROM: Start At No 42 TO: Finishes at 44 At corner block	WOOLGOOLGA	m2	450
236824 RIVER ST (53.9m)	FROM: House No 58 TO: House No 60	WOOLGOOLGA	m2	300
237419 RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	750
237419 RIVER ST (335.8m)	FROM: House No 15 TO: House No 61	WOOLGOOLGA	m2	750
236809 BEACH ST (171.6m)	FROM: Scarborough St TO: Short St	WOOLGOOLGA	hours	150
237101 PACIFIC HWY (167.7m)	FROM: Crn Of James Small Dr Head South TO: Toward Br	KORORA	m2	7,500
236870 ROBIN ST (190.7m)	FROM: House No 33 West High St TO: 11 Mtrs Past House	COFFS HARBOUR	m2	600
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	3,750
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	150
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	150
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	300
237457 ROBIN ST (28.8m)	FROM: School Gate Head North TO: Toward Bridge Opp	COFFS HARBOUR	m2	1,200
236822 BRAY ST (150.8m)	FROM: Joyce St TO: To School Bus Shelter	COFFS HARBOUR	m2	1,200
237528 JOYCE ST (111.7m)	FROM: Crn Of West Argyll St TO: House No 18	COFFS HARBOUR	m2	300
237342 JOYCE ST (103.6m)	FROM: Crn Of West Argyll St TO: Crn Of Jackson Place	COFFS HARBOUR	m2	900
236859 JOYCE ST (324.5m)	FROM: Crn Of Jackson Place TO: 7 Mtrs Short Of Bray St	COFFS HARBOUR	m2	300
236859 JOYCE ST (324.5m)	FROM: Crn Of Jackson Place TO: 7 Mtrs Short Of Bray St	COFFS HARBOUR	m2	450
236900 MACKAYS RD (76.7m)	FROM: From Hospital Head North TO: Ends At Drive Way	COFFS HARBOUR	m2	750
236900 MACKAYS RD (76.7m)	FROM: From Hospital Head North TO: Ends At Drive Way	COFFS HARBOUR	m2	1,200
236900 MACKAYS RD (76.7m)	FROM: From Hospital Head North TO: Ends At Drive Way	COFFS HARBOUR	m2	150
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	600
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	600
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	600
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	600
236589 HARBOUR DR (95.3m)	FROM: Edinburgh St TO: Start Of Post Office	COFFS HARBOUR	m2	450
236582 SALAMENDER ST (22m)	FROM: House No 3 TO: House No 5	COFFS HARBOUR	m2	300
236703 SALAMANDER ST (184m)	FROM: Crn Of Harbour Dr TO: North Of House No 5	COFFS HARBOUR	m2	300
236703 SALAMANDER ST (184m)	FROM: Crn Of Harbour Dr TO: North Of House No 5	COFFS HARBOUR	m2	900
380416 HOGBIN DRIVE (415.2m)	FROM: Crn Of Harbour Dr TO: TAFE Front Gates	COFFS HARBOUR	m2	750
236579 GLENREAGH ST (202.7m)	FROM: Crn Of Harbour Dr TO: TAFE Front Gates	COFFS HARBOUR	m2	600
236883 ALBANY ST (96.5m)	FROM: Bellingen rd TO: Nimbin pl	COFFS HARBOUR	m2	150
236758 ALBANY ST (278.2m)	FROM: Gordon Street TO: 25m East of Nimbin Pl	COFFS HARBOUR	m2	150
237016 HIGH ST (41m)	FROM: Crn Of Gordon St TO: House No 183	COFFS HARBOUR	m2	1,200
237072 HIGH ST (167.3m)	FROM: House No 183 TO: Crn Of Earl St	COFFS HARBOUR	m2	300
237072 HIGH ST (167.3m)	FROM: House No 183 TO: Crn Of Earl St	COFFS HARBOUR	m2	300
237018 HIGH ST (35.3m)	FROM: House No 218 TO: House No 218	COFFS HARBOUR	m2	300
237018 HIGH ST (35.3m)	FROM: House No 218 TO: House No 218	COFFS HARBOUR	m2	300
236877 GORDON ST-PATHWAYS (145.7m)	FROM: Crn Of Albany St Park TO: Gordon St Park	COFFS HARBOUR	m2	900
236946 GORDON ST (202.6m)	FROM: Coff St TO: Vernon St Western Side	COFFS HARBOUR	m2	750
236946 GORDON ST (202.6m)	FROM: Coff St TO: Vernon St Western Side	COFFS HARBOUR	m2	600
236946 GORDON ST (202.6m)	FROM: Coff St TO: Vernon St Western Side	COFFS HARBOUR	m2	750
237063 CASTLE ST (188.1m)	FROM: Vernon St Carpark Side TO: 17 Mtrs Short of Coff	COFFS HARBOUR	m2	1,200
237063 CASTLE ST (188.1m)	FROM: Vernon St Carpark Side TO: 17 Mtrs Short of Coff	COFFS HARBOUR	m2	600
237063 CASTLE ST (188.1m)	FROM: Vernon St Carpark Side TO: 17 Mtrs Short of Coff	COFFS HARBOUR	m2	600
236990 CASTLE ST (95.7m)	FROM: Start Coff St RSL Side TO: 96Mtrs Up Castle St	COFFS HARBOUR	m2	1,200
237079 GRAFTON ST (150.7m)	FROM: Coff St TO: 20 Mtrs Short of Vernon St	COFFS HARBOUR	m2	300
237079 GRAFTON ST (150.7m)	FROM: Coff St TO: 20 Mtrs Short of Vernon St	COFFS HARBOUR	m2	300
237439 VERNON ST (46.3m)	FROM: Crn Of Castle St TO: RSL Car Park Heading West	COFFS HARBOUR	m2	600
236986 VERNON ST (119.3m)	FROM: Crn Of HWY TO: Southern Side Of Road 15Mtrs Pa	COFFS HARBOUR	m2	750
237047 VERNON ST (94.3m)	FROM: Crn Of HWY Northern Side TO: Down Towards Par	COFFS HARBOUR	m2	900
236943 LITTLE ST (89.4m)	FROM: Crn Of Market St TO: Crn Of Dalley St	COFFS HARBOUR	m2	300
237421 GORDON ST (108.7m)	FROM: Park Avenue Western Side TO: Albany St	COFFS HARBOUR	m2	150
237034 LITTLE ST (72.6m)	FROM: From Lane Way TO: Up Lane Way To Car Park Sta	COFFS HARBOUR	m	300
237029 PARK AVE (43.9m)	FROM: Crn Of Gordon St TO: House No 24 Western Side	COFFS HARBOUR	m2	150
237421 GORDON ST (108.7m)	FROM: Park Avenue Western Side TO: Albany St	COFFS HARBOUR	m2	150
236404 CAVANBA RD (622.1m)	FROM: Jeffress Pl TO: To Armstrong Rd	TOORMINA	m2	300
236404 CAVANBA RD (622.1m)	FROM: Jeffress Pl TO: To Armstrong Rd	TOORMINA	m2	300
236405 CAVANBA RD (57.9m)	FROM: End of Bus Bay TO: Toormina High School Gate	TOORMINA	m2	600
236909 FIRST AVE (347m)	FROM: Second Ave TO: Third Ave	SAWTELL	m2	300
236910 FIRST AVE (392m)	FROM: Second Ave TO: Eleventh Ave	SAWTELL	m2	150
236935 FIRST AVE (198.5m)	FROM: Second Ave TO: Boronia St Western side	SAWTELL	m2	450
236911 SECOND AVE (57.3m)	FROM: Crn Of First Ave TO: Kidd Lane	SAWTELL	m2	1,500
236323 SECOND AVE (45.9m)	FROM: Crn Of First Ave South Side TO: Head East Towarc	SAWTELL	m2	150
236322 FIRST AVE (203.6m)	FROM: Boronia St TO: Second Ave Eastern Side	SAWTELL	m2	750
236322 FIRST AVE (203.6m)	FROM: Boronia St TO: Second Ave Eastern Side	SAWTELL	m2	1,500
236322 FIRST AVE (203.6m)	FROM: Boronia St TO: Second Ave Eastern Side	SAWTELL	m2	1,500
236323 SECOND AVE (45.9m)	FROM: Crn Of First Ave South Side TO: Head East Towarc	SAWTELL	m2	300
236927 SECOND AVE (28.6m)	FROM: Crn Of Fourth Ave TO: RSL Car Park Driveway	SAWTELL	m2	900
236771 HOGBIN DR (1593.2m)	FROM: Crn Of Airport Dr TO: Crn Of Doug Knight Dr	COFFS HARBOUR	m2	1,200
236772 HOGBIN DR (1483.3m)	FROM: Crn Of Doug Knight Dr TO: To Start Of Bridge Saw	COFFS HARBOUR	m2	600

236772 HOGBIN DR (1483.3m)	FROM: Crn Of Doug Knight Dr TO: To Start Of Bridge Saw	COFFS HARBOUR	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	300	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	300	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236707 BEACH ST (114.7m)	FROM: Carrington St TO: Queen St Beach side	WOOLGOOLGA	m2	300	
236707 BEACH ST (114.7m)	FROM: Carrington St TO: Queen St Beach side	WOOLGOOLGA	m	150	
237418 BEACH ST (48.3m)	FROM: East side of Caravan park TO: 48 Mtrs into park	WOOLGOOLGA	m2	300	
236810 BEACH ST (54.7m)	FROM: Starts House No 17 TO: Ends House No 25	WOOLGOOLGA	m2	300	
236811 BEACH ST (70.1m)	FROM: Start At No 42 TO: Finishes at 44 At corner block	WOOLGOOLGA	m2	300	
236712 NIGHTINGALE ST (116.1m)	FROM: Crn Of Trafalgar St TO: House No 6	WOOLGOOLGA	m2	300	
337093 COWRIE CLOSE (112.8m)		CORINDI BEACH	m2	900	
236714 SCARBOROUGH ST (254.4m)	FROM: Crn Of Beach St Eastern Side TO: Crn Of Hastings	WOOLGOOLGA	m2	600	
237278 SAYE CL (99.3m)	FROM: School Main Gate TO: Head North Down The Hill	SANDY BEACH	m2	300	
237278 SAYE CL (99.3m)	FROM: School Main Gate TO: Head North Down The Hill	SANDY BEACH	m2	900	
236831 DIAMOND HEAD DR (210.2m)	FROM: Coral Dr TO: Mahogany Ave	SANDY BEACH	m2	150	
236831 DIAMOND HEAD DR (210.2m)	FROM: Coral Dr TO: Mahogany Ave	SANDY BEACH	m2	150	
237270 MOONEE BEACH RD (147.1m)	FROM: House No 4 TO: Driveway At No 2 (Pub)	MOONEE BEACH	m2	300	
237270 MOONEE BEACH RD (147.1m)	FROM: House No 4 TO: Driveway At No 2 (Pub)	MOONEE BEACH	m2	600	
237268 MOONEE BEACH RD (95.7m)	FROM: Crn Of Moonee Beach Rd TO: To Shopping Centre	MOONEE BEACH	m2	150	
236548 PINE BRUSH CRES (28.5m)	FROM: Next To House No 5 TO: Into The Res	KORORA	m2	150	
237101 PACIFIC HWY (167.7m)	FROM: Crn Of James Small Dr Head South TO: Toward Br	KORORA	hours	150	
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	300	
337134 PACIFIC HWY (29.1m)		NORTH BOAMBEE VAL	m2	900	
236643 MT PLEASANT RD (58.6m)	FROM: Crn Of Patmos Dr TO: House No 16	NORTH BOAMBEE VAL	m2	300	
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill)	NORTH BOAMBEE VAL	m2	1,350	
236441 COMBINE ST (127.6m)	FROM: Elizabeth St TO: to Hill St	COFFS HARBOUR	m2	150	
236801 ADELINES WAY (85.5m)	FROM: Wrong Address TO:	COFFS HARBOUR	m2	150	
236857 WILLS ST/ORIANA ST (121.8m)	FROM: House No 23 Wills St TO: House No 24 Oriana St	COFFS HARBOUR	m2	300	
236860 BERYL ST/JACK LADD S (87.7m)	FROM: Beryl St At House No 116 TO: Outside No 25 Jackl	COFFS HARBOUR	m2	300	
236858 JEAN ST (64.7m)	FROM: House No 11 TO: House No 23	COFFS HARBOUR	m2	150	
236868 CORAMBA RD (249.9m)	FROM: Robin St TO: Hosue No 34	COFFS HARBOUR	m2	150	
236866 CORAMBA RD (298.4m)	FROM: House No 42 TO: Lane Way 100 East Of Shephard	COFFS HARBOUR	m2	150	
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	600	
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	1,200	
237458 ROBIN ST (82.8m)	FROM: School Gate Head South TO: 11 Mtrs Short Of Ho	COFFS HARBOUR	m2	600	
236822 BRAY ST (150.8m)	FROM: Joyce St TO: To School Bus Shelter	COFFS HARBOUR	m2	900	
236822 BRAY ST (150.8m)	FROM: Joyce St TO: To School Bus Shelter	COFFS HARBOUR	m2	1,050	
237528 JOYCE ST (111.7m)	FROM: Crn Of West Argyll St TO: House No 18	COFFS HARBOUR	m	150	
237342 JOYCE ST (103.6m)	FROM: Crn Of West Argyll St TO: Crn Of Jackson Place	COFFS HARBOUR	m2	750	
236859 JOYCE ST (324.5m)	FROM: Crn Of Jackson Place TO: 7 Mtrs Short Of Bray St	COFFS HARBOUR	m2	300	
236626 JOYCE ST (173.2m)	FROM: Crn Of Greenlea Cr North TO: 7 Mtrs Short Of Bray	COFFS HARBOUR	m2	900	
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	300	
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	600	
236920 BRAY ST (370.4m)	FROM: Hooson St TO: To Apollo Dr	COFFS HARBOUR	m2	300	
237138 COFFS CK WALKWAY (61.2m)		COFFS HARBOUR	m2	750	
237224 JORDAN ESP (563.1m)	FROM: 20Mtrs South Of Sun Dial TO: Boat Ramp Car Park	COFFS HARBOUR	m2	750	
236561 PACIFIC HWY (565.5m)	FROM: Crn Of Macauley Headland Dr TO: Head South Tow	COFFS HARBOUR	m2	750	
237461 PACIFIC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	6,000	
236999 GRAFTON ST (149.3m)	FROM: Opp Beryl St North Facing TO: Towards Showgrou	COFFS HARBOUR	m2	300	
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	300	
237366 HOOD ST (79.7m)	FROM: House No 357 TO: Down To Harbour Dr Crossing	COFFS HARBOUR	m2	2,250	
237366 HOOD ST (79.7m)	FROM: House No 357 TO: Down To Harbour Dr Crossing	COFFS HARBOUR	m2	600	
237222 CAMPERDOWN ST (42.1m)	FROM: Hosue No 10 TO: House No 8	COFFS HARBOUR	m2	150	
236748 HARBOUR DR (132m)	FROM: Crn Of Curacoa St TO: North St	COFFS HARBOUR	m2	450	
236579 GLENREAGH ST (202.7m)	FROM: Crn Of Harbour Dr TO: TAFE Front Gates	COFFS HARBOUR	m2	900	
236581 HARBOUR DR (104.6m)	FROM: House No 219 TO: Hardarce St	COFFS HARBOUR	m2	450	
236581 HARBOUR DR (104.6m)	FROM: House No 219 TO: Hardarce St	COFFS HARBOUR	m2	450	
236760 GORDON ST (114.8m)	FROM: Bonville St TO: Albany st	COFFS HARBOUR	m2	150	
236758 ALBANY ST (278.2m)	FROM: Gordon Street TO: 25m East of Nimbin Pl	COFFS HARBOUR	m2	300	
237314 EARL ST (52m)	FROM: Park Avenue TO: South To Preschool	COFFS HARBOUR	m	150	
236971 COFF ST (25.8m)	FROM: From 27/29 Coff Street TO: To Duke St	COFFS HARBOUR	m2	750	150,000 year 3
237007 PACIFIC HWY (133.8m)	FROM: Crn Of Park Ave TO: Crn Of Little St	COFFS HARBOUR	m2	150	
236343 ANDERSON ST (224.7m)	FROM: Hobbs Cr South side TO: To Hobbs Cr South side	TOORMINA	m2	150	
236338 HOBBS CR (277.3m)	FROM: Crn Of Courtney Close TO: Crn Of Hamey Close	TOORMINA	m2	150	
236384 WHIPBIRD PL (76.9m)	FROM: Next To House No 5 TO: House No 39 Wedgetail	BOAMBEE EAST	m2	900	
236382 WEDGETAIL CRES (43.5m)	FROM: Next To House No 13 TO: Into The Res	BOAMBEE EAST	m2	7,500	
236353 LOWERY ST (198.4m)	FROM: House No 2 TO: Toormina Rd	TOORMINA	m2	150	
236405 CAVANBA RD (57.9m)	FROM: End of Bus Bay TO: Toormina High School Gate	TOORMINA	m2	1,500	
236406 CAVANBA RD (114.7m)	FROM: Toormina High School Gate TO: HN 2 Alleena Driv	TOORMINA	m2	600	
236406 CAVANBA RD (114.7m)	FROM: Toormina High School Gate TO: HN 2 Alleena Driv	TOORMINA	m2	600	
237397 TOORMINA RD (336.4m)	FROM: Crn Of Mirroola Crs TO: 15 Mtrs South Of House N	TOORMINA	m2	150	
237180 DEWS AVE (12.5m)		TOORMINA	m2	225	
237398 TOORMINA RD (836.1m)	FROM: Crn Of Linden Ave TO: 15Mtrs South Of House No	TOORMINA	m2	150	

Ordinary Meeting 13 February 2014 - GENERAL MANAGER'S REPORTS

Attachment 1c

236714 SCARBOROUGH ST (254.4m)	FROM: Crn Of Beach St Eastern Side TO: Crn Of Hastings	WOOLGOOLGA	m2	300		
236716 SHORT ST (128.5m)	FROM: Crn Of Beach St North Side TO: Crn Of Scarborough	WOOLGOOLGA	m2	150		
337102 BEACH ST W (401.2m)		WOOLGOOLGA	m2	150		
337102 BEACH ST W (401.2m)		WOOLGOOLGA	m2	150		
237358 SAYE CL (17.9m)	FROM: Same Number TO:	SANDY BEACH	m2	600		
236454 DIAMOND HEAD DR (370.1m)	FROM: Pacific Hwy TO: No 100 Diamond Head Dr	SANDY BEACH	m2	150		
237282 SANDY BEACH DR (66.7m)	FROM: Opp House No 100 TO: Down To Boat Ramp	SANDY BEACH	hours	450		
236831 DIAMOND HEAD DR (210.2m)	FROM: Coral Dr TO: Mahogany Ave	SANDY BEACH	m2	300		
236831 DIAMOND HEAD DR (210.2m)	FROM: Coral Dr TO: Mahogany Ave	SANDY BEACH	m2	150		
236831 DIAMOND HEAD DR (210.2m)	FROM: Coral Dr TO: Mahogany Ave	SANDY BEACH	m2	600		
236487 BLUFF RD (135.8m)	FROM: Outside House No 70 TO: Outside House No 76	EMERALD BEACH	m2	1,050		
236487 BLUFF RD (135.8m)	FROM: Outside House No 70 TO: Outside House No 76	EMERALD BEACH	m2	750		
236438 FIDDAMAN RD (195.2m)	FROM: Crn Of Islandview St TO: Crn Of Fishermans Dr	EMERALD BEACH	m2	150		
237273 FIDDAMAN RD (12.6m)	FROM: House No 104 TO: House No 104	EMERALD BEACH	m2	300		
104010 FIDDAMAN RD (34.7m)		EMERALD BEACH	hours	750		
236437 FIDDAMAN RD (210.7m)	FROM: Crn Of Fishermans Dr TO: House No 117	EMERALD BEACH	m2	300		
236437 FIDDAMAN RD (210.7m)	FROM: Crn Of Fishermans Dr TO: House No 117	EMERALD BEACH	m2	300		
236437 FIDDAMAN RD (210.7m)	FROM: Crn Of Fishermans Dr TO: House No 117	EMERALD BEACH	m2	300		
237265 FIRMAN DR (173.3m)	FROM: 75 Mtrs Past Timbertops Dr North TO: Behide Hou	COFFS HARBOUR	m2	7,500		
236547 FERNLEIGH/DAINTREE (63.6m)	FROM: House No 22 Fernleight Ave TO: House No 19 Dair	KORORA	m2	7,500		
236547 FERNLEIGH/DAINTREE (63.6m)	FROM: House No 22 Fernleight Ave TO: House No 19 Dair	KORORA	m2	1,200		
236829 SANDY BEACH RD (40.7m)	FROM: House No 31 TO: Down Towards House No 33	KORORA	m2	150		
237208 BREAKERS WAY (26.4m)	FROM: House No 30 TO: 26m Into Res	KORORA	m2	300		
237213 JAMES SMALL DR (107.6m)	FROM: House No 39 TO: House No 29	KORORA	m2	750		
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	300		
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	300		
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	150		
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	150		
236731 WOOLGOOLGA RD (240.3m)	FROM: Crn Of Bray St TO: Crn Of Argyll St	COFFS HARBOUR	m2	300		
237455 WOOLGOOLGA RD (232.5m)	FROM: Crn Of Wentworth Ave TO: Crn Of Argyll St	COFFS HARBOUR	m2	300		
237455 WOOLGOOLGA RD (232.5m)	FROM: Crn Of Wentworth Ave TO: Crn Of Argyll St	COFFS HARBOUR	m2	900		
237455 WOOLGOOLGA RD (232.5m)	FROM: Crn Of Wentworth Ave TO: Crn Of Argyll St	COFFS HARBOUR	m2	300		
236894 WOOLGOOLGA RD (323.3m)	FROM: Crn Of Bailey Ave Along HWY TO: Rear Of House I	COFFS HARBOUR	m2	150		
236893 WOOLGOOLGA RD (105.6m)	FROM: Crn Of Bailey Ave TO: Crn Of Wentworth Ave	COFFS HARBOUR	m2	300		
337133 PACIFIC HWY (303m)		NORTH BOAMBEE VAL	m2	300		
337133 PACIFIC HWY (303m)		NORTH BOAMBEE VAL	m2	7,500		
236636 ISLES DR (124.6m)	FROM: Crn Of Englands Rd TO: House No 51 Eastern Side	NORTH BOAMBEE VAL	m2	150		
236636 ISLES DR (124.6m)	FROM: Crn Of Englands Rd TO: House No 51 Eastern Side	NORTH BOAMBEE VAL	m2	300		
236636 ISLES DR (124.6m)	FROM: Crn Of Englands Rd TO: House No 51 Eastern Side	NORTH BOAMBEE VAL	m2	900		
237205 HALLS RD (130.4m)	FROM: House No 26 TO: House No 5 Lophostemon Dr	NORTH BOAMBEE VAL	m2	300		
237203 LOPHOSTEMON DR (96m)	FROM: Crn Of House No 2 Ellis Crs TO: House No 15	NORTH BOAMBEE VAL	m2	450		
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14	NORTH BOAMBEE VAL	m2	600	150,000	year 6
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14	NORTH BOAMBEE VAL	m2	300		
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14	NORTH BOAMBEE VAL	m2	450		
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill)	NORTH BOAMBEE VAL	m2	3,000		
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill)	NORTH BOAMBEE VAL	m2	600		
237363 BELLINGEN RD (314.4m)	FROM: House No 44 Bellingen Rd TO: Combine St	COFFS HARBOUR	m2	300		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	900		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	600		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	1,350		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	750		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	300		
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place	COFFS HARBOUR	m2	150		
236925 AZALEA AVE (255m)	FROM: West High St TO: To Mclean St Eastside	COFFS HARBOUR	m2	300		
236925 AZALEA AVE (255m)	FROM: West High St TO: To Mclean St Eastside	COFFS HARBOUR	m2	900		
236925 AZALEA AVE (255m)	FROM: West High St TO: To Mclean St Eastside	COFFS HARBOUR	m2	1,200		
236925 AZALEA AVE (255m)	FROM: West High St TO: To Mclean St Eastside	COFFS HARBOUR	m2	600		
236467 COMBINE ST (158.1m)	FROM: SAME TO: NUMBER	COFFS HARBOUR	m2	150		
236599 CEANOTHUS CL (257.8m)	FROM: House No 1 TO: House No 24	COFFS HARBOUR	m2	300		
236599 CEANOTHUS CL (257.8m)	FROM: House No 1 TO: House No 24	COFFS HARBOUR	m2	1,200		
236601 CALLISTEMON PL (11.2m)	FROM: No 1Ceanothus Cl TO: Callistemon Pl	COFFS HARBOUR	m2	600		
237254 McENTYRE ST (263.8m)	FROM: Crn Of Roselands Dr TO: House No 30	COFFS HARBOUR	m2	150		
237254 McENTYRE ST (263.8m)	FROM: Crn Of Roselands Dr TO: House No 30	COFFS HARBOUR	m2	750		
237254 McENTYRE ST (263.8m)	FROM: Crn Of Roselands Dr TO: House No 30	COFFS HARBOUR	m2	150		
236484 SHEPHARDS LNE (374.9m)	FROM: House No 145 TO: House No 167	COFFS HARBOUR	m2	300		
236434 HAMPSHIRE CL (67.2m)	FROM: House No 1 TO: Crn Of Merino Dr	COFFS HARBOUR	m2	900		
236434 HAMPSHIRE CL (67.2m)	FROM: House No 1 TO: Crn Of Merino Dr	COFFS HARBOUR	m2	450		
236434 HAMPSHIRE CL (67.2m)	FROM: House No 1 TO: Crn Of Merino Dr	COFFS HARBOUR	m2	750		
237286 KEILAWARRA RIDGE (217.7m)	FROM: House No 3 TO: House No 17	COFFS HARBOUR	hours	300		
236799 WISTERIA CL (34.9m)	FROM: Next To House No 11 TO: Into The Res	COFFS HARBOUR	m2	7,500		
236799 WISTERIA CL (34.9m)	FROM: Next To House No 11 TO: Into The Res	COFFS HARBOUR	m2	300		
236802 ADELINES WAY (35.8m)	FROM: Between 66 and 64 TO: Res at rear	COFFS HARBOUR	m2	600		
236855 TREE FERN CL-PATHWA (42.3m)	FROM: Next To House No 8 TO: Into The Res	COFFS HARBOUR	m2	750		
237086 GREENLEA CRES (45.9m)	FROM: House No 23 TO: Into The Res	COFFS HARBOUR	m2	750		

237146 GREEN LEA CR (67.1m)		COFFS HARBOUR	m2	450
236861 WILLS ST (59.3m)	FROM: Next To House No 18 TO: Into The Res	COFFS HARBOUR	m2	750
236861 WILLS ST (59.3m)	FROM: Next To House No 18 TO: Into The Res	COFFS HARBOUR	m2	300
236868 CORAMBA RD (249.9m)	FROM: Robin St TO: Hosue No 34	COFFS HARBOUR	m2	750
236867 CORAMBA RD (72.2m)	FROM: House No 34 TO: House No 42	COFFS HARBOUR	m2	150
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55	COFFS HARBOUR	m2	450
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55	COFFS HARBOUR	m2	150
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55	COFFS HARBOUR	m2	150
236564 MASTRACOLAS RD (138.4m)	FROM: Crn Of Hwy SouthernSide TO: To Roundabout Sou	COFFS HARBOUR	m2	450
237349 PACIFIC HWY (157.2m)	FROM: Turning Lane Into Homebsse TO: Crn Of Mastracol	COFFS HARBOUR	m2	300
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	600
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	1,500
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	1,500
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	3,750
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	900
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	7,500
236732 TALOUMBI RD (252.2m)	FROM: House No 20 Bray St TO: House No 94 Driveway	COFFS HARBOUR	m2	300
236919 HUGHES CL/GRANT CL (107.5m)	FROM: Next To 18 Hughes Close TO: Start Of House No 3	COFFS HARBOUR	hours	300
236919 HUGHES CL/GRANT CL (107.5m)	FROM: Next To 18 Hughes Close TO: Start Of House No 3	COFFS HARBOUR	hours	150
237344 BRAY ST (75m)	FROM: Dianne Cl TO: To Michelle Cl	COFFS HARBOUR	m2	300
236792 BRAY ST (61m)	FROM: Frederick St TO: East up Bray 61m	COFFS HARBOUR	m2	1,200
236928 BRAY ST (134m)	FROM: Opp Side Of No 50 TO: Opp Side Of No 40	COFFS HARBOUR	m2	300
236318 BRAY ST (135.3m)	FROM: 15 Mtrs Pass Bridge West TO: Opp Side Of No 40	COFFS HARBOUR	m2	900
236317 BRAY ST (362.7m)	FROM: Elm St Goes West TO: 15 Mtrs Past Bridge	COFFS HARBOUR	m2	300
236896 BRAY ST (276.3m)	FROM: Norfolk Cr TO: Norfolk Cr	COFFS HARBOUR	m2	900
236896 BRAY ST (276.3m)	FROM: Norfolk Cr TO: Norfolk Cr	COFFS HARBOUR	m2	600
237137 COFFS CK WALKWAY (212.6m)	FROM: Start Level With Duke St In Bush TO: 60Mtrs Shor	COFFS HARBOUR	m2	3,000
237137 COFFS CK WALKWAY (212.6m)	FROM: Start Level With Duke St In Bush TO: 60Mtrs Shor	COFFS HARBOUR	m2	3,000
237229 JORDAN ESP (316.1m)	FROM: End Of Loop Near Sun Dial TO: Head North Towar	COFFS HARBOUR	m2	150
237224 JORDAN ESP (563.1m)	FROM: 20Mtrs South Of Sun Dial TO: Boat Ramp Car Park	COFFS HARBOUR	m2	150
237224 JORDAN ESP (563.1m)	FROM: 20Mtrs South Of Sun Dial TO: Boat Ramp Car Park	COFFS HARBOUR	m2	150
237230 JORDAN ESP (200.9m)	FROM: From Last Shelter North TO: To Start Of Jetty	COFFS HARBOUR	m2	300
237104 ORLANDO ST (726.5m)	FROM: From Bridge Under Train Track TO: Along Beach T	COFFS HARBOUR	m2	600
237105 ORLANDO ST (55.7m)	FROM: Car Park Train Track Side TO: Toward Creek	COFFS HARBOUR	m2	750
237105 ORLANDO ST (55.7m)	FROM: Car Park Train Track Side TO: Toward Creek	COFFS HARBOUR	m2	1,500
236816 HOGBIN DR NORTH (216.1m)	FROM: Crn Of Orlando St TO: Head North Down Hill	COFFS HARBOUR	m2	750
236569 PACIFIC HWY (292.2m)	FROM: Crn Of Park Beach Rd TO: 60Mtrs Short Of Arthur	COFFS HARBOUR	m2	9,000
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	450
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	150
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	450
237461 PACIFC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	7,500
237461 PACIFC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	3,000
237461 PACIFC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	9,000
237461 PACIFC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	750
237461 PACIFC HWY (184.1m)	FROM: Crn Of Orlando St TO: Crn Of Park Beach Rd	COFFS HARBOUR	m2	6,000
236572 COLUMBUS CCT PWAYS (177.3m)	FROM: End Of Columbus Crt TO: 177Mtrs Into ParkTowa	COFFS HARBOUR	m2	750
236573 PARK BEACH RD PWAYS (270.8m)	FROM: Next To House No 55 TO: Into Res Heading Towai	COFFS HARBOUR	m2	750
236573 PARK BEACH RD PWAYS (270.8m)	FROM: Next To House No 55 TO: Into Res Heading Towai	COFFS HARBOUR	m2	600
237220 PARK BEACH RD (66.6m)	FROM: 20Mtrs From Roundabout West TO: To MacDonald	COFFS HARBOUR	m2	900
237220 PARK BEACH RD (66.6m)	FROM: 20Mtrs From Roundabout West TO: To MacDonald	COFFS HARBOUR	m2	900
236717 PARK BEACH RD (37.5m)	FROM: Crn Of Walter Morris Close TO: South Side Back Tr	COFFS HARBOUR	m2	750
236717 PARK BEACH RD (37.5m)	FROM: Crn Of Walter Morris Close TO: South Side Back Tr	COFFS HARBOUR	m2	300
236720 WALTER MORRIS CL (53.9m)	FROM: House No 31 TO: House No 31	COFFS HARBOUR	m2	150
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	1,200
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	450
236573 PARK BEACH RD PWAYS (270.8m)	FROM: Next To House No 55 TO: Into Res Heading Towai	COFFS HARBOUR	m2	1,200
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m	150
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m	150
236575 PARK BEACH RD (15.9m)	FROM: From Bus Shelter Head East TO: 20 Mtrs Short Of	COFFS HARBOUR	m2	600
237412 PARK BEACH RD (235.2m)	FROM: House No 103 TO: West To Northside Shopping Ct	COFFS HARBOUR	m2	750
236953 WEST HIGHT ST (581m)	FROM: Crn Of Gundagai Place TO: House No 33	COFFS HARBOUR	m2	750
236953 WEST HIGHT ST (581m)	FROM: Crn Of Gundagai Place TO: House No 33	COFFS HARBOUR	m2	1,500
236953 WEST HIGHT ST (581m)	FROM: Crn Of Gundagai Place TO: House No 33	COFFS HARBOUR	m2	150
236999 GRAFTON ST (149.3m)	FROM: Opp Beryl St North Facing TO: Towards Showgrou	COFFS HARBOUR	m2	300
236999 GRAFTON ST (149.3m)	FROM: Opp Beryl St North Facing TO: Towards Showgrou	COFFS HARBOUR	m2	450
236999 GRAFTON ST (149.3m)	FROM: Opp Beryl St North Facing TO: Towards Showgrou	COFFS HARBOUR	m2	450
237106 PACIFC HWY (332.1m)	FROM: Crn Of Marica St Head South TO: Past Showgrou	COFFS HARBOUR	m2	300
237236 OCEAN PDE (242.1m)	FROM: Crn Of Surf Club Road Entrance TO: Head North 2	COFFS HARBOUR	m2	300
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	300
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	300
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	150
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	900
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	450
236747 OCEAN PDE (173.6m)	FROM: From Train Bridge North TO: Till Corner In Road	COFFS HARBOUR	m2	750

236596 HARBOUR DR (261.6m)	FROM: House No 259 TO: East Towards Saltwater Park	COFFS HARBOUR	m2	300	
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m2	600	
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m2	300	
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m2	300	
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m2	300	
236837 JARRAH CT (104m)	FROM: Crn Of House No 3 Redwood TO: House No 7	COFFS HARBOUR	m	150	
237193 THOMPSONS RD (106.1m)	FROM: Crn Of Aubrey Crs TO: Crn Of Redwood St	COFFS HARBOUR	m2	150	
236741 EDINBURGH ST (201.7m)	FROM: Nile St TO: House No 152A Eastern Side	COFFS HARBOUR	m2	900	
236741 EDINBURGH ST (201.7m)	FROM: Nile St TO: House No 152A Eastern Side	COFFS HARBOUR	m2	300	
236741 EDINBURGH ST (201.7m)	FROM: Nile St TO: House No 152A Eastern Side	COFFS HARBOUR	m2	750	
236741 EDINBURGH ST (201.7m)	FROM: Nile St TO: House No 152A Eastern Side	COFFS HARBOUR	m2	600	
236741 EDINBURGH ST (201.7m)	FROM: Nile St TO: House No 152A Eastern Side	COFFS HARBOUR	m2	300	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	750	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	600	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	600	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	1,200	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	750	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	900	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	600	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	900	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	450	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	300	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	450	
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	900	
236585 HARBOUR DR (259.8m)	FROM: Dibbs St TO: Boambee St	COFFS HARBOUR	m2	300	
236584 HARBOUR DR (242.4m)	FROM: Dibbs St TO: 6 Mtrs Short Of Barrie St	COFFS HARBOUR	m	150	
236597 HARBOUR DR (263m)	FROM: Barrie St North Side TO: Dibbs St North Side	COFFS HARBOUR	m2	150	
236465 NORTH ST (63.2m)	FROM: 5 Mtrs From Crn Of Harbour Dr TO: House No 1	COFFS HARBOUR	m2	150	
236763 EARL ST (118.5m)	FROM: Bovnille St TO: Avenue St Western Side	COFFS HARBOUR	m2	300	
236759 GORDON ST (113.6m)	FROM: Bonville St TO: Southern Side Of Church CarPark	COFFS HARBOUR	m2	450	
236924 NIMBIN PL (30m)	FROM: Crn Of Albany St TO: House No 1	COFFS HARBOUR	m2	300	
236752 EARL ST (56.4m)	FROM: House No 6 TO: Crn Of Albany	COFFS HARBOUR	m2	450	
236762 MARKET ST (112.3m)	FROM: Crn Of Albany St Eastern Side TO: Crn Of Little St	COFFS HARBOUR	m2	300	
236948 MARKET ST (114.7m)	FROM: Crn Of Albany St Western Side TO: Crn Of Grafton	COFFS HARBOUR	m2	600	
236421 MARIAN CL (186m)	FROM: Crn Of Sawtell Rd TO: Eastern Side Of Road To Dr	TOORMINA	m2	900	
337165 CORONATION AVE (73.1m)		SAWTELL	m2	150	
337162 ELEVENTH AVE (78.1m)		SAWTELL	m2	300	
337162 ELEVENTH AVE (78.1m)		SAWTELL	m2	1,200	
236470 ELIZABETH ST (387.9m)	FROM: Eleventh Ave TO: Second Ave Eastern side	SAWTELL	m2	150	
236356 ALEXANDRA CRT (94.9m)	FROM: 5A Alexandra CRT TO: 26 Bangalow Terrace	SAWTELL	m2	6,000	
236356 ALEXANDRA CRT (94.9m)	FROM: 5A Alexandra CRT TO: 26 Bangalow Terrace	SAWTELL	m2	2,250	
236356 ALEXANDRA CRT (94.9m)	FROM: 5A Alexandra CRT TO: 26 Bangalow Terrace	SAWTELL	m2	600	
236356 ALEXANDRA CRT (94.9m)	FROM: 5A Alexandra CRT TO: 26 Bangalow Terrace	SAWTELL	m2	900	
236411 AMAROO/JEMALONG (106.2m)	FROM: 35 Amaroo Cr TO: 25 Jemalong Cr	TOORMINA	m2	300	
236411 AMAROO/JEMALONG (106.2m)	FROM: 35 Amaroo Cr TO: 25 Jemalong Cr	TOORMINA	m2	300	
236341 ANDERSON ST (382.4m)	FROM: Hobbs Cr TO: No 34 Anderson St	TOORMINA	metres	150	
236335 HOBBS CR (151m)	FROM: House No 46 TO: Crn Of Scott Close	TOORMINA	metres	150	
237087 DEWS AVE (209.1m)	FROM: Next To House No 59 TO: Into Res Ends Near Pre	TOORMINA	m2	750	
237173 RUTLAND ST (174.1m)	FROM: Next To House No 26 TO: 50Mtrs Short Of Paddyn	BONVILLE	m2	450	
236372 SUNRISE DR (76.6m)	FROM: Next To House No 27 TO: House No 18 Kingfisher	BOAMBEE EAST	metres	150	
236372 SUNRISE DR (76.6m)	FROM: Next To House No 27 TO: House No 18 Kingfisher	BOAMBEE EAST	m2	600	
236378 JABIRU CT (176.4m)	FROM: Next To House No 11 TO: House No 17 Kestrel Pla	BOAMBEE EAST	m2	900	
236378 JABIRU CT (176.4m)	FROM: Next To House No 11 TO: House No 17 Kestrel Pla	BOAMBEE EAST	m2	750	
236384 WHIPBIRD PL (76.9m)	FROM: Next To House No 5 TO: House No 39 Wedgetail C	BOAMBEE EAST	m2	900	150,000 year 7
236397 TALLOWOOD/TAMARIND (77.7m)	FROM: House No 4 TO: House No 3A	TOORMINA	m2	750	
236396 KINCHELA/ NILPENA (83.1m)	FROM: House No 4 TO: House No 3 Nilpena Close	TOORMINA	m2	150	
236396 KINCHELA/ NILPENA (83.1m)	FROM: House No 4 TO: House No 3 Nilpena Close	TOORMINA	m2	150	
236833 KINCHELA AVE (301.8m)	FROM: House No 39 TO: House No 67	TOORMINA	m2	300	
236535 SAWTELL RD (98.7m)	FROM: House No 19 TO: 25 Mtrs East Of House No 7	TOORMINA	m2	150	
337138 SAWTELL RD (312.6m)		BOAMBEE EAST	m2	300	
337138 SAWTELL RD (312.6m)		BOAMBEE EAST	m2	150	
337138 SAWTELL RD (312.6m)		BOAMBEE EAST	m2	150	
236639 BRUCE KING DR (257.2m)	FROM: Linden Ave TO: To charkate Cl	BOAMBEE EAST	m2	150	
236639 BRUCE KING DR (257.2m)	FROM: Linden Ave TO: To charkate Cl	BOAMBEE EAST	m2	150	
337141 WAGTAIL CL (75.3m)		BOAMBEE EAST	m2	150	
236383 BRONZEWING PL (83.6m)	FROM: Bronzewing Pl No 7 TO: Wedgetail Cr No 10	BOAMBEE EAST	m2	1,500	
236352 EUNGELLA ST (37.1m)	FROM: Bus Bay Western side TO: Lowery St	TOORMINA	m2	150	
236351 EUNGELLA ST (94.9m)	FROM: House No 6 TO: House No 12	TOORMINA	m2	150	
236351 EUNGELLA ST (94.9m)	FROM: House No 6 TO: House No 12	TOORMINA	m2	150	
237403 AMAROO CR (395.5m)	FROM: Nariah Cr TO: To Toormina Rd	TOORMINA	m2	150	
236410 BANGALEE CR (275.2m)	FROM: Roby Pl TO: To Toormina Rd	TOORMINA	m2	150	
236915 MINORIE DR (197.5m)	FROM: Crn Of Wirrabilla Dr TO: House No 46	TOORMINA	m2	150	
337148 TOORMINA RD (676.5m)		TOORMINA	m2	150	
337148 TOORMINA RD (676.5m)		TOORMINA	m2	150	

236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	600	
236429 HOGBIN DR (711m)	FROM: Crn Of Rex Hardarce Lane TO: Head North Towarc	TOORMINA	m2	1,200	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m	150	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236428 HOGBIN DR (202.1m)	FROM: Crn Of Rex Hardarce Lane TO: Head South	TOORMINA	m2	600	
236427 HOGBIN DR (381.2m)	FROM: Crn Of Barcoo Court TO: Start Of Football Oval	TOORMINA	m2	300	
337107 GRAFTON ST L (480.5m)		NANA GLEN	m2	300	
337107 GRAFTON ST L (480.5m)		NANA GLEN	m2	1,500	
337108 GRAFTON ST L (72.2m)		NANA GLEN	m2	300	
337108 GRAFTON ST L (72.2m)		NANA GLEN	m2	150	
337096 VISTA CLOSE (238.1m)		WOOLGOOLGA	m2	300	
337096 VISTA CLOSE (238.1m)		WOOLGOOLGA	m2	300	
337096 VISTA CLOSE (238.1m)		WOOLGOOLGA	m2	900	
337096 VISTA CLOSE (238.1m)		WOOLGOOLGA	m2	300	
337100 PACIFIC HWY W (233.2m)		WOOLGOOLGA	m2	1	
337100 PACIFIC HWY W (233.2m)		WOOLGOOLGA	m2	1	
337106 PANDANUS PL (37.2m)		WOOLGOOLGA	m2	1	
237495 CARRINGTON ST (449m)	FROM: Carrington St End Grass Road TO: Through Reserv	WOOLGOOLGA	m2	600	
236473 OCEAN ST (148m)	FROM: Crn Of Arthur St TO: House No 41	WOOLGOOLGA	m	150	
237432 BOUNDARY ST (119.6m)	FROM: House No 6 TO: Start Of Car park No 18	WOOLGOOLGA	m2	600	
237393 NIGHTINGALE ST (68.5m)	FROM: Crn Of Nelson St TO: Crn Of Waterloo St	WOOLGOOLGA	m2	300	
237393 NIGHTINGALE ST (68.5m)	FROM: Crn Of Nelson St TO: Crn Of Waterloo St	WOOLGOOLGA	m2	300	
237393 NIGHTINGALE ST (68.5m)	FROM: Crn Of Nelson St TO: Crn Of Waterloo St	WOOLGOOLGA	m2	300	
237393 NIGHTINGALE ST (68.5m)	FROM: Crn Of Nelson St TO: Crn Of Waterloo St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	150	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	150	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
237392 NIGHTINGALE ST (129.1m)	FROM: Crn Of Trafalgar St TO: Crn Of Nelson St	WOOLGOOLGA	m2	300	
236711 NIGHTINGALE ST (130.2m)	FROM: Crn Of Market St TO: Crn Of Trafalgar St	WOOLGOOLGA	m2	300	
236711 NIGHTINGALE ST (130.2m)	FROM: Crn Of Market St TO: Crn Of Trafalgar St	WOOLGOOLGA	m2	750	
236710 MARKET ST (198.1m)	FROM: Northern Side Of Market St TO: Corner To Corner	WOOLGOOLGA	m2	600	
337119 DARKUM RD (54.3m)		MULLAWAY	m2	6,000	
380474 OUTRIGGER PLACE (130.9m)		SAFETY BEACH	m2	300	
380476 ADMIRALTY DRIVE (229.3m)		ADMIRALTY DRIVE	ADMIRALTY DRIVE	m2	300
380476 ADMIRALTY DRIVE (229.3m)		ADMIRALTY DRIVE	ADMIRALTY DRIVE	m2	300
380476 ADMIRALTY DRIVE (229.3m)		ADMIRALTY DRIVE	ADMIRALTY DRIVE	m2	300
237497 ELLEM CL (618.1m)	FROM: Behide House No 12 In Res TO: Head North Into	FARRAWARRA	m2	600	
237496 ELLEM CL (45.9m)	FROM: Next To House No 12 TO: Into Res	ARRAWARRA	m2	300	
337093 COWRIE CLOSE (112.8m)		CORINDI BEACH	hours	300	
337072 PACIFIC STREET (533.7m)		CORINDI BEACH	m2	900	
337072 PACIFIC STREET (533.7m)		CORINDI BEACH	m2	600	
236537 LOMANDRA CT (185.7m)	FROM: House No 4 TO: House No 24	CORINDI BEACH	m2	300	
337083 SIMON ST (289.3m)		CORINDI BEACH	m2	300	
337083 SIMON ST (289.3m)		CORINDI BEACH	m2	300	
337095 MATTHEWS PDE (104.1m)		CORINDI BEACH	m2	600	
237139 MATHEWS PDE (238.3m)	FROM: House No 87 TO: House No 59	CORINDI BEACH	m2	150	
237139 MATHEWS PDE (238.3m)	FROM: House No 87 TO: House No 59	CORINDI BEACH	m2	300	
237139 MATHEWS PDE (238.3m)	FROM: House No 87 TO: House No 59	CORINDI BEACH	m2	600	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	750	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	600	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	750	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	300	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	750	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	1,500	
337074 SALTWATER CRESCENT (401.5m)		CORINDI BEACH	m2	300	
337075 SALTWATER CRESCENT (219.5m)		CORINDI BEACH	m2	1,500	
337075 SALTWATER CRESCENT (219.5m)		CORINDI BEACH	m2	600	
237085 MATHEWS PDE (162.4m)	FROM: Next To House No 67 TO: Onto Pacific St	CORINDI BEACH	m2	300	
237085 MATHEWS PDE (162.4m)	FROM: Next To House No 67 TO: Onto Pacific St	CORINDI BEACH	m2	300	

Ordinary Meeting 13 February 2014 - GENERAL MANAGER'S REPORTS

Attachment 1c

237206 BALLANTIVE DR (154.9m)	FROM: From No 19 Ballantine Dr TO: To Tranquility Dr Th KORORA	hours	150	
237206 BALLANTIVE DR (154.9m)	FROM: From No 19 Ballantine Dr TO: To Tranquility Dr Th KORORA	hours	150	
237207 BALLANTINE DR (223.5m)	FROM: House No 1 TO: House No 19 KORORA	hours	300	
236555 DRIFTWOOD/TIMBERTOP (106m)	FROM: House No 26 Driftwood Court TO: House No 21 Tin COFFS HARBOUR	hours	150	
236504 PACIFIC HWY (42.2m)	FROM: Ambulance Station TO: To HWY Crossing COFFS HARBOUR	hours	150	
236784 PACIFIC HWY (103.4m)	FROM: Crn Of Cook Dr TO: House No 251A COFFS HARBOUR	m2	600	
237089 PACIFIC HWY (260.8m)	FROM: Rear Of No 10 Ray Mccarthy Dr TO: House No 251 COFFS HARBOUR	m2	600	
237089 PACIFIC HWY (260.8m)	FROM: Rear Of No 10 Ray Mccarthy Dr TO: House No 251 COFFS HARBOUR	m2	600	
237089 PACIFIC HWY (260.8m)	FROM: Rear Of No 10 Ray Mccarthy Dr TO: House No 251 COFFS HARBOUR	m2	600	
337133 PACIFIC HWY (303m)		NORTH BOAMBEE VAL	m2	150
337133 PACIFIC HWY (303m)		NORTH BOAMBEE VAL	m2	300
337133 PACIFIC HWY (303m)		NORTH BOAMBEE VAL	m2	300
337132 PACIFIC HWY (80.1m)		NORTH BOAMBEE VAL	m2	150
236507 PACIFIC HWY (84.1m)	FROM: Crn Of Pacific Hwy Western Side TO: Crn Of Engla NORTH BOAMBEE VAL	m2	750	
237205 HALLS RD (130.4m)	FROM: House No 26 TO: House No 5 Lophostemon Dr NORTH BOAMBEE VAL	m2	300	
237205 HALLS RD (130.4m)	FROM: House No 26 TO: House No 5 Lophostemon Dr NORTH BOAMBEE VAL	m2	600	
237205 HALLS RD (130.4m)	FROM: House No 26 TO: House No 5 Lophostemon Dr NORTH BOAMBEE VAL	m2	300	
237203 LOPHOSTEMON DR (96m)	FROM: Crn Of House No 2 Ellis Crs TO: House No 15 NORTH BOAMBEE VAL	m2	300	
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14 NORTH BOAMBEE VAL	m2	300	
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14 NORTH BOAMBEE VAL	m2	150	
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14 NORTH BOAMBEE VAL	m2	300	
237204 ELLIS CRES (150m)	FROM: Crn Of Lophostemon Sr TO: House No 14 NORTH BOAMBEE VAL	m2	300	
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill) NORTH BOAMBEE VAL	m	450	
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill) NORTH BOAMBEE VAL	m2	300	
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill) NORTH BOAMBEE VAL	m2	1,200	
236781 PACIFIC HWY (150.1m)	FROM: Crn Of Halls Rd TO: House No 168 (Big Windmill) NORTH BOAMBEE VAL	m2	300	
236780 PACIFIC HWY (248.2m)	FROM: House No 168 (Big Windmill) TO: Up The Hill COFFS HARBOUR	m2	1,350	
236778 BELLINGEN RD (305.9m)	FROM: Starts at Azalea TO: Bellingen Rd 306m COFFS HARBOUR	m2	1,200	
236778 BELLINGEN RD (305.9m)	FROM: Starts at Azalea TO: Bellingen Rd 306m COFFS HARBOUR	m2	1,200	
236778 BELLINGEN RD (305.9m)	FROM: Starts at Azalea TO: Bellingen Rd 306m COFFS HARBOUR	m2	900	
236778 BELLINGEN RD (305.9m)	FROM: Starts at Azalea TO: Bellingen Rd 306m COFFS HARBOUR	m2	600	
237363 BELLINGEN RD (314.4m)	FROM: House No 44 Bellingen Rd TO: Combine St COFFS HARBOUR	m2	900	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	750	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	300	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	300	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	600	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	300	
236881 ELIZABETH ST (137.2m)	FROM: Combine St TO: Toormina Place COFFS HARBOUR	m2	300	
237306 MCLEAN ST (110.9m)	FROM: Crn Of Meadow St TO: Crn Of Azalea Ave COFFS HARBOUR	m2	150	
236467 COMBINE ST (158.1m)	FROM: SAME TO: NUMBER COFFS HARBOUR	m	150	
236443 COMBINE ST (113.5m)	FROM: Azalea Ave TO: To Meadow St COFFS HARBOUR	m2	300	
236443 COMBINE ST (113.5m)	FROM: Azalea Ave TO: To Meadow St COFFS HARBOUR	m2	300	
236443 COMBINE ST (113.5m)	FROM: Azalea Ave TO: To Meadow St COFFS HARBOUR	m2	300	
236441 COMBINE ST (127.6m)	FROM: Elizabeth St TO: to Hill St COFFS HARBOUR	m2	300	
236441 COMBINE ST (127.6m)	FROM: Elizabeth St TO: to Hill St COFFS HARBOUR	m	150	
337156 ELIZABETH ST (295.8m)		COFFS HARBOUR	m2	150
236852 CARDINAL CL-PAHTWAY (34.7m)	FROM: Next To House No 7 TO: Into The Res COFFS HARBOUR	hours	300	
236599 CEANOTHUS CL (257.8m)	FROM: House No 1 TO: House No 24 COFFS HARBOUR	m2	600	
236599 CEANOTHUS CL (257.8m)	FROM: House No 1 TO: House No 24 COFFS HARBOUR	m2	450	
237250 GILLON ST (100.2m)	FROM: House No 11 TO: House No 19 COFFS HARBOUR	m2	600	
237253 ROSELANDS DR (178.9m)	FROM: Crn Of Barnet Close TO: House No 60 COFFS HARBOUR	m2	150	
237252 BARNET ST/CARRALL CL (184.3m)	FROM: Roselands Dr TO: To Carrall Cl COFFS HARBOUR	m2	300	
236484 SHEPHARDS LNE (374.9m)	FROM: House No 145 TO: House No 167 COFFS HARBOUR	m2	300	
236617 CORIE DALE DR (49.2m)	FROM: House No 64 TO: House No 68 Coriedale Dr COFFS HARBOUR	m2	150	
236434 HAMPSHIRE CL (67.2m)	FROM: House No 1 TO: Crn Of Merino Dr COFFS HARBOUR	m2	750	
236434 HAMPSHIRE CL (67.2m)	FROM: House No 1 TO: Crn Of Merino Dr COFFS HARBOUR	m2	450	
236855 TREE FERN CL-PATHWA (42.3m)	FROM: Next To House No 8 TO: Into The Res COFFS HARBOUR	hours	150	
236846 DONN-PATTERSON DR (303.3m)	FROM: Griffith Ave TO: Mackays St COFFS HARBOUR	m2	300	
236860 BERYL ST/JACK LADD S (87.7m)	FROM: Beryl St At House No 116 TO: Outside No 25 Jackl COFFS HARBOUR	hours	150	
236858 JEAN ST (64.7m)	FROM: House No 11 TO: House No 23 COFFS HARBOUR	m	150	
236867 CORAMBA RD (72.2m)	FROM: House No 34 TO: House No 42 COFFS HARBOUR	m2	150	
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55 COFFS HARBOUR	m2	300	
236866 CORAMBA RD (298.4m)	FROM: House No 42 TO: Lane Way 100 East Of Shephard COFFS HARBOUR	m	150	
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55 COFFS HARBOUR	hours	300	
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55 COFFS HARBOUR	hours	300	
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55 COFFS HARBOUR	m	150	
236869 CORAMBA RD (451.4m)	FROM: Robin St TO: 30Mtrs Past House No 55 COFFS HARBOUR	hours	300	
237142 KORFF ST (32.9m)	FROM: Korff St Lane TO: Down To The Bridge COFFS HARBOUR	item	150	
236871 GUNDAGAI ST/SCARBA S (384.4m)	FROM: House No 22A TO: Murdock St COFFS HARBOUR	m2	900	
380479 MARCIA STREET (224m)	MARCIA STREET	COFFS HARBOUR	hours	300
236567 PACIFIC HWY (20.4m)	FROM: Crn Of HWY TO: Cnr Of Mastracolas Rd COFFS HARBOUR	m2	150	
237349 PACIFIC HWY (157.2m)	FROM: Turning Lane Into Homebse TO: Crn Of Mastracol COFFS HARBOUR	m2	900	
237349 PACIFIC HWY (157.2m)	FROM: Turning Lane Into Homebse TO: Crn Of Mastracol COFFS HARBOUR	m2	750	
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	4,200 100,000 year 9

337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	7,500
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	1,500
337173 PACIFIC HWY (235.4m)		COFFS HARBOUR	m2	600
237348 TALOUMBI RD (58.3m)	FROM: House No 92 Driveway TO: House No 94 Driveway	COFFS HARBOUR	m2	300
237114 MYUNA PL (158m)	FROM: End Of Namoi Place TO: Next To House No 18 Hu	COFFS HARBOUR	m2	1,200
237345 BRAY ST (75.5m)	FROM: Michelle Cl TO: Katherine Cl	COFFS HARBOUR	hours	150
237345 BRAY ST (75.5m)	FROM: Michelle Cl TO: Katherine Cl	COFFS HARBOUR	m	150
236794 BRAY ST (77.7m)	FROM: Katherine Cl TO: To Frederrick St	COFFS HARBOUR	m2	750
236794 BRAY ST (77.7m)	FROM: Katherine Cl TO: To Frederrick St	COFFS HARBOUR	hours	150
236928 BRAY ST (134m)	FROM: Opp Side Of No 50 TO: Opp Side Of No 40	COFFS HARBOUR	m2	300
236928 BRAY ST (134m)	FROM: Opp Side Of No 50 TO: Opp Side Of No 40	COFFS HARBOUR	m2	300
236928 BRAY ST (134m)	FROM: Opp Side Of No 50 TO: Opp Side Of No 40	COFFS HARBOUR	m2	300
236318 BRAY ST (135.3m)	FROM: 15 Mtrs Pass Bridge West TO: Opp Side Of No 40	COFFS HARBOUR	m2	750
236318 BRAY ST (135.3m)	FROM: 15 Mtrs Pass Bridge West TO: Opp Side Of No 40	COFFS HARBOUR	m2	300
103637 PERRY DRIVE (169.3m)	FROM: At Play Ground TO: Next To 52 Mackay Rd	COFFS HARBOUR	item	150
236898 BRAY ST (180.2m)	FROM: Peter Cl TO: Hooson St	COFFS HARBOUR	m	150
236427 HOGBIN DR (381.2m)	FROM: Crn Of Barcoo Court TO: Start Of Football Oval	TOORMINA	hours	600
236427 HOGBIN DR (381.2m)	FROM: Crn Of Barcoo Court TO: Start Of Football Oval	TOORMINA	hours	150
236650 PACIFIC ST (905.1m)	FROM: Crn Of Coral St TO: House No 95	CORINDI BEACH	metres	180
237090 HOWARD ST (771.9m)	FROM: End Of Howard Near Sewage Work TO: End In Cai	COFFS HARBOUR	m2	15,000
237229 JORDAN ESP (316.1m)	FROM: End Of Loop Near Sun Dial TO: Head North Towar	COFFS HARBOUR	m2	150
237224 JORDAN ESP (563.1m)	FROM: 20Mtrs South Of Sun Dial TO: Boat Ramp Car Park	COFFS HARBOUR	m2	750
237230 JORDAN ESP (200.9m)	FROM: From Last Shelter North TO: To Start Of Jetty	COFFS HARBOUR	m	600
237104 ORLANDO ST (726.5m)	FROM: From Bridge Under Train Track TO: Along Beach T	COFFS HARBOUR	m2	600
236817 HOGBIN DR NORTH (215.1m)	FROM: 200 Mtrs North Of Roundabout TO: Crn Of Prince	COFFS HARBOUR	m2	3,000
236578 HOGBIN DR NORTH (113.8m)	FROM: Crn Of Boulwood St Head North TO: 40Mtrs Short	COFFS HARBOUR	m2	7,500
237376 HOGBIN DR NORTH (124.4m)	FROM: Prince St Roundabout Head North TO: Crn Of Boul	COFFS HARBOUR	m2	600
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	150
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	150
237405 HOGBIN DR NORTH (476.2m)	FROM: 90Mtrs From Park Beach Rd Roundabout TO: Heac	COFFS HARBOUR	m2	150
236572 COLUMBUS CCT PWAYS (177.3m)	FROM: End Of Columbus Crn TO: 177Mtrs Into ParkTowa	COFFS HARBOUR	m2	750
236572 COLUMBUS CCT PWAYS (177.3m)	FROM: End Of Columbus Crn TO: 177Mtrs Into ParkTowa	COFFS HARBOUR	m2	750
236572 COLUMBUS CCT PWAYS (177.3m)	FROM: End Of Columbus Crn TO: 177Mtrs Into ParkTowa	COFFS HARBOUR	m2	150
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	300
236571 PARK BEACH RD (183.5m)	FROM: Crn Of HWY North Side TO: Plaza Entrance	COFFS HARBOUR	m2	150
236571 PARK BEACH RD (183.5m)	FROM: Crn Of HWY North Side TO: Plaza Entrance	COFFS HARBOUR	m2	300
237221 PARK BEACH RD (32.9m)	FROM: East Side Of Walter Morris Cl TO: Crn Of Roundabi	COFFS HARBOUR	m2	450
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	300
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	1,200
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	450
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	300
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	600
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	1,200
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	300
237407 PARK BEACH RD (391.4m)	FROM: House No 71 TO: Plaza Entrance Eastern side	COFFS HARBOUR	m2	300
237412 PARK BEACH RD (235.2m)	FROM: House No 103 TO: West To Northside Shopping C	COFFS HARBOUR	m2	300
237412 PARK BEACH RD (235.2m)	FROM: House No 103 TO: West To Northside Shopping C	COFFS HARBOUR	m2	300
236952 WEST HIGHT ST (148.3m)	FROM: Crn Of Gundagai Place TO: Crn Of Murdoch St	COFFS HARBOUR	m2	600
236953 WEST HIGHT ST (581m)	FROM: Crn Of Gundagai Place TO: House No 33	COFFS HARBOUR	m2	750
237049 ELBOW ST (46.9m)	FROM: House No 100 TO: House no 100	COFFS HARBOUR	m2	3,000
237236 OCEAN PDE (242.1m)	FROM: Crn Of Surf Club Road Entrance TO: Head North 2	COFFS HARBOUR	m2	600
237111 OCEAN PDE (351.6m)	FROM: Surf Club Road Entrance TO: To Car Park Eastern	COFFS HARBOUR	m2	750
236320 ORLANDO ST (93.5m)	FROM: Crn Of Mildura St TO: House No 15	COFFS HARBOUR	m2	150
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m2	300
236776 THOMPSONS RD (369.3m)	FROM: Crn Of Fairway Place TO: Crn Of Raleigh St	COFFS HARBOUR	m	150
237422 THOMPSONS RD (188.7m)	FROM: House No 46 TO: Crn Of Fairway Place	COFFS HARBOUR	m2	300
237193 THOMPSONS RD (106.1m)	FROM: Crn Of Aubrey Crs TO: Crn Of Redwood St	COFFS HARBOUR	m2	150
236588 HARBOUR DR (60.5m)	FROM: Moore St TO: Nile St Lane	COFFS HARBOUR	m2	600
236961 BENT ST (25.6m)	FROM: Starts At House No 20 TO: Outside House No 20	COFFS HARBOUR	m2	900
236745 VICTORIA ST (231.6m)	FROM: House No 54 TO: House No 76	COFFS HARBOUR	m2	1,200
236885 VICTORIA ST (220m)	FROM: Crn Of Dibbs St TO: Crn Of Boambee St	COFFS HARBOUR	m2	750
236585 HARBOUR DR (259.8m)	FROM: Dibbs St TO: Boambee St	COFFS HARBOUR	m2	225
237097 HIGH ST (63.1m)	FROM: Crn Of Hogbin Dr TO: Crn Of Barrie St Northern S	COFFS HARBOUR	m2	150
236751 CURACOA ST (98.8m)	FROM: Harbour Dr TO: House No 19	COFFS HARBOUR	m2	750
337154 ALBANY ST (210.7m)		COFFS HARBOUR	m2	750
236763 EARL ST (118.5m)	FROM: Bovnille St TO: Avenue St Western Side	COFFS HARBOUR	m2	300
236754 EARL ST (115.2m)	FROM: Albany St TO: Bonville St Western Side	COFFS HARBOUR	m2	750
236754 EARL ST (115.2m)	FROM: Albany St TO: Bonville St Western Side	COFFS HARBOUR	m2	1,350
236759 GORDON ST (113.6m)	FROM: Bonville St TO: Southern Side Of Church CarPark	COFFS HARBOUR	m2	150
237374 ALBANY ST (158m)	FROM: 63 Albany TO: Corner of Earl	COFFS HARBOUR	m2	900
236762 MARKET ST (112.3m)	FROM: Crn Of Albany St Eastern Side TO: Crn Of Little St	COFFS HARBOUR	m	300
236762 MARKET ST (112.3m)	FROM: Crn Of Albany St Eastern Side TO: Crn Of Little St	COFFS HARBOUR	m2	900
236764 GRAFTON ST (255m)	FROM: Albany St TO: Market St	COFFS HARBOUR	m2	750
236761 DALLEY ST (94.5m)	FROM: Albany St TO: Little St East Side	COFFS HARBOUR	m	150

236761 DALLEY ST (94.5m)	FROM: Albany St TO: Little St East Side	COFFS HARBOUR	m2	450			
236761 DALLEY ST (94.5m)	FROM: Albany St TO: Little St East Side	COFFS HARBOUR	m	150			
236451 SAWTELL RD (285.7m)	FROM: Crn Of Wirrabilla Dr TO: Crn Of Toormina Rd	TOORMINA	m2	300			
337167 BORONIA ST (177.1m)		SAWTELL	m2	300			
237380 FIRST AVE (165m)	FROM: Twenty First Ave TO: Eighteenth Ave	SAWTELL	m2	750			
337162 ELEVENTH AVE (78.1m)		SAWTELL	m2	300			
236470 ELIZABETH ST (387.9m)	FROM: Eleventh Ave TO: Second Ave Eastern side	SAWTELL	m2	150			
236356 ALEXANDRA CRT (94.9m)	FROM: 5A Alexandra Cr TO: 26 Bangalow Terrace	SAWTELL	metres	150			
236411 AMAROO/JEMALONG (106.2m)	FROM: 35 Amaroo Cr TO: 25 Jemalong Cr	TOORMINA	m2	300			
236411 AMAROO/JEMALONG (106.2m)	FROM: 35 Amaroo Cr TO: 25 Jemalong Cr	TOORMINA	m2	300			
236412 JEMALONG/KINTORIE (109.2m)	FROM: Next To House 30 Jemalong TO: Next To 17 Kinto	TOORMINA	m2	300			
236414 MIRROOLA CRES (39.3m)	FROM: Next To House No 24 TO: Into The Res	TOORMINA	m2	450			
236343 ANDERSON ST (224.7m)	FROM: Hobbs Cr South side TO: To Hobbs Cr South side	TOORMINA	metres	150			
236333 HOBBS CR (196.6m)	FROM: Crn Of Graff Ave TO: House No 44	TOORMINA	metres	150			
236345 HULBERTS LN (156.9m)	FROM: Next To House No 2 Tait Close TO: Next To House	TOORMINA	metres	150			
237087 DEWS AVE (209.1m)	FROM: Next To House No 59 TO: Into Res Ends Near Pre:	TOORMINA	m2	1,200			
237087 DEWS AVE (209.1m)	FROM: Next To House No 59 TO: Into Res Ends Near Pre:	TOORMINA	m2	600			
236367 FRIENDSHIP CL (109.7m)	FROM: Next To House No 7 TO: House No 8 Soren Larser	BOAMBEE EAST	m2	750			
236371 EGRET CL (75.4m)	FROM: Next To House No 10 TO: Next To House No 26 H	BOAMBEE EAST	metres	150			
236373 SUNRISE DR (249.3m)	FROM: Next To House No 38 TO: Head Toward Water Toi	TOORMINA	hours	150			
236374 WOODSWALLOW CL (72.1m)	FROM: House No 14 TO: House No 16 Kookaburra Close	BOAMBEE EAST	m2	750			
236374 WOODSWALLOW CL (72.1m)	FROM: House No 14 TO: House No 16 Kookaburra Close	BOAMBEE EAST	m2	900			
236374 WOODSWALLOW CL (72.1m)	FROM: House No 14 TO: House No 16 Kookaburra Close	BOAMBEE EAST	m2	1,200			
236374 WOODSWALLOW CL (72.1m)	FROM: House No 14 TO: House No 16 Kookaburra Close	BOAMBEE EAST	m2	1,500			
236641 WORLAND DR (390.9m)	FROM: House No 25 TO: Crn Of Lambert Rd	BOAMBEE EAST	m2	150			
236380 CORDWELL GROVE (68.1m)	FROM: Next To House No 18 TO: Into The Res	BOAMBEE EAST	m2	300			
236378 JABIRU CT (176.4m)	FROM: Next To House No 11 TO: House No 17 Kestrel Pla	BOAMBEE EAST	m2	900			
236377 NIGHTJAR PL (65m)	FROM: Next To House No 6 TO: Next To House No 5 Pitta	BOAMBEE EAST	m2	600			
236377 NIGHTJAR PL (65m)	FROM: Next To House No 6 TO: Next To House No 5 Pitta	BOAMBEE EAST	m2	750			
236384 WHIPBIRD PL (76.9m)	FROM: Next To House No 5 TO: House No 39 Wedgetail C	BOAMBEE EAST	m2	900			
236384 WHIPBIRD PL (76.9m)	FROM: Next To House No 5 TO: House No 39 Wedgetail C	BOAMBEE EAST	m2	750			
337140 LILLY PILLY TCE (43.5m)		BOAMBEE EAST	m2	750			
236402 CORRIGAN/ HESKETT (79.2m)	FROM: Next To No 24 Corrigan Ave TO: House No 6 Hesi	TOORMINA	m2	300			
236401 BARDSLEY MAKINSON (89.3m)	FROM: Bardsley St opp No 10 TO: Makinson Cl next to No	TOORMINA	m2	300			
236398 KINCHELA AVE (40.5m)	FROM: House No 35 TO: Into The Res	TOORMINA	m2	300			
236459 DUNLOP DR (380.2m)	FROM: House No 11 TO: House No 37 The Whole Loop	BOAMBEE EAST	m2	300			
236657 BRUCE KING DR (418.1m)	FROM: Linden Ave TO: Community Village	BOAMBEE EAST	metres	150			
236657 BRUCE KING DR (418.1m)	FROM: Linden Ave TO: Community Village	BOAMBEE EAST	metres	150			
236836 LADY BELMORE DR-PATH (122.3	FROM: Beside House No 40 TO: Into Res Past Dam To Ki	TOORMINA	m2	750			
236659 LADY BELMORE DR (333.8m)	FROM: House No 51 TO: Crn Of Linden Ave	BOAMBEE EAST	metres	150			
236385 SILVEREYE CL (74.6m)	FROM: Next To House No 20 TO: Next To House No 12 Lr	BOAMBEE EAST	m2	600			
236385 SILVEREYE CL (74.6m)	FROM: Next To House No 20 TO: Next To House No 12 Lr	BOAMBEE EAST	m2	600			
236383 BRONZEWING PL (83.6m)	FROM: Bronzewing Pl No 7 TO: Wedgetail Cr No 10	BOAMBEE EAST	m2	900			
236383 BRONZEWING PL (83.6m)	FROM: Bronzewing Pl No 7 TO: Wedgetail Cr No 10	BOAMBEE EAST	m2	750			
236383 BRONZEWING PL (83.6m)	FROM: Bronzewing Pl No 7 TO: Wedgetail Cr No 10	BOAMBEE EAST	m2	750			
236351 EUNGELLA ST (94.9m)	FROM: House No 6 TO: House No 12	TOORMINA	m2	750			
236351 EUNGELLA ST (94.9m)	FROM: House No 6 TO: House No 12	TOORMINA	metres	150			
103613 JANE CIRCUIT (323.2m)	FROM: 50Mtr Off Cavanba Rd TO: Next To House No 17 .	TOORMINA	m2	150			
103613 JANE CIRCUIT (323.2m)	FROM: 50Mtr Off Cavanba Rd TO: Next To House No 17 .	TOORMINA	metres	150			
237170 AMAROO CR (419.5m)	FROM: 50M Down Nariah Northside TO: 420m In Res rear	TOORMINA	m2	300			
237170 AMAROO CR (419.5m)	FROM: 50M Down Nariah Northside TO: 420m In Res rear	TOORMINA	metres	150			
237170 AMAROO CR (419.5m)	FROM: 50M Down Nariah Northside TO: 420m In Res rear	TOORMINA	metres	150			
236914 TOORMINA RD (93.6m)	FROM: Crn Of Bangalee Crs TO: Crn Of Amaroo Crs	TOORMINA	m2	750			
237403 AMAROO CR (395.5m)	FROM: Nariah Cr TO: To Toormina Rd	TOORMINA	metres	150			
236410 BANGALEE CR (275.2m)	FROM: Roby Pl TO: To Toormina Rd	TOORMINA	metres	150			
236913 TOORMINA RD (107.2m)	FROM: Crn Of Coorabin Crs TO: Crn Of Bangalee Crs	TOORMINA	metres	150			
236916 TOORMINA RD (192.9m)	FROM: Crn Of Minorie Dr TO: Opp House No 14	TOORMINA	metres	150			
237398 TOORMINA RD (836.1m)	FROM: Crn Of Linden Ave TO: 15Mtrs South Of House No	TOORMINA	m2	300			
237397 TOORMINA RD (336.4m)	FROM: Crn Of Mirroola Crs TO: 15 Mtrs South Of House N	TOORMINA	m2	300			
237397 TOORMINA RD (336.4m)	FROM: Crn Of Mirroola Crs TO: 15 Mtrs South Of House N	TOORMINA	m2	225			
237397 TOORMINA RD (336.4m)	FROM: Crn Of Mirroola Crs TO: 15 Mtrs South Of House N	TOORMINA	m2	300			
337157 TOORMINA RD (482.3m)		TOORMINA	m2	150			
236364 SHELTON CL (127.5m)	FROM: Next To House No 14 TO: Lyons Rd	TOORMINA	m2	300			
236357 LYONS RD (250.5m)	FROM: Crn Of Mcfadyn St TO: Rear Of 56 Bower Crs	TOORMINA	m2	150			
236355 BANGALOW TCE (92.4m)	FROM: Beside No 9 Bangalow Tce TO: Lyons rd	SAWTELL	m2	1,500			
337019 SECOND AVE S (41m)		SAWTELL	m2	300			
337170 LYONS RD (150.8m)		SAWTELL	m2	300			
337170 LYONS RD (150.8m)		SAWTELL	m2	1,500			
337170 LYONS RD (150.8m)		SAWTELL	m2	450			
236906 BORONIA ST (34.4m)	FROM: TO: SAME NUMBER	SAWTELL	metres	600			
337114 ARRAWARRA HDLND RD (893m)		MULLAWAY	m2	189,000	200,000	year 10	
236650 PACIFIC ST (905.1m)	FROM: Crn Of Coral St TO: House No 95	CORINDI BEACH	m2	2,100			
236651 CORAL ST (223.6m)	FROM: Pacific St TO: Red Rock Rd	CORINDI BEACH	m2	450			

10 year guardrail renewal program

Category Name	Asset Number	Road Name	Condition Index	Replacement Cost	available funds with srv \$	year
Guard Rails (alh)	236192	HOGBIN DR	4.5	\$10,927	30,000	year 1
Guard Rails (alh)	236193	HOGBIN DR	4.5	\$13,112		
Guard Rails (alh)	236245	ISLAND LOOP RD NTH	4.5	\$9,179	60,000	year 2
Guard Rails (alh)	236246	ISLAND LOOP RD NTH	4.5	\$8,742		
Guard Rails (alh)	236182	LOWER BUCCA ROAD	4	\$71,681	110,000	year 3
Guard Rails (alh)	236230	OLD BUCCA RD	4	\$30,596		
Guard Rails (alh)	236249	CORAMBA RD	3	\$32,344	110,000	year 4
Guard Rails (alh)	236250	CORAMBA RD	3	\$158,223		
Guard Rails (alh)	236151	EASTBANK RD	3	\$9,179	110,000	year 5
Guard Rails (alh)	236152	EASTBANK RD	3	\$14,861		
Guard Rails (alh)	236203	FOURTH AVE	3	\$3,497		
Guard Rails (alh)	236167	MANNING AVE	3	\$5,682		
Guard Rails (alh)	236208	SHEPHARDS LANE	3	\$20,980		
Guard Rails (alh)	236125	CORAMBA RD	2	\$100,091	110,000	year 6
Guard Rails (alh)	236126	CORAMBA RD	2	\$129,813	110,000	year 7
Guard Rails (alh)	236204	CORAMBA RD	2	\$34,966	110,000	year 8
Guard Rails (alh)	236214	CORAMBA RD	2	\$162,594	110,000	year 9
Guard Rails (alh)	236215	CORAMBA RD	2	\$13,987		
Guard Rails (alh)	236217	CORAMBA RD	2	\$27,973		
Guard Rails (alh)	236218	CORAMBA RD	2	\$62,940	110,000	year 10
Guard Rails (alh)	236221	CORAMBA RD	2	\$32,344		
Guard Rails (alh)	236222	CORAMBA RD	2	\$67,310		
Guard Rails (alh)	236209	JAMES SMALL DR	2	\$5,245		
Guard Rails (alh)	236210	JAMES SMALL DR	2	\$5,682		
Guard Rails (alh)	236144	LOWER BUCCA ROAD	2	\$10,927	note: without the srv, no guard rail could be replaced without grant or other funding	
Guard Rails (alh)	236145	LOWER BUCCA ROAD	2	\$10,490		
Guard Rails (alh)	236146	LOWER BUCCA ROAD	2	\$18,357		
Guard Rails (alh)	236147	LOWER BUCCA ROAD	2	\$17,046		
Guard Rails (alh)	236148	LOWER BUCCA ROAD	2	\$14,424		
Guard Rails (alh)	236180	LOWER BUCCA ROAD	2	\$59,006		
Guard Rails (alh)	236181	LOWER BUCCA ROAD	2	\$52,887		
Guard Rails (alh)	236238	MOUNT BROWNE RD	2	\$5,245		
Guard Rails (alh)	236239	MOUNT BROWNE RD	2	\$5,682		
Guard Rails (alh)	236120	PACIFC HWY	2	\$6,993		
Guard Rails (alh)	236121	PACIFC HWY	2	\$28,847		
Guard Rails (alh)	236123	SAWTELL RD	2	\$36,278		
Guard Rails (alh)	236206	SHEPHARDS LANE	2	\$2,622		
Guard Rails (alh)	236168	CENTRAL BUCCA RD	1	\$14,424		
Guard Rails (alh)	236169	CENTRAL BUCCA RD	1	\$13,987		
Guard Rails (alh)	236170	CENTRAL BUCCA RD	1	\$3,934		
Guard Rails (alh)	236171	CENTRAL BUCCA RD	1	\$3,497		
Guard Rails (alh)	236172	CENTRAL BUCCA RD	1	\$27,099		
Guard Rails (alh)	236173	CENTRAL BUCCA RD	1	\$34,092		
Guard Rails (alh)	236174	CENTRAL BUCCA RD	1	\$17,046		
Guard Rails (alh)	236175	CENTRAL BUCCA RD	1	\$79,986		
Guard Rails (alh)	236198	COFFS	1	\$57,695		
Guard Rails (alh)	236199	COFFS	1	\$1,748		
Guard Rails (alh)	236200	COFFS	1	\$20,980		
Guard Rails (alh)	236312	COFFS	1	\$20,543		
Guard Rails (alh)	236127	CORAMBA RD	1	\$58,569		
Guard Rails (alh)	236128	CORAMBA RD	1	\$35,403		
Guard Rails (alh)	236129	CORAMBA RD	1	\$16,172		

COFFS HARBOUR CITY COUNCIL



**DRAFT Asset Management Plan Summary
for Building Assets**

Coffs Harbour City Council is committed to effectively managing public assets, specifically:

- ▲ delivering community priorities for asset-related services within Council's limited funds
- ▲ minimising the life-cycle cost to build, operate, maintain and renew these assets.

This Asset Management Plan (AMP) Summary:

- ▲ establishes the Levels of Service (LoS) Council aims to deliver from its building assets
- ▲ the resources that are estimated to be required to deliver the service and the key points and challenges with delivering the service and also minimising life-cycle costs
- ▲ the measures that will be used to monitor the actual LoS delivered, which will be reported back to Council and the community.

should be read in conjunction with Council's Asset Management Policy.

This AMP Summary provides the basis for the development of a detailed AMP that will guide staff involved in long-term planning for service delivery as well as those responsible for operating, maintaining and renewing the assets to deliver the services set out herein. The AMP includes an improvement plan.

This AMP Summary (part of Council's Resourcing Strategy) informs Council's four-year Delivery Program and one-year Operational Plan, which are the means by which Council formally identifies the principle activities to be carried out in relation to providing this service and allocates the funds for doing so.

A summary of the assets proposed to be rehabilitated, renewed, created and in some cases disposed of in order to deliver the established LoS is an appendix to this AMP Summary.

The Coffs Harbour 2030 Plan identifies the following strategies relevant to public building 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

Council's operational building assets also enable Council to deliver its diverse array of services.

Finally, Council also owns some buildings for largely commercial reasons, the revenues from which assist with service delivery in other areas.

1. Scope

The table below sets out a summary of Council's building assets.

Asset Category	Quantity	Average Condition*	Estimated Replacement Value*
Council Offices	10	3	\$8,700,000
Works Depot	18	2	\$1,700,000
Public Halls	7	3	\$1,550,000
Neighbourhood / Community	38	3	\$14,700,000
Residences	5	3	\$400,000
Commercial	18	3	\$14,500,000
Museum	3	4	\$500,000
Library	2	2	\$1,550,000
Childcare Centres	10	3	\$3,000,000
Art Gallery	1	2	\$ 400,000
Theatres	1	3	\$2,700,000
Amenities / Toilets	64	4	\$6,650,000
Bush Fire Sheds	24	3	\$4,720,000
Club Houses	16	3	\$2,900,000
Storage Sheds	41	4	\$1,250,000
Waste Facility Buildings	20	3	\$2,150,000
Total			\$67,370,000

*as reported in Special Schedule 7 of Council's Annual Financial Statements.

Of the commercial properties, it is important to note that Council manages ... leases of its buildings to a variety of tenants from community groups (who often pay a nominal rent only) to full commercial enterprises (who are charged at market rates).

2. Levels of Service

In 2013, Council undertook an extensive community engagement process regarding levels of service. This was reported to Council's 28 November 2013 meeting (refer report CIS 13/53).

2.1 Building Asset Hierarchy

A hierarchy of building assets is important as a means of prioritising funds for maintenance, rehabilitation, renewal and upgrade of buildings. When complete, this will form Appendix 1.

The following factors have been used in the formulation of the Proposed Building Rehabilitation and Renewal Program (refer section 2.4 below), and for prioritisation of maintenance activities.

Factor	Higher priorities	Lower priorities
Criticality in enabling Council service delivery	Critical	Not critical
Access for the community	Open to all	Limited users
Usage of the facility	High	Low
Financial return (commercial buildings)	User pays	Subsidised

2.2 Operations

Operational activities include cleaning, power and minor maintenance (e.g replacing light globes) that does not alter the life of the asset. In many instances, operational costs are the responsibility of the functional area using the building.

In the case of leased premises, operations and internal maintenance are the responsibility of the lessee.

2.3 Maintenance Response

Maintenance of building assets involves the identification and repair of defects that may be impacting on users of the asset and/or prevent the asset reaching its design life (i.e. accelerate deterioration), which increases the cost of providing the asset over its life-cycle (section 3).

Maintenance defects are identified through customer requests and asset inspections.

There are no established levels of service for maintenance. Staff take into account the factors noted in section 2.1 and the risks associated with the defect in making a decision regarding allocation of funds.

Maintenance of high-priority buildings for the purposes of presentation is an important factor.

The incredibly limited funds and resources to manage these buildings is a key reason for this reactive maintenance regime, however in the end this neither results in dependable service levels or lowest life-cycle costs.

When developed, maintenance levels of service for buildings will form Appendix 2.

2.4 Rehabilitation and/or Renewal

Levels of service delivered are significantly influenced by the condition of the asset. Prior to the commencement of the Public Amenities Renewal Program (funded by the Community Facilities Special Rate Variation from 2000, which renews one toilet block per year) Council had no funds for building renewals.

Whilst engagement around levels of service has focused on maintaining current service levels, buildings is one area where some service level reductions via disposal of low utilisation assets is warranted (section 2.6).

The program of building assets proposed to be rehabilitated or renewed are listed in Appendix 3.

Actual works undertaken will vary based on detailed investigations, and may involve more extensive works. Priorities are subject to change, particularly where other assets deteriorate. Changes to the program will be reported as set out in section 5.

This list has been compiled based on the following factors:

- ^ asset condition
- ^ factors noted above in section 2.1 that influence priorities
- ^ safety issues
- ^ life-cycle management issues (as noted in section 3)

2.5 Upgrade and Acquisition

Buildings are seldom simply renewed, i.e. replaced like for like. Not only do service needs and expectations change, but the need to upgrade facilities in order to minimise life-cycle costs (section 3) is critical for factors such as vandalism, power consumption, ease of maintenance, etc.

Council acquires new assets based on community priorities and forecast demand, however these projects are generally limited given a limited availability of funds and the need to maintain, rehabilitate, renew (and often upgrade) existing assets.

Where relevant, projects involving acquisition of building assets is included on the list in Appendix 4.

Council identifies new infrastructure required to meet demand from new development. Under section 94 of the NSW Environmental Planning and Assessment Act, 1979 Council may levy contributions from developers for the acquisition of these assets. Copies of Developer Contribution Plans are available on Council's website.

A forecast of building asset acquisitions acquired from development is provided in Appendix 5.

2.6 Disposal

Council has a number of low use buildings that are nearing the end of their useful life. A detailed analysis of these will be undertaken in light of the development of the building hierarchy (section 2.1). It is expected that some buildings will be identified that Council may consider to dispose of, rather than renewing. Strategies to maintain these prior to disposal will have to be developed on a case-specific basis.

A proposed building disposal list will be provided in Appendix 6.

3. Life-cycle Management

Council's Asset Management Policy establishes its commitment to minimising the cost of acquiring, operating, maintaining, rehabilitating, renewing and disposing of its assets.

As noted in sections 2.2 and 2.3, the minimisation of life-cycle costs for providing an asset is a factor in the allocation of resources for asset maintenance and rehabilitation / renewal.

There are a number of building maintenance activities that are important if Council's building assets are to reach their potential useful life. These include:

- Water tightness
- Termites
- Corrosion risk / proximity to ocean
- Flooding
- Vandalism

4. Funding Required to Deliver the Level of Service and Minimise Life-cycle Costs

The funding required to deliver the levels of service set out in section 2, and minimise life-cycle costs as set out in section 3, is summarised in the table below in terms of the proposed activities to spend additional funds generated by the Special Rate Variation. All \$M.

Activity	No SRV 12/13	SRV year 1	SRV year 2	SRV year 3
Maintenance	0.972	0.16	0.33	0.5
Renewal	0.255	0.48	0.98	1.5

Note that these figures are integrated with the “sustainable case” in Council's Long Term Financial Plan. This table is for planning purposes only. For details of actual service delivery plans and the resources allocated to do so, refer to Council's Delivery Program.

5. Service Level Measurement and Reporting

The table below sets out the measures of service levels that will be reported to Council and the community.

Level of Service Measure	Target
Customer requests regarding Building Maintenance	Reduction
Actual rehabilitation, renewal, acquisition and/or upgrade works completed.	Program completed

6. Standards

Relevant Australian and Industry Standards are used to specify required standards of work, particularly the Building Code of Australia.

7. Consultation

Council's Community Engagement regarding Levels of Service project was reported to Council's 28 November 2013 meeting.

8. References

- IPWEA International Infrastructure Management Manual
- Woolgoolga Swimming Pool Assessment Report

9. Appendices

Appendix 1 – Building Asset Hierarchy (to come)

Appendix 2 – Maintenance Levels of Service for Buildings (to come)

Appendix 6 – Proposed Program for Rehabilitation, Renewal, Creation and Upgrade

Appendix 7 – Forecast Acquisition of Recreation Assets (to come)

10. Document Control

Revision Status	Date
First Draft for IPART Application	01/02/14

SRV Building works program

Component Type	Replacement Cost	Condition Rating	Description	SS7	renewal cost \$	available srv funding	year
FLOOR FITOUT	17478.72	4.50	FLOOR FITOUT - Garage/Offices (ex Salvation Army) - 25-31 Gordon	COMMERCIAL	17,479		
ROOF	2014.74	4.50	ROOF - Toilet Block - Beryl Street, Coffs Harbour	AMENITIES/TOILETS	2,015		
FLOOR	4226.04	3.00	FLOOR - Toilet Block - Beryl Street, Coffs Harbour	AMENITIES/TOILETS	4,226		
STRUCTURE	18329.22	3.00	STRUCTURE - Toilet Block - Beryl Street, Coffs Harbour	AMENITIES/TOILETS	18,329		
ROOF	84505.68	3.50	ROOF - Hall & Skillion Shed - 33 Grafton Road, Lowanna	NEIGHBOURHOOD/CO	84,506		
ROOF	13466.25	2.00	ROOF - Amenities Block - Marina Drive, Coffs Harbour	AMENITIES/TOILETS	13,466		
ROOF	9703.47	3.00	ROOF - Toilet Block - Norman Hill Drive, Korora	AMENITIES/TOILETS	9,703		
FLOOR	20353.62	3.50	FLOOR - Toilet Block - Norman Hill Drive, Korora	AMENITIES/TOILETS	20,354		
STRUCTURE	88277.91	3.50	STRUCTURE - Toilet Block - Norman Hill Drive, Korora	AMENITIES/TOILETS	88,278		
ROOF	6378.75	2.00	ROOF - Amenities Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS	6,379		
ROOF	20991.18	3.50	ROOF - Amenities Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS	20,991		
FLOOR	44030.28	3.50	FLOOR - Amenities Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS	44,030		
STRUCTURE	190968.54	2.00	STRUCTURE - Amenities Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS	190,969		
ROOF	8694.00	2.00	ROOF - Public Toilets & Mural - Boronia Street, Sawtell	AMENITIES/TOILETS	8,694		
ROOF	5992.56	3.50	ROOF - Toilet Block - Diggers Beach Road, Diggers Beach	AMENITIES/TOILETS	5,993		
FLOOR	12569.76	3.50	FLOOR - Toilet Block - Diggers Beach Road, Diggers Beach	AMENITIES/TOILETS	12,570		
STRUCTURE	54517.68	3.00	STRUCTURE - Toilet Block - Diggers Beach Road, Diggers Beach	AMENITIES/TOILETS	54,518	980,000	year 2
ROOF	10886.40	1.25	ROOF - Amenities Building - Edgar Street, Coffs Harbour	AMENITIES/TOILETS	10,886		
ROOF	8058.96	3.00	ROOF - Toilet Block - Boronia Street, Sawtell	AMENITIES/TOILETS	8,059		
ROOF	6199.20	3.00	ROOF - Toilet Block - Elizabeth Street, Coffs Harbour	AMENITIES/TOILETS	6,199		
FLOOR	13003.20	3.50	FLOOR - Toilet Block - Elizabeth Street, Coffs Harbour	AMENITIES/TOILETS	13,003		
STRUCTURE	56397.60	3.50	STRUCTURE - Toilet Block - Elizabeth Street, Coffs Harbour	AMENITIES/TOILETS	56,398		
ROOF	16398.90	2.50	ROOF - Machine Shed - Coramba Road, Karangi	STORAGE SHEDS	16,399		
ROOF	8618.40	3.50	ROOF - Toilet Block - Bay Drive, Coffs Harbour	AMENITIES/TOILETS	8,618		
FLOOR FITOUT	5082.00	2.50	FLOOR FITOUT - Toilet Block - Pullen Street, Woolgoolga	AMENITIES/TOILETS	5,082		
FLOOR	19750.50	3.50	FLOOR - Toilet Block - Pullen Street, Woolgoolga	AMENITIES/TOILETS	19,751		
ROOF	10395.00	3.50	ROOF - Toilet Block - Pullen Street, Woolgoolga	AMENITIES/TOILETS	10,395		
STRUCTURE	80272.50	2.00	STRUCTURE - Toilet Block - Pullen Street, Woolgoolga	AMENITIES/TOILETS	80,273		
FLOOR FITOUT	2538.27	4.00	FLOOR FITOUT - Storeshed (Rear of Pony Clubhouse) - 75 Morrow's	STORAGE SHEDS	2,538		
STRUCTURE	75310.20	3.50	STRUCTURE - Toilet Block (Refurbished 2012) - Coff Street, Coffs Ha	AMENITIES/TOILETS	75,310	Note:without the SRV none of these works could be undertaken without alternative funding	
FLOOR FITOUT	4767.84	2.50	FLOOR FITOUT - Toilet Block (Refurbished 2012) - Coff Street, Coffs	AMENITIES/TOILETS	4,768		
ROOF	9752.40	2.50	ROOF - Toilet Block (Refurbished 2012) - Coff Street, Coffs Harbour	AMENITIES/TOILETS	9,752		
FLOOR	18529.56	2.00	FLOOR - Toilet Block (Refurbished 2012) - Coff Street, Coffs Harbour	AMENITIES/TOILETS	18,530		
ROOF	21111.72	3.50	ROOF - Amenities Block & Awning - Toormina Road, Toormina	AMENITIES/TOILETS	21,112		
FLOOR	44283.12	2.00	FLOOR - Amenities Block & Awning - Toormina Road, Toormina	AMENITIES/TOILETS	44,283		
STRUCTURE	192065.16	2.00	STRUCTURE - Amenities Block & Awning - Toormina Road, Toormina	AMENITIES/TOILETS	192,065		
FLOOR	3213.00	4.00	FLOOR - Tennis Shed - Timmsvale Road, Ulong	STORAGE SHEDS	3,213		
STRUCTURE	3647.70	4.00	STRUCTURE - Tennis Shed - Timmsvale Road, Ulong	STORAGE SHEDS	3,648		
ROOF	2589.30	4.00	ROOF - Tennis Shed - Timmsvale Road, Ulong	STORAGE SHEDS	2,589		
FLOOR FITOUT	87779.16	1.25	FLOOR FITOUT - Community Centre - 171 Toormina Road, Toormina	NEIGHBOURHOOD/CO	87,779		
ROOF	42569.73	4.00	ROOF - Cottage (Kendall House) - 14 Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	42,570		
FLOOR FITOUT	61775.28	2.50	FLOOR FITOUT - Community Hall - Dorrigo Street, Coramba	NEIGHBOURHOOD/CO	61,775		
FLOOR	143536.68	2.00	FLOOR - Community Hall - Dorrigo Street, Coramba	NEIGHBOURHOOD/CO	143,537		
STRUCTURE	267692.88	2.00	STRUCTURE - Community Hall - Dorrigo Street, Coramba	NEIGHBOURHOOD/CO	267,693		
INTERNAL FITO	7267.68	2.00	INTERNAL FITOUT - Community Hall - Dorrigo Street, Coramba	NEIGHBOURHOOD/CO	7,268		
ROOF	125367.48	1.25	ROOF - Community Hall - Dorrigo Street, Coramba	NEIGHBOURHOOD/CO	125,367		
FLOOR FITOUT	1815.45	3.50	FLOOR FITOUT - New Site Office near Recovery Shop - Englands Ro	WASTE FACILITY	1,815		
FLOOR FITOUT	18553.50	3.50	FLOOR FITOUT - Waste Services Transport Office - Englands Road, E	WASTE FACILITY	18,554		
INTERNAL FITO	1367.10	3.50	INTERNAL FITOUT - Waste Services Transport Office - Englands Roa	WASTE FACILITY	1,367		
FLOOR	133184.21	3.50	FLOOR - Recycle Centre Building 1 Glass Crushing Shed - Englands R	WASTE FACILITY	133,184		
FLOOR	161435.40	3.50	FLOOR - Recycle Centre Building 2 - Handybin Storage Shed - Englar	WASTE FACILITY	161,435	1,500,000	year 3
STRUCTURE	459960.90	3.50	STRUCTURE - Old Museum - Table Tennis - 189 B Harbour Drive, Co	NEIGHBOURHOOD/CO	459,961		
FLOOR FITOUT	37142.28	3.50	FLOOR FITOUT - Shop (ex Salvation Army) - 21-31 Gordon Street, Co	STORAGE SHEDS	37,142		
ROOF	4833.36	3.50	ROOF - Garage (to Harbour Dr) - 215 A Harbour Drive, Coffs Harbour	COUNCIL HOUSES	4,833		
STRUCTURE	121422.00	3.50	STRUCTURE - Cottage (Old) North - 32 Aviation Drive, Coffs Harbour	AIRPORT	121,422		
ROOF	44882.78	3.50	ROOF - Cottage (Old) North - 32 Aviation Drive, Coffs Harbour	AIRPORT	44,883		
STRUCTURE	374461.92	3.50	STRUCTURE - GA Terminal Building - Aviation Drive, Coffs Harbour	AIRPORT	374,462		
ROOF	3625.02	3.50	ROOF - Shed - Coff Street, Coffs Harbour	STORAGE SHEDS	3,625		
STRUCTURE	17665.20	3.50	STRUCTURE - Amenities - Fibro Iron - Coff Street, Coffs Harbour	AMENITIES/TOILETS	17,665		
ROOF	1940.40	3.50	ROOF - Amenities - Fibro Iron - Coff Street, Coffs Harbour	AMENITIES/TOILETS	1,940		
FLOOR	3150.00	3.50	FLOOR - Glass House - Coff Street, Coffs Harbour	COUNCIL WORKS DEP	3,150		
STRUCTURE	12600.00	3.50	STRUCTURE - Glass House - Coff Street, Coffs Harbour	COUNCIL WORKS DEP	12,600		
ROOF	15750.00	3.50	ROOF - Glass House - Coff Street, Coffs Harbour	COUNCIL WORKS DEP	15,750		
ROOF	108292.28	3.50	ROOF - Glass House - Coff Street, Coffs Harbour	STORAGE SHEDS	108,292		
ROOF	91128.24	3.50	ROOF - Office & Information Centre Hall & Toilets - Coff Street, Coffs	COUNCIL OFFICES	91,128		
STRUCTURE	4668.30	3.50	STRUCTURE - Shed - Duke Street, Coffs Harbour	STORAGE SHEDS	4,668		
ROOF	3550.37	3.50	ROOF - Shed - Duke Street, Coffs Harbour	STORAGE SHEDS	3,550		
STRUCTURE	69243.72	3.50	STRUCTURE - Toilet Block - Duke Street, Coffs Harbour	AMENITIES/TOILETS	69,244	1,500,000	year 4
ROOF	7611.24	3.50	ROOF - Toilet Block - Duke Street, Coffs Harbour	AMENITIES/TOILETS	7,611		
FLOOR	80535.00	3.50	FLOOR - Youth Services (Block G) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	80,535		
STRUCTURE	150150.00	3.50	STRUCTURE - Youth Services (Block G) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	150,150		
INTERNAL FITO	4095.00	3.50	INTERNAL FITOUT - Youth Services (Block G) - Earl Street, Coffs Ha	NEIGHBOURHOOD/CO	4,095		
TRANSPORTAT	1706.25	3.50	TRANSPORTATION - Youth Services (Block G) - Earl Street, Coffs Ha	NEIGHBOURHOOD/CO	1,706		
FLOOR	110173.22	3.50	FLOOR - Grandstand - Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	110,173		
STRUCTURE	477844.33	3.50	STRUCTURE - Grandstand - Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	477,844		
ROOF	52524.44	3.50	ROOF - Grandstand - Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	52,524		
STRUCTURE	17630.55	3.50	STRUCTURE - Storage Shed Sewer Storage - Howard Street, Coffs H	STORAGE SHEDS	17,631		
ROOF	12514.95	3.50	ROOF - Storage Shed Sewer Storage - Howard Street, Coffs Harbour	STORAGE SHEDS	12,515		
			woolgoolga and sawtell swimming pool repairs and replacement - \$6.1 million dollar project		600,000		
					1,500,000	1,500,000	year 5
					1,500,000	1,500,000	year 6
					1,500,000	1,500,000	year 7
					1,000,000	1,500,000	year 8
STRUCTURE	36547.14	3.50	STRUCTURE - Pre-School (Tiny Tots) - King Street, Coffs Harbour	CHILDCARE CENTRE	36,547		

ROOF	16926.21	3.50	ROOF - Pre-School (Tiny Tots) - King Street, Coffs Harbour	CHILDCARE CENTRE	16,926		
STRUCTURE	36381.56	3.50	STRUCTURE - Water/Sewer O'seers Office/Laboratory - Marcia Street	COUNCIL WORKS DEP	36,382		
ROOF	27705.20	3.50	ROOF - Water/Sewer O'seers Office/Laboratory - Marcia Street, Coffs	COUNCIL WORKS DEP	27,705		
FLOOR	40427.10	2.00	FLOOR - Club Room/Kiosk - McLean Street, Coffs Harbour	CLUB HOUSES	40427.10		
STRUCTURE	70015.05	2.00	STRUCTURE - Club Room/Kiosk - McLean Street, Coffs Harbour	CLUB HOUSES	70015.05		
ROOF	36032.85	2.00	ROOF - Club Room/Kiosk - McLean Street, Coffs Harbour	CLUB HOUSES	36032.85		
FLOOR	41745.69	2.00	FLOOR - Amenities Block/Kiosk - McLean Street, Coffs Harbour	AMENITIES/TOILETS	41745.69		
STRUCTURE	181059.80	2.00	STRUCTURE - Amenities Block/Kiosk - McLean Street, Coffs Harbour	AMENITIES/TOILETS	181059.80		
ROOF	19902.02	2.00	ROOF - Amenities Block/Kiosk - McLean Street, Coffs Harbour	AMENITIES/TOILETS	19902.02		
FLOOR	15802.61	3.50	FLOOR - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES	15,803		
STRUCTURE	29795.22	3.50	STRUCTURE - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES	29,795		
FLOOR	22538.88	3.50	FLOOR - Amenities Block - Orlando Street, Coffs Harbour	AMENITIES/TOILETS	22538.88		
STRUCTURE	97755.84	2.00	STRUCTURE - Amenities Block - Orlando Street, Coffs Harbour	AMENITIES/TOILETS	97755.84		
ROOF	10745.28	2.00	ROOF - Amenities Block - Orlando Street, Coffs Harbour	AMENITIES/TOILETS	10745.28		
FLOOR FITOUT	46022.03	3.50	FLOOR FITOUT - Baby Health Centre/SES - Park Avenue, Coffs Harb	NEIGHBOURHOOD/CO	46,022		
INTERNAL FITO	4696.13	3.50	INTERNAL FITOUT - Baby Health Centre/SES - Park Avenue, Coffs H	NEIGHBOURHOOD/CO	4,696		
FLOOR	59742.48	3.50	FLOOR - Amenities Block/Kiosk - York Street, Coffs Harbour	AMENITIES/TOILETS	59,742		
STRUCTURE	259115.64	3.50	STRUCTURE - Amenities Block/Kiosk - York Street, Coffs Harbour	AMENITIES/TOILETS	259,116		
ROOF	28481.88	3.50	ROOF - Amenities Block/Kiosk - York Street, Coffs Harbour	AMENITIES/TOILETS	28,482		
FLOOR	1260.00	3.50	FLOOR - Carport /Machinery Storage Area - Orara Way (opposite Prio	NEIGHBOURHOOD/CO	1,260	1,500,000	year 9
ROOF	7140.00	3.50	ROOF - Carport /Machinery Storage Area - Orara Way (opposite Prio	NEIGHBOURHOOD/CO	7,140		
FLOOR	6781.32	3.50	FLOOR - Old Canteen/Kiosk - Orara Way (opposite Priors Rd), Coram	NEIGHBOURHOOD/CO	6,781		
STRUCTURE	11744.46	3.50	STRUCTURE - Old Canteen/Kiosk - Orara Way (opposite Priors Rd), C	NEIGHBOURHOOD/CO	11,744		
ROOF	6044.22	3.50	ROOF - Old Canteen/Kiosk - Orara Way (opposite Priors Rd), Coramb	NEIGHBOURHOOD/CO	6,044		
FLOOR	4740.75	3.50	FLOOR - Tennis Shed/Toilets - 4 Grafton Road, Lowanna	AMENITIES/TOILETS	4,741		
STRUCTURE	20561.63	3.00	STRUCTURE - Tennis Shed/Toilets - 4 Grafton Road, Lowanna	AMENITIES/TOILETS	20561.63		
ROOF	2260.13	3.50	ROOF - Tennis Shed/Toilets - 4 Grafton Road, Lowanna	AMENITIES/TOILETS	2,260		
FLOOR	11389.14	3.50	FLOOR - Pony Clubhouse - 75 Morrow's Road, Nana Glen	CLUB HOUSES	11,389		
ROOF	1033.20	3.50	ROOF - Amenities Block - Bucca Road, Nana Glen	AMENITIES/TOILETS	1,033		
ROOF	8782.20	3.50	ROOF - Tennis Clubhouse - Nelson Street, Nana Glen	CLUB HOUSES	8,782		
FLOOR	56904.54	3.50	FLOOR - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/CO	56,905		
ROOF	49350.84	3.50	ROOF - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/CO	49,351		
ROOF	1726.20	3.50	ROOF - Shed - Lyons Road, Sawtell	STORAGE SHEDS	1,726		
FLOOR	9036.30	3.50	FLOOR - Plant Room (not incl, filtration comp) - Stanley Drive, Sawtell	STORAGE SHEDS	9,036		
FLOOR	31951.50	3.50	FLOOR - Now enclosed Machinery Shed & Skillion (enclosed) - Hogbin	STORAGE SHEDS	31,952		
ROOF	22213.17	3.50	ROOF - Club Rooms (Amateur Radio Club) - Hogbin Drive, Toormina	CLUB HOUSES	22,213		
FLOOR	32020.38	3.50	FLOOR - Change rooms & attached Storage Room - Hogbin Drive, To	COMMERCIAL	32,020		
ROOF	13224.96	3.50	ROOF - Canteen/Office - Hulberts Road, Toormina	CLUB HOUSES	13,225		
FLOOR	28607.04	3.50	FLOOR - Amenities Block - Hulberts Road, Toormina	AMENITIES/TOILETS	28,607		
STRUCTURE	124074.72	3.50	STRUCTURE - Amenities Block - Hulberts Road, Toormina	AMENITIES/TOILETS	124,075		
ROOF	13638.24	3.50	ROOF - Amenities Block - Hulberts Road, Toormina	AMENITIES/TOILETS	13,638		
FLOOR	8782.20	3.50	FLOOR - Garage/Shed - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	8,782		
STRUCTURE	9970.38	3.50	STRUCTURE - Garage/Shed - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	9,970		
ROOF	7077.42	3.50	ROOF - Garage/Shed - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	7,077		
FLOOR	26045.88	3.50	FLOOR - Cottage - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	26,046		
STRUCTURE	72206.40	3.50	STRUCTURE - Cottage - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	72,206		
ROOF	26690.58	3.50	ROOF - Cottage - 21 Lake Road, Woolgoolga	COUNCIL HOUSES	26,691		
ROOF	100595.04	3.50	ROOF - Hall, Kitchen & Amenities Area - 8 Boundary Street, Woolgool	NEIGHBOURHOOD/CO	100,595		
STRUCTURE	46852.68	3.50	STRUCTURE - Bush Fire Shed - 92 Newmans Road, Woolgoolga	BUSHFIRE SHEDS	46,853		
STRUCTURE	7295.40	3.50	STRUCTURE - Shed - Centenary Drive, Woolgoolga	AMENITIES/TOILETS	7,295		
ROOF	5178.60	3.50	ROOF - Shed - Centenary Drive, Woolgoolga	AMENITIES/TOILETS	5,179		
FLOOR	20918.36	3.50	FLOOR - Tennis Clubhouse - Centenary Drive, Woolgoolga	CLUB HOUSES	20,918		
STRUCTURE	34519.28	3.50	STRUCTURE - Tennis Clubhouse - Centenary Drive, Woolgoolga	CLUB HOUSES	34,519		
ROOF	15987.04	3.50	ROOF - Tennis Clubhouse - Centenary Drive, Woolgoolga	CLUB HOUSES	15,987		
FLOOR	43235.64	3.50	FLOOR - Amenities Block (Southern) - Centenary Drive, Woolgoolga	AMENITIES/TOILETS	43,236		
STRUCTURE	9034.20	3.50	STRUCTURE - Office - Willis Road, Woolgoolga	WASTE FACILITY	9,034		
ROOF	4649.40	3.50	ROOF - Office - Willis Road, Woolgoolga	WASTE FACILITY	4,649		
FLOOR	52675.35	3.50	FLOOR - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	52,675		
INTERNAL FITO	1624.35	3.50	INTERNAL FITOUT - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	1,624		
ROOF	45713.85	3.50	ROOF - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	45,714		
FLOOR	44213.93	3.50	FLOOR - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/CO	44,214		
STRUCTURE	83363.70	3.50	STRUCTURE - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/CO	83,364		
FLOOR FITOUT	18503.63	3.50	FLOOR FITOUT - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/CO	18,504		
INTERNAL FITO	1363.43	3.50	INTERNAL FITOUT - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/CO	1,363		
FLOOR	49052.43	3.50	FLOOR - Cottage (Kendall House) - 14 Earl Street, Coffs Harbour	NEIGHBOURHOOD/CO	49,052		
STRUCTURE	92486.52	3.50	STRUCTURE - Cottage (Kendall House) - 14 Earl Street, Coffs Harbo	NEIGHBOURHOOD/CO	92,487		
INTERNAL FITO	1663.67	3.50	INTERNAL FITOUT - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES	1,664		
ROOF	119023.80	3.00	ROOF - Bunker Cartoon Gallery - 133 Albany Street, Coffs Harbour	ART GALLERY	119023.80		
ROOF	211710.98	3.00	ROOF - Old Museum - Table Tennis - 189 B Harbour Drive, Coffs Har	NEIGHBOURHOOD/CO	211710.98	1,500,000	year 10
FLOOR	40612.32	3.00	FLOOR - Garage/Offices (ex Salvation Army) - 25-31 Gordon Street, C	COMMERCIAL	40612.32		
INTERNAL FITO	2056.32	3.00	INTERNAL FITOUT - Garage/Offices (ex Salvation Army) - 25-31 Gora	COMMERCIAL	2,056.32		
FLOOR	4712.40	3.00	FLOOR - Garage - 32 Aviation Drive, Coffs Harbour	AIRPORT	4,712.40		
STRUCTURE	5349.96	3.00	STRUCTURE - Garage - 32 Aviation Drive, Coffs Harbour	AIRPORT	5,349.96		
ROOF	3797.64	3.00	ROOF - Garage - 32 Aviation Drive, Coffs Harbour	AIRPORT	3,797.64		
INTERNAL FITO	1300.95	3.00	INTERNAL FITOUT - Cottage (Old) North - 32 Aviation Drive, Coffs H	AIRPORT	1,300.95		
FLOOR	19206.60	3.00	FLOOR - Machine /Storeshed - Aviation Drive, Coffs Harbour	AIRPORT	19,206.60		
FLOOR FITOUT	11309.76	3.00	FLOOR FITOUT - Office/Amenities - Aviation Drive, Coffs Harbour	AIRPORT	11,309.76		
FLOOR FITOUT	5023.20	3.00	FLOOR FITOUT - Cottage (now used as office premises) - Coff Street,	COUNCIL OFFICES	5,023.20		
INTERNAL FITO	1090.95	3.00	INTERNAL FITOUT - R&R Disability Services (Block B) - Earl Street, C	NEIGHBOURHOOD/CO	1,090.95		
FLOOR	3873.45	3.00	FLOOR - Glass House/Propagation Shed - Nana Street, Coffs Harbou	COUNCIL WORKS DEP	3,873.45		
FLOOR FITOUT	6613.43	3.00	FLOOR FITOUT - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES	6,613.43		
INTERNAL FITO	487.31	3.00	INTERNAL FITOUT - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES	487.31		
ROOF	83329.16	3.00	ROOF - On track Community Programs - Rose Avenue/Marcia Street,	COUNCIL OFFICES	83,329.16		
FLOOR FITOUT	6718.53	3.00	FLOOR FITOUT - Two Villa Units - 49 Kangaroo Trail Road, Corindi B	COMMERCIAL	6,718.53		
FLOOR	1197.00	3.00	FLOOR - Garage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/CO	1,197.00		
ROOF	4428.90	3.00	ROOF - Garage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/CO	4,428.90		
FLOOR	1606.50	3.00	FLOOR - Storeshed(near Kiosk) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	1,606.50		
STRUCTURE	1823.85	3.00	STRUCTURE - Storeshed(near Kiosk) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	1,823.85		
ROOF	1294.65	3.00	ROOF - Storeshed(near Kiosk) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	1,294.65		

FLOOR	6544.76	3.00	FLOOR - Storeshed (Rear of Pony Clubhouse) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	6544.76
STRUCTURE	10800.09	3.00	STRUCTURE - Storeshed (Rear of Pony Clubhouse) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	10800.09
ROOF	5001.89	3.00	ROOF - Storeshed (Rear of Pony Clubhouse) - 75 Morrow's Road, Nana Glen	STORAGE SHEDS	5001.89
STRUCTURE	19724.67	3.00	STRUCTURE - Pony Clubhouse - 75 Morrow's Road, Nana Glen	CLUB HOUSES	19724.67
ROOF	10151.19	3.00	ROOF - Pony Clubhouse - 75 Morrow's Road, Nana Glen	CLUB HOUSES	10151.19
FLOOR	2167.20	3.00	FLOOR - Amenities Block - Bucca Road, Nana Glen	AMENITIES/TOILETS	2167.20
STRUCTURE	9399.60	3.00	STRUCTURE - Amenities Block - Bucca Road, Nana Glen	AMENITIES/TOILETS	9399.60
FLOOR	9853.20	3.00	FLOOR - Tennis Clubhouse - Nelson Street, Nana Glen	CLUB HOUSES	9853.20
STRUCTURE	125244.00	3.00	STRUCTURE - Cottage & Re Use Office - Morgans Road, Sandy Beach	COUNCIL OFFICES	125244.00
INTERNAL FITO	1341.90	3.00	INTERNAL FITOUT - Cottage & Re Use Office - Morgans Road, Sandy Beach	COUNCIL OFFICES	1341.90
STRUCTURE	107010.75	3.00	STRUCTURE - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY	107010.75
FLOOR	2142.00	3.00	FLOOR - Shed - Lyons Road, Sawtell	STORAGE SHEDS	2142.00
STRUCTURE	2431.80	3.00	STRUCTURE - Shed - Lyons Road, Sawtell	STORAGE SHEDS	2431.80
FLOOR	25432.47	3.00	FLOOR - Club Rooms (Amateur Radio Club) - Hogbin Drive, Toormina	CLUB HOUSES	25432.47
STRUCTURE	47431.02	3.00	STRUCTURE - Club Rooms (Amateur Radio Club) - Hogbin Drive, Toormina	CLUB HOUSES	47431.02
FLOOR	11923.80	3.00	FLOOR - Ex Bush Fire Shed - Upper Orara Road 645, Upper Orara	BUSHFIRE SHEDS	11923.80
ROOF	29393.39	3.00	ROOF - Ex Library (Now Visitor Centre) - 35 Beach Street, Woolgoolga	COMMERCIAL	29393.39
ROOF	78023.82	3.00	ROOF - Neighbourhood Centre ("Marsh House") - 35 Beach Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY	78023.82
STRUCTURE	225825.60	3.00	STRUCTURE - Hall, Kitchen & Amenities Area - 8 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY	225825.60
STRUCTURE	50986.32	3.00	STRUCTURE - Office & Toilets - Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY	50986.32
STRUCTURE	187522.02	3.00	STRUCTURE - Amenities Block (Southern) - Centenary Drive, Woolgoolga	AMENITIES/TOILETS	187522.02
ROOF	20612.34	3.00	ROOF - Amenities Block (Southern) - Centenary Drive, Woolgoolga	AMENITIES/TOILETS	20612.34
FLOOR	10120.95	3.00	FLOOR - Shed - Ganderton Street, Woolgoolga	STORAGE SHEDS	
STRUCTURE	11490.26	3.00	STRUCTURE - Shed - Ganderton Street, Woolgoolga	STORAGE SHEDS	
ROOF	38370.68	3.00	ROOF - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY	
INTERNAL FITO	8467.20	3.00	INTERNAL FITOUT - Storage Shed (Old Bus Shed) - 48 Park Avenue, Coffs Harbour	STORAGE SHEDS	
ROOF	10866.24	3.00	ROOF - Storage Shed (Old Bus Shed) - 48 Park Avenue, Coffs Harbour	STORAGE SHEDS	
STRUCTURE	101484.02	3.00	STRUCTURE - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES	
FLOOR FITOUT	3742.20	2.50	FLOOR FITOUT - Toilet Block - Beach Road, Arrawarra	AMENITIES/TOILETS	
FLOOR	41149.92	2.50	FLOOR - Bush Fire Shed - 192 Lindsays Road, Boambee	BUSHFIRE SHEDS	
FLOOR	14137.20	2.50	FLOOR - 5 Bay Shed - 65 Stadium Drive, Boambee	STORAGE SHEDS	
STRUCTURE	16049.88	2.50	STRUCTURE - 5 Bay Shed - 65 Stadium Drive, Boambee	STORAGE SHEDS	
ROOF	11392.92	2.50	ROOF - 5 Bay Shed - 65 Stadium Drive, Boambee	STORAGE SHEDS	
STRUCTURE	385657.76	2.50	STRUCTURE - Amenities Building & Covered Apron (Comets) - 65 Stadium Drive, Boambee	AMENITIES/TOILETS	
FLOOR FITOUT	105778.51	2.50	FLOOR FITOUT - Clubhouse - Leagues Club (Comets) - 65 Stadium Drive, Boambee	CLUB HOUSES	
INTERNAL FITO	12567.74	2.50	INTERNAL FITOUT - Clubhouse - Leagues Club (Comets) - 65 Stadium Drive, Boambee	CLUB HOUSES	
ROOF	15980.16	2.50	ROOF - Kiosk/Amenities Building - Ayrshire Park Drive, Boambee	AMENITIES/TOILETS	
FLOOR FITOUT	14104.23	2.50	FLOOR FITOUT - New Gatekeeper/Weighbridge Offices & Carport - Englands Road, Boambee	WASTE FACILITY	
MECHANICAL	6752.03	2.50	MECHANICAL - New Gatekeeper/Weighbridge Offices & Carport - Englands Road, Boambee	WASTE FACILITY	
FLOOR	85711.50	2.50	FLOOR - Handy Bin Workshop(Old truck & machinery Shed) - Englands Road, Boambee	WASTE FACILITY	
STRUCTURE	38094.00	2.50	STRUCTURE - Handy Bin Workshop(Old truck & machinery Shed) - Englands Road, Boambee	WASTE FACILITY	
ROOF	66664.50	2.50	ROOF - Handy Bin Workshop(Old truck & machinery Shed) - Englands Road, Boambee	WASTE FACILITY	
MECHANICAL	8983.80	2.50	MECHANICAL - Waste Services Transport Office - Englands Road, Boambee	WASTE FACILITY	
FLOOR	46901.93	2.50	FLOOR - Administration Office - Waste Services - Englands Road, Boambee	WASTE FACILITY	
STRUCTURE	94287.38	2.50	STRUCTURE - Administration Office - Waste Services - Englands Road, Boambee	WASTE FACILITY	
MECHANICAL	46418.40	2.50	MECHANICAL - Administration Office - Waste Services - Englands Road, Boambee	WASTE FACILITY	
INTERNAL FITO	5313.42	2.50	INTERNAL FITOUT - Amenities Block - Phil Hawthorne Drive, Boambee	AMENITIES/TOILETS	
FLOOR	56434.56	2.50	FLOOR - Bush Fire Shed and Meeting Room - Glennifer-Valery Rd & Perry Street, Coffs Harbour	BUSHFIRE SHEDS	
STRUCTURE	75479.04	2.50	STRUCTURE - Bush Fire Shed and Meeting Room - Glennifer-Valery Rd & Perry Street, Coffs Harbour	BUSHFIRE SHEDS	
ROOF	42806.40	2.50	ROOF - Bush Fire Shed and Meeting Room - Glennifer-Valery Rd & Perry Street, Coffs Harbour	BUSHFIRE SHEDS	
ROOF	30844.80	2.50	ROOF - Amenities Building - 13 Polwarth Drive, Coffs Harbour	AMENITIES/TOILETS	
INTERNAL FITO	3500.70	2.50	INTERNAL FITOUT - Bunker Cartoon Gallery - 133 Albany Street, Coffs Harbour	ART GALLERY	
FLOOR FITOUT	8996.40	2.50	FLOOR FITOUT - No 2 Workshop 2 - New Horizons - 2 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY	
ROOF	73192.14	2.50	ROOF - Shop (ex Salvation Army) - 21-31 Gordon Street, Coffs Harbour	STORAGE SHEDS	
FLOOR	17236.80	2.50	FLOOR - Amenities Building - 279 Harbour Drive, Coffs Harbour	AMENITIES/TOILETS	
STRUCTURE	70056.00	2.50	STRUCTURE - Amenities Building - 280 Harbour Drive, Coffs Harbour	AMENITIES/TOILETS	
ROOF	9072.00	2.50	ROOF - Amenities Building - 283 Harbour Drive, Coffs Harbour	AMENITIES/TOILETS	
STRUCTURE	743502.06	2.50	STRUCTURE - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES	
INTERNAL FITO	2341.50	2.50	INTERNAL FITOUT - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES	
FLOOR FITOUT	9960.30	2.50	FLOOR FITOUT - No 4 Office Building - Dads in distress - 4 Duke Street, Coffs Harbour	COMMERCIAL	
STRUCTURE	546906.94	2.50	STRUCTURE - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE	
INTERNAL FITO	11413.71	2.50	INTERNAL FITOUT - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE	
ROOF	15782.13	2.50	ROOF - Amenities Block - 76 Bray Street, Coffs Harbour	AMENITIES/TOILETS	
FLOOR	6499.19	2.50	FLOOR - Airport Pump Shed - Airport Road, Coffs Harbour	AIRPORT	
STRUCTURE	7461.30	2.50	STRUCTURE - Airport Pump Shed - Airport Road, Coffs Harbour	AIRPORT	
ROOF	5674.52	2.50	ROOF - Airport Pump Shed - Airport Road, Coffs Harbour	AIRPORT	
FLOOR	44982.00	2.50	FLOOR - Freight & Storage Shed - Airport Road, Coffs Harbour	STORAGE SHEDS	
ROOF	2272151.70	2.50	ROOF - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT	
FLOOR	7282.80	2.50	FLOOR - Laundry Building - Aviation Drive, Coffs Harbour	AIRPORT	
STRUCTURE	8268.12	2.50	STRUCTURE - Laundry Building - Aviation Drive, Coffs Harbour	AIRPORT	
ROOF	5869.08	2.50	ROOF - Laundry Building - Aviation Drive, Coffs Harbour	AIRPORT	
FLOOR	8572.20	2.50	FLOOR - Toilet Block GA Building M,F & Disabled - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS	
STRUCTURE	37182.60	2.50	STRUCTURE - Toilet Block GA Building M,F & Disabled - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS	
INTERNAL FITO	3166.80	2.50	INTERNAL FITOUT - Toilet Block GA Building M,F & Disabled - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS	
ROOF	4095.00	2.50	ROOF - Toilet Block GA Building M,F & Disabled - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS	
FLOOR	20212.08	2.50	FLOOR - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT	
STRUCTURE	38109.12	2.50	STRUCTURE - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT	
INTERNAL FITO	623.28	2.50	INTERNAL FITOUT - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT	
ROOF	17540.88	2.50	ROOF - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT	
MECHANICAL	4095.84	2.50	MECHANICAL - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT	
FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT	
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT	
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT	
FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT	
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT	
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT	
FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT	
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT	
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT	

FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive, Coff	AIRPORT
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive	AIRPORT
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive, Coff	AIRPORT
FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive, Coff	AIRPORT
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive	AIRPORT
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive, Coff	AIRPORT
FLOOR	23543.10	2.50	FLOOR - Accommodation Unit (4 Bedroom) No 3 - Aviation Drive, Coff	AIRPORT
STRUCTURE	61771.50	2.50	STRUCTURE - Accommodation Unit (4 Bedroom) No 3 - Aviation Drive	AIRPORT
ROOF	24125.85	2.50	ROOF - Accommodation Unit (4 Bedroom) No 3 - Aviation Drive, Coff	AIRPORT
STRUCTURE	68941.53	2.50	STRUCTURE - Bushfire Shed & Storage - Aviation Drive, Coff	AIRPORT
ROOF	48937.77	2.50	ROOF - Bushfire Shed & Storage - Aviation Drive, Coff	AIRPORT
ROOF	39729.69	2.50	ROOF - Cottage (New) - Aviation Drive, Coff	AIRPORT
FLOOR FITOUT	83311.20	2.50	FLOOR FITOUT - GA Terminal Building - Aviation Drive, Coff	AIRPORT
FIRE	2630.88	2.50	FIRE - GA Terminal Building - Aviation Drive, Coff	AIRPORT
FLOOR	16374.96	2.50	FLOOR - Toilet Block - Bay Drive, Coff	AMENITIES/TOILETS
STRUCTURE	66553.20	2.50	STRUCTURE - Toilet Block - Bay Drive, Coff	AMENITIES/TOILETS
FLOOR FITOUT	4213.44	2.50	FLOOR FITOUT - Toilet Block - Bay Drive, Coff	AMENITIES/TOILETS
TRANSPORTAT	280107.14	2.50	TRANSPORTATION - Administration Building - Castle & Coff Streets,	COUNCIL OFFICES
FLOOR	6421794.75	2.50	FLOOR - Multi level Car Park - Castle Street, Coff	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	2854131.00	2.50	STRUCTURE - Multi level Car Park - Castle Street, Coff	NEIGHBOURHOOD/COMMUNITY
ROOF	4994729.25	2.50	ROOF - Multi level Car Park - Castle Street, Coff	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	1057.46	2.50	FLOOR FITOUT - Workshop/Office/Lunchroom Shed - Coff Street, Co	COUNCIL WORKS DEPOT
INTERNAL FITO	195.83	2.50	INTERNAL FITOUT - Workshop/Office/Lunchroom Shed - Coff Street,	COUNCIL WORKS DEPOT
MECHANICAL	274.16	2.50	MECHANICAL - Workshop/Office/Lunchroom Shed - Coff Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	5506.20	2.50	FLOOR FITOUT - Office & Seedbank - Coff Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	5865.30	2.50	FLOOR FITOUT - Herbarium & Toilet - Coff Street, Coff	STORAGE SHEDS
MECHANICAL	2840.04	2.50	MECHANICAL - Herbarium & Toilet - Coff Street, Coff	STORAGE SHEDS
INTERNAL FITO	1310.40	2.50	INTERNAL FITOUT - Cottage (now used as office premises) - Coff Str	COUNCIL OFFICES
MECHANICAL	21387.24	2.50	MECHANICAL - Office & Information Centre Hall & Toilets - Coff Stree	COUNCIL OFFICES
ROOF	6945.75	2.50	ROOF - Shade Shelter - Bob Cunningham Shelter - Curacoa Street, C	CLUB HOUSES
FLOOR	42187.95	2.50	FLOOR - Tennis Club House - Curacoa Street, Coff	CLUB HOUSES
STRUCTURE	79543.80	2.50	STRUCTURE - Tennis Club House - Curacoa Street, Coff	CLUB HOUSES
ROOF	36612.45	2.50	ROOF - Tennis Club House - Curacoa Street, Coff	CLUB HOUSES
FLOOR FITOUT	34466.25	2.50	FLOOR FITOUT - Youth Services (Block G) - Earl Street, Coff	NEIGHBOURHOOD/COMMUNITY
ROOF	78168.62	2.50	ROOF - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, C	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	97837.32	2.50	FLOOR FITOUT - Main Building (meals on wheels, meeting rooms, offi	NEIGHBOURHOOD/COMMUNITY
ROOF	214066.13	2.50	ROOF - Special Day Care & Port Cochere (Waratah Block D) - Earl St	COMMERCIAL
FLOOR FITOUT	44089.50	2.50	FLOOR FITOUT - Visitor Information Centre - Elizabeth Street, Coff	COMMERCIAL
FLOOR FITOUT	8589.42	2.50	FLOOR FITOUT - Pre-School (Tiny Tots) - King Street, Coff	CHILDCARE CENTRE
FLOOR	72491.77	2.50	FLOOR - Amenities & Store + New Offices - Marcia Street, Coff	AMENITIES/TOILETS
STRUCTURE	136680.52	2.50	STRUCTURE - Amenities & Store + New Offices - Marcia Street, Coff	AMENITIES/TOILETS
INTERNAL FITO	2235.43	2.50	INTERNAL FITOUT - Amenities & Store + New Offices - Marcia Street	AMENITIES/TOILETS
FLOOR FITOUT	9993.38	2.50	FLOOR FITOUT - Store & Purchasing Offices - Marcia Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	19410.30	2.50	FLOOR FITOUT - Administration Building - Marcia Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	15596.83	2.50	FLOOR FITOUT - Mechanical Workshop - Marcia Street, Coff	COUNCIL WORKS DEPOT
INTERNAL FITO	3119.37	2.50	INTERNAL FITOUT - Mechanical Workshop - Marcia Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	6583.50	2.50	FLOOR FITOUT - Amenities Block - Marina Drive, Coff	AMENITIES/TOILETS
FLOOR	10790.96	2.50	FLOOR - Tennis Club House - Mildura Street, Coff	COUNCIL HOUSES
STRUCTURE	43857.98	2.50	STRUCTURE - Tennis Club House - Mildura Street, Coff	COUNCIL HOUSES
FLOOR FITOUT	2776.62	2.50	FLOOR FITOUT - Tennis Club House - Mildura Street, Coff	COUNCIL HOUSES
ROOF	5679.45	2.50	ROOF - Tennis Club House - Mildura Street, Coff	COUNCIL HOUSES
STRUCTURE	4742.01	2.50	STRUCTURE - Sign Store Shed - Nana Street, Coff	STORAGE SHEDS
FLOOR	11434.50	2.50	FLOOR - Shade House - Pottery Awning - Nana Street, Coff	COUNCIL WORKS DEPOT
FLOOR	13226.85	2.50	FLOOR - Storage Shed (Attached to office building) - Nana Street, Co	COUNCIL WORKS DEPOT
STRUCTURE	15016.37	2.50	STRUCTURE - Storage Shed (Attached to office building) - Nana Stre	COUNCIL WORKS DEPOT
ROOF	10659.29	2.50	ROOF - Storage Shed (Attached to office building) - Nana Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	9470.27	2.50	FLOOR FITOUT - Amenities Building - Nana Street, Coff	AMENITIES/TOILETS
STRUCTURE	40773.18	2.50	STRUCTURE - Machine/Store Shed - Nana Street, Coff	COUNCIL WORKS DEPOT
STRUCTURE	122798.97	2.50	STRUCTURE - Family History Society & Garages - Rose Avenue/Marc	STORAGE SHEDS
FLOOR	93075.26	2.50	FLOOR - On track Community Programs - Rose Avenue/Marcia Street	COUNCIL OFFICES
FLOOR	110552.93	2.50	FLOOR - Dept Education & Training - Rose Avenue/Marcia Street, Co	COMMERCIAL
STRUCTURE	222851.42	2.50	STRUCTURE - Dept Education & Training - Rose Avenue/Marcia Stre	COMMERCIAL
ROOF	98915.78	2.50	ROOF - Dept Education & Training - Rose Avenue/Marcia Street, Coff	COMMERCIAL
FLOOR	4284.00	2.50	FLOOR - Commentary Box & Broadcast Equipment - Stadium Drive, C	COMMERCIAL
STRUCTURE	4863.60	2.50	STRUCTURE - Commentary Box & Broadcast Equipment - Stadium D	COMMERCIAL
ROOF	3452.40	2.50	ROOF - Commentary Box & Broadcast Equipment - Stadium Drive, Co	COMMERCIAL
FLOOR	5410.13	2.50	FLOOR - Corporate Box No 1 (Air Conditioned) - Stadium Drive, Coff	COMMERCIAL
STRUCTURE	10158.75	2.50	STRUCTURE - Corporate Box No 1 (Air Conditioned) - Stadium Drive,	COMMERCIAL
FLOOR FITOUT	2315.25	2.50	FLOOR FITOUT - Corporate Box No 1 (Air Conditioned) - Stadium Dri	COMMERCIAL
ROOF	4748.63	2.50	ROOF - Corporate Box No 1 (Air Conditioned) - Stadium Drive, Coff	COMMERCIAL
MECHANICAL	992.25	2.50	MECHANICAL - Corporate Box No 1 (Air Conditioned) - Stadium Drive	COMMERCIAL
FLOOR	5410.13	2.50	FLOOR - Corporate Box No 2 (Air Conditioned) - Stadium Drive, Coff	COMMERCIAL
STRUCTURE	10158.75	2.50	STRUCTURE - Corporate Box No 2 (Air Conditioned) - Stadium Drive,	COMMERCIAL
FLOOR FITOUT	2315.25	2.50	FLOOR FITOUT - Corporate Box No 2 (Air Conditioned) - Stadium Dri	COMMERCIAL
ROOF	4748.63	2.50	ROOF - Corporate Box No 2 (Air Conditioned) - Stadium Drive, Coff	COMMERCIAL
MECHANICAL	992.25	2.50	MECHANICAL - Corporate Box No 2 (Air Conditioned) - Stadium Drive	COMMERCIAL
FLOOR	826686.21	2.50	FLOOR - Amenities, Offices, Licensed Club, Change rooms, Grandstar	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	1315302.66	2.50	STRUCTURE - Amenities, Offices, Licensed Club, Change rooms, Gra	NEIGHBOURHOOD/COMMUNITY
ROOF	422587.20	2.50	ROOF - Amenities, Offices, Licensed Club, Change rooms, Grandstand	NEIGHBOURHOOD/COMMUNITY
ROOF	105567.21	2.50	ROOF - Tennis Club House & Amenities - William Street, Coff	CLUB HOUSES
FLOOR	13003.20	2.50	FLOOR - Toilet Block - Martin Street, Coramba	AMENITIES/TOILETS
STRUCTURE	56397.60	2.50	STRUCTURE - Toilet Block - Martin Street, Coramba	AMENITIES/TOILETS
ROOF	6199.20	2.50	ROOF - Toilet Block - Martin Street, Coramba	AMENITIES/TOILETS
FLOOR	31037.58	2.50	FLOOR - New Canteen/Kiosk - Orara Way (opposite Priors Rd), Cora	STORAGE SHEDS
STRUCTURE	53753.49	2.50	STRUCTURE - New Canteen/Kiosk - Orara Way (opposite Priors Rd),	STORAGE SHEDS
ROOF	27663.93	2.50	ROOF - New Canteen/Kiosk - Orara Way (opposite Priors Rd), Coram	STORAGE SHEDS
INTERNAL FITO	1752.66	2.50	INTERNAL FITOUT - Two Villa Units - 49 Kangaroo Trail Road, Corind	COMMERCIAL
ROOF	55208.79	2.50	ROOF - Two Villa Units - 49 Kangaroo Trail Road, Corindi Beach	COMMERCIAL
FLOOR	57103.20	2.50	FLOOR - SES Shed - Coral Street, Corindi Beach	NEIGHBOURHOOD/COMMUNITY

ROOF	8265.60	2.50	ROOF - Toilet Block - Fiddaman Road, Emerald Beach	AMENITIES/TOILETS
FLOOR	5869.50	2.50	FLOOR - Toilet Block - 173 Upper Orara Road, Karangi	AMENITIES/TOILETS
STRUCTURE	25457.25	2.50	STRUCTURE - Toilet Block - 174 Upper Orara Road, Karangi	AMENITIES/TOILETS
ROOF	2798.25	2.50	ROOF - Toilet Block - 177 Upper Orara Road, Karangi	AMENITIES/TOILETS
FLOOR	20349.00	2.50	FLOOR - Machine Shed - Coramba Road, Karangi	STORAGE SHEDS
STRUCTURE	23102.10	2.50	STRUCTURE - Machine Shed - Coramba Road, Karangi	STORAGE SHEDS
FLOOR	15944.04	2.50	FLOOR - Toilet Block - Coramba Road, Karangi	AMENITIES/TOILETS
STRUCTURE	64801.80	2.50	STRUCTURE - Toilet Block - Coramba Road, Karangi	AMENITIES/TOILETS
ROOF	8391.60	2.50	ROOF - Toilet Block - Coramba Road, Karangi	AMENITIES/TOILETS
FLOOR	60238.08	2.50	FLOOR - Residence/Workshop/Storeroom/Office - Coramba Road, Karangi	COUNCIL HOUSES
STRUCTURE	178831.80	2.50	STRUCTURE - Residence/Workshop/Storeroom/Office - Coramba Road, Karangi	COUNCIL HOUSES
ROOF	56159.46	2.50	ROOF - Residence/Workshop/Storeroom/Office - Coramba Road, Karangi	COUNCIL HOUSES
FLOOR	7318.50	2.50	FLOOR - Bush Fire Shed - 218B Bruxner Park Drive, Korora	BUSHFIRE SHEDS
STRUCTURE	8308.65	2.50	STRUCTURE - Bush Fire Shed - 218B Bruxner Park Drive, Korora	BUSHFIRE SHEDS
ROOF	5897.85	2.50	ROOF - Bush Fire Shed - 218B Bruxner Park Drive, Korora	BUSHFIRE SHEDS
ROOF	21430.29	2.50	ROOF - Amenities Building - Herman Reick Avenue, Korora	AMENITIES/TOILETS
FLOOR	13721.40	2.50	FLOOR - Awning/Shade Cover - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	104958.00	2.50	STRUCTURE - Cottage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	48945.17	2.50	FLOOR - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	92284.29	2.50	STRUCTURE - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	4551.12	2.50	FLOOR - Amenities Block - 131 Grafton Street, Nana Glen	AMENITIES/TOILETS
STRUCTURE	19739.16	2.50	STRUCTURE - Amenities Block - 131 Grafton Street, Nana Glen	AMENITIES/TOILETS
ROOF	2169.72	2.50	ROOF - Amenities Block - 131 Grafton Street, Nana Glen	AMENITIES/TOILETS
STRUCTURE	11819.75	2.50	STRUCTURE - Kiosk - 131 Grafton Street, Nana Glen	CLUB HOUSES
ROOF	6082.97	2.50	ROOF - Kiosk - 131 Grafton Street, Nana Glen	CLUB HOUSES
FLOOR	5004.72	2.50	FLOOR - Brick Shed/Judges Box - 75 Morrow's Road, Nana Glen	NEIGHBOURHOOD/COMMUNITY
ROOF	4369.68	2.50	ROOF - Brick Shed/Judges Box - 75 Morrow's Road, Nana Glen	NEIGHBOURHOOD/COMMUNITY
FLOOR	12569.76	2.50	FLOOR - Toilet Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
STRUCTURE	54517.68	2.50	STRUCTURE - Toilet Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
FLOOR	49438.99	2.50	FLOOR - Kiosk & Carport - 75 Morrow's Road, Nana Glen	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	56757.75	2.50	STRUCTURE - Kiosk & Carport - 75 Morrow's Road, Nana Glen	NEIGHBOURHOOD/COMMUNITY
ROOF	690.48	2.50	ROOF - Storage Shed - Nelson Street, Nana Glen	STORAGE SHEDS
FLOOR	6951.00	2.50	FLOOR - Tennis Court Club House/Shelter - Main Road, Red Rock	CLUB HOUSES
STRUCTURE	7980.00	2.50	STRUCTURE - Tennis Court Club House/Shelter - Main Road, Red Rock	CLUB HOUSES
ROOF	6069.00	2.50	ROOF - Tennis Court Club House/Shelter - Main Road, Red Rock	CLUB HOUSES
STRUCTURE	2352.00	2.50	STRUCTURE - Carport - Morgans Road, Sandy Beach	COMMERCIAL
ROOF	4116.00	2.50	ROOF - Carport - Morgans Road, Sandy Beach	COMMERCIAL
ROOF	8265.60	2.50	ROOF - Toilet Block - Sandy Beach Drive, Sandy Beach	AMENITIES/TOILETS
FLOOR	21255.78	2.50	FLOOR - Commercial Kitchen - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	39912.60	2.50	STRUCTURE - Commercial Kitchen - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	3898.44	2.50	MECHANICAL - Commercial Kitchen - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
FLOOR	5140.80	2.50	FLOOR - Amateur Deep Sea Fishing Club - Boronia Street, Sawtell	STORAGE SHEDS
ROOF	4142.88	2.50	ROOF - Amateur Deep Sea Fishing Club - Boronia Street, Sawtell	STORAGE SHEDS
FLOOR FITOUT	18295.20	2.50	FLOOR FITOUT - Amenities Block - Hulberts Road, Sawtell	AMENITIES/TOILETS
ROOF	42611.10	2.50	ROOF - Tennis Club House - Lyons Road, Sawtell	CLUB HOUSES
TRANSPORTAT	1034.25	2.50	TRANSPORTATION - Tennis Club House - Lyons Road, Sawtell	CLUB HOUSES
FLOOR	226332.54	2.50	FLOOR - Community Centre - 171 Toormina Road, Toormina	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	373491.72	2.50	STRUCTURE - Community Centre - 171 Toormina Road, Toormina	NEIGHBOURHOOD/COMMUNITY
ROOF	172976.58	2.50	ROOF - Community Centre - 171 Toormina Road, Toormina	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	110355.84	2.50	FLOOR FITOUT - RU Grounds Club House - Hogbin Drive, Toormina	COUNCIL HOUSES
FLOOR FITOUT	9032.10	2.50	FLOOR FITOUT - Amenities Block - Minorie Drive, Toormina	AMENITIES/TOILETS
FLOOR	12569.76	2.50	FLOOR - Amenities Block & Concrete Water Tank - Timmsvale Road, Toormina	AMENITIES/TOILETS
STRUCTURE	54517.68	2.50	STRUCTURE - Amenities Block & Concrete Water Tank - Timmsvale Road, Toormina	AMENITIES/TOILETS
FLOOR FITOUT	14174.48	2.50	FLOOR FITOUT - Ex Library (Now Visitor Centre) - 35 Beach Street, Verrill Park	COMMERCIAL
MECHANICAL	18218.76	2.50	MECHANICAL - Neighbourhood Centre (Marsh House) - 35 Beach Street, Verrill Park	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	48757.80	2.50	FLOOR FITOUT - Hall, Kitchen & Amenities Area - 8 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FIRE	11291.28	2.50	FIRE - Hall, Kitchen & Amenities Area - 8 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	9568.02	2.50	FLOOR FITOUT - Amenities Block - Beach Street, Woolgoolga	AMENITIES/TOILETS
ROOF	19570.95	2.50	ROOF - Amenities Block - Beach Street, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	6681.68	2.50	FLOOR FITOUT - Office & Toilets - Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	3034.50	2.50	ROOF - Storage Shed - Centenary Drive, Woolgoolga	STORAGE SHEDS
FLOOR FITOUT	8112.83	2.50	FLOOR FITOUT - Tennis Clubhouse - Centenary Drive, Woolgoolga	CLUB HOUSES
FLOOR	61047.00	2.50	FLOOR - Amenities Block - Centenary Drive, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	15708.00	2.50	FLOOR FITOUT - Amenities Block - Centenary Drive, Woolgoolga	AMENITIES/TOILETS
FLOOR	42401.10	2.50	FLOOR - Rural Fire Brigade (Old SES Building) - Ganderton Street, Woolgoolga	BUSHFIRE SHEDS
STRUCTURE	48678.00	2.50	STRUCTURE - Rural Fire Brigade (Old SES Building) - Ganderton Street, Woolgoolga	BUSHFIRE SHEDS
ROOF	37020.90	2.50	ROOF - Rural Fire Brigade (Old SES Building) - Ganderton Street, Woolgoolga	BUSHFIRE SHEDS
FLOOR FITOUT	44590.14	2.50	FLOOR FITOUT - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	155547.00	2.50	ROOF - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	21882.84	2.50	STRUCTURE - Kiosk Block - High Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	18628.68	2.50	FLOOR - Swimming Pool Club Room - Ocean Street, Woolgoolga	CLUB HOUSES
STRUCTURE	21386.40	2.50	STRUCTURE - Swimming Pool Club Room - Ocean Street, Woolgoolga	CLUB HOUSES
FLOOR FITOUT	11753.28	2.50	FLOOR FITOUT - Amenities Block /Kiosk - Ocean Street, Woolgoolga	AMENITIES/TOILETS
MECHANICAL	3605.60	2.50	MECHANICAL - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	537822.43	2.50	FLOOR FITOUT - 3 Storey Office Building - Rigby House - 27-29 Duke Street, Woolgoolga	COUNCIL OFFICES
INTERNAL FITO	67227.80	2.50	INTERNAL FITOUT - 3 Storey Office Building - Rigby House - 27-29 Duke Street, Woolgoolga	COUNCIL OFFICES
MECHANICAL	2124398.61	2.50	MECHANICAL - 3 Storey Office Building - Rigby House - 27-29 Duke Street, Woolgoolga	COUNCIL OFFICES
MECHANICAL	10674.30	2.50	MECHANICAL - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	8959.65	2.50	MECHANICAL - Cottage - 10 Earle Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	51304.26	2.50	FLOOR - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Harbour	CHILDCARE CENTRE
FLOOR FITOUT	21565.95	2.50	FLOOR FITOUT - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Harbour	CHILDCARE CENTRE
ROOF	46582.83	2.50	ROOF - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES
INTERNAL FITO	3746.40	2.50	INTERNAL FITOUT - Office Building (Geo Link) - 23 Gordon Street, Coffs Harbour	COUNCIL OFFICES
INTERNAL FITO	1376.55	2.50	INTERNAL FITOUT - Cottage - 3 Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	7654.50	2.00	ROOF - Toilet Block - Beach Road, Arrawarra	AMENITIES/TOILETS
FLOOR	13165.74	2.00	FLOOR - Toilet Block - Second Avenue, Arrawarra	AMENITIES/TOILETS
FLOOR	88918.41	2.00	FLOOR - Amenities Building & Covered Apron (Comets) - 65 Stadium Road, Arrawarra	AMENITIES/TOILETS
ROOF	42391.34	2.00	ROOF - Amenities Building & Covered Apron (Comets) - 65 Stadium Road, Arrawarra	AMENITIES/TOILETS
FLOOR	10087.88	2.00	FLOOR - Chemical Storage Shed & High Roof Carport - Englands Road, Arrawarra	WASTE FACILITY

FLOOR	4337.97	2.00	FLOOR - New Site Office near Recovery Shop - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	8179.08	2.00	STRUCTURE - New Site Office near Recovery Shop - Englands Road, Boambee	WASTE FACILITY
INTERNAL FITO	133.77	2.00	INTERNAL FITOUT - New Site Office near Recovery Shop - Englands Road, Boambee	WASTE FACILITY
ROOF	3764.67	2.00	ROOF - New Site Office near Recovery Shop - Englands Road, Boambee	WASTE FACILITY
FLOOR	44137.80	2.00	FLOOR - Waste Services Transport Office - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	83002.50	2.00	STRUCTURE - Waste Services Transport Office - Englands Road, Boambee	WASTE FACILITY
ROOF	38278.80	2.00	ROOF - Waste Services Transport Office - Englands Road, Boambee	WASTE FACILITY
FLOOR FITOUT	12088.13	2.00	FLOOR FITOUT - Administration Office - Waste Services - Englands Road, Boambee	WASTE FACILITY
ROOF	42066.68	2.00	ROOF - Administration Office - Waste Services - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	178128.72	2.00	STRUCTURE - Recycle Centre Building 1 Glass Crushing Shed - Englands Road, Boambee	WASTE FACILITY
ROOF	101022.08	2.00	ROOF - Recycle Centre Building 1 Glass Crushing Shed - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	215913.60	2.00	STRUCTURE - Recycle Centre Building 2 - Handybin Storage Shed - Englands Road, Boambee	WASTE FACILITY
ROOF	122451.00	2.00	ROOF - Recycle Centre Building 2 - Handybin Storage Shed - Englands Road, Boambee	WASTE FACILITY
FLOOR	104497.26	2.00	FLOOR - Amenities Block - Phil Hawthorne Drive, Boambee	AMENITIES/TOILETS
STRUCTURE	194825.40	2.00	STRUCTURE - Amenities Block - Phil Hawthorne Drive, Boambee	AMENITIES/TOILETS
ROOF	91213.71	2.00	ROOF - Amenities Block - Phil Hawthorne Drive, Boambee	AMENITIES/TOILETS
FLOOR	243951.23	2.00	FLOOR - Old Museum - Table Tennis - 189 B Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	7522.73	2.00	INTERNAL FITOUT - Old Museum - Table Tennis - 189 B Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	20903.40	2.00	FLOOR - No 2 Workshop 2 - New Horizons - 2 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	38984.40	2.00	STRUCTURE - No 2 Workshop 2 - New Horizons - 2 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1058.40	2.00	INTERNAL FITOUT - No 2 Workshop 2 - New Horizons - 2 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	18257.40	2.00	ROOF - No 2 Workshop 2 - New Horizons - 2 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	5997.60	2.00	FLOOR - Garage (to Harbour Dr) - 215 A Harbour Drive, Coffs Harbour	COUNCIL HOUSES
STRUCTURE	6809.04	2.00	STRUCTURE - Garage (to Harbour Dr) - 215 A Harbour Drive, Coffs Harbour	COUNCIL HOUSES
FLOOR	6247.50	2.00	FLOOR - Garage (to North St) - 215 A Harbour Drive, Coffs Harbour	AIRPORT
STRUCTURE	7092.75	2.00	STRUCTURE - Garage (to North St) - 215 A Harbour Drive, Coffs Harbour	AIRPORT
ROOF	5034.75	2.00	ROOF - Garage (to North St) - 215 A Harbour Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	7781.76	2.00	INTERNAL FITOUT - Museum - 215 A Harbour Drive, Coffs Harbour	MUSEUM
STRUCTURE	75741.12	2.00	STRUCTURE - Garage/Offices (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
FLOOR	88023.60	2.00	FLOOR - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
STRUCTURE	119460.60	2.00	STRUCTURE - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
FLOOR FITOUT	15718.50	2.00	FLOOR FITOUT - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
INTERNAL FITO	2514.96	2.00	INTERNAL FITOUT - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
ROOF	37724.40	2.00	ROOF - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
FLOOR	117810.00	2.00	FLOOR - Hall (ex Salvation Army) - Records Storage - 25-31 Gordon Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	134232.00	2.00	STRUCTURE - Hall (ex Salvation Army) - Records Storage - 25-31 Gordon Street, Coffs Harbour	STORAGE SHEDS
ROOF	94248.00	2.00	ROOF - Hall (ex Salvation Army) - Records Storage - 25-31 Gordon Street, Coffs Harbour	STORAGE SHEDS
FLOOR FITOUT	4435.20	2.00	FLOOR FITOUT - Amenities Building - 281 Harbour Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	43798.65	2.00	FLOOR - Cottage (Old) North - 32 Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	5420.63	2.00	FLOOR FITOUT - Cottage (Old) North - 32 Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	392694.75	2.00	FLOOR - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
FLOOR	121758.00	2.00	FLOOR - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	168588.00	2.00	STRUCTURE - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
ROOF	46830.00	2.00	ROOF - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FLOOR	30759.75	2.00	FLOOR - No 4 Office Building - Dads in distress - 4 Duke Street, Coffs Harbour	COMMERCIAL
STRUCTURE	72944.55	2.00	STRUCTURE - No 4 Office Building - Dads in distress - 4 Duke Street, Coffs Harbour	COMMERCIAL
ROOF	32810.40	2.00	ROOF - No 4 Office Building - Dads in distress - 4 Duke Street, Coffs Harbour	COMMERCIAL
FLOOR	23196.60	2.00	FLOOR - No 6 Workshop 1 - Seminar Hut - 6 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	38278.80	2.00	STRUCTURE - No 6 Workshop 1 - Seminar Hut - 6 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	17728.20	2.00	ROOF - No 6 Workshop 1 - Seminar Hut - 6 Duke Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	155036.23	2.00	FLOOR - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE
FLOOR FITOUT	42801.41	2.00	FLOOR FITOUT - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE
ROOF	181668.22	2.00	ROOF - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE
FLOOR	1722309.75	2.00	FLOOR - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	3260906.46	2.00	STRUCTURE - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	1492668.45	2.00	ROOF - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	1583.40	2.00	FLOOR FITOUT - Toilet Block GA Building M,F & Disabled - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	21805.14	2.00	STRUCTURE - Machine /Storeshed - Aviation Drive, Coffs Harbour	AIRPORT
ROOF	15478.26	2.00	ROOF - Machine /Storeshed - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	29161.44	2.00	FLOOR - Office/Amenities - Aviation Drive, Coffs Harbour	AIRPORT
STRUCTURE	48121.92	2.00	STRUCTURE - Office/Amenities - Aviation Drive, Coffs Harbour	AIRPORT
ROOF	22286.88	2.00	ROOF - Office/Amenities - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	198192.96	2.00	FLOOR - GA Terminal Building - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	6138.72	2.00	INTERNAL FITOUT - GA Terminal Building - Aviation Drive, Coffs Harbour	AIRPORT
ROOF	171884.16	2.00	ROOF - GA Terminal Building - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	40340.16	2.00	MECHANICAL - GA Terminal Building - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	2274809.46	2.00	FLOOR - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	3267916.58	2.00	STRUCTURE - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
FLOOR FITOUT	322547.61	2.00	FLOOR FITOUT - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
INTERNAL FITO	364988.09	2.00	INTERNAL FITOUT - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
ROOF	679047.60	2.00	ROOF - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
MECHANICAL	1171357.11	2.00	MECHANICAL - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
FLOOR	4498.20	2.00	FLOOR - Shed - Coff Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	5106.78	2.00	STRUCTURE - Shed - Coff Street, Coffs Harbour	STORAGE SHEDS
FLOOR	4082.40	2.00	FLOOR - Amenities -Fibro Iron - Coff Street, Coffs Harbour	AMENITIES/TOILETS
INTERNAL FITO	1512.00	2.00	INTERNAL FITOUT - Amenities -Fibro Iron - Coff Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	17236.80	2.00	FLOOR - Rear Toilet Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	70056.00	2.00	STRUCTURE - Rear Toilet Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	4435.20	2.00	FLOOR FITOUT - Rear Toilet Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS
ROOF	9072.00	2.00	ROOF - Rear Toilet Block - Coff Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	44116.80	2.00	FLOOR - Cottage (now used as office premises) - Coff Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	126672.00	2.00	STRUCTURE - Cottage (now used as office premises) - Coff Street, Coffs Harbour	COUNCIL OFFICES
ROOF	41277.60	2.00	ROOF - Cottage (now used as office premises) - Coff Street, Coffs Harbour	COUNCIL OFFICES
FLOOR	121498.65	2.00	FLOOR - Glass House - Coff Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	210421.58	2.00	STRUCTURE - Glass House - Coff Street, Coffs Harbour	STORAGE SHEDS
FLOOR	105076.44	2.00	FLOOR - Office & Information Centre Hall & Toilets - Coff Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	197599.50	2.00	STRUCTURE - Office & Information Centre Hall & Toilets - Coff Street, Coffs Harbour	COUNCIL OFFICES
FLOOR FITOUT	44169.30	2.00	FLOOR FITOUT - Office & Information Centre Hall & Toilets - Coff Street, Coffs Harbour	COUNCIL OFFICES
INTERNAL FITO	3254.58	2.00	INTERNAL FITOUT - Office & Information Centre Hall & Toilets - Coff Street, Coffs Harbour	COUNCIL OFFICES

INTERNAL FITO	1300.95	2.00	INTERNAL FITOUT - Tennis Club House - Curacoa Street, Coffs Harb	CLUB HOUSES
MECHANICAL	8549.10	2.00	MECHANICAL - Tennis Club House - Curacoa Street, Coffs Harbour	CLUB HOUSES
FLOOR	4066.34	2.00	FLOOR - Shed - Duke Street, Coffs Harbour	STORAGE SHEDS
FLOOR	15965.04	2.00	FLOOR - Toilet Block - Duke Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	10691.31	2.00	FLOOR FITOUT - R&R Disability Services (Block B) - Earl Street, Coff	NEIGHBOURHOOD/COMMUNITY
FLOOR	56818.13	2.00	FLOOR - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	107575.65	2.00	STRUCTURE - Aboriginal Care Centre (Block E) - Earl Street, Coffs H	NEIGHBOURHOOD/COMMUNITY
FLOOR	58233.42	2.00	FLOOR - Neighbourhood Centre (Block F) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	109509.75	2.00	STRUCTURE - Neighbourhood Centre (Block F) - Earl Street, Coffs H	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1803.69	2.00	INTERNAL FITOUT - Neighbourhood Centre (Block F) - Earl Street, C	NEIGHBOURHOOD/COMMUNITY
FLOOR	5140.80	2.00	FLOOR - Storage Shed - Water Shed - Howard Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	5836.32	2.00	STRUCTURE - Storage Shed - Water Shed - Howard Street, Coffs Ha	STORAGE SHEDS
ROOF	4142.88	2.00	ROOF - Storage Shed - Water Shed - Howard Street, Coffs Harbour	STORAGE SHEDS
FLOOR	15529.50	2.00	FLOOR - Storage Shed Sewer Storage - Howard Street, Coffs Harbou	STORAGE SHEDS
FLOOR	4726.68	2.00	FLOOR - Storeshed - Jordan Esplanade, Coffs Harbour	STORAGE SHEDS
STRUCTURE	5426.40	2.00	STRUCTURE - Storeshed - Jordan Esplanade, Coffs Harbour	STORAGE SHEDS
ROOF	4126.92	2.00	ROOF - Storeshed - Jordan Esplanade, Coffs Harbour	STORAGE SHEDS
FLOOR	22147.23	2.00	FLOOR - Pre-School (Tiny Tots) - King Street, Coffs Harbour	CHILDCARE CENTRE
FLOOR	7846.86	2.00	FLOOR - Storage Shed (YS 04) - Marcia Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	8908.49	2.00	STRUCTURE - Storage Shed (YS 04) - Marcia Street, Coffs Harbour	STORAGE SHEDS
ROOF	6323.65	2.00	ROOF - Storage Shed (YS 04) - Marcia Street, Coffs Harbour	STORAGE SHEDS
FLOOR	8746.50	2.00	FLOOR - Storage Shed (YS.06) - Marcia Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	9929.85	2.00	STRUCTURE - Storage Shed (YS.06) - Marcia Street, Coffs Harbour	STORAGE SHEDS
ROOF	7048.65	2.00	ROOF - Storage Shed (YS.06) - Marcia Street, Coffs Harbour	STORAGE SHEDS
FLOOR	18616.50	2.00	FLOOR - Gravel Bay & Awning - Marcia Street, Coffs Harbour	STORAGE SHEDS
FLOOR	31747.59	2.00	FLOOR - Water/Sewer O'seers Office/Laboratory - Marcia Street, Coff	COUNCIL WORKS DEPOT
FLOOR FITOUT	1478.93	2.00	FLOOR FITOUT - Water/Sewer O'seers Office/Laboratory - Marcia Str	COUNCIL WORKS DEPOT
ROOF	62911.36	2.00	ROOF - Amenities & Store + New Offices - Marcia Street, Coffs Harbo	AMENITIES/TOILETS
FLOOR	1124.55	2.00	FLOOR - Fuel Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	1276.70	2.00	STRUCTURE - Fuel Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
ROOF	906.26	2.00	ROOF - Fuel Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
FLOOR	3213.00	2.00	FLOOR - Nursery Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	3647.70	2.00	STRUCTURE - Nursery Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
ROOF	2589.30	2.00	ROOF - Nursery Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	4397.51	2.00	STRUCTURE - Glass House/Propagation Shed - Nana Street, Coffs H	COUNCIL WORKS DEPOT
FLOOR	16231.64	2.00	FLOOR - Offices & Extension (98) - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
STRUCTURE	30604.14	2.00	STRUCTURE - Offices & Extension (98) - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR FITOUT	6792.98	2.00	FLOOR FITOUT - Offices & Extension (98) - Nana Street, Coffs Harbo	COUNCIL WORKS DEPOT
INTERNAL FITO	500.54	2.00	INTERNAL FITOUT - Offices & Extension (98) - Nana Street, Coffs Ha	COUNCIL WORKS DEPOT
ROOF	14086.49	2.00	ROOF - Offices & Extension (98) - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	3289.23	2.00	MECHANICAL - Offices & Extension (98) - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	22128.54	2.00	FLOOR - Amenities Building - Nana Street, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	41256.60	2.00	STRUCTURE - Amenities Building - Nana Street, Coffs Harbour	AMENITIES/TOILETS
INTERNAL FITO	1125.18	2.00	INTERNAL FITOUT - Amenities Building - Nana Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	35914.20	2.00	FLOOR - Machine/Store Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	12119.63	2.00	FLOOR - Amenities Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	49258.13	2.00	STRUCTURE - Amenities Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	3118.50	2.00	FLOOR FITOUT - Amenities Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS
FLOOR	16608.38	2.00	FLOOR - The John Mills Toilet Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	67501.88	2.00	STRUCTURE - The John Mills Toilet Block - Ocean Parade, Coffs Har	AMENITIES/TOILETS
FLOOR FITOUT	4273.50	2.00	FLOOR FITOUT - The John Mills Toilet Block - Ocean Parade, Coffs H	AMENITIES/TOILETS
ROOF	8741.25	2.00	ROOF - The John Mills Toilet Block - Ocean Parade, Coffs Harbour	AMENITIES/TOILETS
FLOOR	178452.75	2.00	FLOOR - Baby Health Centre/SES - Park Avenue, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	359723.18	2.00	STRUCTURE - Baby Health Centre/SES - Park Avenue, Coffs Harbou	NEIGHBOURHOOD/COMMUNITY
ROOF	159668.25	2.00	ROOF - Baby Health Centre/SES - Park Avenue, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	2353749.30	2.00	FLOOR - Car parking Station and Amenities - Park Avenue, Coffs Har	COMMERCIAL
STRUCTURE	1046110.80	2.00	STRUCTURE - Car parking Station and Amenities - Park Avenue, Coff	COMMERCIAL
ROOF	1830693.90	2.00	ROOF - Car parking Station and Amenities - Park Avenue, Coffs Harbo	COMMERCIAL
ROOF	54260.01	2.00	ROOF - Family History Society & Garages - Rose Avenue/Marcia Stre	STORAGE SHEDS
STRUCTURE	188587.04	2.00	STRUCTURE - On track Community Programs - Rose Avenue/Marcia	COUNCIL OFFICES
FLOOR	16615.20	2.00	FLOOR - Toilet Block & Extn - Scarba Street, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	72063.60	2.00	STRUCTURE - Toilet Block & Extn - Scarba Street, Coffs Harbour	AMENITIES/TOILETS
ROOF	7921.20	2.00	ROOF - Toilet Block & Extn - Scarba Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	428.40	2.00	FLOOR - Chemical Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
STRUCTURE	486.36	2.00	STRUCTURE - Chemical Storage Shed - Stadium Drive, Coffs Harbou	STORAGE SHEDS
ROOF	345.24	2.00	ROOF - Chemical Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	6747.30	2.00	FLOOR - Machinery Shed for Stadium compound Area - Stadium Drive	STORAGE SHEDS
STRUCTURE	7660.17	2.00	STRUCTURE - Machinery Shed for Stadium compound Area - Stadiu	STORAGE SHEDS
ROOF	5437.53	2.00	ROOF - Machinery Shed for Stadium compound Area - Stadium Drive	STORAGE SHEDS
FLOOR	14101.50	2.00	FLOOR - Bush Fire Shed - Off Dorrigo Street, Coramba	BUSHFIRE SHEDS
STRUCTURE	16009.35	2.00	STRUCTURE - Bush Fire Shed - Off Dorrigo Street, Coramba	BUSHFIRE SHEDS
ROOF	11364.15	2.00	ROOF - Bush Fire Shed - Off Dorrigo Street, Coramba	BUSHFIRE SHEDS
FLOOR	118238.40	2.00	FLOOR - Clubhouse/Amenities/Changerooms - Orara Way (opposite F	CLUB HOUSES
STRUCTURE	204775.20	2.00	STRUCTURE - Clubhouse/Amenities/Changerooms - Orara Way (opp	CLUB HOUSES
FLOOR FITOUT	4027.01	2.00	FLOOR FITOUT - Bush Fire Shed - Coral Street, Corindi Beach	BUSHFIRE SHEDS
INTERNAL FITO	972.04	2.00	INTERNAL FITOUT - Bush Fire Shed - Coral Street, Corindi Beach	BUSHFIRE SHEDS
STRUCTURE	65063.04	2.00	STRUCTURE - SES Shed - Coral Street, Corindi Beach	NEIGHBOURHOOD/COMMUNITY
ROOF	45682.56	2.00	ROOF - SES Shed - Coral Street, Corindi Beach	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	75196.80	2.00	STRUCTURE - Toilet Block - Fiddaman Road, Emerald Beach	AMENITIES/TOILETS
FLOOR	17337.60	2.00	FLOOR - Toilet Block - Sandy Beach Drive, Korora	AMENITIES/TOILETS
STRUCTURE	75196.80	2.00	STRUCTURE - Toilet Block - Sandy Beach Drive, Korora	AMENITIES/TOILETS
FLOOR	8235.36	2.00	FLOOR - Toilet Block - 33 Grafton Road, Lowanna	AMENITIES/TOILETS
STRUCTURE	35718.48	2.00	STRUCTURE - Toilet Block - 33 Grafton Road, Lowanna	AMENITIES/TOILETS
ROOF	3926.16	2.00	ROOF - Toilet Block - 33 Grafton Road, Lowanna	AMENITIES/TOILETS
INTERNAL FITO	4898.88	2.00	INTERNAL FITOUT - Hall & Skillion Shed - 33 Grafton Road, Lowanna	NEIGHBOURHOOD/COMMUNITY
FLOOR	15296.82	2.00	FLOOR - Amenities Block - 872 Bucca Road, Lower Bucca	AMENITIES/TOILETS
STRUCTURE	66345.51	2.00	STRUCTURE - Amenities Block - 872 Bucca Road, Lower Bucca	AMENITIES/TOILETS
ROOF	7292.67	2.00	ROOF - Amenities Block - 872 Bucca Road, Lower Bucca	AMENITIES/TOILETS
FLOOR	37859.85	2.00	FLOOR - Cottage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY

FLOOR FITOUT	4685.63	2.00	FLOOR FITOUT - Cottage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1124.55	2.00	INTERNAL FITOUT - Cottage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	8746.50	2.00	FLOOR - Bush Fire Shed - Bucca Rd & Wears Rd, Lower Bucca	BUSHFIRE SHEDS
ROOF	7048.65	2.00	ROOF - Bush Fire Shed - Bucca Rd & Wears Rd, Lower Bucca	BUSHFIRE SHEDS
FLOOR	56185.29	2.00	FLOOR - House and Shed - 105 Hoys Road, Moonee Beach	COUNCIL HOUSES
STRUCTURE	161324.10	2.00	STRUCTURE - House and Shed - 105 Hoys Road, Moonee Beach	COUNCIL HOUSES
FLOOR FITOUT	6397.34	2.00	FLOOR FITOUT - House and Shed - 105 Hoys Road, Moonee Beach	COUNCIL HOUSES
INTERNAL FITO	1668.87	2.00	INTERNAL FITOUT - House and Shed - 105 Hoys Road, Moonee Bea	COUNCIL HOUSES
ROOF	52569.41	2.00	ROOF - House and Shed - 105 Hoys Road, Moonee Beach	COUNCIL HOUSES
FLOOR	18637.92	2.00	FLOOR - Toilet Block - Mullaway Drive, Mullaway	AMENITIES/TOILETS
STRUCTURE	80836.56	2.00	STRUCTURE - Toilet Block - Mullaway Drive, Mullaway	AMENITIES/TOILETS
STRUCTURE	5745.60	2.00	STRUCTURE - Brick Shed/Judges Box - 75 Morrow's Road, Nana Gle	NEIGHBOURHOOD/COMMUNITY
ROOF	5992.56	2.00	ROOF - Toilet Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
ROOF	43165.76	2.00	ROOF - Kiosk & Carport - 75 Morrow's Road, Nana Glen	NEIGHBOURHOOD/COMMUNITY
FLOOR	32390.82	2.00	FLOOR - Amenities Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
STRUCTURE	131646.90	2.00	STRUCTURE - Amenities Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
FLOOR FITOUT	8334.48	2.00	FLOOR FITOUT - Amenities Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
ROOF	17047.80	2.00	ROOF - Amenities Block - 75 Morrow's Road, Nana Glen	AMENITIES/TOILETS
STRUCTURE	17064.60	2.00	STRUCTURE - Tennis Clubhouse - Nelson Street, Nana Glen	CLUB HOUSES
FLOOR	16868.25	2.00	FLOOR - Bush Fire Shed - Nelson Street, Nana Glen	STORAGE SHEDS
STRUCTURE	19150.43	2.00	STRUCTURE - Bush Fire Shed - Nelson Street, Nana Glen	STORAGE SHEDS
ROOF	13593.83	2.00	ROOF - Bush Fire Shed - Nelson Street, Nana Glen	STORAGE SHEDS
ROOF	16283.82	2.00	ROOF - Packing Shed - Morgans Road, Sandy Beach	COMMERCIAL
STRUCTURE	75196.80	2.00	STRUCTURE - Toilet Block - Sandy Beach Drive, Sandy Beach	AMENITIES/TOILETS
FLOOR	46467.44	2.00	FLOOR - Bush Fire Shed & Meeting Room - Turpentine Avenue, Sand	BUSHFIRE SHEDS
STRUCTURE	53346.30	2.00	STRUCTURE - Bush Fire Shed & Meeting Room - Turpentine Avenue	BUSHFIRE SHEDS
ROOF	40571.27	2.00	ROOF - Bush Fire Shed & Meeting Room - Turpentine Avenue, Sandy	BUSHFIRE SHEDS
ROOF	18656.82	2.00	ROOF - Commercial Kitchen - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
FLOOR	3070.20	2.00	FLOOR - Toilet Block - Bayldon Road, Sawtell	AMENITIES/TOILETS
STRUCTURE	13316.10	2.00	STRUCTURE - Toilet Block - Bayldon Road, Sawtell	AMENITIES/TOILETS
STRUCTURE	5836.32	2.00	STRUCTURE - Amateur Deep Sea Fishing Club - Boronia Street, Saw	STORAGE SHEDS
FLOOR	12757.50	2.00	FLOOR - Shelter/Picnic Shed - Boronia Street, Sawtell	AMENITIES/TOILETS
STRUCTURE	5670.00	2.00	STRUCTURE - Shelter/Picnic Shed - Boronia Street, Sawtell	AMENITIES/TOILETS
FLOOR	16904.16	2.00	FLOOR - Toilet Block - Boronia Street, Sawtell	AMENITIES/TOILETS
STRUCTURE	73316.88	2.00	STRUCTURE - Toilet Block - Boronia Street, Sawtell	AMENITIES/TOILETS
FLOOR FITOUT	20891.85	2.00	FLOOR FITOUT - Tennis Club House - Lyons Road, Sawtell	CLUB HOUSES
FLOOR	17771.04	2.00	FLOOR - Toilet Block - Third Avenue, Sawtell	AMENITIES/TOILETS
STRUCTURE	77076.72	2.00	STRUCTURE - Toilet Block - Third Avenue, Sawtell	AMENITIES/TOILETS
FLOOR	13345.92	2.00	FLOOR - Club Shed (Pigeon Club) - Hogbin Drive, Toormina	COUNCIL HOUSES
STRUCTURE	15321.60	2.00	STRUCTURE - Club Shed (Pigeon Club) - Hogbin Drive, Toormina	COUNCIL HOUSES
ROOF	11652.48	2.00	ROOF - Club Shed (Pigeon Club) - Hogbin Drive, Toormina	COUNCIL HOUSES
STRUCTURE	36274.35	2.00	STRUCTURE - Now enclosed Machinery Shed & Skillion (enclosed) -	STORAGE SHEDS
ROOF	25749.15	2.00	ROOF - Now enclosed Machinery Shed & Skillion (enclosed) - Hogbin	STORAGE SHEDS
FLOOR FITOUT	10945.62	2.00	FLOOR FITOUT - Club Rooms (Amateur Radio Club) - Hogbin Drive,	CLUB HOUSES
INTERNAL FITO	1287.72	2.00	INTERNAL FITOUT - Club Rooms (Amateur Radio Club) - Hogbin Driv	CLUB HOUSES
STRUCTURE	138879.09	2.00	STRUCTURE - Change rooms & attached Storage Room - Hogbin Dri	COMMERCIAL
ROOF	15265.53	2.00	ROOF - Change rooms & attached Storage Room - Hogbin Drive, Too	COMMERCIAL
FLOOR	256415.04	2.00	FLOOR - RU Grounds Club House - Hogbin Drive, Toormina	COUNCIL HOUSES
STRUCTURE	478208.64	2.00	STRUCTURE - RU Grounds Club House - Hogbin Drive, Toormina	COUNCIL HOUSES
ROOF	223957.44	2.00	ROOF - RU Grounds Club House - Hogbin Drive, Toormina	COUNCIL HOUSES
FLOOR	14837.76	2.00	FLOOR - Canteen/Office - Hulberts Road, Toormina	CLUB HOUSES
STRUCTURE	25697.28	2.00	STRUCTURE - Canteen/Office - Hulberts Road, Toormina	CLUB HOUSES
ROOF	5992.56	2.00	ROOF - Amenities Block & Concrete Water Tank - Timmsvale Road, U	AMENITIES/TOILETS
FLOOR FITOUT	3223.50	2.00	FLOOR FITOUT - Cottage - 21 Lake Road, Woolgoolga	COUNCIL HOUSES
INTERNAL FITO	773.64	2.00	INTERNAL FITOUT - Cottage - 21 Lake Road, Woolgoolga	COUNCIL HOUSES
FLOOR	33869.54	2.00	FLOOR - Ex Library (Now Visitor Centre) - 35 Beach Street, Woolgool	COMMERCIAL
STRUCTURE	63859.74	2.00	STRUCTURE - Ex Library (Now Visitor Centre) - 35 Beach Street, Wol	COMMERCIAL
FLOOR	89905.62	2.00	FLOOR - Neighbourhood Centre ("Marsh House") - 35 Beach Street, V	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	169513.68	2.00	STRUCTURE - Neighbourhood Centre ("Marsh House") - 35 Beach Str	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	2772.42	2.00	INTERNAL FITOUT - Neighbourhood Centre ("Marsh House") - 35 Bea	NEIGHBOURHOOD/COMMUNITY
FLOOR	123177.60	2.00	FLOOR - Hall, Kitchen & Amenities Area - 8 Boundary Street, Woolgoc	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	3592.68	2.00	INTERNAL FITOUT - Hall, Kitchen & Amenities Area - 8 Boundary Str	NEIGHBOURHOOD/COMMUNITY
FLOOR	41269.20	2.00	FLOOR - Bush Fire Shed - 92 Newmans Road, Woolgoolga	BUSHFIRE SHEDS
ROOF	33258.12	2.00	ROOF - Bush Fire Shed - 92 Newmans Road, Woolgoolga	BUSHFIRE SHEDS
FLOOR	37184.81	2.00	FLOOR - Amenities Block - Beach Street, Woolgoolga	AMENITIES/TOILETS
FLOOR	21381.36	2.00	FLOOR - Office & Toilets - Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	925.16	2.00	INTERNAL FITOUT - Office & Toilets - Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	22820.49	2.00	ROOF - Office & Toilets - Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	6426.00	2.00	FLOOR - Shed - Centenary Drive, Woolgoolga	AMENITIES/TOILETS
ROOF	32130.00	2.00	ROOF - Amenities Block - Centenary Drive, Woolgoolga	AMENITIES/TOILETS
ROOF	8156.30	2.00	ROOF - Shed - Ganderton Street, Woolgoolga	STORAGE SHEDS
STRUCTURE	83499.78	2.00	STRUCTURE - Toilet Block - Lake Road, Woolgoolga	AMENITIES/TOILETS
FLOOR	14075.78	2.00	FLOOR - Plant Room - Ocean Street, Woolgoolga	STORAGE SHEDS
STRUCTURE	16159.50	2.00	STRUCTURE - Plant Room - Ocean Street, Woolgoolga	STORAGE SHEDS
ROOF	18623.43	2.00	ROOF - Ex Tennis Clubhouse (Now Youth Club) - Queen Street , Woo	CLUB HOUSES
FLOOR	5216.40	2.00	FLOOR - Office - Willis Road, Woolgoolga	WASTE FACILITY
FLOOR	3495845.81	2.00	FLOOR - 3 Storey Office Building - Rigby House - 27-29 Duke Street, (COUNCIL OFFICES
STRUCTURE	4840401.89	2.00	STRUCTURE - 3 Storey Office Building - Rigby House - 27-29 Duke S	COUNCIL OFFICES
ROOF	1344556.08	2.00	ROOF - 3 Storey Office Building - Rigby House - 27-29 Duke Street, C	COUNCIL OFFICES
TRANSPORTAT	941189.26	2.00	TRANSPORTATION - 3 Storey Office Building - Rigby House - 27-29 (COUNCIL OFFICES
STRUCTURE	99317.40	2.00	STRUCTURE - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	22044.75	2.00	FLOOR FITOUT - Cottage /Office - 12 Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	20528.55	2.00	FLOOR FITOUT - Cottage (Kendall House) - 14 Earl Street, Coffs Har	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1512.63	2.00	INTERNAL FITOUT - Cottage (Kendall House) - 14 Earl Street, Coffs H	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	22578.41	2.00	FLOOR FITOUT - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FLOOR	71181.60	2.00	FLOOR - Office Building (Geo Link) - 23 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FLOOR FITOUT	14985.60	2.00	FLOOR FITOUT - Office Building (Geo Link) - 23 Gordon Street, Coffs	COUNCIL OFFICES
ROOF	63688.80	2.00	ROOF - Office Building (Geo Link) - 23 Gordon Street, Coffs Harbour	COUNCIL OFFICES
TRANSPORTAT	3746.40	2.00	TRANSPORTATION - Office Building (Geo Link) - 23 Gordon Street, C	COUNCIL OFFICES

FLOOR	139829.55	2.00	FLOOR - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
STRUCTURE	279659.10	2.00	STRUCTURE - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
FLOOR FITOUT	29437.80	2.00	FLOOR FITOUT - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
INTERNAL FITO	7359.45	2.00	INTERNAL FITOUT - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
ROOF	125110.65	2.00	ROOF - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
FLOOR	27531.00	2.00	FLOOR - Cottage - 3 Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
STRUCTURE	79839.90	2.00	STRUCTURE - Cottage - 3 Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	26154.45	2.00	ROOF - Cottage - 3 Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	29582.28	1.50	FLOOR - Change Rooms & Amenities - Ayrshire Park Drive, Boambee	CLUB HOUSES
STRUCTURE	128304.54	1.50	STRUCTURE - Change Rooms & Amenities - Ayrshire Park Drive, Boambee	CLUB HOUSES
ROOF	14103.18	1.50	ROOF - Change Rooms & Amenities - Ayrshire Park Drive, Boambee	CLUB HOUSES
MECHANICAL	879.06	1.50	MECHANICAL - New Site Office near Recovery Shop - Englands Road	WASTE FACILITY
FLOOR	3213.00	1.50	FLOOR - Pump Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
STRUCTURE	3647.70	1.50	STRUCTURE - Pump Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
ROOF	2589.30	1.50	ROOF - Pump Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
FLOOR	4426.80	1.50	FLOOR - Officials Box - Phil Hawthorne Drive, Boambee	CLUB HOUSES
STRUCTURE	5025.72	1.50	STRUCTURE - Officials Box - Phil Hawthorne Drive, Boambee	CLUB HOUSES
ROOF	3567.48	1.50	ROOF - Officials Box - Phil Hawthorne Drive, Boambee	CLUB HOUSES
FLOOR	4998.00	1.50	FLOOR - Maintenance Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
STRUCTURE	5674.20	1.50	STRUCTURE - Maintenance Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
ROOF	4027.80	1.50	ROOF - Maintenance Shed - Phil Hawthorne Drive, Boambee	STORAGE SHEDS
STRUCTURE	434417.76	1.50	STRUCTURE - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	95857.44	1.50	FLOOR FITOUT - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	7138.32	1.50	INTERNAL FITOUT - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
ROOF	198853.20	1.50	ROOF - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	45889.20	1.50	MECHANICAL - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
FIRE	3059.28	1.50	FIRE - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	5098.80	1.50	TRANSPORTATION - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	50927.94	1.50	MECHANICAL - Offices/Meeting Rooms (ex Salvation Army) - 25-31 Gordon Street, Coffs Harbour	COMMERCIAL
TRANSPORTAT	8726.55	1.50	TRANSPORTATION - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
MECHANICAL	567.00	1.50	MECHANICAL - Store Shed - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
MECHANICAL	73991.40	1.50	MECHANICAL - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FLOOR FITOUT	719542.74	1.50	FLOOR FITOUT - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	38273.55	1.50	TRANSPORTATION - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	8936.87	1.50	STRUCTURE - Shed - Aviation Drive, Coffs Harbour	AIRPORT
ROOF	6343.79	1.50	ROOF - Shed - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	22680.00	1.50	FLOOR - The Pavilion (Soundshell) - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	10080.00	1.50	STRUCTURE - The Pavilion (Soundshell) - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	22204.35	1.50	STRUCTURE - Plant Room and Filtration Yard - Coff Street, Coffs Harbour	STORAGE SHEDS
FLOOR	59272.50	1.50	FLOOR - Japanese Pavilion - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	11854.50	1.50	STRUCTURE - Japanese Pavilion - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	88588.08	1.50	STRUCTURE - Kiosk/Office/Amenities - Coff Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	20820.24	1.50	FLOOR FITOUT - Kiosk/Office/Amenities - Coff Street, Coffs Harbour	AMENITIES/TOILETS
ROOF	49242.38	1.50	ROOF - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	11852.82	1.50	MECHANICAL - Neighbourhood Centre (Block F) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	18252.57	1.50	MECHANICAL - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	103190.85	1.50	FLOOR FITOUT - Special Day Care & Port Cochere (Waratah Block D)	COMMERCIAL
FIRE	3293.33	1.50	FIRE - Special Day Care & Port Cochere (Waratah Block D) - Earl Street, Coffs Harbour	COMMERCIAL
TRANSPORTAT	5488.88	1.50	TRANSPORTATION - Special Day Care & Port Cochere (Waratah Block D)	COMMERCIAL
STRUCTURE	28476.00	1.50	STRUCTURE - Coach Stop & Seating & Covered Walkways - Elizabeth Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	49833.00	1.50	ROOF - Coach Stop & Seating & Covered Walkways - Elizabeth Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	104886.60	1.50	FLOOR - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
STRUCTURE	197242.50	1.50	STRUCTURE - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
ROOF	90963.60	1.50	ROOF - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
TRANSPORTAT	2320.50	1.50	TRANSPORTATION - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
FLOOR	12658.28	1.50	FLOOR - Amenities South - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	51447.38	1.50	STRUCTURE - Amenities South - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	3257.10	1.50	FLOOR FITOUT - Amenities South - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
FLOOR	20755.98	1.50	FLOOR - Amenities Block (North) - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	84359.10	1.50	STRUCTURE - Amenities Block (North) - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	5340.72	1.50	FLOOR FITOUT - Amenities Block (North) - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
ROOF	10924.20	1.50	ROOF - Amenities Block (North) - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
ROOF	7560.00	1.50	ROOF - Fuel Bowser Awning - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	2590.88	1.50	MECHANICAL - Store & Purchasing Offices - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	13714.16	1.50	ROOF - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES
ROOF	19315.59	1.50	ROOF - Amenities Building - Nana Street, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	13671.00	1.50	STRUCTURE - Carport/Awnings - Park Avenue, Coffs Harbour	COMMERCIAL
ROOF	23924.25	1.50	ROOF - Carport/Awnings - Park Avenue, Coffs Harbour	COMMERCIAL
TRANSPORTAT	2538.48	1.50	TRANSPORTATION - Family History Society & Garages - Rose Avenue, Coffs Harbour	STORAGE SHEDS
MECHANICAL	92100.65	1.50	MECHANICAL - On track Community Programs - Rose Avenue/Marcia Street, Coffs Harbour	COUNCIL OFFICES
TRANSPORTAT	3898.44	1.50	TRANSPORTATION - On track Community Programs - Rose Avenue/Marcia Street, Coffs Harbour	COUNCIL OFFICES
INTERNAL FITO	2909.29	1.50	INTERNAL FITOUT - Dept Education & Training - Rose Avenue/Marcia Street, Coffs Harbour	COMMERCIAL
FLOOR	10620.75	1.50	FLOOR - Machine/Soil Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
STRUCTURE	12057.68	1.50	STRUCTURE - Machine/Soil Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
ROOF	8559.08	1.50	ROOF - Machine/Soil Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
FLOOR FITOUT	15763.44	1.50	FLOOR FITOUT - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	107873.64	1.50	FLOOR - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	27756.96	1.50	FLOOR FITOUT - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	12138.00	1.50	FLOOR - SES Shed - Coral Street, Corindi Beach	STORAGE SHEDS
STRUCTURE	13780.20	1.50	STRUCTURE - SES Shed - Coral Street, Corindi Beach	STORAGE SHEDS
ROOF	9781.80	1.50	ROOF - SES Shed - Coral Street, Corindi Beach	STORAGE SHEDS
MECHANICAL	5191.20	1.50	MECHANICAL - SES Shed - Coral Street, Corindi Beach	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	9412.20	1.50	MECHANICAL - Residence/Workshop/Storeroom/Office - Coramba Road, Coffs Harbour	COUNCIL HOUSES
FLOOR	31314.26	1.50	FLOOR - Bush Fire Shed - Pacific Hwy (Access off Korora Basin RD), Coffs Harbour	BUSHFIRE SHEDS
STRUCTURE	35949.90	1.50	STRUCTURE - Bush Fire Shed - Pacific Hwy (Access off Korora Basin RD), Coffs Harbour	BUSHFIRE SHEDS
ROOF	27340.85	1.50	ROOF - Bush Fire Shed - Pacific Hwy (Access off Korora Basin RD), Coffs Harbour	BUSHFIRE SHEDS
ROOF	11226.60	1.50	ROOF - Awning/Shade Cover - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	8675.10	1.50	FLOOR - Garage - Shed - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	9848.79	1.50	STRUCTURE - Garage - Shed - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY

ROOF	6991.11	1.50	ROOF - Garage - Shed - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1509.32	1.50	INTERNAL FITOUT - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	2149.88	1.50	FLOOR - Carport - 75 Morrow's Road, Nana Glen	COMMERCIAL
ROOF	12182.63	1.50	ROOF - Carport - 75 Morrow's Road, Nana Glen	COMMERCIAL
TRANSPORTAT	1258.95	1.50	TRANSPORTATION - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
FLOOR	20037.78	1.50	FLOOR - Toilet Block - First Ave & Boronia Street, Sawtell	AMENITIES/TOILETS
STRUCTURE	81440.10	1.50	STRUCTURE - Toilet Block - First Ave & Boronia Street, Sawtell	AMENITIES/TOILETS
ROOF	162719.55	1.50	ROOF - Old Clubhouse/Canteen/Storage Building - Hogbin Drive, Too	COUNCIL HOUSES
FLOOR	42401.10	1.50	FLOOR - Bush Fire Shed - 3 Dairyville Road, Upper Orara	BUSHFIRE SHEDS
STRUCTURE	48678.00	1.50	STRUCTURE - Bush Fire Shed - 3 Dairyville Road, Upper Orara	BUSHFIRE SHEDS
ROOF	37020.90	1.50	ROOF - Bush Fire Shed - 3 Dairyville Road, Upper Orara	BUSHFIRE SHEDS
INTERNAL FITO	1044.44	1.50	INTERNAL FITOUT - Ex Library (Now Visitor Centre) - 35 Beach Street, Wo	COMMERCIAL
MECHANICAL	6863.43	1.50	MECHANICAL - Ex Library (Now Visitor Centre) - 35 Beach Street, Wo	COMMERCIAL
INTERNAL FITO	6867.11	1.50	INTERNAL FITOUT - Senior Citizens Centre - 6 Boundary Street, Wo	NEIGHBOURHOOD/COMMUNITY
FIRE	2943.05	1.50	FIRE - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	4905.08	1.50	TRANSPORTATION - Senior Citizens Centre - 6 Boundary Street, Wo	NEIGHBOURHOOD/COMMUNITY
FLOOR	63201.60	1.50	FLOOR - Amenities Block - High Street, Woolgoolga	AMENITIES/TOILETS
STRUCTURE	256872.00	1.50	STRUCTURE - Amenities Block - High Street, Woolgoolga	AMENITIES/TOILETS
ROOF	33264.00	1.50	ROOF - Amenities Block - High Street, Woolgoolga	AMENITIES/TOILETS
FLOOR	33180.84	1.50	FLOOR - Gate 6 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	134857.80	1.50	STRUCTURE - Gate 6 - Entry & Amenities - Stadium Drive, Coffs Har	AMENITIES/TOILETS
FLOOR	33180.84	1.50	FLOOR - Gate 7 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	134857.80	1.50	STRUCTURE - Gate 7 - Entry & Amenities - Stadium Drive, Coffs Har	AMENITIES/TOILETS
ROOF	44493.96	1.50	ROOF - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Har	CHILDCARE CENTRE
MECHANICAL	10442.46	1.50	MECHANICAL - Cottage (Possums Den Child Care) - 8 Earl Street, C	CHILDCARE CENTRE
MECHANICAL	9940.14	1.50	MECHANICAL - Cottage (Kendall House) - 14 Earl Street, Coffs Harbo	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	59109.75	1.25	STRUCTURE - Toilet Block - Beach Road, Arrawarra	AMENITIES/TOILETS
STRUCTURE	47241.60	1.25	STRUCTURE - Bush Fire Shed - 192 Lindsays Road, Boambee	BUSHFIRE SHEDS
ROOF	35928.48	1.25	ROOF - Bush Fire Shed - 192 Lindsays Road, Boambee	BUSHFIRE SHEDS
STRUCTURE	5426.40	1.25	STRUCTURE - Store & Scoreboard Building - 65 Stadium Drive, Boam	STORAGE SHEDS
ROOF	4126.92	1.25	ROOF - Store & Scoreboard Building - 65 Stadium Drive, Boambee	STORAGE SHEDS
STRUCTURE	460817.28	1.25	STRUCTURE - Clubhouse - Leagues Club (Comets) - 65 Stadium Driv	CLUB HOUSES
ROOF	215746.27	1.25	ROOF - Clubhouse - Leagues Club (Comets) - 65 Stadium Drive, Boam	CLUB HOUSES
TRANSPORTAT	5236.56	1.25	TRANSPORTATION - Clubhouse - Leagues Club (Comets) - 65 Stadi	CLUB HOUSES
STRUCTURE	145380.48	1.25	STRUCTURE - Kiosk/Amenities Building - Ayrshire Park Drive, Boamb	AMENITIES/TOILETS
STRUCTURE	1621.20	1.25	STRUCTURE - Electric Pump Shed - Englands Road, Boambee	STORAGE SHEDS
ROOF	1150.80	1.25	ROOF - Electric Pump Shed - Englands Road, Boambee	STORAGE SHEDS
STRUCTURE	4309.20	1.25	STRUCTURE - Diesel Pump Shed - Englands Road, Boambee	STORAGE SHEDS
ROOF	3277.26	1.25	ROOF - Diesel Pump Shed - Englands Road, Boambee	STORAGE SHEDS
STRUCTURE	4468.80	1.25	STRUCTURE - Truck Wash Bay - Englands Road, Boambee	WASTE FACILITY
ROOF	3398.64	1.25	ROOF - Truck Wash Bay - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	4483.50	1.25	STRUCTURE - Chemical Storage Shed & High Roof Carport - Englan	WASTE FACILITY
ROOF	7846.13	1.25	ROOF - Chemical Storage Shed & High Roof Carport - Englands Road	WASTE FACILITY
STRUCTURE	8242.50	1.25	STRUCTURE - Recycling Drop Off Bay - Englands Road, Boambee	COUNCIL HOUSES
ROOF	14424.38	1.25	ROOF - Recycling Drop Off Bay - Englands Road, Boambee	COUNCIL HOUSES
STRUCTURE	30640.68	1.25	STRUCTURE - Machine Shed - Englands Road, Boambee	WASTE FACILITY
ROOF	21750.12	1.25	ROOF - Machine Shed - Englands Road, Boambee	WASTE FACILITY
STRUCTURE	63919.17	1.25	STRUCTURE - New Gatekeeper/Weighbridge Offices & Carport - Eng	WASTE FACILITY
INTERNAL FITO	1050.32	1.25	INTERNAL FITOUT - New Gatekeeper/Weighbridge Offices & Carport	WASTE FACILITY
ROOF	29258.78	1.25	ROOF - New Gatekeeper/Weighbridge Offices & Carport - Englands R	WASTE FACILITY
FIRE	450.14	1.25	FIRE - New Gatekeeper/Weighbridge Offices & Carport - Englands Ro	WASTE FACILITY
TRANSPORTAT	750.23	1.25	TRANSPORTATION - New Gatekeeper/Weighbridge Offices & Carport	WASTE FACILITY
TRANSPORTAT	976.50	1.25	TRANSPORTATION - Waste Services Transport Office - Englands Ro	WASTE FACILITY
FLOOR FITOUT	44721.29	1.25	FLOOR FITOUT - Amenities Block - Phil Hawthorne Drive, Boambee	AMENITIES/TOILETS
TRANSPORTAT	2213.93	1.25	TRANSPORTATION - Amenities Block - Phil Hawthorne Drive, Boamb	AMENITIES/TOILETS
STRUCTURE	238190.40	1.25	STRUCTURE - Amenities Building - 13 Polwarth Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	15079.68	1.25	FLOOR FITOUT - Amenities Building - 13 Polwarth Drive, Coffs Harbo	AMENITIES/TOILETS
FLOOR FITOUT	34306.86	1.25	FLOOR FITOUT - Bunker Cartoon Gallery - 133 Albany Street, Coffs H	ART GALLERY
MECHANICAL	130926.18	1.25	MECHANICAL - Bunker Cartoon Gallery - 133 Albany Street, Coffs Ha	ART GALLERY
FIRE	5601.12	1.25	FIRE - Bunker Cartoon Gallery - 133 Albany Street, Coffs Harbour	ART GALLERY
TRANSPORTAT	5601.12	1.25	TRANSPORTATION - Bunker Cartoon Gallery - 133 Albany Street, Co	ART GALLERY
FLOOR FITOUT	102094.13	1.25	FLOOR FITOUT - Old Museum - Table Tennis - 189 B Harbour Drive,	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	49435.05	1.25	MECHANICAL - Old Museum - Table Tennis - 189 B Harbour Drive, C	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	158036.76	1.25	STRUCTURE - Shop (ex Salvation Army) - 21-31 Gordon Street, Coffs	STORAGE SHEDS
MECHANICAL	10710.00	1.25	MECHANICAL - Hall (ex Salvation Army) - Records Storage - 25-31 G	STORAGE SHEDS
STRUCTURE	10943.10	1.25	STRUCTURE - Storage Shed East - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
ROOF	7767.90	1.25	ROOF - Storage Shed East - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
FLOOR FITOUT	164059.14	1.25	FLOOR FITOUT - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
INTERNAL FITO	12217.17	1.25	INTERNAL FITOUT - Jetty Theatre - 337 Harbour Drive, Coffs Harbou	THEATRES
ROOF	340335.45	1.25	ROOF - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
MECHANICAL	78538.95	1.25	MECHANICAL - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
FIRE	5235.93	1.25	FIRE - Jetty Theatre - 337 Harbour Drive, Coffs Harbour	THEATRES
FLOOR FITOUT	18732.00	1.25	FLOOR FITOUT - 2 Storey Office Building/Laboratory - 38 Gordon Stre	COUNCIL OFFICES
FIRE	3278.10	1.25	FIRE - 2 Storey Office Building/Laboratory - 38 Gordon Street, Coffs H	COUNCIL OFFICES
TRANSPORTAT	32781.00	1.25	TRANSPORTATION - 2 Storey Office Building/Laboratory - 38 Gordon	COUNCIL OFFICES
FLOOR FITOUT	8996.40	1.25	FLOOR FITOUT - No 6 Workshop 1 - Seminar Hut - 6 Duke Street, Co	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	5106.78	1.25	STRUCTURE - Storage Shed - 65 Perry Drive, Coffs Harbour	STORAGE SHEDS
ROOF	3625.02	1.25	ROOF - Storage Shed - 65 Perry Drive, Coffs Harbour	STORAGE SHEDS
MECHANICAL	3804.57	1.25	MECHANICAL - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE
FIRE	4755.71	1.25	FIRE - Gumnut Cottage - 65 Perry Street, Coffs Harbour	CHILDCARE CENTRE
TRANSPORTAT	4755.71	1.25	TRANSPORTATION - Gumnut Cottage - 65 Perry Street, Coffs Harbo	CHILDCARE CENTRE
STRUCTURE	143578.89	1.25	STRUCTURE - Amenities Block - 76 Bray Street, Coffs Harbour	AMENITIES/TOILETS
INTERNAL FITO	53582.97	1.25	INTERNAL FITOUT - Indoor Sports Stadium - 76 Bray Street, Coffs H	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	344461.95	1.25	MECHANICAL - Indoor Sports Stadium - 76 Bray Street, Coffs Harbou	NEIGHBOURHOOD/COMMUNITY
FIRE	22964.13	1.25	FIRE - Indoor Sports Stadium - 76 Bray Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	8804.25	1.25	STRUCTURE - Airport Reporting Officers Lunch Room - Airport Road,	AIRPORT
FLOOR FITOUT	2006.55	1.25	FLOOR FITOUT - Airport Reporting Officers Lunch Room - Airport Ro	AIRPORT
ROOF	4115.48	1.25	ROOF - Airport Reporting Officers Lunch Room - Airport Road, Coffs H	AIRPORT
MECHANICAL	859.95	1.25	MECHANICAL - Airport Reporting Officers Lunch Room - Airport Road	AIRPORT

STRUCTURE	51067.80	1.25	STRUCTURE - Freight & Storage Shed - Airport Road, Coffs Harbour	STORAGE SHEDS
ROOF	36250.20	1.25	ROOF - Freight & Storage Shed - Airport Road, Coffs Harbour	STORAGE SHEDS
STRUCTURE	136086.62	1.25	STRUCTURE - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
FLOOR FITOUT	17230.61	1.25	FLOOR FITOUT - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
INTERNAL FITO	1758.23	1.25	INTERNAL FITOUT - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
ROOF	60131.30	1.25	ROOF - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
MECHANICAL	66460.91	1.25	MECHANICAL - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
TRANSPORTAT	2813.16	1.25	TRANSPORTATION - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
STRUCTURE	247678.83	1.25	STRUCTURE - Hangar & Toilets - Airport Road, Coffs Harbour	AIRPORT
ROOF	175813.47	1.25	ROOF - Hangar & Toilets - Airport Road, Coffs Harbour	AIRPORT
STRUCTURE	4963777.56	1.25	STRUCTURE - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
FLOOR FITOUT	1095293.64	1.25	FLOOR FITOUT - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
INTERNAL FITO	81564.42	1.25	INTERNAL FITOUT - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
MECHANICAL	524342.70	1.25	MECHANICAL - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
FIRE	34956.18	1.25	FIRE - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
TRANSPORTAT	58260.30	1.25	TRANSPORTATION - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
FLOOR FITOUT	8458.80	1.25	FLOOR FITOUT - PPT Classroom - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	2913.75	1.25	FLOOR FITOUT - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	699.30	1.25	INTERNAL FITOUT - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	3496.50	1.25	MECHANICAL - Accommodation Unit (4 Bedroom) No 6 - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	2913.75	1.25	FLOOR FITOUT - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	699.30	1.25	INTERNAL FITOUT - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	3496.50	1.25	MECHANICAL - Accommodation Unit (4 Bedroom) No 5 - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	2913.75	1.25	FLOOR FITOUT - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	699.30	1.25	INTERNAL FITOUT - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	3496.50	1.25	MECHANICAL - Accommodation Unit (4 Bedroom) No 4 - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	2913.75	1.25	FLOOR FITOUT - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	699.30	1.25	INTERNAL FITOUT - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	3496.50	1.25	MECHANICAL - Accommodation Unit (4 Bedroom) No 2 - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	2913.75	1.25	FLOOR FITOUT - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	699.30	1.25	INTERNAL FITOUT - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive, Coffs Harbour	AIRPORT
MECHANICAL	3496.50	1.25	MECHANICAL - Accommodation Unit (4 Bedroom) No 1 - Aviation Drive, Coffs Harbour	AIRPORT
STRUCTURE	121921.80	1.25	STRUCTURE - Cottage (New) - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR FITOUT	4834.83	1.25	FLOOR FITOUT - Cottage (New) - Aviation Drive, Coffs Harbour	AIRPORT
INTERNAL FITO	1261.26	1.25	INTERNAL FITOUT - Cottage (New) - Aviation Drive, Coffs Harbour	AIRPORT
FIRE	127321.43	1.25	FIRE - Administration Building - Castle & Coff Streets, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	2674.98	1.25	STRUCTURE - Store Shed - Coff Street, Coffs Harbour	STORAGE SHEDS
ROOF	1898.82	1.25	ROOF - Store Shed - Coff Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	18995.03	1.25	STRUCTURE - Workshop/Office/Lunchroom Shed - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	6070.58	1.25	ROOF - Workshop/Office/Lunchroom Shed - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
FIRE	313.32	1.25	FIRE - Workshop/Office/Lunchroom Shed - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
TRANSPORTAT	195.83	1.25	TRANSPORTATION - Workshop/Office/Lunchroom Shed - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	17640.00	1.25	ROOF - The Pavilion (Soundshell) - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	16886.99	1.25	ROOF - Plant Room and Filtration Yard - Coff Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	24806.88	1.25	STRUCTURE - Office & Seedbank - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
INTERNAL FITO	405.72	1.25	INTERNAL FITOUT - Office & Seedbank - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	11418.12	1.25	ROOF - Office & Seedbank - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	2666.16	1.25	MECHANICAL - Office & Seedbank - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
STRUCTURE	26239.50	1.25	STRUCTURE - Herbarium & Toilet - Coff Street, Coffs Harbour	STORAGE SHEDS
INTERNAL FITO	432.18	1.25	INTERNAL FITOUT - Herbarium & Toilet - Coff Street, Coffs Harbour	STORAGE SHEDS
ROOF	12101.04	1.25	ROOF - Herbarium & Toilet - Coff Street, Coffs Harbour	STORAGE SHEDS
TRANSPORTAT	308.70	1.25	TRANSPORTATION - Herbarium & Toilet - Coff Street, Coffs Harbour	STORAGE SHEDS
TRANSPORTAT	2324.70	1.25	TRANSPORTATION - Office & Information Centre Hall & Toilets - Coff Street, Coffs Harbour	COUNCIL OFFICES
FLOOR FITOUT	17655.75	1.25	FLOOR FITOUT - Tennis Club House - Curacoa Street, Coffs Harbour	CLUB HOUSES
STRUCTURE	3728.76	1.25	STRUCTURE - Bulk Waste Storage Shed (Block A2) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	2646.84	1.25	ROOF - Bulk Waste Storage Shed (Block A2) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	3890.88	1.25	STRUCTURE - Storage Shed (Youth Centre) (G2) - Earl Street, Coffs Harbour	STORAGE SHEDS
ROOF	2761.92	1.25	ROOF - Storage Shed (Youth Centre) (G2) - Earl Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	84875.91	1.25	STRUCTURE - R&R Disability Services (Block B) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	37746.87	1.25	ROOF - R&R Disability Services (Block B) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	41674.29	1.25	MECHANICAL - R&R Disability Services (Block B) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	23737.35	1.25	FLOOR FITOUT - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	1767.68	1.25	INTERNAL FITOUT - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	11363.63	1.25	MECHANICAL - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FIRE	757.58	1.25	FIRE - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	1262.63	1.25	TRANSPORTATION - Aboriginal Care Centre (Block E) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	24478.65	1.25	FLOOR FITOUT - Neighbourhood Centre (Block F) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	50503.32	1.25	ROOF - Neighbourhood Centre (Block F) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	1288.35	1.25	TRANSPORTATION - Neighbourhood Centre (Block F) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	70297.50	1.25	ROOF - Youth Services (Block G) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	169828.26	1.25	STRUCTURE - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	37695.53	1.25	FLOOR FITOUT - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	2777.57	1.25	INTERNAL FITOUT - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	424294.50	1.25	STRUCTURE - Main Building (meals on wheels, meeting rooms, office) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	214643.10	1.25	ROOF - Main Building (meals on wheels, meeting rooms, office) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FIRE	19966.80	1.25	FIRE - Main Building (meals on wheels, meeting rooms, office) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	467652.15	1.25	STRUCTURE - Special Day Care & Port Cochere (Waratah Block D) - Earl Street, Coffs Harbour	COMMERCIAL
INTERNAL FITO	7684.43	1.25	INTERNAL FITOUT - Special Day Care & Port Cochere (Waratah Block D) - Earl Street, Coffs Harbour	COMMERCIAL
MECHANICAL	49399.88	1.25	MECHANICAL - Special Day Care & Port Cochere (Waratah Block D) - Earl Street, Coffs Harbour	COMMERCIAL
STRUCTURE	84067.20	1.25	STRUCTURE - Amenities Building - Edgar Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	5322.24	1.25	FLOOR FITOUT - Amenities Building - Edgar Street, Coffs Harbour	AMENITIES/TOILETS
INTERNAL FITO	3248.70	1.25	INTERNAL FITOUT - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
ROOF	6662.25	1.25	ROOF - Amenities South - Jordan Esplanade, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	14428.68	1.25	STRUCTURE - Carpenters Shed/Office - Marcia Street, Coffs Harbour	STORAGE SHEDS
ROOF	10242.12	1.25	ROOF - Carpenters Shed/Office - Marcia Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	8274.00	1.25	STRUCTURE - Gravel Bay & Awning - Marcia Street, Coffs Harbour	STORAGE SHEDS

STRUCTURE	34713.95	1.25	STRUCTURE - Storage Sheds x 13 Bays - Marcia Street, Coffs Harbo	COUNCIL WORKS DEPOT
ROOF	24641.51	1.25	ROOF - Storage Sheds x 13 Bays - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FIRE	1281.74	1.25	FIRE - Water/Sewer O'seers Office/Laboratory - Marcia Street, Coffs H	COUNCIL WORKS DEPOT
STRUCTURE	136216.08	1.25	STRUCTURE - Welding Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	77252.18	1.25	ROOF - Welding Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR FITOUT	30337.97	1.25	FLOOR FITOUT - Amenities & Store + New Offices - Marcia Street, Co	AMENITIES/TOILETS
MECHANICAL	14689.96	1.25	MECHANICAL - Amenities & Store + New Offices - Marcia Street, Cof	AMENITIES/TOILETS
STRUCTURE	179510.63	1.25	STRUCTURE - Store & Purchasing Offices - Marcia Street, Coffs Harb	COUNCIL WORKS DEPOT
INTERNAL FITO	1850.63	1.25	INTERNAL FITOUT - Store & Purchasing Offices - Marcia Street, Cof	COUNCIL WORKS DEPOT
ROOF	57369.38	1.25	ROOF - Store & Purchasing Offices - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FIRE	2961.00	1.25	FIRE - Store & Purchasing Offices - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
TRANSPORTAT	1850.63	1.25	TRANSPORTATION - Store & Purchasing Offices - Marcia Street, Cof	COUNCIL WORKS DEPOT
STRUCTURE	174692.70	1.25	STRUCTURE - Administration Building - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
INTERNAL FITO	2426.29	1.25	INTERNAL FITOUT - Administration Building - Marcia Street, Coffs Ha	COUNCIL WORKS DEPOT
ROOF	48525.75	1.25	ROOF - Administration Building - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	76670.69	1.25	MECHANICAL - Administration Building - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FIRE	3396.80	1.25	FIRE - Administration Building - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
TRANSPORTAT	33968.03	1.25	TRANSPORTATION - Administration Building - Marcia Street, Coffs H	COUNCIL WORKS DEPOT
STRUCTURE	277907.18	1.25	STRUCTURE - Mechanical Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	89043.73	1.25	ROOF - Mechanical Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FIRE	4537.26	1.25	FIRE - Mechanical Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
STRUCTURE	103989.38	1.25	STRUCTURE - Amenities Block - Marina Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	3121.55	1.25	ROOF - Glass House/Propagation Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	3366.09	1.25	ROOF - Sign Store Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	6484.80	1.25	STRUCTURE - Playground Storage Shed - Nana Street, Coffs Harbou	STORAGE SHEDS
ROOF	4603.20	1.25	ROOF - Playground Storage Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
ROOF	9355.50	1.25	ROOF - Shade House - Pottery Awning - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
STRUCTURE	27268.50	1.25	STRUCTURE - Mowing Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
ROOF	19036.50	1.25	ROOF - Mowing Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	3202.29	1.25	MECHANICAL - Office & Awning - Nana Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	37571.31	1.25	STRUCTURE - Horticulture Store (old Tool Shed) - Nana Street, Coffs	COUNCIL WORKS DEPOT
ROOF	26669.79	1.25	ROOF - Horticulture Store (old Tool Shed) - Nana Street, Coffs Harbou	COUNCIL WORKS DEPOT
TRANSPORTAT	468.83	1.25	TRANSPORTATION - Amenities Building - Nana Street, Coffs Harbou	AMENITIES/TOILETS
ROOF	28942.62	1.25	ROOF - Machine/Store Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
MECHANICAL	175635.08	1.25	MECHANICAL - Baby Health Centre/SES - Park Avenue, Coffs Harbou	NEIGHBOURHOOD/COMMUNITY
FIRE	7513.80	1.25	FIRE - Baby Health Centre/SES - Park Avenue, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	7513.80	1.25	TRANSPORTATION - Baby Health Centre/SES - Park Avenue, Coffs H	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	15548.19	1.25	FLOOR FITOUT - Family History Society & Garages - Rose Avenue/M	STORAGE SHEDS
INTERNAL FITO	1586.55	1.25	INTERNAL FITOUT - Family History Society & Garages - Rose Avenue	STORAGE SHEDS
MECHANICAL	59971.59	1.25	MECHANICAL - Family History Society & Garages - Rose Avenue/Ma	STORAGE SHEDS
FLOOR FITOUT	23877.95	1.25	FLOOR FITOUT - On track Community Programs - Rose Avenue/Marc	COUNCIL OFFICES
INTERNAL FITO	2436.53	1.25	INTERNAL FITOUT - On track Community Programs - Rose Avenue/M	COUNCIL OFFICES
FLOOR FITOUT	28511.02	1.25	FLOOR FITOUT - Dept Education & Training - Rose Avenue/Marcia S	COMMERCIAL
MECHANICAL	108807.35	1.25	MECHANICAL - Dept Education & Training - Rose Avenue/Marcia Stre	COMMERCIAL
FIRE	4654.86	1.25	FIRE - Dept Education & Training - Rose Avenue/Marcia Street, Coffs	COMMERCIAL
TRANSPORTAT	4654.86	1.25	TRANSPORTATION - Dept Education & Training - Rose Avenue/Marc	COMMERCIAL
STRUCTURE	1621.20	1.25	STRUCTURE - Fuel Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
ROOF	1150.80	1.25	ROOF - Fuel Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
STRUCTURE	25777.08	1.25	STRUCTURE - Hoecker (Pavilion) - Stadium Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	18297.72	1.25	ROOF - Hoecker (Pavilion) - Stadium Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	30073.68	1.25	STRUCTURE - Atco Amenities Building (Change Room 3) - Stadium D	AMENITIES/TOILETS
FLOOR FITOUT	6940.08	1.25	FLOOR FITOUT - Atco Amenities Building (Change Room 3) - Stadium	AMENITIES/TOILETS
INTERNAL FITO	816.48	1.25	INTERNAL FITOUT - Atco Amenities Building (Change Room 3) - Stad	AMENITIES/TOILETS
ROOF	14084.28	1.25	ROOF - Atco Amenities Building (Change Room 3) - Stadium Drive, C	AMENITIES/TOILETS
STRUCTURE	30073.68	1.25	STRUCTURE - Atco Amenities Building (Change Room 4) - Stadium D	AMENITIES/TOILETS
FLOOR FITOUT	6940.08	1.25	FLOOR FITOUT - Atco Amenities Building (Change Room 4) - Stadium	AMENITIES/TOILETS
INTERNAL FITO	816.48	1.25	INTERNAL FITOUT - Atco Amenities Building (Change Room 4) - Stad	AMENITIES/TOILETS
ROOF	14084.28	1.25	ROOF - Atco Amenities Building (Change Room 4) - Stadium Drive, C	AMENITIES/TOILETS
FLOOR FITOUT	76593.93	1.25	FLOOR FITOUT - Amenities, Offices, Licensed Club, Change rooms, G	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	205126.53	1.25	STRUCTURE - Tennis Club House & Amenities - William Street, Coffs	CLUB HOUSES
STRUCTURE	169423.80	1.25	STRUCTURE - Two Villa Units - 49 Kangaroo Trail Road, Corindi Bea	COMMERCIAL
STRUCTURE	68181.49	1.25	STRUCTURE - Bush Fire Shed - Coral Street, Corindi Beach	BUSHFIRE SHEDS
ROOF	21940.28	1.25	ROOF - Bush Fire Shed - Coral Street, Corindi Beach	BUSHFIRE SHEDS
FLOOR FITOUT	4102.56	1.25	FLOOR FITOUT - Toilet Block - Coramba Road, Karangi	AMENITIES/TOILETS
FLOOR FITOUT	7216.02	1.25	FLOOR FITOUT - Residence/Workshop/Storeroom/Office - Coramba R	COUNCIL HOUSES
INTERNAL FITO	1882.44	1.25	INTERNAL FITOUT - Residence/Workshop/Storeroom/Office - Coram	COUNCIL HOUSES
STRUCTURE	33619.64	1.25	STRUCTURE - Bush Fire Shed - Mastons Road, Karangi	BUSHFIRE SHEDS
ROOF	23864.72	1.25	ROOF - Bush Fire Shed - Mastons Road, Karangi	BUSHFIRE SHEDS
STRUCTURE	194963.37	1.25	STRUCTURE - Amenities Building - Herman Reick Avenue, Korora	AMENITIES/TOILETS
ROOF	8265.60	1.25	ROOF - Toilet Block - Sandy Beach Drive, Korora	AMENITIES/TOILETS
FLOOR FITOUT	41640.48	1.25	FLOOR FITOUT - Hall & Skillion Shed - 33 Grafton Road, Lowanna	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	30823.07	1.25	STRUCTURE - Bush Fire Shed - 4 Grafton Road, Lowanna	BUSHFIRE SHEDS
ROOF	21879.59	1.25	ROOF - Bush Fire Shed - 4 Grafton Road, Lowanna	BUSHFIRE SHEDS
ROOF	38796.98	1.25	ROOF - Cottage - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	20483.66	1.25	FLOOR FITOUT - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
ROOF	42476.65	1.25	ROOF - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
ROOF	8885.52	1.25	ROOF - Toilet Block - Mullaway Drive, Mullaway	AMENITIES/TOILETS
STRUCTURE	47959.80	1.25	STRUCTURE - Fire Brigade Station - Old Pacific Highway, Mullaway	BUSHFIRE SHEDS
INTERNAL FITO	2271.78	1.25	INTERNAL FITOUT - Fire Brigade Station - Old Pacific Highway, Mulla	BUSHFIRE SHEDS
ROOF	33824.28	1.25	ROOF - Fire Brigade Station - Old Pacific Highway, Mullaway	BUSHFIRE SHEDS
STRUCTURE	3890.88	1.25	STRUCTURE - Shed (steel with roller door near pony club) - 75 Morro	NEIGHBOURHOOD/COMMUNITY
ROOF	2761.92	1.25	ROOF - Shed (steel with roller door near pony club) - 75 Morrow's Roa	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	972.72	1.25	STRUCTURE - Storage Shed - Nelson Street, Nana Glen	STORAGE SHEDS
FLOOR FITOUT	9096.36	1.25	FLOOR FITOUT - Commercial Kitchen - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	23920.05	1.25	FLOOR FITOUT - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	11582.34	1.25	MECHANICAL - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
ROOF	9922.50	1.25	ROOF - Shelter/Picnic Shed - Boronia Street, Sawtell	AMENITIES/TOILETS
STRUCTURE	67137.00	1.25	STRUCTURE - Public Toilets & Mural - Boronia Street, Sawtell	AMENITIES/TOILETS
FLOOR FITOUT	4250.40	1.25	FLOOR FITOUT - Public Toilets & Mural - Boronia Street, Sawtell	AMENITIES/TOILETS

FLOOR FITOUT	5155.92	1.25	FLOOR FITOUT - Toilet Block - First Ave & Boronia Street, Sawtell	AMENITIES/TOILETS
STRUCTURE	288981.00	1.25	STRUCTURE - Amenities Block - Hulberts Road, Sawtell	AMENITIES/TOILETS
ROOF	37422.00	1.25	ROOF - Amenities Block - Hulberts Road, Sawtell	AMENITIES/TOILETS
STRUCTURE	10374.00	1.25	STRUCTURE - Plant Room (not incl, filtration comp) - Stanley Drive, Sawtell	STORAGE SHEDS
ROOF	7889.70	1.25	ROOF - Plant Room (not incl, filtration comp) - Stanley Drive, Sawtell	STORAGE SHEDS
STRUCTURE	172639.32	1.25	STRUCTURE - Amenities Block & Kiosk - Stanley Drive, Sawtell	AMENITIES/TOILETS
ROOF	18976.44	1.25	ROOF - Amenities Block & Kiosk - Stanley Drive, Sawtell	AMENITIES/TOILETS
ROOF	8472.24	1.25	ROOF - Toilet Block - Third Avenue, Sawtell	AMENITIES/TOILETS
STRUCTURE	351344.70	1.25	STRUCTURE - Old Clubhouse/Canteen/Storage Building - Hogbin Drive, Toormina	COUNCIL HOUSES
FLOOR FITOUT	82574.10	1.25	FLOOR FITOUT - Old Clubhouse/Canteen/Storage Building - Hogbin Drive, Toormina	COUNCIL HOUSES
INTERNAL FITO	12983.04	1.25	INTERNAL FITOUT - RU Grounds Club House - Hogbin Drive, Toormina	COUNCIL HOUSES
STRUCTURE	142666.13	1.25	STRUCTURE - Amenities Block - Minorie Drive, Toormina	AMENITIES/TOILETS
ROOF	18474.75	1.25	ROOF - Amenities Block - Minorie Drive, Toormina	AMENITIES/TOILETS
STRUCTURE	406987.35	1.25	STRUCTURE - Library - Minorie Drive, Toormina	LIBRARY
FLOOR FITOUT	43399.13	1.25	FLOOR FITOUT - Library - Minorie Drive, Toormina	LIBRARY
INTERNAL FITO	37612.58	1.25	INTERNAL FITOUT - Library - Minorie Drive, Toormina	LIBRARY
ROOF	149485.88	1.25	ROOF - Library - Minorie Drive, Toormina	LIBRARY
MECHANICAL	162023.40	1.25	MECHANICAL - Library - Minorie Drive, Toormina	LIBRARY
STRUCTURE	32342.94	1.25	STRUCTURE - Bush Fire Shed - Pine Avenue, Ulong	BUSHFIRE SHEDS
ROOF	22958.46	1.25	ROOF - Bush Fire Shed - Pine Avenue, Ulong	BUSHFIRE SHEDS
STRUCTURE	279056.40	1.25	STRUCTURE - Hall & Kitchen - Timmsvale Road, Ulong	NEIGHBOURHOOD/COMMUNITY
ROOF	143614.80	1.25	ROOF - Hall & Kitchen - Timmsvale Road, Ulong	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	61706.93	1.25	STRUCTURE - Bush Fire Shed 2 Bay - 31 Sherwood Creek Road, Upper Corner	BUSHFIRE SHEDS
ROOF	43802.33	1.25	ROOF - Bush Fire Shed 2 Bay - 31 Sherwood Creek Road, Upper Corner	BUSHFIRE SHEDS
FLOOR FITOUT	92215.41	1.25	FLOOR FITOUT - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	44145.68	1.25	MECHANICAL - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	167112.75	1.25	STRUCTURE - Amenities Building - 80 Scarborough Street, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	10579.80	1.25	FLOOR FITOUT - Amenities Building - 80 Scarborough Street, Woolgoolga	AMENITIES/TOILETS
ROOF	21640.50	1.25	ROOF - Amenities Building - 80 Scarborough Street, Woolgoolga	AMENITIES/TOILETS
STRUCTURE	151131.23	1.25	STRUCTURE - Amenities Block - Beach Street, Woolgoolga	AMENITIES/TOILETS
STRUCTURE	3990.00	1.25	STRUCTURE - Storage Shed - Centenary Drive, Woolgoolga	STORAGE SHEDS
STRUCTURE	248115.00	1.25	STRUCTURE - Amenities Block - Centenary Drive, Woolgoolga	AMENITIES/TOILETS
STRUCTURE	429309.72	1.25	STRUCTURE - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	38368.26	1.25	INTERNAL FITOUT - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	170064.72	1.25	MECHANICAL - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FIRE	16591.68	1.25	FIRE - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	10369.80	1.25	TRANSPORTATION - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	11261.88	1.25	ROOF - Kiosk Block - High Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	16262.40	1.25	FLOOR FITOUT - Amenities Block - High Street, Woolgoolga	AMENITIES/TOILETS
ROOF	9178.26	1.25	ROOF - Toilet Block - Lake Road, Woolgoolga	AMENITIES/TOILETS
ROOF	12289.73	1.25	ROOF - Plant Room - Ocean Street, Woolgoolga	STORAGE SHEDS
STRUCTURE	20143.41	1.25	STRUCTURE - Building Over Learn To Swim Pool - Ocean Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	14298.69	1.25	ROOF - Building Over Learn To Swim Pool - Ocean Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	16264.92	1.25	ROOF - Swimming Pool Club Room - Ocean Street, Woolgoolga	CLUB HOUSES
STRUCTURE	185648.40	1.25	STRUCTURE - Amenities Block /Kiosk - Ocean Street, Woolgoolga	AMENITIES/TOILETS
ROOF	24040.80	1.25	ROOF - Amenities Block /Kiosk - Ocean Street, Woolgoolga	AMENITIES/TOILETS
STRUCTURE	33547.71	1.25	STRUCTURE - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	7446.34	1.25	FLOOR FITOUT - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
INTERNAL FITO	548.68	1.25	INTERNAL FITOUT - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
ROOF	15441.35	1.25	ROOF - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
FLOOR FITOUT	8537.76	1.25	FLOOR FITOUT - Gate 6 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	17463.60	1.25	ROOF - Gate 6 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	8537.76	1.25	FLOOR FITOUT - Gate 7 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	17463.60	1.25	ROOF - Gate 7 - Entry & Amenities - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FIRE	94118.93	1.25	FIRE - 3 Storey Office Building - Rigby House - 27-29 Duke Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	96933.27	1.25	STRUCTURE - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Harbour	CHILDCARE CENTRE
INTERNAL FITO	1589.07	1.25	INTERNAL FITOUT - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Harbour	CHILDCARE CENTRE
FIRE	681.03	1.25	FIRE - Cottage (Possums Den Child Care) - 8 Earl Street, Coffs Harbour	CHILDCARE CENTRE
MECHANICAL	10932.71	1.25	MECHANICAL - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FIRE	713.00	1.25	FIRE - Cottage - 41 Gordon Street, Coffs Harbour	COUNCIL OFFICES
MECHANICAL	71181.60	1.25	MECHANICAL - Office Building (Geo Link) - 23 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FIRE	3746.40	1.25	FIRE - Office Building (Geo Link) - 23 Gordon Street, Coffs Harbour	COUNCIL OFFICES
MECHANICAL	139829.55	1.25	MECHANICAL - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
FIRE	7359.45	1.25	FIRE - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
TRANSPORTAT	7359.45	1.25	TRANSPORTATION - Day Care Centre - 2 Lourne Ave, Toorimina	CHILDCARE CENTRE
FLOOR FITOUT	2753.10	1.25	FLOOR FITOUT - Cottage - 3 Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	14543.55	1.00	FLOOR - Toilet Block - Beach Road, Arrawarra	AMENITIES/TOILETS
FLOOR	4726.68	1.00	FLOOR - Store & Scoreboard Building - 65 Stadium Drive, Boambee	STORAGE SHEDS
FLOOR	247165.63	1.00	FLOOR - Clubhouse - Leagues Club (Comets) - 65 Stadium Drive, Boambee	CLUB HOUSES
FLOOR	33519.36	1.00	FLOOR - Kiosk/Amenities Building - Ayrshire Park Drive, Boambee	AMENITIES/TOILETS
FLOOR	1428.00	1.00	FLOOR - Electric Pump Shed - Englands Road, Boambee	STORAGE SHEDS
FLOOR	3753.54	1.00	FLOOR - Diesel Pump Shed - Englands Road, Boambee	STORAGE SHEDS
FLOOR	3892.56	1.00	FLOOR - Truck Wash Bay - Englands Road, Boambee	WASTE FACILITY
FLOOR	18545.63	1.00	FLOOR - Recycling Drop Off Bay - Englands Road, Boambee	COUNCIL HOUSES
FLOOR	26989.20	1.00	FLOOR - Machine Shed - Englands Road, Boambee	WASTE FACILITY
FLOOR	33760.13	1.00	FLOOR - New Gatekeeper/Weighbridge Offices & Carport - Englands Road, Boambee	WASTE FACILITY
FLOOR	229446.00	1.00	FLOOR - Community Centre - Bruce King Drive, Boambee East	NEIGHBOURHOOD/COMMUNITY
FLOOR	58605.12	1.00	FLOOR - Amenities Building - 13 Polwarth Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	133026.60	1.00	FLOOR - Bunker Cartoon Gallery - 133 Albany Street, Coffs Harbour	ART GALLERY
FLOOR	95768.82	1.00	FLOOR - Shop (ex Salvation Army) - 21-31 Gordon Street, Coffs Harbour	STORAGE SHEDS
FLOOR	8246.70	1.00	FLOOR - Storage Shed West - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
STRUCTURE	9362.43	1.00	STRUCTURE - Storage Shed West - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
ROOF	6645.87	1.00	ROOF - Storage Shed West - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	9639.00	1.00	FLOOR - Storage Shed East - 337 Harbour Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	6237.00	1.00	FLOOR - Store Shed - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
STRUCTURE	7106.40	1.00	STRUCTURE - Store Shed - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
ROOF	4989.60	1.00	ROOF - Store Shed - 38 Gordon Street, Coffs Harbour	COUNCIL OFFICES
FLOOR	4498.20	1.00	FLOOR - Storage Shed - 65 Perry Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	33103.98	1.00	FLOOR - Amenities Block - 76 Bray Street, Coffs Harbour	AMENITIES/TOILETS

FLOOR	131081.48	1.00	FLOOR - New RFS 5 Bay Equipment and Storage Shed - Airport Drive	AIRPORT
STRUCTURE	175316.40	1.00	STRUCTURE - New RFS 5 Bay Equipment and Storage Shed - Airport Drive	AIRPORT
ROOF	99427.13	1.00	ROOF - New RFS 5 Bay Equipment and Storage Shed - Airport Drive	AIRPORT
FLOOR	4688.78	1.00	FLOOR - Airport Reporting Officers Lunch Room - Airport Road, Coffs Harbour	AIRPORT
FLOOR	67164.20	1.00	FLOOR - CHRA Admin & Charter Lounge - Airport Road, Coffs Harbour	AIRPORT
FLOOR	218162.70	1.00	FLOOR - Hangar & Toilets - Airport Road, Coffs Harbour	AIRPORT
FLOOR	2621713.50	1.00	FLOOR - RPT Passenger Terminal - Airport Road, Coffs Harbour	AIRPORT
FLOOR	7871.85	1.00	FLOOR - Shed - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	60725.70	1.00	FLOOR - Bushfire Shed & Storage - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	42462.42	1.00	FLOOR - Cottage (New) - Aviation Drive, Coffs Harbour	AIRPORT
FLOOR	305354.70	1.00	FLOOR - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	615530.79	1.00	STRUCTURE - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR FITOUT	78749.37	1.00	FLOOR FITOUT - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
INTERNAL FITO	8035.65	1.00	INTERNAL FITOUT - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	273212.10	1.00	ROOF - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
MECHANICAL	300533.31	1.00	MECHANICAL - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
FIRE	12857.04	1.00	FIRE - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
TRANSPORTAT	12857.04	1.00	TRANSPORTATION - Rural Fire Management Centre at Airport - Aviation Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	2356.20	1.00	FLOOR - Store Shed - Coff Street, Coffs Harbour	STORAGE SHEDS
FLOOR	12062.82	1.00	FLOOR - Workshop/Office/Lunchroom Shed - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	19341.16	1.00	FLOOR - Plant Room and Filtration Yard - Coff Street, Coffs Harbour	STORAGE SHEDS
FLOOR	13156.92	1.00	FLOOR - Office & Seedbank - Coff Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	13953.24	1.00	FLOOR - Herbarium & Toilet - Coff Street, Coffs Harbour	STORAGE SHEDS
ROOF	47418.00	1.00	ROOF - Japanese Pavilion - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	53683.56	1.00	FLOOR - Kiosk/Office/Amenities - Coff Street, Coffs Harbour	AMENITIES/TOILETS
ROOF	41028.12	1.00	ROOF - Kiosk/Office/Amenities - Coff Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	131192.46	1.00	FLOOR - Amenities/Multi-purpose Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	227210.13	1.00	STRUCTURE - Amenities/Multi-purpose Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	116932.41	1.00	ROOF - Amenities/Multi-purpose Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	81343.50	1.00	FLOOR - 25M Pool Building incl Plant Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	325374.00	1.00	STRUCTURE - 25M Pool Building incl Plant Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	406717.50	1.00	ROOF - 25M Pool Building incl Plant Room - Coff Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	8489.25	1.00	FLOOR - Shade Shelter - Bob Cunningham Shelter - Curacoa Street, Coffs Harbour	CLUB HOUSES
FLOOR	3284.40	1.00	FLOOR - Bulk Waste Storage Shed (Block A2) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	3427.20	1.00	FLOOR - Storage Shed (Youth Centre) (G2) - Earl Street, Coffs Harbour	STORAGE SHEDS
FLOOR	6354.60	1.00	FLOOR - Green Bus Shed/Mens Shed - Earl Street, Coffs Harbour	STORAGE SHEDS
STRUCTURE	7214.34	1.00	STRUCTURE - Green Bus Shed/Mens Shed - Earl Street, Coffs Harbour	STORAGE SHEDS
ROOF	5121.06	1.00	ROOF - Green Bus Shed/Mens Shed - Earl Street, Coffs Harbour	STORAGE SHEDS
FLOOR	42110.67	1.00	FLOOR - R&R Disability Services (Block B) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	90072.47	1.00	FLOOR - Neighbourhood Aid Meals on Wheels (Block C) - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	241598.28	1.00	FLOOR - Main Building (meals on wheels, meeting rooms, office) Reception - Earl Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	246999.38	1.00	FLOOR - Special Day Care & Port Cochere (Waratah Block D) - Earl Street, Coffs Harbour	COMMERCIAL
FLOOR	20684.16	1.00	FLOOR - Amenities Building - Edgar Street, Coffs Harbour	AMENITIES/TOILETS
FLOOR	64071.00	1.00	FLOOR - Coach Stop & Seating & Covered Walkways - Elizabeth Street, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	21348.60	1.00	MECHANICAL - Visitor Information Centre - Elizabeth Street, Coffs Harbour	COMMERCIAL
FLOOR	472759.88	1.00	FLOOR - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	895092.03	1.00	STRUCTURE - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR FITOUT	197508.57	1.00	FLOOR FITOUT - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
INTERNAL FITO	14708.09	1.00	INTERNAL FITOUT - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
ROOF	409725.23	1.00	ROOF - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
MECHANICAL	94551.98	1.00	MECHANICAL - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FIRE	6303.47	1.00	FIRE - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
TRANSPORTAT	10505.78	1.00	TRANSPORTATION - Cavanbah Centre - Harbour Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	9240.00	1.00	FLOOR - Fuel Bowser Awning - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	12709.20	1.00	FLOOR - Carpenters Shed/Office - Marcia Street, Coffs Harbour	STORAGE SHEDS
ROOF	14479.50	1.00	ROOF - Gravel Bay & Awning - Marcia Street, Coffs Harbour	STORAGE SHEDS
FLOOR	30577.05	1.00	FLOOR - Storage Sheds x 13 Bays - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	101846.75	1.00	FLOOR - Welding Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	113998.50	1.00	FLOOR - Store & Purchasing Offices - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	126166.95	1.00	FLOOR - Administration Building - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	176953.14	1.00	FLOOR - Mechanical Workshop - Marcia Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	25585.88	1.00	FLOOR - Amenities Block - Marina Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	4176.90	1.00	FLOOR - Sign Store Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
FLOOR	5712.00	1.00	FLOOR - Playground Storage Shed - Nana Street, Coffs Harbour	STORAGE SHEDS
FLOOR	5145.00	1.00	FLOOR - Mowing Shed - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	33093.90	1.00	FLOOR - Horticulture Store (old Tool Shed) - Nana Street, Coffs Harbour	COUNCIL WORKS DEPOT
FLOOR	30759.75	1.00	FLOOR - Carport/Awnings - Park Avenue, Coffs Harbour	COMMERCIAL
FLOOR	60606.21	1.00	FLOOR - Family History Society & Garages - Rose Avenue/Marcia Street, Coffs Harbour	STORAGE SHEDS
FLOOR	1428.00	1.00	FLOOR - Fuel Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	10870.65	1.00	FLOOR - Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
STRUCTURE	12341.39	1.00	STRUCTURE - Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
ROOF	8760.47	1.00	ROOF - Storage Shed - Stadium Drive, Coffs Harbour	STORAGE SHEDS
FLOOR	22705.20	1.00	FLOOR - Hoecker (Pavilion) - Stadium Drive, Coffs Harbour	NEIGHBOURHOOD/COMMUNITY
FLOOR	16125.48	1.00	FLOOR - Atco Amenities Building (Change Room 3) - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	16125.48	1.00	FLOOR - Atco Amenities Building (Change Room 4) - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	61262.46	1.00	FLOOR - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	248990.70	1.00	STRUCTURE - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	32243.40	1.00	ROOF - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
STRUCTURE	438433.80	1.00	STRUCTURE - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
ROOF	56775.60	1.00	ROOF - Amenities Block/Kiosk - Stadium Drive, Coffs Harbour	AMENITIES/TOILETS
FLOOR	118441.26	1.00	FLOOR - Tennis Club House & Amenities - William Street, Coffs Harbour	CLUB HOUSES
FLOOR	22858.20	1.00	FLOOR - Bush Fire Shed - Eastbank Road (Cnr Eastbank Forest Rd), Coramba	BUSHFIRE SHEDS
STRUCTURE	25950.78	1.00	STRUCTURE - Bush Fire Shed - Eastbank Road (Cnr Eastbank Forest Rd), Coramba	BUSHFIRE SHEDS
ROOF	18421.02	1.00	ROOF - Bush Fire Shed - Eastbank Road (Cnr Eastbank Forest Rd), Coramba	BUSHFIRE SHEDS
ROOF	105386.40	1.00	ROOF - Clubhouse/Amenities/Changerooms - Orara Way (opposite Park Avenue), Coramba	CLUB HOUSES
FLOOR	94605.00	1.00	FLOOR - Bush Fire Shed - Railway Street, Coramba	BUSHFIRE SHEDS
STRUCTURE	107404.50	1.00	STRUCTURE - Bush Fire Shed - Railway Street, Coramba	BUSHFIRE SHEDS
ROOF	76240.50	1.00	ROOF - Bush Fire Shed - Railway Street, Coramba	BUSHFIRE SHEDS
FLOOR	59006.22	1.00	FLOOR - Two Villa Units - 49 Kangaroo Trail Road, Corindi Beach	COMMERCIAL

FLOOR	43741.69	1.00	FLOOR - Bush Fire Shed - Coral Street, Corindi Beach	BUSHFIRE SHEDS
FLOOR	29613.15	1.00	FLOOR - Bush Fire Shed - Mastons Road, Karangi	BUSHFIRE SHEDS
FLOOR	44951.34	1.00	FLOOR - Amenities Building - Herman Reick Avenue, Korora	AMENITIES/TOILETS
FLOOR	27149.85	1.00	FLOOR - Bush Fire Shed - 4 Grafton Road, Lowanna	BUSHFIRE SHEDS
MECHANICAL	9918.41	1.00	MECHANICAL - Hall/Preschool - 872 Bucca Road, Lower Bucca	NEIGHBOURHOOD/COMMUNITY
FLOOR	27149.85	1.00	FLOOR - Bush Fire Shed - Woodhouse Road, Moonee Beach	BUSHFIRE SHEDS
STRUCTURE	30823.07	1.00	STRUCTURE - Bush Fire Shed - Woodhouse Road, Moonee Beach	BUSHFIRE SHEDS
ROOF	21879.59	1.00	ROOF - Bush Fire Shed - Woodhouse Road, Moonee Beach	BUSHFIRE SHEDS
FLOOR	42154.14	1.00	FLOOR - Fire Brigade Station - Old Pacific Highway, Mullaway	BUSHFIRE SHEDS
FLOOR	6824.79	1.00	FLOOR - Kiosk - 131 Grafton Street, Nana Glen	CLUB HOUSES
FLOOR	3427.20	1.00	FLOOR - Shed (steel with roller door near pony club) - 75 Morrow's Rd	NEIGHBOURHOOD/COMMUNITY
FLOOR	856.80	1.00	FLOOR - Storage Shed - Nelson Street, Nana Glen	STORAGE SHEDS
FLOOR	5292.00	1.00	FLOOR - Carport - Morgans Road, Sandy Beach	COMMERCIAL
FLOOR	9383.85	1.00	FLOOR - Storage Shed - North Sapphire Road, Sapphire	STORAGE SHEDS
STRUCTURE	10773.00	1.00	STRUCTURE - Storage Shed - North Sapphire Road, Sapphire	STORAGE SHEDS
ROOF	8193.15	1.00	ROOF - Storage Shed - North Sapphire Road, Sapphire	STORAGE SHEDS
FLOOR	28986.30	1.00	FLOOR - Amenities Building - North Sapphire Road, Sapphire	AMENITIES/TOILETS
STRUCTURE	125719.65	1.00	STRUCTURE - Amenities Building - North Sapphire Road, Sapphire	AMENITIES/TOILETS
ROOF	13819.05	1.00	ROOF - Amenities Building - North Sapphire Road, Sapphire	AMENITIES/TOILETS
INTERNAL FITO	1762.53	1.00	INTERNAL FITOUT - Public Hall - 25 Elizabeth Street, Sawtell	NEIGHBOURHOOD/COMMUNITY
FLOOR	16518.60	1.00	FLOOR - Public Toilets & Mural - Boronia Street, Sawtell	AMENITIES/TOILETS
FLOOR	71101.80	1.00	FLOOR - Amenities Block - Hulberts Road, Sawtell	AMENITIES/TOILETS
FLOOR	39804.24	1.00	FLOOR - Amenities Block & Kiosk - Stanley Drive, Sawtell	AMENITIES/TOILETS
FLOOR	212911.65	1.00	FLOOR - Old Clubhouse/Canteen/Storage Building - Hogbin Drive, Toormina	COUNCIL HOUSES
FLOOR	35102.03	1.00	FLOOR - Amenities Block - Minorie Drive, Toormina	AMENITIES/TOILETS
FLOOR	164916.68	1.00	FLOOR - Library - Minorie Drive, Toormina	LIBRARY
FLOOR	28488.60	1.00	FLOOR - Bush Fire Shed - Pine Avenue, Ulong	BUSHFIRE SHEDS
FLOOR	161128.80	1.00	FLOOR - Hall & Kitchen - Timmsvale Road, Ulong	NEIGHBOURHOOD/COMMUNITY
FLOOR	54353.25	1.00	FLOOR - Bush Fire Shed 2 Bay - 31 Sherwood Creek Road, Upper Co	BUSHFIRE SHEDS
FLOOR FITOUT	37625.70	1.00	FLOOR FITOUT - Neighbourhood Centre ("Marsh House") - 35 Beach	NEIGHBOURHOOD/COMMUNITY
FLOOR	6104.70	1.00	FLOOR - Garage & Carport - 6 Boundary Street, Woolgoolga	STORAGE SHEDS
STRUCTURE	6930.63	1.00	STRUCTURE - Garage & Carport - 6 Boundary Street, Woolgoolga	STORAGE SHEDS
ROOF	4919.67	1.00	ROOF - Garage & Carport - 6 Boundary Street, Woolgoolga	STORAGE SHEDS
FLOOR	220728.38	1.00	FLOOR - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
STRUCTURE	417912.39	1.00	STRUCTURE - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
ROOF	191297.93	1.00	ROOF - Senior Citizens Centre - 6 Boundary Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	41116.95	1.00	FLOOR - Amenities Building - 80 Scarborough Street, Woolgoolga	AMENITIES/TOILETS
FLOOR	3475.50	1.00	FLOOR - Storage Shed - Centenary Drive, Woolgoolga	STORAGE SHEDS
FLOOR	172138.68	1.00	FLOOR - Library - Ganderton Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	12635.28	1.00	FLOOR - Kiosk Block - High Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	1713.60	1.00	FLOOR - New Storage Shed - Ocean Street, Woolgoolga	STORAGE SHEDS
STRUCTURE	1945.44	1.00	STRUCTURE - New Storage Shed - Ocean Street, Woolgoolga	STORAGE SHEDS
ROOF	1380.96	1.00	ROOF - New Storage Shed - Ocean Street, Woolgoolga	STORAGE SHEDS
FLOOR	17742.90	1.00	FLOOR - Building Over Learn To Swim Pool - Ocean Street, Woolgoolga	NEIGHBOURHOOD/COMMUNITY
FLOOR	45677.52	1.00	FLOOR - Amenities Block/Kiosk - Ocean Street, Woolgoolga	AMENITIES/TOILETS
FLOOR	17792.83	1.00	FLOOR - Demountable Building - Pacific Highway, Woolgoolga	AMENITIES/TOILETS
FLOOR	37449.30	1.00	FLOOR - Work Depot Shed - Pacific Highway, Woolgoolga	STORAGE SHEDS
STRUCTURE	42515.97	1.00	STRUCTURE - Work Depot Shed - Pacific Highway, Woolgoolga	STORAGE SHEDS
ROOF	30179.73	1.00	ROOF - Work Depot Shed - Pacific Highway, Woolgoolga	STORAGE SHEDS
FLOOR	47124.00	1.00	FLOOR - Mens Shed on Works Depot Land - Pacific Highway, Woolgoolga	STORAGE SHEDS
STRUCTURE	53499.60	1.00	STRUCTURE - Mens Shed on Works Depot Land - Pacific Highway, Woolgoolga	STORAGE SHEDS
ROOF	37976.40	1.00	ROOF - Mens Shed on Works Depot Land - Pacific Highway, Woolgoolga	STORAGE SHEDS
			??? - Garage attached to Cottage - Aviation Drive, Coffs Harbour	
			??? - Centre Garage - Community Village - Earl Street, Coffs Harbour	
			??? - Covered Walkway - Community Village - Earl Street, Coffs Harbour	
			??? - Garage - 10 Earl Street, Coffs Harbour	
			??? - Garage - 12 Earl Street, Coffs Harbour	
			??? - Shed - 12 Earl Street, Coffs Harbour	
			??? - Car Port - 23 Gordon Street, Coffs Harbour	
			??? - Cottage - 36 Gordon Street, Coffs Harbour	
			??? - Garage - 36 Gordon Street, Coffs Harbour	
			??? - Car Port - 38 Gordon Street, Coffs Harbour	
			??? - Garage - 41 Gordon Street, Coffs Harbour	
			??? - Portable Canteen (East) - Stadium Drive, Coffs Harbour	
			??? - Portable Canteen (West) - Stadium Drive, Coffs Harbour	
			??? - TPT Store - Marcia Street, Coffs Harbour	
			??? - Dwelling/Awning - 304 Orara Way, Coramba	
			??? - Waste Facility - East Bank Road, Coramba	
			??? - Waste Facility - 199 Lowanna Road, Lowanna	
			??? - Clubhouse/Canteen/Amenities - 600C Hogbin Drive, Toormina	
			??? - Shed - 2 Loune Avenue, Toormina	
			??? - Shed - 2 Loune Avenue, Toormina	
			??? - Waste Facility - 11 Willis Road, Woolgoolga	
			??? - Shed - 11 Willis Road, Woolgoolga	
			??? - Garage - 14 Earl Street, Coffs Harbour	
			??? - Carport and Chipper - 7 Nana Street, Coffs Harbour	
			??? - Shade Structure - 7 Nana Street, Coffs Harbour	
			??? - BBQ Shelter - Boronia Street, Sawtell	
			??? - Airport Bin Shed - Airport Drive, Coffs Harbour	
			??? - PPT BBQ Area - Aviation Drive, Coffs Harbour	
			??? - Garage - 870 Bucca Road, Bucca	
			??? - Early Intervention Centre - 13 Kane Crescent, Coffs Harbour	
			??? - Kulai Pre School - 14 Myuna Place, Coffs Harbour	
			??? - Art Gallery - 73 Turon Parade, Woolgoolga	
			??? - Rainbow Cottage - 71 Turon Parade, Woolgoolga	



COFFS HARBOUR CITY COUNCIL WOOLGOOLGA SWIMMING POOL ASSESSMENT REPORT

OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY

PREPARED FOR HYDROCARE POOL SERVICES PTY LTD

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**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

EXECUTIVE SUMMARY

This facility is a well maintained and operated sub-regional NSW pool centre that services a significant local and growing population. The pool and plant was designed in the late nineteen seventies and built around 1980 and presently thirty years old.

There are currently six schools serviced by Woolgoolga Pool and although there is growing competition for facilities in the area, the location and operations of this centre make it a preferred destination for this user group.

Additionally, there are 450+ enrolled in squad training and learn-to-swim activities accommodated on the site.

The NSW Department of Health Guidelines in section 5.1 nominates 1 person for each 4m² of water area for this type of pool or an instantaneous bather load of 62 users. Assuming a 15minute usage (for casual recreational use this could be up to 45mins) the 8hour load capacity for this pool is around 500 people. This is regularly exceeded during the peak summer months. (See the Picture No 1 on Page 6 for an example.)

The coastal demand for housing, the roll out of the national broadband network and other population pressures indicate this area will be in high demand for years to come, both as a tourist destination as and for permanent accommodation. It is therefore concluded that the current facilities fall significantly short of satisfying the local demand.

It has been suggested that augmentation would assist in the management of popular growth; however this report does not support existing pool structure augmentation. Community civil structures are expected to have a design life of forty years or more to justify expenditure. Augmentation will require significant funding and new work would be expected to have a similar life expectation; meaning at the end of the life of the augmented works, the original pool would be over seventy years old. Historically, there are no pools of this age in existence that have not been re-built or demolished and replaced.

RECOMMENDATIONS

This paper suggests that a new 25m x 21m (8 lanes) pool be located on the site with some rearrangement of fencing and amenities. New or augmented amenities are required and a plant room for the new pool. The existing pool can be refurbished; existing leaks rectified and used as an ancillary learn to swim and recreation pool for the community. Ultimately, with the aid of master planning, the existing pool can be retired and replaced by additional facilities such as community indoor hydrotherapy, interactive play and other such facilities.

This plan offers the council flexibility in choices of future provision and minimises the budget demands at this stage.

Preliminary anticipated budget for these recommendations are:

1. New 25m x 21m 8 lane pool	\$1,300,000
2. New filter and heating plant	\$700,000
3. New buildings for amenities and plant 250m ²	\$500,000
4. External works - say	\$300,000
5. Rectifications to existing pool/plant	\$150,000
6. Demolition for works	\$50,000
TOTAL TO BUDGET	\$3,000,000

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

INTRODUCTION

This document deals with the 25m swimming pool, wading pool and water treatment plant only. The 25m pool is the primary asset that determines the viability of the site and therefore the subject of this review.

The report is divided into three sections:

- A. Existing condition
 - a. Standing of the current design.
 - b. State of the pool structure.
 - c. Pool pipework.

- B. Existing filtration system condition
 - a. Standing of the current design.
 - b. State of the filter plant.

- C. Potential for enhancement
 - a. What is required?
 - b. What will fit on the site?
 - c. Preliminary budget implications

A Existing Pool Condition

Functional Description

The current pool has the following characteristics:

- Length 25m
- Width 10m
- Ave depth 1.05m
- Volume 265m³
- Turnover period (nominal) 5+hrs
- Filter flow rate 67m³/hr
- Five (5) lanes each 1.95m
- Circular wading pool running on main plant.
- Scum gutters each side
- Filtered water centre line inlets

Pool Finishes

The pool has tiles to the water line down 150mm and the coping. The remaining pool interior is painted on a regular basis. The surrounding concourse is painted broom finished concrete providing a non-slip surface.

The pool, plant and grounds are well maintained, tidy and operate at the peak of performance given the state of design and amenity available.

a. Standing of the current design

The pool was designed in 1979 and constructed the following year from fully formed reinforced concrete.

The pool is a mid-seventies design with a full flow scum gutter on each side discharging into the deep end located balance tank. The scum gutter is covered by a cantilevered concrete 'coping' some 200mm above the paving level.

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

Such a design was 'state of the art' in the mid nineteen seventies for community pools. A twenty five metre pool was a regional standard pool and provided a high standard of amenity for the period considering the population at the time.

Currently, expectations of swimming facilities illustrate the design shortcomings on several fronts:

- Depth of pool

The pool depth is ideal for general public recreation swimming and learn to swim activities. The main pool use however, is for school carnivals and competitive swimming for the 6+ schools in the catchment area. In this regard the pool depths are inadequate.

1.1m is considered a minimum water depth to carry out tumble turns at each pool end. The pool is presently just less than 1.0m deep in the shallow end.

The other end where the starting blocks are located is only 1.1m deep. This is significantly less than the 1.2m to 15m minimum depth for racing dives from starting blocks. (RLS standards and Swimming NSW 'Safe Diving Depth Policy')

The 2008-2009 FINA (Federation Nationale de Natation) hand book contains 'Facility Rules' that apply to pools in which swimming competitions are held. If records are set in pools, those pools shall comply with the FINA standards for the records to have national or international standing.

FR 2.3 (Facility Rule) requires the pool to have a minimum depth of 1.35m for between 1.0 to 6m from the end with starting blocks – 1.0m elsewhere.

The pool is considered unsafe for diving activities placing operators and the council at risk in the unfortunate event of a diving accident.

- Width of Lanes

FR 2.5 requires that regardless of 50m or 25m lap length, lanes shall be 2.5m wide plus a minimum margin outside the outer lane ropes of 0.2m. The current lane widths are 1.95m and therefore do not comply.

- Pool surface water removal

The scum gutter design provides for the removal of all filtered water from the pool and directs it to the balance tank at the deep end. The pool design provides a different set of swimming conditions for the outside lane compared to other lanes in that a bow wave generated by a swimmer can rebound from the back of the scum gutter wall and impede or affect the swimmers performance. Lanes with lane ropes on each side do not suffer this problem.

The outside lanes of this pool will be 'slow' lanes compared with lanes separated by lane ropes. This effectively means the five lanes are reduced to three lanes for serious swim timing.

The conclusion is that the current design is not suitable for even school or regional competition where comparative race times are required for 25m short course events.

**COFFS HARBOUR CITY COUNCIL - WOLOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

b. State of the pool structure

The Concrete Shell

The pool structure is 30 years old. This is in the vicinity of 75% of the likely design life of the pool structure. Our experience with other pools approaching forty years of age, is that expanding such structures to make larger pools is not viable due to deterioration in the concrete of the original structure.

There is no evidence of pool settlement. Both scum gutter weirs are operating within normal depth of flow ranges and with relative balance between sides.

However a significant civil works project is expected to last 40 years or more. This pool will last at least another ten years or so; but if an addition is made to the pool, the whole will be expected to last a further 40 years meaning the original structure has to last some seventy years. The corrosion processes that pools concrete suffer, due to chemical attack and variability during construction, will not support such a decision.

To thoroughly investigate the condition of the existing structure and predict a useful life remaining, the following concrete investigation is considered necessary:

- Cover protection to reinforcement
- Extent of corrosion to reinforcement by half cell potential mapping
- Chloride concentration of concrete samples

These tests need to be carried out on representative samples from the pool concrete for floor and walls to make a thorough assessment of the state of the structure. Consulting costs are in the area of \$10-15k for sampling, assessment and laboratory expenses.

Although this information would prove useful in informing the council as to the state of the pool structure, it does not help the decision as to whether the pool is added to or replaced, due to the projected life expectation of any augmented pool project.

We therefore do not recommend adding to this pool structure to increase its water area and therefore its user capacity.

c. The pool Pipework

There is sufficient evidence of pavement settlement and monitored water loss to indicate the pipework connecting the pool to the plant has suffered a structural failure. Water leakage is significant and the absence of a structural crack in the pool, the pipework is the culprit.

Settlement of paving around the deep end of the pool suggests a location where water has promoted ground movement which may have fractured the pipework. This is a typical failure of pools of this age since many had Hardies 'Fibrolite' asbestos cement pipework installed for reticulation. Such pipework material becomes embrittled and is particularly sensitive to ground movement.

It is suggested that excavation in the area of the leak be undertaken after video exploration from within the pipework to identify the location.

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

B Existing filtration system

As discussed in Section Aa above, the filter plant has to operate both the 25m pool and the wading pool.

A consequence of the prevalence of Cryptosporidium in the community has led the DoH Guidelines (NSW Department of Health Public Swimming Pool and Spa Pool Guidelines) to recommend that pools where toddlers and non-nappy trained babies have access, be equipped with isolated filter plants so that any outbreaks can be contained and treated in the smaller pool. The current arrangements do not comply with this requirement.

The performance of the existing filter plant falls short of the DoH Guideline recommendations for turnover of pool water for the two pools as follows:

Description	Existing	NSW DoH
25m Pool turnover period (time to pass the pool volume through the filter plant)	>5hrs	1.5hrs
Wading pool turnover	>1hr	0.5hrs

The reasons for these dramatically higher filtration performance demands since the nineteen seventies is the need to distribute disinfected water rapidly to all parts of the pool water body during periods of high bather load density. The following picture indicates the extent of the high bather loads experienced a number of times each summer at Woolgoolga Pool. (Ref. Pool Manager Mr Scott Hunt)



Picture 1 Example of high bather load density at Woolgoolga Pool

It is clear that in this example, treated water at the existing turnover rate will not adequately disinfect the body of water beyond the immediate location of the pool inlets as the chemicals are immediately consumed.

a. Current Filter Design

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

The filter is a rapid sand (operates at 2m³/h/m² flow rate under gravity head) open cell concrete containment design. The main pump draws water from the balance tank and pumps it to the filter head where the freeboard of up to 3m provides the force to drive the water through the sand filter bed and back to the pool.

When the filter gets dirty, the resistance to flow increases and the turnover rate diminishes until the filter requires to be cleaned by backwashing. As this is a surface filter (the filter bed velocity is less than 10m/hr) backwashing is carried out using air scour agitation followed by backwash of waste to the launder trough and into the backwash tank. Waste is then discharged to the sewer at 2.0L/s.

After backwashing, alum (aluminium sulphate flocculent) is added to the filter bed to form a gel blanket improving the filter bed efficiency.

The filtration plant utilises the following process path:

- ⇒ Water leaves the pool by scum gutters.
- ⇒ Coarse screening before entering the balance tank.
- ⇒ Fine screening before entering the pump.
- ⇒ Pumped to the filter head with (alum dosing to form the floc blanket - for 30 minutes after a backwash)
- ⇒ Filtered water piped to pool with side stream for heating. (external heat pump provides solar energy transfer for pool water heating)
- ⇒ Chlorine added with manually controlled dosing pump.
- ⇒ Filtered water distributed to wading pool and 25m pool through pipework embedded in pool floor.

The overall performance of the filter system is determined by a combination of existing pool water reticulation pipework sizes and the filter cell design. Since the system is a low head gravity design plant, the pipework is designed for low head loss and therefore low pipework water velocity.

The filter operates on the basis of head loss across the filter bed. As the dirt accumulates the head loss increases. In high rate pressure filters the head loss is increased significantly by pumps raising the pressure in the closed filter cell, therefore increasing the filter velocity. In practical terms it is not possible to substantially increase the velocity of a gravity filter and therefore the performance of this filter system.

In the event that the current pool is retained, to upgrade the current system to comply with the NSW DoH Guidelines will require a new filter plant for the wading pool and a new filter plant for the 25m pool.

Additionally, a consequence of upgrading the filter will mean an upgrading of the pool reticulation pipework to accommodate the increased turnover. It is recommended that the old pool pipework be replaced with pressure rated polyethylene pipework anyway, so that leakage can be rectified and any future ground movement deflection can be accommodated.

The plant also fails to comply with the NSW DoH recommendations by not being chemically controlled. Dosing is a manually adjusted pump that depends on active pool water chemical testing to assess adjustments.

b. State of the filter plant

The attached picture shows the state of the filter plant. The old cast iron pipework provided with the original filter has been replaced and the pump upgraded. Pipework connections are not made with standardised fittings due to the compact nature of the original plant design. Leakages are a continuing issue with make-do pipe design such as this.

**COFFS HARBOUR CITY COUNCIL - WOLOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

The concrete filter cells have been inspected and show no signs of rust or corrosion from the visible interior.



Picture 2 Showing current plant pipework



Picture 3 Showing current chemical storage within plant room

**COFFS HARBOUR CITY COUNCIL - WOLOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**



Picture 4 Showing liquid chlorine pump and container brick bunding around the storage tank.



Picture 5 Showing current electrical control panel within plant room

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

Pipework is not properly supported and is likely to provide failure leakage in the future due to poor alignment and stress fractures.

The electrical control panel shown in Picture 5, is not current practice and the installation does not comply with the current AS/NZ3000 Wiring Rules.

Picture 3 shows a serious potential fire and poisonous fumes discharge hazard with the storage of chemicals adjacent to the electrical control panel. Picture 3 shows containers of Calcium Hypochlorite, Hydrochloric Acid, Aluminium Sulphate and Calcium Chloride along with cleaning agents.

Picture 4 shows the liquid chlorine dosing pump installation. There is no emergency shower or eye wash facility.

If work cover were to inspect this installation, it would be closed until proper OH&S facilities are installed.

C POTENTIAL FOR ENHANCEMENTS

a. What is required?

The site does not lend itself to a 50m pool installation and there is little that recommends such an expense. Although schools would clearly relish the opportunity to utilise such a pool, the reality of commercial operations would see any 50m pool equipped with an operable boom (a \$250,000 expense) added to divide the pool into short course swimming and other program activities.

b. What will fit on the site?

A more appropriate outcome would be to provide a 25m x 21m pool eight lanes wide that provides a division along the pool for short course and program activities. This option is suggested in addition to retaining the existing pool rectified to provide a dedicated learn to swim and recreation pool concurrently with the new 25m pool.

With the new 25m pool, a mixed program of use can be incorporated with lap swimming and water polo being the primary uses. Synchronised swimming can be incorporated if desired and of course all levels of life saving and under-water activities integrated into the program.

This option offers the most economical program diversity and flexibility of facility use compared with a new single 50m pool, which although offers program opportunities, limits the recreational and learn to swim components for a much greater cost.

Car parking will also be problematic for a 50m pool when the site is fully used. The competition with major facilities in Coffs Harbour would suggest an alternative use pattern should be provided for Woolgoolga, other than a 50m pool.

**COFFS HARBOUR CITY COUNCIL - WOOLGOOLGA SWIMMING POOL
OUTLINE CONDITION REPORT AND EXPANSION FEASIBILITY**

c. Preliminary budget implications

The following table provides a comparison of possible expenditure for each option discussed.

ITEM	DESCRIPTION	50M POOL \$ x 1000	25M POOL \$ x 1000
1	New 21m wide pool (8-Lanes) tiled wet deck along both sides Add for operable boom to 50m pool	2,100 250	1,300
2	New filter and heating plant	950	700
3	New buildings for amenities and plant Add for replacement of existing	25m - 250m ² 50m - 400m ² 1,000	500
4	External Works	25m 50m 500	300
5	Rectification to existing 25m plant and new kiddies pool plant		150
6	Site demolition for new works	25m selective 50m whole site 200	50
	Totals	25m 50m 5,000	3,000

We trust this report provides sufficient information to facilitate some master planning for the site.

Robert K Collingridge - Architect
Registered Architect 5709 Nominated responsible Architect
collingridge&associatesARCHITECTS
AQUATIC CONSULTANTS
ABN 40 574 600 845
February 17, 2010

COFFS HARBOUR CITY COUNCIL



DRAFT Asset Management Plan Summary for Recreation Assets

Coffs Harbour City Council is committed to effectively managing public assets, specifically:

- ▲ delivering community priorities for asset-related services within Council's limited funds
- ▲ minimising the life-cycle cost to build, operate, maintain and renew these assets.

This Asset Management Plan (AMP) Summary:

- ▲ establishes the Levels of Service (LoS) Council aims to deliver from its passive recreation assets (parks and reserves)
- ▲ the resources that are estimated to be required to deliver the service and the key points and challenges with delivering the service and also minimising life-cycle costs
- ▲ the measures that will be used to monitor the actual LoS delivered, which will be reported back to Council and the community.

should be read in conjunction with Council's Asset Management Policy.

This AMP Summary provides the basis for the development of a detailed AMP that will guide staff involved in long-term planning for service delivery as well as those responsible for operating, maintaining and renewing the assets to deliver the services set out herein. The AMP includes an improvement plan.

This AMP Summary (part of Council's Resourcing Strategy) informs Council's four-year Delivery Program and one-year Operational Plan, which are the means by which Council formally identifies the principle activities to be carried out in relation to providing this service and allocates the funds for doing so.

A summary of the assets proposed to be rehabilitated, renewed, created and in some cases disposed of in order to deliver the established LoS is an appendix to this AMP Summary.

The Coffs Harbour 2030 Plan identifies the following strategies relevant to recreation assets:

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

1. Scope

The table below sets out a summary of all of Council's recreation assets. Information on condition of many of these assets is limited. It is important to note that this information does not align with the information in Special Schedule 7 of Council's financial statements because whilst some of these assets are under Council's care and control (e.g. the Jetty structure) they are not owned by Council (the Jetty, for example, is within the State Park). Generally, recreation assets are classified under 'other structures' asset class.

Asset Category	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

2. Levels of Service

In 2013, Council undertook an extensive community engagement process regarding levels of service. This was reported to Council's 28 November 2013 meeting (refer report CIS 13/53).

2.1 Recreational Asset Hierarchy

A review of parks and reserves was undertaken as part of the Service Review project to reclassify parks based on usage and importance. This list requires further work before endorsement by Council, however it is useful to assist in the prioritisation of operations, maintenance and rehabilitation / renewal funds. When finalised, this will form Appendix 1.

2.2 Operations

Many levels of service for parks and reserves (and much of the funding) is focused on operational activities (i.e. not focused on extending the life of an asset) such as mowing and tree maintenance.

Mowing schedules are directly related to service levels and must be considered in relation to asset hierarchy. When finalised, the target mowing levels of service and other operational activities (e.g. BBQ cleaning) will form Appendix 2. Mowing needs are highly weather dependent.

Customer requests are an important measure of service levels. Historical information on customer requests with regards to mowing of parks and reserves is presented in Appendix 3.

2.3 Maintenance Response

Maintenance of recreational assets (structures, play equipment, etc.) involves the identification and repair of defects that may be impacting on users of the asset and/or prevent the asset reaching its design life (i.e. accelerate deterioration), which increases the cost of providing the asset over its life-cycle (section 3).

Maintenance defects are identified through customer requests and asset inspections.

Whilst targets are not proposed to be set for customer requests regarding maintenance defects at this stage, they are an important (albeit indirect) measure of service levels and customer satisfaction and are thus a measure of level of service to be reported (section 5). Historical customer service request information is included in Appendix 4.

The target inspection frequencies for recreation assets are presented in the table below.

Asset hierarchy	Inspection frequency

Defects are identified and prioritised in accordance with risk in the same way as roads (refer Transport Asset Management Plan Summary) based on Australian Standard. The Maintenance Defect Risk Assessment Methodology will form Appendix 5.

Achieving these target response times depends on a range of factors, particularly available resources. Reporting of actual levels of service delivered is defined in section 5 below.

2.4 Rehabilitation and/or Renewal

Levels of service delivered are significantly influenced by the condition of the asset.

Council aims to maintain the current condition of recreation assets on average across all parks and reserves by rehabilitating and renewing assets to keep pace with deterioration.

Over time, this means that assets in poor or very poor condition currently will be rehabilitated (to the point where they can be adequately maintained) or renewed.

Whilst condition information on recreation assets generally needs improving, defect lists generated from asset inspections (section 2.3) are reliable and form the basis of rehabilitation and renewal programs.

The program of recreation assets proposed to be rehabilitated or renewed are listed in Appendix 6.

Actual works undertaken will vary based on detailed investigations, and may involve more extensive works. Priorities for rehabilitation and/or renewal are subject to change, particularly where other assets deteriorate. Changes to the program will be reported as set out in section 5.

This list has been compiled based on the following factors:

- ⤴ asset condition
- ⤴ position of the asset on the recreation asset hierarchy
- ⤴ safety issues
- ⤴ life-cycle management issues (as noted in section 3)

2.4 Upgrade and Acquisition

Council acquires new assets or upgrades existing ones based on community priorities and forecast demand, however these projects are generally limited given a limited availability of funds and the need to maintain, rehabilitate and renew existing assets.

Where relevant, projects involving acquisition and/or upgrade of assets is included on the list in Appendix 5.

Council identifies new infrastructure required to meet demand from new development. Under section 94 of the NSW Environmental Planning and Assessment Act, 1979 Council may levy contributions from developers for the acquisition of these assets. Copies of Developer Contribution Plans are available on Council's website.

A forecast of recreation asset acquisitions acquired from development is provided in Appendix 6.

2.5 Disposal

As a result of very limited funds for rehabilitation and renewal (around \$20,000 per year) only the highest priority assets can be renewed.

Often, this has meant that play equipment, BBQs, shelters, tables, chairs, bollards, etc. have had to be removed without being replaced. This continued reduction in level of service can only be addressed by increased funding as proposed by the Special Rate Variation.

3. Life-cycle Management

Council's Asset Management Policy establishes its commitment to minimising the cost of acquiring, operating, maintaining, rehabilitating, renewing and disposing of its assets.

As noted in sections 2.2 and 2.3, the minimisation of life-cycle costs for providing an asset is a factor in the allocation of resources for asset maintenance and rehabilitation / renewal.

Whilst there are examples such as painting of structures, the most important recreation asset with regards to life-cycle management is the Jetty structure, an icon for Coffs Harbour.

As part of the handover of the structure from the NSW Government, a report was commissioned establishing the future maintenance and renewal requirements.

Refer: Coffs Harbour Jetty Dilapidation Survey, Ardill, Payne and Partners, 2006

4. Funding Required to Deliver the Level of Service and Minimise Life-cycle Costs

The funding required to deliver the levels of service set out in section 2, and minimise life-cycle costs as set out in section 3, is summarised in the attachment in terms of the proposed activities to spend additional funds generated by the Special Rate Variation.

Activity	No SRV 12/13	SRV year 1	SRV year 2	SRV year 3
Renewal of Recreation assets (general plus Jetty)	0.12	0.26	0.52	0.8

Note that these figures are integrated with the “sustainable case” in Council's Long Term Financial Plan. This table is for planning purposes only. For details of actual service delivery plans and the resources allocated to do so, refer to Council's Delivery Program.

5. Service Level Measurement and Reporting

The table below sets out the measures of service levels that will be reported to Council and the community.

Level of Service Measure	Target
Customer requests regarding Operational Activities	Reduction
Customer requests regarding Recreation Asset Maintenance Defects.	Reduction
Actual rehabilitation, renewal, acquisition and/or upgrade works completed.	Program completed

6. Standards

Council has adopted the Ausspec framework for specification of relevant transport asset maintenance, renewal and acquisition. Beyond this, relevant Australian and Industry Standards are used to specify required standards of work.

7. Consultation

Council's Community Engagement regarding Levels of Service project was reported to Council's 28 November 2013 meeting.

8. References

- IPWEA International Infrastructure Management Manual
- Australian Standard for Parks
- Statewide Mutual Best Practice Manual for
- Refer: Coffs Harbour Jetty Dilapidation Survey, Ardill, Payne and Partners, 2006

9. Appendices

- Appendix 1 – Maps of Recreational Asset Hierarchy (to come)
- Appendix 2 – Operational Levels of Service for Recreation Assets (to come)
- Appendix 3 – Customer Request History for Operational Activities (to come)
- Appendix 4 – Customer Request History for Maintenance Activities (to come)
- Appendix 5 – Maintenance Defect Risk Assessment Methodology (to come)
- Appendix 6 – Proposed Program for Rehabilitation, Renewal, Creation and Upgrade
- Appendix 7 – Forecast Acquisition of Recreation Assets (to come)

10. Document Control

Revision Status	Date
First Draft for IPART Application	01/02/14

year	available funding with a SRV ('000)	recreational services proposed capital works (see sheet one for details)					total
		fences & accessways	playgrounds	jetties	stairs	footbridges	
1	260	160	90	10			260
2	520	360	120	26	16		522
3	800			800			800
4	800			800			800
5	800			800			800
6	800	580			41	180	801
7	800	720				80	800
8	800	80		350		370	800
9	800			800			800
10	800			800			800
total		1900	210	4386	57	630	

note: without the SRV none of these capital works could be undertaken without grants or another funding source

playgrounds

PLAYGROUND LOCATION	UNIT CATEGORY	COND	AMENED REPLACE COST
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	4	2000
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	4	1200
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	4	25000
PET PORPOISE POOL PARK PLYGRND	SPRING RIDE	4	3250
PLATEAU PARK PLYGRND	CLIMBER	4	3000
PLATEAU PARK PLYGRND	SLIDE	4	3000
PLATEAU PARK PLYGRND	CLIMBER	4	3000
PLATEAU PARK PLYGRND	CLIMBER	4	2500
PLATEAU PARK PLYGRND	SWINGS	4	3500
PLATEAU PARK PLYGRND	OTHER ITEMS	4	1200
PLATEAU PARK PLYGRND	SPRING RIDE	4	3000
PLATEAU PARK PLYGRND	SPRING RIDE	4	3000
PLATEAU PARK PLYGRND	SPRING RIDE	4	3000
JANE CRCT PLAY GROUND	SLIDE	4	3000
JANE CRCT PLAY GROUND	OTHER ITEMS	4	1200
JANE CRCT PLAY GROUND	SPRING RIDE	4	3000
ARGYL & KURRAJONG PLYGROUND	SLIDE	4	3000
MYUNA PL PLAYGROUND	BRIDGE/ TUNNEL	4	2500
WILLS-DUNN PLAYGROUND	CLIMBER	4	3000
WILLS-DUNN PLAYGROUND	SLIDE	4	3000
POLWARTH PLAYGROUND	NOVELTY PANEL	4	1200
POLWARTH PLAYGROUND	NOVELTY PANEL	4	1200
CORAMBA PLAYGROUND	CLIMBER	4	3000
CORAMBA PLAYGROUND	OTHER ITEMS	4	25000
CORAMBA PLAYGROUND	BRIDGE/ TUNNEL	4	3500
CORAMBA PLAYGROUND	OTHER ITEMS	4	2000
JETTYFSHR JNR PLAYGROUND	OTHER ITEMS	4	10000
JETTYFSHR JNR PLAYGROUND	SPRING RIDE	4	3250
COFFS CREEK RESERVE	CLIMBER	4	3000
COFFS CREEK PLY GRND	CLIMBER	4	3000
COFFS CREEK PLY GRND	CLIMBER	4	1500
BORROWDALE PLAYGROUND	SPINNER	4	8000
AMAROO PLAYGROUND	SEE SAW	4	10000
SANDY BEACH PLAYGROUND	SPRING RIDE	REMOVED	3000
ELOUERA DRIVE PLYGRND	SWINGS	4	3500
EMERALD BCH PLAYGROUND	SLIDE	4	3000
EMERALD BCH PLAYGROUND	CLIMBER	4	3000
BORONIA PARK	SEE SAW	4	10000
LALAGULI PARK	SPRING RIDE	4	3000
LALAGULI PARK	SPRING RIDE	4	3000
playground next to caravan park	SWINGS x2	4	7000
POLWARTH PLYGRND	SPRING RIDE	REMOVED	3000
BORONIA PARK	SHADE SAIL POSTS	4	12000
JETTYFSHR JNR PLAYGROUND			4000
hills beach			4500
hills beach			2500
			211,500

year

year 1

year2

jetties

Description	Condition Index	Renewal Cost \$	cumulative renewal cost \$	with srv	without srv
JETTY - PORPOISE POOL	5	8,400	8,400	year 1	no works can be undertaken on jetties without grants or other funding sources
JETTY - COFFS CREEK WALK	5	1,960	10,360		
JETTY - SALTWATER PARK	5	13,200	23,560	year 2	
JETTY - MELITTAS AVENUE	5	13,200	36,760		
COFFS HARBOUR JETTY stage 1	4.5	2,400,000	2,436,760	years 3,4,5	
JETTY - COFFS CREEK VIEW PLATFORM	5	12,000	2,448,760		
JETTY - BOTANIC GARDEN LAKE - 379906	5	3,600	2,452,360		
VIEWING PLATFORM - BOARDWALK LOOP - 379907	5	5,400	2,457,760		
VIEWING PLATFORM - BOTANIC GARDEN BIRD HID	5	5,400	2,463,160		
VIEWING PLATFORM - BOTANIC GARDEN BAND ST	5	5,400	2,468,560		
VIEWING PLATFORM - "TRACKS" VPLATFORM SAW	5	5,400	2,473,960		
VIEWING PLATFORM - SAWTELL SURF CLUB - 37988	5	5,400	2,479,360		
VIEWING PLATFORM - 22ND AVENUE (SAWTELL) V	5	5,400	2,484,760		
VIEWING PLATFORM - 22ND AVENUE SOUTH (SAW	5	5,400	2,490,160		
VIEWING PLATFORM - WLGLGA LKE C'VAN PRK BCH	5	3,160	2,493,320		
VIEWING PLATFORM - SAPPHIRE BEACH ESTATE	5	50,240	2,543,560		
JETTY - ROTHSAY REACH	5	10,800	2,554,360		
COFFS HARBOUR JETTY stage 2	4.5	1,830,000	4,384,360	years 8,9,10	
		4,384,360			

stairs

Asset Name	Description	Condition Index	Renewal Cost \$	cumulative renewal cost \$	with srv
380037	WOOLGLGA LKE C'VAN PRK BEACH STAIRS	4.5	16,000	16,000	year 2
380022	BOAMBEE CK RAILWAY STAIRS STHERN SIDE NO. 2	5	5,190	21,190	year 6
380023	BOAMBEE CK RAILWAY STAIRS NTHRN SIDE	5	30,000	51,190	"
380021	BOAMBEE CK RAILWAY STAIRS stHERN SIDE NO. 1	5	5,500	56,690	"
			56,690		

footbridges

Category	Asset Num	Description	Condition Ind	Replaceme	cumulative renewal cost \$	with srv	without srv
Foot Bridges	101354	Melalauca Ave	5	176,122	176,122	year 6	no works can be undertaken on rec services assets without grants or other funding sources
Foot Bridges	101326	Korff Street	5	80,000	256,122	year7	
Foot Bridges	101348	Park Beach Pl	5	40,000	296,122	year 8	
Foot Bridges	102024	Boambee Cree	5	189,070	485,192		
Foot Bridges	101538	PINE BRUSH F	5	145,700	630,892		
				630,892			

recreational services fencing and structural safety defects

Primary Location	Location Description	Sub Location	Comments	available \$
Sawtell	Between 35 & 37 Bonville Waters Dr	Bonville Waters Dr	Storm drain safety fence between 35 & 37 fenc.Approx 20m once around drain.	20,000 year 1 160k
Sawtell	Rear 16 to 28 Tom Albert Pl to Dolmans Pt boat launch area	Storm water drain safety fence rear 21 & 23 Cunningham St Bonville	Condition 5 Rebuild collapsed safety fence around drain with 8-2400x100mm dia cca treated timber rails & 4-2 hole 1800x125mm dia	5,000
Sawtell	Boronia Park to Eighteenth Ave	Boronia Park bbqs	BBQ's need removing as Concrete cracked. One door rusted will not open. One door rusted falls off hinges. condition 5 . Needs immediate removal dangerous.	20,000
Mullaway	E of 57 The Boulevard to N head Darkum Creek	Mullaway bbq	BBQ VANDALISED REQUIRES REPLACEMENT RAISED HOT PLATE RUSTED DOOR ONLY HALF OF PLATE COOKS CONDITION 5	10,000
Woolgoolga	E end of Hearnese Lake Road, Carpark & lakeside track	4WD beach access Hearnese Lake	Condition 4 A) Remove old broken boards from board & chain beach access B) replace approx 12/2400 x 95 x 45mm treated hardwood timber slats, 24/90x8mm dia gal cup head bolts, nuts & washers (48) to suit. treated hardwood. Note: use machine-	10,000
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Timber slats beach access opp 41 Ocean Pde.	Condition 4. A) Remove obvious broken and or rotten protracting slats. B) Bobcat to lift & shake board & chain out of sand. Assess no of 1800x70x30 mm hard wood timber slats required. Estimate = 35.	2,000
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Hdln	Beach access N Park Beach Surf Club	Condition 5. Management planning & design team to explore options of access after storm damage. (see photo's). Has been fenced off.	30,000
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Board & chain beach access opp Vincent St, Park Beach	Condition 4. Replace 329 -1800 x 75 x 40mm hardwood timber slats, 94 1m gal chain, 658-65mm dia x_65mm gal bolts x nuts. Plant = bobcat to remove old board & chain + reshape access.	15,000
Sawtell	Boronia Park to Eighteenth Ave	Board & chain on 6ch access opp 23 Park St Swtll.	Condition 4. A) Approx 75m board & chain buried, misalligned broken req retrieval & realign &/or replacement. B)Management team req to plan,design & org platform/stairs for access onto beach.	30,000
Sawtell	Boronia Park to Eighteenth Ave	Board & chain bch access off Wonga park.	Condition 4. Approx 41 1m/246- hwd timber slats 1800x70x35mm need replacing(some missing,broken , old or buried). Replace approx 82 Lm of gal chain. 492/75mmx10mm dia gal cup head bolts, washers & Nuts.	25,000
Sawtell	Boronia Park to Eighteenth Ave	Slats bch access cnr 21st/22nd ave	condition 5 1) shake out & expose slats. 2)Clear lomandra & grasses off lwr sect 3) Replace approx 150-1800x70x40mm hwd timber slats + 300-65mmx8mm dia cup head bolts & nuts.	18,000 year 2 360 k
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Beach access opposite 22-29 Ocean Pde.	Condition 5. Replace approx 50m of board & chain.Approx 340 -1800x75x40 hardwood timber boards. Dig,shake & retrieve board & chains from sand & encroaching veg. Small tracked bobcat would be	15,000
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Board & chain beach access opp 39 Ocean Pde	Condition 4. Replace approx 200- 1800x70x30mm hardwood timber boards,400 gal cup head gal bolts. Dig and shake out board and chain to retrieve from sand and encroaching vegetation.	10,000
Coffs Harbour	Coffs Crrek reserve N of Coffs Creek to Macauleys Hdln	N beach access board and chain Macauleys car park.	Condition 5. Replace 10 m of 1800x70x30 hwd timber board and chain. Approx 70 boards, 140- 65 mm X 8mm dia gal cup head bolts. Check existing chain. Note: erosion approaching access req approx 1 cubic m	3,000
Coffs Harbour	Coffs Crrek reserve N of Coffs Creek to Macauleys Hdln	SEpedestrian beach access Park Bch surf club car park	Condition 4. Lift & replace approx 25m of board & chain. Apprc 175 - 1800x70x30 hardwood timber boards. 50m gal chain, 350 gal cup head bolts. In the mean time remove broken & rotting boards.	8,000
Coffs Harbour	SE of 28 Breakers Way to Crest of MaCauleys Hdln	Board and chain Bch Access main Cntr Diggers car park.	Condition 4 Lift approx 14m of rotting & broken board & chain. Replace approx 98 -1800 x 70 x 40mm hwd timber slats. 196 65mm, 10mm dia gal cup head bolts.	5,000
Mullaway	E of 57 The Boulevard to N head Darkum Creek	Beach access adj 30 The Boulevard, Mullaway.	Condition 4. Heavy erosion, sand slips causing slats to fail. Very temp fix with sandbags, boards, posts and stakes. Inspection required with tech team to explore and plan options for both temp repairs and longer term solution i e stairs and or ramp.	80,000
Mullaway	E of 57 The Boulevard to N head Darkum Creek	Middle beach access track and steps off Mullaway Bch carpark	Condition 5. Uneven, eroded, requires stairs and ramp to be designed, costed and built. Discuss closing and redirecting pedestrians to northern access until solution found.	60,000
Arararra Headland	Adj 17 First Ave around the headland to opp 1 to 11Third Ave	Board and chain beach access opp 23 Third Ave Arararra Head	Board & chain condition 4, partially buried, rotting timber slats. Shake chain and boards free of sand by hand or tracked bobcat. Renew approx 400 - 1200x70x35 dar hardwood timber slats & 800 4.6 gal Cuphead bolts 165mm long, 8mm dia + nuts, chain ok.	15,000
Woolgoolga	Beach dunal system S side Woopi Hdln .6 Km S	Board + chain beach access E and market st Woopi	Condition 4. Initial action remove broken slats. Lift boards and chain out of sand, assess qty timber hardwood slats 1800x75x40mm, 100 mm x 8mm din gal cup head bolts.. 80 m length at approx 7 slats per mtr. Possible Regional Park funding?	25,000
Woolgoolga	E of Woolgoolga treatment Works	Beach access E woopi Sports fields High St slats at E end	Remove broken, rotten and jagged slats as initial safety action. Approx 70m of board and chain deteriorated to Condition 4 (deterioration affects the fabric of asset requiring major reconstructural refurbishment).	21,000
Emerald Beach	E of 117 Fiddaman Rd to 41 Ocean View Cr	Emerald beach boat ramp	Condition 5. boat ramp cracked and steel exposed. needs replacement	50,000
Toormina	Rd side Sawtell Fire Station to Hi Tech Dr	Boat ramp Hi Tech Dr	Condition 5. concrete tiles missing,roots causing unevenness, erosion gullies & collapse through surface & edges. Options + plan, design & costing required.	120,000 year 6 580 k
Coffs Harbour	Between Porpoise Pool & Creek	Bollards at Edgar st boat ramp & Creek walk.	Condition 4. Replace 8-1500x250-300 mm dia bollards that are rotting with timber hwd bollards & galcollar,similar to surrounding bollards(see photo).	2,000
Coffs Harbour	Res S end Jetty Bch to Jetty car park entrnce	Bollards in centre Car Park Jetty foreshores	Condition 4. Approx 103- 1200x300 mm dia hardwood timber are rotting, disintegrating or missing from around perimeter of Carpark. Discuss replacement options & action.	24,000

Woolgoolga	Woolgoolga Back Beach South St to Willis Creek	Woolgoolga back beach (any treatment works) carpark	Condition 4. A) Import approx 35 cu mtr aggregate roadbase. B) Machine- grader, roller, water tanker.	5,000	
Mullaway	E of 57 The Boulevard to N head Darkum Creek	Carpark surface E end Darkum Headland Drive	Condition 4. Grade & seal eroded carpark/turnaround area. Requires site assessment, plan + quote from Works engineers.	4,000	
Sandy Beach	Opp 2 to 114 Sandy Beach Dr	Seal on Carpark surface opp Sandy Beach Shop.	Condition 4. Approx 1220 sq m of carpark requires hotmix re seal. Management team to assess.	37,000	
Coffs Harbour	Saltwater Park to N end Nana Lane	Saltwater Carpark & driveway	Condition 4: Approx 250 sq mtr of carpark requires machine grading, rolling & hotmix re seal. The 68 lm of road in requires the pot holes filling with the Jet patcher	8,000	
Toormina	Rear 22 Hobbs Cr to 2 Tate Cl	Fence in res opp 20 -1 Graff Ave	Condition 5. Replace missing timber post & log fence. Approx 13 m. Remove remaining old posts.	1,000	
Boambee East	Rear 37 Ibis Dr & rear 200 Linden Ave to Shaws Cl	Pig wire + plain 3 strnd wire fnc res sw side Spoonbill Lke	Condition 5. Mgmt team to discuss need to A) Remove existing overgrown, broken & tangled approx 300 lm of fencing NE + W Side of regenerated veg area. B) Prune vegetation off fence along Linden Ave frontage + re wire (approx 80 lm)	12,000	
Coramba	Adj 11 to 21 Thrower Ave	Headwall fence in Thrower A Res, Coramba	Condition 5. A) Prune vegetation off collapsing, rotten timber fence. B) remove existing fence remains & replace with pencil round timber post & rail. 6/1800x150mm dia 2 hole post, 10/2400x125mm dia cca pencil round rails.	3,000	
Coramba	CWA Park Coramba	Picket fence around CWA Park, Coramba.	Condition 4. A) Remove all pickets off rails & replace approx 2/1800, 2/2350, 11/2400, 9 /2450, 2/2530-90x40mm dar hardwood timber rails. Also replace 1/1800x110x85 hardwood timber fence post. B) salvage, sand & repaint fence pickets ,order 180/900x70x20	30,000	
Coffs Harbour	Adj 19 Scarba to 2 Eugourie Cl	Fence Between 5 Gundagai St and bridge.	Condition 4 hard wood post and twin rail fence. Remove fence and replace with CCA bollards or post and rail, incorporate slip rail.	3,000	
Sandy Beach	Opp 2 to 114 Sandy Beach Dr	Sandy Beach Road Reserve/Roadside post and rail fence.	Condition 5 rating. Fence deterioration is such to render fence unserviceable. Explore replacement options. Remove components as they become detached and or broken. Posts rotten or missing as are rails.	80,000	
Coffs Harbour	SE of 28 Breakers Way to Crest of Macauleys HdLnd	Fence between 2 beach access Bay Dr, Charlesworth Bay.	Cond 5 Remove old wire, star pickets and shade cloth. Install 1x 2000mmx200mm dia straining post near pump station. String 2x75m gal wire. Ram approx. 40 Star pickets in place and secure wires to them. Will have to hand prune some vegetation regrowth.	3,000	
Arrawarra Headland	E of 10 Third Ave to 61 The Boulevard	Ocean View Headland NE timber fence on w/way edge drop off	Very poor condition 4 . temp fix replace 16 gal 120 mm X 10mm cup head bolts. Then replace whole fence (see attachment details)	4,000	
Korora	N Head creek at Opal Cove to S bndry Moonee Nature Res	Footbridge rear 56 Warrawee St.	A) Condition 4. Bridge deck uneven & twisted, very slippery, no hand rail. Req lifting, bedding logs either end, re decking with FRP mesh, hand rails construed. Mgmt, planning & design team to investigate. B) Initial action scrub algae off slippery deck.	15,000	
Woolgoolga	Adj 17 Boundary St to rear 8 Ganderton St	footbridge rear 3 Pacific st woopi, nr garage doors	Condition 5. Replace deteriorated timber planks with 2-2500mm hardwood timber bearer logs at least 300 mm dia & a sheet of composite fibre micro mesh at least 1200 x200mm.	4,000	
Coffs Harbour	Rear 19 Fleming Cl to 2 Cornish St	Timber footbridge N end Thompsons Rd Dog Park	Condition 4 : A) Source 6 -3000 x 200 x 100 hardwood recycled timber bridge sleepers from bridge gang & re deck Footbridge. Note: when deck off assess bedding logs for soundness.	20,000	
Sawtell	Boambee rail bridge & approaches	Boambee rail footbridge guard rail & stauncions W side.	Condition 5. 75m length of bridge safety rails & stanchions heavily rushed + corroded. Requires engineer to inspect & provide replacement options.	100,000	
Sawtell	Boambee rail bridge & approaches	Boambee rail footbridge deck board.	Condition 4 Tradesman-Bridge Carpenter to replace 1-1600 x 180 x 75 mm hardwood timber deck board.	10,000	
Sawtell	Boambee rail bridge & approaches	Step risers Boambee rail footbridge	Condition 4. Remove existing 2 rusted and jagged steel step risers with angle grinder, cold chisel and lump hammer. Replace with timber 2 boards , approx -1480 x 80 x 20 mm OR leave off.	10,000	
Woolgoolga	Rear 32 Melaleuca Ave	Foot bridge rails and posts between Melaleuca Ave & Lake Rd	Cond 4. Replace 28-2500 x 70 x 70mm hwd timber rails, 21-1400 x 100 x 75 hwd timber posts, 480m plain fence wire. 105- 120mm x 10mm dia gal cup head bolts, washers & nuts. Deck Timbers continually coming loose due to rotting sap wood on log bearers.	11,000	
Coramba	Adj 11 to 21 Thrower Ave	Timber fence park adj 11 Thrower Ave, Coramba.	Condition 5. Replace approx 45 lm of 2 railed hardwood painted timber fence which is rotten & collapsing	14,000	
Coffs Harbour	Res S end Jetty Beach to Jetty car park entrnce	Park light pole, opp bottle bank Jetty foreshores, adj path	Condition 4. Tradesman - electrician & fabricator to replace existing pole. Note over 33% of circumference ground level rusted through.	5,000	
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Coffs Creek Reserve	Condition 4. The grassed area on the inland side of the creeks retaining wall has sunken. Repairs are required to the wall to prevent this from happening. Management to decide on repair method and funding. Note: Retaining boards both missing & undermined.	200,000	year 7 720 k
Sawtell	Rear 2 Eighteenth Ave to 144 First Ave	Retaining wall E side Boambee Headland Carrpark	Condition 4. Approx 23 lm (in total)of block retaining wall needs rebuilding. Approx 155-300x230x130mm rumble face blocks (see phto for profile) need to be purchased. Key in & rebuild into existing wall.	35,000	
Woolgoolga	Woopi roundabout S/W cnr	Garden retaining log wall Apex Park adj Hubbard St	Condition 4 : req major refurbishment. Replace approx 23m rotten hardwood log retaining/feature wall. Explore Suitable alternatives?	1,000	

Safety Beach	Rear 28 Ocean Dr to Rear 24 Lake view Ave S	Sealed w/way E end Ssafely Beach Dr to rear 18 Ocean Dr, Safety	Condition 4. A) Remove 85m broken edge boards, herbicide & machine broom path. B) Replace 77/4800x100x20 mm timber edge boards, 385 timber pegs. c) Reseal approx 259 sq m bitumen path.	10,000
Toormina	Between 10 & 12 Anderson St to Hobbs Cr	Bitumen path between 1 & 9 Hamey Cl.	Condition 4. Dig up & replace 12m of breaking up bitumen path way in Plateau Park. condition 5 for 5m sect between 2 trees. Sweep remaining path of debris & assess need for reseal.	2,000
Toormina	Rear 22 Hobbs Cr to 2 Tate Cl	Walkway in res opp 14 Graff ave.	Condition 4. A) Remove broken Fence post stump. B) Lift The replace approx 50m of 140 mm x 40 mm edge boards. with bitumen hotmix. or Remove old bitumen & lay concrete path.	3,000
Woolgoolga	E end of Hearnese Lake Rd, Carpark & lakeside track	Hearnese Lake unsealed shared walkway /road	Condition 4. Grade & spread approx 30 cubic mtr of road base. Plant required, note grader likely to be to big. Maybe backhoe, roller & water cart.	5,000
Sawtell	Sawtell Caravan Park to Dolmans Point	w/way just s Sawtell Caravan Park steps to Creek Walk to Micks Retreat	Condition 4. Management,Planing & design team to address track erosion to 1m wide or less. Possible need for boardwalk?	25,000
Sawtell	Sawtell Caravan Park to Dolmans Point	Micks Retreat to Caravan Park Walkway just below Caravan Park.	Condition 4. Management/design team to plan & organise step & or platform for eroded sect.	5,000
Safety Beach	Rear 28 Ocean Dr to Rear 24 Lake View Ave S	Sealed walkway rear 12-20 ocean Dr, Safety Beach.	Condition 4. Approx 200m of edge boards broken or failing. Replace with 44-4500x100x30 mm treated timber edgeboard & 176-300x50x25mm pegs. Assess quantity of hotmix to repair edges & pot holes after edge boards installed (4 cubic mtr ?).	14,000
Woolgoolga	E of Lake Rd from Hofmeier 560 m N	Picnic shelter + table N end picnic area Lake Rd, Opp Footbridge	Condition 4. Shelter & picnic table components to replace: 4/3000x290x60 mm treated hwd timber table top & seat boards. 2/1450 x 125 x 50 mm hwd timber seat bearers. 30 /180x 10 mm stainless steel bolts. 12 gal triple lock roof truss fastners.	10,000
Woolgoolga	E of Lake Rd from Hofmeier 560 m N	S picnic shelter & table, Lake Rd picnic area opp house	Condition 4. Repair & replace components to shelter. 4/3000x290x60 treated timber hwd boards for tabletop & seats. 2/1450x125x50 mm hwd seat support bearers. 30/180 x 10 mm Stainless steel bolts & nuts. 12 rafter to bearer truss triple lock fastners.	10,000
Woolgoolga	E of Lake Rd from Hofmeier 560 m N	N picnic Shltr, N picnic area, E side Lake Rd Woopi.	Cond 4: Replace 4/3000x290x60 mm treated hwd timber tabletop & bench boards. 2/1450x125x50 mm hwd timber seat bearers. 30/180 x10mm dia ss bolts. 12 gal triple lock roof truss fastners.	10,000
Coffs Harbour	Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Trusses s shelter Coffs Creek Res Park Beach.	Condition 4. Tradesman- Carpenter to replace missing & heavily corroded truss triple L fastners (16). Also check truss gang nail plates & replace as nessesary.	1,000
Sawtell	Boronia Park to Eighteenth Ave	Roof truss brackets Boronia Park Picnic shelter	Condition 4: Tradesman- Carpenter to A) replace all rusted & disintegrating triple lock roof truss fasteners. B) Inspect & replace any compromised gang nail plates on roof trusses.	1,000
Sawtell	Rear 4 & 6 East St	Picnic shelter N end Lyle Rose Park	Condition 4, Roof bearer to pier anchor bracket nuts & bolts heavily corroded or missing. Tradesman- carpenter to investigate & replace.	2,000
Coffs Harbour	Res S end Jetty Beach to Jetty car park entrance	Support posts main s shelter Jetty foreshores	Condition 4. A) Make safe by acro prop + safety fence shelter off. B) Tradesman = Carpenter assess rest of shelter & report on repairs required + quote. C) Carry out necessary repairs	80,000
Woolgoolga	Lake Rd N end adj Lake	Picnic shelter adj Woolgoolga Mens Club amenities Woolgoolga	Condition 5 (Substantial deterioration req substantial maintenance) Roof truss framework req replacement + main support posts. Needs assessment and quote from Carpenter. May need full replacement?	30,000
Safety Beach	Rear 28 Ocean Dr to Rear 24 Lake view Ave S	Beach access stairs rear 28 Ocean Dr Safety Beach	Condition 4. A) Remove unstable posts & rails at bottom of stairs. B) Management team assess & plan for alternative above ground stair structure to replace current unstable and deteriorating stairs.	25,000
Sapphire Beach	Rear 41 to 52 Warrawee St	Steps to Campbells Beach, Betwn 12 & 14 Eloura Ave Sapphire	Condition 4. Failing or missing risers + treads. Exposed pegs. Approx 31m lousy avg 1500m, wide. requires tech and management team site visit to discuss options . Initial safety measure cut raised pegs Lower, secure or replace loose rotting Ones.	40,000
Safety Beach	Rear 28 Ocean Dr to Rear 24 Lake View Ave S	Stairs to beach rear 20 Ocean Dr Safety Beach.	Condition 4. Risers and bank retaining boards rotting and collapsing. Total rebuild above ground design required. Decision req management and tech team. Note: 2 alternative beach access are approx 100-150m to N out S so could close access. Management deci	25,000
Mullaway	E of 57 The Boulevarde to N head Darkum Creek	Beach steps N side Darkum HdInd via Darkum Headland Drive	Condition 4. Timber & earth steps failing. Replace risers with 20 -2000 x 200 x 50 mm treated timber. Stake with 35mm dia steel pipe & Gal bracket, backfill with roadbase, (see photo).Not a Council Constructed or sanctioned walkway.	5,000
Korora	E of 24 Links Ave to 28 Breakers Way	Stairs to beach rear 19 Kotara Pl Korora	condition 4 . Handrail has sections missing and remaining rail broken rusting. Earth and board steps eroded, uneven + some failing. Note: this is not a council constructed or sanctioned stairway.	80,000
Woolgoolga	Lake Rd N end adj Lake	Table and stumps nr NW most bin old mens club Woopi Lake	Condition 5. Remove & replace remnants of old picnic setting	5,000
Coffs Harbour	Showground E side	3 picnic tables E side showground Creek Walk.	Management team to determine if showground creek walk still open. IF NOT: Remove 3 tables. Or use 1 Condition 4 table to repair remaina 2.	3,000
Coffs Harbour	N Wall, Yacht Club, Beach, Corrabirra Pt	Picnic setting, steel frame, adj N wall carpark.	Condition 4. Remove table + seat combo due to rusting & disintegrating frame.	5,000

Woolgoolga	Sth Centenary Dr to Creek	Approaches to footbridge 300m N of Woolgoolga sportsground on tra	Condition 4. Management planning team to explore options to repair heavily eroded section of track either side of footbridge.	40,000		
Woolgoolga	Sth Centenary Dr to Creek	Woolgoolga Lake wlk 80m N sportsground boardwalk	Condition 4. heavily eroded w/way management planning, team to explore options i.e. possible 45m board walk section.	35,000		
Korora	Rear 18 to 24 Daintree Dr	Unsealed coastal walk rear 26-28 Daintree Dr, Korora	Condition 4. 28m of 270m unsealed w/way severely eroded. Requires boardwalk over severest sect off end of pavers. Management planning, co-ordinating & design team to investigate options. Possible need for "uneven surface" sign in the interim?	24,000	year 8	180 k
Safety Beach	Rear 28 Ocean Dr to Rear 24 Lake view Ave S	Lake walk rear retaining wall N side Woolgoolga Lake.	Condition 5. Management team required to assess options ie boardwalk construction or close this section & divert users or other? Note: Foot bridge isolated by compromised track either side.	152,000		
Coffs Harbour	N side of Coffs Creek rear of 5 to 30 Honeyeater Way	Coffs creek walkway from honeyeater way.	Condition 5, 13 boards@ 4800x 75x30 treated timber edge boards. 52 hardwood timber pegs. 7.2 cubic mtr road base compacted.	4,000		
Sawtell	Boronia Park to Eighteenth Ave	Viewing Platform Beach access Park St	Condition 4: A) Install missing safety rail N end hardwood timber rail 2230 x 100 x 50 mm. B) sister bolt 6/100 x 100 mm treated hardwood posts of various length to existing posts & refit rails to inside the posts.	2,000		
Arrawarra Headland	E of 10 Third Ave to 61 The Boulevarde	Timber viewing platform & ramp to beach Mullawara	Condition 4. Repl 2 miss timber safety rails 200 x 90 x 40mm. 7 hardwood ramp slip boards 1500 x 80 x 50, Rusting bolts 16/10mm dia x 180mm ss & 40/12mm dia x 200 ss cup head bolts. 18/75 x 50 ss angle brackets replce rusted ones under ramp. loose board.	4,000		
				1,895,000		



COFFS HARBOUR CITY COUNCIL

WORKFORCE MANAGEMENT PLAN

2011 - 2012
to
2015 - 2016



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

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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.

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





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

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

The Operational Plan and Delivery Program are aligned with these five themes plus one additional theme, “Our Council”. Councils Workforce Management Plan will endeavour to build an organisational culture which continues to attract and retain great staff to assist in achieving the outcomes in the Delivery Program and Operational Plan.

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

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



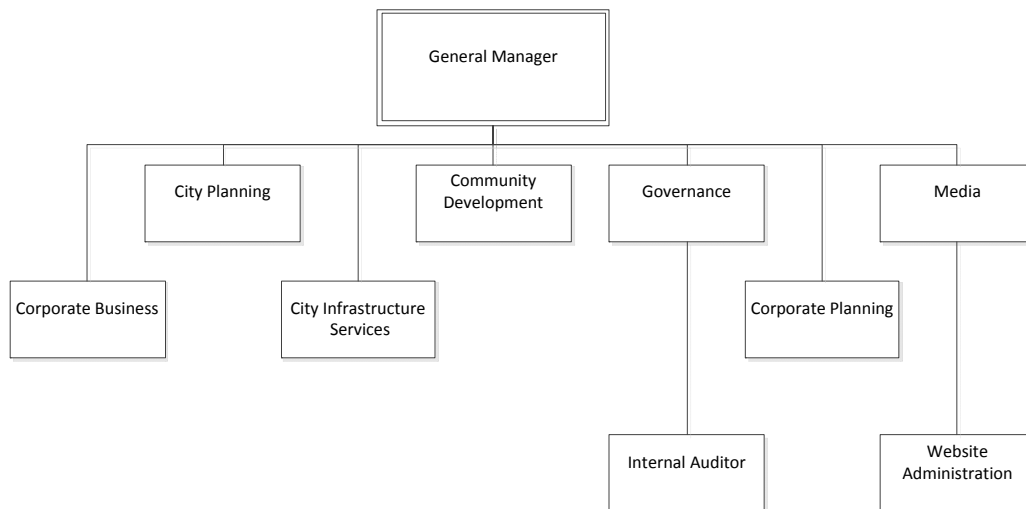
450 - Human Resources & Organisational Development

“To promote best practice Human Resources and Organisational Development services and products to support the organisation”

OC1.1.5

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

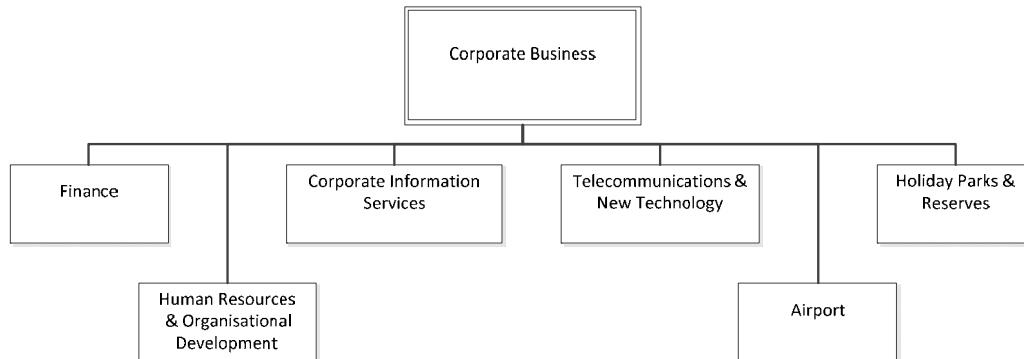
Coffs Harbour City Council Work Environment



Council delivers services to the community through four directorates and the General Manager's Unit.

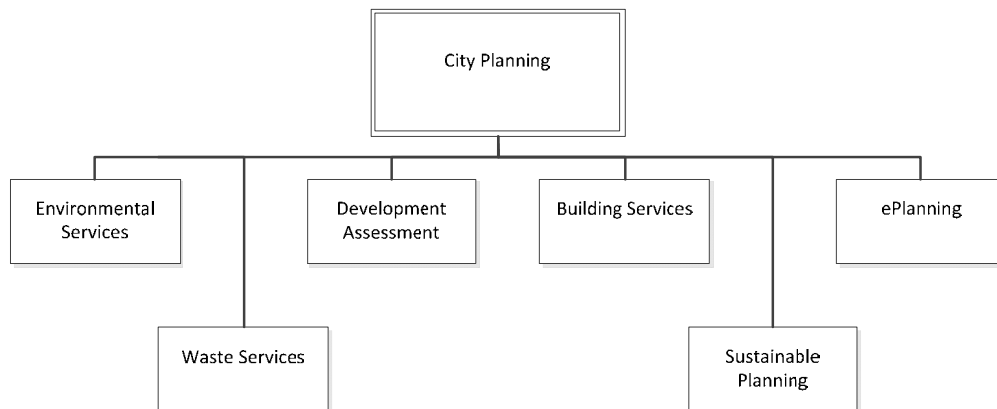
The General Manager's Unit facilitates cohesion between the four directorates, it oversees the Media and Web Administration functions, Corporate Planning and Governance Services; it also provides support for the Mayoral function.

Corporate Business



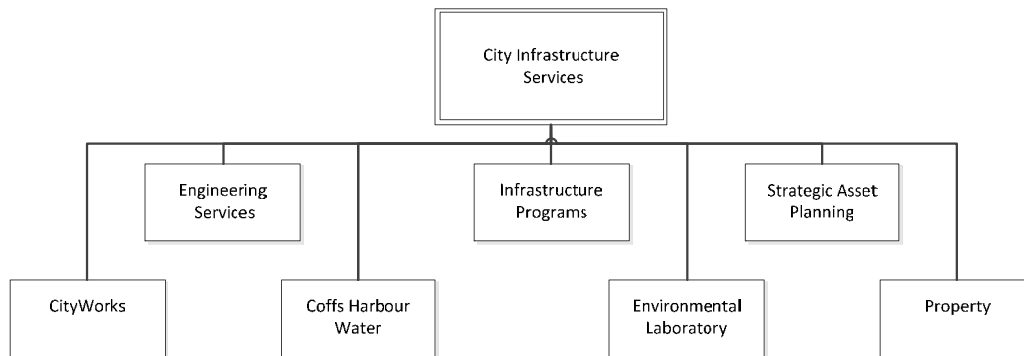
Corporate Business is responsible for Finance, Information Technology, Human Resources & Organisational Development, Coffs Harbour Airport and Holiday Parks & Reserves.

City Planning



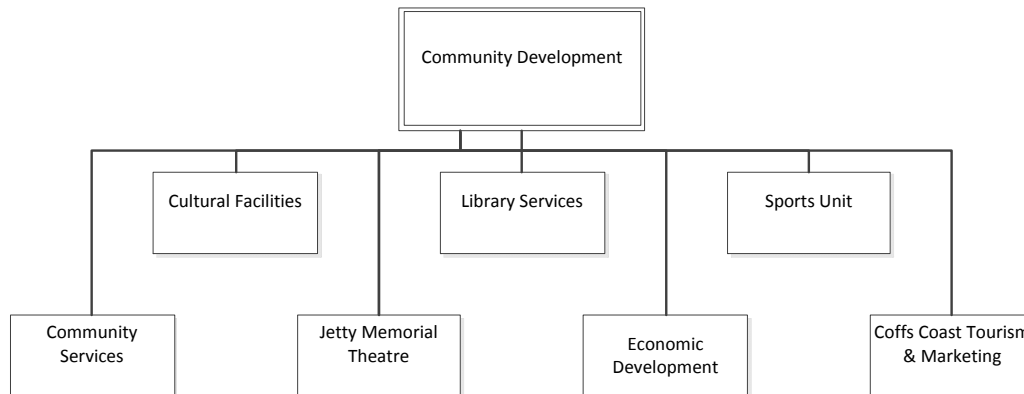
City Planning is responsible for Land Use Management, including building and development functions and Rangers. Strategic Planning within the Land Use Planning Section and Land Use Assessment provides services in relation to development applications. The Sustainability and Strategy section is responsible 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 Infrastructure Services



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

Community Development



Community Development is responsible for community services such as aged, youth and multicultural services, the Jetty Memorial Theatre, Library Services, Cultural Facilities, Economic Development, Sports Unit and Coffs Coast Tourism and Marketing.

These directorates work within the following standards:

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

Coffs Harbour City Council Corporate Goals

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



Coffs Harbour City Council Staff Core Values

Team Work

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

Effective Communication

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

Professionalism

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

Innovation

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



Integrity

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

Achievement

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

Workforce and the Future

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

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

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

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



Councils Financial Position

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

Strategic Directions for Human Resources & Organisational Development

Recruit, develop and retaining high quality staff

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



Flexible employment

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

Performance Management

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

Continual Learning

A rapidly changing knowledge base in the work of Councils, developing technologies, the need for a sustainable financial environment, and a greater level of communication with the community, requires a commitment to lifelong learning by each member of staff, as well as access to staff development opportunities. The need to develop transformational leadership in our supervisors, managers and directors offers a challenge that must be fulfilled.

Equity and Diversity

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

Supportive Culture

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

Ongoing Efficient Workplace

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

Organisational Development

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



It is envisaged that a program of continuous improvement will be carried on to monitor and evaluate our practices. As part of the wider organisational development agenda, Council has conducted an employee survey in the second half of 2012 with another planned for 2014.

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 directorates as the "hard infrastructure" services, which attract more males, are largely in one directorate.

Age Profile



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

Turnover

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

Salary and Rewards

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

Current and Ongoing Initiatives for Workforce Sustainability

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



These initiatives include but are not limited to

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

Project Management Methodology

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

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

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



Employment of people with recognised disabilities

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

Support through Health & Well Being Program

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



Employment of Trainees

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



Apprentices

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



Engineering Scholarships

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

Aboriginal Employment

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



Flexible employment

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

Succession Planning

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

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

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

Critical Position Analysis and follow up plans

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

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

Emerging Leaders Program

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



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

Directorates	Staff Numbers 2011*
General Manager & Staff	10
Corporate Business	117
City Planning	125
City Infrastructure Services	249
Community Development	68

* 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	Directorate	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	Director Community Development	Community Development	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 Infrastructure Services	LC1.1, LE4.2, PL2.2	X
S03	Community Services	Director Community Development	Community Development	LC1.1, LC1.3, LC1.4, LC1.5, LC1.6, LC3.2, LC4.2, LC4.3, LC4.4, LP5.2, PL2.2	X
S04	Regulatory Compliance Enforcement		City Planning	LC1.3	X
S05	Customer Service	Coordinator - Plant Administration	Corporate Business	LC3.1	X
S06	Development Assessment	Manager Development Assessment	City Planning	LC3.1, LC3.1, PL1.2	X
S07	Economic Development	Director Community Development	Community Development	LC1.1, LC2.2, LC3.2, LP3.2, LP1.1, LP1.2, LP1.3, LP2.1, LP2.2, LP2.3, LP6.1, LP6.2, LP2.3, MA3.1, MA3.2, LP6.3, MA3.1, MA3.2, MA3.3, PL1.4, PL1.6	X
S08	Emergency Management	Executive Manager - Coffs City Works	City Infrastructure Services	LC1.2	X
S09	Environmental Management	Manager Environmental Services	City Planning	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	Community Development	LC1.1, LC3.2, LC4.4, LP1.3	X
S11	Flooding and Coastal Management	Flooding & Drainage Engineer	City Infrastructure Services	LC3.2, LE2.1, LE3.2, LE4.1, PL1.2	X

Attachment 1d

Service Code	Service Name	Responsible Officer	Directorate	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
S12	Footpaths and Cycleways	Manager Asset Maintenance	City Infrastructure Services	LE3.5, MA1.2, MA1.4, MA2.1	X
S13	Environmental Services	Manager Environmental Services	City Planning	LC1.3, LE4.2, LE4.4	X
S14	Building Services	Manager - Building Services	City Planning	LC3.2, LE2.1, LE3.1, LP3.1, MA1.4, PL1.1, PL1.3, PL1.5, PL1.6, PL2.2	X
S15	Library	Manager - Library Services	Community Development	LC4.2, LP5.1	X
S16	Lifeguards	Coordinator - Professional Lifeguards	City Planning	LC1.3	X
S17	Parks and Facilities	Manager - Recreational Services	City Infrastructure 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	Manager - Property	City Infrastructure Services	LC3.2, MA3.3, PL1.2, PL2.2	X
S19	Roads and Bridges	Manager - Asset Maintenance	City Infrastructure Services	LC1.2, MA1.2, MA2.1	X
S20	Sewer	Executive Manager - Coffs City Works	City Infrastructure Services	LC1.2, LC2.1, LC3.2, LE4.1, LE4.2, PL1.2	X
S21	Sport	Manager - Sports Unit	Community Development	LC1.6, LC3.2, LC4.4	X
S22	Stormwater	Manager - Strategic Infrastructure	City Infrastructure Services	LE3.2, LE4.1, LE4.2, PL1.2	X
S23	Tourism	Manager - Coffs Coast Tourism & Marketing	Community Development	LE1.1, LP1.1, LP1.2, LP1.3, LP2.1	X
S24	Waste Management	Manager - Waste	City Planning	LC3.2, LE4.2, LE4.4	X
S25	Water	Executive Manager - Coffs City Works	City Infrastructure 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 Infrastructure Services	LC3.1	X
S28	Corporate Information	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 Infrastructure 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 Infrastructure 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

Attachment 1d

Service Code	Service Name	Responsible Officer	Directorate	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
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	Corporate Plant Administrator	Corporate Business	LC3.1	X
S39	Procurement	Purchasing & Supply Manager	Corporate Business	LC3.1	X
S40	Strategic Asset Planning	Manager Strategic Asset Planning	C	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 Councils direct responsibilities from the Vision 2030 and Community Strategic Plan, noting that there are themes, activities and outcomes in the Vision 2030 and Community Strategic Plan, for which Council has a facilitative role, rather than a direct role.

Conclusion

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

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

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

Strategies	Action	Timeframe	Responsible Person/s	
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 EMHR&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 Infrastructure		

			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	

Strategies	Action	Timeframe	Responsible Person/s	
	Conduct HR Metrics Reporting	See table. Ongoing	EMHR&OD and HR Staff	
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

Transport Asset Management Plan

2014 to 2024



Document Control

Document ID: Transport Asset Management Plan

Rev.	Date	Revision details	Author	Approval
1	November 2010	First edition	C Smith	
2	December 2011	“First Cut” Asset management plan for all General Fund assets (mostly involving the addition of other asset classes)	Morrison Low	B Lawson
3	January 2014	“Second Cut” Transport-specific Asset Management Plan. Format change, community consultation and modelling of proposed maintenance and renewal strategies added.	B Lawson	B Lawson

This document relies heavily upon the guidance of the International Infrastructure Management Manual, 2011 and also acknowledges the community of interest shared with other NSW Councils managing assets on behalf of their community.

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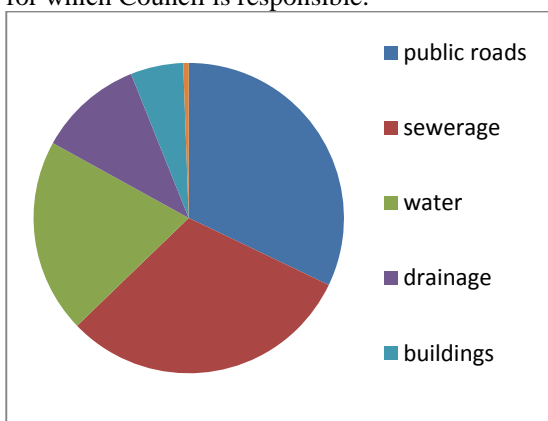
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1. Executive Summary

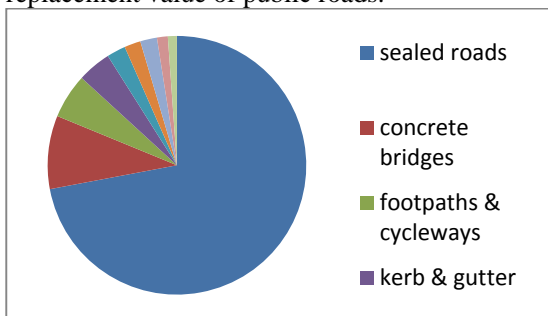
The NSW Local Government Act, 1993 establishes Coffs Harbour City Council as the “custodian and trustee” of a diverse array of public assets, including roads.

The Roads Act, 1993 establishes Council as the roads authority for all public roads within the Coffs Harbour City Local Government Area (LGA) with the exception of the Pacific Highway.

Public roads make up almost one third of the total \$2B replacement value of public assets for which Council is responsible.



Council’s 704km of sealed roads make up almost three quarters of the \$627M replacement value of public roads.



Given that sealed roads are the majority of the asset value, they are also the focus of challenges around service provision not only in terms of funding, but also satisfying community expectations.

Feedback from the 2012 Community Survey clearly identified sealed road maintenance as *the* most important service Council provides, yet it (along with unsealed road and public toilet maintenance) were rated lower in terms of satisfaction than any other services.

Council’s annual financial statements tell the story with regards to the financial challenge of improving the delivery of transport asset-related services:

- \$4.8M is spent on maintenance, but \$5.8M is required to maintain them to a satisfactory standard.
- \$3.2M is spent on asset renewal, but they are depreciating at a rate of \$14.9M each year. \$66.8M is estimated to be required to address the ‘backlog’ and bring assets up to a satisfactory condition.

In 2013, in recognition of its limited resources, Council undertook community engagement regarding levels of service. Participants were able to understand the impacts of their choices on the average residential rate bill.

In the case of transport assets, an additional \$3.2M was required to maintain current levels of service.

The consensus from a statistically significant reference panel was that the services Council provides are valued, and the community is willing to pay to maintain them.

This Transport Asset Management Plan (TAM Plan) has been prepared to describe how Council plans to deliver current levels of service now and into the future in the most cost effective way.

Given the long-lived nature of these assets, decisions made today can make a big difference for future generations. The adoption of this TAM Plan represents responsible custodianship by Council.

When Coffs Harbour 2030, the Community Strategic Plan, is reviewed in 2016 following the election by the incoming Council, the levels of service and priorities for funding provided for the programs described herein will be reviewed.

As the information upon which this TAM Plan is based and the organisational structures and systems that support it are refined and mature, the picture will become clearer. An improvement plan is included to guide these efforts, and should be read in conjunction with Council’s Asset Management Strategy.

2. Introduction

2.1 Background

Council's Charter (section 8 of the Local Government Act, 1993) establishes Council's charter including Council's role as the custodian and trustee of public assets. Council is to effectively plan for, account for and manage the assets for which it is responsible.

2.1.1 Community Strategic Plan

Section 402 of the Act requires Council to develop a Community Strategic Plan that identifies the main priorities and aspirations for the future of the local government area.

The Community Strategic Plan, Coffs Harbour 2030, is divided into five themes:

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

Whilst the Transport Asset Management Plan arguably underpins many other objectives and strategies within the other themes, obviously the achievement of the vision, objectives and strategies under the "Moving Around" theme is the primary focus.

Moving Around



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

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

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

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

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

2.1.2 Resourcing Strategy

Section 403 of the Act requires Council to develop a Resourcing Strategy, including long term financial planning, workforce management planning and asset management planning for the provision of the resources required to implement the strategies established by the community strategic plan that the council is responsible for.

The Resourcing Strategy then informs the Delivery Program (DP) and Operational Plan (OP) – Council’s 4 and 1 year budgets. The relationship between the relevant documents is shown in the figure below.



It is important to note that this Asset Management Plan has been prepared to **integrate** with the “sustainable case” for the Long Term Financial Plan (LTFP). Should the resources allocated in the LTFP, DP and OP change, this Plan must be revised to define what levels of service can be provided, and how lifecycle costs associated with delivering this level of service are to be minimised.

With less funding than proposed to be allocated in this Asset Management Plan, the current level of service will not be able to be provided.

Council’s Asset Management Policy is included in the Asset Management Strategy (part of the Resourcing Strategy) and formalises Council’s commitment to asset management.

Council recognises that the Policy vision is yet to be fully realised and so the Strategy identifies:

- gaps between the current situation (how we manage assets) and the Policy vision
- actions to be taken to close the gaps, including resources and timeframes

2.1.3 Relationship with Council’s Annual Financial Statements

Whilst not specifically noted in the diagram above, information in the Annual Report is supplemented by Council’s Annual Financial Statements. Asset-related information is critical to enable Council to give stakeholders a clear picture of Council’s financial situation. The information contained in this Asset Management Plan aligns information reported in Council’s Financial Statements. Section 5.1.5 details how information relevant to the production of the statements is calculated.

2.2 Purpose of the Transport Asset Management Plan

This Transport Asset Management (TAM) Plan describes how the resources allocated by Council will be utilised to deliver the proposed levels of service for transport assets in the most cost effective way.

Key elements of the plan are:

2. Background and description of the assets covered by the Plan
3. Levels of service to be provided
4. Future demand requirements, particularly for growth, and how these will be addressed
5. Lifecycle management plan for sealed roads, specifically:
 - o Information and assumptions on the asset
 - o maintenance levels of service
 - o renewal programs
 - o new asset acquisition and construction
 - o risk management
6. Lifecycle management plan for other transport assets
7. Financial summary
 - o Where limited resources will be spent (as per lifecycle management plan)
 - o Sources of funding
8. Asset management practices (systems and processes to manage assets)
9. Monitoring and review
10. Improvement plan

Appendices to the TAM Plan provide specific details on maintenance and capital (new and replacement) programs.

2.3 Asset Management Approach

The International Infrastructure Management Manual defines two approaches to asset management:

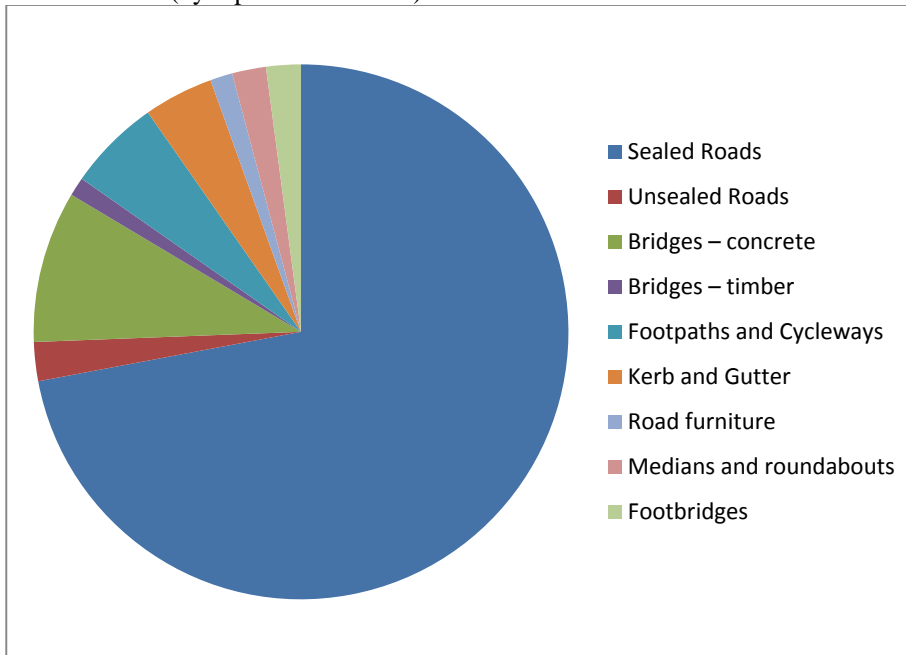
- ‘core’ asset management is a ‘top down’ approach where analysis is undertaken at the system or network level regarding the strategies for delivering agreed service levels.
- ‘advanced’ asset management is a ‘bottom up’ approach where information is gathered on individual assets to support the optimisation of activities and programs to meet agreed service levels.

Whilst Council has significantly increased its emphasis on Asset Management in recent years (as discussed further in the Asset Management Strategy) the organisational capacity arising from a clear asset-focused structure, systems and processes will take time to build and mature. Also, the information necessary to enable ‘advanced’ asset management decision making will take time to gather and evaluate.

The focus at this stage is on the ‘big ticket’ items – a ‘core’ asset management approach. With respect to transport assets, this is particularly the sealed road network, where there is a clear need to take action to improve current maintenance and renewal activities in order to maintain current levels of service and reduce the long-term (lifecycle) costs of providing the asset.

2.4 Scope of this Plan

This TAM Plan covers all transport assets under the care and control of Council. By far the majority of these assets (by replacement value) are in the sealed road network as shown below.



The quantities and replacement value of each transport asset category are set out in the table below.

Asset Category	Quantity	Total Replacement Value (\$M)
Sealed Roads ¹	704km	451,810
Unsealed Roads	128km	14,789
Bridges – concrete	102 No	57,521
Bridges – timber	69 No	7,081
Footpaths and Cycleways	150km	35,131
Kerb and Gutter	540km	26,413
Road furniture		8,443
Signs and fixtures	2,300 No	
Bus shelters	60 No	
Guardrail and barriers	15,290m	
Medians and roundabouts ²	35 No	12,846
Footbridges and boardwalks	183 No	13,166
Total replacement value of transport assets		627,200

1. sealed roads includes Airport runway, taxiway, carpark etc. however these assets are separately funded by revenues from Airport operations as set out in section 7. Both ground level and multi-storey carparks are included in sealed roads in accordance with accounting definitions.

2. whilst roundabouts are reported separately herein in accordance with Special Schedule 7 of the annual financial statements, the maintenance and renewal of these is considered together with sealed roads (given that the assets are the same).

2.4.1 Road Ownership and Classification

The Roads Act, 1993 establishes Council as the roads authority for all public roads (i.e. land dedicated as public road, in Council's ownership) within the Coffs Harbour City Local Government Area (LGA) other than freeways, crown roads and roads for which some other public authority such as Roads and Maritime Services (RMS) have been declared the roads authority.

The Pacific Highway is declared a freeway from the southern boundary of the LGA to Englands Road, and classified as a state road (where RMS is the road authority) from here through the city to Sapphire. The Sapphire to Woolgoolga project to the north (currently nearing completion) will also a declared freeway.

The significance of the upgrades in terms of this TAM Plan is that Council will become the road authority for those portions of the old highway (i.e. the road assets currently classified as state road and managed by NSW Roads and Maritime Services) that remain in use under the terms of a handover agreement.

Issues surrounding the Pacific Highway are further discussed in section 4.3.2.

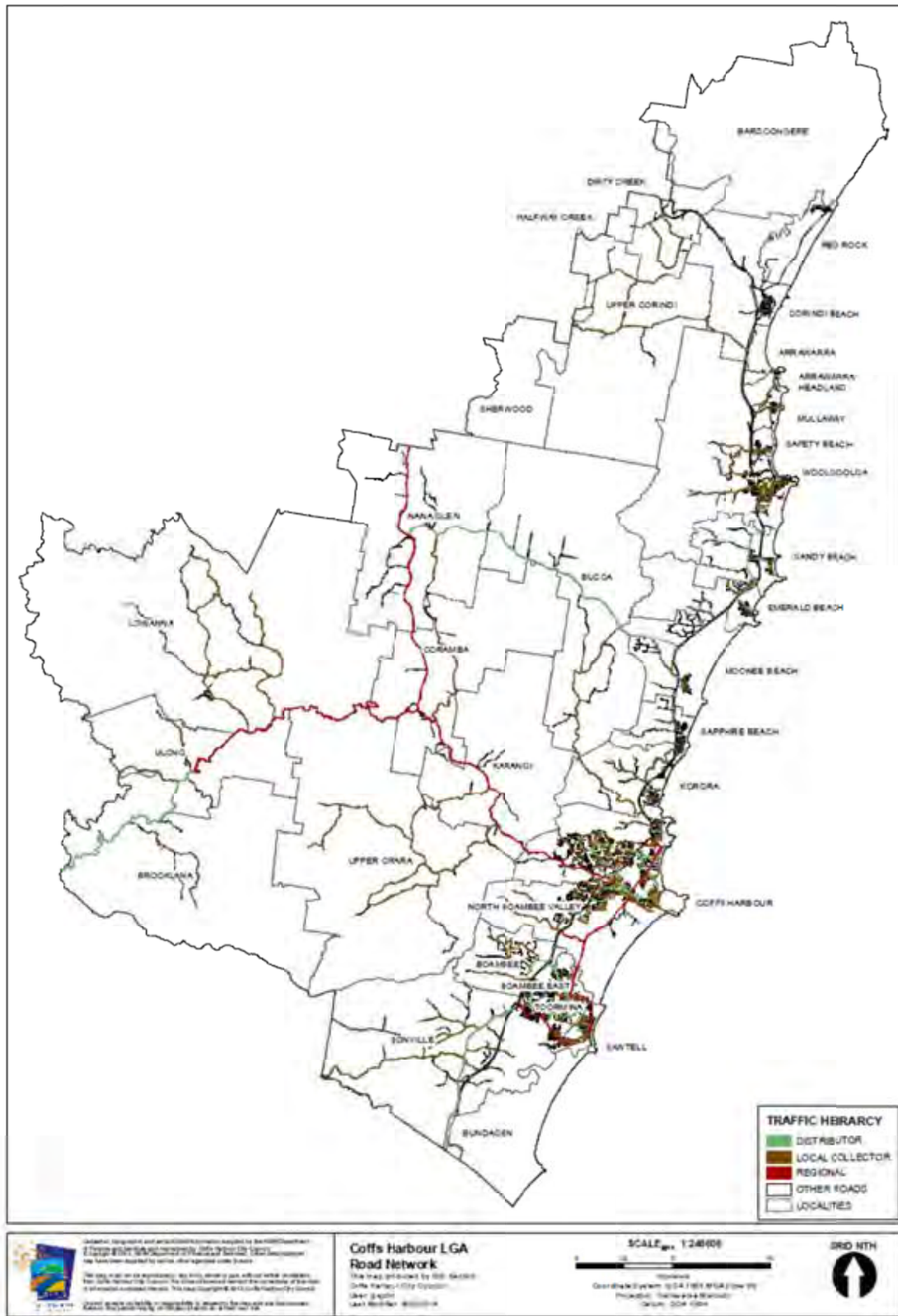
There are a number of roads classified as regional roads in the LGA where Council is the road authority. Under the terms of the Regional Roads Block Grant program Council receives funding assistance from RMS as detailed in section 7.

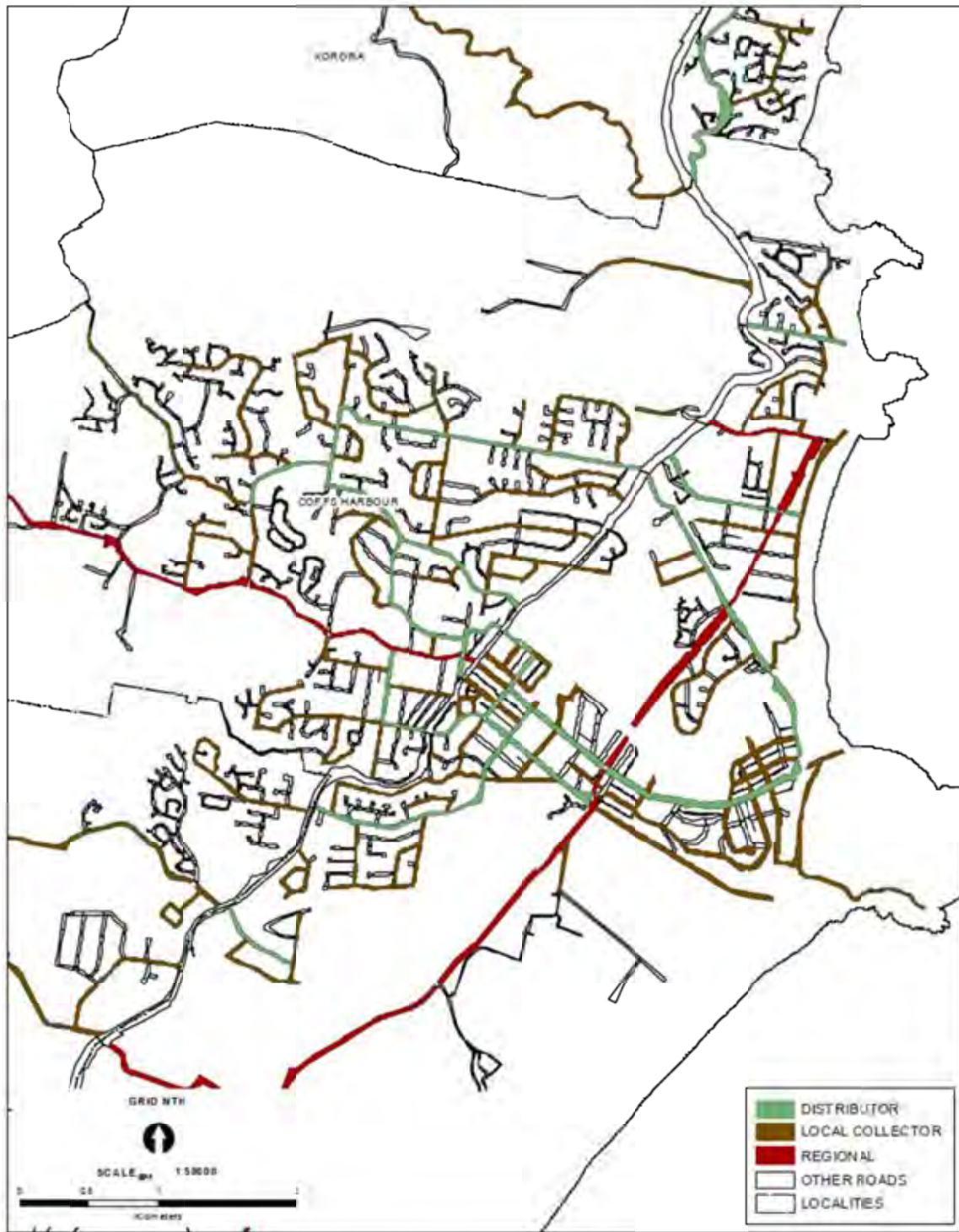
2.4.2 Road Asset Hierarchy

In order for Council to prioritise its limited resources, a road asset hierarchy has been developed (in accordance with Ausspec Guidelines). The lengths of road in each class of the hierarchy are set out below.

Road Hierarchy	Length (km)
Regional Roads	70
Distributor Roads	81
Collector Roads	293
Local Roads	
Sealed	258
Unsealed	128
Unmade	24

The following maps provide an overview of the road assets under Council control.



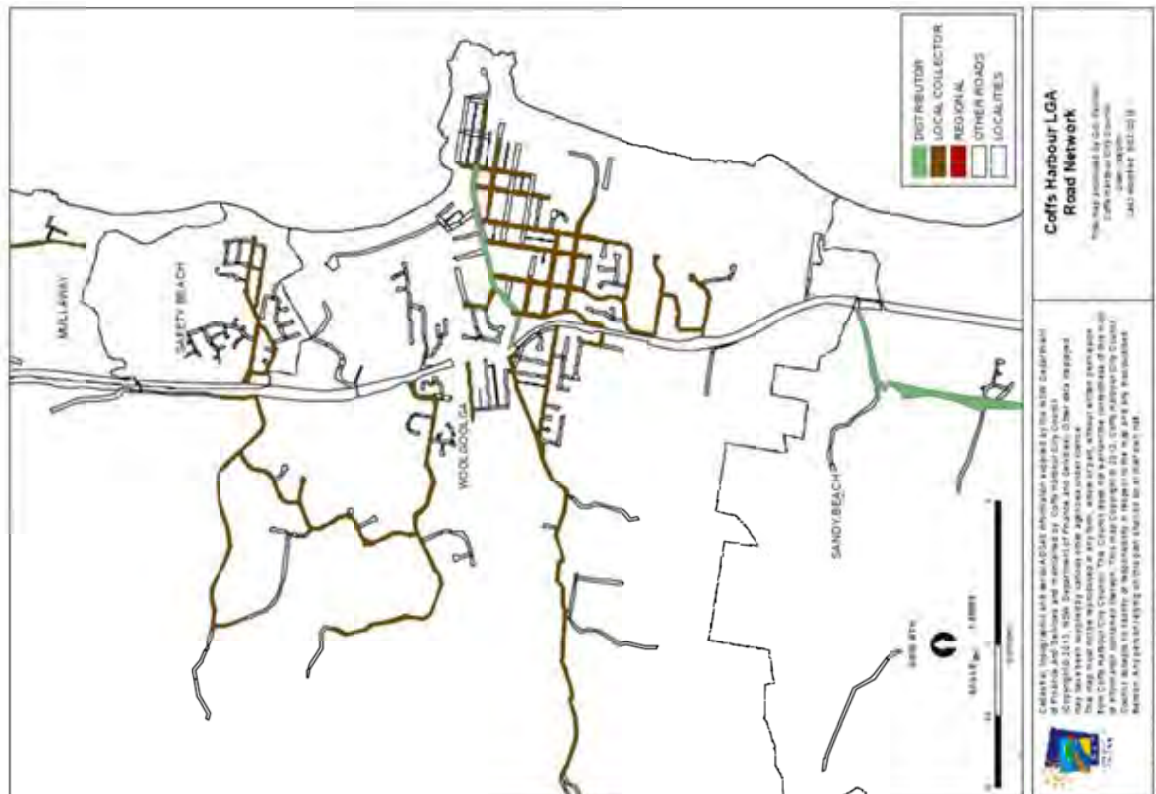
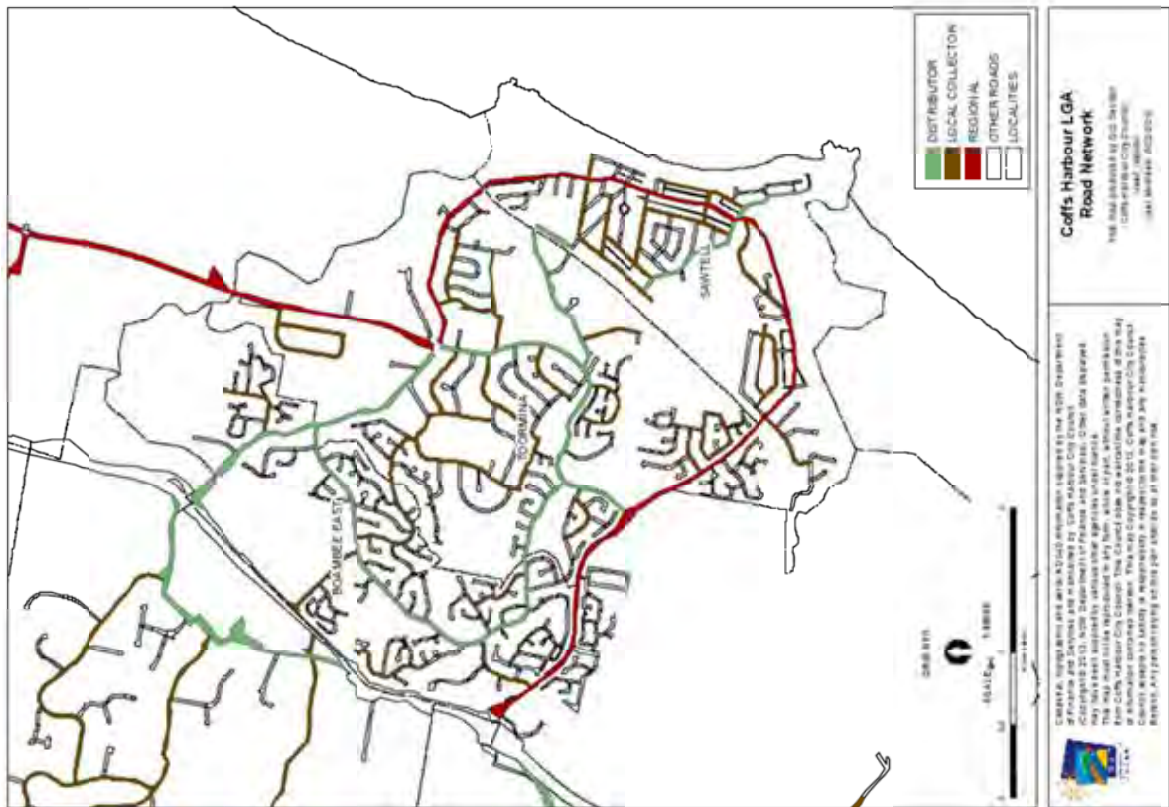


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Coffs Harbour LGA Road Network

The map produced by GIS Section
Coffs Harbour City Council
User: jasonh
Last Modified: 5/02/2014

Our Ref: Transport/Asset_Management/AM/AM_0140204



2.5 Internal Stakeholders and Structure

Within Council's Corporate Business directorate, the Finance division has the largest involvement in the management of assets terms of satisfying statutory obligations regarding asset-related reporting. Council's Corporate Information Systems division provides services in relation to the Asset Management Software systems utilised, and also the Geographical Information System that forms the foundation of much of the asset-related data.

Within Council's City Planning directorate, the Sustainable Planning division has involvement in terms of understanding the infrastructure needs of future growth areas and demand from growth generally. The Development Assessment division is responsible in relation to new developments (where Council is the approval authority for developments) for ensuring that Council's requirements regarding the provision of community assets to be acquired by Council as part of a development are met.

Primary responsibility for management of assets rests with the City Infrastructure Services directorate, which is structured into three basic functions:

- Strategic Asset Planning (developing strategies regarding what assets we have and what we need in future to deliver the required level of service as determined by Council)
- Infrastructure Program Management (ensuring Council obtains value for money from internal and external service providers delivering infrastructure-related services)
- Internal Service Providers deliver a range of services including:
 - Engineering Services (investigation and design of new and renewed assets as well as assessment of infrastructure-related issues arising from development applications)
 - CityWorks (operations, maintenance, renewal and construction of new assets)
 - Environmental Laboratory (testing for water, sewage and other purposes)

The roles and responsibilities of each group are best understood in the context of the Asset Management Practices performed. These are discussed in section 8.

3. Levels of Service

3.1 Customer research and expectations

3.1.1 Customer Requests

Customer requests are the most basic means by which failure to meet expectations with regards to services delivered via transport assets can be measured.

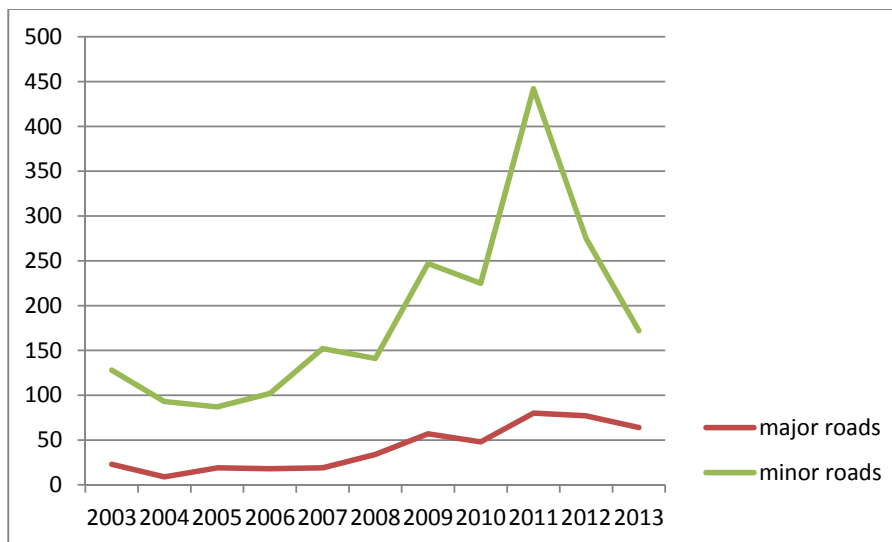
The following chart compares the number of customer requests regarding transport assets in 2013 and compares this against customer requests for other services.

CHART IN PRODUCTION

The following chart breaks down customer requests regarding transport assets into the primary request types.

CHART IN PRODUCTION

The following chart details the number of customer requests regarding transport assets over the past ten years. It would appear that the general trend is that requests are increasing. The spike in 2011 is due to a wet year with sustained rainfall, meaning deterioration of pavements was higher than normal and resources for maintenance inadequate.



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
major roads	23	9	19	18	19	34	57	48	80	77	64
minor roads	128	93	87	102	152	141	247	225	442	275	172
Total	151	102	106	120	171	175	304	273	522	352	236

3.1.2 Community Survey regarding Levels of Service 2012

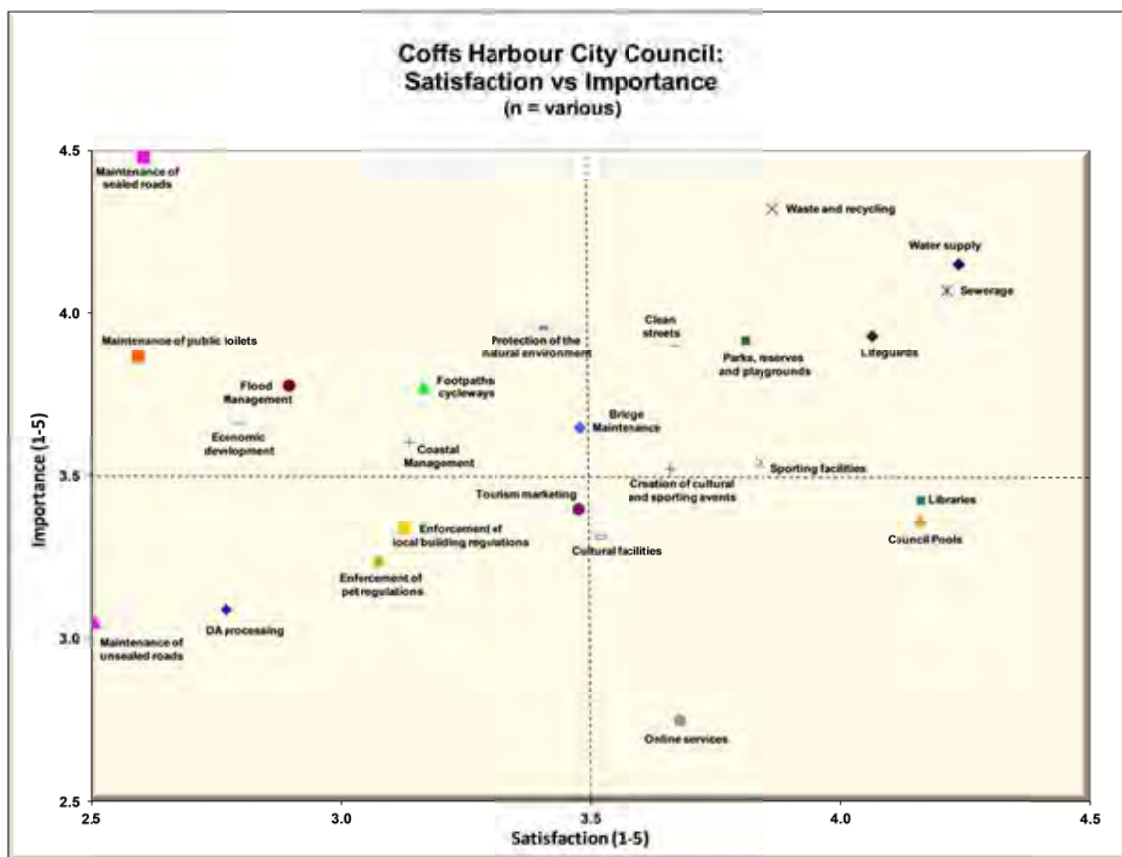
In early 2012, Council undertook a community survey regarding levels of service and asked the community to rate each of 26 external services with regards to:

- importance of the service
- satisfaction with current level of service delivered.

Further information can be found in the Resourcing Strategy. With respect to assets included in this Transport Asset Management Plan, the following services were included:

- maintenance of sealed roads
- maintenance of unsealed roads
- maintenance of bridges
- footpaths and cycleways
- cleanliness of streets

The responses for each of these services is included in figure 1 below.



The 'gap' between importance and satisfaction for the maintenance of sealed roads service was higher than for any other service Council provides, indicating that Council should consider devoting more resources towards delivering this service in order to close the gap.

With respect to other services covered by this AMP, footpaths and cycleways was arguably the next priority – understandable given our ageing population and identified needs to connect a number of portions of the network.

Bridge maintenance was arguably the next priority – although perhaps this needs to be taken in context: with the exception of structures in very poor condition (e.g. poor ride quality), bridges are generally seen to be providing the service they are designed for so long as they are not load limited (which very few of Council’s bridges are).

The low priority score for unsealed roads arguably reflects the fact that the majority of the population of the local government area reside in urban areas and many do not travel on unsealed roads. The low satisfaction rating arguably reflects the fact that those who do are unsatisfied with the service being provided.

It would appear that current levels of service for street cleaning are considered adequate relative to other services.

3.1.3 Community Engagement Regarding Levels of Service 2013

In late 2013, Council undertook a community engagement process around levels of service (LoS) with the specific intention of achieving a financially sustainable financial position as discussed in the Resourcing Strategy under the “road to sustainability”.

The community was asked to provide feedback on LoS bearing in mind the costs of service delivery for a total of 24 services corresponding to the services defined in the 2012 Community Survey.

The following services are related to this TAM Plan:

- Roads and Bridges
- Footpaths and Cycleways
- Public Toilets, Street Cleaning and Litter Bins (in relation to street cleaning)

Respondents had to choose from a number of LoS options for each service. For each option there was:

- A description of what that LoS would “looked like” in a way that would be meaningful to the community
- A cost for the delivery of that LoS.

As part of the introduction to the “budget allocator” tool, Council’s unsustainable financial position was noted, and the fact that inadequate funding for maintenance and renewal of infrastructure (i.e. that current levels of service could not be maintained) was a key reason for this.

As such, respondents were only given two options with regards to infrastructure-related services:

1. Enhanced LoS
2. Sustainable LoS

The impact of adopting a sustainable LoS for infrastructure was that an additional \$6M funding was required.

With regards to operational services (such as street cleaning) respondents were given four options:

1. Increase LoS
2. Maintain current LoS
3. Mid-range decrease to LoS
4. Minimum LoS

If respondents wished to offset the impact on rates of the funding increase for infrastructure, it was possible to select the minimum LoS for all other services and avoid a Special Rate Variation.

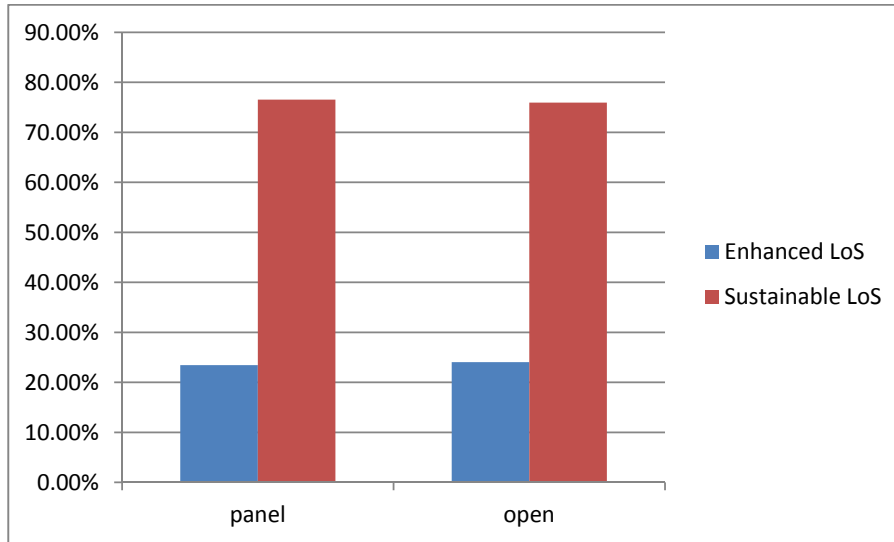
Effectively, respondents were asked whether they wanted to maintain the current levels of service – and the consensus was that they did.

On the basis of this feedback, Council resolved to seek feedback from the community regarding a special rate variation to maintain current levels of service.

Further details of this process are provided in the Resourcing Strategy.

The information relevant to services contained in this TAM Plan is presented on the following pages.

Roads and Bridges

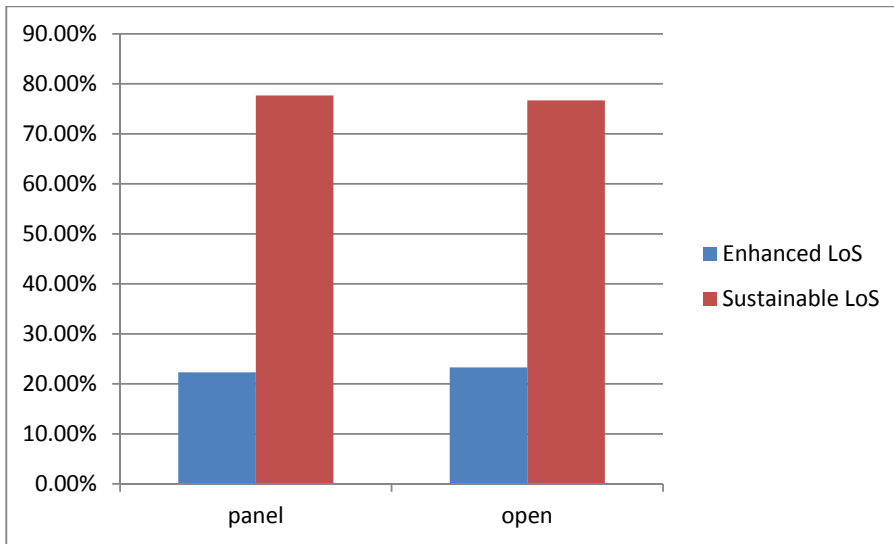


Option	Funding required (\$)	LoS description
Enhanced LOS	11,040,000	In addition to sustainable LOS, address more of the backlog of outstanding work (failed roads, kerb, carparks, etc.) (use comments to tell us your priorities)
Sustainable LOS	10,840,000	Each year: renewal of 6-7km of failed road pavements (total road length 820km) and better road maintenance (patching potholes, etc.), replace 2-3 of our 170 bridges, 750m of failed kerb and gutter (total kerb length 540km), replace worn out signs and guardrail, renew 2-3 of our 57 carparks
Current Budget	7,630,000	Unsustainable

Summary of comments

- Safety issue, high priority
- Various areas noted as needing kerb and gutter, footpaths
- Need better maintenance practices, not fix it and come back again
- Lower standards to save money

Footpaths and Cycleways



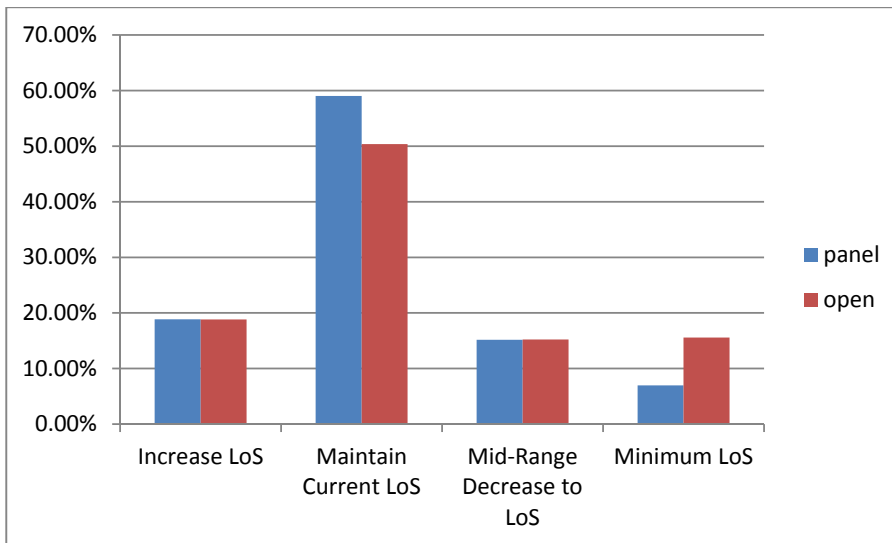
Option	Funding required (\$)	LoS description
Enhanced LOS	480000	In addition to sustainable LOS, address more of the backlog of outstanding work (damaged footpath) and recommence construction of new footpaths and cycleways in high use / high priority areas (use comments section to make suggestions)
Sustainable LOS	430000	Each year: repair and renewal of 1km of our 150km of footpaths and cycleways
Current Budget	330000	Unsustainable

Summary of comments

- Safety issue, high priority
- Various areas noted as needing kerb and gutter, footpaths
- Need better maintenance practices, not fix it and come back again
- Lower standards to save money
- Footpaths and cycleways encourage sustainable transport modes and will attract tourists
- There are more options for cyclists but footpaths are important for accessibility for and ageing population

Public Toilets, Street Cleaning and Litter Bins

Note: only street cleaning is relevant to this TAM Plan



Option	Funding required (\$)	LoS description
Increase LOS	1300000	High-use toilets cleaned three times daily (more in peak periods), low use toilets cleaned daily, pressure clean all toilets 3 times/year, "attention to detail" clean weekly, annual pressure washing of footpaths in CBD and town centres, add extra litter bins in priority locations (use comments section to tell us your priorities)
Maintain LOS	1200000	High-use toilets cleaned three times daily, low use toilets cleaned once daily, CBD and town centres cleaned of litter and objectionable material, emptying of litter bins in streets and parks
Mid-range decrease LOS	1080000	High-use toilets cleaned three times daily, low use toilets cleaned once every 3 days (currently daily), consider demolition of 3 low-use toilets, reduce cleaning efforts in CBD and town centres increasing litter and objectionable material on streets and paths, reduce number of litter bins (tell us your priorities)
Decrease LOS to minimum	960000	High-use toilets cleaned twice daily (currently 3), low use toilets cleaned once every 3 days (currently daily), 3 low-use toilets demolished, cleaning efforts in CBD and town centres cut by a third, increasing litter and objectionable material on streets and paths, significantly reduce number of litter bins (tell us your priorities)

Summary of comments

- Support as the service is valued, good for tourism, etc.
- Need to increase prosecution of 'litter bugs'
- Comfortable with demolition of low use toilets

3.2 Legislative requirements

Council has obligations under a range of legislation as set out below.

Legislation	Requirement
Civil Liability (Personal Responsibility) Act 2002	<p>minimising the risks to those using its assets via the establishment of systems to identify, prioritise and repair maintenance defects in its assets.</p> <p>The only defence available to Council (in defending public liability claims) is that Council was unable to undertake a particular repair that resulted in an injury because of inadequate resources. In such cases, Council must demonstrate that it has prioritised its limited resources for the repair of such defects based on the level of risk.</p> <p>Funding for maintenance of transport assets overall has been prioritised relative to other services as part of the formulation of Council's Resourcing Strategy and Delivery Program, having regard to the life cycle costs of providing the infrastructure.</p> <p>The maintenance response levels of service contained in the appendix are the means by which Council will prioritise the repair of maintenance defects that present a risk to those using Council's transport assets.</p>
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Work Health and Safety Act, 2011 Workers Compensation Act, 1987 Workplace Injury Management and Workers Compensation Act, 1998	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work and covering injury management, emphasizing rehabilitation of workers particularly for return to work. Council is to provide a safe working environment and supply equipment to ensure safety.
Threatened Species Conservation Act 1995	An Act to conserve threatened species, populations and ecological communities of animals and plants.
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Road Transport (General) Act 2005	Provides for the administration and enforcement of road transport legislation. It provides for the review of decisions made under road transport legislation. It makes provision for the use of vehicles on

Legislation	Requirement
	roads and road related areas and also with respect to written off and wrecked vehicles.
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Australian Standard AS 1742	Australian Standard 1742 which refers to a variety of road and traffic issues.
NSW Road Rules 2008	Road rules that are based on the Australian Road Rules so as to ensure that the road rules applicable in this State are substantially uniform with road rules applicable elsewhere in Australia.

3.3 Current levels of service

Levels of service (LoS) must be considered from three perspectives:

- Customer LoS – how users of the asset experience the service being delivered (may include qualitative e.g. user confidence and quantitative e.g. travel speed measures)
- Technical LoS – generally quantitative measures of what service was delivered (such as roughness and surface condition of roads, response times to defects)
- LoS standards – the ‘norm’ Council adopts as the service to be delivered (which will include both customer and technical LoS)

3.3.1 Customer Levels of Service

Both the 2012 community survey and 2013 community engagement measured satisfaction with current community LoS (refer section 3.1), albeit that the measures of this LoS were unstated.

As noted in ACTION 1 in the Asset Management Strategy, customer LoS standards will be developed to enable community engagement regarding these in conjunction with the review of the Community Strategic Plan following the 2016 Local Government elections.

For roads, these are likely to include anecdotal measures such as ride quality and the number of potholes. The Customer Request statistics detailed in section 3.1.1 are a very basic measure of some of these.

3.3.2 Technical Levels of Service – Maintenance

As discussed further in section 8, Council has implemented the *Reflect* Maintenance Management System to manage the inspection, prioritisation and repair of maintenance defects.

The draft Maintenance Response Levels of Service (included in the Appendix) have been utilised as technical levels of service in the implementation of the system as a ‘first cut’.

As noted in ACTION 1 of the Improvement Plan (section 9), the next stage of this project is to evaluate the capacity for Council to achieve these maintenance response levels of service and under what circumstances (e.g. as noted in the draft, resources and asset condition simply do not permit the achievement of these in periods of wet weather).

It is then proposed that the maintenance response levels of service will be recommended to Council for adoption as part of an updated TAM Plan.

It is important to note that they will remain contingent upon weather, however, since in periods of wet weather roads deteriorate rapidly and in Coffs Harbour’s situation resources are often required at such times to respond to flood events.

3.3.3 Technical Levels of Service – Capital Works Prioritisation

The condition rating of assets (discussed in section 5.1.4) provides another opportunity to define levels of service. Whilst potholes can be repaired, for example, within a certain timeframe (i.e. by undertaking maintenance works) the road itself will remain rough (poor ride quality) unless rehabilitation or renewal works are undertaken.

For the purposes of community engagement regarding levels of service in 2013, the technical level of service adopted was the maintenance (i.e. holding steady) of current asset condition on average across the network i.e. renewing enough assets to keep pace with deterioration. This LoS has been adopted to produce the renewal strategies set out in section 5.4.

3.4 Desired levels of service

The desired levels of service were gauged in feedback from the 2012 Community Survey regarding Levels of Service.

Maintenance of unsealed roads was the only service where satisfaction, measured on a scale of 1 (unsatisfied) to 5 (satisfied) was less than half (2.5), scoring 2.48.

Maintenance of sealed roads scored only slightly higher (2.61), with footpaths and cycleways (3.17), bridges (3.48) and cleanliness of streets (3.67) scoring higher.

The location of the maintenance of sealed roads service figure 3.1.2-A (top left, high importance / low satisfaction) indicates it is a priority for increased funding.

Yet the desired level of service must be considered in the context of willingness to pay.

As noted in section 3.1.3, the “sustainable LoS” was the lowest-cost option that could be chosen in the 2013 Community Engagement regarding Levels of Service. Unsurprisingly, the majority of respondents chose this option. However it is interesting to note that a significant number of respondents (over 23 and 24% for roads and bridges, 22 and 23% for footpaths and cycleways from the panel and open responses respectively) chose an enhanced level of service despite the increased costs associated with this LoS.

The desired LoS is taken to be the current LoS when the costs of service delivery are considered.

3.5 Review of levels of service and adoption of LoS Standards

As noted in section 3.3.2, plans are in place to review technical LoS for maintenance which will then be presented to Council for adoption as a LoS standard.

As noted in section 3.3.1, plans are also in place to review community LoS standards in conjunction with the review of the Community Strategic Plan.

4. Future Demand

4.1 Demand drivers, forecasts, impacts and response

The table below sets out the drivers for change in demand, the forecast impact of these on the provision of transport asset-related services and what response is planned to address the change in demand.

Demand factor	Present position (2014)	Projection (2031)	Impact on services / how to meet demand
Population	Estimated Resident Population 72431	Projected Population 94,896	Infrastructure needs have been assessed for and plans are in place for those areas identified to grow in population or experience growing demand from population growth. Refer section 4.3.
Demographics	Median Age 42 % Population older than 45 is 47%	Median Age 44 % Population older than 45 is 48%	The trend towards an aging population will place a higher demand on some infrastructure assets e.g. footpaths. Pedestrian Access and Mobility Plan (PAMP) have been developed, but often dependent upon grant funding.
Level of service expectations	Some areas have lower LoS e.g. no kerb or footpath due to lower development standards in the past	Increasing expectations from new residents who come from areas with higher LoS	Council must be clear about funding limitations and inability to deliver higher LoS e.g. no extension of footpaths, no new kerb and gutter.
Transportation Changes	Environmental responsibility, rising fuel prices and increasing traffic	Increased use of public transport, bicycles and accessible footpath networks	Council to advocate for integrated transport system with a reduced reliance on the use of private motor vehicles. Development of Bike Plan (due for completion 2014) to identify priorities for new cycleways.
Higher Mass Limit (HML) vehicles	HML vehicles are permitted only with Council's concurrence	As technology improves, more HML vehicles may be used	Possible re-evaluation of design parameters. Currently no obligation on council to approve HML access.
Technology	Some technological opportunities identified and adopted.	Technology will be critical for effective asset management	Identify and pursue opportunities to utilise technology. Include in Improvement Plan.
New construction techniques	Modern techniques used	Advancements	Identify and pursue opportunities to adopt new construction techniques.
Increasing Costs	Asset construction, maintenance and renewal costs increasing faster than revenues	Cost increases will continue. Revenue growth will remain restricted.	Better long-term planning. Focus on maximising the service that can be delivered within the funding limitations. Seek efficiency & effectiveness gains.
Environment and Climate Change	Current position is known	Future position is uncertain, but indications are that change is likely.	Coastal Zone Management Plan (2013) identifies infrastructure assets affected by coastal erosion and/or inundation hazards under a range of scenarios, assesses risks, costs to address these and actions to be taken.

4.2 Demand Management Plan

Demand for new or enhanced services will be addressed through a combination of managing existing assets, upgrading existing assets and providing new assets based on the ability to fund the priorities identified.

Demand management practices are 'non-asset solutions', an important alternative to 'hard' infrastructure. These may include such things as policy changes, community education and insuring against risks of asset failures.

The CBD is arguably the highest priority for exploration of demand management options for transport assets. The development of a CBD Master Plan in 2013 included a Traffic Study.

A number of new transport assets were identified as priorities under the plan, to be funded via the CBD Special Rate Variation. Whilst the provision of a lift and sails to increase use of the upper levels of the Castle Street multi-storey carpark is from one perspective an "asset-based" solution, from another it is a means of promoting better use of an existing asset, and thus a good example of demand management in action. Note that because the Castle Street carpark is classified as a building asset, it is included in the Buildings Asset Management Plan, despite it being one of Council's critical assets associated with transport.

A number of other non-asset based solutions were also identified in the parking strategy as well as ways to increase pedestrian and cycle transport. As noted in the table above, promoting more sustainable modes of transport is a critical demand management strategy.

4.3 Planning for Growth

As noted in the table above, the residential population of Coffs Harbour is projected to grow at around 1.6% per annum to almost 100,000 by the year 2030.

Council's Our Living City Settlement Strategy (2008) identifies where this increased population will be accommodated and such growth is then enabled by the Coffs Harbour Local Environmental Plan (2013) prepared in accordance with the Environmental Planning and Assessment (EP&A) Act, 1979.

4.3.1 Developer Contributions

Under section 94 of the EP&A Act, Council is able to levy contributions from developers of land for the construction of community assets that service the land provided that it has prepared and adopted a section 94 contributions plan that:

- Identifies the land benefitting from the new community assets required to be constructed to service that land
- Identifies the costs of providing these assets
- Calculates the contribution required from each property towards these assets.

Further information is provided in Council's Development Control Plans.

A list of all section 94 contributions plans is provided on Council's website.

In relation to transport assets impacting the City generally, the most critical section 94 contributions plan impacting transport services on a broad scale is the Coffs Harbour Road Network Contributions Plan. The plan will be revised to include a number of 'bottlenecks' on Hogbin Drive, the road carrying the highest traffic volume in the LGA other than the Pacific Highway. As the city grows, the augmentation of these locations will become more critical. It is unlikely that sufficient funding will be available from the contributions plans alone, and that Council will need to consider funding from another source as well as seeking grant funds where opportunities become available.

4.3.2 Pacific Highway

Whilst Council is not the road authority for the Pacific Highway (see section 2.4.1) in the longer term the road authority for the "old" sections will be handed over to Council, including the portion through the city (between Englands Road and Sapphire). According to current advice from RMS, the bypass will not commence until funding negotiations between State and Federal Governments are agreed.

Even beyond the construction of the bypass, the road will remain the most important transport link in the LGA and as such, Council has an advocacy role regarding improvements to the road, particularly upgrades to intersections with Council's own road network that are 'bottlenecks'.

Three actions in the Improvement Plan relevant to this issue are (ACTION 2) the continued advocacy for the commencement of the Coffs Harbour bypass and (ACTION 3) seeking a commitment from RMS for ongoing monitoring of peak hour traffic flows and consideration of implementation of peak hour clearways if required; and (ACTION 4) RMS to undertake traffic modelling of options such as provision of service roads and revised controls at critical intersections, with a view to formulating a program of works to improve traffic flows. This network simulation model should be updated and consultation undertaken on Pacific Highway traffic management and land-use options for the short, medium and long term.

5. Lifecycle Management Plan for Sealed Roads

As noted in section 2.3, the management of sealed road assets have been identified as a priority given that they represent almost three quarters of the total value of transport assets.

The lifecycles of the two key components of sealed roads (pavements and surfaces) are intrinsically linked. It is vitally important to recognise that the premature failure of road pavements (the largest value and longest lived component of sealed roads) is often related to the failure of road surfacing (the purpose of which, as well as providing a smooth surface, is to keep water out – the strength of many gravel pavements is far less wet than dry). Thus, an appropriate renewal program of sealed road surfaces can significantly extend the life of sealed road pavements.

Similarly, whilst maintenance and renewal programs for sealed roads are distinct operations, the way in which roads are maintained can significantly extend the useful life of the road pavement and thus delay the need for the significant costs involved in renewal. Put another way, a dollar invested in preventative maintenance can save many more by delaying the costs of renewal and achieving the full design life of the asset.

Managing the asset throughout all phases of the lifecycle – design, construction, operations, maintenance, renewal and disposal – is fundamental to minimising life cycle costs. Whilst these phases are considered separately in what follows, it is important to remember that these must be considered holistically in formulating an optimised lifecycle management plan.

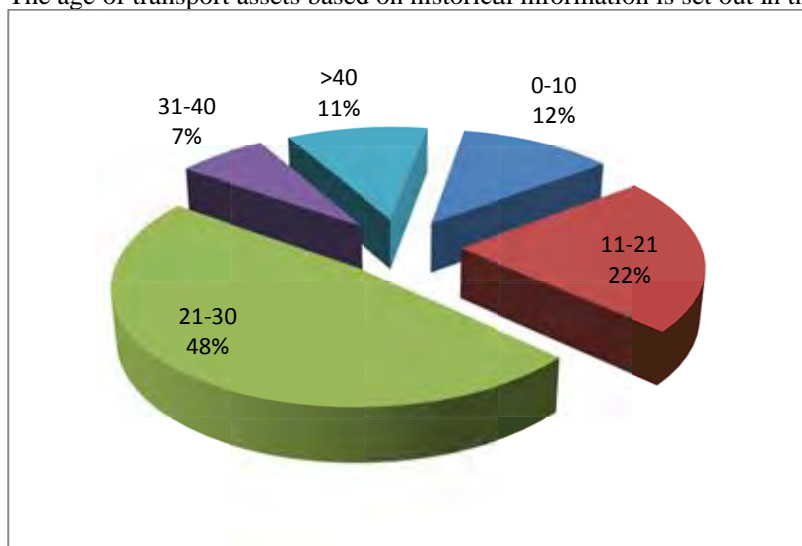
To aid with the preparation of this TAM Plan, an independent report from Moloney Asset Management Systems (the source of Council’s condition assessment methodology) was commissioned. The strategies contained in this Plan align with those recommended by the Moloney assessment.

5.1 Background Data

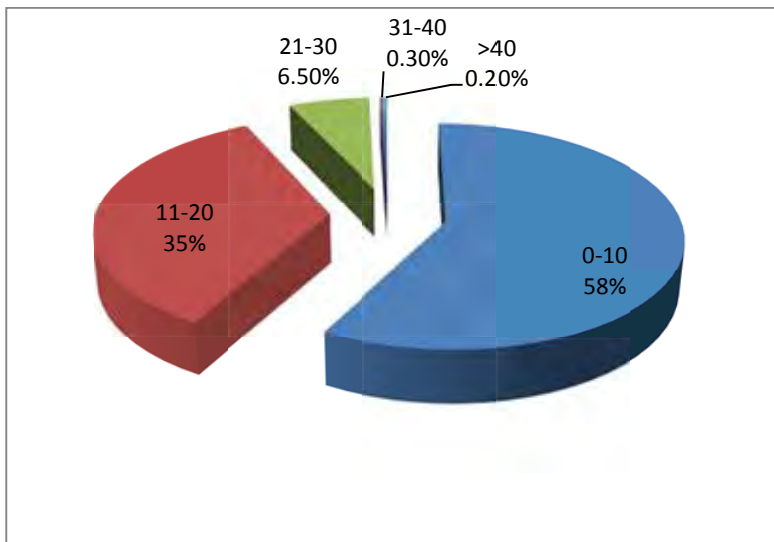
The scope of sealed road assets under Council’s care and control was set out in section 2.4.

5.1.1 Age

The age of transport assets based on historical information is set out in the figure below.



Road pavements



Sealed surfaces

5.1.2 General Characteristics of the Sealed Road Network

Whilst roads classified as distributor and collector roads under Council’s road hierarchy are generally built to relevant design standards, many local roads associated with development have been built to minimal standards in previous years in terms of pavement depths, road widths, drainage, etc.

As a consequence, in addition to the higher level of service expectations from residents (i.e. the desire for upgraded asset-related services), these roads present a future liability in terms of maintaining current levels of service. Strengthening of pavements by providing deeper gravel depths will be required. The addition of agents such as lime has limited benefits given that the underlying subgrade materials are poor, and cannot form part of the pavement.

A related problem is that local gravels of Argillite have often been utilised for road pavement materials. This breaks down over time, and many road pavements are deteriorating as a result. In this case, the addition of additives such as lime can strengthen the pavement.

One of the most important factors in the management of the sealed road network is the climate in Coffs Harbour. With a mean average rainfall of just over 1.7m per year, water ingress, which weakens the pavement and speeds up deterioration, is a key issue. It was well said that the three rules of road design are drainage, drainage and drainage.

5.1.3 Asset Capacity and Performance

The problems noted above with regards to lower design standards is an issue in terms of asset capacity and performance.

The current (inadequate) levels of funding for maintenance and renewal of the sealed road network is a fundamental barrier to optimising performance of assets in terms of ensuring assets reach (or exceed) their design life and thus minimising lifecycle costs.

Because maintenance programs are reactive rather than proactive, opportunities to improve performance (by extending the life of assets, the time to renewal) have not been realised.

Capacity issues associated with increasing demand due to population growth were discussed in section 4.3.

5.1.4 Asset Condition

The condition of sealed road pavements and surfacing is generally assessed every 2 to 3 years, with the most recent inspection being completed in 2011. The development of an asset condition inspection schedule is ACTION 3 in the Asset Management Strategy.

Unfortunately, surveys before 2011 did not separately rate the condition of pavements and surfaces, so it is impossible to compare “apples with apples” and so understand the deterioration over time.

The latest survey was delayed due to resourcing issues, but is due for completion in 2014. As discussed in section 5.1.6 deterioration of the network over the period between surveys will be assessed at this time, as per ACTION 5 of the Improvement Plan.

Certainly, more regular inspections of assets in poor condition are important to gauge deterioration (i.e drop in condition) and identify assets that should receive top priority for renewal. This process is further discussed in section 5.4.

Condition assessment methodology

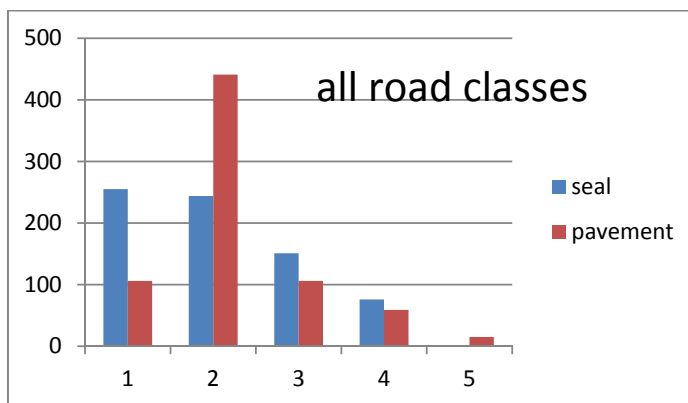
Council uses the Moloney condition assessment system, which rates pavements and surfacing on a scale of 1 to 10 (1 being good, 10 being poor). This is converted to the 1 to 5 scale utilised for the reporting of asset condition in Special Schedule 7 as follows:

Moloney	SS7
0 -> 1	1
2 -> 3	2
4 -> 5	3
6 -> 7	4
8 -> 10	5

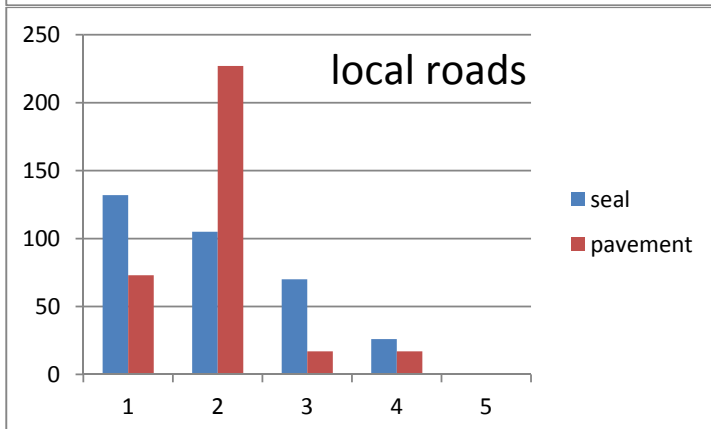
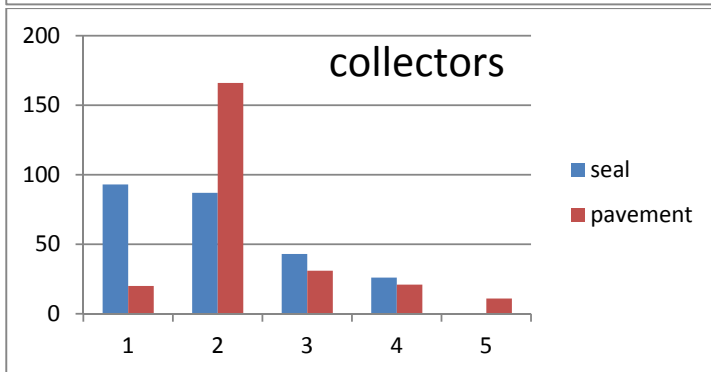
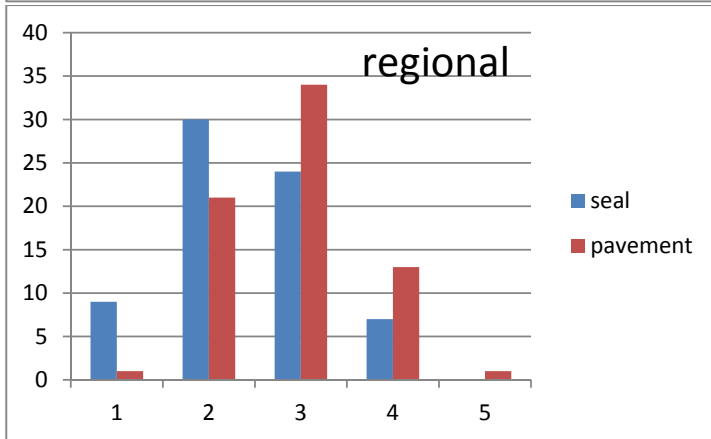
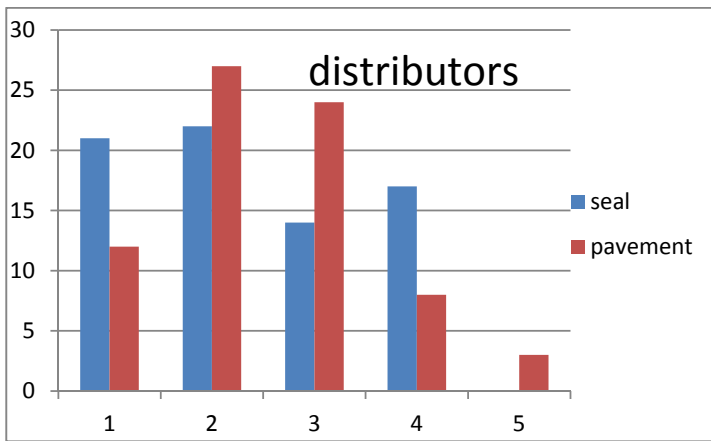
Current condition

The graphs below shows the latest results (from the 2011 survey) for sealed road pavements and surfaces for the network as a whole, and also based on road hierarchy.

The backlog of sealed road assets requiring renewal was calculated by determining the replacement value of roads in condition 4 and 5 as discussed in section 5.1.5.



The graphs below show condition of each road on the hierarchy



5.1.5 Asset Valuations and Other Calculations for Financial Reporting

Assumptions regarding valuation and useful life have a significant impact on the value of depreciation reported and also funds required / available for future work. Council utilises the IPWEA Valuation Guidelines for roads and bridges as a basis of these figures.

The table below sets out the replacement values for all asset components for sealed roads that was utilised for valuation purposes in the production of Council’s annual financial statements for the year ending 30 June 2013.

Asset component	Units	Value / unit
Sealed pavements	m2	45
Bitumen surface	m2	4.5
Asphaltic concrete surface	m2	30
Concrete pavement (includes surface)	m2	100

As noted in section 8 (as part of the discussion regarding asset management practices), the unit rates for asset renewal utilised for valuation purposes will be reviewed each year based on actual costs of such work in works orders.

Depreciation of sealed road assets is calculated using the straight line method. It is important to distinguish between this (a financial issue) and the deterioration modelling (an asset management issue) discussed in section 5.1.6.

The useful life of an asset defines the number of years over which the expense of acquiring it needs to be spread e.g. if an asset lasts 40 years, then the depreciation expense in any one year will be one fortieth of the replacement value.

The table below defines the useful lives of all asset components of sealed roads that were utilised to determine the depreciation expenses in Council’s annual financial statements for the year ended 30 June 2013.

Asset component	Useful life (years)
Sealed pavements	40
Bitumen surface	18
Asphaltic concrete surface	22
Concrete pavement (includes surface)	60

As noted in ACTION 5 in the Improvement Plan and further discussed in section 5.1.6, an analysis of deterioration over time will assist in a refinement of the useful life of assets.

Calculation of Backlog and Required Maintenance for Special Schedule 7

In the production of Special Schedule 7 (the condition of public works) in Council’s annual financial statements, two figures are required to be determined in addition to valuation information above and the actual costs of asset movements (additions, disposals, depreciation, impairment) that are captured via the works order system (see section 8).

The first of these is the “estimated cost to bring up to a satisfactory condition / standard”, often referred to as the “infrastructure renewal backlog”. The note to the schedule nominates Council as the one who must deem what is satisfactory or not, and notes that this does not include any planned enhancements to the existing asset.

Given that no new information on the condition of sealed roads was available, the 2011 road condition survey remained valid. The figures reported for the year ended 30 June 2012 as to the cost to bring assets up to a satisfactory condition / standard were indexed by 5.6%, based on information from the IPWEA valuation guide for roads and bridges.

ACTION 14 of the Asset Management Strategy is to adopt a common methodology for the calculation of figures reported in Special Schedule 7.

It should be noted that as alternative maintenance and renewal strategies for sealed roads are formalised (noted as ACTION 6 in the Improvement Plan) it is expected that the calculation of this figure will be refined. For example, rather than calculating the estimated cost to bring up to satisfactory as the replacement value of all assets in condition 4 and 5, the cost to bring these roads up to a satisfactory standard may be the cost of heavy patching the failed sections rather than full pavement renewal.

The exploration of alternative maintenance and renewal strategies is discussed in further detail in section 5.4.

For the year ended 30 June 2013 the required annual maintenance expenditure was calculated by indexing the required annual maintenance expense reported for the year ended 30 June 2012 were indexed by 5.6%, based on information from the IPWEA valuation guide for roads and bridges.

With regards to the calculation of this figure the analysis of actual compliance with the draft maintenance response levels of service (ACTION 1 in the Improvement Plan) will include a consideration of a formal mechanism for defining the required maintenance. The required maintenance must be referenced against the level of service to be provided.

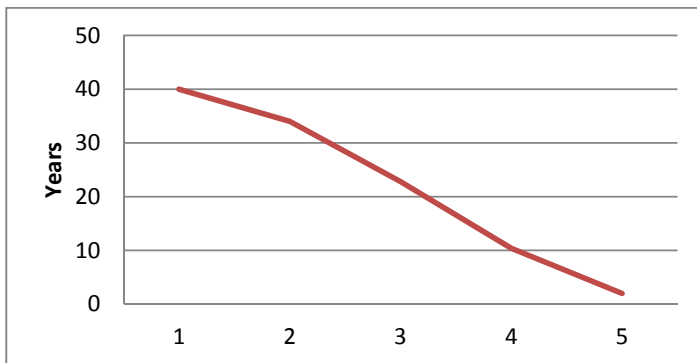
Given that Council cannot achieve the draft maintenance levels of service at all times (e.g. during periods of wet weather), the calculation will have to consider the risk level (i.e. the calculation of the priority for the repair of a maintenance defect) that is deemed serious enough to be “required” to be repaired. The cost of repairing all defects down to this risk prioritisation level will then be the figure reported as the required annual maintenance expense.

5.1.6 Deterioration Modelling

As noted in section 5.1.5, the modelling of depreciation (for financial purposes) is distinct from the modelling of deterioration (for asset management purposes).

The fundamental difference is that while depreciation is a straight line (a loss of an equal portion of the total value of the asset each year), deterioration (the movement of an asset through various levels of condition – from excellent to good to average to poor to very poor, using the terminology of Special Schedule 7) is not. Even though it is close to a straight line, the principle of reviewing deterioration over time will be important in considering revision of useful lives, etc.

Moloney Asset Management Systems offer a deterioration model in addition to their condition assessment system (described in section 5.1.4). This is described in the table and chart below.



Remaining life (years) based on condition

Condition	1	2	3	4	5	Total
% of life in condition	15	28	31	21	5	100
Years in condition	6	11.2	12.4	8.4	2	40

ACTION 5 in the Improvement Plan is to review the actual percentage movement in assets between the 2011 and 2014 surveys against that predicted by the model with a view to refining the model. It should be noted that other factors – such as the relatively dry weather experienced at times over this period, lower than the average median rainfall for Coffs Harbour – must also be considered.

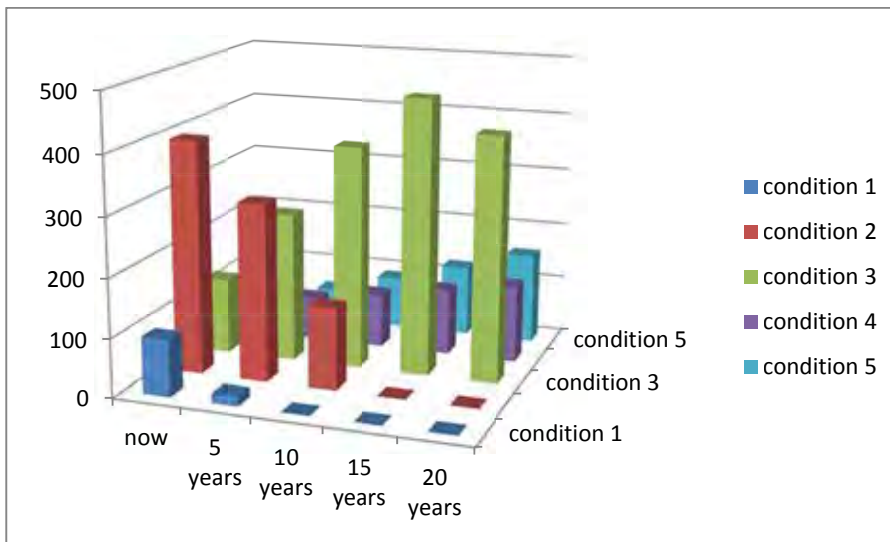
As noted in section 5.1.4, condition surveys prior to 2011 unfortunately rated pavements and surfaces together, so it is impossible to calibrate the actual deterioration over time. This makes the review of the 2014 data against 2011 more important.

Over time, as actual deterioration of assets is reconciled against predictions from the model, forecast of future condition will improve.

Based on the model as it stands and the current condition data, future asset condition has been modelled over time. This is presented in the table and chart below.

condition	km NOW	km 5 yrs	km 10 yrs	km 15 yrs	km 20 yrs
1	97	16	0	0	0
2	398	301	140	0	0
3	130	255	381	468	416
4	55	75	94	114	133
5	24	57	90	122	155
total	704	704	704	704	704

Based on 2011 condition survey and current deterioration model



Deterioration of condition over time (km of road in each condition)

Note that these figures represent the future condition of the sealed road network before any capital renewal programs. Given that Council’s historical funding levels are not sustainable, and that within the next few years all available funds will need to be spent on maintenance and resealing (as discussed in section 5.1.7), this presents a reasonable forecast of future condition without the funds generated from the proposed Special Rate Variation discussed in the Resourcing Strategy.

As can be seen, the model predicts that the length of sealed roads in condition 4 (poor) and 5 (very poor) will increase from around 77km now (i.e. the current infrastructure renewal backlog), to 184km in 10 years and 288km in 20 years.

Clearly, delaying the difficult decision of increasing funding for the renewal of sealed roads will only increase the size of the problem. The community will not only face the costs of renewing the current backlog, but the additional roads that deteriorate into poor or very poor condition over the intervening period. At the same time, the cost of maintaining these roads will increase (as discussed in section 5.1.7).

5.1.7 Modelling pavement maintenance costs relative to asset condition

The following table describes the methodology used to estimate the costs of maintaining sealed roads of varying condition. This was based on information from Moloney and local experience.

The analysis of actual expenditure and maintenance accomplishment from Reflect (ACTION 1 of the Improvement Plan), the maintenance management system described in section 8, will enable the accuracy of the apportionment of maintenance costs for each condition level to be improved.

The actual costs of maintenance will be influenced significantly by the draft maintenance response levels of service (ACTION 1, discussed in section 3.3.2) and so will need to be reviewed following any changes to these LoS standards, and in an ongoing way as part of the reporting from the service provider (CityWorks) to the Infrastructure Program branch.

It should also be noted that the model is simplistic in that road hierarchy is not factored in, even though maintenance effort for an asset of equivalent condition is higher (i.e. due to a higher risk priority being allocated to the defect) for a road further up in the hierarchy.

Determination of Sealed Pavement Maint Costs per km.						
Current Annual Expenditure on Sealed Pavement Maintenance						\$1,330,000
Condition	1	2	3	4	5	Total
Length of Road (km) Year 0	95	403	127	55	21	701
% Apportionment of Maint.	0	5	15	35	45	100
ProRata km (km x % Maint)	0	2017	1899	1939	927	6782
\$ Per Prorata Unit	\$196.11					
Maint \$ Factored Up	\$0	\$395,541	\$372,330	\$380,263	\$181,867	\$1,330,000
Average Maint \$/km	\$0	\$981	\$2,942	\$6,864	\$8,825	\$1,897

Figure 3 – Determination of Sealed Maintenance Costs per Km

Based on these figures, the funding required to maintain current levels of service is as follows:

Forecasting Sealed Pavement Maintenance Costs						
Condition	1	2	3	4	5	Total
Length of Road (km) Year 0	95	403	127	55	21	701
Length of Road (km) Year 5	16	303	255	74	53	701
Length of Road (km) Year 10	0	141	383	92	86	701
Average Maint \$/km	\$0	\$981	\$2,942	\$6,864	\$8,825	
Check Maint \$ Now	\$0	\$395,541	\$372,330	\$380,263	\$181,867	\$1,330,000
Estimated Maint \$ at Year 5	\$0	\$297,320	\$750,054	\$504,943	\$469,741	\$2,022,058
Estimated Maint \$ at Year 10	\$0	\$137,830	\$1,125,223	\$633,793	\$757,567	\$2,654,412

Figure 4 – Forecast Sealed Pavement Maintenance Funding Requirements

The figure below sets out the growth in maintenance costs over time under the scenario where funding for renewals does not increase, i.e. where condition deteriorates over time.

The actual funding required to maintain service levels will be influenced significantly by those service levels and also any deterioration in asset condition.

The need for additional preventative maintenance for pavements is discussed in section 5.3 and has been factored into required increases to achieve a sustainable asset-based service provision at current service levels and minimum life cycle costs.

5.2 Risk Management Plan

Council has adopted a Corporate Risk Management Framework which establishes a methodology for the identification of hazards, assessment and management of risks.

Many risks associated with the sealed road network are managed by effective maintenance, as described in section 5.3.

The CityWorks Project Management System (refer section 8 for details) includes the identification, assessment and management of risks associated with operations.

Risks to sealed road assets in addition to these are set out in the following table.

Hazard	Risk	Assessment	Controls
Unauthorised works undertaken on the roadway	Safety issue creates public liability risk e.g. unprotected excavation, trip hazard, blocking of traffic lanes	M	Inspections of network to identify and rectify defects. Approval mechanisms for works on roadway (road opening permits).
Overloaded vehicles	Causes significant pavement damage	L	Deterrents such as road regulations are in place

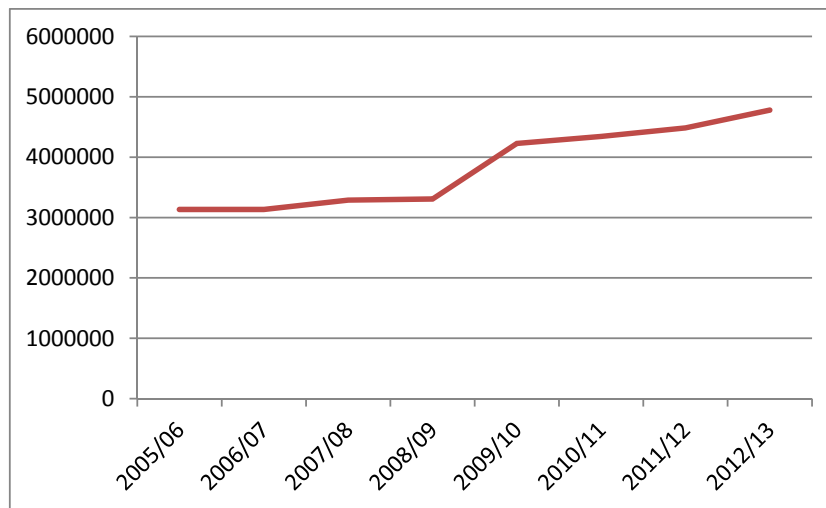
5.3 Routine Operations and Maintenance Management Plan

The objectives of routine operations and maintenance are to:

- Ensure the asset delivers the established level of service
- Avoid premature failure of the asset by undertaking timely maintenance, thereby delaying the cost of asset renewal and minimising life cycle costs of providing the asset.

5.3.1 Historical funding for sealed road maintenance

The table below sets out the value of maintenance work undertaken on sealed roads over the past eight years.



It is difficult to draw conclusions from the graph. Maintenance expenditure is often related to budgets rather than service levels. Budget increases were restricted between 2009/10 and 2011/12. Interestingly, the number of Customer Requests increased over this time (as set out in section 3.1.1). Customer requests are the best gauge of the historical acceptability of service levels.

The challenge in calculating the required annual maintenance expenditure (as reported in Special Schedule 7) was noted in section 5.1.5, as was the plan to establish a methodology for doing so following analysis of compliance with current draft Maintenance Response Levels of Service.

A factor in the significant jump in 2009/10 was the wet weather and grant funding associated with four natural disaster-declared flood events.

The jump in 2012/13 reflects an increased focus on maintenance over renewal. On 25 October 2012, Council considered a report recommending a shift away from full road reconstructions and towards more major maintenance (e.g. heavy patching) work and bitumen sealing to extend the life of the existing assets. This is discussed further in section 5.3.5 below.

As discussed in section 8, analysis of reporting of maintenance accomplished over time will be a key element of the program management function.

5.3.2 Routine Operations Strategy

Routine operations are undertaken to deliver an established level of service, but do not affect the life of the asset. This includes such activities as street sweeping and roadside mowing.

Whilst defects requiring rectification via these activities may require an urgent response (e.g. a major spill of material on a road needs to be swept up because it presents a significant risk), generally such defects are rectified on a cyclical basis as part of a defined “run”.

Details of routine operational programs are included in the Appendix.

5.3.3 Responsive Maintenance Strategy

The majority of maintenance activities are undertaken in response to the identification of a defect in the asset. The repair of such defects is prioritised in accordance with the draft Maintenance Response Levels of Service and also having regard for Council's available funds.

Defect Identification

Defects are identified via two main channels:

- customer requests
- programmed inspection of assets specifically to identify defects (the repair may be undertaken at that time in the case of pothole patching on regular “runs”)

Customer Requests

Customer requests (CRs) are an important source of information for Council about maintenance defects that develop in between programmed inspections.

CRs received by way of phone calls, letters, emails and counter enquiries. During business hours this is generally undertaken by staff in the CityWorks operational area. After hours, phone calls are received by Council's after hours contact centre, and urgent requests referred to on call staff (Operational Coordinators participate in an on call roster).

Details of the request including the location, name of the person reporting it, etc. are recorded in Council's Electronic Content Management (ECM) system (see section 8).

Prioritisation of the repair of defects is discussed below. Note that defects identified through Customer Requests are generally prioritised in the same manner as those identified via asset maintenance inspections. Where appropriate, the customer is informed of the action taken.

Asset Maintenance Inspections

Assets are inspected in accordance with the schedules set out in the Appendix, subject to resourcing. Higher use / more critical assets (i.e. roads higher in the hierarchy) are inspected more regularly.

Defects are recorded in the *Reflect* maintenance management system (refer section 8). Defects requiring immediate repair are also referred to maintenance staff directly.

Inspectors identify and record a defect that, because of its severity and/or extent, meets the minimum recording levels set out in the draft Maintenance Response Levels of Service (in the Appendix).

The defect is recorded by selecting the most appropriate description from options in 'drop down' menus on a mobile computer. The location of the defect is recorded automatically via a Geographical Positioning System. The relevant asset is recorded automatically via a link to the Geographical Information System containing locations of the relevant asset. The system is discussed further in section 8.

Prioritisation of Defect Repair

Council has developed a risk-based tool to prioritise the repair of defects. This is based on the Best Practice Manual – Road Network Risk Management developed by Statewide Mutual (the insurer for most NSW Councils) and utilised by the majority of NSW Councils as a means of discharging duty of care and satisfying the requirements of the Civil Liabilities (Personal Responsibility) Act, 2002.

Defects identified via a Customer Request or Asset Maintenance Inspection are assigned a Maintenance Defect Risk Score (out of 100) as a means of prioritising the repair and incorporating higher risk defects into works programs, considering the resources available to repair them. High risk defects get a high score, and low risk defects a low score.

The Maintenance Defect Risk Score is derived from a combination of a number of factors impacting the risk.

Severity Score: a score out of 10 which is a reflection of the severity of the defect and it’s potential to cause harm. A weighting of 40% is applied to the severity score.

Location Score: a score out of 10 which is a reflection of the relative importance and usage of the asset of where the defect is located. A weighting of 40% is applied to the Location Score.

Position Score: a score out of 10 which is a reflection of the relative importance of the position of the defect within the asset. A weighting of 20% is applied to the Position Score.

The Risk Score of a particular defect is then calculated according to the following formula:

Risk Score	=	Location Score	x	Location Weighting	+	Severity Score	x	Severity Weighting	+	Position Score	x	Position Weighting
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Council has historically undertaken only very minimal work to repair of significant defects on unmade roads. Examples include repairing a bridge that is in danger of failure and gravelling a particularly steep and slippery section of road.

In the review of the draft Maintenance Response Levels of Service (ACTION 1 in the Improvement Plan), consideration will be given to adding a location score for unmade roads. Given the low importance and usage of such roads, it is expected that only defects with a very high severity score will be identified as priorities for repair.

Response Times

The draft Maintenance Response Levels of Service establish the target response times for the repair of defects. Times vary in recognition of the risk from immediate action (for defects presenting a high risk to users of the asset) to several years (for defects presenting a low risk).

It is important to note that response times are dependent upon resources available. Without urgent priorities requiring maintenance resources to be devoted elsewhere, it should be expected that the target response times will be met, however in periods of extended wet weather where sealed road assets deteriorate rapidly and maintenance resources are devoted to emergency response, the achievement of these target response times is clearly not possible.

As noted in section 3.3.2, the draft Maintenance Response Levels of Service are to be addressed as ACTION 1 in the Improvement Plan.

5.3.4 Emergency Response

On occasion, Council is required to respond to emergency situations such as flooding, wind storms, landslips, oil spills, traffic accidents etc.

CityWorks large workforce not only in maintenance of sealed roads, but also operations, maintenance and construction of a wide variety of other assets means that Council has a significant capacity to respond to emergencies.

Emergency response works are undertaken with the necessary resources required, without consideration to other planned works for those resources.

5.3.5 Preventative Maintenance

Preventative maintenance specifically in terms of maintenance of sealed roads is focused on to proactive inspections to identify and rectify a defect before it grows larger, and crack sealing of Asphalt surfacing to prevent water ingress.

The key “preventative” technique for sealed roads is resealing as per section 5.4.3.

Actions 9 and 12 of the Asset Management Strategy are relevant in this regard. These relate to the restructure of the general ledger and Capitalisation Policy, each of which will influence classification of works into either maintenance or capital (renewal / rehabilitation).

5.4 Renewal Management Plan

5.4.1 Target Level of Service

As noted in section 3.3.3, the renewal of road pavements has a direct impact on levels of service and this TAM Plan has been developed on the basis of maintaining current condition across the sealed road network.

This means that the number of kilometres in condition 1, 2, 3, 4 and 5 (as reported in section 5.1.4) should remain consistent (as a minimum), but the worst of these would be identified and renewed, with other roads deteriorating to condition 4 and 5 over time.

5.4.2 Prioritisation, Scope and Estimation of Work

A capital works program has been developed (presented in the Appendix) by identifying assets in condition 4 and 5 from the asset register, considering the usage and importance of the road (i.e. the position on the hierarchy set out in section 2.4.2) and evaluating these in the field to verify the accuracy of the information.

In addition to the renewal of pavements and surfacing, such inspections will often identify the need to undertake renewal of associated assets, particularly kerb and gutter but potentially some stormwater drainage pipes as well. As noted in section 6, failed kerb and gutter assets often create pavement and surface failures because water ponds rather than draining away.

Preliminary estimates for such work are based on a unit rate (i.e. \$ per square metre) based on the valuation of such assets in AssetMaster, which are then refined on a site-specific basis as part of the works order process discussed in section 8.

5.4.3 Strategy

The Report to Council's 25 October 2012 meeting noted earlier under section 5.3.5, as well as increasing the focus on maintenance, also focused Council's funding on work to extend the life of existing assets rather than renewal (building new assets) and an enhanced resurfacing program.

In summary, around \$1M per year was reallocated to increased maintenance, heavy patching and resealing.

Timely resurfacing of sealed roads is perhaps the "pivotal moment" for this asset category in terms of minimising life cycle costs.

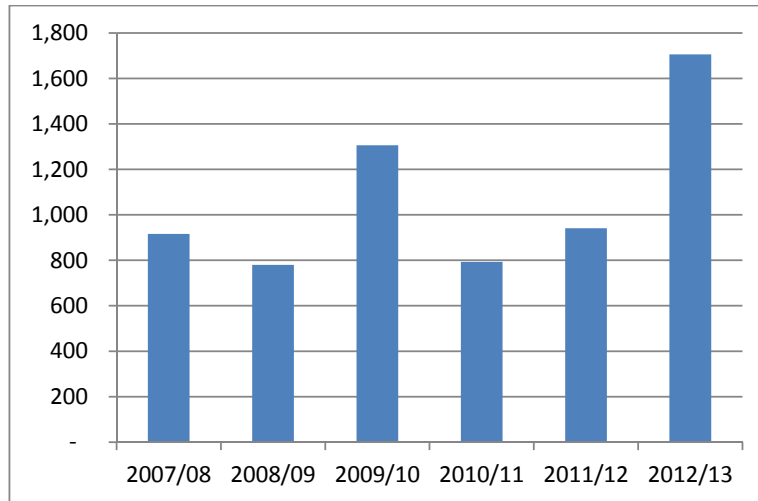
Bitumen and asphalt surfaces act to prevent water ingress into road pavements. This is critical because the wet strength of many gravels (such as those used to construct roads in the local government area – refer section 5.1.2) is far less than the dry strength (think about dry mud versus wet mud).

Bitumen and asphalt surfaces need to be renewed because the bituminous components oxidise over time, making the surface brittle, subject to cracking, which then permits water ingress.

When the figures in section 5.1.5 are considered, and when it is borne in mind that timely resurfacing of a road pavement (currently the useful life is taken to be 18 years, however this is being re-evaluated with a view to increasing the frequency of resealing) will ensure it reaches its design life (40 years) and that the cost of surfacing is far less than pavement rehabilitation / renewal, it is clearly a good investment.

Council often receives queries about “why are they sealing my road – there is nothing wrong with it!”, however this is the reason.

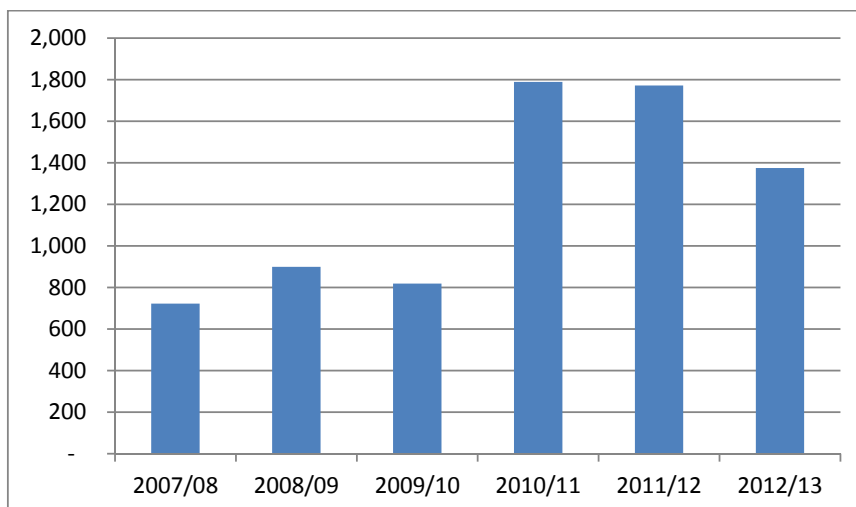
Historical information on resurfacing expenditure is presented in the chart below. It should be noted that the expenditure in this and the pavement renewals is inter-related, with funds transferring between the two, depending on priorities. Prior to 2010/11, significant grant funds were focused on replacing timber bridges given the priorities in this area.



As alternative maintenance and renewal strategies are formulated for sealed roads, the inability to seal those roads requiring a reseal but with pavement in poor condition needs to be considered. Often, this will mean that rehabilitation or renewal of the pavement must occur before resealing.

5.4.4 Renewal of pavements

Historical expenditure on pavement renewal is shown in the chart below.



Proposed capital works (with the aim of maintaining current asset condition across the network) are set out in the Appendix.

A large proportion of the additional \$2M in road renewal expenditure arising from the Special Rate Variation will be focused on renewal of pavements, because this has had to be left (based on the limited funds) to ensure that adequate maintenance was carried out (to maintain service levels and keep roads safe) and to increase resealing programs (to keep water out of pavements).

Over time, a key focus area for the Roads Program Engineer will be on the optimisation of such programs using a variety of treatments to extend the useful life of existing assets in preference to building new ones. ACTION 6 in the Improvement Plan is the review of Maintenance and Renewal Strategies for Sealed Roads.

5.5 Creation / acquisition / upgrade Plan

Council acquires new transport assets primarily from development.

Forecast acquisitions from development are set out in the table below.

An analysis of acquisitions from previous years will be provided in future updates of this TAM Plan.

\$,000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Old Easements & Road Matters	5	5	5	5	6	6	6	6	6	6	56
Dust Sealing			186	191	197	203	209	215	222	228	1651
Corindi Roads Upgrades	163										163
Newmans Road Highway Intersection			800								800
Moonee Collector Road	160	165	180	170	165	160	160	160	160	160	1640
West Korora Road Upgrade		550									550
Park Beach Traffic Calming	57										57
West Coffs Collector Roads	250	500				500					1250
N Boambee Valley Collector Roads	250			500			500				1250
N Bonville Valley Collector Roads		250									250
Hearnes Lake Collector Roads	350			450							800
South Coffs Collector Roads			250								250
Hogbin Drive intersections		300			300						600
Local roads from subdivisions	1400	1442	1485	1530	1576	1623	1672	1722	1773	1827	16049
Footpaths Construction	200	206	212	219	225	232	239	246	254	261	2294
Cycleways Construction	500	515	530	546	563	580	597	615	633	652	5732
Bus Shelter Construction	11	11	12	12	12	13	13	13	14	14	125
Woolgoolga Car Parking Construction		300				50					350
Jetty Area Car parking Construction			200			250					450
Roads Survey/Acquisition	30	31	32	33	34	35	36	37	38	39	346
Roads & Traffic Signs - New	21	22	22	23	24	24	25	26	27	27	241
Traffic Facilities - Council Roads	16	16	17	17	18	19	19	20	20	21	182
Traffic Safety Improvements	21	22	22	23	24	24	25	26	27	27	241
Traffic Infrastructure Improvements	21	22	22	23	24	24	25	26	27	27	241
Total	3455	4357	3976	3742	3167	3743	3526	3111	3200	3291	35568

Forecast acquisitions – Transport Assets

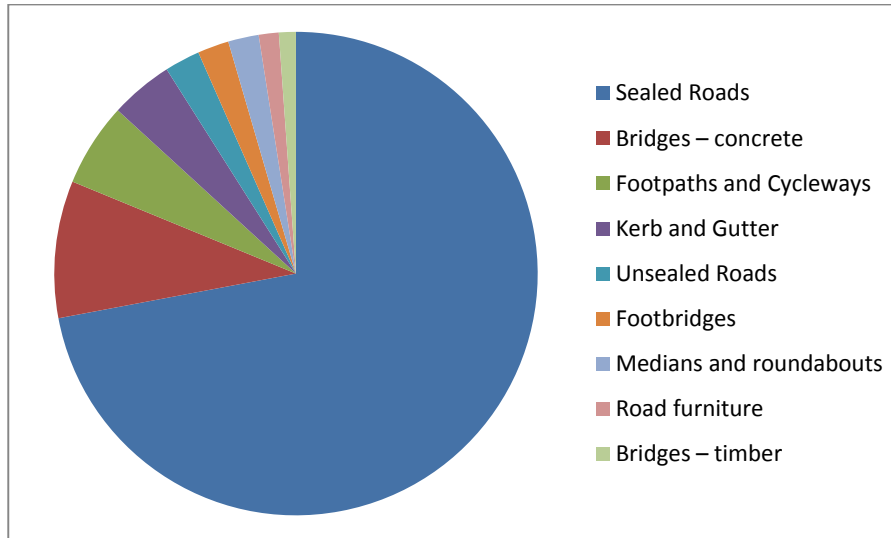
5.6 Disposal plan

Generally, old road assets are disposed of when they are renewed. The assets disposed of are identified as part of the Works Order process involving renewal of assets as per section 8.

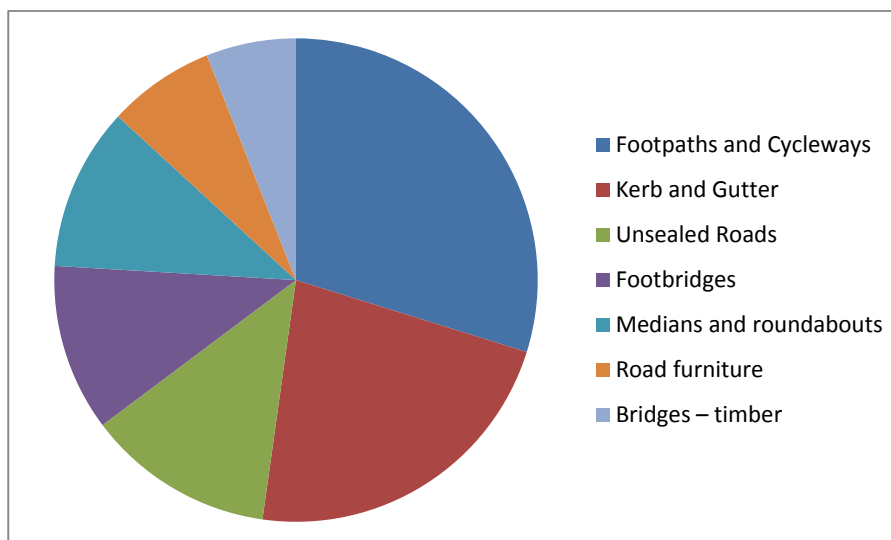
6. Lifecycle Management Plan for Other Transport Assets

6.1 Scope

The replacement value of other transport assets is very small in comparison to sealed road assets as shown in the chart below (the order has been arranged in descending value).



When sealed roads (lifecycle management plan considered in section 5) and the next largest asset class, concrete bridges are eliminated (these assets have a useful life of 100 years) the remaining value of assets is as follows.



Whilst significant, the same degree of rigour has not yet been applied to developing lifecycle management plans for these asset categories in view of limited resources to do so. Together, these other transport assets represent \$117M or 19% of the total value of transport assets. The broad principles of lifecycle management for these asset categories are set out in section 6.3.

6.2 Identification and prioritisation of defects

Inspections carried out as part of road maintenance defect inspections (refer section 5.3.3) cover most other transport assets apart from bridges and footpaths, each of which are inspected in specific programs.

Assets requiring renewal are also identified during specific inspections to determine asset condition as opposed to maintenance defects. Note that action 3 of the Asset Management Strategy involves development of a 5 year asset inspection program.

Often, as noted in section 5.4 above, kerb and gutter defects are rectified as part of renewal works on sealed road pavements.

6.3 Lifecycle Management for other Transport Assets

The key principles of lifecycle management for each asset class to minimise costs and meet current service levels are discussed below.

Concrete bridges

Critical to achieving design life for those assets within the tidal zone is cathodic protection. This is installed on all such bridges, and includes a periodic testing to ensure this is still working.

Otherwise, maintenance involves clearing of scuppers (drain holes) and accumulated flood debris as required.

Footpaths and Cycleways

Responsive maintenance required is generally grinding of trip hazards, and clearing of vegetation on high-use cycleways.

Kerb and Gutter

Street sweeping operations (5.3.1) clean debris to reduce litter flowing to the environment after rain, but otherwise little maintenance is required. Council is increasingly installing subsoil drainage as a means of draining water from beneath kerb and/or in the adjacent pavement to prevent failure from wetting up of pavements. Garbage trucks are the biggest source of kerb failure, as these regularly drive on the edge of pavements. Also, buses do similar damage.

Unsealed Roads

Council undertakes regular grading programs to re-establish effective drainage on unsealed roads. This is important to shed water from the gravel surface (thus avoiding faster erosion of the gravel pavement) and restore acceptable ride quality to the road surface. Drainage maintenance (table drains) and restoration of guideposts are usually undertaken in conjunction with this work.

Footbridges (including boardwalks)

Footbridges are maintained similar to trafficable bridges, depending on the material of construction. Work includes securing timber planks, cleaning scuppers, debris, etc.

Medians and Roundabouts

Medians and roundabouts constructed as per sealed pavements were included in section 5. Other material types are maintained to respond to defects as required.

Road furniture

Council has an extensive number of road signs and street furniture. A large proportion of signs (around 527) and around 200m of guardrail is identified as being in need of renewal as of 2011.

Timber Bridges

Timber bridges are often a vital link for rural areas with one way in and one way out of a valley. A Special Rate Variation specifically for timber bridges was commenced in 2008 which has enabled Council to replace several timber bridges each year with concrete.

Maintenance works include repairing loose planks and clearing flood debris. Often, individual members are replaced rather than the entire structure.

7. Financial Summary

The table below sets out the funding for management of transport assets proposed to implement this TAM Plan.

The figures align with those within the relevant programs in the “sustainable case” of the Long Term Financial Plan.

8. Asset Management Practices

Asset Tasks and Duties

The Asset Tasks and Duties Procedure describes the key processes associated with Asset Management generally.

Service Level Agreement

A Service Level Agreement has been prepared setting out the roles, responsibilities and key processes between branches in the City Infrastructure Services division.

Monthly Reporting

Monthly reporting systems for reporting of maintenance accomplishment and cost are to be developed for reporting from the Service Provider (CityWorks) to the Infrastructure Program Management Branch. ACTION 7 in the Improvement Plan.

These reports will be reviewed by the Roads Program Engineer, who is responsible for reporting on progress in the implementation of Council's Delivery Program regarding transport assets to Council as part of normal corporate (six monthly) reporting processes.

Standards

Council has adopted AusSpec specification and documentation (as amended) as the standard to which it constructs and maintains its civil infrastructure, including infrastructure acquired through a development process.

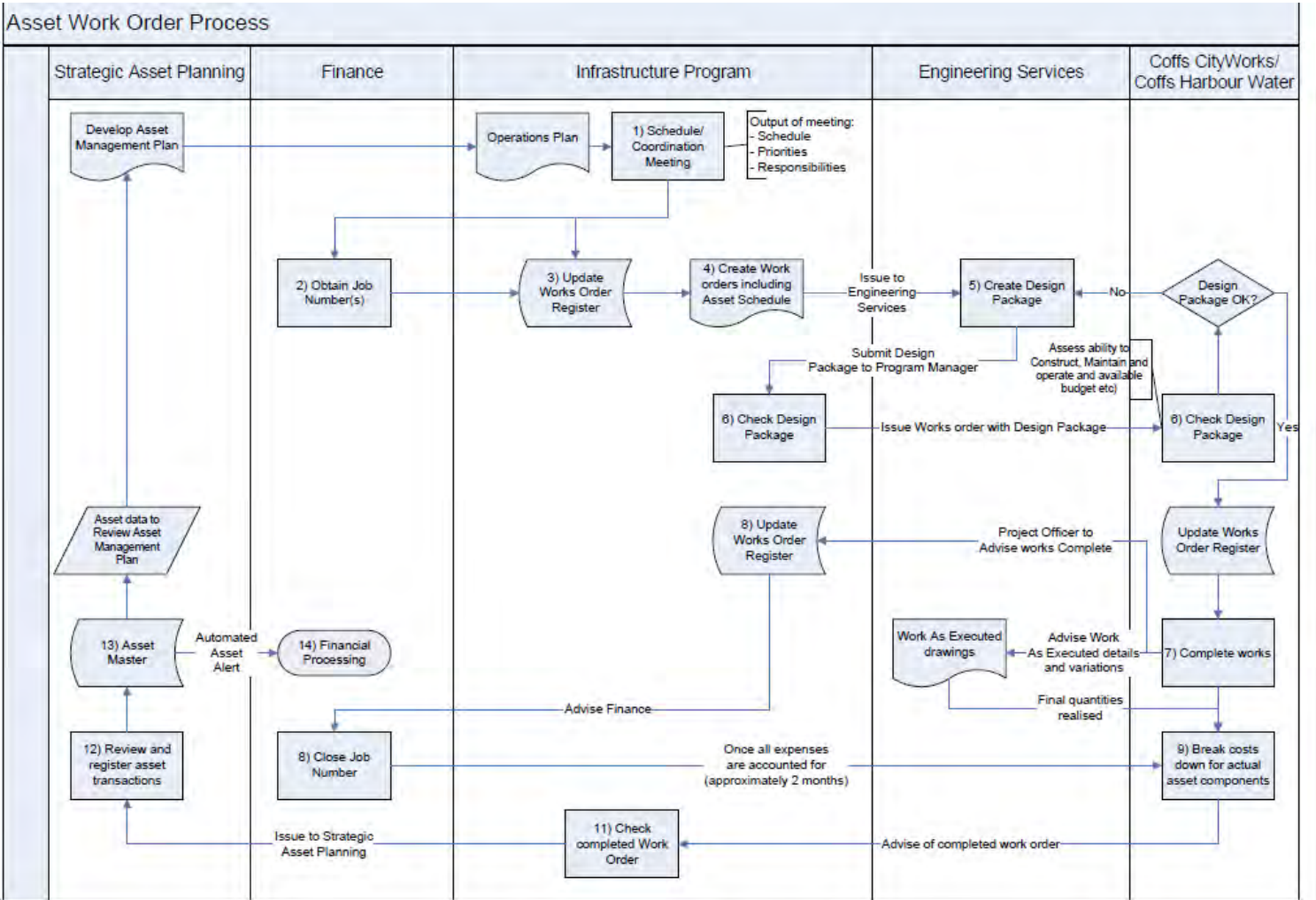
Where the AusSpec documentation does not address a relevant work activity, industry practice as well as the Australian Standards form the basis of the standard for that activity.

Works Orders

The attached flowchart details the Works Order process utilised for capital works. This process ensures:

- Works are accurately scoped and estimated prior to commencement
- Details of asset creation (asset category, quantities and cost) is collected to enable updating of Council's asset register
- Details of each asset disposed of (by asset ID) is recorded.

Current status of works orders is an agenda item at Asset Accounting Team Meetings.



9. Improvement Plan

The improvement actions identified throughout the Plan are summarised in the table below.

Action	Section	Details	Who	When
1	3.3.2 5.1.7 5.3.3	Review capacity to achieve draft Maintenance Response Levels of Service (for adoption by Council in updated TAM Plan), including the costs of maintaining assets of varying condition and add a location score for unmade roads	Roads Program Engineer	September 2014
2	4.3.2	Continued advocacy for the commencement of the Coffs Harbour bypass	Council	Ongoing
3	4.3.2	Seek a commitment from RMS for ongoing monitoring of peak hour traffic flows and consideration of implementation of peak hour clearways if required	Executive Manager Engineering Services	May 2014
4	4.3.2	Seek RMS commitment to undertake traffic modelling of options such as provision of service roads and revised controls at critical intersections, with a view to formulating a program of works to improve traffic flows. This network simulation model should be updated and consultation undertaken on Pacific Highway traffic management and land-use options for the short, medium and long term.	Executive Manager Engineering Services	May 2014
5	5.1.4 5.1.6	Compare deterioration of road assets from 2011 and 2014 road condition surveys and compare against deterioration model	Manager Strategic Asset Planning	February 2015
6	5.1.5 5.4.4	Review of maintenance and renewal strategies for sealed roads	Roads Program Engineer	August 2014
7	8	Development of monthly reports on accomplishment, cost and compliance with levels of service for transport assets	Roads Program Engineer	May 2014

As this TAM Plan is reviewed and improved, formal performance measures will be developed.

Appendices

1. Target Road Asset Inspection frequencies
2. Draft Maintenance Response Service Levels
3. Proposed Capital Works Program for Roads
4. Proposed Capital Works Program for Other Transport Assets

APPENDIX 1 – Target Road Asset Inspection Frequencies

Refer Transport Asset Management Plan Summary

APPENDIX 2- Draft Maintenance Response Levels of Service

Refer Transport Asset Management Plan Summary

Appendix 3 – Proposed Capital Works Program – Roads

Refer Transport Asset Management Plan Summary

Appendix 4 – Proposed Capital Works Program for Other Transport Assets

Refer Transport Asset Management Plan Summary

APPLICATION FOR SPECIAL RATE VARIATION

Purpose:

To seek Council's endorsement to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a community wide Special Rate Variation (SRV) over three years commencing 2014/2015.

Description of Item:

Coffs Harbour City Council at its meeting of 28 November 2013 resolved to notify IPART of its intention to make an application for a SRV under Section 508(A) of the Local Government Act. This resolution also included a need for further community engagement regarding the proposed steps for Council to establish a financially sustainable position, including the application for a SRV.

Staff notified IPART of the Council's intention to lodge a SRV. Staff have also continued a community engagement process in regards to the proposed steps to adopt a financially sustainable position, including a proposed 'rate rise' over three years. Details and results from the community engagement process are included under the 'Consultation' heading in this report.

The proposed SRV is a key element of Council's funding strategy to ensure the sustainable management of Council's infrastructure assets. All additional revenue generated by the SRV (above rate pegging allowances) will be allocated to funding asset maintenance and renewal works. More specifically, Council has an approximate \$6.2 million per annum shortfall in asset maintenance and renewal to adequately support the services desired by the community.

The proposed SRV is a permanent multiple year increase over a three year period commencing from 2014/2015.

The following table shows the impact of the proposed SRV (inclusive of rate pegging) on Council's approximate annual ordinary rate yield and additional annual expenditure for asset maintenance and renewal.

Proposed Funding Levels	2013/14	(YEAR 1) 2014/15	(YEAR 2) 2015/16	(YEAR 3) 2016/17
Ordinary Rate Yield	\$36.1M	\$38.9M	\$42.05M	\$45.45M
Ordinary Rate Yield Increase <i>(including rate pegging %)</i>		\$2.8M	\$3.15M	\$3.4M
Additional Annual Ordinary Rate Yield <i>(above rate pegging %)</i> for Asset Maintenance & Renewal		\$2M	\$2.06M	\$2.12M
Additional Annual Funds Allocated to Asset Maintenance & Renewal		\$2M	\$4.06M	\$6.18M

As shown above the proposed SRV will yield an additional \$6.2 million (approximately) in the third year (2016/17) to be used for additional asset maintenance and renewal of community assets. As the proposed SRV is a permanent increase to Council's rate base the \$6.2 million after the third year (2016/17) will then increase in future years by the rate pegging allowance.

Sustainability Assessment:

- **Environment**

There are no environmental impacts as a result of the recommendations in this report.

- **Social**

Whilst Council currently delivers an extensive range of services achieving social, environmental and economic outcomes, its ability to do so into the future is dependent upon it being financially sustainable. The proposed Special Rate Variation is an important component of Council's future funding strategies to achieve long term financial sustainability.

- **Civic Leadership**

Council being financially sustainable, and therefore maintaining current levels of service delivery, works towards achieving a number of the outcomes identified within the *Coffs Harbour 2030* Community Strategic Plan and is directly connected to the themes "Looking after our Community", "Moving Around" and "Places for Living".

Relevant strategies include:

- Build pride and identity in Coffs Harbour as a community and a place;
- Ensure adequate maintenance and renewal of roads, footpaths and cycleways;
- 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.

- **Economic**

Broader Economic Implications

Sustainable service delivery through the generation of savings, improved productivity efficiency and additional rate revenue has broad positive growth and economic impacts for the entire City for the future. The impact of the proposed rate increase on ratepayers needs to be balanced against the positive economic impact of maintaining Council programs and services across the local government area.

Delivery Program/Operational Plan Implications

Council's current adopted 2013-2014 Operational Plan and 2013-2017 Delivery Program provide commentary on Council's resourcing challenges and the future decline in levels of service if Council's annual 'infrastructure gap' is not addressed.

The following excerpt is from Council's 2013-2014 Operational Plan:

Options to meet Resourcing Challenges from 2014-2015

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

A strategy is to be pursued during 2013/2014 – in consultation with the community – to develop measures to address this resourcing challenge from 2014/2015 onwards.

The following excerpt is from Council's 2013-2017 Delivery Program:

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 Coffs Harbour 2030 Plan are impacted by the amount of Council's General Fund asset maintenance and renewal spends.

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

Addressing the Funding Challenge

The 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 (\$6.2 million) as well as projected General Fund budget deficits which grow to \$3.5 million in 2022/2023.

Council's draft 2014-2018 Delivery Program will again have a focus on a range of funding options to close the remainder of the 'gap' to financial sustainability (as detailed in Council's Resourcing Strategy) including the Transformation to Sustainability Project and continued emphasis on Asset Management.

Risk Analysis:

The Integrated Planning and Reporting (IPR) Framework provides an approach to assist Council move to financial sustainability, particularly through long term financial planning to fund strategic actions and levels of services. The requirement for additional revenue to maintain the current levels of service is clear from Council's IPR documents. Therefore, there is a significant financial risk for Council to manage if the application for a Special Rate Variation is not approved. Levels of service would need to be revisited with reduction of and/or removal of services considered.

Consultation:

Council at its meeting of 26 September 2013 endorsed a 'Level of Service – Community Engagement Process' which included a Community Engagement Strategy for levels of service. The objective of the engagement strategy was to seek community feedback on preferred levels of service and proposed funding solutions to meet that service level.

Community engagement was undertaken in a two-phase process with the first phase assessing preferred levels of service and a willingness to pay more rates via submissions made through Council's 'Budget Allocator' survey. Details and results from the first-phase of engagement were previously reported to Council on 28 November 2013.

The second phase of the engagement process sought community feedback on proposed steps to be taken to adopt a financially sustainable position, including the proposal for a SRV and further funding options to close the remainder of the 'gap' to financial sustainability.

Council in phase two engaged the community through various media releases, a mail-out to all ratepayers, e-newsletters, two information stalls (Growers Market and Harbourside Market) and Council's page in *The Coffs Coast Advocate* – all of which had a focus on seeking feedback via a 'proposed rate rise' survey.

The survey (which was made available in both on-line and hard copy formats) also allowed participants to add additional comments in regards to their survey response.

The survey had a simple approach and asked if the Community would support Council applying for a rate increase over the next three years to help pay for ongoing renewal and maintenance of the assets needed to deliver services to the community.

The survey was open for nearly seven weeks from the 9 December 2013 to 24 January 2014.

In total, 912 people completed the 'open public' survey. The results (Graph 1) from the open survey are included in the issues section of this report.

In addition to the comments received via the survey, Council received 46 written submissions on the funding proposals put forward. Approximately 90% of these submissions included comments opposing the SRV proposal.

Community Reference Panel

In addition to the 'open public' survey, Council separately engaged its recently established 'community reference panel' with the same survey to provide Council with added confidence that the feedback received was representative of the community as a whole.

Out of a total of 467 panel members, 205 (or 52%) members completed the same survey.

The feedback from the reference panel (Graph 2) is included in the issues section of this report, separately identified from that of the 'open public' survey results.

Based on an approximate LGA population of 70,000, the reference panel survey results have a margin for error of approximately +/- 6% at the 95% confidence level.

It is important to note that the 'open public' results can in no way be considered statistically random (and therefore representative of the general community) because it is subject to bias by particular interest groups, a sampling error cannot be applied.

Related Policy and / or Precedents:

Section 508(A) of the Local Government Act 1993 applies.

Statutory Requirements:

Council will need to make a SRV application, under Section 508(A) of the *Local Government Act*, to IPART for determination. The application to IPART will be based on a proposed increase to Council's 'Notional General Income' (which includes only revenues generated from the ordinary rate and environmental special rate). In this regard the following table shows the proposed increase to Council's the Notional General Income over the next three years.

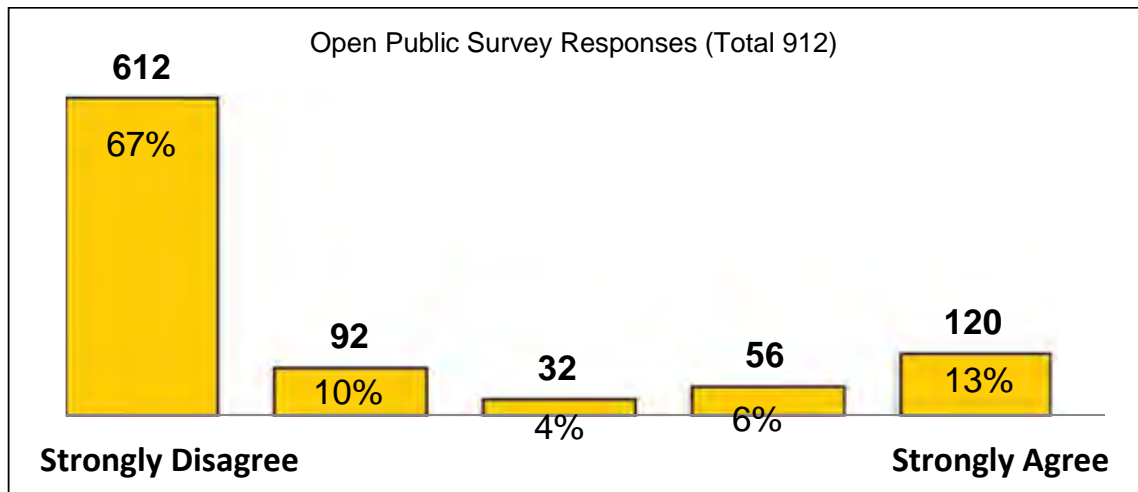
Financial Year	Percentage Increase	Additional Notional General Yield
2014/2015	7.90%	\$2.83 million
2015/2016	8.14%	\$3.17 million
2016/2017	7.75%	\$3.27 million

Issues:

Results from 'Open public' survey

The following graph (Graph 1) shows results from the 'open public' survey. As you can see 67% of respondents strongly disagree with the proposed SRV while 13% strongly agree.

Graph 1 – Results from Open Public Survey



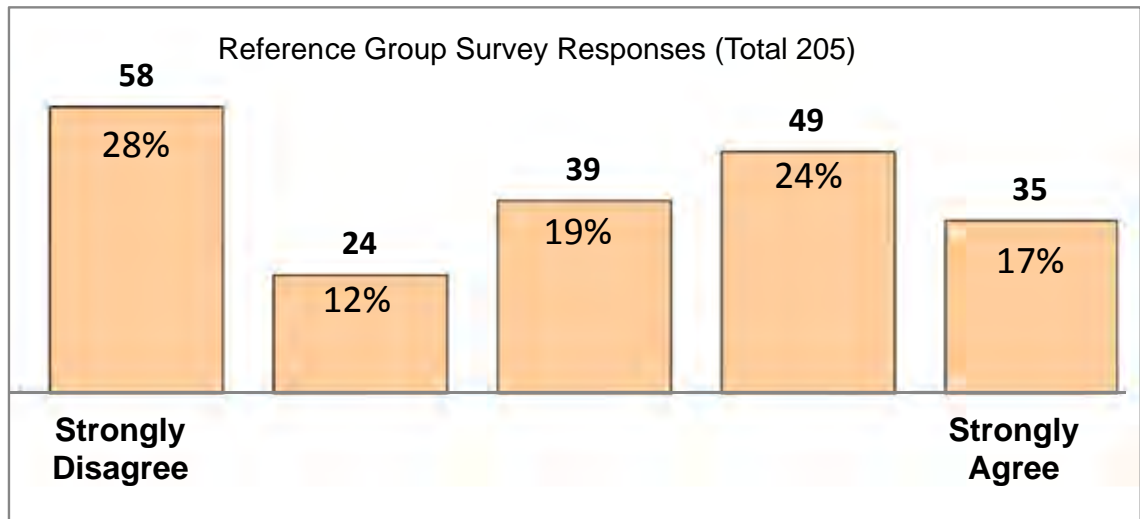
The following table shows a summary of the type of comment received from the open public.

Request for Council Expenditure Cuts	36%
Concerns about Affordability	19%
Support Proposal - With Comments & Suggestions	15%
Reallocation of Funding to 'Core Services'	11%
Can't see Value for Rates for their Property	10%
Lack of Services for Red Rock, Mullaway, and Corindi Areas	5%
Approach State/Federal Government for Assistance	2%

Results from the Reference Panel

The following graph (Graph 2) shows results from the Reference Panel completing the same survey as the 'open public'. As you can see from this graph there seems to be a more balanced response to the survey question.

Graph 2 – Results from Reference Group (same survey as open public)



The following table shows a summary of the type of comment received from the Reference Panel.

Support Proposal	33%
Request for Council Expenditure Cuts	26%
Concerns about Affordability	22%
Can't see Value for Rates for their Property	9%
Reallocation of Funding to 'Core Services'	8%
Lack of Services for Red Rock, Mullaway, and Corindi Areas	1%

Proposed Impact on Ratepayers

The impact of the proposed SRV (staged over three years) on the average residential property is best demonstrated by comparing the total annual rate bill 'with' and 'without' the SRV.

Comparisons involving the total rate bill have been used throughout the community engagement process so that impacts of projected increases of all charges – water, sewerage and waste as well as the services funded by the ordinary rate – can be considered.

In simple terms, the total annual rate bill (inclusive of all annual and usage charges) for the average residential property would increase by around 5% per year for the next three years under the proposed SRV rather than around 3.5% per year without the SRV.

The tables below clarify the actual dollar increases under the two scenarios. Full details of the calculations are provided in the attachment.

Scenario	Increase in total rate & charges bill per annum			Totals
	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	
Rate peg only (2.3% for 14/15 & projected 3% for 15/16 & 16/17)	\$101.84	\$112.72	\$114.62	\$329.18
With Special Rate Variation	\$155.30	\$167.83	\$171.35	\$494.48
Difference	\$53.46	\$55.11	\$56.73	\$165.30

Scenario	Increase in total rate & charges bill per annum (\$ / week)			Totals
	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	
Rate peg only (2.3% for 14/15 & projected 3% for 15/16 & 16/17)	\$1.96	\$2.17	\$2.20	\$6.33
With Special Rate Variation	\$2.99	\$3.23	\$3.30	\$9.52
Difference	\$1.03	\$1.06	\$1.10	\$3.19

Put another way, when the full amount of the SRV is implemented in the third year, residents will be paying \$165.30 per year (\$3.19 per week) more than if Council limits ordinary rate increases to the rate peg amount (allowing for a projected rate peg increase of 3% p.a. for 15/16 & 16/17).

At the end of three years, assuming Council has been able to “bridge the gap” to sustainability in other ways, future ordinary rate increases would be limited to the annual rate peg increase.

The attachment also shows the proposed impact on the ordinary rate (only) for the average farmland and business property.

Proposed Allocation of Additional Rate Funds

The proposed SRV will generate additional ordinary rate funds (above the pegging increase) in the third year of approximately \$6.2 million to address Council’s annual infrastructure maintenance and renewal gap. The following table shows the proposed allocation of these additional funds for the first three years across particular asset categories and expenditure.

Detailed programs of works supporting this allocation are currently being finalized in conjunction with new Asset Management Plans.

Asset Expenditure	2014/2015	2015/2016	2016/2017
	Year 1	Year 2	Year 3
Road Pavements and Surfacing	\$660,000	\$1,320,000	\$2,000,000
Road Maintenance	\$190,000	\$390,000	\$600,000
Other Transport Assets	\$190,000	\$390,000	\$600,000
Building Renewals	\$480,000	\$980,000	\$1,481,800
Building Maintenance	\$160,000	\$330,000	\$500,000
Recreation Services Renewals	\$260,000	\$520,000	\$800,000
Asset Management	\$60,000	\$130,000	\$200,000
Totals	\$2,000,000	\$4,060,000	\$6,181,800

Implementation Date / Priority:

An application for a SRV is required to be submitted to IPART by 24 February 2014. Once adopted, the proposed SRV will be used to inform the development of Council's Draft 2014/2018 Delivery Program (due for release for public exhibition in April 2014).

Recommendation:

That Council makes a Special Rate Variation Application to IPART for a permanent rate increase to be phased in over three years, pursuant to Section 508(A) of the Local Government Act, 1993 which will result in Council's Notional General Income increasing by 7.90% for 2014/15, 8.14% for 2015/16 and 7.75% for 2016/17.

Proposed SRV Impacts – Average Residential Property

**Projected Increase in Total Rate Burden for the AVERAGE Residential Property for the next 3 Years (with Rate Peg Increase Only)
Average Residential Property (Based on a land valuation of \$183,700)**

Rates & Charges	CURRENT	Year 1		Year 2			Year 3			3 Year Compound Increase from 2013/14		
	2013/14	2014/15	Increase Year 1		2015/16	Increase Year 2		2016/17	Increase Year 3		(\$)	%
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%		
Residential Ordinary Rate	930.65	952.58	21.93	2.36%	981.11	28.53	3.00% **	1,010.52	29.41	3.00% **	79.88	8.58%
Environmental Levy	38.31	39.22	0.91	2.38%	40.41	1.19	3.03%	41.62	1.21	2.99%	3.31	8.64%
Sewer, Water, Waste & Stormwater Charges	2,118.50	2,197.50	79.00	3.73%	2,280.50	83.00	3.78%	2,364.50	84.00	3.68%	246.00	11.61%
Totals	3,087.46	3,189.30	101.84	3.30%	3,302.02	112.72	3.53%	3,416.64	114.62	3.47%	329.19	10.66%
Increase per Week (\$)			1.96			2.17			2.20		6.33	

The Rate Peg for 2014/15 has been set at 2.3%. **An estimated Rate Peg of 3% has been used for 2015/16 & 2016/17.

The Rate Peg % does not apply to Sewer, Water, Waste or Stormwater charges. Water charges include 250 KL of water usage for a year.

**Projected Increase in Total Rate Burden for the AVERAGE Residential Property for the next 3 Years (with Rate Peg + Proposed Additional Rate Increase)
Average Residential Property (Based on a land valuation of \$183,700)**

Rates & Charges	CURRENT	Year 1		Year 2			Year 3			3 Year Compound Increase from 2013/14		
	2013/14	2014/15	Increase Year 1		2015/16	Increase Year 2		2016/17	Increase Year 3		(\$)	%
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%		
Residential Ordinary Rate	930.65	1,006.03	75.39	8.10%	1,089.67	83.64	8.31%	1,175.81	86.14	7.91%	245.17	26.34%
Environmental Levy	38.31	39.22	0.91	2.38%	40.41	1.19	3.03%	41.62	1.21	2.99%	3.31	8.64%
Sewer, Water, Waste & Stormwater Charges	2,118.50	2,197.50	79.00	3.73%	2,280.50	83.00	3.78%	2,364.50	84.00	3.68%	246.00	11.61%
Totals	3,087.46	3,242.75	155.30	5.03%	3,410.58	167.83	5.18%	3,581.93	171.35	5.02%	494.48	16.02%
Increase per Week (\$)			2.99			3.23			3.30		9.51	

The SRV does not apply to Sewer, Water, Waste or Stormwater charges. Water charges include 250 KL of water usage for a year.

Proposed SRV Impacts – Average Farmland & Business Property

Projected Ordinary Rate Increase for the next 3 Years (with Rate Peg Increase Only)

Ordinary Rate ONLY - (Not including Environmental, Sewerage, Water, Waste or Stormwater charges)

Average Land Value for Farmland Property	\$412,100
Average Land Value for Business Property	\$411,550
Average Land Value for city Centre Business Property	\$663,000

Ordinary Rate ONLY	CURRENT	Year 1		Year 2			Year 3			3 Year Compound Increases from 2013/14		
	2013/14	2014/15	Increase Year 1		2015/16	Increase Year 2		2016/17	Increase Year 3		2013/14	
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	%
Average Farmland Property	1,708.53	1,749.03	40.50	2.37%	1,801.23	52.19	2.98% **	1,855.40	54.17	3.00% **	146.87	8.60%
Average Business Property	3,264.62	3,341.17	76.55	2.34%	3,441.79	100.62	3.01% **	3,545.22	103.42	3.00% **	280.59	8.60%
Average Business - City Centre Property	7,251.96	7,423.28	171.32	2.36%	7,647.04	223.76	3.01% **	7,876.77	229.73	3.00% **	624.81	8.62%

The Rate Peg for 2014/15 has been set at 2.3%. **An estimated Rate Peg of 3% has been used for 2015/16 & 2016/17

Projected Ordinary Rate Increase for the next 3 Years (with Rate Peg + Proposed Additional Rate Increase)

Ordinary Rate ONLY - (Not including Environmental, Sewerage, Water, Waste or Stormwater charges)

Ordinary Rate ONLY	CURRENT	Year 1		Year 2			Year 3			3 Year Compound Increases from 2013/14		
	2013/14	2014/15	Increase Year 1		2015/16	Increase Year 2		2016/17	Increase Year 3		Amount (\$)	%
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%		
Average Farmland Property	1,708.53	1,846.57	138.04	8.08%	2,000.01	153.44	8.31%	2,158.44	158.43	7.92%	449.91	26.33%
Average Business Property	3,264.62	3,528.41	263.79	8.08%	3,821.68	293.28	8.31%	4,123.85	302.16	7.91%	859.23	26.32%
Average Business - City Centre Property	7,251.96	7,838.98	587.02	8.09%	8,490.05	651.07	8.31%	9,161.67	671.62	7.91%	1,909.71	26.33%

LOCAL GOVERNMENT ACTS TASKFORCE - RELEASE OF FINAL REPORT

Purpose:

To report to Council the recommendations and findings for a new Local Government Act for NSW by the Local Government Acts Taskforce.

Description of Item:

By Circular dated 8 January 2014 the Chief Executive, Local Government and Division of the Department of Premier and Cabinet advised that the final report of the Local Government Acts Taskforce (LGAT) has been released.

Councils were advised that they have until 7 March 2014 to make a written submission to the Division should they so wish.

A copy of the final report to the Minister for Local Government by the LGAT dated 16 October 2013 is attached to this report as Attachment No 1.

Sustainability Assessment:

- **Environment**

There are no environmental impacts as a result of the release of the final report of the LGAT by the Minister for Local Government.

- **Social**

There are no social impacts as a result of the release of the final report of the LGAT by the Minister for Local Government.

- **Civic Leadership**

As reported previously, the aim of the State Government initiating the LGAT is to review the Local Government Act 1993 to ensure that it remains an appropriate piece of legislation in today's contemporary society.

- **Economic**

Broader Economic Implications

With change to legislation, there is bound to be some change to how we go about implementing the change. The quantum of this effect is difficult to estimate at this point in time.

Delivery Program/Operational Plan Implications

There are no implications envisaged at this stage.

Risk Analysis:

It is not anticipated that there are risks associated with consideration of this report.

Consultation:

Copies of the Circular from the Chief Executive, Local Government and the final report by the LGAT have been provided to Councillors and the Leadership Team.

Submissions are invited to be submitted to the Division by 7 March 2014.

Related Policy and / or Precedents:

Not applicable.

Statutory Requirements:

The LGAT specifically reviewed the Local Government Act 1993.

Issues:

The LGAT conducted its review from approximately August 2012 through to October 2013. Various workshops were conducted throughout NSW providing an opportunity to have input to the process. An initial discussion paper was released by the LGAT in April 2013 and a report was considered by Council at its meeting on 24 April 2013.

Originally it was anticipated that some of the outcomes of the Independent Local Government Review Panel and the review of the Environmental Planning and Assessment Act may have driven changes in the Local Government Act 1993 by the LGAT, however, the Final Report of the ILGRP and the planning changes had not been finalized at the time of the LGAT submitting its final report.

Accordingly, the suggested amendments within the final report of LGAT are primarily changes to the mechanics of the current legislation. It is not envisaged that the suggested changes at this stage will present major issues for the local government sector.

It should be noted that dependent on the final response of the NSW Government to the Independent Local Government Review Panel's Final Report, there may be a need for further changes to the Local Government Act 1993.

Implementation Date / Priority:

The actual schedule for the implementation of changes to the Local Government Act 1993 as a result of the LGAT Final Report is not known at this time.

Recommendation:

That Council note the invitation of submissions to the Final Report of the Local Government Acts Taskforce.



LOCAL GOVERNMENT ACTS TASKFORCE

**Report to the Minister for Local Government
the Hon Don Page MP**

A New Local Government Act for New South Wales and Review of the City of Sydney Act 1988

16 October 2013



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List of Abbreviations & Defined Terms

“Act”	means the <i>Local Government Act 1993</i>
“ASIC”	means the Australian Securities and Investments Commission
“Charter”	means the Council Charter as articulated in Section 8 of the Local Government Act
“Community Engagement Strategy Guidelines”	means the guidelines recommended by the Taskforce to be prepared by councils that will provide communities with opportunity to engage with the council. See recommendation 3.2.2
“Community Strategic Plan”	means the plan required by Section 402 of the Local Government Act that identifies the main priorities and aspiration for the future of the local government area covering a period of at least 10 years
“CoSA”	means the <i>City of Sydney Act 1988</i>
“Delivery Plan”	means the program required by section 404 of the Local Government Act detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan
“Discussion Paper”	means the Local Government Acts Taskforce paper “A New Local Government Act for NSW” released in April 2013
“EPAA”	means the <i>Environmental Planning and Assessment Act 1979</i>
“FA”	means the <i>Food Act 2003</i>
“Guiding Principles”	means the principles recommended by the Taskforce to be observed by local government in the exercise of its role and responsibilities. The Guiding Principles are listed in recommendation 3.1.2
“IAP2”	means the International Association of Public Participation which has developed a model of public participation
“Independent Panel”	means the Independent Local Government Review Panel
“IPART”	means the Independent Pricing and Regulatory Tribunal
“IPR”	means integrated planning and reporting
“JSCEM”	means the Joint Standing Committee on Electoral Matters of the NSW Parliament
“LA(JTC)A”	means the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>
“LAP”	means Local Approvals Policy
“LEP”	means Local Environmental Plan
“LGPR Committee”	means the Local Government Project Review Committee constituted under section 400G of the Act
“LOP”	means Local Orders Policy
“PEEA”	means the <i>Parliamentary Electorates and Elections Act 1912</i>
“PHA”	means the <i>Public Health Act 2010</i>
“POEOA”	means the <i>Protection of the Environment Operations Act 1997</i>
“PPP”	means Public Private Partnerships
“RA”	means the <i>Roads Act 1993</i>
“Resourcing Strategy”	means the strategy required by Section 403 of the Local Government Act for provision of the resources required to implement the strategies established by the community strategic plan that the council is responsible for. It includes long-term financial planning, workforce management planning and asset management planning
“ROC”	means Regional Organisation of Councils
“SOA”	means the <i>Summary Offences Act 1988</i>
“Taskforce”	means the Local Government Acts Taskforce
“WMA”	means the <i>Water Management Act 2000</i>

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Chapter 1—Introduction

Foreword by the Chair of the Local Government Acts Taskforce

As Chair of the Local Government Acts Taskforce (the Taskforce) it is my pleasure to present to the Minister for Local Government, the Hon Don Page MP the Taskforce recommendations and findings for a new Local Government Act for NSW. These have been developed in collaboration with the other Taskforce Members Mr Stephen Blackadder, Mrs Gabrielle Kibble AO and Dr Ian Tiley.

In the formulation of these recommendations the Taskforce consulted widely, holding workshops, meeting with individual stakeholders and special interest groups, as well as inviting written submissions in response to the Taskforce's two papers: the "*Preliminary Ideas*" paper released in 2012 and the Discussion Paper "*A New Local Government Act for NSW*" released in 2013.

The Taskforce is very appreciative of the ideas and constructive suggestions that we received from a wide range of interested persons and stakeholders. The Taskforce was gratified by the wide support for the proposals we made in our Discussion Paper.

The Taskforce has considered the feedback and trusts that the final recommendations contained in this report reflect the needs of local government and the community, and will support a robust and sustainable local government sector for NSW into the future.

We have endeavoured to formulate recommendations for an enabling, principles-based Local Government Act (the Act) that simplifies the regulatory aspects of the legislation. It is important to note that there is considerable support for the Act and rather than a total rewrite it is more in need of refocus, re-emphasis and simplification.

In particular, it is evident that there is widespread support for the integrated planning and reporting (IPR) framework. Reflecting this, the key recommendation of the Taskforce is the restructure of the new Act around this framework

(see recommendation 3.2.1). The Taskforce emphasises that the recommendation for strengthening IPR does not imply expanding the detail or level of prescription.

By giving IPR more prominence in the Act and redrafting and/or incorporating other sections of the Act into the IPR framework the Taskforce believes that it is possible to develop a streamlined Act that eliminates unnecessary red tape and duplication. More importantly, the IPR framework will support more autonomy for councils which engage effectively with their communities to deliver outcomes that the community has identified as essential for its wellbeing and long-term sustainability.

It was also evident that there is the sincere desire of local government to work more collaboratively and strategically with the State Government and to ensure that local, regional and State strategic plans are more closely aligned. The Taskforce observed considerable support for the Inter-Governmental Agreement and has the view that it is important this Agreement is a permanent arrangement.

A number of other important reviews relevant to local government are being conducted concurrently, including the work of the Independent Local Government Review Panel and a review of the planning system in NSW. At the time of making this report none of these reviews have been finalised. This has impacted the work of the Taskforce as there are a number of sections of the Act the Taskforce has been unable to consider pending the outcome of the other reviews. These are noted in the report, together with a recommendation that they are reviewed in the future.

The Taskforce also reviewed the City of Sydney Act and has concluded that its current provisions are working well with the exception of the non-residential electoral arrangements for Sydney City Council.

The Taskforce also recommends that a review of any new Act is undertaken after 5 years of operation to ensure that its policy objectives remain valid and whether the terms of the Act remain appropriate for securing those objectives.

In undertaking subsequent reviews the Taskforce urges the State Government and local government to resist the temptation to amend any new Act to become more prescriptive, as has happened to the Act. The Taskforce asks local government to think carefully before requesting more regulation as a mechanism of resolving problems.

I would like to acknowledge and thank the officers of the Division of Local Government, particularly Mr Paul Chapman and Ms Tempe Lees, for the hard and diligent work and assistance they have provided to the Taskforce.

The Taskforce hopes our recommendations will result in an enduring Act that will meet the needs of local government into the future and I commend this report to the Minister for Local Government.

John Turner

Chair
Local Government Acts Taskforce

16 October 2013

1.1 Local Government Acts Taskforce - Terms of Reference

Table 1 - Terms of Reference for the *Local Government Act 1993* and the *City of Sydney Act 1988* Taskforce

The Local Government Acts Taskforce will consider the provisions of the *Local Government Act 1993* and the *City of Sydney Act 1988*, and their practical operation so as to:

- Ensure that the legislation and statutory framework meet the current and future needs of the community, local government, and the local government sector.
- Strengthen and streamline the legislation to enable local government to deliver services and infrastructure efficiently, effectively and in a timely manner.
- Ensure that the legislation is progressive, easily understood and provides a comprehensive framework, while avoiding unnecessary red tape.
- Recognise the diversity of local government in NSW.
- Provide greater clarity on the role and responsibility of local government.
- Adopt the decisions of the Government in relation to the recommendations of the Independent Local Government Review Panel.
- Make recommendations to the Minister for Local Government for legislative changes considered necessary and appropriate for a new Local Government Act.
- Identify and recommend to the Minister for Local Government, at any time during the review process, any legislative changes that need to be implemented prior to the completion of the review.

Other considerations:

In carrying out its work the Taskforce will:

- Engage and consult with the wider NSW community and with local government stakeholders (including the Local Government and Shires Associations of NSW, Local Government Managers Australia (NSW), local councils, village committees, county councils, regional organisations of councils, business, community, industrial and employee associations, relevant professional bodies, and government agencies) about the operation of the legislation.
- Identify key principles to underpin local government legislation in NSW. In developing these principles the Taskforce will consider legislation and its application in other jurisdictions both in Australia and overseas.
- Take account of the work, findings and government decisions, in relation to the NSW Planning System Review, the Destination 2036 Action Plan and the NSW State Plan “NSW 2021 – A Plan to make NSW number one”.
- Conduct its work in a manner that recognises the terms of reference and approach being taken by the Independent Local Government Review Panel.

At the time of finalisation of the Taskforce report the Independent Local Government Review Panel (Independent Panel) had not submitted its final report to the Minister. The Taskforce report does not address those issues the Independent Panel is likely to include in its report as potentially requiring legislation. Furthermore the Taskforce acknowledges that, as listed in Table 3 below several other local government related reviews have not been completed.

1.2 Members of the Local Government Acts Taskforce

The members of the Local Government Acts Taskforce are:

Mr John Turner (Chair)
 Mr Stephen Blackadder
 Mrs Gabrielle Kibble AO
 Dr Ian Tiley

Details of the Taskforce members can be found on the Taskforce website:

http://www.dlg.nsw.gov.au/dlg/dlg/home/dlg_LGAT.asp?mi=10&ml=2&SecHd=MEMBERS&AreaIndex=TASKFORCE

1.3 Executive Summary

In 2012, the Minister for Local Government, the Hon Don Page MP appointed the Local Government Acts Taskforce to rewrite the *Local Government Act 1993* (the Act) and review the *City of Sydney Act 1988* (CoSA). Under the terms of reference the Taskforce was required to consult widely and have regard to the outcomes of other reviews of the local government sector (listed in Table 3), including the findings of the Independent Local Government Review Panel and the review of the planning system in NSW.

At the time of presenting this report neither of these reviews have been finalised. This has had the effect of limiting the scope of the Taskforce, as it has been unable to consider those sections of the Act that will be impacted by the outcomes of those reviews.

Purpose and Approach

The purpose of the review is to rewrite the Local Government Act and review the City of Sydney Act with the intention of developing principles-based, enabling legislation that is streamlined, easily understood, in a logical framework, eliminates unnecessary red tape and will provide a legislative and statutory framework to meet the current and future needs of the community and the local government sector.

In undertaking the review, the Taskforce consulted widely holding workshops at locations across NSW and meeting with individual stakeholders and special interest groups. The Taskforce released two discussion papers and invited written submissions commenting on the ideas and proposals contained in these papers.

The Taskforce has considered the responses received from all sources, as well as conducting its own research on comparative legislation in other jurisdictions. Using this information the Taskforce has formulated the recommendations detailed in this report.

A New Local Government Act for NSW

The Taskforce recommendations for a new Local Government Act for NSW are summarised in section 1.4. The Taskforce has endeavoured to remove unnecessary prescription from the Act by recommending principles-based legislation that is sufficiently flexible to support the diverse local government sector.

It is evident that many aspects of the Act still work well. However, its effectiveness has been eroded as a consequence of the manner in which the Act is currently structured which is as a result of incremental amendments over the past 20 years.

The IPR provisions of the Act, which commenced in 2009, provide the primary strategic planning mechanism for local government in NSW. It is evident to the Taskforce that these provisions are working extremely well and have widespread support across local government.

The Taskforce considers it is essential for the long term sustainability of local government that IPR is given much greater prominence in the new Act. Accordingly the primary recommendation of the Taskforce is that the IPR sections of the Act are given more prominence and a new Act be written using IPR as its central framework.

It is the view of the Taskforce that in restructuring the Act with IPR as its central framework and ensuring that wherever possible the other sections of the Act are redrafted to align with IPR will result in a more logical, streamlined Act. The IPR framework will enhance collaboration between

councils and the State, provide increased autonomy to councils to facilitate strong and sustainable local government, capable of delivering appropriate services and resources based on community expectations and aspirations.

Review of the City of Sydney Act

In undertaking its review of the CoSA the Taskforce consulted widely and with specific stakeholders including representatives of the Sydney City Council. Meetings were held with representatives of the NSW and Victorian Electoral Commission to discuss issues regarding the non-residential electoral roll. The findings of the 2010 Independent Review of the Central Sydney Planning Committee were also considered.

The Taskforce has concluded that under the current boundary arrangements there is a need to retain a separate Act for the City of Sydney in recognition of the administrative and economic importance of the central business district of Sydney and its unique position in holding events of local, regional, national and international significance.

In respect of the non-residential electoral roll the Taskforce is recommending a number of changes to the manner in which the roll is compiled and managed. The recommendations are contained in Chapter 4 of this report.

1.4 Recommendations by the Taskforce

Table 2 - Summary of Taskforce Recommendations

Topic	Recommendations
<p>3.0.0 Approach and Principles for the Development of the New Act</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) integrated planning and reporting form the central framework for the new Act providing local government with a robust strategic planning mechanism that is based on community engagement, expectations and aspirations, and financial responsibilities (2) a flexible, principles-based legislative framework, avoiding excessive prescription and unnecessary red tape, written in plain language and presented in a logical format. The new Act should be confined to setting out the principles of how councils are established and operate. When further detail or explanation is required as to how these principles are to be achieved, regulations, codes and guidelines should be used (3) a more consistent approach be adopted to the definition, naming and use of regulatory and other instruments, noting that currently there is inconsistent use of mandatory and discretionary codes, guidelines, practice notes, discretionary guidelines and the like.
<p>3.1.0 Structure of the New Local Government Act</p>	<p>The Taskforce recommends that the new Act is structured with the following elements:</p> <p>Part I - Structural Framework of Local Government in NSW</p> <ul style="list-style-type: none"> • Purpose of Local Government Act – 3.1.1 • Role of Local Government – 3.1.2 • Guiding Principles – 3.1.2 • Legal status of councils (includes establishment) – 3.1.3 • Roles and Responsibilities of Council Officials – 3.1.4 <p>Part II - Strategic Framework for Local Government in NSW</p> <ul style="list-style-type: none"> • Integrated Planning and Reporting – 3.2.1 • Community Engagement – 3.2.2 • Performance of Local Government – 3.2.3 <p>Part III - Council Operations</p> <ul style="list-style-type: none"> • Governance Framework – 3.3.1 – 3.3.8 • Financial practices – 3.3.9 – 3.3.11 • Public Private Partnerships – 3.3.12 • Public Land – 3.3.13 – 3.3.14 • Regulatory Functions – 3.3.15 – 3.3.16 • Other functions <p>Part IV - Tribunals and Commissions - 3.3.17</p>
<p>3.1.1 Purposes of the Local Government Act</p>	<p>The Taskforce recommends that the Purposes of the Local Government Act be drafted as follows: The purpose of this Act is to provide</p> <ol style="list-style-type: none"> (1) a legal framework for the NSW system of local government in accordance with section 51 of the <i>Constitution Act 1902 (NSW)</i> (2) the nature and extent of the responsibilities and powers of local government (3) a system of local government that is democratically elected, interactive with and accountable to the community, and is sustainable, flexible, effective and maximises value.
<p>3.1.2 Role and Guiding Principles of Local Government</p>	<p>The Taskforce recommends the inclusion of a new Role of local government and a set of Guiding Principles for local government as follows:</p> <p>Role of Local Government</p> <p>The Role of local government is to provide local democracy, strategic civic leadership, stewardship and sound governance to achieve sustainable social, economic, environmental, health and wellbeing and civic engagement through:</p> <ol style="list-style-type: none"> (1) utilising integrated planning and reporting (2) working in cooperative arrangements with the community, other councils, State and Commonwealth Governments to achieve and report outcomes based on community priority as established through integrated planning and reporting (3) providing or procuring effective, efficient and financially affordable economic assets, services and regulation (4) exercising democratic local leadership and inclusive decision-making (5) having regard to the long term and cumulative effects of its decisions (6) valuing local difference and system diversity (7) committing to the application of the Guiding Principles of local government

Topic	Recommendations
<p>3.1.2 Role and Guiding Principles of Local Government cont'd</p>	<p>Guiding Principles of Local Government Guiding Principles to be observed by local government are to:</p> <ol style="list-style-type: none"> (1) provide elected community-based representative and participatory local democracy, and open and accountable government (2) foster and balance the needs, interests, social and economic wellbeing of individuals, diverse groups and community (3) adhere to the social justice principles of equity, rights, access and participation (4) encourage stewardship and facilitate sustainable, responsible management of resources, infrastructure and development (5) consider future generations by protecting, restoring and enhancing the quality of the environment to maintain ecologically sustainable development, reduce risks to human health and prevent environmental degradation (6) ensure sustainable management and that all decisions incorporate considerations of risk management and long-term sustainability (7) recognise the responsibility of other levels of government in the provision of local services while accepting that local choices should be made at the local level wherever possible under the principle of subsidiarity (8) achieve and maintain accepted best practice public governance and administration, and act fairly, responsibly, ethically, transparently and in the public interest (9) optimise technology, and foster innovation and continuous improvement.
<p>3.1.3 Constitution of Councils</p>	<p>The Taskforce recommends that the legal status of councils remains as a “body politic”.</p>
<p>3.1.4 Roles and Responsibilities of Council Officials</p>	<p>The Taskforce recommends following consideration of the final report of the Independent Panel, the roles and responsibilities of mayors, councillors and general managers are reviewed to ensure they align with the requirements of the strengthened IPR framework (see section 3.2.1 below) and any recommendations of the Independent Panel that may be adopted by the State Government.</p>
<p>3.2.1 Integrated Planning and Reporting (IPR)</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) elevating IPR to form the central framework of the new Act and the primary strategic tool that enables councils to fulfil their civic leadership role and deliver infrastructure, services and regulation based on community priorities identified by working in partnership with the community, other councils and the State Government (2) strengthening and embedding the principles of IPR in the Act more broadly, setting minimum standards in the Act and defining process through regulation, codes and/or guidelines (3) removing duplication from other parts of the Act, where the principle or practice is already captured in the IPR legislation or guidelines (4) ensuring the legislation facilitates a strategic leadership role for councils in their local communities (5) moving sections of the Act to other legislation, in order to create an Act that better reflects the strategic role of councils and the framework that ensures and enables that role. The Taskforce proposes the outline displayed in Table 6 as the chapter structure of the new Act (6) simplifying the provisions of IPR to increase flexibility for councils to deliver IPR in a locally appropriate manner.
<p>3.2.2 Community Engagement</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) councils prepare the most locally appropriate and flexible community engagement strategy guidelines. This will provide communities the opportunity to engage, through the following and other locally appropriate principles, and allow a flexible framework for continuing community engagement. The principles for such strategy will: <ol style="list-style-type: none"> a. include commitment to the community being at the centre of local government using ongoing engagement which ensures fairness in the distribution of resources; rights are recognised and promoted; people have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life; and people have better opportunities to become informed and involved especially through use of technology b. consider and understand that persons who may be affected by, or have an interest in, a decision or matter should be provided with access to relevant information concerning the purpose of the engagement and the scope of the decision(s) to be taken

Topic	Recommendations
<p>3.2.2 Community Engagement cont'd</p>	<ul style="list-style-type: none"> c. consider and understand that interested persons should have adequate time and reasonable opportunity to present their views to the council in an appropriate manner and format d. ensure that the views presented to the council will be given due consideration e. consider and understand that councils, in exercising their discretion as to how engagement will proceed in any particular circumstance, will have regard to the reasonable expectations of the community, the nature and significance of the decision or matter, the costs and benefits of the consultation process, and to intergenerational equity f. arrange flexible special engagement procedures in particular instances g. consider all groups, even though it may be difficult to reach every diverse community group, and some groups will choose not to engage.
<p>3.2.3 Performance of Local Government</p>	<p>The Taskforce recommends that a performance system is developed that is linked to IPR and includes the following elements:</p> <ul style="list-style-type: none"> (1) a standard series of measures that can compare the performance of councils across the State (2) an analysis of the performance measures results so that councils can identify the actions required to elevate performance (3) a self-assessment of the performance of the governing body on an annual basis (4) in lieu of an end of term report, councils provide a mid-term report as to progress with the Community Strategic Plan.
<p>3.2.4 Technology</p>	<p>The Taskforce recommends</p> <ul style="list-style-type: none"> (1) as a general principle the Act should enable optimal, flexible and innovative use of technology by councils to promote efficiency and enhance accessibility and engagement for the benefit of constituents (2) the Act should allow each council to determine the most appropriate use of technology taking into account the Guiding Principles of local government and community engagement through the IPR framework.
<p>3.3.1 Elections</p>	<p>The Taskforce recommends</p> <ul style="list-style-type: none"> (1) councils to have the option of using universal postal voting or alternative means of voting such as technology assisted voting where feasible as a means of increasing efficiency and voter participation and reducing council costs (2) the Act be drafted so as to enable the adoption of new technologies such as technology assisted voting when feasible to do so (3) include mechanisms for removing the need for by-elections, when a vacancy occurs either in the first year following an ordinary council election or up to 18 months prior to an ordinary election as a means of avoiding the holding of costly by-elections (4) a counting system should be adopted as an appropriate mechanism for filling vacancies that occur within the first year following an ordinary election whereby the unelected candidate who had the next highest number of votes be appointed to fill the vacant position (5) councils to be required to fill vacancies occurring after the first year following an ordinary election and up to 18 months prior to the next ordinary election by the postal voting method (6) where universal postal voting is used for any election, a candidate information booklet is to be included in ballot packs as a way of increasing voter knowledge of the candidates (7) the transfer of local government elections law to a single new Elections Act to consolidate all State and local government election provisions along with the regulation of campaign finance and expenditure (8) the term of mayors elected by the councillors to be extended from 1 year to 2 years.
<p>3.3.2 Meetings</p>	<p>The Taskforce recommends that the provisions relating to council meetings be:</p> <ul style="list-style-type: none"> (1) consolidated into a generic mandatory Code of Meeting Practice that may if necessary be supplemented to meet local requirements, provided the amendments are not inconsistent with the provisions of the Act and standard Code of Meeting Practice (2) modernised and unnecessary prescription and red tape removed (3) designed to facilitate councils utilising current and emerging technologies in the conduct of meetings and facilitating public access (4) flexible to enable remote attendance through technology at council meetings in emergencies such as natural disasters.

Topic	Recommendations
<p>3.3.3 Appointment and Management of Staff</p>	<p>The Taskforce recommends</p> <p>(1) the strategic responsibilities of the council be clearly separated from operational responsibilities and be aligned with IPR by:</p> <ul style="list-style-type: none"> • the council being responsible: <ul style="list-style-type: none"> • for determining those services and priorities required by the community, and for providing the necessary resources to achieve the council's Delivery Program; and • on the advice of the general manager, the council determine the organisation structure to the level that directly reports to the general manager • the general manager being responsible: <ul style="list-style-type: none"> • for determining the balance of the organisation structure; and • for recruiting all staff with appropriate qualifications to fulfill each role within the structure. The general manager will consult with council regarding the appointment and dismissal of senior staff <p>(2) positions meeting the criteria as senior staff be appointed under the prescribed standard contract for senior staff, identified as senior staff positions within the organisation structure, and remuneration be reported in the council's annual report</p> <p>(3) each council to determine arrangements for regulatory responsibilities other than under the Act</p> <p>(4) the current prescription in the Act relating to the advertising of staff positions and staff appointments be transferred to regulation or to the relevant industrial award</p> <p>(5) that the maximum term allowable for temporary staff appointments be extended from 1 year to 2 years</p>
<p>3.3.4 Regional Strategic Organisations of Councils and Formation and Involvement in Corporations and Other Entities</p>	<p>The Taskforce recommends</p> <p>(1) the Act include a mechanism enabling councils to form statutory entities to undertake regional strategic collaboration activities. The Taskforce is of the view that, in place of Regional Organisations of Councils, a model similar to that developed by the Hunter Councils – Council of Mayors provides a suitable mechanism for achieving regional strategic collaboration, with the exception of Western NSW. ROCs could transition to a Council of Mayors to broaden joint collaboration between councils</p> <p>(2) the provisions of the Act relating to the formation of corporations and other entities should continue.</p>
<p>3.3.5 Protection from Liability</p>	<p>The Taskforce does not propose changes to the liability provisions of the Act.</p>
<p>3.3.6 Code of Conduct</p>	<p>The Taskforce does not propose changes to the conduct provisions of the Act.</p>
<p>3.3.7 Pecuniary Interest</p>	<p>The Taskforce recommends</p> <p>(1) the pecuniary interest provisions be reviewed to ensure they are written in plain language, easily understood and with unnecessary red tape removed</p> <p>(2) consideration be given to utilising technology to assist with the submission and maintenance of pecuniary interest disclosures and to facilitate appropriate access to this information, while ensuring that privacy rights are protected.</p>
<p>3.3.8 Delegations</p>	<p>The Taskforce recommends</p> <p>(1) that the provisions of the Act relating to delegations be reviewed to ensure that they are streamlined, written in plain language and are reflective of the roles and responsibilities of the council and the general manager to facilitate the efficient, effective and accountable operation of local government.</p> <p>(2) that the exceptions to delegations of an operational nature not be carried forward to the new Act, ensuring the council focuses on strategic decisions, consistent with IPR. These would include for example:</p> <ul style="list-style-type: none"> • acceptance of tenders • provision of minor financial assistance to community groups • delegation of regulatory functions to another council or shared services body.

Topic	Recommendations
<p>3.3.9 Financial Governance</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) there be greater focus on principles and definition of financial systems and minimum standards in the new legislative framework and for assimilation of financial governance with the IPR requirements (2) there be a realignment of the regulatory focus under the legislative framework towards systems and risk management rather than process prescription (3) complementing the Guiding Principles of local government, the new Act should articulate a set of financial (or corporate) governance principles that align more effectively with the principles and objectives of IPR, especially in relation to stewardship of resources and accountability. For example: <ol style="list-style-type: none"> a. safeguarding integrity in financial reporting b. making timely and balanced disclosures c. recognising and managing risk (4) minimum expectations be prescribed by legislation or sub-regulatory instrument. A potential framework is: <ol style="list-style-type: none"> a. financial management governance and oversight b. financial management structure, systems, policies and procedures c. financial management reporting (5) financial statement requirements be included under IPR annual reporting requirements (6) a further review of rating and finance matters be undertaken as required after the Independent Panel recommendations are determined by the State Government.
<p>3.3.10 Procurement</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) the adoption of central principles of procurement combined with a medium level of regulation to ensure support of the following principles: <ol style="list-style-type: none"> a. accountability b. value for money c. probity, equity, fairness and risk management d. efficient and effective competition e. market assessment (2) main considerations for each principle be contained in the Act or regulations, with further considerations contained in guidelines or a mandatory code (3) a council's procurement framework be consistent with its IPR framework (4) rather than the legislation setting a monetary threshold, a more flexible principles-based approach be established to enable councils to determine their threshold based on risk assessment of the proposed procurement and the procurement principles (5) regulation of procurement support councils entering into collaborative procurement arrangements and utilising technologies to assist with efficient, effective and economic procurement processes that are accessible to all relevant stakeholders and are fair, open and transparent (6) a regulation or code to express councils' default procurement framework (7) councils be qualified to adopt a more strategic approach through "earned autonomy" whereby: <ol style="list-style-type: none"> a. the Division of Local Government may exempt a council from compliance with a requirement under the regulation or code where it is satisfied that a council's procurement framework is consistent with the procurement principles; and b. qualification for a council's earned autonomy may be through an accreditation process or by council's development and diligent maintenance of policies and practices that are consistent with requirements issued by the Division of Local Government or other oversight entity. Qualification by accreditation is preferred as this should increase the accountability of councils to the community. (8) councils continue to be able to take advantage of purchasing from Commonwealth and State Government procurement panels and the State Government policies which afford exemption from tendering obligations such as when purchasing from registered Australian Disability Enterprises.
<p>3.3.11 Capital Expenditure Framework</p>	<p>The Taskforce recommends a capital expenditure and monitoring guideline be developed that integrates with the IPR framework and enables the appropriate management of risk by councils. This guideline should be tailored to risk levels, including significance of the project, materiality and whole of life costs, and not based on arbitrary monetary thresholds or procurement vehicles.</p>

Topic	Recommendations
<p>3.3.12 Public Private Partnerships (PPP)</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) that PPP projects continue to be subject to regulation due to the significance of the risks involved (2) aspects that could be streamlined or simplified be identified and mechanisms for ensuring PPPs be considered for inclusion in the IPR framework.
<p>3.3.13 Acquisition of Land</p>	<p>The Taskforce recommends council plans for the compulsory acquisition of land be linked with the IPR processes, and in particular the expressed opinion of the community in the Community Strategic Plan on the need for additional public land or the sale of public land be included in Delivery Program provisions.</p>
<p>3.3.14 Public Land</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) councils be required to strategically manage council-owned public land as assets through the IPR framework (2) balancing reasonable protections for public land use and disposal by retaining the classification regime of public land as either community or operational land and require a council resolution at the time of acquiring or purchasing land to specify the classification, category and proposed use or uses (3) a proposed change in the use or disposal of community land be addressed through the council's Asset Management Planning and Delivery Program (4) a public hearing be held by an independent person where it is proposed to change the existing dominant use or to dispose of community land, with the results of the public hearing to be reported to and considered by the council before a decision is made (5) any use of a public hearing or other consultation process under the Act be specified in the council's Community Engagement Strategy (6) recognising the LEP zoning processes and restrictions applying to council owned public land (7) simplifying and reducing the categories and sub-categories of use to which community land may be applied through the Asset Management Planning process so as to identify and accommodate other ancillary or compatible uses appropriate to the current and future needs of the community (8) ceasing the need for separate plans of management for community land to be prepared and maintained, and in lieu, utilise the Asset Management Planning and Delivery Program of the IPR process (9) ceasing the need for a separate report to be obtained from the Department of Planning and the need for ministerial approval where council proposes to grant a lease, licence or other estate over community land in excess of the current 5 years, where an objection has been received by the council (10) proposed leases and licences be addressed as part of the council's Asset Management Plan and adopted Community Engagement Strategy with the 30 year maximum term to remain unchanged.
<p>3.3.15 Approvals, Orders and Enforcement</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) regulatory provisions be reviewed to ensure that the Act provides guidance on regulatory principles but contains flexibility and less prescription in regulation implementation, provision of statutory minimum standards or thresholds, and councils having discretionary "on-the-ground" functions (2) consideration be given to the notion of a risk based approval process where persons or corporations are given general approval to conduct certain work rather than dealing with applications on a piecemeal basis (3) within this framework, the prescriptive processes of approvals and orders be streamlined and, subject to risk assessment, be placed where possible into regulations (4) removal of as many approvals and orders as possible and placing in specialist legislation if they cannot be repealed (5) the principles for dealing with approvals and orders be incorporated into a council's IPR framework through the Delivery and Operational Plans, including adoption of an Enforcement Policy and any LAPs and LOPs (6) penalties for offences in the Act and regulations be increased to ensure they are proportionate to the nature of the offence, and that the ability to serve a penalty notice should be made an option for additional offences (7) councils be required to adopt an Enforcement Policy stating what factors will be considered in determining whether or not to take action, including the level of risk. The factors should be consistent across all councils (8) improving councils' ability to recover costs for conducting work on private land (9) aligning council powers of entry with contemporary legislative standards (10) increasing the time limit for commencing summary proceedings from 6 to 12 months.

Attachment

Topic	Recommendations
<p>3.3.16 Water Management</p>	<p>The Taskforce supports changes proposed to water recycling provisions which will consolidate and simplify the legislative framework. Otherwise the Taskforce makes no recommendations regarding the structures for the delivery of water and sewerage in non-urban areas, noting that the Taskforce gave the issue consideration but is aware this area is being dealt with by other reviews.</p>
<p>3.3.17 Tribunals and Commissions</p>	<p>The Taskforce notes</p> <ol style="list-style-type: none"> (1) it is expected the Local Government Pecuniary Interest and Disciplinary Tribunal will be consolidated into the newly constituted NSW Civil and Administrative Tribunal (2) the Independent Panel is examining the issue of structures and boundaries, how boundary changes might be facilitated, and possible change of method of operation of the Local Government Boundaries Commission and accordingly makes no comment pending the outcome of this review (3) consideration be given whether to merge the Local Government Remuneration Tribunal with the Statutory and Other Officers Remuneration Tribunal.
<p>3.3.18 Other Matters</p>	<p>The Taskforce recommends</p> <ol style="list-style-type: none"> (1) consistent with Taskforce recommendation 1.3, that in place of sections 23A and 10B(5) that the Act empowers the Director General to issue mandatory codes on operational and governance matters relevant to local government (2) a formal Oath of Office for councillors is introduced as a mechanism for inducting councillors into their role and reinforcing the serious nature of the role and the chief responsibilities and duties the role entails (3) the provisions of the Act governing councils' expenses and facilities policy are reviewed to ensure they are streamlined and unnecessary red tape eliminated (4) a review be undertaken of circumstances that do not invalidate council decisions and including consideration of the appropriateness of adding the following to those circumstances that do not invalidate council decisions – "a failure to comply with the consultation and engagement principles" (5) conferring authority on councils to allocate, maintain and enforce property numbering (6) councils be provided with an effective means to regulate camping in vehicles on road and road related areas (7) the following matters be reviewed depending on the outcomes of other reviews currently incomplete: <ol style="list-style-type: none"> a. how councils are financed, particularly rating. The Taskforce consistently received feedback detailing issues with the provisions of the Act relating to how councils are financed b. community engagement to ensure consistency with the planning community participation proposals under the new Planning Act if adopted c. Tribunals and Commissions, particularly the role and functions of the Boundaries Commission to ensure that the Act supports recommendations of the Independent Panel adopted by the State Government d. roles and responsibilities of council officials. It is essential that the Act clearly defines the roles and responsibilities of the mayor, councillors and the general manager. The Taskforce recommends that these definitions are reviewed to ensure they reflect recommendations of the Independent Panel adopted by the State Government.

Topic	Recommendations
<p>4.1 City of Sydney Act</p>	<p>The Taskforce recommends</p> <p>(1) a separate Act for the City of Sydney be retained (pending the report and recommendations of the Independent Panel) noting that the Sydney City Council is also subject to the provisions of the Local Government Act</p> <p>(2) the electoral provisions applying to the Sydney City Council be transferred from the CoSA to a new Elections Act, as recommended at section 3.3.1 above, thereby providing a single repository for NSW electoral law</p> <p>(3) residents of the City of Sydney who are at the relevant date enrolled, within the meaning of the <i>Parliamentary Electorates and Elections Act 1912</i>, on the roll for any electoral district and whose place of living as described on the rolls is within the City of Sydney, shall be entitled to one vote provided that if a person is so entitled to vote because they are a resident of the City of Sydney, they shall not be entitled to be enrolled as an elector in any other capacity</p> <p>(4) (i) that persons presently entitled to vote and corporations who are entitled to nominate a person to vote on its behalf to vote under the CoSA at Council elections be entitled to enroll to vote</p> <p>(ii) that persons, other than those on the roll as set out in recommendation 4.1(3) being presently entitled to vote under the CoSA at Council elections, retain that entitlement to enrol to vote. If a person so entitled to enrol to vote or a corporation who is entitled to nominate a person to enrol to vote on their behalf has not enrolled to vote by the due date or being a corporation nominated a person to enrol to vote on their behalf by the due date, then those persons so entitled to vote as individuals or on behalf of corporations shall be deemed to be enrolled to vote at the Council election</p> <p>(iii) in the case of corporations, if no nomination has been made by a corporation of a person to be entitled to vote on behalf of the corporation the Council will, from the records of ASIC, as mentioned in recommendation 4.1(5) hereof, enroll the first director in alphabetical order to vote on behalf of that corporation and if that director may be disqualified to vote for any reason, the next director in alphabetical order until a director is validly appointed to vote on behalf of the corporation</p> <p>(5) the Sydney City Council determines, from all available Council information and records as well as information provided by ASIC, the person deemed to be entitled to vote on behalf of non-resident owners and corporations</p> <p>(6) to determine the occupiers entitled to vote, the Sydney City Council canvass the businesses within the City of Sydney six months before council elections to determine such entitlement</p> <p>(7) the non-residential rolls be prepared and maintained by the Sydney City Council with the General Manager of the Council to certify the rolls</p> <p>(8) for the Sydney City Council election, the postal voting method be compulsory for all people enrolled or deemed to be enrolled as non-residential enrollees</p> <p>(9) that non-compulsory candidate information be required to be distributed with the ballot papers sent out as part of the postal voting procedure, limited to a photo of the candidate and 250 words</p> <p>(10) that those enrolled as non-resident enrollees shall remain on the rolls for two ordinary elections unless they sooner lose their qualification or are disqualified from being an enrollee.</p>

CHAPTER 2 – APPROACH & CONSULTATION

2.1. Approach to the Review

The Taskforce has endeavoured to make recommendations that will support local government in the long term and assist it to deliver services the community requires in a sustainable, economic and efficient manner.

The recommendations have been developed with the objective of a streamlined Act that is flexible and able to support the diversity of local government while also being understandable and avoiding unnecessary red tape. The Taskforce has adopted a principles-based approach recommending, that wherever possible, the Act articulates the principles to be applied by local government in undertaking its role (“the why”) with necessary prescription (“how to”) being removed to regulations, codes or guidelines as appropriate.

The Taskforce has consulted widely and considered the responses and submissions received. The Taskforce greatly appreciates the time and effort contributed by all those people who attended meetings and workshops or who made written submissions.

2.2. Limitations of Scope

Under its terms of reference the Taskforce was required to

- *“Take account of the work, findings and government decisions, in relation to the NSW Planning System Review, the Destination 2036 Action Plan and the NSW State Plan “NSW 2021 – A Plan to make NSW number one”.*
- *Conduct its work in a manner that recognises the terms of reference and approach being taken by the Independent Local Government Review Panel.*
- *Adopt the decisions of the Government in relation to the recommendations of the Independent Local Government Review Panel.”*

At the time the Taskforce commenced its work it was expected that the Independent Panel would report to the Government several months prior to

the Taskforce finalising its report. However the final report of the Independent Panel has been delayed and consequently it is now to report to the Government at the same time as the Taskforce. Furthermore, at the time of preparing this report the draft legislation on the NSW planning system is being further reviewed.

As a consequence, while the Taskforce has consulted with the Independent Panel and representatives of the Department of Planning and has had regard to their interim reports, the Taskforce has not been able to completely fulfil the requirements of its terms of reference. Recognising the terms of reference of the Independent Panel, there are a number of components of the Act that the Taskforce has not addressed including:

- How councils are established – Chapter 9
- Local Government Boundaries Commission – Chapter 9, Part 3
- Arrangements for council staff affected by the constitution, amalgamation or alteration of council areas - Chapter 11, Part 6
- Financial Management - Chapter 13, Part 3
- How are Councils Financed - Chapter 15

In addition to the work of the Independent Panel, the Taskforce recognised that several other reviews are being concurrently conducted (Table 3) that could affect some of the Taskforce recommendations.

Table 3 – Reviews currently being conducted with relevance to the review of the Local Government Act and the City of Sydney Act

Review Subject	Lead Agency	Comment
Local Government Compliance and Enforcement	Independent Pricing and Regulatory Tribunal	The NSW Government has asked IPART to examine local government compliance and enforcement activity (including regulatory powers delegated under NSW legislation) and provide recommendations that will reduce unnecessary regulatory burdens for business and the community. See www.ipart.nsw.gov.au .
Red Tape Review – Licence Rationale and Design	Independent Pricing and Regulatory Tribunal	The NSW Government has asked IPART to examine all licence types in NSW and identify those where reform would produce the greatest reduction in regulatory burden for business and the community. The aim is to consider the class of instruments that regulators use to grant permission to undertake a particular activity and manage risk.
Crown Land Management Review	Department of Primary Industries	A crown land management review is currently underway. The Division of Local Government, together with other State agencies, is participating on the Legislative Overlap and Red Tape Working Group. One task of the Group is to consider ways in which these areas of overlap can be avoided or mitigated.
Domestic Wastewater	Legislative Assembly Committee on Environment and Regulation, NSW Parliament	The Legislative Assembly Committee on Environment and Regulation is conducting an inquiry into the regulation of domestic wastewater, including the appropriateness of current regulatory arrangements for the management of domestic wastewater and the adequacy of inspection procedures and requirements to report incidents. Further detail is found later in this paper under 'On-Site sewerage management'.
Urban Water Regulation Review	Department of Finance and Services	Review of the <i>Water Industry Competition Act 2006</i> and the wider regulatory framework – principally sections 60 and 68 of the Local Government Act 1993 used to regulate council and private recycled water schemes.
Local Government Elections	Joint Standing Committee on Electoral Matters, NSW Parliament	An inquiry is being conducted into the September 2012 Local Government elections with particular reference to: the cost; experience of councils that conducted their own elections; efficiency and participation; non-residential voting; and the impact of the Election Funding, Expenditure and Disclosures Act 1981 on participation by candidates. See www.parliament.nsw.gov.au/electoral_matters
Other reviews		<i>Reviews of the Land Acquisition (Just Terms Compensation) Act 1991</i> and the Residential Parks Act 1998 are also underway by their respective agencies.

2.3. Consultation

In October 2012, the first round of general consultation was held following the release of the Taskforce “*Preliminary Ideas*” Paper. From 24 October to 4 December 2012 the Taskforce held workshops at 14 locations across NSW and extensively consulted with councillors and council staff on the questions posed in the “*Preliminary Ideas*” paper. The workshops were attended by a total of 380 people from 111 local government areas, 5 county councils, 4 regional organisations of councils and representatives from Local Government NSW.

Written submissions were also sought and the Taskforce received a total of 112 submissions in response to the “*Preliminary Ideas*” paper. A summary of the key themes identified from these submissions are contained in the Taskforce’s Discussion Paper “*A New Local Government Act for NSW*” which was released in April 2013.

The second round of consultations was held following the release of the Taskforce’s Discussion Paper. From 4 April to 26 June 2013, workshops open to all interested persons were held in 14 locations across NSW. They were attended by 416 participants including elected and staff representatives from councils, regional organisations of councils, county councils, professional and community groups, and members of the public.

Written submissions were invited on the proposals contained in the Discussion Paper. 171 written submissions were received and have been published on the Taskforce webpage:

http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_LGAT.asp?mi=10&ml=2&SecHd=HOME&AreaIndex=TASKFORCE

Table 4 contains a summary of the stakeholder groups providing submissions.

Table 4 – Submissions by stakeholders to Discussion Paper “*A New Local Government Act for NSW*”.

Category	Number of Submissions
Councils	85
Regional Organisations of Councils	12
County Councils	3
Professional Groups	9
Business Organisations	4
Community Groups	6
Private Individuals	38
Government Agencies	14
TOTAL	171

2.4 Feedback from Workshops and Written Submissions – Round II

The submissions received in response to the Discussion Paper varied broadly from commenting on a single issue through to very detailed comments on each of the twenty (20) proposals contained in the paper.

It was evident that considerable time and effort had been made to provide positive suggestions to add value to the proposals. The Taskforce is

most appreciative of the contributions of the people and organisations who made a written submission and/or attended one of the Taskforce workshops.

The feedback received by the Taskforce was overwhelmingly supportive of many of the Taskforce’s proposals. Table 5 contains a summary of the key issues and themes arising from the workshops and written submissions. As such it is not exhaustive and does not cover all the detailed matters contained in the submissions.

Table 5 – Summary of key themes arising from feedback received in response to the Taskforce Discussion Paper.

Part I – Guiding Principles for a New Local Government Act
<p>The Taskforce provided three proposals relating to overarching principles for the new Act. The feedback from workshops and written submissions was largely supportive of all three proposals.</p> <p>Most feedback was received in relation to proposal 3.1.2 – Role and Guiding Principles of Local Government and ranged from minor word changes to suggested entire redraft of the proposed clauses. The following suggestions were commonly offered:</p> <ul style="list-style-type: none"> • Importance of articulating a broad enabling role for local government and the relationship between the tiers of government • the value of including specific reference to health and sustainability and the importance of retaining the provision of the current Charter that “councils have regard to the long term and cumulative effects of its decisions” <p>Concerning the proposed Guiding Principles for local government, the main suggestions were that the principles clarify that councils should consider the needs of the broad community and include social justice principles and retain reference to ecologically sustainable development.</p>
Part II – Strategic Framework for Local Government in NSW
<p>The Taskforce provided three proposals for the strategic framework for local government in NSW.</p> <p>Proposal 3.2.1 suggesting the elevation of IPR to form the central framework of the new Act received almost universal support. The Taskforce received constructive suggestions regarding how this proposal could be strengthened and improved. These included suggestions regarding:</p> <ul style="list-style-type: none"> • how the IPR reporting regime could be streamlined and improved • the importance of strengthening the link between State and Local Government planning and regional planning; and • how IPR could be utilised to enable councils to earn autonomy, particularly in relation to the setting of council rates <p>Responses to proposal 3.2.2. – Community Consultation and Engagement was generally positive with submissions providing valuable suggestions for improvement of the proposal and considerable support for the adoption of the IAP2 model of community engagement as an example of best practice. A number of proposals also suggested that the community engagement principles should align or be consistent with the Community Participation Charter proposed in the NSW Planning White Paper (2013).</p>

Part II – Strategic Framework for Local Government in NSW—cont’d

The importance and value of local government being able to adopt the most appropriate forms of technology to support the services provided to their community was generally acknowledged. However, this support was balanced by recognition that, in adopting new technologies, it is essential that councils do not disenfranchise those members of the community who do not have ready access to, or the ability to use new technologies. The value of face-to-face communication and flexibility for councils to adopt the most appropriate technology for their purposes needs to be retained.

Part III – Council Operations

The Taskforce discussion paper contained 18 proposals relevant to council operations and governance (3.3.1 – 3.3.18). Some proposals either endorsed the current provisions in the legislation (3.3.6 – Code of Conduct; 3.3.5 – Protection from Liability) or noted that the Independent Panel was examining the matter and accordingly consideration was deferred pending the outcomes of that review (3.3.4 – Formation and Involvement in Corporations and Other Entities; 3.3.16 – Water Management; and 3.3.17 – Tribunals and Commissions).

On balance, the workshops and written submission responses endorsed in principle and in their entirety the following proposals, or with only minor suggested improvements or changes: 3.3.2 – Meetings; 3.3.7 – Pecuniary Interest; 3.3.8 – Delegations; 3.3.12 – Public Private Partnerships.

The following proposals while generally supported in principle attracted most comment:

3.3.1 – Elections

Responses relating to this proposal were mixed. For example, while there was support for the use of postal voting and electronic voting, responses also indicated that these voting systems should be optional. There was some support for the abolition of wards but a majority supported their retention. There was considerable support for a single Elections Act for NSW and a mechanism for removing the need for by-elections when a casual vacancy occurs in the first year following an ordinary election. Use of a count back system received considerable support.

3.3.3 – Appointment and Management of Staff

While this proposal garnered significant support it also attracted considerable comment, particularly the proposals relating to approval of the council organisation structure and senior staff which attracted diametrically opposed views.

3.3.9 – Financial Governance

While supportive, many written submissions contained detailed suggestions on how the financial provisions of the Act could be improved, particularly those relating to rates and charges.

3.3.10 – Procurement

Many written submissions supported this proposal and contained constructive suggestions on how the proposal could be improved or strengthened. However, some submissions expressed concern regarding the removal of the tender threshold amount and the potential risks if procurement became too deregulated.

3.3.13 – Acquisition of Land

While this proposal was largely supported, some submissions raised concern that a requirement to include council plans to purchase specific property in Delivery Programs could result in the price of the property being inflated and limiting the flexibility of councils to undertake unexpected procurement.

3.3.14 – Public Land

Responses indicated that there is considerable support for the proposal to simplify the current processes and where possible, harmonise the management of council owned public land and council managed Crown Land. However, it was also evident that the new Act should continue to maintain adequate controls to ensure that public land is suitably protected so that councils are unable to dispose of valuable community assets without appropriate community consultation.

3.3.15 – Approvals, Orders and Enforcement

This proposal attracted considerable support and detailed commentary on possible improvements to the regulatory regime. Comments addressed issues such as rationalisation of provisions with other Acts; support for the retention of Local Approvals Policies and Local Orders Policies; support for review of monetary penalties; and ensuring that penalties are kept under regular review.

CHAPTER 3 - ELEMENTS OF A NEW LOCAL GOVERNMENT ACT

Part I Guiding principles for a new Local Government Act

3.0.0 Approach and Principles for the Development of the New Act

Commentary

Given the Taskforce terms of reference and responses received, the expectation is that the new Act should be written in modern, easy to understand language and, wherever possible, eliminate unnecessary red tape.

There is clear support for the new Act to be streamlined, simplified and logically designed to provide a clear and flexible framework within which the diverse local government sector can effectively operate.

Responding to the importance of streamlining, the Taskforce is recommending development of principles-based legislation and relocation of necessary prescription to regulation, codes or guidelines. A frequently expressed view was that the new Act should be more focused on outcomes rather than process and be about the "why" not the "how to". However, in some areas this had to be balanced against the need for certainty and clarity in the legislation to reduce differing interpretation of provisions and consequent potential for increased litigation.

A common theme during the consultation process was that IPR should be given a more central place in the legislation. A new Act structured around IPR should be streamline and reduce the compliance burden on councils. This could be achieved through removal of processes currently duplicated in the Act while aligning roles, responsibilities and accountability to provide compatibility with the IPR framework. See also section 3.2.1 and other

recommendations in this report regarding strengthening of IPR.

3.0.0 The Taskforce recommends

- (1) integrated planning and reporting form the central framework for the new Act providing local government with a robust strategic planning mechanism that is based on community engagement, expectations and aspirations, and financial responsibilities
- (2) a flexible, principles-based legislative framework, avoiding excessive prescription and unnecessary red tape, written in plain language and presented in a logical format. The new Act should be confined to setting out the principles of how councils are established and operate. When further detail or explanation is required as to how these principles are to be achieved, regulations, codes and guidelines should be used
- (3) a more consistent approach be adopted to the definition, naming and use of regulatory and other instruments, noting that currently there is inconsistent use of mandatory and discretionary codes, guidelines, practice notes, discretionary guidelines and the like.

3.1.0 Structure and Elements of the New Local Government Act

3.1.0 The Taskforce recommends that the new Act is structured with the following elements:

Part I - Structural Framework of Local Government in NSW

- Purpose of Local Government Act – 3.1.1
- Role of Local Government – 3.1.2
- Guiding Principles – 3.1.2
- Legal Status of Councils (includes Establishment) – 3.1.3
- Roles and Responsibilities of Council Officials – 3.1.4

Part II - Strategic Framework for Local Government in NSW

- Integrated Planning and Reporting – 3.2.1
- Community Engagement – 3.2.2
- Performance of Local Government – 3.2.3

Part III - Council Operations

- Governance Framework – 3.3.1 – 3.3.8
- Financial Practices – 3.3.9 – 3.3.11
- Public Private Partnerships – 3.3.12
- Public Land – 3.3.13 – 3.3.14
- Regulatory Functions – 3.3.15 – 3.3.16
- Other functions

Part IV - Tribunals and Commissions - 3.3.17

3.1.1 Purposes of the Local Government Act

Commentary

There were comparatively few suggestions in the submissions for change or additions to the Purposes. It is the view of the Taskforce that a genuinely best system of local government should contain all the attributes in part three of this recommendation.

3.1.1 The Taskforce recommends that the Purposes of the Local Government Act be drafted as follows:

The purpose of this Act is to provide

- (1) a legal framework for the NSW system of local government in accordance with section 51 of the *Constitution Act 1902 (NSW)*
- (2) the nature and extent of the responsibilities and powers of local government
- (3) a system of local government that is democratically elected, interactive with and accountable to the community, and is sustainable, flexible, effective and maximises value.

3.1.2 Role and Guiding Principles of Local Government

Commentary

The importance that the Act clearly articulates the Role and Guiding Principles for local government was evident from the workshops and written submissions. Having considered the responses the Taskforce has amended the recommended Role and Guiding Principles for local government to replace the current Charter.

3.1.2 The Taskforce recommends the inclusion of a new Role of local government and a set of Guiding Principles for local government as follows:

Role of Local Government

The Role of local government is to provide local democracy, strategic civic leadership, stewardship and sound governance to achieve sustainable social, economic, environmental, health and wellbeing and civic engagement through:

- (1) utilising integrated planning and reporting
- (2) working in cooperative arrangements with the community, other councils, State and Commonwealth Governments to achieve and report outcomes based on community priority as established through integrated planning and reporting
- (3) providing or procuring effective, efficient and financially affordable economic assets, services and regulation
- (4) exercising democratic local leadership and inclusive decision-making
- (5) having regard to the long term and cumulative effects of its decisions
- (6) valuing local difference and system diversity
- (7) committing to the application of the Guiding Principles of local government

Guiding Principles of Local Government

Guiding Principles to be observed by local government are to:

- (1) provide elected community-based representative and participatory local democracy, and open and accountable government
- (2) foster and balance the needs, interests, social and economic wellbeing of individuals, diverse groups and community
- (3) adhere to the social justice principles of equity, rights, access and participation
- (4) encourage stewardship and facilitate sustainable, responsible management of resources, infrastructure and development
- (5) consider future generations by protecting, restoring and enhancing the quality of the environment to maintain ecologically sustainable development, reduce risks to human health and prevent environmental degradation
- (6) ensure sustainable management and that all decisions incorporate considerations of risk management and long-term sustainability
- (7) recognise the responsibility of other levels of government in the provision of local services while accepting that local choices should be made at the local level wherever possible under the principle of subsidiarity
- (8) achieve and maintain accepted best practice public governance and administration, and act fairly, responsibly, ethically, transparently and in the public interest
- (9) optimise technology, and foster innovation and continuous improvement.

3.1.3 Constitution of Councils

Commentary

The Taskforce received some feedback that the legal status of councils should be returned from being a “body politic” to a “body corporate”. In the submissions the view was expressed that councils as a body politic are unable to apply for construction work on Australian Government funded projects as they are not corporations. However, no firm evidence was provided to support this view. The Taskforce considered the submissions and has formed the view that at this time there is no compelling reason to recommend that the legal status of councils is changed.

3.1.3 The Taskforce recommends that the legal status of councils remains as a “body politic”.

3.1.4 Roles and Responsibilities of Council Officials

Commentary

The Taskforce recognises the importance of the Act clearly defining the role of the elected councillors, the mayor and the general manager. The Taskforce acknowledges that under its terms of reference the Independent Panel is reviewing this matter. Accordingly the Taskforce has not considered this topic in detail.

3.1.4 The Taskforce recommends following consideration of the final report of the Independent Panel, the roles and responsibilities of mayors, councillors and general managers are reviewed to ensure they align with the requirements of the strengthened IPR framework (see section 3.2.1 below) and any recommendations of the Independent Panel that may be adopted by the State Government.

Part II—Strategic Framework for Local Government in NSW

3.2.1 Integrated Planning and Reporting

Commentary

Integrated planning and reporting (IPR) was introduced into the Act in 2009 providing a coherent strategic planning framework for local government in NSW. It is clearly evident to the Taskforce that IPR is very successful and that it is strongly supported by the local government sector.

IPR provides the foundation for stronger, more effective local government, facilitating improved community engagement, strategic planning and resource management to deliver priority community outcomes.

It also provides the framework for the role of local government and its relationship to the community and to the State.

Diagram 1 – The IPR Framework from the Division of Local Government 2013 – Integrated Planning and Reporting Guidelines for Local Government in NSW



Attachment

The IPR framework facilitates:

- accountability to communities, supported by effective community engagement and reporting
- a stronger partnership between the State and Local Government
- viable and sustainable councils, better able to adapt to changing circumstances
- greater autonomy, and responsibility for improved performance
- improved management of actual or potential risk to outcomes, supported by an appropriate assurance framework.

The IPR framework recognises that most communities share similar requirements and aspirations including a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. Communities respond differently to these needs. IPR also recognises that council plans and policies should not exist in isolation and that they are interconnected.

It enables councils to integrate their various plans, policies and strategies and understand how they interact and provide the leverage to secure good outcomes for their communities.

It is the view of the Taskforce that the primary elements of the new Act should establish:

- the local government system, principles and framework
- the accountability and reporting framework
- the performance framework
- the monitoring and intervention framework

IPR currently provides a basis for the first two elements. However, as a consequence of IPR being a 2009 amendment to the Act, this framework is not consistently supported by other parts of the Act. The Taskforce therefore proposes that the new Act be less prescriptive and reflects a greater level of local autonomy, while remaining consistent with the intent of IPR.

In addition to the recommendations specific to IPR, this report contains recommendations intended to support the Taskforce recommendation to establish the centrality of IPR in the new Act and design an Act reflecting the principles and practice of IPR.

A number of the Taskforce recommendations are inter-related to and inter-dependant on IPR including:

- Appointment and management of staff – section 3.3.3
- Delegations – section 3.3.8
- Financial management – section 3.3.9
- Procurement – section 3.3.10
- Capital expenditure – section 3.3.11
- Acquisition of land - section 3.3.13
- Public land – section 3.3.14
- Approvals, orders and enforcement – section 3.3.15

The Taskforce has recommended that the IPR sections of the Act are moved to the front of the new Act and follow the purpose, role and principles sections to elevate its importance and create a more logical sequence in the Act.

The Taskforce emphasises that its recommendation for strengthening IPR does not imply expanding the detail or level of prescription, but may involve removing some prescription to improve the flexibility for councils and better reflect the intent of IPR. The Taskforce recommends that the IPR provisions are reviewed and simplified to increase flexibility for councils to deliver locally appropriate IPR.

Making IPR the centrepiece of the new Act should strengthen the strategic role of councillors as leaders of their local community.

The Taskforce makes the following recommendations in relation to IPR.

3.2.1 The Taskforce recommends

- (1) elevating IPR to form the central framework of the new Act and the primary strategic tool that enables councils to fulfil their civic leadership role and deliver infrastructure, services and regulation based on community priorities identified by working in partnership with the community, other councils and the State Government
- (2) strengthening and embedding the principles of IPR in the Act more broadly, setting minimum standards in the Act and defining process through regulation, codes and/or guidelines
- (3) removing duplication from other parts of the Act, where the principle or practice is already captured in the IPR legislation or guidelines
- (4) ensuring the legislation facilitates a strategic leadership role for councils in their local communities
- (5) moving sections of the Act to other legislation, in order to create an Act that better reflects the strategic role of councils and the framework that ensures and enables that role. The Taskforce proposes the outline displayed in Table 6 as the chapter structure of the new Act
- (6) simplifying the provisions of IPR to increase flexibility for councils to deliver IPR in a locally appropriate manner.

Table 6: The Taskforce recommends the following outline for the overall structure of the new Act

<p>Part I – Structural Framework of Local Government in NSW</p> <p><u>Purpose of the Act</u></p> <p><u>Role of Local Government</u></p> <p><u>Guiding Principles</u></p> <p><u>Roles and Responsibilities of Council Officials</u></p> <p>Part II – Strategic Framework for Local Government in NSW</p> <p><u>Integrated Planning and Reporting</u></p> <ul style="list-style-type: none"> - Community Strategic Plan - Community Engagement Strategy - Delivery Program - Resourcing Strategy - Performance framework <p>Part III – Council Operations</p> <p><u>Governance Framework</u></p> <ul style="list-style-type: none"> - Elections [but recommend for transfer to separate Act] - Conduct - Pecuniary Interest - Councillor remuneration - Meetings, inc. decision making - Delegations - Appointment and Management of Staff - Audit - Protection from Liability <p><u>Financial Practices</u></p> <ul style="list-style-type: none"> - Financial Governance - Procurement - Capital Expenditure - Insurance <p><u>Public Private Partnerships</u></p> <p><u>Use of resources</u></p> <ul style="list-style-type: none"> - Asset Management including public land management & acquisition - Rates - Fees and charges - Grants - Loans - Investments <p><u>Regulatory Functions</u></p> <ul style="list-style-type: none"> - Approvals and Orders - Regulatory Powers (such as entry onto land, acquisition of land) - Offences and Enforcement - Water Management <p><u>Constitution of Local Government</u></p> <ul style="list-style-type: none"> - Regional Strategic Organisations of Councils including formation of corporations - County Councils <p><u>Regulation of Local Government (e.g. State interventions/inquiry powers etc.)</u></p> <ul style="list-style-type: none"> - Administrator - Investigations - Inquiries, Surcharging - Councillor misconduct - Proceedings against councils - Council interaction with the State <p>Part IV - Tribunals and Commissions</p>

3.2.2 Community Engagement

Commentary

A primary theme from the Taskforce discussions and the submissions received was that there should be consistency of terminology concerning community engagement. While the main terms used have been informing, consultation, involvement, collaboration, participation, empowerment and engagement, it is the Taskforce view that the traditional local government approach of “top-down” informing and consultation goes only part way to genuine commitment to community participation and engagement.

Engagement is a broader term that affords the opportunity to inform, collaborate and empower. The Taskforce recommendations under the Role of Local Government endorse the importance of local government representatives securing a sound understanding of community views as a component of the decision making process.

The Taskforce is aware that the NSW Government Planning White Paper proposes that every planning authority will prepare a Community Participation Plan but that “*Councils will not be required to prepare a separate Community Participation Plan if their community engagement strategy (made under the Local Government Act) includes*” all the matters articulated in the White Paper “*and other requirements in the legislation*”(p.48). Should the Planning White Paper proposals relating to community participation be adopted the community engagement sections of the new Local Government Act should be drafted so as to align with any adopted planning proposals but should include the following Taskforce recommendations.

3.2.2 The Taskforce recommends

- (1) councils prepare the most locally appropriate and flexible community engagement strategy guidelines. This will provide communities the opportunity to engage, through the following and other locally appropriate principles, and allow a flexible framework for continuing community engagement. The principles for such strategy will:

- a. include commitment to the community being at the centre of local government using ongoing engagement which ensures fairness in the distribution of resources; rights are recognised and promoted; people have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life; and people have better opportunities to become informed and involved especially through use of technology
- b. consider and understand that persons who may be affected by, or have an interest in, a decision or matter should be provided with access to relevant information concerning the purpose of the engagement and the scope of the decision(s) to be taken
- c. consider and understand that interested persons should have adequate time and reasonable opportunity to present their views to the council in an appropriate manner and format
- d. ensure that the views presented to the council will be given due consideration
- e. consider and understand that councils, in exercising their discretion as to how engagement will proceed in any particular circumstance, will have regard to the reasonable expectations of the community, the nature and significance of the decision or matter, the costs and benefits of the consultation process, and to intergenerational equity
- f. arrange flexible special engagement procedures in particular instances
- g. consider all groups, even though it may be difficult to reach every diverse community group, and some groups will choose not to engage.

3.2.3 Performance of Local Government

Commentary

The Taskforce understands that the Independent Panel is examining performance aspects of local government and accordingly has deferred consideration of any legislative matters pending the outcome of this review.

However, submissions were invited on whether the performance of local government and its constituent entities should be further monitored and reported. Some submissions addressed this issue and generally supported a single reporting regime linked to the IPR framework, provided such a regime did not impose an additional compliance burden with little benefit.

It is the view of the Taskforce that a performance system linked to IPR should be developed that enables comparison of relative performance of councils and identification of significant matters that some councils may need to address. The Taskforce considers that the performance system should also include self-assessment of the performance of the governing body of council.

3.2.3 The Taskforce recommends that a performance system is developed that is linked to IPR and includes the following elements:

- (1) a standard series of measures that can compare the performance of councils across the State
- (2) an analysis of the performance measures results so that councils can identify the actions required to elevate performance
- (3) a self-assessment of the performance of the governing body on an annual basis
- (4) in lieu of an end of term report, councils provide a mid-term report as to progress with the Community Strategic Plan.

3.2.4 Technology

Commentary

It was evident to the Taskforce that it is important to ensure the Act does not limit the ability of councils to use the most appropriate technology necessary to support the efficient, effective and economic delivery of services to the community. As examples, the Taskforce heard that the efficient service and receipt of rates and charges notices is hindered by the current prescriptiveness of the Act and imposes a barrier to ratepayers wishing to receive rate notices electronically.

There are various references throughout the Act and regulations to specific requirements for publishing notices and staff recruitment advertisements to appear in newspapers which are costly and restrictive. Equally it was evident that it is important councils are afforded flexibility to choose the form of technology they utilise to ensure that they remain accessible to all members of their community.

3.2.4 The Taskforce recommends

- (1) as a general principle the Act should enable optimal, flexible and innovative use of technology by councils to promote efficiency and enhance accessibility and engagement for the benefit of constituents
- (2) the Act should allow each council to determine the most appropriate use of technology taking into account the Guiding Principles of local government and community engagement through the IPR framework.

Part III – Council Operations

3.3.1 Elections

Commentary

In reviewing election arrangements the Taskforce has had regard to the principles of accessibility, transparency, security and efficiency.

Regarding voting methods, the Joint Standing Committee on Electoral Matters (JSCEM) in its 2012 report recommended amendments to allow for optional universal postal voting. The NSW Electoral Commissioner supports use of either universal postal voting or attendance voting together with iVote as a way to limit council costs.

The introduction of optional universal postal voting was well supported in submissions. Victoria and Western Australia confer discretion on councils to decide the method of conducting elections. Cost savings from universal postal voting of between 15 and 20 per cent compared to attendance voting has been reported. There is almost a 90 per cent take up rate for universal postal voting in those States.

The Taskforce is satisfied that councils are best placed to choose whether to use universal postal or attendance voting. Councils can satisfy themselves as to cost savings, efficiencies and voter acceptance when reaching a decision as to the appropriate method of voting. The Taskforce accepts that “one size does not fit all” and notes that councils already have responsibility for deciding whether they will manage the election in-house or contract out the process.

Where a council chooses to use attendance voting then the legislation should give councils the discretion to set the period for pre-poll voting between 7 and 14 days reflecting the feedback received. There was strong interest expressed by those who made submissions for the early adoption of technology assisted voting, or iVoting as an alternative to attendance voting. Local government could be used as a pilot project for early introduction of electronic voting to reduce costs and potentially improve voter convenience and accessibility.

The Taskforce recommends that legislation provides councils the choice of attendance voting or universal postal voting and allow other means, such as technology assisted voting to increase efficiency, voter participation and reduce costs, while maintaining security and transparency.

The Taskforce considers that the provision of information on specific policy and skills capacity of candidates on their candidate information statements while welcome should not be made mandatory. The Taskforce recommends that councils conducting universal postal elections should be required to provide with the ballot papers a booklet setting out the information provided on candidate information sheets to inform voters.

The Taskforce in its Discussion Paper raised the issue of mechanisms to end the need to hold costly by-elections when a vacancy in civic office occurs in the first year following an ordinary election.

The Taskforce recommends that a counting system be adopted to fill vacancies occurring in the first year following an ordinary election whereby the unelected candidate who had the next highest number of votes is appointed to fill the vacant position. This would be achieved by extending the count by two places.

Furthermore councils should be required to fill vacancies occurring after the first year following an ordinary election and up to 18 months prior to the next ordinary election by compulsory postal voting. Where a casual vacancy occurs in the last 18 months before an ordinary election the council can resolve to apply to the Minister to dispense with the holding of a by-election.

In its 2012 report the JSCEM recommended that there should be one Elections Act for NSW State elections and the regulation of campaign finance and expenditure.

There was substantial support in submissions received that a single Elections Act should also include all legislation governing local council elections. The Taskforce recommends the transfer of local government elections law to a new single Elections Act.

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Where mayors are elected by councillors there is good support for a change from one year to two year terms. A two year term will allow for stability.

The Taskforce sought proposals to improve the electoral enrolment process and maintenance of the non-residential rolls for all council areas other than the City of Sydney. The Taskforce has concluded that there is no strong case to change the present enrolment process and maintenance of the non-residential rolls for council areas with the exception of City of Sydney. For a discussion of election issues particular to Sydney City Council see Chapter 4.

The Taskforce notes that it has not had the opportunity to consider the report of the JSCM into the Conduct of the 2012 Council Elections.

3.3.1 The Taskforce recommends

- (1) councils to have the option of using universal postal voting or alternative means of voting such as technology assisted voting where feasible as a means of increasing efficiency and voter participation and reducing council costs
- (2) the Act be drafted so as to enable the adoption of new technologies such as technology assisted voting when feasible to do so
- (3) include mechanisms for removing the need for by-elections, when a vacancy occurs either in the first year following an ordinary council election or up to 18 months prior to an ordinary election as a means of avoiding the holding of costly by-elections
- (4) a counting system should be adopted as an appropriate mechanism for filling vacancies that occur within the first year following an ordinary election whereby the unelected candidate who had the next highest number of votes be appointed to fill the vacant position
- (5) councils to be required to fill vacancies occurring after the first year following an ordinary election and up to 18 months prior to the next ordinary election by the postal voting method

- (6) where universal postal voting is used for any election, a candidate information booklet is to be included in ballot packs as a way of increasing voter knowledge of the candidates
- (7) the transfer of local government elections law to a single new Elections Act to consolidate all State and local government election provisions along with the regulation of campaign finance and expenditure
- (8) the term of mayors elected by the councillors to be extended from 1 year to 2 years.

3.3.2 Meetings

Commentary

The proposal that the provisions relating to council meeting practice be consolidated into a generic mandatory Code of Meeting Practice that can be supplemented to meet local requirements received almost universal support.

The Taskforce received feedback on the following specific matters relevant to meetings:

- that as general principle councillors should still be required to attend council meetings in person. However in emergency situations such as natural disaster where travel to the council chambers is not possible or dangerous councils should have the option of resolving that councillors may attend the meeting electronically
- caution should be exercised to ensure that in using technology the systems are adequate to maintain proper meeting protocol and allow appropriate community access to the meeting.

3.3.2 The Taskforce recommends that the provisions relating to council meetings be:

- (1) consolidated into a generic mandatory Code of Meeting Practice that may if necessary be supplemented to meet local requirements, provided the amendments are not inconsistent with the provisions of the Act and standard Code of Meeting Practice

- (2) modernised and unnecessary prescription and red tape removed
- (3) designed to facilitate councils utilising current and emerging technologies in the conduct of meetings and facilitating public access
- (4) flexible to enable remote attendance through technology at council meetings in emergencies such as natural disasters.

3.3.3 Appointment and Management of Staff

Commentary

The current regulatory approach is a mix of broad policy statements (particularly in relation to organisation structure) as well as more prescriptive procedural requirements (e.g. merit based appointments, advertising of positions).

This approach does not align with the Taskforce recommendations of a streamlined Act that minimises unnecessary red tape, is principles-based and has IPR as its central framework.

In the Act there are a number of sections that:

- are currently outside the IPR framework, that should be integrated into IPR e.g. organisation structure and equal employment opportunity
- are operational matters and as such should be left open to each council to manage e.g. reporting on contractual conditions, appointment of public officer
- are industrial in nature and should be covered under the relevant industrial legislation e.g. staff appointments and advertising of vacancies

It is the view of the Taskforce that strategic decisions relating to workforce planning should be made within the context of IPR. Other employment matters currently contained within the Act that are operational in nature should be left open to each council to determine.

3.3.3 - The Taskforce recommends

- (1) the strategic responsibilities of the council be clearly separated from operational responsibilities and be aligned with IPR by:
 - the council being responsible:
 - for determining those services and priorities required by the community, and for providing the necessary resources to achieve the council's Delivery Program; and
 - on the advice of the general manager, the council determine the organisation structure to the level that directly reports to the general manager
 - the general manager being responsible:
 - for determining the balance of the organisation structure; and
 - for recruiting all staff with appropriate qualifications to fulfill each role within the structure. The general manager will consult with council regarding the appointment and dismissal of senior staff
- (2) positions meeting the criteria as senior staff be appointed under the prescribed standard contract for senior staff, identified as senior staff positions within the organisation structure, and remuneration be reported in the council's annual report
- (3) each council to determine arrangements for regulatory responsibilities other than under the Act
- (4) the current prescription in the Act relating to the advertising of staff positions and staff appointments be transferred to regulation or to the relevant industrial award
- (5) that the maximum term allowable for temporary staff appointments be extended from 1 year to 2 years.

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3.3.4 Regional Strategic Organisations of Councils and Formation and Involvement in Corporations

Commentary

The ability of councils to enter into regional strategic collaboration activities is essential:

- for the long term sustainability of local government in NSW; and
- for the facilitation of efficient and effective long term regional planning.

The provisions in the Act to support regional collaboration between councils are limited. Currently Regional Organisations of Councils (ROCs) are the main vehicle for this purpose. As part of its review the Independent Panel is considering models that could be adopted for this purpose.

It is evident to the Taskforce that the provisions in the Act are inadequate. The Taskforce met with representatives of Hunter Councils and considered the strategic regional cooperation model used by that group of councils. The Taskforce sees considerable merit in the model for providing a governance structure appropriate to facilitate regional strategic collaboration between councils across NSW.

The Taskforce suggests that consideration is given to the adoption of a similar model for NSW councils having the following benefits:

- it supports a strategic regional role for councils
- it supports capacity building among member councils
- it provides an appropriate platform for genuine and binding partnerships between the State and local governments in relation to regional and sub-regional service delivery
- it separates regional strategic and advocacy functions from regional shared services and resources and supports use of alternative service delivery models
- it supports shared services delivery.

The Taskforce suggests that a similar model of regional collaboration between councils is adopted and based on the following principles:

- facilitation of appropriate and strong regional governance and leadership
- contribution to efficient and effective State-local relations in the areas of regional and sub-regional strategy and planning, economic development, infrastructure provision and service delivery
- facilitation of regional and local strategic capacity building
- facilitation of resource sharing, shared services and joint service delivery by councils
- appropriate separation of regional strategic and advocacy functions from regional resource sharing, shared services and joint service delivery functions
- enhanced role and status of mayors.

If this model is adopted new provisions should be included in the Act to:

- establish the roles to be undertaken at a regional or sub-regional level by councils in collaboration
- provide and recognise the formation of a regional entity through groupings of councils to fulfil the regional and sub-regional roles
- establish a basis for agreement between regional entities and the State Government in relation to those regional roles.

The new Act and regulations should provide for:

- the formation and recognition of a regional statutory entity by councils
- membership of the regional statutory entity to comprise the mayors of the region's councils. The entity to be known as the *Regional Council of Mayors*
- the role of the *Regional Council of Mayors* in relation to State Agency regional and sub-regional strategy and decision making in the areas of:
 - regional and sub-regional strategy and planning
 - economic development
 - infrastructure provision
 - service delivery

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- a role for the *Regional Council of Mayors* in relation to the development and adoption of the State's Regional Action Plans.

It would also be appropriate to develop protocols for:

- strategic regional collaboration between State agencies and the *Regional Council of Mayors*
- the authority and means by which the *Regional Council of Mayors* may develop and formulate regional and sub-regional strategic positions
- the accountability to the *Regional Council of Mayors* of any resource sharing, shared services or joint service delivery entity operated by or through the Regional Council of Mayors.

The Taskforce understands that the Hunter Councils strategic cooperation model proposes that the Council of Mayors be able to create service entities established as companies limited by guarantee under the *Corporations Act 2001 (Cwth)*. As such the operations of such entities may not be covered by the Act. Consequently they would not be subject to the same level of scrutiny, accountability and transparency as councils.

Accordingly the Taskforce does not recommend that such entities be established without the consent of the Minister. It is the view of the Taskforce that the provisions of the Act relating to the formation of corporations and other entities should continue.

3.3.4 The Taskforce recommends

- (1) the Act include a mechanism enabling councils to form statutory entities to undertake regional strategic collaboration activities. The Taskforce is of the view that, in place of Regional Organisations of Councils, a model similar to that developed by the Hunter Councils – Council of Mayors provides a suitable mechanism for achieving regional strategic collaboration, with the exception of Western NSW. ROCs could transition to a Council of Mayors to broaden joint collaboration between councils
- (2) the provisions of the Act relating to the formation of corporations and other entities should continue.

3.3.5 Protection from Liability

Commentary

The Taskforce is satisfied that liability limitations and protections currently contained in the Act are working well. Suggestions were received for additional exemptions to be conferred on councils and their employees as follows:

- natural hazards e.g. geotechnical hazard
- where council conducts work in response to emergencies to prevent an immediate risk to public health or environmental harm
- add a definition of "good faith"

While the Taskforce has not been presented with compelling evidence for these changes, there may be merit in conducting a further review of this matter.

3.3.5 The Taskforce does not propose changes to the liability provisions of the Act.

3.3.6 Code of Conduct

Commentary

The Taskforce did not propose any changes to the conduct provisions of the Act and recommends that other than ensuring the conduct provisions are located in an appropriate section of the new Act and that reporting requirements made consistent, the provisions should be transferred unchanged to the new Act.

3.3.6 The Taskforce does not propose changes to the conduct provisions of the Act.

3.3.7 Pecuniary Interest

Commentary

The Taskforce proposal that the pecuniary interest provisions of the Act be reviewed to ensure that they are written in plain language, easily understood and unnecessary red tape removed, was largely supported. Issues were raised which the Taskforce believes should be taken into consideration in any review of these provisions including:

- the definition of “designated person” should be revised given the Code of Conduct obligations
- privacy rights should be balanced against the publication and public access to pecuniary interest returns.

3.3.7 The Taskforce recommends

- (1) the pecuniary interest provisions be reviewed to ensure they are written in plain language, easily understood and with unnecessary red tape removed
- (2) consideration be given to utilising technology to assist with the submission and maintenance of pecuniary interest disclosures and to facilitate appropriate access to this information, while ensuring that privacy rights are protected.

3.3.8 Delegations

Commentary

For the efficient operation of councils it is essential that the council can delegate functions. Councils have a broad range of functions that may be exercised under delegation.

The Act expressly prevents the council from delegating a number of functions including the appointment of a general manager, the making of a rate, the fixing of fees and charges, the borrowing of money, voting of money for expenditure, compulsory acquisition of land, acceptance of tenders, classification and reclassification of public land, granting of a leave of absence to the holder of a civic office and functions that can only be exercised by way of a resolution of the council.

The Act also limits the power of councils and county councils to delegate and sub-delegate regulatory functions to a person or entity other than a committee of the council or county council, an employee of the council or county council, to a county council by a county council or to a council by a county council.

The current legislative approach of the broad power of delegation with a number of exceptions strikes an appropriate balance and has not been raised as a matter of concern by councils.

However, issues have been identified in relation to some of the exceptions including:

- acceptance of tenders - councils are required to call for tenders for contracts for the provision of goods and services exceeding an estimated expenditure of \$150,000. This results in contracts of an operational nature, that could be dealt with at the operational level, having to come before the council for acceptance
- acceptance of tenders involving more than one council - this exception impacts on the ability of councils to make purchases collaboratively either through regional strategic alliances or jointly with another council. If councils either jointly or through regional strategic alliances decide to make a collaborative purchase,

- a report has to go to each of the participating councils, all of which must resolve to accept the tender
- a decision to provide minor financial assistance to community groups. It is suggested that this provision is not reflective of the risk associated with these decisions
- the restriction preventing the delegation or sub-delegation of regulatory functions to another council which prevents councils from working collaboratively, for example by outsourcing regulatory functions to an adjoining council.

It is proposed that the current legislative approach of enabling a broad power of delegation, with a number of exceptions, be retained.

However it is recommended that delegations are reviewed to ensure that they are written in plain language, streamlined, and remain appropriate, taking into account the other recommended changes to the Act.

It is the view of the Taskforce that it should be left to councils to determine the functions that it is most appropriate to delegate to support the efficient and effective operation of council, and that the amount of legislative prescription should be minimised.

3.3.8 The Taskforce recommends

- (1) that the provisions of the Act relating to delegations be reviewed to ensure that they are streamlined, written in plain language and are reflective of the roles and responsibilities of the council and the general manager to facilitate the efficient, effective and accountable operation of local government
- (2) that the exceptions to delegations of an operational nature not be carried forward to the new Act, ensuring the council focuses on strategic decisions, consistent with IPR. These would include for example:
 - acceptance of tenders
 - provision of minor financial assistance to community groups

- delegation of regulatory functions to another council or shared services body.

3.3.9 Financial Governance

Commentary

The financial governance of councils is largely regulated by two Parts within the Act:

- IPR prescribes that councils have certain financial documents such as a Resourcing Strategy that includes long-term financial planning and asset management planning
- financial management provisions relating to council's funds, accounting records, financial reporting and auditing.

The financing of councils, including fees and charges and rating are dealt with in other parts of the legislation. The Taskforce comments on fees in section 3.3.15 below but not the rating provisions as this is being examined by the Independent Panel. However, the Taskforce received a significant number of submissions highlighting issues with the current rating regime. A further detailed review is considered to be required of rating and finance issues once a fundamental framework arising from Independent Panel recommendations has been considered and adopted by the State Government.

The current financial governance and management provisions are prescriptive, focus on process and are not always clearly aligned with IPR or the approach adopted by the Taskforce for a streamlined, principles based Act that minimises prescription. The Taskforce is recommending that financial and resource planning and reporting should be included within the IPR framework as part of a council's Resourcing Strategy.

Supporting the Guiding Principles for Local Government recommended by the Taskforce (see section 3.1.2 above), the Taskforce recommends that the new Act include the following principles for financial governance requiring that:

- councils have a structure to independently verify and safeguard the integrity of financial reporting

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- promote timely and balanced disclosure of all material matters
- establish a sustainable system of risk oversight, management and internal control.

The Taskforce recommends that the financial management principles are underpinned by a comprehensive financial governance framework including the following elements:

- (1) financial management governance and oversight - setting out the processes by which the council is directed, controlled and held to account including clear financial governance policies, risk management requirements and audit functions
- (2) financial management structure, systems, policies and procedures - setting standards to achieve sound systems of internal control to support financial management
- (3) financial management reporting - that assists councils in measuring and managing performance and ensures financial management reporting is consistent with statutory reporting obligations. This should be linked to IPR reporting requirements.

The Taskforce recommends that legislation contain the financial governance principles and the minimum expectation for financial management while minimising prescription. The legislation should be supported by appropriate regulatory instruments.

3.3.9 The Taskforce recommends

- (1) there be greater focus on principles and definition of financial systems and minimum standards in the new legislative framework and for assimilation of financial governance with the IPR requirements
- (2) there be a realignment of the regulatory focus under the legislative framework towards systems and risk management rather than process prescription
- (3) complementing the Guiding Principles of local government, the new Act should articulate a set of financial (or corporate) governance principles that align more effectively with the principles

- and objectives of IPR, especially in relation to stewardship of resources and accountability. For example:
- a. safeguarding integrity in financial reporting
 - b. making timely and balanced disclosures
 - c. recognising and managing risk
- (4) minimum expectations be prescribed by legislation or sub-regulatory instrument. A potential framework is:
- a. financial management governance and oversight
 - b. financial management structure, systems, policies and procedures
 - c. financial management reporting
- (5) financial statement requirements be included under IPR annual reporting requirements
- (6) a further review of rating and finance matters be undertaken as required after the Independent Panel recommendations are determined by the State Government.

3.3.10 Procurement

Commentary

The current regulatory approach is prescriptive and restricts councils from taking a strategic, flexible method to procurement.

Issues with the current procurement framework identified by the Taskforce include:

- the tendering threshold of \$150,000 is considered too low
- lack of accountability for procurement below the threshold, or where tendering is not required
- councils are not able to participate in State Government policy objectives of supporting registered Australian Disability Enterprises by being able to procure directly from such organisations without having to go to tender
- procurement is not incorporated into a broader system of financial management
- inefficiencies arising from prescriptive processes that restrict the use of technology and facilitate a more strategic approach to procurement

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- delegation provisions constrain councils from engaging in regionally-based procurement, while councils' inability to delegate tenders requires council approval for operational expenditure.

Recognising the Taskforce objective of developing principles-based legislation it recommends the following procurement principles for the new Act and regulations which are consistent with the NSW State system of procurement, and adapt important principles from local government legislation in other States.

- a. Accountability and reporting requirements
 - align council's procurement framework with IPR
 - annual reports against council's IPR objectives, and significant procurement above a certain value
 - delegations, including removing restrictions on delegation of the acceptance of tenders (see also section 3.3.8).
- b. Value for money including consideration of:
 - the goal and purpose of the procurement having regard to the council's strategic objectives as identified through IPR
 - development of a competitive local business, industry, regional or local preference policy
 - considerations of materiality and whole of life costs
 - regularly review rolling contracts or engagements.
- c. Probity, fairness and risk management, including:
 - a transparent, fair and ethical process for all procurement irrespective of value
 - risk management and setting appropriate internal controls and monetary thresholds having regard to risk.
- d. Efficient and effective competition to require councils to implement efficient

and effective competitive processes for procurement that is appropriate to the scale and scope of the procurement, having regard to actual value.

Allow exceptions to the effective competition requirement:

- where it is not reasonably practicable for example, where tendering would not produce a satisfactory result, land purchase, sale, lease or licence; for employment contracts; in emergencies; for environmental upgrade agreements; election services; banking; borrowing or finance services; and exemptions from tendering under other legislation. Furthermore, exemptions could be included for EPAA planning agreements, public auctions, insurance and other council-provided services
 - other exemptions such as procurement from Commonwealth and State Government panel contracts, other prescribed entities, and registered Australian Disability Enterprises.
- e. Market assessment, including whether council should provide services or approach the market.

The Taskforce recommends that the legislative framework include default procurement requirements, with minimal process requirements that are contemporary, reasonably efficient and flexible, and non-technology specific and be prescribed in regulation or a mandatory code.

An option would be to apply to councils the NSW Procurement Board requirements for agencies seeking accreditation, or to prescribe a procurement framework based thereon. Alternatively the monetary tendering threshold could be set on the basis of risk using as its basis the materiality of the value of the proposed procurement.

3.3.10 The Taskforce recommends

- (1) the adoption of central principles of procurement combined with a medium level of regulation to ensure support of the following principles:
 - a. accountability
 - b. value for money
 - c. probity, equity, fairness and risk management
 - d. efficient and effective competition
 - e. market assessment
- (2) main considerations for each principle be contained in the Act or regulations, with further considerations contained in guidelines or a mandatory code
- (3) a council's procurement framework be consistent with its IPR framework
- (4) rather than the legislation setting a monetary threshold, a more flexible principles-based approach be established to enable councils to determine their threshold based on risk assessment of the proposed procurement and the procurement principles
- (5) regulation of procurement support councils entering into collaborative procurement arrangements and utilising technologies to assist with efficient, effective and economic procurement processes that are accessible to all relevant stakeholders and are fair, open and transparent
- (6) a regulation or code to express councils' default procurement framework
- (7) councils be qualified to adopt a more strategic approach through "earned autonomy" whereby:
 - a. the Division of Local Government may exempt a council from compliance with a requirement under the regulation or code where it is satisfied that a council's procurement framework is consistent with the procurement principles; and
 - b. qualification for a council's earned autonomy may be through an accreditation process or by council's development and diligent maintenance of policies

- and practices that are consistent with requirements issued by the Division of Local Government or other oversight entity. Qualification by accreditation is preferred as this should increase the accountability of councils to the community.
- (8) councils continue to be able to take advantage of purchasing from Commonwealth and State Government procurement panels and State Government policies which afford exemption from tendering obligations such as when purchasing from registered Australian Disability Enterprises.

3.3.11 Capital Expenditure Framework

Commentary

Responses to this proposal were almost entirely supportive. A number of submissions contained useful suggestions on how the proposal could be implemented or improved. Some submissions suggested that NSW Treasury policies and guidelines provided valuable guidance on capital expenditure that could be readily applied to local government. The Taskforce recognises the vital importance of accounting for whole of life costs.

The use of risk management was advocated and the view was expressed that any framework should be sufficiently flexible to meet the individual needs of councils and not result in more regulation. Submissions suggested that the capital expenditure framework should be incorporated into IPR to ensure that the implications of major capital projects are assessed and reporting processes streamlined.

3.3.11 The Taskforce recommends

a capital expenditure and monitoring guideline be developed that integrates with the IPR framework and enables the appropriate management of risk by councils. This guideline should be tailored to risk levels, including significance of the project, materiality and whole of life costs, and not based on arbitrary monetary thresholds or procurement vehicles.

3.3.12 Public Private Partnerships

Commentary

This proposal received considerable support. It was acknowledged that high risks associated with Public Private Partnerships (PPPs) justified their regulation. The proposal that PPP's be considered for inclusion in the IPR framework was also supported as a means of streamlining the process and improving accountability and transparency.

Being often high risk, sophisticated financial instruments the Taskforce holds the view that PPPs should continue to be subject to regulation.

3.3.12 The Taskforce recommends

- (1) that PPP projects continue to be subject to regulation due to the significance of the risks involved
- (2) aspects that could be streamlined or simplified be identified and mechanisms for ensuring PPPs be considered for inclusion in the IPR framework.

3.3.13 Acquisition of Land

Commentary

There is strong support for councils to adopt a policy through the IPR process on acquisition of land, including by compulsory acquisition, which is in accord with proposed land purchases being identified through the council's Delivery Program.

Any requirement to link a specific compulsory acquisition to the IPR process should relate to identification or demonstration of how the acquisition will support achievement of a 'key outcome' rather than the need to refer to a specific property for acquisition. Individual parcels of land need not be identified as this could inflate their price above market value. There should also be sufficient flexibility in the IPR process to continue to facilitate acquisition of land where an opportunity to obtain an important public asset arises.

Several submissions suggested the introduction of a streamlined system for the compulsory

acquisition of small non-significant parcels of land to reduce administrative costs. Furthermore, in order that councils may determine whether to proceed with land acquisition, determination of the value of the land early in the process should be possible.

It was also suggested that to quicken processes and reduce costs the decision for final approval of a compulsory acquisition proposed by council should no longer rest with the Minister for Local Government and the NSW Governor but instead, reside with the Chief Executive of the Division of Local Government. The Taskforce notes that a New Zealand acquisition scheme enables councils to approve compulsory acquisitions from a list of core functions.

The Taskforce is aware that any streamlining of the present system would require substantial change to the processes of the *Land Acquisition (Just Terms Compensation) Act 1991* (LA(JTC)A) which underpin the Local Government Act land acquisition regime. The processes for the compulsory acquisition of land under the LA(JTC)A apply to both councils and State Government agencies so that changes would need to be a matter for examination by State Government.

A few submissions challenged the current restrictions on councils' ability to re-sell compulsorily acquired land. It was suggested that by maintaining the restrictions on re-sale of acquired land, councils' capacity to meet its IPR strategic objectives could be restricted. Furthermore, it should be permissible to adopt a broader range of circumstances where land acquired compulsorily may be resold, for example, to facilitate economic growth, for strategic commercial purposes and job creation, but only after an open and transparent process has been undertaken and approval given by the State Government. The Taskforce received no detailed evidence to suggest that the current restrictions on the resale of land have unnecessarily hampered council functions and services.

3.3.13 The Taskforce recommends

council plans for the compulsory acquisition of land be linked with the IPR processes, and in particular the expressed opinion of the community in the Community Strategic Plan on the need for additional public land or the sale of public land be included in Delivery Program provisions.

3.3.14 Public Land

Commentary

The Taskforce heard from councils that there was considerable frustration with the unnecessary red tape in the public land management regime, primarily in three areas:

- the time required to reclassify public land from community to operational, with the necessity to obtain consent for a change to the LEP to facilitate the re-classification following a mandatory public hearing
- the complexity associated with the categorisation and sub-categorisation of community land when preparing and amending plans of management, and
- the administrative obstacles faced by councils with the leasing of community land in excess of five years.

The Taskforce proposed that the classification regime be abandoned in favour of councils developing Asset Management Plans to identify the existing and proposed future uses of public land. Land acquired by the council would be specifically accounted in the Asset Management Plan and the proposed use would be clearly outlined. Should there be a proposal to change the use or sell public land, an appropriate community engagement process would be undertaken with a public hearing utilised for land having significant value or importance. Finally, the Taskforce proposed the need for concurrence from the Department of Planning in respect of the granting of a lease, licence or other estate over public land should be removed.

Most submissions commented on the public land proposals and elicited a mixed response. Many supported the proposals including removing the classification system in favour of an Asset

Management Plan regime, while some objected to the classification removal, largely due to concern that it would make it easier for councils to sell land previously classified community. Some submissions questioned how this category of land would be defined and also noted that small neighbourhood parcels of land could be seen as having significant value or importance to the local community.

The Taskforce recognises that there may be instances where parcels of open space land are now zoned residential under councils' newly adopted standard LEP template. Accordingly, if the classification system is removed it may mean that such land could be sold for other purposes without a proper public process. There will need to be a transparent public process in the event that community land is proposed for sale.

Submissions also questioned the need to hold public hearings in all cases as well as the complexity of categories and sub-categories of land uses under plans of management. This matter would be addressed as part of the council's Asset Management Plan and adopted Community Engagement Strategy with the objective being to reduce prescription by simplifying the categories and sub-categories.

Some submissions questioned the need for proposals to grant leases, licences and other estates over community land requiring approval of the Minister for Local Government, especially when a proposal exceeding five years has attracted perhaps only one objection. Given that a report on the proposal from the Department of Planning is also required to be obtained before the Minister may provide consent, and that a Taskforce objective is to remove unnecessary government intervention and red tape, it is suggested that Ministerial approval in these circumstances should not be required.

The Taskforce has also noted that the current processes for the management of council owned public land and Crown land managed by council are complex and often inconsistent. The Taskforce recommends that the processes be harmonised and made sufficiently flexible to reduce unnecessary red tape and overlap. The final shape of a structure for Crown land management by councils will have regard to the

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outcomes of the current Crown Land Management Review.

The Taskforce convened several public land workshops to review and refine its proposals. The Taskforce recommendations are designed to ensure adequate protection for public land while providing additional flexibility for local government.

3.3.14 The Taskforce recommends

- (1) councils be required to strategically manage council-owned public land as assets through the IPR framework
- (2) balancing reasonable protections for public land use and disposal by retaining the classification regime of public land as either community or operational land and require a council resolution at the time of acquiring or purchasing land to specify the classification, category and proposed use or uses
- (3) a proposed change in the use or disposal of community land be addressed through the council's Asset Management Planning and Delivery Program
- (4) a public hearing be held by an independent person where it is proposed to change the existing dominant use or to dispose of community land, with the results of the public hearing to be reported to and considered by the council before a decision is made
- (5) any use of a public hearing or other consultation process under the Act be specified in the council's Community Engagement Strategy
- (6) recognising the LEP zoning processes and restrictions applying to council owned public land
- (7) simplifying and reducing the categories and sub-categories of use to which community land may be applied through the Asset Management Planning process so as to identify and accommodate other ancillary or compatible uses appropriate to the current and future needs of the community

- (8) ceasing the need for separate plans of management for community land to be prepared and maintained, and in lieu, utilise the Asset Management Planning and Delivery Program of the IPR process
- (9) ceasing the need for a separate report to be obtained from the Department of Planning and the need for ministerial approval where council proposes to grant a lease, licence or other estate over community land in excess of the current 5 years, where an objection has been received by the council
- (10) proposed leases and licences be addressed as part of the council's Asset Management Plan and adopted Community Engagement Strategy with the 30 year maximum term to remain unchanged.

Regulatory Functions

3.3.15 Approvals, Orders and Enforcement

Commentary

The Taskforce received many submissions on this topic with suggestions that:

- the approvals regime is too prescriptive, unnecessarily complicated and inconsistent with consents given under the EPAA and other legislation
- there is some overlap and duplication of approval responsibilities and powers between Acts while some approvals might be better located in other legislation
- provisions relating to orders are generally working well. However, the list of areas attracting an order could be reviewed to identify where they could be better dealt with under other legislation. Enforcement powers sometimes are not sufficient to implement orders. The prescriptive nature of the approvals and orders procedure is not consistent with the Term of Reference of the Taskforce to recommend a streamlined Act that builds councils'

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regulatory capability. The legislative framework for approvals could be more risk-based with greater clarity provided on how approvals and orders are to be treated.

Councils have submitted that the existing provisions regarding applications and approvals are too complex and unnecessary for many activities and could be simplified.

There are also several provisions where councils need to make decisions under more than one Act or where more than one agency is responsible for activating an approval. It is recommended that these be consistent and simplified.

The key focus of these provisions should be to ensure that the community understand what it is that they are being required to do and why. Some approvals for activities on land may be more appropriately regulated through other legislation including the planning provisions of the *Environmental Planning and Assessment Act 1997* (EPAA).

The Taskforce accepts that there are sound reasons for being prescriptive in legislation about the manner of dealing with approvals and orders in circumstances where people's rights and interests are being directly affected and where a failure to comply may result in appeals to the Land and Environment Court.

Recommendations are made to transfer or delete several approvals and orders from the Act. This list is not exhaustive and a complete review of the approvals and orders tables should identify additional matters better addressed under other legislation or repealed.

The Taskforce sees merit in the current Government proposals to transfer provisions from Chapters 6 and 7 of the Act dealing with waste water management and recycling to specialist water legislation.

Regarding the operation of local water utilities by councils, there are arguments to support the remaining regulatory provisions relating to water

supply, sewerage and drainage also being transferred to specialist legislation. This decision should appropriately await the outcome of other reviews currently underway.

Strengthening of IPR will provide councils an enhanced strategic function allowing discretion to determine community priorities and to manage council resources in order to meet statutory requirements. Discretionary capacity should also be enabled in the regulatory framework.

The Taskforce is satisfied that there is practical utility in retaining the ability of councils to make Local Approvals Policy (LAPs) while streamlining of the current processes is appropriate.

The Taskforce considers that councils should be required to adopt an Enforcement Policy stating what factors will be considered in determining whether or not to take action, including the level of risk (the NSW Ombudsman has apparently developed model guidelines). The factors should be consistent across all councils. This may replace Local Orders Policies (LOPs). The Taskforce sees particular merit in this recommendation.

Several councils have requested a new power to allow a council to charge an administration fee for service of orders in the Act and other legislation and full cost recovery for a regulatory function undertaken by the council.

The time limit for commencing summary proceedings for offences should be increased from 6 months. It is noted the EPAA prescribes 2 years while the *Protection of the Environment Operations Act 1997* (POEOA) provides either 12 months or 3 years depending on the nature of the offence. The Taskforce recommends an increase to 12 months.

The Taskforce has received support for the proposal to increase the maximum penalties that may be imposed by a court for offences. The Taskforce is of the view that penalties should be proportionate to the seriousness of the offence and act as a deterrent.

Attachment

3.3.15 The Taskforce recommends

- (1) regulatory provisions be reviewed to ensure that the Act provides guidance on regulatory principles but contains flexibility and less prescription in regulation implementation, provision of statutory minimum standards or thresholds, and councils having discretionary “on-the-ground” functions
- (2) consideration be given to the notion of a risk based approval process where persons or corporations are given general approval to conduct certain work rather than dealing with applications on a piecemeal basis
- (3) within this framework, the prescriptive processes of approvals and orders be streamlined and, subject to risk assessment, be placed where possible into regulations
- (4) removal of as many approvals and orders as possible and placing in specialist legislation if they cannot be repealed
- (5) the principles for dealing with approvals and orders be incorporated into a council’s IPR framework through the Delivery and Operational Plans, including adoption of an Enforcement Policy and any LAPs and LOPs
- (6) penalties for offences in the Act and regulations be increased to ensure they are proportionate to the nature of the offence, and that the ability to serve a penalty notice should be made an option for additional offences
- (7) councils be required to adopt an Enforcement Policy stating what factors will be considered in determining whether or not to take action, including the level of risk. The factors should be consistent across all councils
- (8) improving councils’ ability to recover costs for conducting work on private land
- (9) aligning council powers of entry with contemporary legislative standards
- (10) increasing the time limit for commencing summary proceedings from 6 to 12 months.

The Taskforce notes that IPART is currently conducting a Red Tape Review of Local Government Compliance and Enforcement and is considering regulatory issues and how regulatory burdens may be reduced. The Taskforce has not been able to consider these reports as they have not been released.

3.3.16 Water Management

Commentary

The Taskforce supports proposed changes to water recycling provisions which will consolidate and simplify the legislative framework.

The Taskforce makes no recommendations regarding the structures for the delivery of water and sewerage in non-urban areas, noting that the issues were considered but are being addressed by other reviews.

Development of a Local Water Utilities Act is not considered warranted on the basis that responsibility for water supply and sewerage in regional NSW is likely to continue to remain with general purpose and county councils.

3.3.16 The Taskforce supports changes proposed to water recycling provisions which will consolidate and simplify the legislative framework. Otherwise the Taskforce makes no recommendations regarding the structures for the delivery of water and sewerage in non-urban areas, noting that the Taskforce gave the issue consideration but is aware this area is being dealt with by other reviews.

3.3.17 Tribunals and Commissions

Commentary

The Taskforce is aware that the Government has constituted a NSW Civil and Administrative Tribunal which is expected to consolidate the Local Government Pecuniary Interest and Disciplinary Tribunal into its operations.

It is noted that the Independent Panel is examining the issue of structures and boundaries, how boundary changes might be facilitated, and possible change of the method of operation of the Local Government Boundaries Commission.

Few submissions were made concerning the future role and function of the Local Government Remuneration Tribunal which sets the annual fees for mayors, councillors, county council chairpersons and members. While the Taskforce is of the view that the Tribunal is working well, consideration should be given whether to merge its operations with the Statutory and Other Officers Remuneration Tribunal.

3.3.17 The Taskforce notes

- (1) it is expected the Local Government Pecuniary Interest and Disciplinary Tribunal will be consolidated into the newly constituted NSW Civil and Administrative Tribunal
- (2) the Independent Panel is examining the issue of structures and boundaries, how boundary changes might be facilitated, and possible change of method of operation of the Local Government Boundaries Commission and accordingly makes no comment pending the outcome of this review
- (2) consideration be given whether to merge the Local Government Remuneration Tribunal with the Statutory and Other Officers Remuneration Tribunal.

3.3.18 Other Matters

Commentary

In undertaking this review of the local government Acts the Taskforce has focussed on developing high level principles and policies for the new Act. However a number of other matters have come to the attention of the Taskforce that it considers should be addressed in the new Act. These include:

3.3.18 The Taskforce recommends

- (1) consistent with Taskforce recommendation 1.3, that in place of sections 23A and 10B(5) that the Act empowers the Director General to issue mandatory codes on operational and governance matters relevant to local government
- (2) a formal Oath of Office for councillors is introduced as a mechanism for inducting councillors into their role and reinforcing the serious nature of the role and the chief responsibilities and duties the role entails
- (3) the provisions of the Act governing councils' expenses and facilities policy are reviewed to ensure they are streamlined and unnecessary red tape eliminated
- (4) a review be undertaken of circumstances that do not invalidate council decisions and including consideration of the appropriateness of adding the following to those circumstances that do not invalidate council decisions – "a failure to comply with the consultation and engagement principles"
- (5) conferring authority on councils to allocate, maintain and enforce property numbering
- (6) councils be provided with an effective means to regulate camping in vehicles on road and road related areas

- (7) the following matters be reviewed depending on the outcomes of other reviews currently incomplete:
- a. how councils are financed, particularly rating. The Taskforce consistently received feedback detailing issues with the provisions of the Act relating to how councils are financed
 - b. community engagement to ensure consistency with the planning community participation proposals under the new Planning Act if adopted
 - c. Tribunals and Commissions, particularly the role and functions of the Boundaries Commission to ensure that the Act supports recommendations of the Independent Panel adopted by the State Government
 - d. roles and responsibilities of council officials. It is essential that the Act clearly defines the roles and responsibilities of the mayor, councillors and the general manager. The Taskforce recommends that these definitions are reviewed to ensure that they reflect recommendations of the Independent Panel adopted by the State Government.

CHAPTER 4 – REVIEW OF THE CITY OF SYDNEY ACT

Commentary

The Taskforce Discussion Paper sets out the background for the various provisions of the *City of Sydney Act 1988*, identified issues for consideration, and made suggestions for change arising from stakeholder and public submissions. The Taskforce concluded under the present local government boundary arrangements applying to metropolitan Sydney, a separate City of Sydney Act should be retained based on:

- the significance of Sydney as a global city
- a separate Act as a driver for placing the city in a pre-eminent position
- the City having regional, national and international significance
- the economic importance of the Central Business District of the City and centre for the NSW Parliament.

Sydney is Australia's largest capital city and contributes 25% to the New South Wales economy and 7.5% to the national economy. The Taskforce recognises the symbolic significance of the City of Sydney as a global city and acknowledges the position expressed by the Sydney City Council, LGNSW and others that as a capital city government, the City requires appropriate and separate authority and responsibility.

The Taskforce believes there is a strong case for retaining the CoSA which includes provision for the Central Sydney Planning Committee and the Central Sydney Traffic and Transport Committee. They provide effective mechanisms for State and local government to deal with significant issues of transport and development in Sydney.

Effective transport infrastructure is integral to economic development and accessibility to the City by workers, residents and visitors. The City argued effectively that the nature of these issues and their impacts on the global City of Sydney distinguish the City's local government area from others such that stand alone legislation is appropriate and necessary.

The Sydney City Council submitted that the CoSA requires enhanced mechanisms for dealing with State and nationally significant issues. The Council has sought amendments to provide for a mayor-council model rather than the model applying elsewhere in the State (ie. council-manager) as this model applies in other major cities (e.g. Adelaide).

Sydney City Council also submitted that to encourage partnership and coordination between levels of government there be established a City of Sydney Committee to address identified strategic issues, and establish Regional Mayors Committees to develop and implement regional strategies consisting of mayors and senior State government representatives. The Taskforce has not considered these requested amendments in detail as the work of the Independent Panel includes an examination of various strategic regional governance structures.

A number of submissions were received concerning the elections for the City of Sydney, particularly in relation to the entitlement of non-resident landowners, corporate landowners and occupiers and lessees.

The Taskforce has considered the divergent views as to the most appropriate manner for the preparation and maintenance of the non-residential electoral rolls for the City of Sydney and acknowledges the complexity and cost implications of some suggestions. Achieving greater clarity and the reduction of unnecessary red tape has been a key Taskforce objective.

Under the CoSA a person is entitled to be enrolled and vote in the City of Sydney elections if on the NSW Electoral Commissioner's State electoral roll for Legislative Assembly seats in the City of Sydney area. Moreover, the following are entitled to apply, by a nominated date, to vote in the election of the City of Sydney:

- non-residential sole owners of land
- non-residential joint owners of land not being a corporation, each entitled to vote

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- sole corporations as owners of land who can nominate one elector
- two or more corporations owning land who can nominate one elector for each corporation
- occupiers/lessees of land not being residents of the City of Sydney, who pay more than \$5,000 in rates/rent; each tenant is entitled to be enrolled as an elector
- sole corporations as lessees of land who are entitled to nominate one elector
- two or more corporations as lessees of land who are entitled to nominate one elector for each corporation
- those eligible under section 16A of the CoSA.

The non-residential rolls are prepared by the NSW Electoral Commissioner and lapse after the election for which they were prepared. The current legislation casts the onus of enrolling on those in the above categories. It has been submitted that the process of enrolling is bureaucratic, onerous and leads to a limited response to enrolling.

Preceding a council election, the Electoral Commissioner is required, 90 days before the closing date of the election, to send an enrolment letter addressed to each person whose name appeared on the non-residential rolls for the previous election and to each corporation which nominated an elector for the previous election.

Leading up to the 2012 elections, the Commissioner noted a decline in electors seeking to be enrolled on the city's non-residential rolls and conducted a significant mail out (79,888 letters) to possible eligible enrollees, as well as placing targeted advertising to encourage eligible non-resident electors and corporations to enrol.

Notwithstanding this endeavour, the non-residential rolls were closed off at 1,708 enrollees. There are 185,000 residents within the City of Sydney. It is estimated there are 20,000 businesses, as well as many lessees and corporations operating in the City of Sydney area. In 2011, 78.5% of the rates paid to Sydney

City Council were paid by non-resident persons or corporations.

Businesses, corporations and non-resident owners of land have a significant interest in the management of the City of Sydney as their operations and perhaps performance can be impacted by decisions of the Council.

Included in the submission by the Electoral Commissioner were three options concerning non-resident voting:

- (1) maintain the current process;
- (2) abolish the rights of corporations to appoint nominees to exercise their vote, or
- (3) consider the City of Melbourne model of non-residential enrollees.

In relation to submission (1), the Taskforce believes the current process for non-residential and corporate enrollees is complex and not conducive to encouraging those presently entitled to enrol to do so.

In relation to submission (2), the Taskforce believes as corporations play a significant role in the City of Sydney, as well as providing a significant income to the Council and can be impacted by Council decisions, it would not be fair or equitable to remove them from being entitled to appoint a nominee to vote.

In relation to submission (3), the Taskforce visited the Melbourne City Council and the Victorian Electoral Commission and has examined the election provisions of the *City of Melbourne Act 2001* (sections 9 – 11).

The City of Melbourne Act provides that non-resident owners, occupiers of rateable land and corporations can apply to be on the rolls provided they make application before a certain date.

In the event that this does not occur, then certain persons are deemed to be enrolled to vote as non-resident land owners, occupiers, or in the case of corporations being occupiers of land or landowners, certain persons are enrolled on behalf of the corporation.

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The significant difference between the current City of Sydney franchise provisions and the City of Melbourne is that those non-resident landowners, occupiers and corporations in the City of Melbourne area, who do not apply to enrol voluntarily, will be deemed to have voting rights. In the case of the City of Sydney, only those who have enrolled by the closing date are entitled to vote.

The City of Melbourne accumulates information to enact the deeming provisions as follows:

- As to residents of the City of Melbourne, they are deemed to be on the roll of electors as compiled by the Victorian Electoral Commission.
- For non-resident owners, including corporations owning land, this information is ascertained by reference to property information held by the Council.
- For corporations, the company secretaries and directors are determined from information provided by the Australian Securities and Investments Commission (ASIC) and are appointed alphabetically from such information.
- In the case of occupiers of rateable land who live outside the City of Melbourne and have occupied the rateable land for one month or more, the City of Melbourne canvasses all businesses, estimated to be 18,000 in number, before a general election to determine the occupier or occupiers of the business who can vote. The Council does this six months before that election when conducting a survey of businesses in the Melbourne City Council area to obtain statistical information in addition to determining those who shall be deemed to vote.

The Taskforce believes that similar deeming principles should be adopted for the voting entitlements of non-resident land holders, occupiers and corporations holding property or operating businesses in the City of Sydney area who have not voluntarily, before the due date, enrolled to vote. It is vital that persons and entities who are very much part of the fabric of the City of Sydney be involved with the democratic process of the Council.

The threshold amount of \$5,000 provided in section 14 of the CoSA may also need review as it was set during the 1990s.

Other Matters

Regarding the method of election of the Lord Mayor of Sydney by popular vote, there were no suggestions made for change. The Taskforce makes no recommendation for amendment to the CoSA in this respect.

The Taskforce had proposed the transfer of the special environmental planning powers that allows the rectification of landscaping on uncompleted developments, contained in Part 6 of the CoSA to the EPAA. Sydney City Council has requested amendment to Part 6 following adoption of the Sydney Local Environmental Plan 2012, so as to ensure the application of these powers to the City Centre area only. The Taskforce raises no objections to this proposal.

4.1 The Taskforce recommends

- (1) a separate Act for the City of Sydney be retained (pending the report and recommendations of the Independent Panel) noting that the Sydney City Council is also subject to the provisions of the Local Government Act
- (2) the electoral provisions applying to the Sydney City Council be transferred from the CoSA to a new Elections Act, as recommended at section 3.3.1 above, thereby providing a single repository for NSW electoral law
- (3) residents of the City of Sydney who are at the relevant date enrolled, within the meaning of the *Parliamentary Electorates and Elections Act 1912*, on the roll for any electoral district and whose place of living as described on the rolls is within the City of Sydney, shall be entitled to one vote provided that if a person is so entitled to vote because they are a resident of the City of Sydney, they shall not be entitled to be enrolled as an elector in any other capacity

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- (4) (i) that persons presently entitled to vote and corporations who are entitled to nominate a person to vote on its behalf to vote under the CoSA at Council elections be entitled to enroll to vote
- (ii) that persons, other than those on the roll as set out in recommendation 4.1(3) being presently entitled to vote under the CoSA at Council elections, retain that entitlement to enrol to vote. If a person so entitled to enrol to vote or a corporation who is entitled to nominate a person to enrol to vote on their behalf has not enrolled to vote by the due date or being a corporation nominated a person to enrol to vote on their behalf by the due date, then those persons so entitled to vote as individuals or on behalf of corporations shall be deemed to be enrolled to vote at the Council election
- (iii) in the case of corporations, if no nomination has been made by a corporation of a person to be entitled to vote on behalf of the corporation the Council will, from the records of ASIC, as mentioned in recommendation 4.1(5) hereof, enroll the first director in alphabetical order to vote on behalf of that corporation and if that director may be disqualified to vote for any reason, the next director in alphabetical order until a director is validly appointed to vote on behalf of the corporation
- (5) the Sydney City Council determines, from all available Council information and records as well as information provided by ASIC, the person deemed to be entitled to vote on behalf of non-resident owners and corporations
- (6) to determine the occupiers entitled to vote, the Sydney City Council canvass the businesses within the City of Sydney six months before Council elections to determine such entitlement
- (7) the non-residential rolls be prepared and maintained by the Sydney City Council with the General Manager of the Council to certify the rolls

- (8) for the Sydney City Council election, the postal voting method be compulsory for all people enrolled or deemed to be enrolled as non-residential enrollees
- (9) that non-compulsory candidate information be required to be distributed with the ballot papers sent out as part of the postal voting procedure, limited to a photo of the candidate and 250 words
- (10) that those enrolled as non-resident enrollees shall remain on the rolls for two ordinary elections unless they sooner lose their qualification or are disqualified from being an enrollee.

As indicated earlier in this report, the Taskforce has not had the benefit of considering the report of the Joint Standing Committee on Electoral Matters of the NSW Parliament which is currently inquiring into the conduct of the 2012 council elections.

REFERENCES

Division of Local Government (2013) *"Integrated Planning and Reporting Guidelines for Local Government in NSW"*

Local Government Acts Taskforce (2012) *"Preliminary Ideas"* Paper

Local Government Acts Taskforce (2013) *"A New Local Government Act for NSW"*

NSW Government (April 2013) *"A New Planning System for NSW - White Paper"*

REVITALISING LOCAL GOVERNMENT – FINAL REPORT ON THE NSW INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL, OCTOBER 2013

Purpose:

The objective of this report is to formally report to Council the release of the Final Report of the NSW Independent Local Government Review Panel (ILGRP) – Revitalising Local Government (October 2013) and to ascertain the need to prepare a submission to the NSW Government in this matter.

Description of Item:

The final report of the ILGRP was released by the NSW Minister for Local Government on 8 January 2014, noting that the Panel was established in April 2012. The Panel conducted a four stage review process to examine a number of actions referred to the Panel following the conduct of the Destination 2036 initiative in August 2011.

During the four stage process a number of discussion papers were released inviting Councils and other stakeholders to make submissions that may assist in the refinement of views toward the final report. Additionally, the ILGR Panel conducted a series of engagement sessions across NSW to enable a better understanding of the thinking behind the various discussion papers.

Coffs Harbour City Council was represented at some of the engagement sessions and Council also made a formal submission to the ILGR Panel in June 2013 in direct response to the Twenty Essential Steps Discussion Paper.

To assist Council in its deliberations I have attached to this report the following documents:

1. Copy of Report GM 13/17 – Independent Local Government Review Panel – Future Directions for NSW Local Government (Twenty Essential Steps) – Discussion Paper;
2. Copy of Submission to ILGRP by Coffs Harbour City Council dated June 2013.

Sustainability Assessment:

- **Environment**

There are no environmental impacts that should arise as a result of Council's consideration of this report.

- **Social**

Similarly, it is not anticipated that there will be any social impacts as a result of Council's consideration of this report.

- **Civic Leadership**

Council is demonstrating a Civic Leadership role on behalf of the Coffs Harbour community by evaluating the outcomes identified in the final report of the ILGRP.

- **Economic**

Broader Economic Implications

Should the NSW Government accept some or all of the findings identified within the Final Report of the ILGRP, then it is anticipated that there will be broader economic impacts however, this will not be known until such time as the NSW Government announces its formal position with regard to the findings in the Final Report of the ILGRP.

Delivery Program/Operational Plan Implications

There are no anticipated current operational plan implications. There may be some impacts on future years within the current delivery program. These impacts shall become better known once the Government has provided its position with regard to the findings of the final report.

Risk Analysis:

Arguably there is no risk management issues associated with Council's consideration of this matter. Until such time as Council is aware of the State Government's formal response to the ILGRP Final Report, it is difficult to ascertain what the exact outcomes are likely to be. The risk analysis will need to be applied once the final outcomes are known.

Consultation:

As mentioned elsewhere in this report, the ILGRP has undertaken a significant engagement process during the life of the project including regional and metropolitan meetings, roundtables, focus groups, stakeholder meetings, attendance at Regional Organisation of Councils (ROC) meetings and online surveys. A summary of the extensive consultation may be found on the Panel's website.

Where possible and appropriate, Councillors and the Leadership Team within Council have been provided with draft documents and information on how to make submissions throughout the consultation process.

An email copy of the ILGRP Final Report was emailed to all Councillors and members of Council's Leadership Team within an hour of its release on Wednesday 8 January 2014.

Related Policy and / or Precedents:

There is no related policy associated with this item.

Statutory Requirements:

Similar to the last report on this matter, there are no immediate impacts on legislation administered by Coffs Harbour City Council, however, it is anticipated that there will be amendments to various Acts and Regulations should the State Government decide to pursue reform of Local Government as a result of the Final Report of the ILGRP. The nature of any such amendments will be better known once the NSW Government has provided its response to the Final Report of the ILGRP.

Issues:

Considering that the Independent Local Government Review Panel has been formulating its position on the reform of local government in NSW since April 2012 (via the various discussion papers, workshops etc), it would seem that at this point in the process, the issue at hand is whether Council is of a mind to support the suggested recommendations of the Final Report of the ILGRP, or not. In many cases the recommendations seem to provide a

pathway to a better outcome. The obvious question is whether the suggested changes go far enough, and in some cases it may be argued they go too far. One thing for sure and consistent with our position on many things is that if we keep doing what we have always done we will keep getting the same result.

Set out below is a table listing each of the recommendations from the Final Report along with an indication as to whether it is suggested Council should support, not support or perhaps support with reservations.

Recommendations for Fiscal Responsibility			
Recommendation		Support	Comment
1	Establish an integrated Fiscal Responsibility Program, coordinated by DLG and also involving TCorp, IPART and LGNSW to address the key findings and recommendations of TCorp's financial sustainability review and DLG's infrastructure audit (5.1 and 5.3)	Yes	
2	As part of the program: <ul style="list-style-type: none"> • Adopt an agreed set of sustainability benchmarks (5.1) • Introduce more rigorous guidelines for Delivery Programs as proposed in Box 9 (5.2) • Commission TCorp to undertake regular follow-up sustainability assessments (5.3) • Provide additional training programs for councillors and staff (5.3) • Require all councils to employ an appropriately qualified Chief Financial Officer (5.3) 	Yes	
3	Place local government audits under the aegis of the Auditor General (5.4)	Yes	
4	Ensure that the provisions of the State-Local Government Agreement are used effectively to address cost-shifting (5.5).	Yes	

Recommendations for Strengthening Revenues			
Recommendation		Support	Comment
5	Require councils to prepare and publish more rigorous Revenue Policies (6.1).	Yes	
6	Commission IPART to undertake a further review of the rating system focused on: <ul style="list-style-type: none"> Options to reduce or remove excessive exemptions and concessions that are contrary to sound fiscal policy and jeopardise councils' long term sustainability (6.2) More equitable rating of apartments and other multi-unit dwellings, including giving councils the option of rating residential properties on Capital Improved Values, with a view to raising additional revenues where affordable (6.3) 	Yes	
7	Either replace rate-pegging with a new system of 'rate benchmarking' or streamline current arrangements to remove unwarranted complexity, costs, and constraints to sound financial management (6.5)	Yes	
8	Subject to any legal constraints, seek to redistribute federal Financial Assistance Grants and some State grants in order to channel additional support to councils and communities with the greatest needs (6.6)	Yes	
9	Establish a State- borrowing facility to encourage local government to make increased use of debt where appropriate by: <ul style="list-style-type: none"> Reducing the level of interest rates paid by councils Providing low-cost financial and treasury management advisory services-(6.7) 	Yes	
10	Encourage councils to make increased use of fees and charges and remove restrictions on fees for statutory approvals and inspections, subject to monitoring and benchmarking by IPART (6.8)	Yes	

Recommendations for Meeting Infrastructure Needs			
Recommendation		Support	Comment
11	Factor the need to address infrastructure backlogs into any future rate-pegging or local government cost index (7.1)	Yes	
12	Maintain the Local Infrastructure Renewal Scheme (LIRS) for at least 5 years, with a focus on councils facing the most severe infrastructure problems (7.2)	Yes	
13	Pool a proportion of funds from the roads component of federal Financial Assistance Grants and, if possible, the Roads to Recovery program in order to establish a Strategic Projects Fund for roads and bridges that would: <ul style="list-style-type: none"> • Provide supplementary support for councils facing severe infrastructure backlogs that cannot reasonably be funded from other available sources • Fund regional projects of particular economic, social or environmental value (7.2) 	Yes	
14	Require councils applying for supplementary support from the Strategic Projects Fund to undergo independent assessments of their asset and financial management performance (7.2)	Yes	
15	Carefully examine any changes to development (infrastructure) contributions to ensure there are no unwarranted impacts on council finances and ratepayers (7.3)	Yes	
16	Adopt a similar model to Queensland's Regional Roads and Transport Groups in order to improve strategic network planning and foster ongoing improvement of asset management expertise in councils (7.4)	Yes	
17	Establish Regional Water Alliances as part of new regional Joint Organisations proposed in section 11 (7.5)	Yes	

Recommendations for Improvement, Productivity and Accountability			
Recommendation		Support	Comment
18	Adopt a uniform core set of performance indicators for councils, linked to IPR requirements, and ensure ongoing performance monitoring is adequately resourced (8.1)	Yes, with reservation as to how utilised	Performance benchmarking has its place. It should be prompting Councils to ask why they are getting certain results and acknowledge that sometimes the results achieved are appropriate given their individual circumstances (geography, resource availability, LoS adopted etc). Should not be used at face value to attack individual councils.
19	Commission IPART to undertake a whole-of-government review of the regulatory, compliance and reporting burden on councils (8.2)	Yes	
20	Establish a new sector-wide program to promote, capture and disseminate innovation and best practice (8.3)	Yes	
21	Amend IPR Guidelines to require councils to incorporate regular service reviews in their Delivery Programs (8.4)	Yes	
22	Strengthen requirements for internal and performance auditing as proposed in Box 17 (8.5)	Yes	
23	Introduce legislative provisions for councils to hold Annual General Meetings (8.6)	Yes	
24	Develop a NSW Local Government Workforce Strategy (8.7)	Yes	
25	Explore opportunities for the Local Government Award to continue to evolve to address future challenges facing the sector and changing operational needs.	Yes	

Recommendations for Political Leadership and Good Governance			
Recommendation		Support	Comment
26	<p>Amend the Local Government Act to strengthen political leadership:</p> <ul style="list-style-type: none"> • Require councils to undertake regular 'representation reviews' covering matters such as the number of councillors, method of election and use of wards (9.1) • Before their nomination is accepted, require all potential candidates for election to local government to attend an information session covering the roles and responsibilities of councillors and mayors (9.1) • Amend the legislated role of councillors and mayors as proposed in Boxes 19 and 21, and introduce mandatory professional development programs (9.2 and 9.3) • Provide for full-time mayors, and in some cases deputy mayors, in larger councils and major regional centres (9.3) • Amend the provisions for election of mayors as proposed in Box 22 (9.3) 	Yes	
27	<p>Increase remuneration for councillors and mayors who successfully complete recognised professional development programs (9.2-9.4)</p>	Yes	
28	<p>Amend the legislated role and standard contract provisions of General Managers as proposed in Boxes 23 and 24 (9.5)</p>	Yes	
29	<p>Amend the provisions for organisation reviews as proposed in section 9.6</p>	Yes	
30	<p>Develop a Good Governance Guide as a basis for 'performance improvement orders' and to provide additional guidance on building effective working relationships between the governing body, councillors, mayors and General Managers (9.7)</p>	Yes	

Recommendations to Advance Structural Reform			
Recommendation		Support	Comment
31	Introduce additional options for local government structures, including regional Joint Organisations, 'Rural Councils' and Community Boards, to facilitate a better response to the needs and circumstances of different regions (10.1)	Reservations	Question the need for Community Boards. The main reason for raising this is that elsewhere in the final report, the ILGRP make reference to strengthening the IPR Framework. It is submitted that a robust IPR framework should ensure that all communities are included in the Community Strategic Planning process, maintaining their identity, voice and autonomy.
32	Legislate a revised process for considering potential amalgamations and boundary changes through a re-constituted and more independent Boundaries Commission (10.3)	Yes	
33	Encourage voluntary mergers of councils through measures to lower barriers and provide professional and financial support (10.4)	Reservations	The professional and financial support needs to be quantified in more detail and possibly further attention to identifying the barriers to change and reducing them. Also note that there does not appear to have been any "business case" process undertaken that demonstrates mergers are the way forward.
34	Provide and promote a range of options to maintain local identity and representation in local government areas with large populations and/or diverse localities (10.5)	Yes	

Recommendations for Regional Joint Organisations		
Recommendation	Support	Comment
<p>35</p> <p>Establish new Joint Organisations for each of the regions shown on Maps 2 by means of individual proclamations negotiated under new provisions of the Local Government Act that replace those for County Councils(11.5)</p> <ul style="list-style-type: none"> • Defer establishment of JOs in the Sydney metropolitan region, except for sub-regional strategic planning, pending further consideration of options for council mergers (11.5) • Enter into discussions with 2-3 regions to establish 'pilot' JOs (11.5) • Re-constitute existing County Councils as subsidiaries of new regional Joint Organisations, as indicated in Table 5 (11.2) • Establish Regional Water Alliances in each JO along the lines proposed in the 2009 Armstrong-Gellatly report (11.3) • Set the core functions of Joint Organisations by means of Ministerial Guidelines (11.6) • Seek federal government agreement to make JOs eligible for general-purpose FAGs (11.6) 	<p>Yes, with some reservation</p>	<p>Whilst supporting this initiative, it is considered important to stress that the simplicity, or complexity, of the JO will largely depend on the structure, functions and attributes associated with the respective JO's. This may need to be considered more holistically with some of the other recommendations and also dependent on the nature of the services that Member Councils allocate to the JO.</p>
<p>36</p> <p>Identify one or more regional centres within each Joint Organisation and:</p> <ul style="list-style-type: none"> • Create a network of those centres to drive development across regional NSW (11.7) • Consider potential mergers of councils to consolidate regional centres, as indicated in Table 6 (11.7) 	<p>Yes</p>	
<p>37</p> <p>Develop close working partnerships between Joint Organisations and State agencies for strategic planning, infrastructure development and regional service delivery (11.8), and</p> <ul style="list-style-type: none"> • Add representatives of Joint Organisations to State agency Regional Leadership Groups (11.8) • Give particular attention to cross-border issues and relationships in the operations of Joint Organisations and in future regional strategies (11.9) 	<p>Yes</p>	

Recommendations for 'Rural Councils' and Community Boards			
Recommendation		Support	Comment
38	Establish a working party as part of the Ministerial Advisory Group proposed in section 18 to further develop the concept of 'Rural Councils' for inclusion in the re-written Local Government Act (12.1)	Yes	
39	Include provisions for <i>optional</i> Community Boards in the re-written Act, based on the New Zealand model, but also enabling the setting of a supplementary 'community rate' with the approval of the 'parent' council (12.2)	Reservations	See comment at 31.
Recommendations for Metropolitan Sydney			
Recommendation		Support	Comment
40	Strengthen arrangements within State government for coordinated metropolitan planning and governance, and to ensure more effective collaboration with local government (13.1)	Yes	
41	Seek evidence-based responses from metropolitan councils to the Panel's proposals for mergers and major boundary changes, and refer both the proposals and responses to the proposed Ministerial Advisory Group (section 18.1) for review, with the possibility of subsequent referrals to the Boundaries Commission (13.3)	Yes	
42	Prioritise assessments of potential changes to the boundaries of the Cities of Sydney and Parramatta, and <ul style="list-style-type: none"> • Retain a separate City of Sydney Act to recognise its Capital City role • Establish State-local City Partnership Committees for Sydney and Parramatta along the lines of Adelaide's Capital City Committee (13.4) 	Yes	
43	Pending any future action on mergers, establish Joint organisations of councils for the purposes of strategic sub-regional planning (13.5)	Yes	

44	Maximise utilisation of the available local government revenue base in order to free-up State resources for support to councils in less advantaged areas (13.6)	Reservations	This recommendation does not appear to follow the doctrine with regard to the various levels of Government taking responsibility (service delivery & financing) for “their” services. It is also believed that over time and given historical evidence, the State Government would gradually withdraw the enhanced support to those Councils in the less advantaged areas, on the basis that the “services provided” are their responsibility.
45	Continue to monitor the sustainability and appropriateness in their current form of the Hawkesbury, Blue Mountains and Wollondilly local government areas (13.7)	Yes	
46	Promote the establishment of a Metropolitan Council of Mayors (13.8)	Yes	
Recommendations for Hunter, Central Coast and Illawarra			
Recommendation		Support	Comment
47	Seek evidence-based responses from Hunter and Central Coast councils to the Panel's proposals for mergers and boundary changes, and refer both the proposals and responses to the proposed Ministerial Advisory Group (section 18.1) for review, with the possibility of subsequent referrals to the Boundaries Commission (14.1 and 14.2)	Yes	
48	Defer negotiations for the establishment of a Central Coast Joint Organisation pending investigation of a possible merger of Gosford and Wyong councils (14.2)	Yes	
49	Pursue the establishment of Joint Organisations for the Hunter and Illawarra in accordance with Recommendation 35 (14.1 and 14.3)	Yes	

Recommendations for Rural and Regional Councils			
Recommendation		Support	Comment
50	Explore options for non-metropolitan councils in Group A as part of establishing the Western Region Authority proposed in section 16 (15.1)	Yes	
51	Refer councils in Groups B-F to the Boundaries Commission in accordance with Table 11 and the proposed timeline (15.1)	Yes	
52	Complete updated sustainability assessments and revised long term asset and financial plans for the 38 councils identified in Table 11 by no later than mid-2015 (15.2)	Yes	
Recommendations for the Far West			
Recommendation		Support	Comment
53	Agree in principle to the establishment of a Far West Regional Authority with the functions proposed in Box 39 and membership as proposed in Figure 9 (16.3)	Yes	
54	Adopt the preferred new arrangements for local government set out in Box 40 as a basis for further consultation (16.4)	Yes	
55	Establish a project team and reference group of key stakeholders within the DPC Regional Coordination Program to finalise proposals (16.5)	Yes	
Recommendations for State – Local Government Relations			
Recommendation		Support	Comment
56	Use the State - Local Agreement as the basis and framework for a range of actions to build a lasting partnership, and negotiate supplementary agreements as appropriate (17.2)	Yes	
57	Introduce new arrangements for collaborative, whole-of-government strategic planning at a regional level (17.3)	Yes	
58	Amend the State Constitution to strengthen recognition of elected local government (17.4)	Yes	
59	Seek advice from LGNSW on the measures it proposes to take to meet its obligations under the State - Local Agreement (17.5)	Yes	
60	Strengthen the focus of DLG on sector development and seek to reduce its workload in regulation and compliance (17.6)	Yes	

Recommendations for Driving and Monitoring Reforms			
Recommendation		Support	Comment
61	Establish a Ministerial Advisory Group and Project Management Office (18.1 and 18.2)	Yes	
62	Refer outstanding elements of the Destination 2036 Action Plan to the Ministerial Advisory Group (18.1)	Yes	
63	Adopt in principle the proposed priority initial implementation package set out in Box 42, as a basis for discussions with LGNSW under the State-Local Government Agreement (18.3)	Yes	
64	Further develop the proposals for legislative changes detailed in Boxes 43 and 44, and seek to introduce the amendments listed in Box 43 in early 2014 (18.5)	Yes	
65	Adopt in principle the proposed implementation timeline (18.6)	Yes	

Throughout the ILGRP Final Report, it is acknowledged that the State Government's policy of "no forced amalgamations" dictates that the opportunities from reform need to be showcased thus encouraging councils, metropolitan and regional/rural, to develop a desire to embrace reform and pursue mergers, joint organisations and other reform opportunities.

Having discussed the content of the ILGRP Final Report, internally with the Executive Leadership Team and externally with other General Managers within MIDROC and further afield, there is a general feeling that much of what is proposed within the Final Report appears to be beneficial on paper. At a meeting of the MIDROC General Managers on Friday 31 January 2014 there was general agreement with the issues identified for comment in the table above. There also appears to be additional concerns, primarily around the following matters:

- The report does not provide an immense amount of detail, noting that one could argue that a report of this nature cannot provide the intricate detail. As is always the case, the "devil is in the detail";
- A major critical factor is that there is not much evidence that supports the need for mergers/amalgamations alluded to in the Report. Much of the information is anecdotal in nature. Whilst clearly there may be advantages around the enhancement of strategic capacity and other related matters, many are arguing that there is a need for the delivery of "business cases" that explore all considerations, financial and otherwise, to demonstrate that mergers/amalgamations provide a viable, sustainable solution (whether in part or as a whole) for reform; and
- Whilst the Report provides some potential for additional revenues within the Strengthening Revenues section, it does not seem to build the confidence within the local government sector that there are opportunities being created that will enable local government to move to a sustainable revenue base.

As mentioned earlier in this report, generally the recommendations suggested appear to have some merit. There is little doubt that reform in a general sense is required for the local government sector. The critical factor at hand here is whether the reforms proposed in the ILGRP Final Report go far enough to provide the confidence that a sustainable future for the local government sector will be an outcome of the package of reforms.

Implementation Date / Priority:

The implementation schedule of the various outcomes that may arise from the NSW Government's response to the Final Report of the ILGRP will not be known until such time as the Government provides its response. Should the Government be of a mind to generally support the findings and recommendations of the ILGRP, then it is expected that an implementation schedule not dissimilar to that found in Table 12 on page 131 of the Final Report of the ILGRP could be expected.

Recommendation:

1. **Council authorise the preparation of a submission to the NSW Division of Local Government, Department of Premier and Cabinet with regard to the Final Report of the NSW Independent Local Government Review Panel entitled "Revitalising Local Government";**
2. **The submission authorised in 1. above be framed such that it is generally in support of the recommendations with a "yes" in the Support column of the table in the report and the reservations associated with recommendations 18, 31, 33, 35, 39 and 44 be conveyed in the submission; and**
3. **At a regional level at the current time, Coffs Harbour City Council continue dialogue with MIDROC and also with the Councils of Nambucca, Bellingen and Clarence Valley with a view to ensuring that our service delivery to our communities is as effective and efficient as possible.**

INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL – FUTURE DIRECTIONS FOR NSW LOCAL GOVERNMENT (TWENTY ESSENTIAL STEPS) – DISCUSSION PAPER

Purpose:

The objective of this report is to formally report to Council the release of the Future Directions for NSW Local Government (Twenty Essential Steps) Discussion Paper and to highlight several issues that may well be the subject of a Council submission in this process. It is anticipated that a submission shall be prepared in draft form and circulated for Councillor comment and feedback prior to submission of the final document.

Description of Item:

In April 2012, an Independent Local Government Review Panel was established by the Minister for Local Government and was referred a number of actions from the Destination 2036 initiative.

The Panel developed a four stage review process to examine the actions, which will culminate in a final report to the Minister for Local Government targeted for September 2013.

This review process is currently at stage 3 of its identified project plan, with the panel releasing a paper entitled "Future Directions for NSW Local Government (Twenty Essential Steps)". The paper, as its name suggests, outlines twenty essential steps that the panel believes at this point in time are necessary for the longevity of local government. Submissions have been invited from stakeholders with submissions closing on 28 June 2013.

The current discussion paper was released on 24 April 2013 and a hard copy of the discussion paper was delivered to Councillors on 3 May 2013. The Independent Local Government Review Panel conducted a series of engagement sessions across NSW during May 2013 and it is noted that one such engagement session was conducted at Urunga on 10 May 2013. It is the General Manager's understanding that the Mayor and three Councillors attended the engagement session in the company of the then Acting General Manager, Mr Ben Lawson.

Sustainability Assessment:

- **Environment**

There are no environmental impacts that should arise as a result of Council's consideration of this report.

- **Social**

Similarly it is not anticipated that there will be any social impacts as a result of Council's consideration of this report or submissions that may be made. Ultimately, any social impacts will only be known once the Government has advised of its intention following receipt of the final report from the Independent Local Government Review Panel.

- **Civic Leadership**

By preparing a submission for consideration by the Independent Local Government Review Panel, Coffs Harbour City Council is demonstrating a Civic Leadership role on behalf of the Coffs Harbour Community. Ultimately, it is in Council's and the Communities interest if any reform of local government arises as a result of the Independent Local Government Review Panel's considerations is undertaken in a manner that produces improvements overall for Coffs Harbour City Council and its community.

- **Economic**

Broader Economic Implications

At the present time there are no anticipated broader economic impacts however, it is anticipated that should the State Government pursue some form of reform as a result of the final report delivered by the Independent Local Government Review Panel, that there may well be some financial impacts. The extent of these impacts will be better known once the Government has considered the final report and provided some direction.

Delivery Program/Operational Plan Implications

There are no anticipated current operational plan implications. There may be some impacts on future years within the current delivery program. This shall become better known once the Government has given consideration to the final report.

Consultation:

Whilst Council has not undertaken community engagement at this point in time, the Independent Local Government Review Panel has undertaken a large amount of consultation, including regional and metropolitan meetings, roundtables, focus groups, stakeholder meetings, attendance at Regional Organisation of Councils (ROC) meetings and online surveys.

Summaries of the extensive consultation undertaken by the Panel may be found on its website.

Hard copies of the latest discussion paper from the Independent Local Government Review Panel were made available to Councillors on 3 May 2013 and copies of the document were distributed to members of Council's Leadership Team.

Related Policy and / or Precedents:

There is no related policy associated with this item.

Statutory Requirements:

Whilst there are no immediate impacts on legislation administered by Coffs Harbour City Council, it is anticipated that there may be some amendments to various Acts and Regulations should the State Government decide to pursue reform of Local Government as a result of the final report delivered by the Independent Local Government Review Panel. The nature of any such amendments will be better known once the NSW Government has considered the final report from the Independent Local Government Review Panel.

Issues:

The Independent Local Government Review Panel was established in April 2012 with the purposes of examining the structural arrangements of NSW Councils in the context of improving the financial sustainability of the NSW Local Government Sector. As Councillors are aware the appointed members of the Independent Local Government Review Panel are:

- Professor Graham Sansom (Chair)
- Ms Jude Munro AO
- Mr Glenn Inglis

Prior to the appointment of the Panel, Councillors will recall that a Destination 2036 Summit was conducted in Dubbo in August 2011. This Summit was attended by the Mayors and General Managers of all Councils in NSW along with the Minister for Local Government and various other stakeholders. A number of actions arose from the Destination 2036 Summit and the following actions were referred to the Independent Local Government Review Panel for consideration:

- Develop options and models to enhance collaboration on a regional basis through ROCs
- Undertake research into innovation and better practice in local government in NSW, Australia and internationally;
- Examine current local government revenue systems to ensure the system is contemporary including rating provisions and other revenue options;
- Examine the pros and cons of alternative governance models;
- Research and develop alternative structure models, identifying their key features and assessing their applicability to NSW;
- Identify barriers and incentives to encourage the voluntary amalgamation or boundary adjustment of Councils
- Identify those functions that are clearly State or local government responsibility, those that cannot be readily defined and those that have been legislated/regulated as core functions.

The review process is well set out in the latest discussion paper released by the Independent Local Government Review Panel, entitled Future Directions for NSW Local Government (Twenty Essential Steps). As mentioned elsewhere, a hard copy of this publication was provided to Councillors in early May 2013.

The latest discussion paper issued by the Independent Local Government Review Panel addresses Twenty Essential Steps, as the Panel sees it, that are necessary for the longevity of Local Government. Those steps are:

1. Face the challenges of change
2. Create a sustainable system
3. Keep the "local" in local government
4. Confront financial realities
5. Ensure fiscal responsibility
6. Bolster the revenue base
7. Tackle the infrastructure backlog
8. Promote innovation, productivity and competitiveness
9. Advance improvement and accountability
10. Improve political leadership
11. Enhance the status of Mayors
12. Revisit council-management relations
13. Build strong regions

14. Reconfigure rural councils
15. Reshape metropolitan governance
16. Strengthen the Hunter, Central Coast and Illawarra
17. Establish a "western region authority"
18. Progress the state-local agreement
19. Refocus Local Government NSW
20. Drive and monitor ongoing reform.

A number of the steps identified by the Panel have the potential to impact on the Coffs Harbour City Council Local Government Area either directly or indirectly. It is considered appropriate that Council provide a submission to the Panel addressing the issues of importance to Coffs Harbour City Council and its Local Government Area. It is proposed that a submission will be prepared in draft form in preparation for forwarding to the Independent Local Government Review Panel. Prior to forwarding this submission, a draft copy will be distributed to Councillors for their feedback prior to finalising the document.

Having read the twenty next steps in detail, it would seem appropriate that Council should attempt to address or comment on the following steps as a minimum, assuming Council resolves to provide a submission:

- Create a sustainable system
- Keep the "local" in local government
- Ensure fiscal responsibility
- Bolster the revenue base
- Tackle the infrastructure backlog
- Promote innovation, productivity and competitiveness
- Improve political leadership
- Enhance the status of Mayors
- Revisit Council-management relations
- Build strong regions
- Reshape metropolitan governance
- Progress the State-local agreement

Essentially Council has the option of simply noting the report and allowing the discussion paper to progress through to the final report without comment being made by Coffs Harbour City Council or, Council preparing a submission that would provide relevant comment in the areas identified above. It is considered appropriate that Council demonstrate its civic leadership by making an appropriate submission to the Independent Local Government Review Panel.

Implementation Date / Priority:

Should Council adopt the recommendation hereunder, a submission shall be prepared at the earliest convenience and a draft copy provided to Councillors for feedback prior to finalisation.

Recommendation:

That Council:

1. Authorise the General Manager to prepare a draft submission to the Independent Local Government Review Panel on its Future Directions for NSW Local Government (Twenty Essential Steps) Discussion Paper addressing local and regional issues of importance;
2. Upon completion of the draft outlined in 1 above, a copy of the draft submission be forwarded to Councillors individually for feedback to the General Manager;
3. Upon receipt of any feedback mentioned in 2 above, the General Manager make amendments to the Draft Submission as necessary with a view to the final version of Council's submission being forwarded to the Independent Local Government Review Panel by Friday 28 June 2013.

Our ref: 3445780

26 June 2013

Mr G Sansom
Chairperson
Independent Local Government Review Panel
c/- Locked Bag 3015
NOWRA NSW 2541

Email: info@localgovernmentreview.nsw.gov.au

Dear Graham

Submission – Future Directions for NSW Local Government – “Twenty Essential Steps”

I refer you to the abovementioned discussion paper and the invitation to make a submission with regard to the content of that paper. It now gives me great pleasure to provide a submission on behalf of Coffs Harbour City Council.

Council's submission is included in the email attachments accompanying this correspondence.

I thank you for the opportunity to provide input into this important process and also take the opportunity to wish the panel well in its final deliberations.

Yours faithfully

Steve McGrath
General Manger



**SUBMISSION TO
INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL**

**Future Directions for NSW Local Government –
“Twenty Essential Steps”**

June 2013

Prepared by Steve McGrath General Manager,
On behalf of Coffs Harbour City Council

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Executive Summary

It would appear that a reasonable emphasis is being placed on the financial situation of councils as being a fundamental reason as to why the reform of local government is required in NSW. Arguably the situation around the financial capacity of local government is not fundamentally addressed as part of the Independent Local Government Review Panel Discussion Paper in its entirety. In a similar manner, there is a need for standardisation of the asset information and utilisation of a clearer and more consistent assessment of what funds are expended on renewal or replacement of assets as opposed to assets for population growth or increased service delivery to the community. Without this analysis it is questionable as to whether there is a clear financial picture of councils in NSW.

In essence, the Independent Local Government Review Panel is suggesting that whilst the reform of local government in NSW is required, there is no one size fits all solution that can be applied unilaterally across the State. It is acknowledged that the challenges facing local government in the Western part of NSW are significant and there is no easy solution, nor is there an easy solution for any of the authorities in NSW. The underlying issue is the ability of local authorities in NSW to deliver services to their communities in an efficient and effective manner and remain financially sustainable in the long term. In essence, this requires additional revenue to be at the disposal of local authorities on an annual basis to enable them to fulfil the service delivery and infrastructure renewal that is expected of them.

Many of the services that are expected of local authorities in NSW have arisen because other levels of government have withdrawn from those particular service areas, leaving local government at the coal face, facing the community with the tough decision as to whether the service should continue or not.

Coffs Harbour City Council has had a number of meetings with other members of MIDROC and with its northern neighbour Clarence Valley Council, identifying the opportunities to look at efficient and effective service delivery within our region. As stated elsewhere in the submission the governance framework around how this may be delivered perhaps requires further attention with a view to ensuring the long term sustainability of this service delivery without creating other bureaucratic layers.

We recognise that the Panel appears to rely on utilisation of the county council framework given that the legislation already exists within the NSW Local Government Act 1993. To some extent, it makes the change a little easier. However, if we are truly looking for lasting sustainable reform, the Government should be willing to pursue any legislative change that is going to deliver on this lasting sustainable reform. This is particularly true given that the Local Government Act is under review by the Local Government Act Taskforce as part of a parallel process.

If the pursuit of substantial legislative change to effect the necessary reform of local government in NSW was the first priority, then the county council approach could be held as a "back up plan" if the legislative changes that are recommended, i.e. that are required to get the optimum result, are not followed through on.

Keep the “Local” in Local Government

The "Twenty Essential Steps" Discussion Paper raises the issue of keeping the "Local" in Local Government quite rightly and identifies that it is extremely important to recognise the discreet "places" that exist within our Local Government Areas.

The outcomes of these deliberations seem to be the establishment of the concept of local boards to be put in place to operate under certain circumstances. It would appear that these circumstances could range from the replacement of small rural or remote councils right through to small local boards within larger metropolitan areas providing some level of input/service delivery.

A concern that would exist under this particular model would be essentially the introduction of what could well be simply another layer within the bureaucratic system. It would be necessary to provide administrative support and other levels of support to these local boards and this in itself may contribute to the inefficient delivery of services within the communities that these local boards service.

The Integrated Planning and Reporting (IPR) framework that was included in the Local Government Act in late 2009 arguably provides an appropriate framework within which "places and community identity" can be identified, recognised and services planned for. The IPR framework has the potential to provide so much more for local authorities in New South Wales than it is delivering right now. Given the relative youth of this initiative, it is argued that sufficient time has not yet been allowed to enable the full benefits to be realised from the implementation of the IPR framework.

Correctly implemented, the Integrated Planning and Reporting Framework provides adequate opportunity to recognise the places and communities which are the subject of the initial Community Strategic Plan and should integration from the Community Strategic Plan be achieved through to the Delivery Program and Operational Plan, it should ensure that there is no loss of identity for discreet places within the local government area and equally ensure that services are delivered equitably to the community in its entirety through the implementation of the IPR Framework.

The "Twenty Essential Steps" Discussion Paper in various locations suggests that it is not the intent to develop another layer of government, or indeed other layers of bureaucracy, however, it is submitted that the concept of local boards has the potential to do just that. Utilisation of the IPR Framework and if needed, enhancing the IPR Framework, could be carried out to achieve similar outcomes.

Ensure Fiscal Responsibility

Off the tail end of the recent TCORP assessments undertaken on every local authority in NSW, the "Twenty Essential Steps" Discussion Paper suggests that local government needs to apply a concerted long term effort to improve the quality of financial planning and management in local government. Whilst arguably every council in NSW has now implemented the Integrated Planning and Reporting Framework, it would be fair to suggest that the bedding down of this new initiative has not readily occurred in all authorities across NSW.

Much of what is suggested in the "Twenty Essential Steps" Discussion Paper about fiscal responsibility can be achieved by ensuring compliance with the requirements of the Integrated Planning and Reporting Framework. It is suggested that there needs to be some improvements to the IPR Framework that will lead to this increased compliance. One such improvement would be the requirement to have the IPR Framework independently audited to ensure its compliance with the legislative requirements of the IPR Framework and any shortcomings should be addressed by

way of identifying the strategies and actions that are required to ensure final compliance with the requirements.

It is also worthwhile noting here that as local authorities in NSW complete many of the actions identified and associated with the IPR at the present time, then the standard of financial planning and management in those authorities will improve. Whilst the IPR Framework was introduced in late 2009, the third tranche of councils only completed their IPR requirements in July 2012. As stated earlier, as all councils further implement the IPR Framework and come up to speed on this contemporary requirement, financial planning and management in local government will improve.

Bolster the Revenue Base

The *"Twenty Essential Steps"* Discussion paper suggests that the rating system applied in NSW requires a significant review and potential overhaul. Whilst it is agreed that a review of the rating system may assist in ensuring councils are able to adequately access the revenue base that the rating system aims to allow councils to access, it may be necessary to initially review how each council goes about applying the current rating system. Changes to the rating system may not be necessary if it can be ascertained that councils are better able to utilise the existing rating system perhaps with an injection of some specialised advice. It is common knowledge that the prevalence of rating professionals within the industry is less than adequate at the current time. Should councils be able to adequately access a very specialised skill set to ensure their rating systems reflect the opportunities that the current rating legislation allows, this may produce some significant results for those participating councils.

A broader concern is the suggestion by the Independent Local Government Review Panel that local government in NSW should accept that rate pegging is essentially here to stay. The Independent Local Government Review Panel was provided with a Terms of Reference at the commencement of their appointment which included a need to look at how local government in NSW move towards financial sustainability. If local government is to move towards financial sustainability, the revenue base that provides for its ongoing operations needs to be increased. For the revenue base to be increased in a sustainable manner, rate pegging as we know it today has to cease.

It is noted that IPART have suggested to the Independent Local Government Review Panel that some level of flexibility allowing councils to set rates within a margin 3% above rate pegging may provide a solution. Should this proposal be linked in some way to the IPR Framework then it may be a partial solution however, I can advise that in Coffs Harbour City Council's case this 3% increase would not be sufficient to address the infrastructure renewal gap and underlying operating deficit that we incur annually.

Developer Contributions

Council notes that the ability of local government to levy financial contributions on developments is under review in the current White Paper into the Environmental Planning and Assessment Act. Whilst we understand that this is the subject of review, it should be stated that attempts to remove developer contributions as a means by which to levy charges on the cost of infrastructure provision on new developments will only result in the costs associated with that infrastructure being imposed on the entire ratepayer base unless some other alternate means of revenue generation is considered. This is a matter that council will follow closely to ensure that there is equity in how these developer contributions are treated.

Distribution of Grants

Council notes the suggestion by the Independent Local Government Review Panel that the methodology for the distribution of grants such as the Financial Assistance Grants (FAGs), needs

to be reviewed. Whilst it is acknowledged that the methodology behind distribution of grants such as FAGs may result in some less needy councils receiving funding to the detriment of other councils that have a much higher need, any review of the distribution of these grants will by its very nature attract significant attention. The underlying premise of the FAGs for many years now has been one of effort neutral and it is suggested that any move away from this principle will be met with some resistance from some.

Nevertheless, the methodology that sits behind the distribution of Financial Assistance Grants and other grants needs to be undertaken to ensure that contemporary issues are being addressed.

A Local Government Finance Agency

The Independent Local Government Review Panel makes reference to the development of a local government finance agency, it is assumed to ensure that local government in NSW is consistent in how it structures its loans and avoids unnecessary excessive rates of interest. The document seems to suggest that in many cases there is more than adequate scope for councils to increase their borrowings.

Debt may well assist in addressing the underlying infrastructure renewal problem in many cases however, at the end of the day the debt needs to be repaid. With most local authorities having their finances significantly constrained in today's environment as a result of rate pegging and cost shifting, their ability to finance debt without severely impacting other levels of service is almost impossible. Even schemes such as the Government's Local Infrastructure Renewal Scheme (LIRS), acknowledging that it does provide some opportunity for councils, does not provide the total solution to the Infrastructure Renewal problem that NSW local authorities have. Whilst the interest rate is subsidised, some level of interest and the debt needs to be repaid to the lender. This obviously impacts the cash flow of the respective organisation.

In summary, what is required to ensure that local government authorities in NSW achieve financial sustainability, with an adequate revenue base, is a substantial increase in the cash flow that accrues to these authorities on an annual basis.

Tackle the Infrastructure Backlog

In the "Twenty Essential Steps" Discussion paper, the Independent Local Government Review Panel suggests that tackling local government's asset maintenance gap and cumulative infrastructure backlog warrants the highest priority. Economic Development, community wellbeing and much of local government and private or third sector service delivery all depend on adequate infrastructure, especially roads, bridges and buildings. No one can argue against this statement.

Several reports have recently been released which also add to the discussion around tackling the problem of the infrastructure backlog. First, the NSW Division of Local Government released its Infrastructure Audit Report 2013 and secondly, IPWEA / LG NSW released the Road Asset Benchmarking Report 2012.

One of the stand out statements from the media release issued by the NSW Government in relation to the Infrastructure Audit 2013 states:

"Local Government Minister Don Page said the States local councils' infrastructure asset backlog had fallen from over 18% under labour to around 10% in 2011/12. This finding comes from the Local Government Infrastructure Audit Report, which was released by Mr Page today. The report also found there had been an increased focus and commitment to infrastructure management by councils, with a Liberals and Nationals loan subsidy scheme starting to make a difference. The Local Government Infrastructure Audit Report, which was prepared by the Division of Local Government, provides comprehensive and much

needed information on local government infrastructure assets in NSW on a whole of State and regional basis".

Coffs Harbour City Council does not disagree that the government has helped in the following ways:

- Introduction of Local Infrastructure Renewal Scheme; and
- Increasing the focus on asset management as a result of the Integrated Planning and Reporting Framework.

However, it is arguable that the main reason for the drop from 18% to 10% backlog is the push to fair value (that is engineers/accountants no longer applying a factor of safety, or not considering upgraded infrastructure as the replacement value, or getting better data). In essence, this is basically admitted on page 38 of the Infrastructure Audit 2013 where it states that the decrease from 18% to 10% is primarily due to improved asset management planning and more accurate asset management reporting by councils.

There are essentially two factors that need to be addressed to ensure the infrastructure backlog that councils have is addressed, namely:

- Improved practices e.g. smarter maintenance and renewal
- More funding to do the work.

Whilst the Panel deliberates increasing strategic capacity via county councils, or some other governance framework, this has the potential to address part of the problem in terms of quantifying the problem, that is the asset management task. However, it doesn't really address the issue of smarter maintenance and renewal practices, this is something local government needs to take on board, share ideas and experiences.

The strategic capacity issue is really around the process for reviewing services. While the notion of backlog has proven persistent in describing growing deficiencies in the provision of infrastructure in the past, a significant shift in thinking is required to move from this higher subjective way of reporting on "the state of the infrastructure in NSW Local Government", towards honest community conversations about balancing real needs with available resources in each local government area.

This is what we call the right "debate". It is submitted that the best way to tackle strategic capacity on this important issue is to provide a framework for councils to undertake service reviews / conversations with their communities and this is an area where a higher authority needs to take a significant lead. For many local authorities this whole issue is simply too hard.

Whilst the IPR Framework provides the general parameters within which the service and service level discussion can occur, much needs to be done to assist councils with undertaking this significant body of work to assist them in not only addressing the infrastructure backlog but also the current infrastructure renewal gap.

Promote Innovation, Productivity and Competitiveness

The "Twenty Essential Steps" discussion paper suggests that one strategy to address the sustainability challenge that local government in NSW has is to promote innovation, productivity and competitiveness. One cannot disagree that this has the potential to assist in achieving the sustainability challenge.

It is submitted however, that the Independent Local Government Review Panel has not made a substantial case that local government in NSW is inefficient. Whilst it is easy to make assumptions about these factors, there is a need for evidence to be generated to support this assumption before

decisions are made on the basis of uninformed opinion. In 2006 Percy Allan in his report on Local Government Financial Sustainability found that councils administration have always been publicly thought of as being inefficient however, the analysis at that time showed that in many cases the level of administration was in fact low compared to standards.

It is common knowledge that with 35 years of rate pegging legislation local government has been forced to make do with less funding. This has naturally meant that local councils have looked inwardly at their organisations to look at creating efficiencies that were capable of offsetting the reduction in revenue flowing into the organisation. This has resulted in councils moving a range of services to contracting and spending disproportionately on maintenance and short term fixes. Under investment in infrastructure has been matched with under investment in staff and training and arguably under investment in delivering on the strategic capacity that many councils need to have (as acknowledged by the Independent Local Government Review Panel). To resolve this, there needs to be schemes introduced that focus rewards for achieving innovation.

As mentioned earlier, Section 8 of the *"Twenty Essential Steps"* Discussion Paper provides little evidence that local government in NSW is generally inefficient. In the case of Coffs Harbour City Council, over many years this council has gone about looking at efficiencies through a range of initiatives and we continue to do so today. For the 2009/2010 budget year, it is understood that Coffs Harbour City Council produced a \$2 million efficiency gain through its budgeting process as a result of implementing a zero based budgeting approach in that year. In late 2011 early 2012 Coffs Harbour City Council commenced a review of its entire service framework which is prompting further deliberations with its community about levels of service but has equally provided a range of issues that could be considered opportunities for improvements worthy of further deliberation. Coffs Harbour City Council continues to work collaboratively with its neighbours including those councils within the Mid North Coast Regional Organisation of Councils (MIDROC) with a view to identifying where gaps in service delivery can be reasonably addressed through a regional or sub regional approach.

Improve Political Leadership

The Independent Local Government Review Panel make various observations in Step number 10 Improved Political Leadership, however the paper is not convincing in suggesting what should be done to improve political leadership in all aspects. The discussion paper makes the observation that Section 232 of the Local Government Act essentially provides two distinct roles for councillors, the first as a member of the governing body, and the second as an elected person. The role of a councillor as a member of the governing body gives rise to the concept of councillors behaving as a board of directors and making decisions for the benefit of the whole. The second role of the councillor as an elected person brings about an expectation that councillors will represent their constituents on issues of concern to them individually or collectively. This immediately places the councillor in somewhat of a dilemma given the conflicting role that they are expected to fulfil.

It would appear that the suggested solution to this dilemma is to adopt a model apparently in place at the City of Adelaide, a model that would arguably create two classes of councillors. It is interesting to note that the last review into the governance arrangements for the City of Adelaide (admittedly in 1998) recommended the removal of the two types of councillors and a change to only councillors elected at large and a reduction in the number of councillors to no more than ten.

It is necessary to provide a clearer description of the role of a councillor in the legislation so as to remove the conflict, perceived or otherwise. Further input is required as to the most beneficial model that could be applied to assist in better defining the role of a councillor.

Councillor Skills

The paper makes the case that today's councillors require enhanced skills to deal with the complex challenges that they face. No one could argue against this statement.

Mandatory training sounds good in principle, but there has been no evidence shown that it will actually increase the overall skills base. The perennial argument as to how you can require councillors at the local government level to undertake mandatory training when no such similar training is required for State or Federal government will always win out.

The discussion in the *"Twenty Essential Steps"* publication focuses on the type of training (compulsory or voluntary) but does not consider the value of training. While attendance can be mandated, there can be no compulsion to learn. Compulsory training will lead to costs being incurred on people who are actively seeking not to learn. Learning and development will gain the greatest value of return under a system that encourages and rewards learning and improved skills.

It is suggested instead of compelling training there would be more value in a system that links knowledge and performance as a councillor to remuneration and local, and, industry recognition. Such recognition and rewards system could be based on the councillors as a team.

Councillor Remuneration

The Discussion Paper makes the observation that recently decisions of the Remuneration Tribunal appear to understate and undervalue the role that councillors play. Local government, in today's society, is a diverse and complex service delivery organisation. The need for the local authority to plan for the future growth of their area, taking into account the diverse views of their community is one that requires high level strategic thinking. For this reason, the role that councillors play is both complex and diverse to the extreme.

The issue of the adequacy of remuneration for councillors definitely needs to be reviewed, noting that other parts of the discussion paper make reference to the learning and performance of councillors being indicators of levels of remuneration. Essentially, the complexity that councillors are required to involve themselves in on a day to day basis means that only candidates who generally have the time necessary to commit to this type of role are able to seek a role as a councillor. The level of remuneration may impact on the pool of candidates who would take interest in seeking a role as a councillor and in turn dealing with the complex and diverse issues that the role attracts.

Enhance the Status of Mayors

Step 11 of the *"Twenty Essential Steps"* document makes reference to the proposed expanded role of Mayors and references the role of Mayors in New Zealand, other States as well as the way the role of Mayor of the new Auckland Super City has been defined.

Amongst the discussion within Section 11 of the *"Twenty Essential Steps"* document, a minor reference is made to the relationship between the Mayor and General Manager. It is suggested that the relationship between the Mayor and General Manager of any authority is fundamental in achieving appropriate outcomes for the organisation, the city and the community. On page 30 of the *"Twenty Essential Steps"* document, box 9 provides a listing of suggested principle functions of mayors. It is suggested that the principle functions outlined in this document provide a sound basis for enhancing the status of Mayors in any reform of local government noting of course as in all situations the relationship between the Mayor, councillors and staff generally would be fundamental to the success that is achieved.

Revisit Council – Management Relations

The discussion paper acknowledges that it is essential that Councillors, Mayors and senior staff work closely as a team and fundamental to this is the relationship between the Mayor and General Manager.

Given the previous section dealing with enhancing the status of Mayor, it is agreed that it is necessary to ensure that the roles of Mayor, Councillor and General Manager are clarified in the Legislation and associated documentation. This will assist in removing ambiguity and where possible avoiding tensions that may eventuate. An inherent principle in this process is the fact that the relationship between the General Manager and Mayor in particular but also with councillors needs to be fostered and developed over time. Generally the options set out on page 32 of the Discussion Paper are supported for further consideration in evolving council – management relations.

Of some concern however is the fact that this section of the discussion paper seems to dwell on situations where the relationship between the Mayor, General Manager and perhaps Councillors is seen as a negative one. It is fair to say that in the majority of situations, the relationship that exists is both positive and harmonious and leads to significant outcomes for the organisation and the communities that those individuals represent. This should always be kept in mind when considering this issue.

At the end of the day, no matter how much prescription is put into legislation and other documentation, the relationship between Mayor, Councillors and General Manager and senior staff for that matter needs to be constantly worked on to ensure that it remains appropriate and enables effective outcomes to be achieved.

Build Strong Regions

Coffs Harbour City Council, as a member of the Mid North Coast Regional Organisation of Councils (MIDROC), and also as a potential member of the county council nominated by the Independent Local Government Review Panel consisting of Clarence Valley Council, Bellinger Shire Council, Nambucca Shire Council and Coffs Harbour City Council, agrees that we need to be consistently looking to deliver more efficient and effective services to our communities.

As a member of MIDROC, Coffs Harbour City Council has been exploring with other member councils the opportunities to address gaps in service delivery by way of developing regional based models. This work is ongoing. Outside of the conversations within the MIDROC councils, Coffs Harbour City Council has had an ongoing dialogue with its northern neighbour, Clarence Valley Council, with a view once again to ascertaining where efficiencies may be able to be achieved in service delivery by adopting a regional / sub regional approach. Examples of these types of initiatives are reflected in businesses such as Coffs Coast Waste Services, professional groupings such as Mid Waste and the significant sharing of arrangements around water infrastructure with Clarence Valley Council.

In light of the suggestions within Step 13 of the *"Twenty Essential Steps"* document that the councils of Clarence, Coffs Harbour, Bellinger and Nambucca form a county council, it is worthwhile noting that a representative group of the Councils of Clarence, Coffs Harbour, Bellinger and Nambucca (Mayors and General Managers) met on the 14th June 2013 to discuss the third discussion paper *"Twenty Next Steps"* as recently released by the Independent Review Panel.

Whilst it was noted that each council was to formally review its specific position on an individual basis, it was noted that there is a like-minded approach within the four councils at this point in time and a desire to work collaborately together to deliver effective and efficient services.

The council representatives present at the meeting on 14th June 2013 were agreed that the best model for delivery is yet to be determined and this required further consideration and focus by the four councils, within the construct of service characteristics, specific functions and a rigorous governance framework that acknowledges overall direction as well as individual council and community issues.

Consideration was also given to broader regional groupings of councils and it was agreed that this should also be contemplated by the four councils in terms of moving forward.

In summary, it was considered that the county council type approach (whilst provided for in the currently legislative framework) may not be the most appropriate way forward for the delivery of services on a regional basis and in effect may simply establish another layer of bureaucracy. As stated above, whilst the representatives of the four councils concerned are extremely interested in pursuing the efficient and effective delivery of services to their community. It is believed that the governance framework that will enable this to occur needs further thought and clarification.

Reshape Metropolitan Governance

Coffs Harbour City Council is obviously not a metropolitan council however, the City of Sydney is the capital of NSW and therefore it is in the interests of all NSW communities that the City of Sydney portrays the ideals of a contemporary global city capable of competing as a global force within the world economy.

For this reason some brief comment shall be made on the issue of metropolitan governance.

In brief, any reform of local government in the Sydney metropolitan area needs to be undertaken in a manner where the stakeholders are engaged extensively with a view to ensuring that the future governance and strategic planning arrangements for the City of Sydney are streamlined and provide for a contemporary globally competitive city.

The objective should be to establish the broader Sydney metropolitan area in a manner that ensures efficient and effective strategic planning for the entire metropolitan area, streamlined decision making that allows communities to progress and the capacity to deliver major infrastructure projects in an efficient and effective manner for the City. This means that both State and Local Government need to be at the table to ensure that effective and sustainable change is achieved.

Progress the State – Local Agreement

Development of closer working relationships between local government and state government is clearly a beneficial outcome. The reasons given for this not currently occurring seem to be presented in quite a simplistic form. To establish that the sole reasons for this not occurring rest on there being too many councils and an unwillingness to contribute sufficient resources is simplistic and considered an unrealistic portrayal of the situation. The Independent Local Government Review Panel does recommend increased levels of local government representation on regional panels which arguably is a positive move to build stronger and closer relationships.

The Independent Local Government Review Panel perpetuates the parent/child relationship in its thinking, such as by seeing the involvement in the next round of regional action plans as being "identified as lead agencies for implementation projects". For the levels of government to work together, local government needs to be treated in the same way as other government agencies, involved in determination of a direction and projects.

NSW council representatives on the Board of Local Government NSW need to ensure that they keep the State government, both now and in the future, to the State Local Agreement and ensure that outcomes are achieved in a positive manner for local government over time. This can only benefit our communities in NSW.

Conclusion

Coffs Harbour City Council commends the NSW Government, the Independent Local Government Review Panel and the various stakeholders involved for the attempts to evaluate and plan for substantial change to NSW local government. We agree that change is needed.

Whilst the *"Twenty Essential Steps"* Discussion Paper has many positive suggestions contained within, we do not believe that the Discussion Paper has readily identified the best way forward in respect of two critical issues. First, whilst the Discussion Paper does make some suggested inroads toward the issue of financial sustainability, it does not go far enough. We will simply be back in the same space in 5 or 10 years time talking about the need to move toward financial sustainability. If we are going to address the issue of financial sustainability in practical terms, then let's *"do it once and do it right"*.

Secondly, as pointed out during this submission, we are not convinced that utilising the county council framework proposed in the Discussion Paper is going to deliver the most appropriate governance framework for regional delivery of identified local government services such as those proposed in the Discussion Paper. Further work is required to identify the most appropriate governance model and where necessary, we need to pursue appropriate legislative amendments.

We thank the Independent Local Government Review Panel for the opportunity to contribute through this engagement process.

COFFS COAST REGIONAL PARK TRUST BOARD - COUNCILLOR NOMINATIONS

Purpose:

The objective of this report is to seek the nomination of four (4) Councillors, by Council, for the consideration of appointment to the Coffs Coast Regional Park Trust Board by the Minister for the Environment, as the term of the Board expired on 31 December 2013.

Description of Item:

By correspondence dated 29 January 2014 (copy attached), the Director Coastal with the National Parks and Wildlife Service has sought Council's consideration to the nomination of four (4) Councillors for Ministerial consideration of appointment to the Coffs Coast Regional Park Trust Board. Ultimately, the Minister will appoint two (2) Councillors to the available positions.

Under Section 47T of the National Parks and Wildlife Act 1974 the Minister for the Environment is required to appoint the members of a regional park board. Two (2) Councillors from Coffs Harbour City Council have designated seats on the Coffs Coast Regional Park Trust Board. Council has also been asked to consider gender balance in its nominations.

The Coffs Coast Regional Trust Board sets the strategic direction for management of the Coffs Coast Regional Park, oversees the implementation of the plan of management, has input to the annual works program and provides a forum for community input. The day to day management of the regional park is shared by the National Parks and Wildlife Service and Coffs Harbour City Council in accordance with a memorandum of understanding. The Trust Board meets quarterly.

Sustainability Assessment:

- **Environment**

There are no environmental impacts that arise as a consideration of this report. Members of the Coffs Coast Regional Trust Board will of course be required to give consideration to matters of an environmental nature as part of the Board's deliberations.

- **Social**

There are no social impacts as a result of Council's consideration of this report.

- **Civic Leadership**

Council will be contributing to the civic leadership of its community by considering the nominations for the Coffs Coast Regional Park Trust Board.

- **Economic**

Broader Economic Implications

There are no broader economic impacts.

Delivery Program/Operational Plan Implications

There are no impacts on Councils Delivery Program or Operational Plan.

Risk Analysis:

Perhaps the only risk associated with this matter is the potential for Council not to be represented on the Board of the Coffs Coast Regional Park Trust. It is envisaged that the only way this could occur would be if the Council did not nominate Councillors for consideration by the Minister.

Consultation:

The Minister for the Environment is exercising consultation in this matter by way of seeking the nomination of four (4) Councillors. There has been no other consultation to date.

Related Policy and / or Precedents:

There is no related policy associated with this item. Council does periodically consider appointment to the Coffs Coast Regional Trust Board and other organisations as required.

Statutory Requirements:

There are no statutory requirements on Council in respect of this matter. It is noted that the Minister for the Environment is required to appoint the members of a regional trust board under Section 47T of the National Parks and Wildlife Act 1974.

Issues:

The only issue that appears to be associated with this matter is whether Council nominates the names of four (4) Councillors for consideration by the Minister as requested. Ultimately, the decision as to the appointment of two (2) Councillors to the Coffs Coast Regional Park Trust Board is one for the Minister of the Environment.

Implementation Date / Priority:

Given that term of the board expired on 31 December 2013 it is envisaged that the Minister for the Environment will make fresh appointments to the Coffs Coast Regional Park Trust Board as soon as possible, thus enabling the Board to perform its function.

Recommendation:

That Council consider nominations for the Coffs Coast Regional Park Trust Board and provide four (4) Councillor nominations for the consideration of the Minister for the Environment.



**Office of
Environment & Heritage**
NSW National Parks & Wildlife Service



Your reference:
Our reference: DOC14/4992
Contact: Mark Watt ph: 6652 0928

The General Manager
Coffs Harbour City Council
Mr Steve McGrath
Locked Bag 155
COFFS HARBOUR NSW 2450

Dear Mr McGrath

Coffs Coast Regional Park Trust Board - Councillor Nominations

I am writing in regard to Council's nominees to the Coffs Coast Regional Park Trust Board as the term of the Board expired on 31 December 2013. As you would be aware the Trust Board sets the strategic direction for management of the Coffs Coast Regional Park; oversees implementation of the plan of management; inputs to the annual works program; and provides a forum for community input. The Trust Board meets quarterly. The day-to-day management of the regional park is shared by the National Parks and Wildlife Service (NPWS) and Coffs Harbour City Council (CHCC) in accordance with a memorandum of understanding.

Under section 47T of the *National Parks and Wildlife Act* 1974 the Minister for the Environment is required to appoint the members of a regional park board. Two Councillors from Coffs Harbour City Council (CHCC) have designated seats on the Coffs Coast Regional Park Trust Board. The Minister has requested that CHCC nominates four councillors for her consideration to appoint to these two positions.

To comply with equity objectives I ask that CHCC considers the gender balance of its nominations and recommend that at least one of the nominations is female.

I look forward to hearing from you shortly so that the board appointment process can be completed as soon as possible enabling the Trust Board to undertake its important role associated with the Coffs Coast Regional Park.

If you require further information on this matter please contact Mark Watt on 6652 0928.

Yours sincerely

PAULINE MCKENZIE
Director, Coastal
National Parks and Wildlife Service

391 114

PO Box 1236
Federation House, Level 3, 24 Moonee Street
COFFS HARBOUR NSW 2450
Tel: (02) 6650 7104 Fax: (02) 6650 0905
ABN 30 841 387 271
www.environment.nsw.gov.au

DEVELOPMENT APPLICATION NO. 119/13 - LOT 26 DP 1001621, NO. 1 BREAKERS WAY KORORA - MULTI-UNIT HOUSING (ONE ADDITIONAL NEW DWELLING) AND STRATA SUBDIVISION - APPEAL

Purpose:

To consider legal advice provided by Council's legal representative in relation to a Land and Environment Court appeal against Council's refusal of a development application for multi-unit housing (one additional new dwelling) and strata subdivision at 1 Breakers Way, Korora.

Description of Item:

Development Application 119/13 for multi-unit housing (one new additional dwelling) and subdivision was considered at Council's meeting on 14 February 2013. The report recommended that the application be approved.

At the meeting, Council resolved the following:

1. *Development Application No. 119/13 for multi-unit housing (one additional new dwelling) and a strata subdivision at Lot 26 DP 1001621, No. 1 Breakers Way, Korora be refused as the proposed development would have negative impact to the neighbourhood amenity.*
2. *Persons who made a submission on Development Application No. 119/13 be informed of Council's decision.*

A refusal was issued to the applicant on 15 February 2013.

On 23 April 2013, the applicant wrote to Council seeking a review of Council's refusal. The applicant was advised by Council that as the application was an integrated development, the Act does not permit a S82A review of determination.

An appeal against Council's determination of refusal was filed with the Land and Environment Court on 13 August 2013.

As the respondent, Council engaged the services of a legal representative in the appeal.

Legal advice in relation to the Land and Environment Court Proceedings is a confidential attachment to this report (Attachment 1).

Sustainability Assessment:

- **Environment**

These issues were considered by Council when this matter was last reported to Council on 14 Feb 2013. They have also been addressed in the planning consultant's report (Attachment 2).

- **Social**

These issues were considered by Council when this matter was last reported to Council on 14 Feb 2013. They have also been addressed in the planning consultant's report (Attachment 2).

- **Civic Leadership**

The proposed development has been assessed in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and all relevant Council controls and policies.

- **Economic**

Broader Economic Implications

Construction of the proposal will assist employment to the building industry.

Delivery Program/Operational Plan Implications

The proposal will be subject to developer contributions and rates. To continue with the appeal, Council will incur legal representation costs which have not been allowed for in the operational budget.

Risk Analysis:

This is addressed within the confidential legal advice (Attachment 1).

Consultation:

During the appeal process, Councils Building Services and Governance Divisions have engaged the services of an external legal representative and a town planning consultant. At the initial Section 34 conference, the Commissioner directed that the conference be adjourned until 21 February 2014 in order to allow for the Applicant to provide "without prejudice" amended plans and for the notification of the amended plans to adjoining owners.

Following notification of the amended plans, two (2) submissions were received from adjoining property owners. A full copy of the submissions is a confidential attachment to this report (Attachment 3) as the submissions may contain personal or private information or other considerations against disclosure as prescribed under the *Government Information (Public Access) Act 2009*.

Related Policy and / or Precedents:

Council has consented to other additional dwellings and the subdivision of lots within this estate.

Statutory Requirements:

Section 79C of the Environmental Planning and Assessment 1979, specifies the matters which a consent authority must consider when determining a development application. The consideration of matters is limited in so far as they must be of relevance to the particular application being examined.

Relevant Statutory Instruments:

- Coffs Harbour Local Environmental Plan 2000
- Coffs Harbour Local Environmental Plan 2013
- State Environmental Planning Policy (SEPP) 71
- North Coast Regional Environmental Plan (deemed State Environmental Planning Policy)
- Low Density Housing Development Control Plan

- Coffs Harbour Development Control Plan 2013
- Notification Development Control Plan
- Subdivision Development Control Plan

Implementation Date / Priority:

A development consent is valid for five years from the date of issue. The consent may or may not be acted upon. The consent may be acted upon immediately following issue date or delayed until closer to the expiry date of the consent. When the consent is acted upon is a matter of the discretion of the property owner/developer.

Recommendation:

That Council consider the advice provided and move the motion as detailed in the confidential attachment.

DEVELOPMENT APPLICATION 121/13 - DEMOLITION OF EXISTING DWELLING, ATTACHED DUAL OCCUPANCY AND STRATA SUBDIVISION – LOT A DP 390197, 8 SOLITARY ST, COFFS HARBOUR

Purpose:

To consider Development Application No. 121/13 for demolition of an existing dwelling, construction of an attached dual occupancy and strata subdivision at 8 Solitary Street, Coffs Harbour.

At its meeting of 22 August 2013, Council adopted *Development Applications - Consideration by Council Policy* which outlined:

That development applications for approval involving substantial aspects of the following elements be referred to Council for determination:

- *Significant public interest and community input;*
- *Substantial non-compliance with relevant strategic controls;*
- *Significant land use;*
- *Major environmental issue(s);*

In accordance with this resolution and Department of Planning Circular PS08-014 “Reporting Variations to Development Standards”, the application is reported to Council for determination given that the proposed development proposes a variation to maximum building heights.



Description of Item:

The proposed development site is 8 Solitary Street. It also has frontage to Jarrett Street. The allotment size is 542m² and is relatively steep, falling 9m from Solitary Street to Jarrett Street.

There is currently an existing, two storey, weatherboard dwelling on the site.

The proposed development consists of demolition of the existing dwelling and construction of a multi-level attached dual occupancy development, which will be subdivided into two strata units. The building will present a two storey façade to Solitary Street and the southern boundary, and three storeys from Jarrett Street and the northern boundary.

The development comprises the following:

- Ground Level - two bedroom dwelling with single garage and outdoor terrace (unit B) with vehicular access from Jarrett Street and garage for unit A with access from Solitary Street.
- Mid Level – three bedrooms, living area, dining, kitchen, decks and swimming pool associated with unit A.
- Top Level – bedroom, retreat, ensuite and deck associated with unit A.

The development has an estimated construction value of \$845,000. A copy of the plans is attached (Attachment 2).

The development site is adjoined by an existing 3/4 storey apartment building known as Horizons consisting of 10 residential units and a vacant lot. The vacant lot has an existing approval for a 4/5 storey apartment building comprising of 8 residential units. Both adjoining developments have heights greater than the proposed development.

Sustainability Assessment:

• **Environment**

The development site is within an established residential area, which is serviced by reticulated sewer and water. The land is devoid of significant native vegetation and has been previously developed. The existing dwelling may contain some asbestos that will need special handling and removal requirements. The proposal is accompanied by a Building Sustainability Index (BASIX) Certificate indicating the building's compliance with the NSW Government's requirements for sustainability. The proposed conditions of development consent will require appropriate sediment and erosion controls during construction and require asbestos to be handled in accordance with AS2601-2001 "Demolition of structures" and the Work Health and Safety Act. The proposal will contribute to urban consolidation.

• **Social**

The development seeks to provide accommodation for two families.

There is potential that the development will result in temporary impacts on the amenity of adjoining residents during construction of the building. A number of conditions of development consent are proposed to manage these impacts.

- **Civic Leadership**

The proposed development has been assessed in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and all relevant Council controls and policies.

This proposal is consistent with the Coffs Harbour 2030 Community Strategic Plan, Places for Living.

- **Economic**

Broader Economic Implications

The proposal will provide construction related employment opportunities. No adverse economic impacts are likely from this proposal.

Delivery Program/Operational Plan Implications

There are no implications for Council's Delivery Program/adopted Operational Plan.

Risk Analysis:

A risk analysis has been undertaken and it is considered that approval of the development application as recommended does not pose a significant risk to Council.

Consultation:

The application was notified to adjoining and nearby property owners. Submissions were received from 7 representatives, which raised the following issues with the proposed development:

- Excessive height
- Loss of views
- Solar access
- Impact to values
- Reduced setbacks
- Sewer main location

A full copy of the submissions are a confidential attachment to this report (Attachment 4). They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act. The 'Issues' section of this report considers these submissions.

- **Internal Consultation**

The application has been reviewed by a number of internal Council sections, including City Services (subdivision, access and services), Sustainable Planning (Airspace Operations Clause LEP) and Corporate Business (developer contributions, Airport concurrence) and no objections have been raised to the proposal, subject to imposition of appropriate conditions.

- **Statutory Consultation**

The application was also required to be referred to the Civil Aviation Safety Authority (CASA) in relation to the provisions of Clause 6.8 of the City Centre LEP 2011. The development as proposed will penetrate the Obstacles Limitations Surface for the Coffs Harbour Regional Airport. CASA has provided conditional support for the proposed height of the development, due to the height and shielding effect of the adjoining units at 4 Solitary Street.

Related Policy and / or Precedents:

There are no related policy or precedents for consideration in respect of the application.

Statutory Requirements:

Section 79C of the Environmental Planning and Assessment Act 1979, specifies the matters which a consent authority must consider when determining a development application. The consideration of matters is limited in so far as they must be of relevance to the particular application being examined.

The following planning controls are relevant to this application and are required to be considered as part of the assessment:

- State Environmental Planning Policy No. 71 - Coastal Development
- State Environmental Planning Policy (Building Sustainability Index: BASIX)
- Coffs Harbour City Centre Local Environmental Plan (LEP) 2011
- Coffs Harbour City Centre Development Control Plan (DCP)
- Coffs Harbour LEP 2013

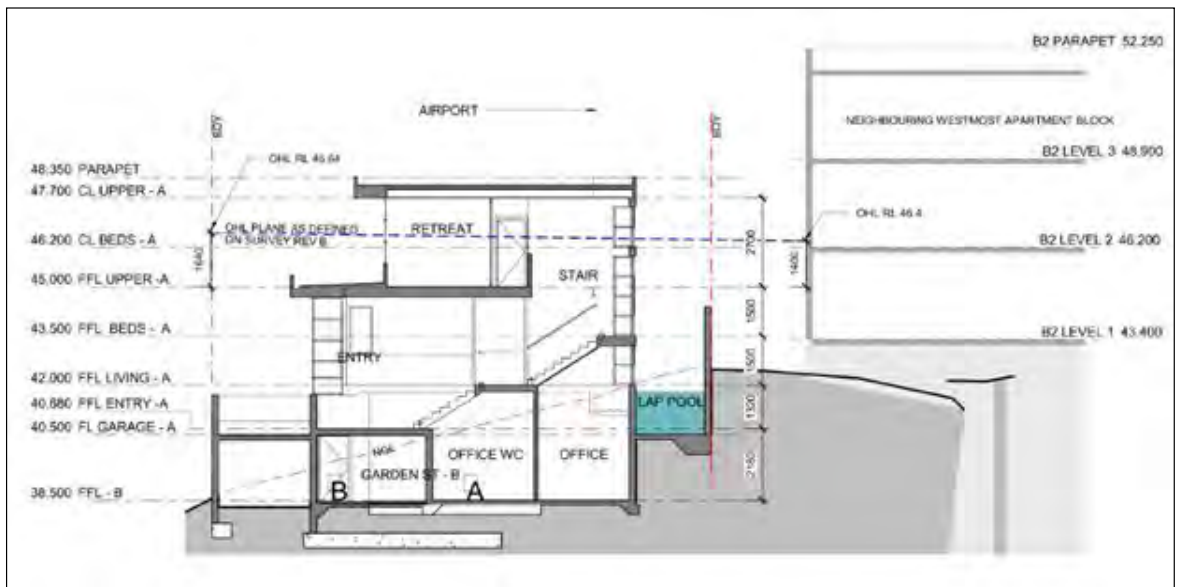
These statutory instruments and controls are considered in detail in the Section 79C assessment appended to this report (Attachment 1).

Issues:

This section discusses the issues raised during notification of the development.

- **Excessive Height**

The subject site is within an R3 zone under Councils City Centre LEP 2011. The maximum building height under the current LEP is 5.4m. This height restriction was adopted in the LEP following consultation with CASA, due to the properties in this location being close to the upper limit of the Obstacle Limitations Surface (OLS) from the Coffs Harbour Regional Airport. The 5.4m height was the lowest limit permissible under the standard LEP template. The methodology behind adopting a minimal height limit in this area was to ensure CASA could make informed decisions on the suitability of developments that are likely to penetrate the OLS.



Obstacle Limitations Surface Representation

Prior to the adoption of the City Centre LEP, the zoning of the land was 2C – Medium High Density. The height limit permissible under Councils previous controls (Medium High Density DCP) was 10m to the underside of the eaves. Referral of applications penetrating the OLS to CASA was still required.

The current proposal is for a building which, due to the sloping nature of the site, at its highest point is approximately 9.4m and well within the acceptable height range adopted under Councils previous development controls.

Given that CASA have shown no objection to the proposed height with respect to the development penetrating the OLS, it is not unreasonable to expect that a building of up to 10m in height may be proposed on this development site.

It should also be noted that there is a previous approval in place (BA 691/79) that proposed an additional storey that could be acted upon at any time. This previous approval also has a finished height consistent with what is proposed.

The major consideration is regarding the reasonableness of the proposal, taking into account the impacts caused by the height of the building, including any view loss, overshadowing and other amenity considerations.

- **Loss of Views**

A view sharing analysis was undertaken in accordance with the view sharing principles established under the Tenacity Consulting v Warringah case.

It should be noted that the view sharing principle states that views across side boundaries are less likely to be maintained and that views from areas other than living areas are of less significance. This section of the report therefore focuses on the impact of views from living areas.

Height profiles were erected on site and photographs were taken from a number of the units adjoining the development. It should be noted that Block A of 4 Solitary Street has unimpeded views to the Jetty and Coast to the east and is therefore not considered to be significantly impacted in terms of view sharing.

With respect to Block B of 4 Solitary Street, the views of significance include the Coast and Coffs Creek as applicable. The units that are considered to be impacted include Units 1, 2 and 3, with Units 4 and 5 able to view over the top of the proposed development.

Unit 1 is at ground level and will likely lose the existing view to the ocean from the living area and bedroom windows. Given this is a ground floor unit with side views, and any reasonable development would be likely to have a similar impact, this is considered acceptable from a view sharing perspective.

Unit 2 is on the second floor and will lose a portion of the existing view to the ocean from the bedroom window but will maintain these views from the living area window.

Unit 2 will also lose existing views of the hinterland to the north, due to the upper storey. Given that the primary view is to the coast, the impact is considered acceptable.

Unit 3 has existing view sharing of the coast over Block A of 4 Solitary Street. This will not be impeded by the proposal, however, there are also significant views to Coffs Creek from the living area window that are likely to be impacted upon. The impact however, is not considered to be significant.

It should be noted that the application was amended to improve the view of Coffs Creek from unit 3 and be more consistent with the existing approval under BA 691/79 by moving the eastern wall and parapet of the upper floor to the west by 1.2m.

- **Solar Access**

Shadow diagrams have been prepared by the applicant that shows the extent of over shadowing during the winter solstice at 9.00am, 12.00pm and 3.00pm. The shadow plans indicate that the required minimum 2hrs of sunlight to living areas and outdoor deck areas will be achieved.

- **Impact to Values**

It is a generally accepted legal view that property values should not be considered in isolation of other potential impacts (such as amenity impacts). Council is required to consider likely impacts of a proposal and not perceived impacts which may be a component in determining a property's value.

- **Reduced Setbacks**

The setbacks required for an R3 Medium Density site are contained within the City Centre DCP. The development site is considered to be within the Jetty area for the purpose of applying the controls.

The setback to Solitary Street is considered to be the front, with required setbacks of 3.5m for single storey, 5.0m for 2nd storey and 6.5m for 3rd storey. The front setback generally complies, with a minor variation to the 2nd storey being proposed. The majority of the 2nd storey is compliant at 5.0m.

The eastern boundary, fronting Jarrett Street is considered to be a rear boundary. The proposed setbacks are compliant.

The northern boundary requires a setback of 3m for heights up to 8.5m and 6m for heights above 8.5m. A minor variation to the upper storey is proposed at 5.2m. This variation has minimal impact to adjoining properties and is considered acceptable.

The southern boundary also requires setbacks of 3m for heights up to 8.5m and 6m for heights above 8.5m, however, zero setbacks are also allowed for wall heights up to 3m where there are minimal impacts to neighbourhood amenity.

A setback of 3.5m is proposed to the upper floor which is a 2.5m variation, however, the lot has a relatively narrow width of just over 15m which would only allow an upper floor of 3m wide if 6m setbacks were applied to both side boundaries. This would not provide a practical useable space and would not lend itself to maximising use of the land or encouraging higher density development to which the allotment is zoned for. The upper floor has only one window facing south which is from the stairwell void and is of little significance.

A zero setback is proposed for parts of the building along the south boundary also including boundary fencing.

The western portion of the main building with a zero setback comprises a garage at ground level and an ensuite and laundry on the 2nd floor. This wall will range from 3.0m to 3.8m above ground level. There are no windows in this wall.

The concrete block fence enclosing the pool is also significant. The height of the wall ranges from 1.2m to 3.4m at the highest point. It should be noted that pool fences on an adjoining boundary are required to be a minimum of 1.8m measured on the inside of the wall. As the pool runs east / west along the boundary, against the fall of the land, the height of the fence on the boundary is exacerbated by the pool fencing requirements.

Whilst there are significant variations to the southern boundary setbacks, the encroachments are not considered to promote unacceptable streetscape impacts, overshadowing or privacy impacts for adjoining developments and sufficient separation to surrounding development is still achieved by the existing setbacks of the adjoining residential flat building being approximately 3m from the southern boundary.

It should also be noted that the applicant has amended their proposal during the application process to provide a greater setback of the mid-level deck area from the south boundary at the eastern end to the building to improve privacy and visual impact.

- ***Sewer Main Location***

The proposed development is situated over an existing sewer main. The application has been reviewed in relation to Council's Building in the Vicinity of Sewer Mains Policy. Conditional approval to construct over the main was given provided that the portion of sewer main affected is upgraded to HDPE pipe.

Implementation Date / Priority:

In the event that Council adopts the recommendation, a formal notice of determination will be issued for the development application. Persons who made a submission will be notified at the same time.

With a formal notice of approval, the applicant can act on the development consent at any time, subject to meeting any relevant conditions of the approval.

Summary:

Whilst the development does not comply with the relevant height limits contained within the Coffs Harbour City Centre LEP 2011, the intent and purpose of the residential height limit will not be compromised by approving a variation in this instance. The development complies with all other development standards of the Coffs Harbour City Centre LEP 2011.

The development largely complies with the requirements of the City Centre DCP and is consistent with the intent of the plan. The key area of non-compliance with DCP controls is in relation to building setbacks. There is little to be gained from enforcing strict compliance with the setback provisions and the departures from the controls do not result in any significant impacts to neighbouring properties with respect to amenity and in this context, are considered acceptable.

Matters raised in submissions do not warrant refusal or change to the proposal. The development will replace a single dwelling with two separate dwellings; thereby adding to the City's housing mix. The proposal is considered suitable for conditional approval.

Recommendation:

- 1. That the written objection made pursuant to Clause 4.6 of Coffs Harbour City Centre Local Environmental Plan 2011 for the variation to the maximum building height under Clause 18(4A) of the Coffs Harbour City Centre Local Environmental Plan 2011 be supported in this particular case.**
- 2. That Development Application No. 121/13 for demolition and construction of a dual occupancy and strata subdivision on Lot A, DP 390197, No. 8 Solitary Street, Coffs Harbour, be approved subject to conditions as appended to the report (Attachment 3).**
- 3. That persons who made submissions in relation to the Development Application No. 121/13 be notified of the determination.**

**Development Application No. 121/13
Section 79C Assessment**

a. the provisions of,

i. any environmental planning instrument, and

- **State Environmental Planning Policy 71 – Coastal Protection**

This policy is relevant to the application as the land is within the Coastal Policy zone. There are no issues of note as effluent and storm water disposal have been adequately addressed.

***Clause 8 Matters:** aims of the Policy, existing public access to the coastal foreshore; opportunities for new public access to the coastal foreshore; the suitability of development and its relationship with the surrounding area; impacts on the amenity of the coastal foreshore; scenic qualities of the NSW coast; conservation of threatened flora and fauna and their habitats; conservation of fish species, marine vegetation and their habitats; impacts on existing wildlife corridors, impacts (or likely impacts) of coastal processes and coastal hazards; conflict between land-based and water-based coastal activities; protection of cultural places, values, customs, beliefs and traditional knowledge of Aboriginals; impacts on water quality of coastal water bodies; conservation and preservation of items of heritage, archaeological or historic significance; the cumulative impacts of the proposed development on the environment; water and energy efficiency.*

The matters specified in Clause (8) of the Policy have been considered in the assessment of this application. The development does not contravene any of the specified matters. Existing public access is not altered by the proposed development nor will it have an impact on threatened species or wildlife corridors.

- **State Environmental Planning Policy (Building Sustainability Index BASIX) 2004**

The proposal is accompanied by a Building Sustainability Index (BASIX) Certificate indicating the building's compliance with the State Policy. The proposed consent conditions aim to ensure these commitments are fulfilled.

- **Coffs Harbour City Centre LEP 2011**

The land is zoned R3 Medium Density. The proposal is for "demolition" and construction of a "dual occupancy" which is permissible with consent in this zone. The following clauses of the LEP are relevant to the proposal:

(2.6) Subdivision – consent requirements

The application seeks development consent for strata subdivision. The proposal is consistent with this provision.

(2.7) Demolition Requires Development Consent

The application seeks development consent for demolition of the existing dwelling on site; appropriate conditions have been applied to the development consent in this regard to ensure demolition works and management of demolition waste will accord with relevant standards. The proposal is consistent with this provision.

(4.1) Minimum subdivision lot size

The lot sizes will not be affected by a Strata Title subdivision. The proposal is consistent with this provision.

(4.3) Height of Buildings

The Maximum Building Height for this site as specified by the Height of Buildings Map is 5.4m; the total building height of the development is 9.4m. The building is proposed to exceed the height limit. See discussion in "Issues" section of main report.

(4.4) Floor Space Ratio

The Floor Space Ratio for this site as specified by the Floor Space Ratio Map is 1.8:1. The proposed Floor Space Ratio of the development is 0.7:1. The building will not exceed the FSR specified by the Floor Space Ratio Map. The proposal is consistent with this provision.

(4.6) Exceptions to development standards

A written request has been received from the applicant in accordance with this clause seeking to demonstrate that the development standard (i.e. height limit) is unreasonable and unnecessary and that there are sufficient planning grounds to justify the contravention. It should be noted that Planning Circular PS 08-003 allows Councils to assume the Director-Generals concurrence in respect to most applications made under this clause. The current application seeking contravention of Clause 4.3 is subject to assumed concurrence. The application is consistent with this provision.

(5.5) Development within the coastal zone

In accordance with this clause, development consent must not be granted to development on land that is wholly or partly within the coastal zone unless the consent authority has considered the matters outlined with Clause 5.5.

The development will not impede or diminish public access to (or along) the coastal foreshore, impact the amenity of the coastal foreshore, adversely impact the visual amenity of the coast or biodiversity and ecosystems. The proposed development will not be significantly affected by coastal hazards or have a significant impact on coastal hazards, or increase the risk of coastal hazards in relation to any other land.

The proposal is consistent with this provision.

(6.1) Acid Sulfate Soils

The proposed development is on land shown on the Acid Sulfate Soils (ASS) Map as being Class 5 potential acid sulfate soils. Clause 6.1(3) of the Coffs Harbour City Centre LEP states that development consent must not be granted under this Clause for the carrying out of works unless an acid sulfate soils management plan has been prepared for the proposed works in accordance with the *Acid Sulfate Soils Manual* and has been provided to the consent authority.

Attachment 1

The proposed works are unlikely to lower the water table below 1m AHD on adjoining Class 1 and 3 lands. In light of this, Clause 6.1(3) is not relevant to the proposed development and the preparation of an ASS Management Plan is not required in this instance.

(6.8) Airspace Operations

The proposed development will penetrate the Obstacle Limitations Surface for the Coffs Harbour Airport. Accordingly the application has been referred to CASA and concurrence has been granted. The development is consistent with this clause.

(6.11) Design Excellence

The proposed development addresses the design excellence provisions of this Plan.

The development is of contemporary design and style, incorporating a variety of external finishes including masonry, cladding and glazing. Existing view corridors are not significantly affected by the proposed development. (see "Issues" section of main report.) The proposed development is compatible with the context and land use mix of the locality and the intention for the desired future character of the area as guided by the City Centre LEP and DCP.

The development will incorporate a number of sustainable design features such as solar orientation, rainwater harvesting and reuse and energy and water efficient appliances and fixtures. The development will also contribute to public infrastructure with, new footpaths and kerb and gutter proposed for the full frontage of Solitary Street.

ii. any draft environmental planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority, and

Coffs Harbour LEP 2013 was a Draft Environmental Planning Instrument (EPI) at the time this application was made in accordance with *Clause 1.8A - Savings provisions relating to development applications*, a development application that has been made before the commencement of LEP 2013 must be determined as if LEP 2013 had not commenced. As such, LEP 2013 must be considered as a draft LEP. In this regard, the subject property is zoned R3 Medium Density under the draft plan. LEP 2013 is consistent with the provisions of the City Centre LEP 2011 in relation to this site. As discussed above, it is considered the proposed development can be supported in relation to the provisions of the City Centre LEP 2011, the application can also be supported in relation to LEP 2013.

iii. any Development Control Plan (DCP)

• Coffs Harbour City Centre DCP

The following clauses of the DCP are relevant to the proposal:

(2.12) Jetty Character Area

The site is situated within the Jetty Character Precinct, the proposed development is consistent with the objectives of the character area.

(3.1) Building Alignment and Setback

Solitary Street is considered to be the front of the allotment, with a setback of 3.5m for single storey, 5.0m for 2nd storey and 6.5m for 3rd storey. The front setback generally complies, with a minor variation to the 2nd storey being proposed. The majority of the 2nd storey is compliant at 5.0m.

(3.4) Side and Rear Building Setbacks and Building Separation

The eastern boundary, fronting Jarrett Street is considered to be a rear boundary. The setbacks required are 3m for heights up to 8.5m and 6m for heights above 8.5m. The proposed setbacks are compliant.

The northern boundary requires a setback of 3m for heights up to 8.5m and 6m for heights above 8.5m. A minor variation to the upper storey is proposed at 5.2m. This variation has minimal impact to adjoining properties and is considered acceptable.

The southern boundary also requires setbacks of 3m for heights up to 8.5m and 6m for heights above 8.5m, however, zero setbacks are also allowed for wall heights up to 3m where there are minimal impacts to neighbourhood amenity.

A setback of 3.5m is proposed to the upper floor which is a 2.5m variation, however, the lot has a relatively narrow width of just over 15m which would only allow an upper floor of 3m wide if 6m setbacks were applied to both side boundaries. This would not provide a practical useable space and would not lend itself to maximising use of the land or encouraging higher density development to which the allotment is zoned for. The upper floor has only one window facing south which is from the stairwell void and is of little significance.

A zero setback is proposed for parts of the building along the south boundary also including boundary fencing.

The western portion of the main building with a zero setback comprises a garage at ground level and an ensuite and laundry on the 2nd floor. This wall will range from 3.0m to 3.8m above ground level. There are no windows in this wall.

The concrete block fence enclosing the pool is also significant. The height of the wall ranges from 1.2m to 3.4m at the highest point. It should be noted that pool fences on an adjoining boundary are required to be a minimum of 1.8m measured on the inside of the wall. As the pool runs east / west along the boundary, against the fall of the land, the height of the fence on the boundary is exacerbated by the pool fencing requirements.

Whilst there are significant variations to the southern boundary setbacks, the encroachments are not considered to promote unacceptable streetscape impacts, overshadowing or privacy impacts for adjoining developments and sufficient separation to surrounding development is still achieved by the existing setbacks of the adjoining residential flat building being approximately 3m from the south boundary.

It should also be noted that the applicant amended the plans to provide a greater setback of the mid-level deck area from the South boundary at the eastern end of the building to improve privacy and visual impact.

(3.6) Building Design and Materials

The proposed development is of contemporary design and style and satisfies this control.

The development will contribute positively to both street frontages and presents an appropriate design response for the site.

Balconies and terraces have been provide to maximise outlook without detrimentally impacting the amenity of adjoining buildings.

The development incorporates a myriad of glazed panels to take advantage of the views and allow the building to take advantage of the sun. External walls are of durable materials and finishes with self-cleaning attributes.

(3.7) Landscape Design

The proposed development is considered to be consistent with the objectives and provisions of this clause. Landscaping details have been provided indicating appropriate landscaping of the site.

(4.3) Safety and Security

The proposed development is considered to be consistent with the objectives and provisions of this clause.

(4.4) Front Fences and Boundary Treatments

The fencing proposed forward of the building alignment substantially complies with this clause. It is predominantly 1m in height with sufficient landscaping to separate the development from the public domain.

(5.2) Vehicular Driveways and Manoeuvring Areas

Whilst the development comprises two access driveways, one from each frontage, this arrangement is supported by Councils subdivision engineers and provides for better design flexibility of the units. Driveway design details are required prior to issue of a construction certificate.

(5.3) On-site Parking

Car parking has been provided for the development in accordance with Table 5-1. The proposed development is considered to be consistent with the objectives and provisions of this clause.

(5.4) Site Facilities and Services

The proposed development incorporates all necessary site facilities. The development is to be serviced by reticulated water, sewer and electricity.

(5.6) Subdivision

The proposed development proposes Strata Subdivision only and is an appropriate form of subdivision for the proposed development.

(5.6.7) Developer Contributions

Development contributions apply to this development and will be payable prior to the issue of a construction certificate.

(5.7) Notification

The development was notified in accordance with the provisions of Clause 5.7 of the DCP.

(6.1) Energy Efficiency and Conservation

It is considered the development is consistent with the objectives and provisions of this clause. A BASIX Certificate has been issued for the development and relevant conditions are attached to the consent to ensure compliance with the terms of the certificate.

(6.2) Water Conservation

The proposed development is considered to be consistent with the objectives and provisions of this clause. Rainwater harvesting and re-use is incorporated in the development.

(6.5) Waste and Recycling

Waste separation will be achieved on site. Individual waste storage facilities are provided for each dwelling. The proposed development is considered to be consistent with the objectives and provisions of this clause.

(6.6) Erosion and Sediment Control

Appropriate sediment and erosion controls are proposed to be attached as conditions on the development consent.

(6.7) Stormwater

Stormwater will be collected and reused onsite before being discharged to the kerb at Jarrett Street.

(7.3) Residential Design in a Subtropical Climate

The proposal provides an appropriate design response for a subtropical climate, the development incorporates solar orientation and shading of windows and provision for cross ventilation. Balconies and terraces are provided in ideal locations and sufficient private open space areas are provided with access available from living areas.

(7.4) Densities

The development achieves a dwelling density of 1 dwelling/ 271m², this does not exceed the density provisions of the DCP and provides for one large dwelling and one smaller dwelling. The development is consistent with this clause.

iv. the regulations (to the extent that may prescribe matters for the purposes of this paragraph), that apply to the land to which the development application relates,

Clause 92 of the Environmental Planning and Assessment Regulation 2000 requires Council to consider the provisions of the Coastal Policy 1997 and AS2601-1991 - Demolition of Structures. As previously detailed, the proposal satisfies the relevant provisions of the Coastal Policy. Consent conditions to adequately cater for demolition are proposed, including asbestos removal as required.

b. the likely impacts of that development, including environmental impacts, on both the natural and built environments, and social and economic impacts in the locality,

This locality is one in transition as older dwellings and vacant sites are developed into higher density developments, in line with the medium density zoning which applies to this locality. The design character of this locality is highly varied, however, the proposal is not inconsistent with the existing adjoining block of units to the south and the proposed block of units adjoining to the north both of which are about 10m above natural ground level.

Access is to be provided from both Solitary Street and Jarrett Street and is supported by Councils subdivision and development engineers.

Sufficient on-site parking is to be provided to the development.

There are adequate services and facilities provided to support the development.

The proposal is unlikely to have any impacts on Acid Sulfate Soils.

The proposal is unlikely to result in any impacts on flora and fauna; the site is highly disturbed and is not identified as supporting any significant flora or fauna species.

There is sufficient area on site for waste storage facilities.

The potential exists for noise and amenity impacts to adjoining residents during construction. However, the imposition of proposed conditions in relation to sediment and erosion controls and hours of work seek to mitigate the potential for such impacts.

There are no geological hazards of note.

There are no cumulative issues of note given that the development is consistent with the objectives of the zone and the desired character of the locality.

c. the suitability of the site for the development,

The proposed development is compatible with the context of the site and the desired future character of the area as guided by the City Centre LEP and DCP.

The development responds to the growing need for higher densities in proximity to transport, infrastructure and services.

There are no major constraints to the proposed development with adequate access and services being available to the site.

The development will not result in any effects on any threatened species, populations, and/or their habitats or endangered ecological communities.

Attachment 1

The development proposes construction over an existing sewer main, however, Councils Sewer engineer has granted conditional approval for this requiring the main to be upgraded to HDPE pipe.

d. any submissions made in accordance with this Act or the regulations,

The application has been reviewed by the following sections within Council and recommended conditions / actions have been incorporated into the evaluation process and consent conditions:

- Sustainable Planning (LEP Provisions)
- City Infrastructure Services (access, services, subdivision)
- Corporate Business (developer contributions, Airport Operations)

The application was notified to adjoining and nearby property owners in accordance with the City Centre Development Control Plan.

Submissions were received from 7 representatives following the notification process raising issues of concern with the proposed development. The issues raised include:

- Excessive height
- Loss of views
- Shadowing
- Impact to values
- Reduced setbacks
- Sewer main location

These issues are considered in the report to Council and thereby form part of the evaluation. Matters raised in the submissions do not warrant change to or refusal of the proposal. A number of consent conditions address the potential for amenity impacts by the development on nearby residents.

e. the public interest,

The development is not contrary to the public interest. The proposal is compatible with the Jetty character, the development will contribute towards urban consolidation and provide housing for a number of families.

All issues raised by the community during the application process have been addressed in the report to Council.

DEVELOPMENT APPLICATION DRAWINGS

TWO UNITS FOR SIMMONDS

8 Solitary Street
Coffs Harbour 2450
Lot A DP 390197

JOB NO.: 1203



DRAWINGS

Sheet List

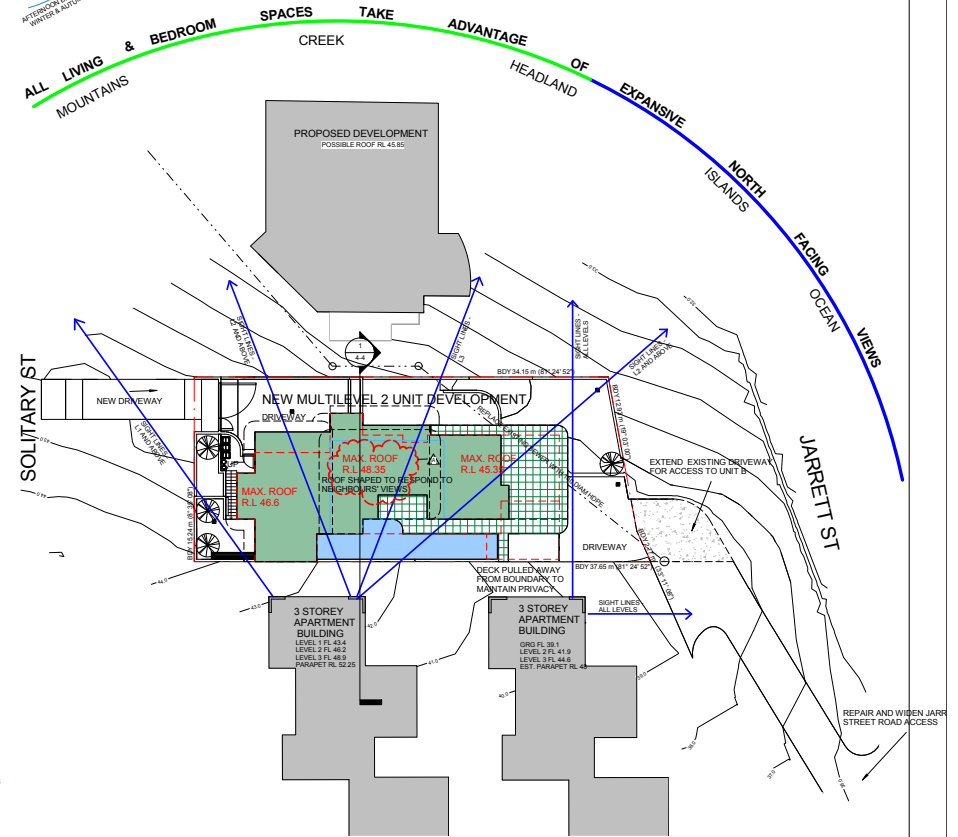
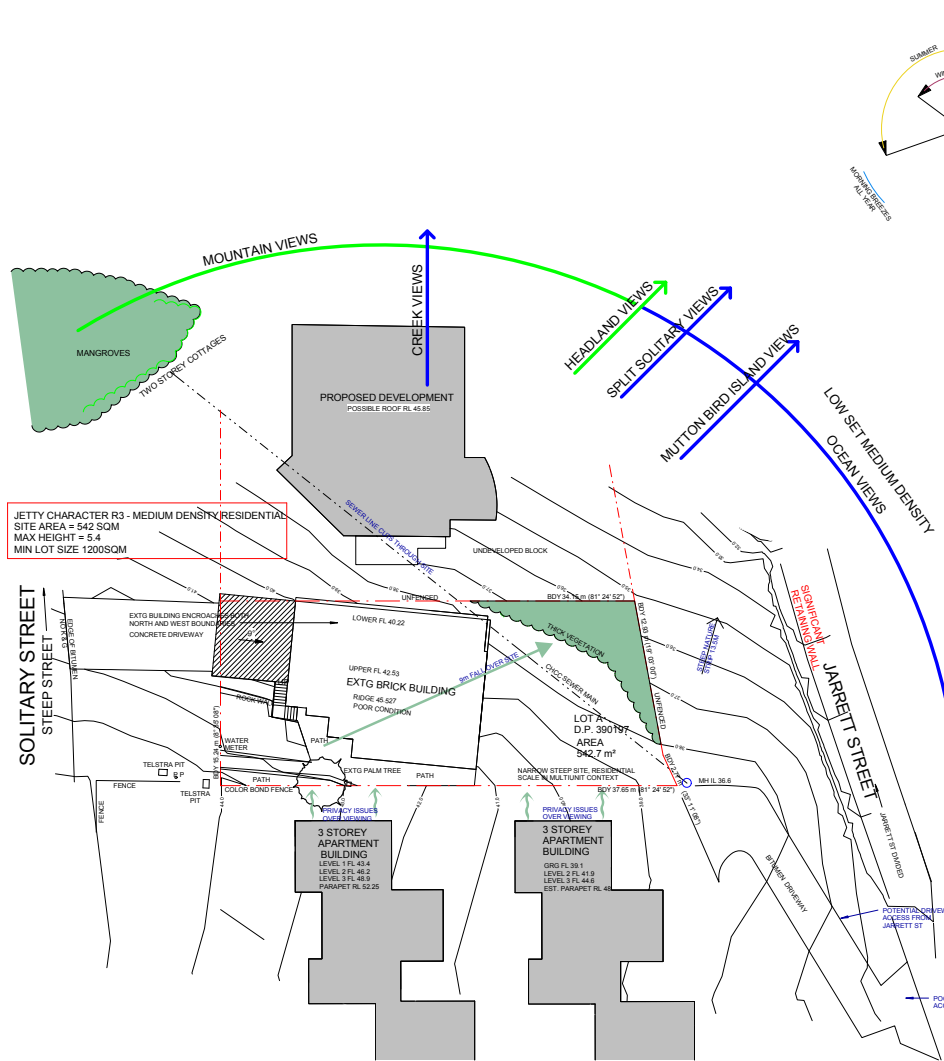
- DA 0-1 SITE ANALYSIS & DESIGN RESPONSE
- DA 0-2 AREA PLANS
- DA 0-5 PROPOSED STRATA SUBDIVISION
- DA 1-1 SITE PLAN
- DA 2-2 LOWER PLAN
- DA 2-3 MIDDLE LEVEL PLAN
- DA 2-4 UPPER FLOOR & ROOF PLANS
- DA 3-1 ELEVATIONS
- DA 4-1 TYPICAL SECTIONS
- DA 4-2 SECTIONS
- DA 4-3 SECTIONS
- DA 5-1 PERSPECTIVES
- DA 5-1 SHADOW STUDIES

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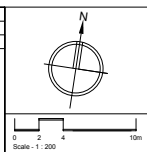




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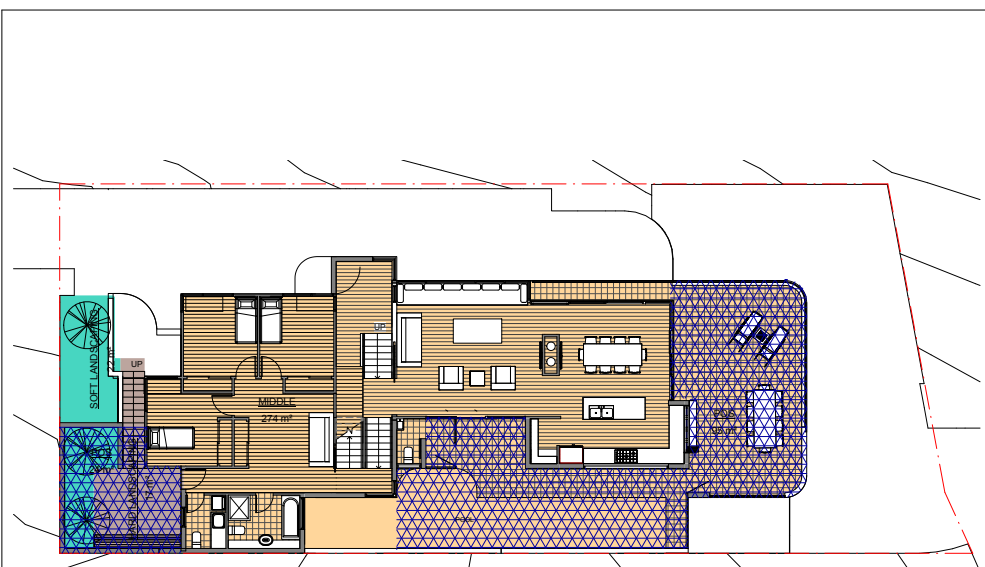
ISSUE	REVISION DESCRIPTION	DATE
A	Fix Max RL on Design Response	06-09-12



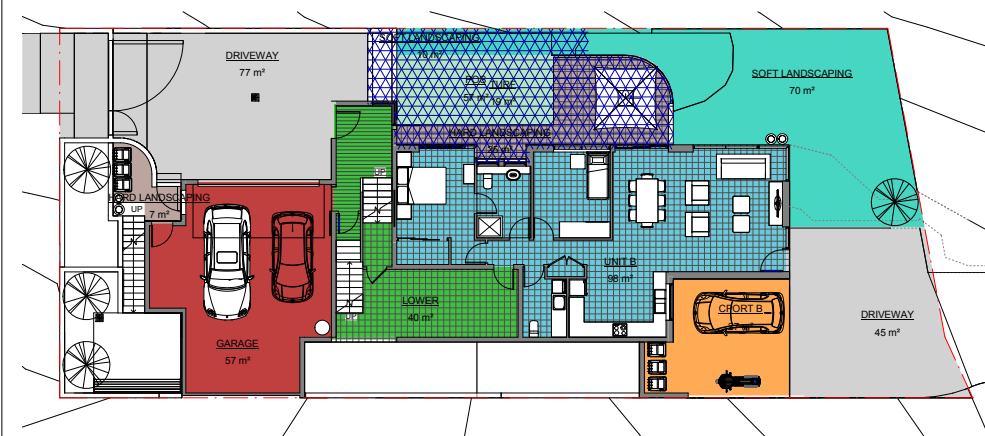
PROJECT:
TWO UNITS FOR SIMMONDS
8 Solitary Street
Coffs Harbour 2450
Lot A DP 390197

SCALE: 1 : 200 DATE: 16/10/2013 11:00:58 AM DWG NO.: DA 0-1

TITLE: SITE ANALYSIS & DESIGN RESPONSE JOB NO.: 1203 ISSUE: A



3 AREA PLAN MIDDLE
1 : 100

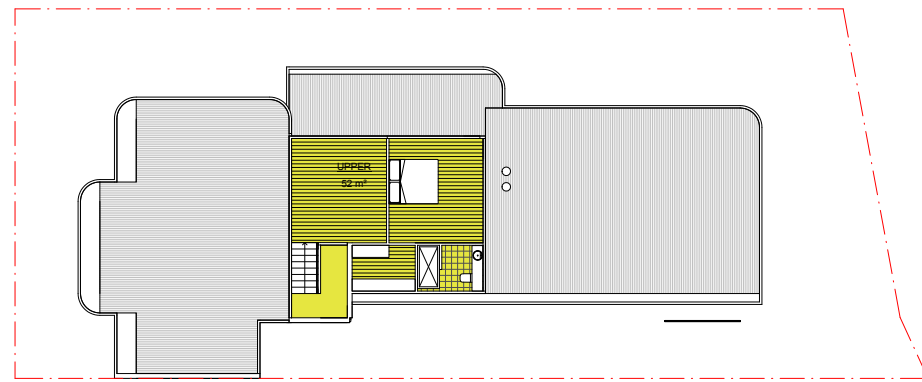


2 AREA PLAN LOWER
1 : 100

Area Schedule		
AREAS	A	B
LOWER	40 m²	98 m²
MIDDLE	274 m²	0 m²
UPPER	52 m²	0 m²
GARAGE	57 m²	27 m²
	57 m²	27 m²
GRAND TOTAL	423 m²	125 m²

LANDSCAPING AREAS				H + S L'SCAPE
AREA	A	B	TOTAL	
DRIVEWAY	77 m²	45 m²	121 m²	170m²*
HARD LANDSCAPING	24 m²	25 m²	49 m²	
SOFT LANDSCAPING	22 m²	80 m²	102 m²	
TURF	0 m²	19 m²	19 m²	
POS	119 m²	57 m²	176 m²	
SITE AREA			542.7 m²	

* EXCLUDES DECK AREA



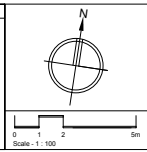
1 AREA PLAN UPPER
1 : 100

- CPORT B
- DRIVEWAY
- TURF
- LOWER
- UNIT B
- UPPER
- ENTRY
- MIDDLE
- SOFT LANDSCAPING
- POS

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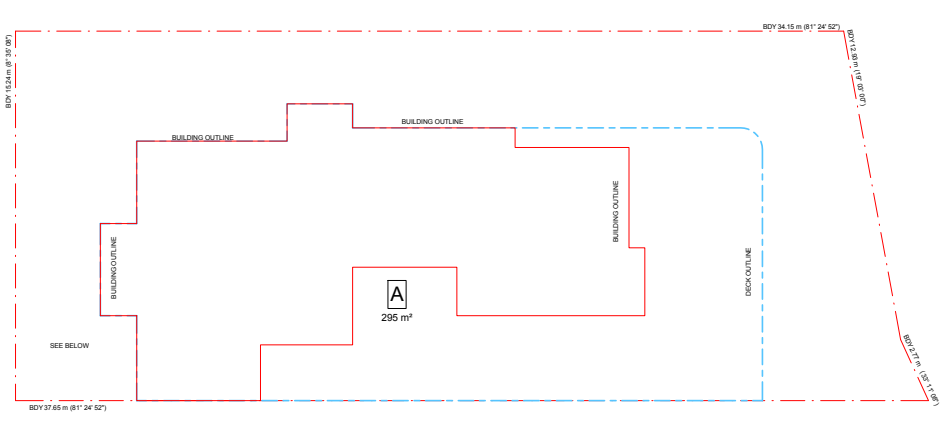
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ISSUE	REVISION DESCRIPTION	DATE

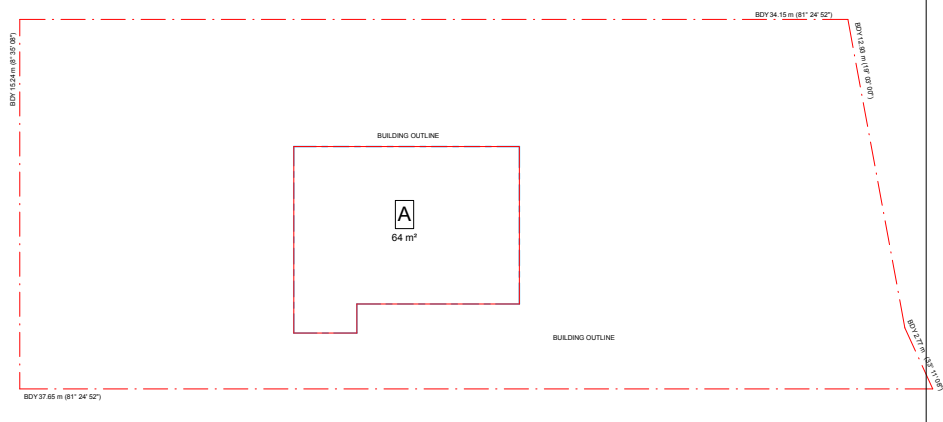


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PROJECT: TWO UNITS FOR SIMMONDS 8 Solitary Street Coffs Harbour 2450 Lot A DP 390197	SCALE: 1 : 100	DATE: 16/10/2013 11:01:04 AM	DWG NO.: DA 0-2
TITLE: AREA PLANS	JOB NO.: 1203	ISSUE:	

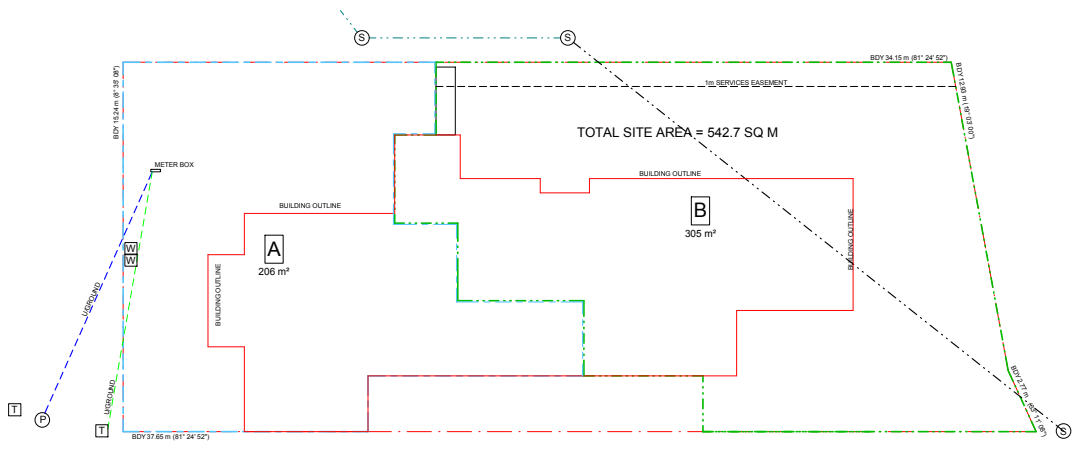


2 MIDDLE LEVEL
1 : 100



3 UPPER LEVEL
1 : 100

PROPOSED STRATA TOTAL LOT AREAS	
Lot	Area
A	564 m ²
B	305 m ²



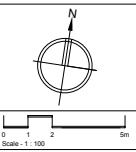
1 LOWER LEVEL
1 : 100

NOTE: STRATA SUBDIVISION TO BE VERIFIED BY SURVEYOR

CHECK ALL DIMENSIONS ON SITE

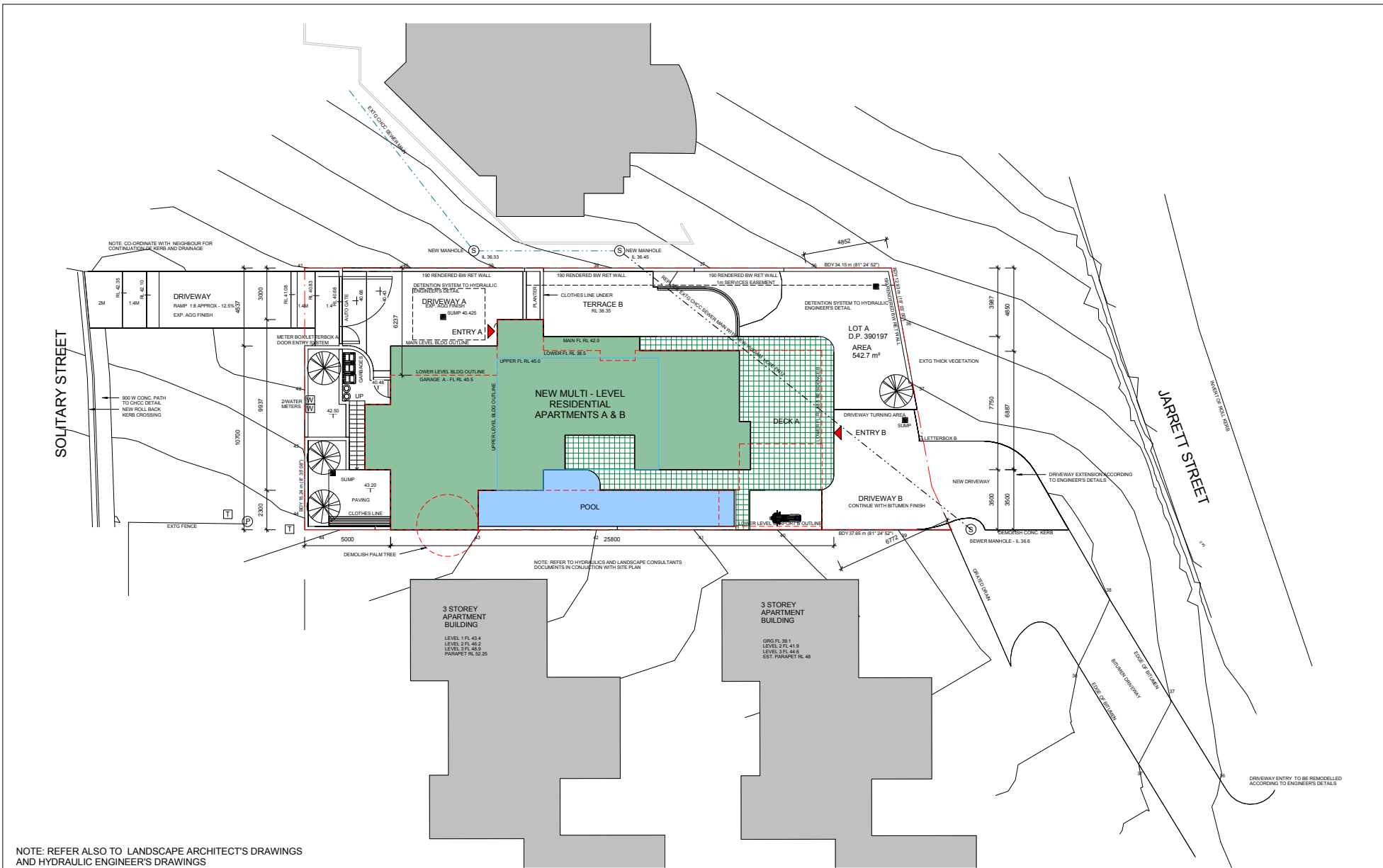
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ISSUE	REVISION DESCRIPTION	DATE



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 Aus 18 Cecil Street, Sydney, NSW 1500
 0061 157 9244 / 0061 157 9244

PROJECT: TWO UNITS FOR SIMMONDS 8 Solitary Street Coffs Harbour 2450 Lot A DP 390197		
SCALE: 1 : 100	DATE: 16/10/2013 11:01:04 AM	DWG NO.: DA 0-5
TITLE: PROPOSED STRATA SUBDIVISION	JOB NO.: 1203	ISSUE:

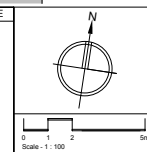


NOTE: REFER ALSO TO LANDSCAPE ARCHITECT'S DRAWINGS AND HYDRAULIC ENGINEER'S DRAWINGS

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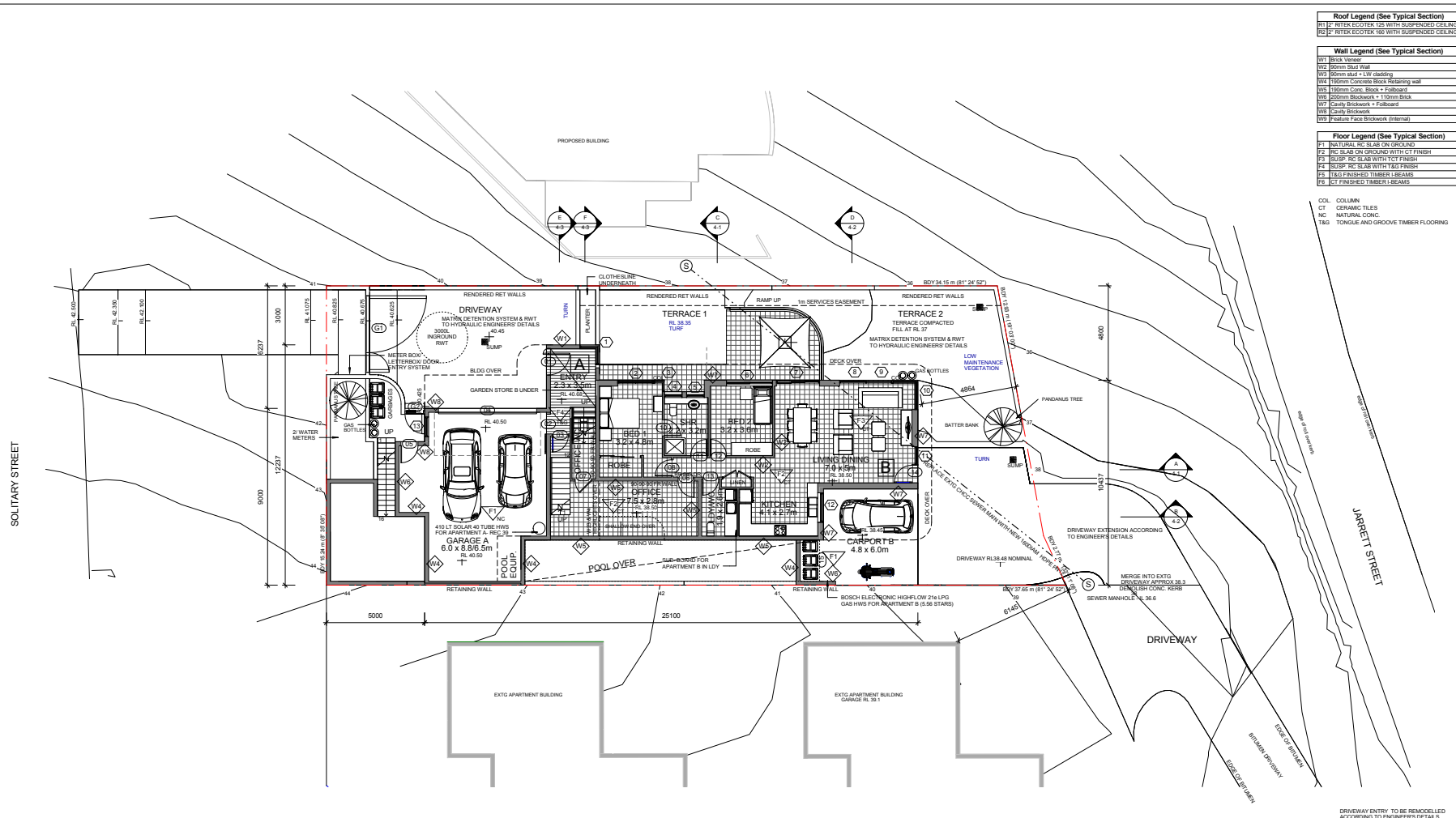
ISSUE	REVISION DESCRIPTION	DATE



PROJECT:
 TWO UNITS FOR SIMMONDS
 8 Solitary Street
 Coffs Harbour 2450
 Lot A DP 390197

SCALE: DATE: DWG NO.:
 1:100 16/10/2013 11:01:05 AM DA 1-1

TITLE: JOB NO.: ISSUE:
 SITE PLAN 1203



Roof Legend (See Typical Section)

R1 2" RIFER ECOTEK 125 WITH SUSPENDED CEILING
 R2 2" RIFER ECOTEK 160 WITH SUSPENDED CEILING

Wall Legend (See Typical Section)

W1 Brick Veneer
 W2 90mm Stud Wall
 W3 100mm stud + LW Gypsum
 W4 150mm Concrete Block Reinforcing wall
 W5 100mm Conc. Block + Folioboard
 W6 200mm Blockwork + 150mm Brick
 W7 Cavity Brickwork + Folioboard
 W8 Cavity Brickwork
 W9 External Face Brickwork (Internal)

Floor Legend (See Typical Section)

F1 NATURAL FC SLAB ON GROUND
 F2 RC SLAB ON GROUND WITH CT F1 FINISH
 F3 SUSP. RC SLAB WITH CT F1 FINISH
 F4 SUSP. RC SLAB WITH T&G FINISH
 F5 T&G FINISHED TIMBER LIEAMS
 F6 CT FINISHED TIMBER LIEAMS

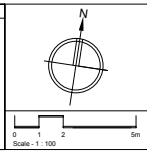
COL COLUMN
 CT CERAMIC TILES
 NC NATURAL CONC.
 TAG TONGUE AND GROOVE TIMBER FLOORING

1 APARTMENT/ GARAGE
 1 : 100

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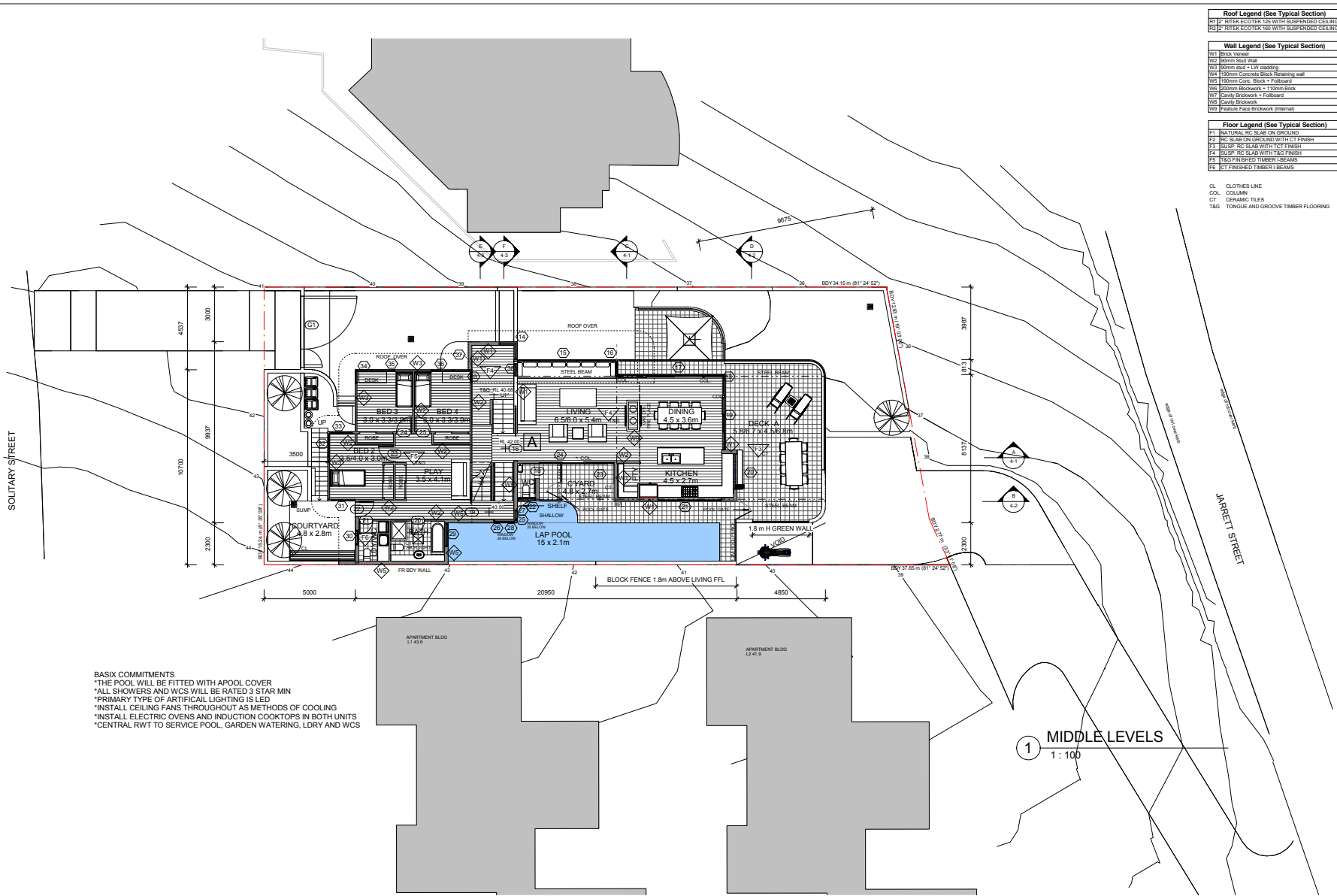
ISSUE	REVISION DESCRIPTION	DATE



PROJECT:
 TWO UNITS FOR SIMMONDS
 8 Solitary Street
 Coffs Harbour 2450
 Lot A DP 390197

SCALE: DATE: DWG NO.:
 1 : 100 16/10/2013 11:01:08 AM DA 2-2

TITLE: LOWER PLAN JOB NO.: ISSUE:
 1203



Roof Legend (See Typical Section)

R1	2' RITEK ECOTEK 125 WITH SUSPENDED CEILING
R2	2' RITEK ECOTEK 160 WITH SUSPENDED CEILING

Wall Legend (See Typical Section)

W1	Block Wall
W2	200mm Stud Wall
W3	100mm Stud + LW Siding
W4	150mm Concrete Block Retaining wall
W5	100mm Conc. Block + Foilboard
W6	200mm Blockwork + 150mm Block
W7	Cavity Brickwork + Foilboard
W8	Cavity Brickwork
W9	Feature Face Brickwork (Internal)

Floor Legend (See Typical Section)

F1	NATURAL R.C. SLAB ON GROUND
F2	R.C. SLAB ON GROUND WITH CT FINISH
F3	SLIP R.C. SLAB WITH CT FINISH
F4	SLIP R.C. SLAB WITH TAG FINISH
F5	T&G FINISHED TIMBER BEAMS
F6	CT FINISHED TIMBER BEAMS

CL CLOTHES LINE
COL COLUMN
CT CERAMIC TILES
TAG TONGUE AND GROOVE TIMBER FLOORING

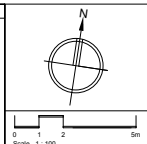
BASIC COMMITMENTS
 *THE POOL WILL BE FITTED WITH A POOL COVER
 *ALL SHOWERS AND WCS WILL BE RATED 3 STAR MIN
 *PRIMARY TYPE OF ARTIFICIAL LIGHTING IS LED
 *INSTALL CEILING FANS THROUGHOUT AS METHODS OF COOLING
 *INSTALL ELECTRIC OVENS AND INDUCTION COOKTOPS IN BOTH UNITS
 *CENTRAL RWT TO SERVICE POOL, GARDEN WATERING, LDYR AND WCS

1
1:100

CHECK ALL DIMENSIONS ON SITE

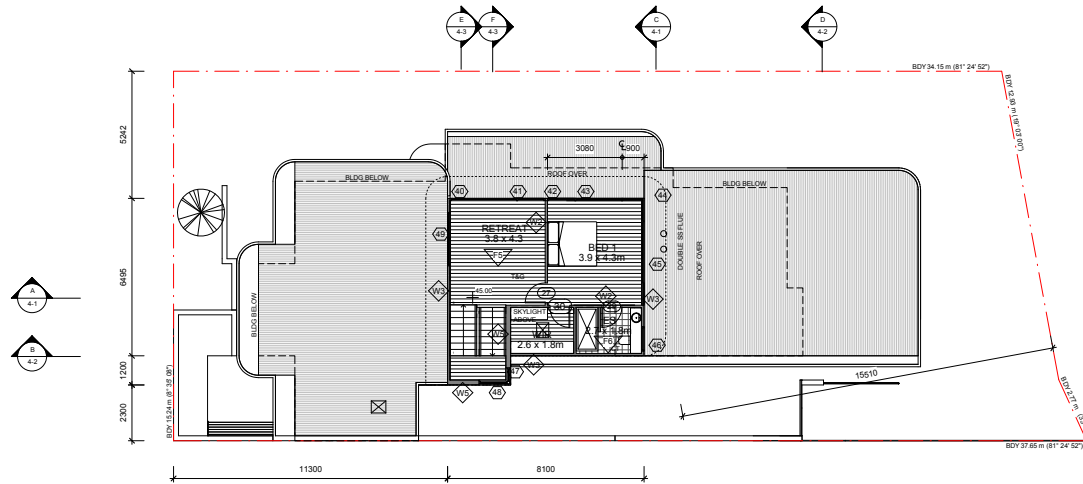
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ABN 55 006 1005 400 Aus Reg No 12921 144 45665
 09/01/10 02/04/14 10/01/14 10/01/14

PROJECT: TWO UNITS FOR SIMMONDS 8 Solitary Street Coffs Harbour 2450 Lot A DP 390197	SCALE: 1:100	DATE: 16/10/2013 11:01:09 AM	DWG NO.: DA 2-3
TITLE: MIDDLE LEVEL PLAN	JOB NO.:	ISSUE:	1203



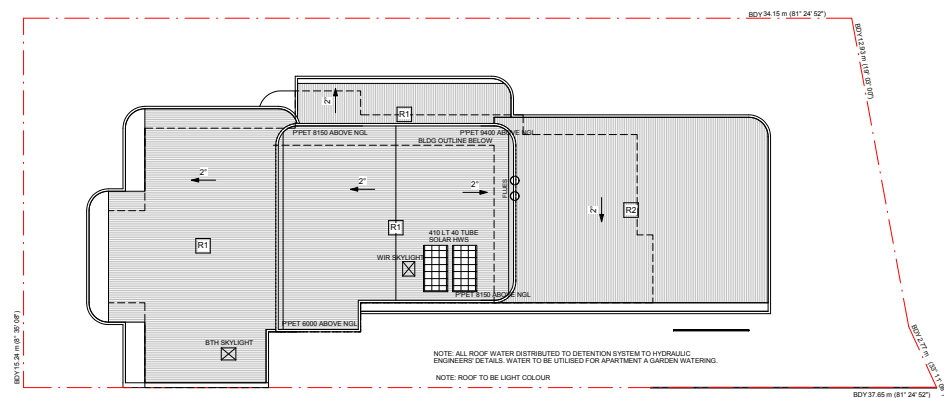
Roof Legend (See Typical Section)	
R1	RETEX ECOTEK 125 WITH SUSPENDED CEILING
R2	RETEX ECOTEK 180 WITH SUSPENDED CEILING

Wall Legend (See Typical Section)	
W1	Brick Veneer
W2	100mm Stud + LW cladding
W3	100mm Concrete Block Retaining wall
W4	100mm Concrete Block Retaining wall
W5	100mm Conc. Block + Folioboard
W6	100mm Brickwork + 110mm Brick
W7	Cavity Brickwork + Folioboard
W8	Cavity Brickwork
W9	Factory Face Brickwork (Internal)

Floor Legend (See Typical Section)	
F1	NATURAL PC SLAB ON GROUND
F2	PC SLAB ON GROUND WITH CT FINISH
F3	CONC. PC SLAB WITH T&G FINISH
F4	SUSP. PC SLAB WITH T&G FINISH
F5	T&G FINISHED TIMBER BEAMS
F6	CT FINISHED TIMBER BEAMS

CT CERAMIC TILES
TAG TONGUE AND GROOVE TIMBER FLOORING

1 MASTER BEDROOM
1 : 100



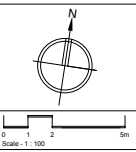
ROOF AREA 257.7m²

2 ROOF
1 : 100

CHECK ALL DIMENSIONS ON SITE

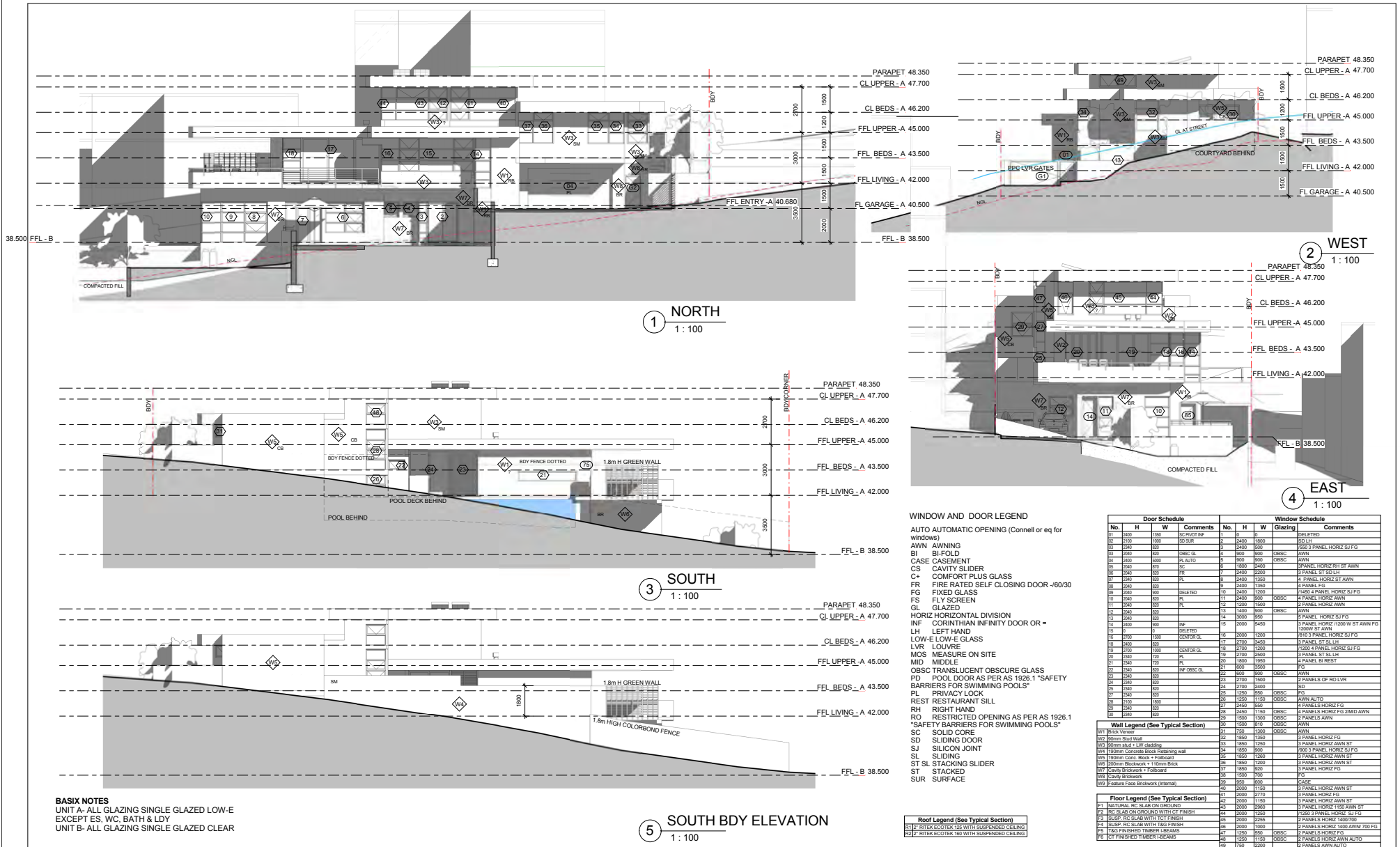
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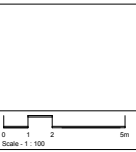
PROJECT: TWO UNITS FOR SIMMONDS 8 Solitary Street Coffs Harbour 2450 Lot A DP 390197		
SCALE:	DATE:	DWG NO.:
1 : 100	16/10/2013 11:01:10 AM	DA 2-4
TITLE: UPPER FLOOR & ROOF PLANS	JOB NO.:	ISSUE:
	1203	



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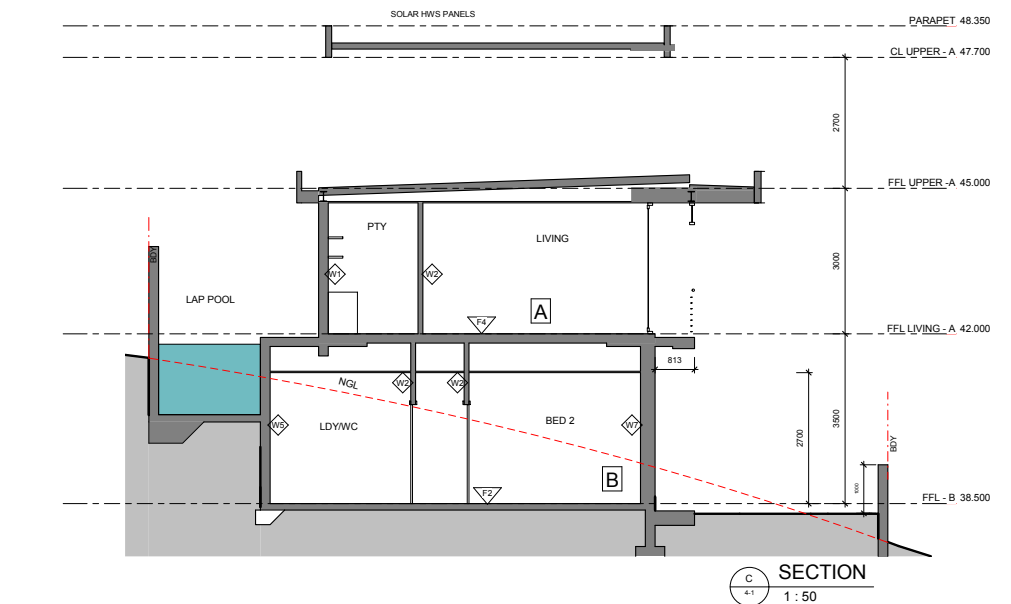
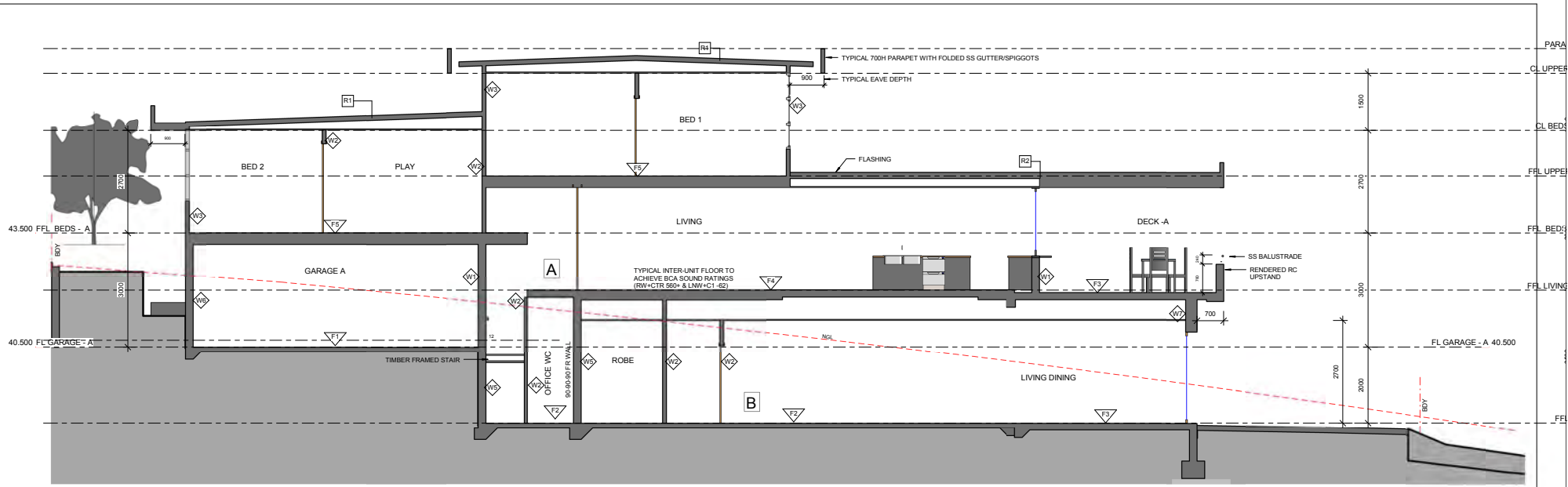


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PROJECT:
 TWO UNITS FOR SIMMONDS
 8 Solitary Street
 Coffs Harbour 2450
 Lot A DP 390197

SCALE: DATE: DWG NO.:
 As indicated 6/10/2013 11:01:25 AM DA 3-1

TITLE: JOB NO.: ISSUE:
 ELEVATIONS 1203



No.	Description	Comments
F1	NATURAL RC SLAB ON GROUND	NATURAL RC SLAB ON GROUND TO BE DETAILS CONTINUOUS WP MEMBRANE
F2	RC SLAB ON GROUND WITH T&G FINISH	SELECTED CERAMIC TILE FINISH RC SLAB ON GROUND TO BE DETAILS CONTINUOUS WP MEMBRANE
F3	SUSP. RC SLAB WITH T&G FINISH	SELECTED CERAMIC TILE FINISH SET DOWN FOR NET AREA WP MEMBRANE SUSPENDED RC SLAB TO S.E. DETAILS SUSPENDED CEILING SYSTEM WITH RESILIENT MOUNTS 75MM POLYESTER BATTS 15MM PLASTERBOARD
F4	SUSP. RC SLAB WITH T&G FINISH	SELECTED 10MM SECRET NALLED T&G FLOOR FINISH WITH 6M EXPANSION JOINTS 15MM POLYURETHANE WP MEMBRANE SUSPENDED RC SLAB TO S.E. DETAILS SUSPENDED CEILING SYSTEM WITH RESILIENT MOUNTS 75MM POLYESTER BATTS 15MM PLASTERBOARD
F5	T&G FINISHED TIMBER BEAMS	SELECTED 10MM SECRET NALLED T&G FLOOR FINISH WITH 6M EXPANSION JOINTS 15MM POLYURETHANE WP MEMBRANE BEDS 2.4 - S.20070 BEAMS @ 450C/C BED 1 - S.24040 BEAMS @ 450C/C (CONFIRM SIZES) FURRING CHANNELS AND RESILIENT MOUNTS 75MM RC BATTS 210MM SOUNDCHECK PLASTERBOARD
F6	C/T FINISHED TIMBER BEAMS	SELECTED CERAMIC TILE WP MEMBRANE GRANED TILING BED 15MM COMPRESSED PC UNDERLAY 125 X 150 FLOOR JOISTS @ 450C/C FURRING CHANNELS AND RESILIENT MOUNTS 75MM RC BATTS 210MM SOUNDCHECK PLASTERBOARD

No.	Description	Comments
R1	RTK ECOTEX 125 WITH SUSPENDED CEILING	COLORBOND TRIMMER ULTRA LIGHT COLOUR RTK ECOTEX 125 PANEL SUSPENDED PLASTERBOARD CEILING INTERNALLY SHADOWLINE CORNICE
R2	RTK ECOTEX 160 WITH SUSPENDED CEILING	COLORBOND TRIMMER ULTRA LIGHT COLOUR RTK ECOTEX 160 PANELS SUSPENDED PLASTERBOARD CEILING INTERNALLY SUSPENDED GLOSSWOOD OR OIL FINISHED TIMBER CEILING EXTERNALLY

No.	Description	Comments
W1	Brick Veneer	AGRATON OR EQUAL RENDER SYSTEM 15MM BRICK WORK 40MM CAVITY 90MM X 45MM TIMBER STUD FRAME AT 450 C/C BRACING (BREATHER SARKING) 15MM PLASTERBOARD
W2	90mm stud wall	90MM X 45MM TIMBER STUD FRAME AT 450 C/C 15MM PLASTERBOARD BOTH SIDES VULNERABLE IN NET AREA
W3	90mm stud + LVY dadding	90MM X 45MM TIMBER STUD FRAME AT 450 C/C 15MM PLASTERBOARD INTERNALLY BRACING (BREATHER SARKING) 15MM PLASTERBOARD INTERNALLY SOYON MATRIX EXTERNAL FINISH
W4	150mm Concrete Block Retaining wall	150 CORE FILLED CONCRETE BLOCK RETAINING WALL TO S.E. DETAIL WP MEMBRANE WALL BOARD DRAINAGE SYSTEM
W5	150mm Conc. Block + Follboard	FOLLBOARD SUPER 15 SYSTEM FURRING CHANNELS/10MM PLASTERBOARD DISCONTINUOUS CONSTRUCTION WHERE INC. 150 CORE FILLED CONCRETE BLOCK RETAINING WALL TO S.E. DETAIL WP MEMBRANE WALL BOARD DRAINAGE SYSTEM WHERE RET. WALLS
W6	200mm Blockwork + 110mm Brick	FOLLBOARD SUPER 15 SYSTEM FURRING CHANNELS/10MM PLASTERBOARD 110MM PCH GLAZED BRICK 150 CORE FILLED CONCRETE BLOCK RETAINING WALL TO S.E. DETAIL WP MEMBRANE WALL BOARD DRAINAGE SYSTEM
W7	Cavity Brickwork + Follboard	110MM PCH GLAZED BRICK 40MM CAVITY 110MM CLAY COMMON BRICKS FOLLBOARD SUPER 15 SYSTEM FURRING CHANNELS/10MM PLASTERBOARD
W8	Cavity Brickwork	110MM PCH GLAZED BRICK 40MM CAVITY 110MM CLAY COMMON BRICKS
W9	External Face Blockwork (Internal)	110MM PCH GLAZED BRICK

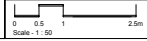
ISSUE	REVISION DESCRIPTION	DATE

No.	Description	Comments
R1	RTK ECOTEX 125 WITH SUSPENDED CEILING	COLORBOND TRIMMER ULTRA LIGHT COLOUR RTK ECOTEX 125 PANEL SUSPENDED PLASTERBOARD CEILING INTERNALLY SHADOWLINE CORNICE
R2	RTK ECOTEX 160 WITH SUSPENDED CEILING	COLORBOND TRIMMER ULTRA LIGHT COLOUR RTK ECOTEX 160 PANELS SUSPENDED PLASTERBOARD CEILING INTERNALLY SUSPENDED GLOSSWOOD OR OIL FINISHED TIMBER CEILING EXTERNALLY

SECTION 4.1 1:50

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PROJECT:
TWO UNITS FOR SIMMONDS
8 Solitary Street
Coffs Harbour 2450
Lot A DP 390197

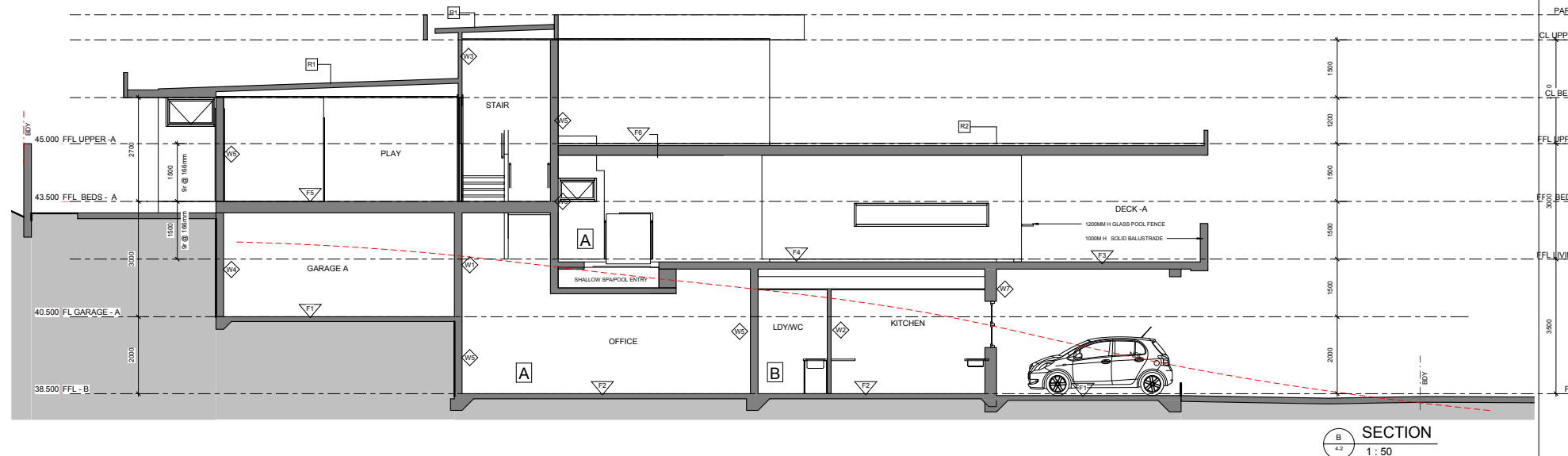
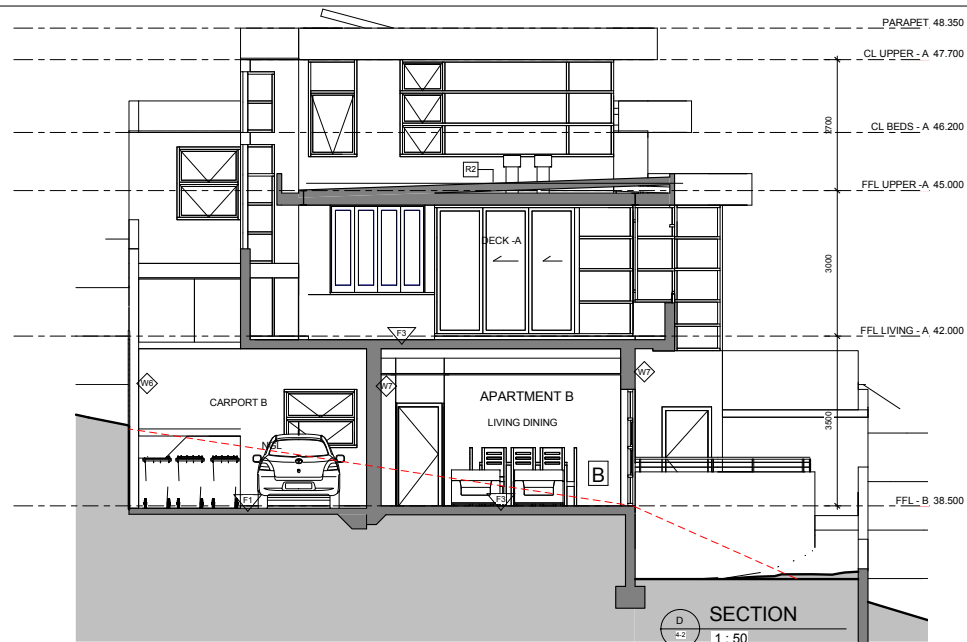
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1:50 16/10/2013 11:01:30 AM DA 4-1

TITLE: JOB NO.: ISSUE:
TYPICAL SECTIONS 1203

Roof Legend (See Typical Section)
 R1F: METEK ECOTEK 120 WITH SUSPENDED CEILING
 R2F: METEK ECOTEK 180 WITH SUSPENDED CEILING

Floor Legend (See Typical Section)
 F1: NATURAL RC SLAB ON GROUND
 F2: RC SLAB ON GROUND WITH CT FINISH
 F3: SUSP. RC SLAB WITH CT FINISH
 F4: SUSP. RC SLAB WITH T&G FINISH
 F5: T&G FINISHED TIMBER BEAMS
 F6: CT FINISHED TIMBER BEAMS

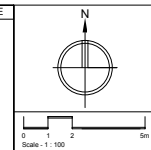
Wall Legend (See Typical Section)
 W1: Brick Veneer
 W2: 100mm Stud Wall
 W3: 100mm Stud + LW cladding
 W4: 100mm Concrete Block Reinforcing wall
 W5: 100mm Conc. Block + Foorboard
 W6: 200mm Brickwork + 100mm Brick
 W7: Cavity Brickwork + Foorboard
 W8: Cavity Brickwork
 W9: Feature Face Brickwork (Internal)



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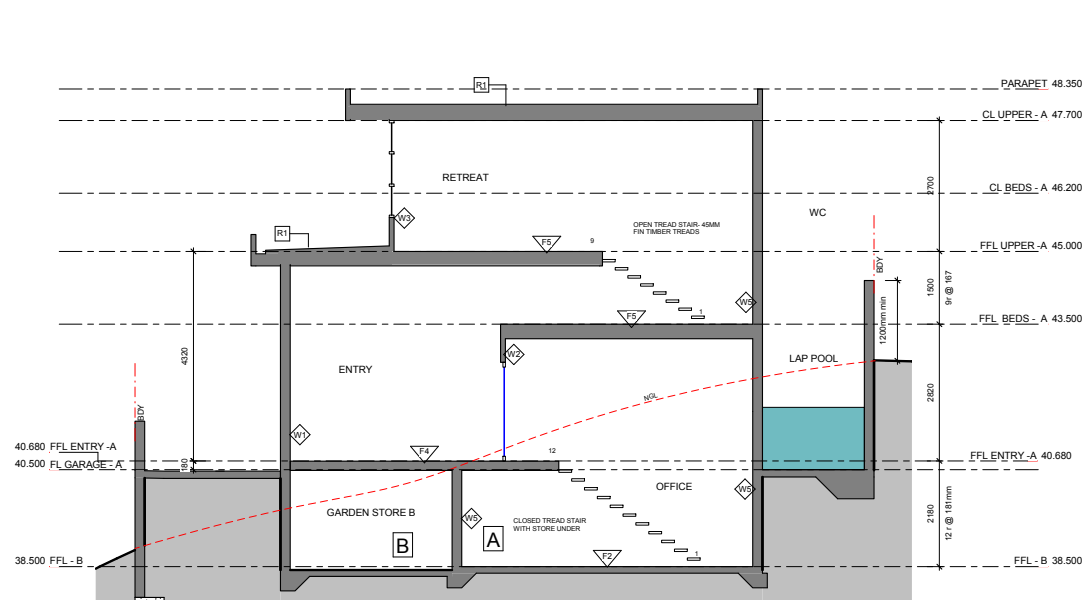
ISSUE	REVISION DESCRIPTION	DATE



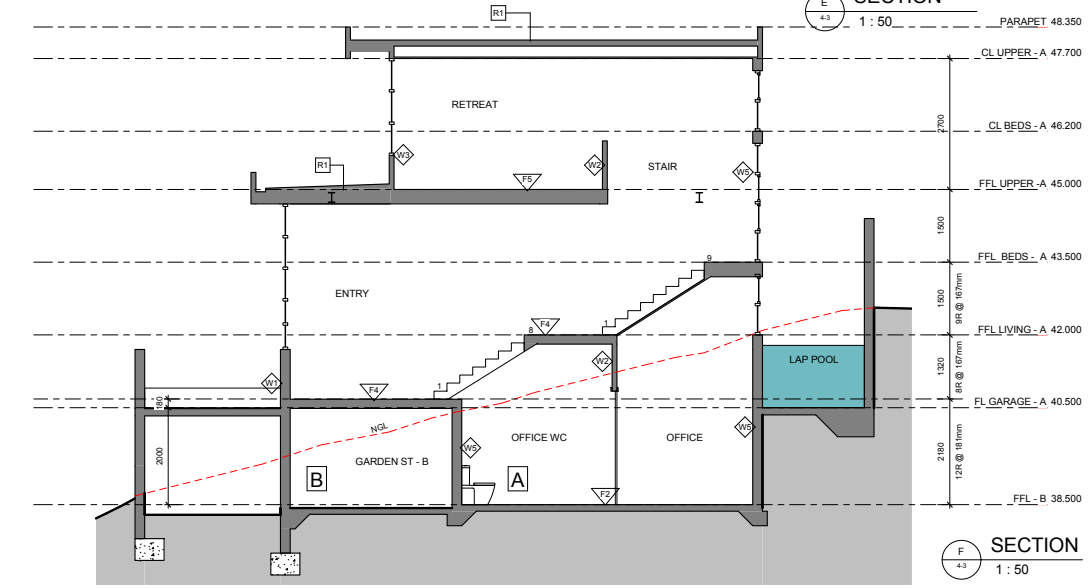
PROJECT:
 TWO UNITS FOR SIMMONDS
 8 Solitary Street
 Coffs Harbour 2450
 Lot A DP 390197

SCALE: DATE: DWG NO.:
 1:50 16/10/2013 11:01:31 AM DA 4-2

TITLE: JOB NO.: ISSUE:
 SECTIONS 1203



E
4.3
SECTION
1 : 50



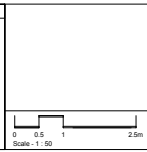
F
4.3
SECTION
1 : 50

Roof Legend (See Typical Section)	
R1	RITEX ECOTEX 125 WITH SUSPENDED CEILING
R2	RITEX ECOTEX 165 WITH SUSPENDED CEILING

Wall Legend (See Typical Section)	
W1	Brick Veneer
W2	60mm Stud Wall
W3	60mm stud + LW cladding
W4	150mm Concrete Block Rendering wall
W5	190mm Conc. Block + Foliobond
W6	200mm Blockwork + 150mm Brick
W7	Cavity Brickwork + Foliobond
W8	Carved Brickwork
W9	Facebrick Face Brickwork (internal)

Floor Legend (See Typical Section)	
F1	NATURAL RC SLAB ON GROUND
F2	RC SLAB ON GROUND WITH CT FINISH
F3	SUSP. RC SLAB WITH T&G FINISH
F4	SUSP. RC SLAB WITH T&G FINISH
F5	T&G FINISHED TIMBER BEAMS
F6	CT FINISHED TIMBER BEAMS

ISSUE	REVISION DESCRIPTION	DATE



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ABN 55 004 1070 000 Aus Reg No 1392 / 144 49992
 499/01 107 000 000 100 100 000

PROJECT: TWO UNITS FOR SIMMONDS 8 Solitary Street Coffs Harbour 2450 Lot A DP 390197	SCALE: DATE: 1 : 50 16/10/2013 11:01:32 AM	DWG NO.: DA 4-3
TITLE: SECTIONS	JOB NO.: 1203	ISSUE:

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Created = 28/01/2014 9:48 AM

User = ctscath

Scale = 1:2,144



Projected Coordinate System- GDA 1994, MGA Zone 56



Proposed Conditions Development Application No. 121/13

Schedule of Conditions

ADMINISTRATIVE CONDITIONS

Development Description:

1. Development consent is granted only to carrying out the development described in detail below:
 - ***Demolition of existing dwelling, Dual Occupancy, Swimming Pool and 2 Lot Strata Subdivision***

Prescribed Conditions:

2. The proponent shall comply with the prescribed conditions of development approval under Clauses 97A, 98, 98A - E of Environmental Planning and Assessment Regulation 2000 as are of relevance to this development.

Development is to be in accordance with approved plans:

3. The development is to be implemented in accordance with the plans and supporting documents set out in the following table except where modified by any conditions of this consent (Development Consent No. 0121/13).

Plan No. / Supporting Document(s)	Issue	Prepared by	Dated
Plan Nos. DA 0-1, DA 0-2, DA 0-5, DA 1-1, DA 2-2, DA 2-3, DA 2-4, DA 3-1, DA 4-1, DA 4-2 and DA 4-3	A	G2 Architects Pty Ltd	16 October 2013

In the event of any inconsistency between conditions of this development consent and the plans/supporting documents referred to above, the conditions of this development consent prevail.

The approved plans and supporting documents endorsed with the Council stamp and authorised signature must be kept on site at all times while work is being undertaken.

PRIOR TO THE ISSUE OF CONSTRUCTION CERTIFICATE

Construction Certificate:

4. No building work is to commence on site until a Construction Certificate has been issued for the work and Council has been notified that a Principal Certifying Authority has been appointed.

Note: Separate Construction Certificates are to be obtained for the **building works** and any **civil works**.

Development Application No. 0121/13

Schedule of Conditions

Stormwater Management Plan:

5. A Stormwater Management Plan complying with the relevant controls of Council's Water Sensitive Urban Design Policy being submitted to and approved by Council **prior to issue of the Construction Certificate**.

Please refer to the WSUD Information Sheet, Policy and Guideline available on Council's web site www.coffsharbour.nsw.gov.au.

The design is to incorporate a detention system that achieves compliance with the Coffs Harbour City Council WSUD Policy targets. Design details are to include calculations showing the effect of the proposed development on design stormwater run-off flow rates and the efficiency of proposed measures to limit the flows.

The design shall be accompanied by an Operation and Maintenance Plan for the system.

Road Design and Services (Subdivision):

6. The following works:

- Half road reconstruction for the full frontage of Solitary St
- Kerb and gutter for the full frontage of Solitary St
- Footpath for the full frontage of Solitary St
- Sewer main upgrade to HDPE
- Upgrade of the driveway intersection on Jarrett St
- Extension of the existing Jarrett St driveway to unit B
- Construct a driveway to unit A

shall be provided to serve the development with the works conforming with the standards and requirements set out in Council's Development Design and Construction specifications and relevant policies (Water Sensitive Urban Design).

Plans and specifications are to be submitted to Council and approved **prior to issue of the Construction Certificate**. Plan submissions are to be accompanied by payment of prescribed fee.

Plans and specifications submitted later than six (6) months from the date of development consent shall comply with Council's current specifications at a date six (6) months prior to submission.

All work is to be at the developer's cost.

Development Application No. 0121/13

Schedule of Conditions

Section 94 Monetary Contributions:

7. Payment to Council of contributions, at the rate current at the time of payment, towards the provision of the following public services or facilities:

Note 1 - The contributions are to be paid **prior to release of any Construction Certificate** unless other arrangements acceptable to Council are made.

Note 2 - The rates will be adjusted in accordance with the procedures set out in Council's Section 94 Contributions Plans. The applicant is advised to confirm the contribution rate applicable at the time of payment as rates are revised quarterly.

Note 3 - If the development is to be staged, contributions are to be paid on a pro rata basis in respect of each stage.

	\$ Per Small Unit	\$ Per Large Unit
- Coordination and Administration	235.33	366.08
- Coffs Harbour Road Network	1,289.97	2,006.62
- Surf Rescue Equipment	65.98	102.63
- District Open Space	497.24	773.49

The Section 94 contribution is currently \$2,088.53 for the 2 unit development. This includes a one lot rate credit of \$3,248.82

Contributions have been imposed under the following plans:

- Regional, District & Neighbourhood Facilities & Services 2008.
- Coffs Harbour Road Network 2008.
- Surf Rescue Equipment 2008.

The Contribution Plans may be inspected at the Council Administration Offices, 2 Castle Street, Coffs Harbour or on Council's web site, www.coffsharbour.nsw.gov.au.

Water Management Act 2000:

8. **The Construction Certificate not being released** until a Certificate of Compliance pursuant to Division 5 of Part 2 of Chapter 6 of the Water Management Act 2000 evidencing that adequate arrangements have been made for the provision of water and sewerage services to and within the development is produced to Council.

The current contribution rate is:

	Amount/ small unit \$	Amount/ large unit \$	Total \$
Works to satisfy increased demand within the area for 2 units			
Water	6,470.81	9,244.01	15,714.82
Sewer	6,187.93	8,839.90	15,027.83
Sub total			30,742.65
Less credit for 1 lot			18,083.91
TOTAL AMOUNT PAYABLE			12,658.74

Development Application No. 0121/13

Schedule of Conditions

Retaining Works:

9. A construction certificate is required for retaining walls exceeding 600mm in height. Timber retaining walls exceeding 600mm in height are not to be permitted within 1 metre of the boundary.

PRIOR TO COMMENCEMENT OF WORKS

Removal of Hazardous Materials:

10. All hazardous materials shall be removed from the site and shall be disposed of at an approved waste disposal facility in accordance with the requirements of the relevant legislation, codes, standards and guidelines, prior to the commencement of any building works. Details demonstrating compliance with the relevant legislative requirements, particularly the method of containment and control of emission of fibres to the air, are to be submitted to the satisfaction of the Principal Certifying Authority prior to the removal of any hazardous materials.

Asbestos removal

- (a) Work involving bonded asbestos removal work (of an area of more than 10 square metres) or friable asbestos removal work must be undertaken by a person who carries on a business of such removal work in accordance with a licence under clause 318 of the *Occupational Health and Safety Regulation 2001*.
- (b) The person having the benefit of the development consent must provide the Principal Certifying Authority with a copy of a signed contract with such a person **prior to the commencement of the proposed works**.
- (c) Any such contract must indicate whether any bonded asbestos material or friable asbestos material will be removed, and if so, must specify the landfill site (that may lawfully receive asbestos) to which the bonded asbestos material or friable asbestos material is to be delivered.

Demolition Works:

11. All works including (where relevant) the handling and disposal of materials containing asbestos, are to be undertaken in accordance with the relevant requirements of WorkCover NSW, the Occupational Health and Safety Act and Australian Standard AS 2601-2001 "The Demolition of Structures".

Prior to demolition all services are to be disconnected and capped off. Disconnection of any sewer drainage lines shall be sealed to prevent ingress of water and debris into the sewerage system.

Where water and sewerage services are no longer required the required fee for disconnection being paid to Coffs Harbour Water prior to the commencement of any demolition work.

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Schedule of Conditions

Demolition Bond:

12. A damage deposit and administration fee as determined by Council's Fees and Charges Schedule shall be lodged with Council as a bond to cover possible damage to Council's property that may result during the removal of demolition material from the site. The deposit is to be lodged with Council and arrangements made for a dilapidation survey to be undertaken to assess the condition of Council property adjoining the land prior to the commencement of demolition work.

Sanitary Plumbing and Draining:

13. A separate application is to be made to Council by the licensed plumber and drainer prior to the commencement of any sanitary plumbing and drainage work on site.

DURING CONSTRUCTION

Excavated Material:

14. Where excavated material is to leave the site it is to be disposed of at an approved landfill facility.

Alternatively, where it is proposed to dispose of the excavated material at another location no material is to leave the site until:

- Council has been advised in writing of the destination site(s); and
- Council has been advised of the quantity and makeup of the material; and
- Council has issued written approval for disposal to the alternate location(s).

Note: The exportation of fill or soil from the site must be in accordance with the provisions of the Protection of the Environment Operations Act (POEO) 1997 and the Office of Environment and Heritage "*Waste Classification Guidelines*" and shall comply with the terms of any approval issued by Council.

Erosion and Sediment Control (Minor Works):

15. Where excavation works or removal of vegetation is to take place on the site, control measures in accordance with the document *Managing Urban Stormwater – Soils & Construction Volume 1 (2004)* by Landcom are to be undertaken at each appropriate construction stage to prevent erosion of soil.

Hours of Work:

16. Construction works are to be limited to the following hours:

Monday to Friday	7.00 a.m. - 6.00 p.m.
Saturday	7.00 a.m. - 1.00 p.m. if inaudible from adjoining residential properties, otherwise 8.00 a.m. - 1.00 p.m.

No construction work is to take place on Sunday and Public Holidays.

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Swimming Pool Fencing:

17. An inspection of the completed swimming pool barrier (complying with the Swimming Pools Act 1992) must be undertaken by the Principal Certifying Authority as soon as practicable after the barrier has been erected. No water shall be placed in the swimming pool unless appropriate temporary safety measures have been implemented pending the completion of a permanent complying safety barrier.

Swimming Pool Fencing:

18. The immediate surrounds of the pool are to be enclosed with fencing and gate(s) complying with the *Swimming Pools Act 1992*.

Suitable temporary fencing being installed around the pool during construction to prevent unauthorised entry to the pool area. Temporary fencing is to remain in place until permanent fencing is installed.

Height of Development:

19. The height of the development is not to exceed the design height as specified in the approved plans (48.35m AHD).

Written certification from a registered surveyor is to be submitted to the Principal Certifying Authority at the following stages:

- a) upon completion of basement slab formwork, prior to placement of concrete;
- b) upon completion of the building and **prior to issue of the Occupation Certificate.**

The certification is to address the height and location of the formwork to achieve the approved design height. Construction work is not to proceed beyond these stages until authorised to do so by the Principal Certifying Authority.

PRIOR TO ISSUE OF OCCUPATION CERTIFICATE OR COMMENCEMENT OF USE

Access Works:

20. Sealed driveways being constructed over the footpath at right angles to the road in accordance with Council's standard drawings. Any existing driveways which are not required for the development are to be removed and the footpath reinstated. All such work is subject to a separate driveway application, fees and approval by Council.

These works are to be completed **prior to the issue of an Occupation Certificate** for the development.

Individual Water Meters:

21. Individual Council water meters are to be provided to all units and common areas **prior to issue of an Occupation Certificate.**

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BASIX:

22. All of the commitments listed in each relevant BASIX Certificate for the development being fulfilled **prior to the issue of an Occupation Certificate.**

Pool Waste Water (Sewer Areas):

23. All wastewater must be connected and disposed to Council's sewer main **prior to the issue of Occupation Certificate** via a suitable 100mm diameter gully trap. A minimum air gap of 100mm is to be provided between the discharge outlet and the gully grate.

Swimming Pool Notice / Resuscitation Chart:

24. A warning notice, incorporating information detailed in Clause 10 of the Swimming Pools Regulation 2008, must be permanently fixed and displayed in a prominent position within the pool surrounds area **prior to issue of an Occupation Certificate.**

Rainwater Tanks:

25. A separate application being submitted to Coffs Harbour Water for approval of the rain water tank(s) prior to installation and any associated plumbing works. Evidence confirming such approval being submitted to the Principal Certifying Authority **prior to the issue of Occupation Certificate.**

Note: an application form may be downloaded from Council's web site www.coffsharbour.nsw.gov.au

PRIOR TO ISSUE OF SUBDIVISION CERTIFICATE

Strata Plan:

26. The Subdivision Certificate for the strata plan not being released by Council prior to submission of a final works as executed plan prepared by a registered surveyor to clearly identify the boundaries of the individual lots, the utility lots and the common properties, easements, and services, as set out in the strata plan approved under this development consent.

Certification – Inspection requirements under Section 29A Strata Schemes (Freehold Development) Regulation 2007:

27. The **Subdivision Certificate for the strata plan not being released** until the Council or an Accredited Certifier issues a written certificate to the effect that:
- (i) The building and development common property areas around the building have been inspected by the relevant Council officer or Accredited Certifier.
 - (ii) The floors, external walls and ceilings depicted in the proposed strata plan for the building correspond to those of the building as constructed.

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- (iii) The floors, external walls and ceilings of the building as constructed correspond to those depicted in the building plans that accompanied the Construction Certificate for the building; and
- (iv) Any facilities required by the relevant development consent (such as parking spaces, terraces and courtyards) have been provided in accordance with those requirements.

This certification is to accompany the application for Subdivision Certificate.

Access and Services:

28. The following works:

- Half road reconstruction for the full frontage of Solitary St
- Kerb and gutter for the full frontage of Solitary St
- Footpath for the full frontage of Solitary St
- Sewer main upgrade to HDPE
- Upgrade of the driveway intersection on Jarrett St
- Extension of the existing Jarrett St driveway to unit B
- Construct a driveway to unit A

being constructed in accordance with the approved plans and specifications and completed **prior to issue of the Subdivision Certificate.**

OPERATIONAL MATTERS

Noise – Swimming Pool:

29. Noise emanating from the swimming pool filter shall at all times be in accordance with the provisions of the *Protection of the Environment (Operations) Act 1997*.

ADVISORY NOTES

Crane activity:

30. The Civil Aviation Safety Authority (CASA) have advised that a separate Obstacle Limitations Survey (OLS) assessment is to be carried out prior to any crane activities above 49.85m AHD. Prior to commencement of any crane activities, notification is to be provided to Coffs Harbour Regional Airport (CHRA) via the CHRA Safety Officer.

NORTH BOAMBEE VALLEY (WEST) INVESTIGATION AREA - UPDATE

Purpose:

The purpose of this report is to provide an update on a Planning Proposal, draft Development Control Plan (DCP) and draft Contributions Plan for the North Boambee Valley (NBV) (West) Investigation Area.

The report recommends Council resolve to defer the progression of the NBV (West) Planning Proposal until the adoption of the forthcoming Boambee - Newports Creek Flood Risk Management Plan (FRMP). The contents and actions recommended by the Boambee - Newports Creek FRMP may change the contents (including proposed land use zones) of the NBV (West) Planning Proposal in terms of flood mitigation infrastructure requirements.

The findings of the Boambee - Newports Creek FRMP are critical to the recommendations of the NBV (West) Planning Proposal, hence the recommendation to defer the Planning Proposal's progression at this point in time.

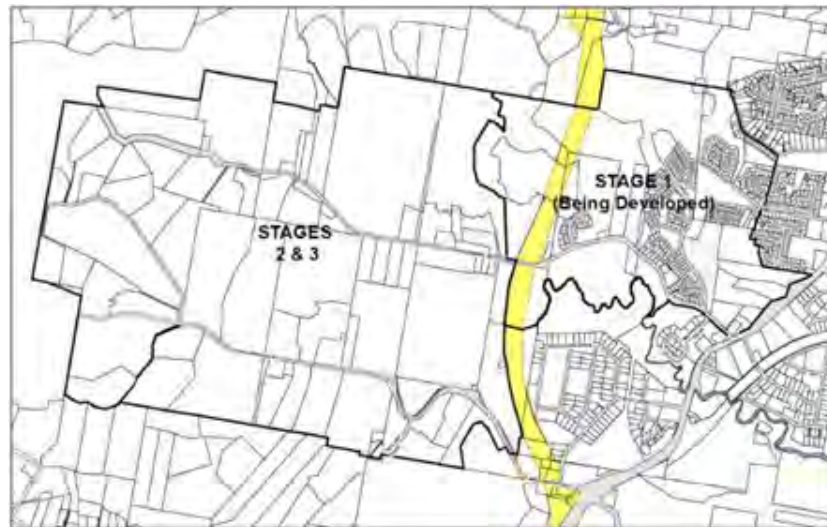
The report acknowledges that construction of a flood mitigation detention basin is required before any development in NBV (West) can be undertaken.

Background:

The NBV locality has been the subject of numerous environmental planning studies and urban planning investigations since 1982. Council has prepared several draft Local Environmental Plans (LEPs) to rezone the land for urban purposes. These draft plans, prepared between 1983 and 1988 were not supported by the State Government on the basis of preserving existing prime agricultural land to protect the banana growing industry.

In 1990, Council engaged the University of New England (UNE) to undertake a study to investigate land use conflict (agriculture versus urban development potential) of NBV Investigation Area. This study stated that "non-agricultural development should no longer be precluded from NBV on agriculturally based rationale such as prime agricultural land and/or the economic significance of the banana industry (UNE, 1990)".

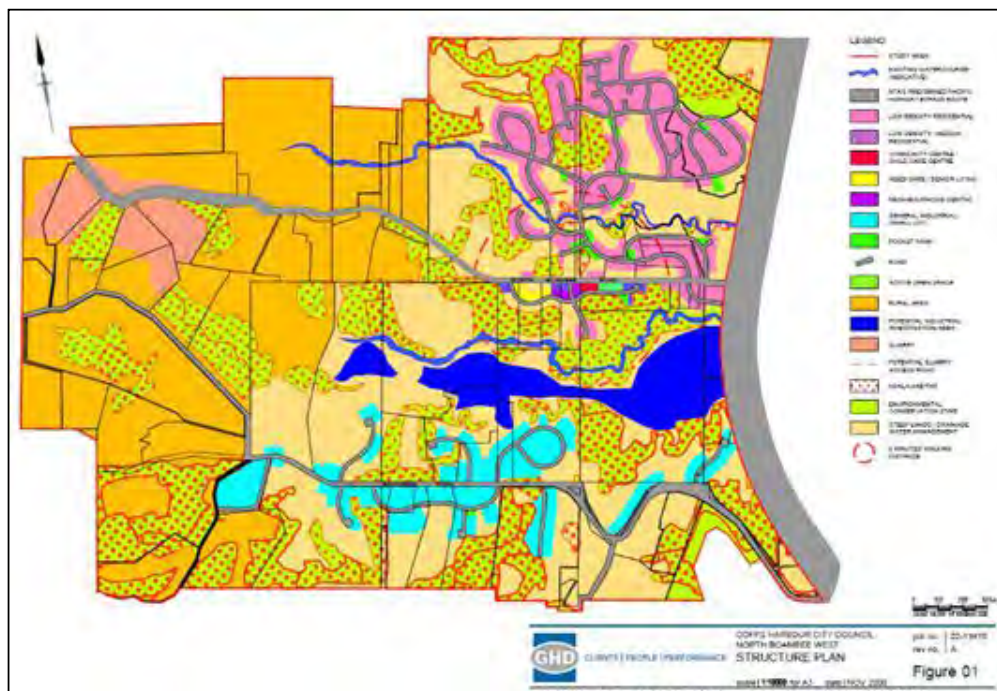
In the mid-1990s, Council prepared a Masterplan for the NBV, which was included as an urban investigation area in Council's 1996 Urban Development Strategy. The NBV was divided into three precinct stages, as shown below:



Stage 1 of the NBV was rezoned for residential development in 1997. This area is currently known as NBV (East).

In December 2004, the Roads and Traffic Authority (now Roads and Maritime Services referred to hereafter as RMS) announced its preferred route of the future Coffs Harbour Pacific Highway Bypass. This route severed Stages 2 and 3 from the Stage 1 residential area. In 2006, Council resolved to review Council's NBV Information Sheet, to reformat that document into a DCP for Stage 1, and a Structure Plan for Stages 2 and 3. Stages 2 and 3 became known as NBV (West), the subject of this report.

The NBV (West) Structure Plan, after exhibition, was adopted by Council in 2009. A map of this area follows:



In its Operational Plan of 2011-2012, Council allocated \$110,000 for the purpose of funding Planning Studies for NBV (West). Council was approached by landowners in NBV (West) to supplement funding for the project and \$100,000 was pledged by private landowners for this purpose.

On 10 May 2012, Council resolved to engage de Groot and Benson Pty Ltd to provide the Planning Studies:

1. *Council accepts the conforming tender of de Groot and Benson Pty Ltd for Contract RFT-522-TO (Provision of Planning Studies for North Boambee Valley (West), for an upper consultancy fee limit of \$218,465 (including GST) as tendered.*
2. *The contract documents be completed under Seal of Council.*
3. *Council increase funding from general revenue to finance the project's budget shortfall of \$8,465 to fund Contract RFT-522-TO.*

Council in February 2013, also commissioned a comprehensive Flood Risk Management Plan for the Boambee - Newports Creek catchment. The Boambee - Newports Creek catchment includes parts of the NBV (West) Investigation Area and areas downstream, east of the existing Pacific Highway including Coffs Harbour Health Campus.

Description of Item:

An aerial photograph of the NBV (West) Investigation Area is shown below:



The subject land is approximately 59 hectares in area and is situated approximately four kilometres south-west of Coffs Harbour Central Business District. The eastern extent of the land is bounded by the proposed Pacific Highway bypass. The western boundary of the land adjoins Boambee State Forest.

Land use in the area is mainly agriculture; there are also smaller rural allotments (one to two hectares in area) which are used primarily for residential purposes. There is an operational quarry located in the north-west corner of the subject land. There are also small pockets of undeveloped urban residential and open space land. Environmentally sensitive land (e.g. significant vegetation, koala habitat, riparian corridors) are zoned for environmental conservation. A map of the current zoning of the land is shown below:



Sustainability Assessment:

- **Environment**

Environmental sustainability issues to be addressed by the NBV (West) Planning Studies include:

- Flora and Fauna Assessment;
- Acid Sulfate Soils Analysis;
- Geotechnical Assessment;
- Bushfire Hazard Management Report;
- Flood Prone Land Assessment;
- Visual and Acoustic Analysis;
- Contaminated Land Assessment; and
- Archaeology (Indigenous and Post-settlement).

- **Social**

Social sustainability issues to be addressed by the NBV (West) Planning Studies include:

- provision of water and sewer services;
- visual and acoustic analysis;
- provision of public open space;
- opportunities for employment; and

- new residential areas being located in close proximity to existing centres and services.

- **Civic Leadership**

Civic leadership is demonstrated in this report by the impending Planning Studies addressing the following themes and objectives of Coffs Harbour 2030 Community Strategic Plan:

- ***Looking After Our Environment***

- Our natural environment and wildlife are conserved for future generations.
- We reduce our impact on the environment.

- ***Moving Around***

- We have a system of well-maintained and safe roads for all users.

- ***Places for Living***

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

- **Economic**

Broader Economic Implications

The recommendations of the NBV (West) Structure Plan and the subsequent Planning Studies anticipate a significant increase in infrastructure provision to NBV (West) which, if rezoned and development occurs, will be mainly funded by developer contributions.

Delivery Program/Operational Plan Implications

This planning project is included in Council's Operational Plan. There will be no immediate impact on Council's Operational Plan, however if the project is eventually progressed there will be works required to facilitate the project.

Risk Analysis:

NBV (West) is a key precinct for future development. The project is likely to require funding for major infrastructure including:

- Quarry Haulage Road;
- Stormwater Management.

The function of the likely quarry haulage route is to divert quarry trucks away from the existing and possibly future residential areas (according to the Structure Plan):

- improve visual amenity;
- reduce noise and dust;
- facilitate an appropriate road network in the residential areas; and
- connectivity with the Pacific Highway and existing/proposed industrial areas.

Stormwater management issues need to be addressed in order to:

- facilitate the establishment of any proposed industrial area;
- provide a flood-free environment for the likely quarry road; and

- enhance flooding protection for developed areas downstream (Pacific Highway, Isles Drive, Health Campus).

The construction of significant infrastructure is required before development can take place. Funding options include to finance this infrastructure by forward funding by Council, with monies to be recovered through levying Section 94 contributions and possibly seeking future Government grants. Should Council borrow funds for infrastructure, the borrowings will include a component for interest. Borrowing to facilitate the provision of infrastructure is considered high risk as the timing for income streams from contributions to meet loan repayments is unknown. It is also prudent to know the extent of infrastructure required before Council commits to a decision on forward funding. It is the recommendation of this report to defer the Planning Proposal; pending the Boambee - Newports Creek FRMP. This is considered prudent in terms of minimising risk to Council and achieving long-term sustainable planning practice.

Consultation:

Any future Planning Proposal will be required to be placed on public exhibition in accordance with the Environmental Planning and Assessment Act 1979.

Related Policy and / or Precedents:

The following policies and statutory documents are relevant to this report:

- Coffs Harbour LEP 2013;
- Coffs Harbour DCP 2013;
- Our Living City Settlement Strategy 2009;
- North Boambee Valley (West) Structure Plan 2010;
- Planning for Bush Fire Protection 2006;
- Mid North Coast Regional Strategy and Growth Area Maps;
- Environmental Planning and Assessment Act 1979 and Regulations;
- Coffs Harbour 2030 Plan;
- Land Use Conflict in Rural Areas;
- Coffs Harbour City Koala Plan of Management; and
- NSW P&I Section 117 Ministerial Directions.

Statutory Requirements:

The Planning Studies, and any future Planning Proposal will be prepared in accordance with the Environmental Planning and Assessment Act 1979 and Regulations.

Issues:

- **Flooding and Mitigation**

- ***Boambee - Newports Creek Flood Risk Management Plan (FRMP)***

Council is currently undertaking the preparation of a FRMP for the Boambee - Newports Creek catchment. This catchment includes the NBV (West) investigation area, which will influence the type and size of any proposed detention basins which are required in NBV (West).

The FRMP catchment extends eastwards of the NBV (West) area, including Isles Drive Industrial Estate and Coffs Harbour Health Campus. The Boambee - Newports Creek FRMP will include recommendations for flooding mitigation over the whole catchment.

As part of the investigation into NBV (West), flood modelling and assessment has been undertaken for two different sized detention basins. A smaller detention basin was assessed and that was designed to offset the impacts associated with any future rezoning and development in NBV (West).

A larger detention basin was also modelled and assessed that included offset of impacts from rezoning plus flood mitigation benefits for areas downstream of NBV (West). The flood modelling and assessment undertaken for NBV (West) focused on the NBV (West) investigation area but indicated there would be benefits for the downstream catchment. The FRMP will assess the larger detention basin in particular a more detailed assessment of the possible downstream benefits and how this flood mitigation option fits in with the overall FRMP for Boambee – Newport's Creek. If recommended as a flood mitigation option in the plan, it will open up funding opportunities for the basin.

Completion of the Boambee – Newport's Creek Floodplain Risk Management Study and Plan is scheduled for early 2015.

It is recommended that the Boambee - Newports Creek FRMP is finalised prior to the NBV (West) Planning Proposal being progressed, to minimise the financial risks involved in designing flooding mitigation works which may be inappropriate over the extent of the wider catchment. Issues such as land acquisition, timing of works and release areas and funding will also need to be clarified and / or progressed to minimise risk to Council.

– ***Flooding Mitigation***

The Planning Studies include a comprehensive and extensive study of flood liable lands within NBV (West) area. In terms of topography, NBV (West) is characterized by hilly terrain with two gently sloping flood plains. While the Flood Study has determined that much of these flood plains become inundated during a 1 in 100 year flood event, the level of inundation is quite shallow, being typically 0.5 metres or less.

The flood modeling undertaken is of a sufficient level to reasonably predict flood levels, to assess the impact of potential development and identifying works to mitigate flooding impacts.

Proposed flood mitigation works may include filling parts of the land to an appropriate standard, and provision of compensatory floodways and detention basins. While these proposed works will involve an initial economic outlay, preliminary calculations indicate that the cost of the proposed earthworks would be approximately 10-15% of the developed land's market value.

Economic investment in flood mitigation works can address the potential demand for developable industrial land, particularly for large lot industrial development. The Flood Study which is part of the wider Planning Studies for NBV (West), indicates that provision of up-stream detention basins and floodways can negate adverse flooding impacts within and downstream of the Study Area.

If NBV (West) is developed and flood mitigation works are not carried out, the peak 1 in 100 year flow downstream in Newports Creek will increase, which in turn increases the level of major flood events, which is not a desirable economic, social or environmental outcome.

- **Traffic and Transport**

The NBV (West) Planning Studies have been addressing estimates of likely traffic impacts on the Pacific Highway and subsequent liaison with the RMS on the assessment of these impacts. The RMS has initiated the reconstruction of the Pacific Highway / North Boambee Valley intersection which will improve levels of service for traffic accessing North Boambee Road. An allowance for traffic growth in North Boambee Valley has been made in the design model for the new Pacific Highway intersection; however RMS advise that more sophisticated traffic modeling of the road network is required to determine limits for new traffic generating development.

Further negotiations are required with RMS on scope of works and assessment criteria for this traffic modeling.

Implementation Date / Priority:

The Boambee - Newports Creek FRMP is expected to be completed in approximately 12 months (early 2015). This timeframe includes all public consultation and determination by Council.

The precautionary approach, of deferring progression of the Planning Proposal until the results of the Boambee - Newports Creek FRMP are determined, is deemed appropriate as it enables Council to more effectively address the flooding issues and associated financing.

Recommendation:

1. That Council defer the progression of the North Boambee Valley (West) Planning Proposal until the outcomes of the Boambee - Newports Creek Flood Risk Management Plan and further consultation with RMS on Pacific Highway traffic impacts have been considered.
2. That a further report be presented to Council following the finalisation of the Boambee - Newports Creek Flood Risk Management Plan, concerning the progression of the North Boambee Valley (West) Planning Proposal.
3. That landowners in the North Boambee Valley (West) Planning Proposal area be informed of Council's decision.

JETTY4SHORES PROJECT UPDATE

Purpose:

To present Council with an update of progress on the Jetty4Shores Project and to seek delegations to obtain loan funds.

Description of Item:

At the Council meeting of 24 October 2013, Council adopted the Jetty4Shores Project Concept Plan, implementation plan and preliminary budgets, at which time it was resolved:

1. *That Council adopt the Jetty4Shores Concept Plan, implementation plan and preliminary budget estimates (Attachment 5).*
2. *That Council make application for an interest subsidy under Round 3 of the Local Infrastructure Renewal Scheme (LIRS).*
3. *That Council use the initial allocation of \$300,000 in its 2013/2014 Operational Plan to commence detailed design and environmental assessments, with the balance, and the corresponding annual allocation in the Long Term Financial Plan for the Jetty4Shores Project, to secure loan funds, repayable over 10 years.*
4. *That Council progress the Jetty4Shores Project Concept Plan by undertaking a detailed design of Stage 1 - Jetty Walkway (including environmental assessment) and proceeding to construction, subject to the granting of a lease across the ARTC land and securing loan funds.*
5. *That Council undertake detailed design and all necessary environmental assessments of Stage 2 - Kiosk Area (steps and paving), Stage 3 - Market/Picnic Area and Stage 4 – Boardwalk (north of jetty pier), including the engagement of a coastal engineering consultant.*
6. *That a report be brought back to Council on completion of the detailed design and environmental assessments of Stages 2-4, which also includes options for further funding of the Jetty4Shores Concept Plan.*
7. *That Council continue to consult with relevant stakeholders during the detailed design phase of each stage of the Jetty4Shores Project.*
8. *That Council continue to analyse community feedback at the detailed design phase of the Jetty4Shores Project, for opportunities to include appropriate design elements into the design.*
9. *That Council commence a Planning Proposal to amend Coffs Harbour LEP 2013, to address the inconsistency between the Jetty4Shores Concept Plan (which provides for public domain improvements) and the existing LEP provisions (which provides for residential built form) for the RE1 Public Recreation Zone within the study area.*
10. *That a Project Plan for a Precinct Planning exercise (incorporating a community participation plan) for the wider Jetty and Foreshores area be brought back to Council in 2014, aimed at developing a long term community vision for future landuses and associated planning provisions in the locality.*
11. *That Council thank the Jetty4Shores Community Reference Group for their involvement in the project.*

Work is well underway in accordance with the resolution of Council. An application for an interest subsidy for the full cost of Stage 1 (budget estimate of \$1.44 million) under Round 3 of the Local Infrastructure Renewal Scheme (LIRS) has been lodged in accordance with Resolution 2 above for construction of the Stage 1 – Jetty Walkway. It will not be known until March 2014 whether this application has been successful.

Detailed design of Stage 1 – Jetty Walkway has commenced in accordance with Resolution 3. It is anticipated that detailed design, issue of a lease or licence from Australian Rail Track Corporation (ARTC), approvals, consultation and construction programming will be completed by September 2014. Construction is estimated to commence in September 2014 with completion by February 2015. Negotiations have commenced with ARTC in accordance with Resolution 4 for the issue of a lease or licence over part of the rail land to allow for construction of Stage 1.

Loan funds, to be repaid over a ten-year period in accordance with Resolution 3, will be sought from a number of financial institutions in late February 2014 via an 'Expression of Interest' process. The ongoing allocation of \$300,000 in Council's budget allows for a \$2.2M loan borrowing. This will enable Council to complete Stage 1 (subject to a lease being granted across ARTC land), and to undertake detailed design and environmental/coastal assessments of Stages 2 (Area B Kiosk Area which includes steps and paving area), 3 (Market / Picnic Area) and 4 (Boardwalk north of Jetty pier) for reporting back to Council (in accordance with Resolutions 3, 4, 5 and 6). If Council's LIRS application is successful a subsidy of approximately \$250,000 (to reduce loan interest charges) will be reimbursed to Council over a ten-year period and will contribute to future Jetty4Shore works.

The purpose of this report to Council is to seek delegated approval for the General Manager to accept the most suitable offer in relation to the loan borrowings and for the Mayor and General Manager to execute all documents associated with the loan. This is anticipated to occur by April 2014.

Sustainability Assessment:

- **Environment**

The work will be subject to approval under Part 5 of the Environmental Planning and Assessment Act 1979, with Council as the determining authority. The approval for raising loans does not have any specific environmental impacts.

- **Social**

The development of the community spaces in the proposed Concept Plan study area will enhance social opportunities for the community. Consultation with key stakeholders and leasees in the study area will need to be ongoing in moving through the detailed design stage.

- **Civic Leadership**

The Jetty Foreshores form an important social space for local residents and visitors alike. The Concept Plan works towards achieving the outcomes identified within the Coffs Harbour 2030 Plan, including strategies such as building pride and identity in Coffs Harbour as a community and a place; and creating facilities and services that allow the community to reach its full potential.

- **Economic**

Broader Economic Implications

The appropriate development of the public aspects of the Foreshore will assist in developing and attracting visitors to the overall Jetty Foreshores locality. This has broad positive economic impacts for the entire City and the region.

Delivery Program/Operational Plan Implications

Proposed loan borrowings for the Jetty4Shores were indicated in the 2013/14 Operational Plan and were included in Council's 2013/2014 'Loan Borrowing Return' previously submitted to the Division of Local Government.

Risk Analysis:

Preliminary costings have been provided by a Quantity Surveyor for all aspects of the Concept Plan and have been used in identifying recommended staging for the Plan. Detailed design and environmental assessments will ensure additional risk analysis is undertaken prior to spending funds.

Consultation:

There has been extensive consultation for the life of the project. The final draft Concept Plan 2013, implementation plan and preliminary budget estimates were amended in response to submissions received.

Related Policy and / or Precedents:

Council has a responsibility under its care, control and management of the land that is being investigated as part of this project as the Corporate Manager of Coffs Coast State Park Reserve Trust. The Reserve Trust is obliged to undertake the planning for the Foreshores.

Statutory Requirements:

The Department of Local Government has indicated that borrowings should only be made if allowed for in the Operational Plan. Councils are also required to advise the Department of amounts borrowed in accordance with the regulations (clause 230 of the Local Government (General) Regulation 2005) outlining the amount, interest rate and term of the loan.

Issues:

Council has adopted a staging plan for the Jetty4Shores Concept Plan. Seeking to borrow loan funds as outlined in this report is in accordance with Council's resolution of 24 October 2013.

Council has included an initial allocation of \$300,000 in its 2013/2014 Operational Plan, and the corresponding annual allocation in the Long Term Financial Plan, for loan repayments from the Community Facilities Program to progress the Jetty4Shores Project Concept Plan, as adopted by Council. This allocation will allow initial loan funds totaling \$2.2M to be borrowed at market interest rates, and used to design and construct Stage 1 – Jetty Walkway, as well as to design and undertake environmental and coastal assessments for Stages 2-4 (however, no construction without further resolution of Council).

It is necessary to seek delegations for the General Manager to negotiate and accept the most suitable offer, as well as for the Mayor and General Manager to execute all documents associated with the loan.

Implementation Date / Priority:

The loan application will be made once Council is advised if its application under Round 3 of the LIRS scheme has been successful or otherwise.

Recommendation:

1. That offers for a loan totaling \$2.2M be sought from appropriate lending institutions towards the Jetty4Shores Project.
2. That delegated approval be given to the General Manager to accept the most suitable offer in relation to the loan.
3. The Mayor and General Manager be authorised to execute all documents associated with the loan under common seal of Council.

ACCEPTANCE OF PUBLIC RESERVES MANAGEMENT FUND PROGRAM LOANS FOR COFFS COAST STATE PARK TRUST AND WOOLGOOLGA BEACH RESERVE TRUST

Purpose:

To accept the offer of Public Reserves Management Fund (PRMF) Program Loans from the department of Trade and Investment, Crown Lands, for Woolgoolga Beach Reserve Trust and Coffs Coast State Park Trust.

Description of Item:

Council, as Corporate Manager of the Coffs Coast State Park Trust (CCSPT) and Woolgoolga Beach Reserve Trust (WBRT), has made application to the PRMF for loan funding totaling \$1,900,000.

The CCSPT has applied for \$1,500,000 for:

- Nine holiday villas (including two fully accessible villas) at Park Beach Holiday Park,
- Extensions to the existing Camp Kitchen at Park Beach,
- Five holiday villas (including two fully accessible villas) at Sawtell Beach Holiday Park.

The WBRT has applied for \$400,000 for:

- New reception building at Lakeside Holiday Park,
- New managers residence at Lakeside Holiday Park,
- Three fully refurbished villas at Lakeside Holiday Park (purchased and relocated from Park Beach),
- Upgrades to electrical, water and sewer infrastructure at Lakeside Holiday Park,
- Road works at Lakeside Holiday Park.

The Department of Trade and Investment, Crown Lands, has approved the applications and the two Trusts are now required to provide formal acceptance of the loan offers prior to 20 February 2014.

Sustainability Assessment:

- **Environment**

Park guests consume resources whilst in the Coffs Harbour Local Government Area, however this is offset by the fact that they are not consuming resources at their place of residence. Revenue generated within the Coffs Coast State Park and Woolgoolga Beach Reserve is invested back into the reserve system including the environmental management of the locations. All parks are committed to environmental initiatives aimed at reducing their impact upon the environment. The products being installed with the loan funding will be designed and manufactured in line with environmentally sustainable practices.

- **Social**

Holiday Parks and Caravan Parks are an important resource in meeting the recreational needs of the greater community. Funds generated through the parks contribute to the development of social and recreational facilities within the reserve system.

- **Civic Leadership**

The two Trusts assist Council in meeting objectives set down in the Coffs Harbour 2030 Community Strategic Plan, and are consistent with the following strategies:

- LP1.1.1 - Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.
- PL2.1.2 - Protect and expand public spaces and facilities and ensure they are accessible and safe for all.

- **Economic**

Broader Economic Implications

The holiday parks and caravan parks are important tourist facilities drawing visitors to the region. Flow on effect of visitation is deemed to have a generally positive impact upon the economic performance of the region.

Delivery Program/Operational Plan Implications

The State Park and Woolgoolga Beach Reserve generate funds that are used within the reserves and contribute to the management and upkeep of the locations, reducing the demand on alternate funding sources.

Risk Analysis:

Any borrowings of this nature always pose a moderate risk. These risks have been ameliorated through robust strategic and financial planning for the Trusts' operation. The CCSPT has previously borrowed substantial amounts from the PRMF and has always been able to meet its obligations through the trading revenues of the Trust.

Consultation:

Experienced industry consultants were used to assist in the preparation of the Trusts' strategic plans and the borrowing of funds is in alignment with the individual Sustainable Improvement Strategies and Masterplans (SISM) for each Holiday Park.

Related Policy and / or Precedents:

Council, as Corporate Manager of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust, is required to formally accept the loan offers.

Statutory Requirements:

Council is Corporate Manager of the Coffs Coast State Park Trust and the Woolgoolga Beach Reserve Trust under the provisions of the Crown Lands Act.

Issues:

The borrowing of funds from the PRMF is a strategy listed within the Holiday Parks individual SISMs and has previously been used to great effect at Park Beach and Sawtell with a large number of the capital projects completed over the past 10 years being funded via PRMF loans.

Each year the holiday parks are required to pay 5% of the parks gross revenue into the PRMF, which is then offered back to interested Trusts as loan funds for capital improvements and projects.

Both Trusts are currently debt free with the CCSPT finalising its most recent loan in October 2013.

The current loans are offered at an interest rate of 5% per annum and will be paid off within 10 years using income derived from holiday park trading.

Implementation Date / Priority:

The loan offers must be accepted prior to 20 February 2014.

Recommendation:

That Council:

1. **As Corporate Manager of the Coffs Coast State Park Trust, accept the Public Reserves Management Fund loan offer of \$1,500,000 for 'installation of nine holiday villas (including two disabled villas) and extension to camp kitchen at Park Beach Holiday Park and five holiday villas (including two disabled villas) at Sawtell Beach Holiday Park'**
2. **As Corporate Manager of the Woolgoolga Beach Reserve Trust, accept the Public Reserves Management Fund loan offer of \$400,000 for 'a new reception/manager's residence, three upgraded villas, improved electrical, water and sewer infrastructure and sealing of roadways at Woolgoolga Lakeside Caravan Park'.**

MONTHLY BUDGET REVIEW FOR NOVEMBER 2013

Purpose:

To report on the estimated budget position as at 30 November 2013.

Description of Item:

Estimated budget position as at 30 November 2013:

	General Account \$	Water Account \$	Sewer Account \$
Original budget adopted 13 June 2013	426,307 (D)	4,553,442 (D)	3,165,226 (D)
Approved variations to 31 October 2013	(410,044) (S)	Nil	Nil
Recommended variations November 2013	1,337 (D)	Nil	Nil
Estimated result as at 30 November 2013	17,600 (D)	4,553,442 (D)	3,165,226 (D)

General Account

**Deficit/
(Surplus)**

Transformation to Sustainability Project engagement of consultant as approved Ordinary meeting 14 November 2013 GM 13/32, funded by Business Development reserve	90,000 (D)
Transfer of funding from Business Development reserve per above	(90,000) (S)
Funds required to resource the Special Rate Variation (SRV) application and associated community engagement	25,000 (D)
Reallocation of 2030 implementation funding to SRV application costs	(25,000) (S)
Reflect RFS approved 13/14 allocations per Commissioner's letter against those applied and originally budgetted for	53,761 (D)
Savings in contribution to NSW Fire Brigades per advice of actual cost by Minister for Police and Emergency Services	(29,924) (S)
Savings in contribution to State Emergency Services per advice of actual cost by Minister for Police and Emergency Services	(7,500) (S)
Projected extra income from Development Construction and Building Certification Fees	(55,000) (S)
Funding required for building condition and maintenance plan reports	40,000 (D)
Drainage works on the Northern Warm Up Field at the C.ex Stadium Developer Contributions (S94) reserve funding for drainage works at warm up field	250,000 (D) (250,000) (S)
Tourism Marketing Models Consultation as approved Ordinary meeting 14/11/13 CD13/5, funded by 2013/14 Events Marketing budget	20,000 (D)

Transfer of funding from Events Marketing as above	(20,000) (S)
Increase to MIDROC annual contribution due to change of fee structure now being a base rate plus 13c per capita per ABS data	7,480 (D)
Surplus funds in advertising budget to offset increased MIDROC fees	(7,480) (S)
Council loan to Sportz Central as contribution towards the upgrade of court lighting which is also part funded by external grant funds received (per council resolution at City Services meeting 14/2/13 – CS13/5)	35,000 (D)
Council loan to Sportz Central funded internally from ELE Reserve	(35,000) (S)
Total	1,337 (D)

Water Account

Total Nil

Sewer Account

Total Nil

Sustainability Assessment:

- **Environment**

There are no perceived short or long term environmental impacts.

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget cash position by June 30 each year in conjunction with meeting its short term priorities.

- **Economic**

Broader Economic Implications

When dealing with increased community demands Council has to focus on the balance of providing services with the limited funds available. Council aims to ensure a healthy financial position is maintained to ensure ongoing viability of the organisation.

Delivery Program/Operational Plan Implications

The original budget for the General Account adopted on the 13 June 2013 provided for a deficit of \$426,307.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2013/14.

Risk Analysis:

Not applicable.

Consultation:

Managers and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

Related Policy and / or Precedents:

The Director Corporate Business has provided guidelines to staff regarding their responsibilities relating to effective and transparent budget review and assessment processes. This framework provides guidance in achieving the objective of a year end balanced budget in the General Fund.

Statutory Requirements:

Under local government regulations Council is required to submit a quarterly budget review to Council. Therefore Council is under no obligation to provide monthly reviews but has recommended they be completed as part of prudent financial management.

The Responsible Accounting Officer believes this report indicates the financial position of the Council is satisfactory, having regard to the original estimate of Income and Expenditure

Issues:

Currently any major budget issues are collated and addressed on a monthly basis via a separate report to the Corporate Development Team.

Implementation Date / Priority:

Management will continue to monitor the organisation's performance with a view to improving service delivery.

Recommendation:

That the budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 30 November 2013:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 13 June 2013	426,307 (D)	4,553,442 (D)	3,165,226 (D)
Approved Variations to 31 October 2013	(410,044) (S)	Nil	Nil
Recommended variations November 2013	1,337 (D)	Nil	Nil
Estimated result as at 30 November 2013	<u>17,600 (D)</u>	<u>4,553,442 (D)</u>	<u>3,165,226 (D)</u>

BANK BALANCES AND INVESTMENT FOR NOVEMBER AND DECEMBER 2013

Purpose:

To list Council's Bank Balances and Investments as at 30 November 2013 and 31 December 2013.

Description of Item:

A copy of the state of Bank Balances and Investments as at 30 November 2013 and 31 December 2013 are attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. As such the ledger balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

Reports written by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors) which examine economic and financial markets data for November 2013 and December 2013, and review the performance of Council's investment portfolio for months ended 30 November 2013 and 31 December 2013 are available in the Councillors Resource Centre.

Sustainability Assessment:

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

Broader Economic Implications

Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term, earnings from investments can vary due to economic conditions and financial markets.

Council constructs its investment portfolio with consideration of current conditions and to comply with the Division of Local Government investment policy guidelines.

Delivery Program/Operational Plan Implications

For November 2013 it is noted that after deducting from the total bank and investment balances of \$157,083,074, the estimated restricted General, Trust, Water and Sewerage cash and investments (\$156,961,857) the Unrestricted Cash is \$121,217.

For December 2013 it is noted that after deducting from the total bank and investment balances of \$155,415,322, the estimated restricted General, Trust, Water and Sewerage cash and investments (\$155,294,105) the Unrestricted Cash is \$121,217.

Risk Analysis:

The likelihood of risks associated with New South Wales Local Government's investing funds is now remote due to the conservative nature of investments permitted under statutory requirements. The risks of capital not being returned in relation to each individual investment Council owns, is indicated in the attachment. The main risks for Council's investment portfolio are liquidity and credit risk, both of which are being managed under the advice of CPG Research & Advisory Pty Ltd.

Consultation:

Council's investment advisors, CPG Research & Advisory Pty Ltd have been consulted in the preparation of this report.

Related Policy and / or Precedents:

Council funds have been invested in accordance with Council's *Investment Policy* (POL-049), which was adopted on 22 August 2013.

Statutory Requirements:

Local Government Act 1993 – Section 625
Local Government Act 1993 – Investment Order (dated 12 January 2011).
Local Government General Regulation 2005
The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) and 14C(2).

Issues:

Nil.

Implementation Date / Priority:

Nil.

Further details are provided as a note on the attachment.

Recommendation:

1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and fifty seven million, eighty three thousand, and seventy four dollars (\$157,083,074) as at 30 November 2013 be noted.
2. That the general fund unrestricted cash and investments totaling one hundred and twenty one thousand, two hundred and seventeen dollars (\$121,217) as at 30 November 2013 be noted.
3. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and fifty five million, four hundred and fifteen thousand, and three hundred and twenty two dollars (\$155,415,322) as at 31 December 2013 be noted.
4. That the general fund unrestricted cash and investments totaling one hundred and twenty one thousand, two hundred and seventeen dollars (\$121,217) as at 31 December 2013 be noted.

BANK BALANCES AND INVESTMENTS AS AT 30 NOVEMBER 2013

	Credit Rating at 30/11/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/11/13 \$	Market Value as at 30/11/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
OVERNIGHT FUNDS:								
Cash - Fair Value movements through profit & loss								
NAB - Bank Accounts	AA-			3,787,909	4,395,579	36,725	2.33	Low
UBS Cash Management Trust Members Equity Bank - Business Investment Account	AAA			3,463,135	3,503,877	2,768	1.57	Low
NAB Professional Funds Account	BBB+			71	71	1	3.10	Low
Delphi Bank - Cash M'ment Acc't	AA-			188,188	2,970,814	31,551	2.90	Low
Rabo Bank - Premium Cash Manage	A-			40,424	47,447	151	2.60	Low
Suncorp Business Saver	AA			6,463	6,463	103	4.00	Low
ANZ Negotiator Saver - Trust A/c	A-			190,494	190,925	1,604	3.25	Low
CUA Prime Access	AA-			131,253	131,598	345	3.20	Low
	NR			82	82	-	0.01	Low
Total				7,808,018	11,246,856	73,249		
BENCHMARK RATE - 11 AM INDICATIVE CASH RATE							2.50	
BENCHMARK RATE - UBS BANK BILL INDEX							2.62	
Term Deposits - Fair Value movements through profit & loss								
Investec 17/11/14	BBB-	17/11/2014	8,000,000	8,000,000	8,000,000	252,513	7.53	Low
Investec 29/6/16	BBB-	29/06/2016	1,000,000	1,000,000	1,000,000	31,313	7.47	Low
Investec 8/7/15	BBB-	8/07/2015	1,000,000	1,000,000	1,000,000	30,223	7.21	Low
Investec 8/8/16	BBB-	8/08/2016	2,500,000	2,500,000	2,500,000	70,108	6.69	Low
Investec 6/6/17	BBB-	6/06/2017	2,000,000	2,000,000	2,000,000	45,607	5.44	Low
Investec 14/8/15	BBB-	14/08/2015	1,800,000	1,800,000	1,800,000	48,516	6.43	Low
AMP 24/5/16	A	24/05/2016	5,000,000	5,000,000	5,000,000	154,048	7.35	Low
AMP 10/3/14	A	10/03/2014	2,000,000	2,000,000	2,000,000	36,468	4.35	Low
Arab Bank 7/5/18	A-	7/05/2018	1,500,000	1,500,000	1,500,000	29,552	4.70	Low
Arab Bank 14/5/14	A-	14/05/2014	1,000,000	-	1,000,000	1,770	3.80	Low
Arab Bank 2/12/13	A-	2/12/2013	1,000,000	1,000,000	1,000,000	9,510	3.90	Low
Arab Bank 10/9/15	A-	10/09/2015	2,000,000	2,000,000	2,000,000	18,883	4.25	Low
Westpac 27/6/14	AA-	27/06/2014	1,000,000	1,000,000	1,000,000	27,247	6.50	Low
Westpac 6/5/14	AA-	6/05/2014	4,000,000	4,000,000	4,000,000	70,422	4.20	Low
NAB 9/3/15	AA-	9/03/2015	2,000,000	2,000,000	2,000,000	37,475	4.47	Low
NAB 12/3/15	AA-	12/03/2015	2,500,000	2,500,000	2,500,000	47,282	4.51	Low
NAB 2/12/13	AA-	2/12/2013	1,000,000	1,000,000	1,000,000	9,266	3.80	Low
Delphi Bank 29/1/15*	A-	29/01/2015	2,000,000	2,000,000	2,000,000	36,804	4.39	Low
Delphi Bank 14/2/14*	A-	14/02/2014	5,000,000	5,000,000	5,000,000	147,760	7.05	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,000,000	2,000,000	56,170	6.70	Low
Delphi Bank 7/3/14*	A-	7/03/2014	1,500,000	1,500,000	1,500,000	44,328	7.05	Low
Credit Union Australia 11/4/14	BBB+	11/04/2014	1,000,000	1,000,000	1,000,000	28,588	6.82	Low
Credit Union Australia 12/5/14	BBB+	12/05/2014	2,000,000	2,000,000	2,000,000	56,673	6.76	Low
Credit Union Australia 9/5/14	BBB+	9/05/2014	500,000	500,000	500,000	12,471	5.95	Low
Suncorp 11/8/14	A-	11/08/2014	3,000,000	3,000,000	3,000,000	79,225	6.30	Low
Suncorp 23/12/13	A-	23/12/2013	1,000,000	1,000,000	1,000,000	21,127	5.04	Low
Bank of Queensland 4/9/17	BBB	4/09/2017	2,000,000	2,000,000	2,000,000	47,367	5.65	Low
Bank of Queensland 5/2/18	BBB	5/02/2018	3,000,000	3,000,000	3,000,000	84,783	5.15	Low
Bank of Queensland 5/3/18	BBB	5/03/2018	2,000,000	2,000,000	2,000,000	42,756	5.10	Low
Bank of Queensland 17/5/17	BBB	17/05/2017	1,000,000	1,000,000	1,000,000	19,492	4.65	Low
Bank of Queensland 5/12/13	BBB	5/12/2013	2,000,000	2,000,000	2,000,000	17,932	3.85	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,000,000	5,000,000	149,856	7.15	Low
Rabo Direct 10/8/15	AA	10/08/2015	1,000,000	1,000,000	1,000,000	28,085	6.70	Low
Rabo Direct 13/4/15	AA	13/04/2015	1,000,000	1,000,000	1,000,000	18,863	4.60	Low
ING 17/8/17	A	17/08/2017	2,000,000	2,000,000	2,000,000	50,385	6.01	Low
ING 6/9/17	A	6/09/2017	2,000,000	2,000,000	2,000,000	46,948	5.60	Low
ING 7/5/18	A	7/05/2018	1,500,000	1,500,000	1,500,000	29,301	4.66	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,000	1,000,000	29,762	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,000,000	1,000,000	29,762	7.10	Low
ME Bank 15/5/14	BBB+	15/05/2014	2,000,000	2,000,000	2,000,000	35,630	4.25	Low
ME Bank 2/6/14	BBB+	2/06/2014	2,000,000	2,000,000	2,000,000	29,918	4.20	Low
Police Credit Union 26/2/15	NR	26/02/2015	1,000,000	1,000,000	1,000,000	19,408	4.63	Low
Police Credit Union 17/5/16	NR	17/05/2016	500,000	500,000	500,000	9,452	4.51	Low
Bendigo & Adelaide Bank	A-	16/04/2014	2,800,000	2,800,000	2,800,000	50,469	4.30	Low
Bank of Sydney 12/5/14	NR	12/05/2014	1,000,000	-	1,000,000	1,973	4.00	Low
Bank of Sydney 11/2/14	NR	11/02/2014	2,000,000	-	2,000,000	3,847	3.90	Low
Bank of Sydney 13/1/14 - RPT	NR	13/01/2014	1,220,000	1,220,000	1,220,000	6,284	4.00	Low
CBA 16/5/16	AA-	16/05/2016	1,000,000	1,000,000	1,000,000	18,863	4.60	Low
CBA 17/5/16	AA-	17/05/2016	1,000,000	1,000,000	1,000,000	18,863	4.60	Low
CBA 23/5/16	AA-	23/05/2016	1,000,000	1,000,000	1,000,000	19,073	4.55	Low
CBA 30/5/16	AA-	30/05/2016	1,000,000	1,000,000	1,000,000	19,073	4.55	Low
CBA 6/6/16	AA-	6/06/2016	1,000,000	1,000,000	1,000,000	19,073	4.55	Low
CBA 29/10/17	AA-	29/10/2017	2,779,070	2,511,423	2,779,070	34,591	3.03	Low
Total			102,099,070	97,831,423	102,099,070	2,265,090		

	Credit Rating at 30/11/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/11/13 \$	Market Value as at 30/11/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
Floating Rate Notes:								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
Bank of Queensland 7/12/15	BBB	7/12/2015	5,034,450	5,095,000	5,108,900	131,208	4.19	Low
Bank of Queensland 30/5/16	BBB	30/05/2016	3,000,000	3,041,910	3,019,680	79,877	3.96	Low
CBA	AA	24/12/2015	8,310,300	8,301,990	8,314,455	308,021	3.63	Low
Macquarie Bank 9/3/17	A	9/03/2017	5,000,000	5,263,970	5,257,995	72,564	5.47	Low
Macquarie Bank 24/2/14	A	24/02/2014	1,001,180	1,013,340	1,004,460	13,653	4.50	Low
Arab	A-	12/12/2014	5,000,000	5,010,820	5,015,245	62,745	4.11	Low
ME Bank	BBB+	28/11/2016	500,000	-	500,000	-	3.86	Low
Total			27,845,930	27,727,030	28,220,735	668,067		
Capital Protected Notes								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
Lehman #	D	15/06/2009	300,000	-	-	-	0.00	High
Lehman #^	D	15/06/2009	500,000	-	-	-	0.00	High
Total			800,000	-	-	-		
Floating Rate Term Deposits:								
Bank of Queensland	BBB	26/02/2016	1,500,000	1,500,000	1,500,000	25,790	4.10	Low
ING	A	27/02/2015	2,000,000	2,000,000	2,000,000	34,456	4.11	Low
Total			3,500,000	3,500,000	3,500,000	60,247		
Fixed Coupon Bonds								
Heritage Bank	BBB+	20/06/2017	7,787,748	8,015,554	7,993,038	229,480	7.25	Low
CBA	AA-	7/11/2018	1,000,490	-	1,003,082	5,890	4.50	Low
Total			8,788,238	8,015,554	8,996,120	235,370		
Covered Bonds								
ANZ	AAA	16/08/2023	995,350	-	995,491	(14,129)	5.00	Low
Total			995,350	-	995,491	(14,129)		
Floating Rate Transferrable Certificate of Deposit								
Greater Building Society	BBB+	15/04/2016	2,000,000	2,019,020	2,024,800	67,612	4.08	Low
Total			2,000,000	2,019,020	2,024,800	67,612		
Other:								
Southern Phone Company Shares	N/A	N/A	2	2	2	-	N/A	Low
			2	2	2	0		
Securities No Longer Held (excluding Managed Funds).								
Accumulated at October 2013								
Bank of Sydney TD	NR	4/11/2013	2,000,000	2,000,000	-	10,447	4.00	Low
Arab Bank 5/11/13	A-	5/11/2013	2,000,000	2,000,000	-	12,493	3.80	Low
Total			4,000,000	4,000,000	-	128,413		
GRAND TOTAL (before fees)				150,901,047	157,083,074	3,483,919		
Less Portfolio Fees (Advice & Salary)						(69,216)		
GRAND TOTAL				150,901,047	157,083,074	3,414,703		

Capital Guaranteed at maturity

^ Ex Infrastructure IMP

* Rated by Fitch

The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.

First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.

Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.

Less Unrealised Capital Gains/(Loss) for Available For Sale Investments \$ 4,700
 Income to Profit & Loss \$ 3,410,003

TOTAL CASH & INVESTMENTS AS AT 30 NOVEMBER 2013 \$ 157,083,074

LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS

Water Fund	\$ 34,299,477	
Sewer Fund	\$ 57,616,437	\$ 91,915,914

GENERAL FUND CASH & INVESTMENTS \$ 65,167,160

LESS TRUST FUND BALANCES AS AT 30 NOVEMBER 2013 \$ 1,588,679

LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves e \$ 63,457,264

ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 JUNE 2014

Unrestricted Cash & Investments as at 30 June 2013 \$ 137,480

Deduct - 2013/14 Budget Deficit (Budget Review - 31/10/13 - adopted 12/12/13) \$ (16,263)

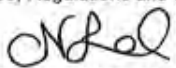
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 JUNE 2014 \$ 121,217

I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.

Responsible Accounting Officer.

BANK BALANCES AND INVESTMENTS AS AT 31 DECEMBER 2013

	Credit Rating at 31/12/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/12/13 \$	Market Value as at 31/12/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
OVERNIGHT FUNDS:								
Cash - Fair Value movements through profit & loss								
NAB - Bank Accounts	AA-			4,395,579	3,284,268	44,588	2.32	Low
UBS Cash Management Trust	AAA			3,503,877	2,642,642	14,733	1.55	Low
Members Equity Bank - Business Investment Account	BBB+			71	71	1	3.10	Low
NAB Professional Funds Account	AA-			2,970,814	4,625,103	51,088	2.90	Low
Delphi Bank - Cash M'ment Acc't	A-			47,447	54,741	229	2.60	Low
Rabo Bank - Premium Cash Manage	AA			8,463	6,453	93	4.00	Low
Suncorp Business Saver	A-			190,925	191,371	2,050	3.25	Low
ANZ Negotiator Saver - Trust A/c	AA-			131,598	131,921	668	3.20	Low
CUA Prime Access	NR			82	82	-	0.01	Low
Total				11,246,856	10,936,652	113,450		
BENCHMARK RATE - 11 AM INDICATIVE CASH RATE							2.50	
BENCHMARK RATE - UBS BANK BILL INDEX							2.56	
Term Deposits - Fair Value movements through profit & loss								
Investec 17/11/14	BBB-	17/11/2014	8,000,000	8,000,000	8,000,000	303,676	7.53	Low
Investec 29/6/16	BBB-	29/06/2016	1,000,000	1,000,000	1,000,000	37,657	7.47	Low
Investec 8/7/15	BBB-	8/07/2015	1,000,000	1,000,000	1,000,000	36,346	7.21	Low
Investec 8/8/16	BBB-	8/08/2016	2,500,000	2,500,000	2,500,000	84,312	6.69	Low
Investec 6/6/17	BBB-	6/06/2017	2,000,000	2,000,000	2,000,000	54,847	5.44	Low
Investec 14/8/15	BBB-	14/08/2015	1,800,000	1,800,000	1,800,000	58,348	6.43	Low
AMP 24/5/16	A	24/05/2016	5,000,000	5,000,000	5,000,000	185,260	7.35	Low
AMP 10/3/14	A	10/03/2014	2,000,000	2,000,000	2,000,000	43,858	4.35	Low
Arab Bank 7/5/18	A-	7/05/2018	1,500,000	1,500,000	1,500,000	35,540	4.70	Low
Arab Bank 14/5/14	A-	14/05/2014	1,000,000	1,000,000	1,000,000	4,997	3.80	Low
Arab Bank 10/9/15	A-	10/09/2015	2,000,000	2,000,000	2,000,000	26,082	4.25	Low
Westpac 27/6/14	AA-	27/06/2014	1,000,000	1,000,000	1,000,000	32,767	6.50	Low
Westpac 6/5/14	AA-	6/05/2014	4,000,000	4,000,000	4,000,000	84,690	4.20	Low
NAB 9/3/15	AA-	9/03/2015	2,000,000	2,000,000	2,000,000	45,067	4.47	Low
NAB 12/3/15	AA-	12/03/2015	2,500,000	2,500,000	2,500,000	56,838	4.51	Low
Delphi Bank 29/1/15*	A-	29/01/2015	2,000,000	2,000,000	2,000,000	44,261	4.39	Low
Delphi Bank 14/2/14*	A-	14/02/2014	5,000,000	5,000,000	5,000,000	177,699	7.05	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,000,000	2,000,000	67,551	6.70	Low
Delphi Bank 7/3/14*	A-	7/03/2014	1,500,000	1,500,000	1,500,000	53,310	7.05	Low
Credit Union Australia 11/4/14	BBB+	11/04/2014	1,000,000	1,000,000	1,000,000	34,380	6.82	Low
Credit Union Australia 12/5/14	BBB+	12/05/2014	2,000,000	2,000,000	2,000,000	68,156	6.76	Low
Credit Union Australia 9/5/14	BBB+	9/05/2014	500,000	500,000	500,000	14,997	5.95	Low
Suncorp 11/8/14	A-	11/08/2014	3,000,000	3,000,000	3,000,000	95,277	6.30	Low
Bank of Queensland 4/9/17	BBB	4/09/2017	2,000,000	2,000,000	2,000,000	56,964	5.65	Low
Bank of Queensland 5/3/18	BBB	5/02/2018	3,000,000	3,000,000	3,000,000	77,885	5.15	Low
Bank of Queensland 5/3/18	BBB	5/03/2018	2,000,000	2,000,000	2,000,000	51,419	5.10	Low
Bank of Queensland 17/5/17	BBB	17/05/2017	1,000,000	1,000,000	1,000,000	23,441	4.65	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,000,000	5,000,000	180,219	7.15	Low
Rabo Direct 10/8/15	AA	10/08/2015	1,000,000	1,000,000	1,000,000	33,775	6.70	Low
Rabo Direct 13/4/15	AA	13/04/2015	1,000,000	1,000,000	1,000,000	22,685	4.50	Low
ING 17/8/17	A	17/08/2017	2,000,000	2,000,000	2,000,000	60,594	6.01	Low
ING 6/9/17	A	6/09/2017	2,000,000	2,000,000	2,000,000	56,460	5.60	Low
ING 7/5/18	A	7/05/2018	1,500,000	1,500,000	1,500,000	35,237	4.66	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,000	1,000,000	35,792	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,000,000	1,000,000	35,792	7.10	Low
ME Bank 15/5/14	BBB+	15/05/2014	2,000,000	2,000,000	2,000,000	42,849	4.25	Low
ME Bank 2/6/14	BBB+	2/06/2014	2,000,000	2,000,000	2,000,000	42,345	4.20	Low
Police Credit Union 26/2/15	NR	26/02/2015	1,000,000	1,000,000	1,000,000	23,340	4.63	Low
Police Credit Union 17/5/16	NR	17/05/2016	500,000	500,000	500,000	11,368	4.51	Low
Bendigo & Adelaide Bank	A-	16/04/2014	2,800,000	2,800,000	2,800,000	60,695	4.30	Low
Bank of Sydney 12/5/14	NR	12/05/2014	1,000,000	1,000,000	1,000,000	5,370	4.00	Low
Bank of Sydney 11/2/14	NR	11/02/2014	2,000,000	2,000,000	2,000,000	10,471	3.90	Low
Bank of Sydney 6/1/14	NR	6/01/2014	500,000	-	500,000	1,346	3.93	Low
Bank of Sydney 13/1/14 - RPT	NR	13/01/2014	1,220,000	1,220,000	1,220,000	10,428	4.00	Low
IMB 10/1/14	NR	10/01/2014	1,000,000	-	1,000,000	2,397	3.50	Low
Beyond Bank 17/1/14	NR	17/01/2014	1,000,000	-	1,000,000	2,762	3.60	Low
CBA 16/5/16	AA-	16/05/2016	1,000,000	1,000,000	1,000,000	22,685	4.50	Low
CBA 17/5/16	AA-	17/05/2016	1,000,000	1,000,000	1,000,000	22,685	4.50	Low
CBA 23/5/16	AA-	23/05/2016	1,000,000	1,000,000	1,000,000	22,937	4.55	Low
CBA 30/5/16	AA-	30/05/2016	1,000,000	1,000,000	1,000,000	22,937	4.55	Low
CBA 6/6/15	AA-	6/06/2016	1,000,000	1,000,000	1,000,000	22,937	4.55	Low
CBA 29/10/17	AA-	29/10/2017	2,779,070	2,779,070	2,779,070	42,459	3.03	Low
Total			99,599,070	97,099,070	99,599,070	2,686,189		

	Credit Rating at 31/12/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/12/13 \$	Market Value as at 31/12/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk or capital not being returned
Floating Rate Notes:								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
Bank of Queensland 7/12/15	BBB	7/12/2015	5,034,450	5,108,900	5,071,550	145,898	4.19	Low
Bank of Queensland 30/5/16	BBB	30/05/2016	3,000,000	3,019,680	3,029,040	89,237	3.96	Low
CBA	AA	24/12/2015	8,310,300	8,314,455	8,401,713	395,279	3.63	Low
Macquarie Bank 9/3/17	A	9/03/2017	5,000,000	5,257,995	5,251,465	134,280	5.47	Low
Macquarie Bank 24/2/14	A	24/02/2014	1,001,180	1,004,460	1,006,990	16,183	4.50	Low
Arab	A-	12/12/2014	5,000,000	5,015,245	5,018,095	116,829	4.11	Low
ME Bank	BBB+	28/11/2016	500,000	500,000	501,890	3,636	3.86	Low
Total			27,845,930	28,220,735	28,280,743	901,343		
Capital Protected Notes								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
Lehman #	D	15/06/2009	300,000	-	-	-	0.00	High
Lehman #^	D	15/06/2009	500,000	-	-	-	0.00	High
Total			800,000	-	-	-		
Floating Rate Term Deposits:								
Bank of Queensland	BBB	26/02/2016	1,500,000	1,500,000	1,500,000	31,016	4.10	Low
ING	A	27/02/2015	2,000,000	2,000,000	2,000,000	41,438	4.11	Low
Total			3,500,000	3,500,000	3,500,000	72,453		
Fixed Coupon Bonds								
Heritage Bank	BBB+	20/06/2017	7,787,748	7,993,038	9,067,410	379,544	7.25	Low
CBA	AA-	7/11/2018	1,000,490	1,003,082	1,005,070	11,700	4.50	Low
Total			8,788,238	8,996,120	10,072,480	391,245		
Covered Bonds								
ANZ	AAA	16/08/2023	995,350	995,491	996,155	(13,606)	5.00	Low
Total			995,350	995,491	996,155	(13,606)		
Floating Rate Transferrable Certificate of Deposit								
Greater Building Society	BBB+	15/04/2016	2,000,000	2,024,800	2,030,220	73,032	4.08	Low
Total			2,000,000	2,024,800	2,030,220	73,032		
Other:								
Southern Phone Company Shares	N/A	N/A	2	2	2	-	N/A	Low
Total			2	2	2	0		
Securities No Longer Held (excluding Managed Funds).								
Accumulated at November 2013			-	-	-	128,413		
NAB 2/12/13	AA-	2/12/2013	1,000,000	1,000,000	-	9,474	3.80	Low
Arab Bank 2/12/13	A-	2/12/2013	1,000,000	1,000,000	-	9,723	3.90	Low
Bank of Queensland 5/12/13	BBB	5/12/2013	2,000,000	2,000,000	-	18,986	3.85	Low
Suncorp 23/12/13	A-	23/12/2013	1,000,000	1,000,000	-	24,717	5.04	Low
Total			5,000,000	5,000,000	-	191,314		
GRAND TOTAL (before fees)				157,083,074	155,415,322	4,415,419		
Less Portfolio Fees (Advice & Salary)						(83,058)		
GRAND TOTAL				157,083,074	155,415,322	4,332,361		
# Capital Guaranteed at maturity								
^ Ex Infrastructure IMP								
* Rated by Fitch								
The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.								
First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.								
Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.								
Less Unrealised Capital Gains/(Loss) for Available For Sale Investments						\$ 4,700		
Income to Profit & Loss						\$ 4,327,661		
TOTAL CASH & INVESTMENTS AS AT 31 DECEMBER 2013						\$ 155,415,322		
LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS								
Water Fund				\$ 33,474,997				
Sewer Fund				\$ 56,754,309				
GENERAL FUND CASH & INVESTMENTS						\$ 65,186,016		
LESS TRUST FUND BALANCES AS AT 31 DECEMBER 2013						\$ 1,589,364		
LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves etc)						\$ 63,475,435		
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 JUNE 2014								
Unrestricted Cash & Investments as at 30 June 2013						\$ 137,480		
Deduct - 2013/14 Budget Deficit (Budget Review - 31/10/13 - adopted 12/12/13)						\$ (16,263)		
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 JUNE 2014						\$ 121,217		
I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.								
 Responsible Accounting Officer:								

ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 DECEMBER 2013

Purpose:

To provide Council with a quarterly status report to 31 December 2013 on the projects funded under the Environmental Levy (EL) Program.

Description of Item:

A description of the status of the EL Program as at 31 December 2013, including total funding against actual expenditure is included as an attachment to this report.

Sustainability Assessment:

- **Environment**

The entire EL Program is designed to ensure that environmental strategies (as outlined within the Coffs Harbour 2030 Plan) are addressed. All projects recommended for funding will result in beneficial outcomes for the environment of the Coffs Harbour Local Government Area (LGA).

- **Social**

The criteria used in assessing EL submissions include:

- generating a community benefit;
- meeting a critical environmental need; and
- being community-based.

Many projects included in the program are undertaken by community groups.

- **Civic Leadership**

Council's EL Program seeks to promote sound environmental practices and promotes leadership and involvement in key environmental issues which accords with Council's strategic theme of 'Looking after our Environment'.

- **Economic**

Broader Economic Implications

The EL Program funds environmental projects that would not otherwise be undertaken with revenue funding.

Delivery Program/Operational Plan Implications

The EL Program is funded through a special rate and is accounted for separately, therefore there is no impact on Council's Delivery Program.

Risk Analysis:

Each individual project will have individual risk profiles which will be considered by the Project owners.

Consultation:

Council staff and relevant community groups have contributed individual reports which have been collated to prepare this report.

Related Policy and / or Precedents:

Submissions are assessed in accordance with Council's *Environmental Services – Associated Policies*, which was adopted on 12 June 1997 and re-adopted on 23 May 2013. Council's Executive Leadership Team receives quarterly reports on the status of EL Projects throughout the year.

Statutory Requirements:

The Ministerial approval for a special rate variation was obtained in June 1997 in accordance with the provisions of Section 508 (2) of the *Local Government Act 1993*.

Projects worthy of particular comment are:

Green School Sustainability Fund 2012/13

Sixteen schools were awarded funding to undertake a sustainability project within school grounds. To date thirteen projects have been completed, however six of those schools have not provided correct invoices - they were handed in at end of school term. We are now awaiting the new school term to contact schools to be able to pay them. (This amount totals \$8155.) The three outstanding projects will be completed by the next quarter. Achievements include the following: Two schools installed water saving devices on taps, two rainwater tanks installed; five vegetable gardens and three native / bush tucker gardens; two worm farms, a compost system, introduction of chickens and one recycling system within classrooms.

Boambee Beach Bush Regeneration - North of Deep Sea Release Pipeline

Contract bush regeneration works of 116 hours was completed this quarter. The contractor worked mainly on Tuesday's and Saturday's to supervise volunteers and prioritise works to be undertaken. This quarter continued to be extremely dry so works concentrated on tree planting maintenance, watering, mulching, weeding, installing tree guards and some fertilising. The contractor concentrated on chemical weed control mainly on Glory Lily, but also on Rhoades, Green Panic, Whiskey, Paspalum and Mollasses Grasses, Corkie Passionfruit, Lantana and Bitou Bush - 2.5 litres of Glyphosate was used. The trees suffered some hail damage as it was observed many leaves were on the ground after the storm event. One briefcase containing a number of new and used syringes was found below the fishing club and was disposed of via the sharps disposal unit near Woolworths. This was also reported to Jetty Dunecare's CHCC Liaison Officer. An empty poker machine hopper was also found and this was handed to the Deep Sea Fishing Club. The contractor took photographs of the damaged slide rail gate at the south end of project area and forwarded it to Council via Jetty Dunecare Group's Environmental Trust Project Officer.

Project Status Report as at 31 December 2013:

Funding available from the EL Program to 31 December 2013 is summarised as follows:

Details	Year of Allocation of Funds					
	2009-10 \$	2010-11 \$	2011-12 \$	2012-13 \$	2013-14 \$	Total \$
Environmental Levy funds available	73,081	9,255	27,217	139,722	1,368,122	1,617,397
Expenditure to 31 December 2013	6,190	2,640	8,810	27,933	645,736	691,309
Remaining EL funds	66,891	6,615	18,407	111,789	722,386	926,088

Issues:

- **2009-10 Funding**

West Coffs to CBD Cycleway (Stage 1)

Bridge design is completed. Recommencement of works is subject to priorities in City Works' capital works program. Preliminary schedule indicates recommencement of works in February 2014.

- **2010-11 Funding**

Biodiversity Action Strategy Implementation 2009/2010

The Amphibian Census project is now in the process of delivering the field survey component, with the consultant now committed to delivering the amphibian survey objectives of stage 2. The public lands are now being targeted with surveys specific to species listed in the project plan. The private lands email out list was approved by Governance in December 2013, so letters to 190 property owners will be mailed out early February 2014. The lack of rain has also slowed the process of field work. The scientific panel meeting was also delayed, due to work commitments of the selected members, to February 2014 as a more appropriate month and OEH are currently organising a date. A review of the Amphibian Census Project Plan is to be undertaken February/March to include recommendations from the scientific panel on species to be targeted in future surveys, and to develop a joint research plan with the Australian Museum/Newcastle University in regards to the Coffs Creek "Crinia".

- **2011-12 Funding**

The Koala Plan of Management 2011 – Revision of Mapping

The Northern Area Koala population and habitat field work has been completed and the reviewed draft reports are currently being revised by the consultant. Council has currently placed a hold on the delivery of the final documents due to pending legislative change in regards to the NSW Planning framework and the implementation of State Environmental Planning Policy 44 - Koala Habitat. The new target date for completion of the Northern Area Draft document is February 2014.

- **2012/13 Funding**

Matching Grant Funding Pool

\$15,450 of this year's budget was committed to an \$84,400 approved Building Multicultural Communities Program - Woolgoolga Regional Community Gardens grant, this project has since been withdrawn due to the change in Government. The total fund available of \$26,846 is to be used as a funding source for future requests; it includes \$3,725 brought forward and \$23,121 from the 2013/14 budget.

The Koala Plan of Management – Revision of Koala Populations in the Southern and Western Precincts

The consultants brief for the Southern and Western Area review of Koalas and their Habitat has been withheld by Council until completion of the Northern Area review. The changes to the NSW Planning legislative framework have delayed the completion of the Northern Area reports. Release of the consultants brief will occur in November 2013 to commence recruitment for commencement of the field work in early February 2014.

Vertebrate Pests Management Strategy Implementation (VPMS)

Equipment orders have been placed in accordance with table 5.7 of the Vertebrate Pest Management Strategy after review of existing equipment and its current condition. The contractor for the Little Tern Project at Hearn's Lake has been engaged as part of last year's commitment - the on-ground works will deliver on the finalised operational plan. The training packages will be delivered in March for selected CHCC staff involved in the long term monitoring and reporting under the six finalised operational plans.

Building an Information Base at Multiple Scales of the Eucalypts of the Coffs Harbour Region

The final report looks at the local eucalypt species of the Coffs Harbour area and their values. It then looks further to identify key areas for interpreting our local eucalypt forests and some potential car-based trips and walks to access and experience those forests. The study determined that 46 species of eucalypt have been recorded in or very close to (and likely to occur in) the Coffs Harbour LGA. Of these, five species are in the genus *Angophora*, four in *Corymbia*, 34 in *Eucalyptus*, two in *Lophostemon* and one in *Syncarpia*.

The Coffs Harbour LGA has the potential to become a focus for increasing awareness of the values of eucalypt forests. It is central to the area of highest eucalypt diversity and has easy access to some areas of outstanding eucalypt forests and opportunities for the development of educational information such as car-based drives. The report recommends that suitable interpretative material is developed for three local and three regional day tours and includes suggested actions based on the report findings. There is approximately \$700 still required for printing of 30 copies of the report then the remaining funds are not required.

Aquatic Biodiversity Survey and Baseline Mapping of Freshwater Crayfish and Aquatic Species of the MNC

Additional fieldwork proposed has been subsequently delayed due to the lack of suitable weather conditions to survey the additional streams. The completion of the project and the reports has been extended to May 2014.

Coffs Ambassadors Interpretive Tours 2012/13

The advertisement in the Coffs Coast Explorer Magazine has been paid for; this completes the 2012-13 funds.

Moonee Reserve Amenity Improvement Project

Report not received by applicant, reminder email and phone call left unanswered.

Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail

Due to problems associated with changes to staff and confusion with the artist all school art has been lost. We have arranged a meeting with an artist to arrange signage which should be completed within the next few months.

Blueberries do not have to make the catchment Blue - Hearnese Lake

Three landholders have been identified in the Hearnese Lake catchment that are willing to participate in the revegetation and soil moisture probe trial. The areas for vegetation have been identified and the only contractor who was willing to undertake the work was EnviTE. On 17 January 2014 the Department of Primary Industry will be installing the moisture probes and meeting with the landholders to show them how to read them. EnviTE are planning on doing the weed control and revegetation in mid- to late-February.

Korora Lagoons Aquatic Weed Control Program

Council has taken advantage of the hot weather in December and has commenced follow-up spraying of the four lagoons for Cabamba, which showed evidence of a return of both Cabamba and Salvinia. Council will continue to monitor the lagoons over summer to determine the effectiveness of the program.

- **2013/14 Funding**

Koala Plan of Management 2014 – Implementation

The review of the Koala Plan of Management was delayed by eight months as a result of Fine-Scale Vegetation Mapping for the Coffs Harbour Local Government Area project delays. Due to the flow on effect of this delay the review and therefore the subsequent implementation of the new Koala Plan of Management (2014) has been placed on hold.

Impacts on Fresh Water Systems

In this quarter there has only been the quarterly sampling on the two sites on Coffs Creek around McCann's Bridge and the monthly sampling following the impact of the excessive rain in February 2013. The final season sampling will take place in March. Taxonomy has been the main focus for the period September - December 2013. Data analysis has started.

Orara River Restoration Project

The Orara Valley RiverCare Groups Management Committee has met monthly to oversee the project. Bush regeneration work including Camphor Laurel and Privet Control and Revegetation Planting has occurred on 52 sites so far for 1,779 hours, including 347 hours dedicated to the removal of Cats Claw Creeper and Madeira Vine, which are Weeds of National Significance. So far 907 local provenance plant stocks have been planted on 13 sites which have not shown significant natural regeneration or where landholders have fenced off larger areas of riparian zone for rehabilitation.

Planting did not commence on new sites due to the dry spell experienced during this quarter and time was allocated to watering existing plantings. The project officer sent out the Spring 13 project update in hardcopy to 350 Landholders and to 150 e-mail recipients. An additional \$111,900 funding has been gained from the Northern Rivers Catchment Management Authority, as a result of the application submitted in the previous quarter. NRCMA provided feedback that the application was the best quality application received, due to the clarity of information presented. The project now has a Facebook page as part of this funding arrangement.

A video about fish habitat of the Orara River was shown three times on a large screen at the Coffs Harbour Sustainable Living Festival, and has been posted on the new Facebook page together with links to the Orara River Rehabilitation Project Landholder Booklet and the Orara River Rehabilitation Strategy 2013-23. The Facebook page is also being used to publicise weed information, particularly to assist the identification of new weed incursions, eg Tropical Soda Apple and Giant Devils Fig. Project information has also been added to the new LandCare NSW website and the new NSW State Government Threatened Species website.

Coffs Harbour Vertebrate Pests Management Strategy Implementation (VPMS)

The Vertebrate Pest Management Strategy is currently under review. The new priorities and actions are to be linked with the Coffs Harbour Bush Regeneration Strategy to target high conservation lands in the Coffs LGA. The VPMS review is programed to be delivered to CHCC in draft for public consultation by April 2014. The on ground works and delivery of the finalised Operation Plans for the (a) Waste Facility (b) Airport (c) Sawtell/Dolmens Point and (d) Coffs Creek have been programed for the next three months. Training for CHCC staff set for March/April to be delivered by the contractor with the focus on long-term monitoring and reporting of vertebrate pest issues. Funding will continue for the Indian Myna Program throughout the Coffs Harbour LGA, with media and materials to be invoiced for the 2013/2014 period.

Conservation and Sustainable Management of Biodiversity

The Endangered Ecological Community and Over-cleared Vegetation Type mapping and accompanying reports were adopted following a resolution of Council. All of the relevant reports and maps are now available via Council's website. The High Value Arboreal Habitat and maps and report are proposed to go on public exhibition between 5 February and 6 March, with a view of seeking Council adoption around April. Some delays have been experienced with completing the koala population survey of the Coffs Harbour LGA; we are currently working through these issues to progress surveys for the western and southern precincts. These environmental attribute layers will go towards the development of a final Biodiversity Assets Layer to inform the new PHACS and environmental zones in the LGA. A tender process to undertake a Significant Tree Survey of the Coffs Harbour has been completed and the successful tenderer notified. The project will commence early February. The Biodiversity Section has also completed a complete revision of the Biodiversity Requirements contained within Council's Development Control Plan 2013 including the introduction of a new Tree

Permit system and Protection of Vegetation Order that replaces the Council's Tree Preservation Order.

Shorebirds of the Coffs Coast - Signage and Brochures

The second batch of brochures has been printed and is waiting folding and pickup from Pepperprint Coffs Harbour. Invoice is to be sent directly to CHCC. A final change has been made to the layout of the signs, and we are awaiting confirmation of our previous quote and sending of the amended artwork to Seesaw Signs, Byron Bay. Signs should be finished by early February.

Strategic Planning – Biodiversity

The draft High Value Arboreal Habitat report and maps will be placed on public exhibition on 5 February following resolution of Council to exhibit. A short term contract to complete the corridors footprint has been completed. The report and maps are waiting final editing before proceeding to Council to seek public exhibition of the documents. The Endangered Ecological Community and Over-cleared Vegetation reports and mapping were adopted by Council late last year and are now publicly available on Council's website. The next phase will be the development of a composite layer which encompasses all the High Value Habitats of the Coffs Harbour LGA.

Woody Weed Control at Lowanna

Work has continued north from Lowanna station and further north towards the Gundarene Road crossing of our railway line. Our workers continue the weed removal with a combination of our Kubota excavator and chemical treatment and have encountered no significant problems to date apart from the increasing distance from our Lowanna depot. We are still awaiting the purchase of our camera but will definitely include photographic evidence of our progress for our next report.

Green School Sustainability Fund

Due to organisational restructure and a change in project officer, the dispatchment of letters inviting schools, preschools and childcare centres to apply for funding has been delayed. Letters have once again been reviewed and amended to reflect the shortened grant period. Letters will be received by schools in week one of term one 2014. The shortened grant period for this round of funding will provide successful applicants with two school terms to complete projects and aims to realign future Green Schools Sustainability Grants with the financial year.

Coffs Ambassadors Interpretive Tours

The remaining two months of tours of the spring program were co-ordinated and promoted. Tours are not held in December, so this quarter 144 local residents and tourists attended one of the 12 Coffs Ambassadors Tours on offer. The summer tours program (January-February) was developed and promoted, including the development of a new tours' poster and a promotional postcard; advertising in the annual Coffs Coast Explorer Magazine; visits to caravan parks and resorts to distribute new promotional materials and biodiversity protection brochures; and advertising in the Coffs Focus Magazine. An online survey of past tour participants was undertaken regarding behavioral change outcomes.

Our Living Coast Sustainable Living Festival

The 2013 Coffs Coast Sustainable Living Festival ran from 3-10 November, engaging an audience of approximately 5,000 people from across the Coffs Coast. The 2013 festival expanded to include 14 community run events including community garden open days, cheese making workshops and a spotlight walk. For the third year in a row the enthusiastic *Gardening Australia* host, Costa Georgiadis inspired young and old to live a happier, healthier and more sustainable life during his two day stay in the region. He captivated the crowd at the Botanica Spring Fair; inspired future farmers at Orara High School; engaged to students at Narranga Public School; supported teachers at a Q&A session at the Coffs Regional Community Garden; and networked with local producers, restaurateurs, and the community at the Spring Harvest Dinner.

Of 106 people surveyed at the Botanica Spring Fair, 86% of respondents stated that after attending the Festival they were inspired to change the way they do things in their everyday lives. Growing food at home, managing household waste and attracting native wildlife into household gardens were some of the highest rating actions. This year's festival also attracted a large number of individuals, couples and families who had not attended the festival in previous years, with 64% stating that this was the first year they had attended the event. 100% of survey respondents stated that they would like to see the festival continue in the future. Challenges faced included the loss of the section's administration support, which has meant design/marketing work had to be undertaken 'out of house', significantly increased the marketing expenditure. This was offset by undertaking the festival coordination in-house, which proved successful, however due to limited staffing future festivals can only take place if staff time is funded through the EL funding.

Environmental Levy Coordination

Monthly checks were completed reviewing budgets and actual expenditure and the September 2013 quarterly Council report was completed in October. A meeting with the working group was held in October to review the application form for 2014/15 Environmental Levy Applications. Changes were made to forms and minutes of the meeting sent to the working group. CHCC staff were advised to prepare concepts for their applications and a report was sent to the Executive Team to consider. Advertisements were placed in newspapers and on Council's website calling for submissions in October. All submissions received were collated into booklets for the working group to assess, and posted in December with an agenda for the January pre-scoring meeting.

Koala / Wildlife Corridor Bakker Drive Reserve Bonville Stage 1

Council's tree team undertook removal of Camphor Laurel weed trees. Further weed control is planned for the third quarter and plantings will follow when summer rains arrive to ensure survival of new plantings.

Supporting Community Action in the Coffs Harbour LGA

The project continues to progress well. On ground works are proceeding. Delays on a number of sites were due to various reasons. At Dolman's Point the Darrunda Wajaarr team contributed 66 extra hours (in-kind) in bush regeneration activity at the site. The project is on schedule for completion by 30 June 2014.

Yarrawarra Giriin Team - Bush Regeneration

Undertake spraying and deseeding of Watsonia in Coastal Heath EEC at Red Rock plus follow up Lantana treatment at Jewfish Point through previously burnt areas (complementary to the fire project with Coffs Coast Bush Regeneration and NPWS NSW Environmental Trust project).

Coffs Harbour Community Seedbank Network

To date 36 species of native plant seed have been delivered between CHCC Nursery, CHCC Regeneration, Woolgoolga LandCare Nursery, Wetland Care Australia, North Coast Regional Botanic Gardens and Jaliigirr propagators. All seed through the Coffs Harbour Community Seed Bank Network is collected, processed, stored and distributed at no charge to the community. All seeds are catalogued and records are easily available and provided as requested. All seed unsuitable for storage (recalcitrant) is taken directly to propagators. The Coffs Harbour Community Seedbank currently has 118 batches of 64 species stored in airtight dry and refrigerated storage as required for specific species.

Bushland Regeneration

Priority weed control, revegetation and planting works has taken place across 20 reserves with 500 trees planted.

Darrunda Wajaar repairs to Country High Priority Sites

The team has completed all work on the Arrawarra Fish Traps and are now doing follow up controls at this site. Sandy Beach is ongoing and still has a large area that has not been touched however new areas have been opened. Other sites have all had work on them and we have follow up works in place for these areas as well. A total of 31,550 m² has been treated so far this year. The trainees are now enrolled to complete a Certificate III in NRM and start in February. The trainees were assessed in field for Certificate II through TAFE. They have also been enrolled in a chainsaw course and have had training in the field for developing management plans for our land. This involves day and night work looking at animals and weeds and recording all activities and sightings. Once completed they will be able to see how these plans are compiled through a classroom in sessions with Kris Hely and how they can implement the strategies into practice.

Coffs Jetty Foreshore Reserve Follow-up Chemical Weeding

Appropriate follow-up spraying has been undertaken with 165 hours of contract bush regeneration works completed. Volunteers have been supervised as well as training of three new volunteers. Outbreaks of invasive species were monitored with ongoing targeting of Glory Lily; Mile a Minute and Serratro were controlled before seed set in, the area actively managed towards the railway line has been expanded, Turkey Rhubarb seedlings sprayed and green seed hand harvested, and Rhodes grass along the roadside has been treated.

Turkey Rhubarb needs more hours than currently available to be properly managed. The Morning Glory infestation above Ferguson Cottage Bank needs regular mowing to get established. Could it be included in the mowing regime of CHCC? Erosion of dunes at South Park Beach (especially at North Wall) continues to be of great concern. Asbestos has been found in the area between the path and railway line north of Happy Valley. It needs specialist attention before volunteers can return to work on the site.

An appropriate strategy needs to be developed to monitor and manage the insect shield clothing as they approach the end of their effectiveness (approximately 70 washes over 18 months).

Environmental Weed Control

Bitou Bush control works undertaken at Woolgoolga, Boambee Beach and Boambee Headland. Camphor Laurel removal and restoration increased on Coffs Creek and tributaries across 13 reserves. Vine weeds control increased across 13 reserves. Privet and Pine control commenced. Glory Lily control continued at Sawtell and Park Beach.

Botanic Gardens Education Officer

We had a total of 617 school children visit the gardens in the December quarter. Highlights for the quarter include the second Arts and Culture day; this is a combined Gardens and Art Gallery day where 25,040 primary school students attended workshops run by high school children promoting indigenous games and bush tucker skills. Two classes for stage 6 high school students were undertaken; one in plant pathogens and diseases, the other in plant adaptations. Sue McEntyre assisted in the monthly guides' workshop. Planning is complete for the December school holidays workshops (4 sessions). Planning for the Early Settlers walk is ongoing. Currently we are underspent for the second quarter; these funds will be needed to run the AUSBIOTA program in June 2014.

Darkum Headland Access Rehabilitation

Staff leave has delayed completion and approval of the Review of Environmental Factors (REF) is required through NSW National Parks Wildlife Service before works can commence. Further materials have been acquired. Coffs Coast Regional Park (CCRP) Trust Board has approved matching funds of \$50,000, increasing the total project budget to \$100,000.

Coffs Bike Plan (from 2010-11 matching grant funds)

A list of priority projects has been included in the Works Plan, which are under way - developing concept designs and costings. This is due to be completed by March 2014. A survey was conducted to collate community views on missing links and maintenance issues as well as suggestions for new capital works. There were almost 400 respondents. A recreational count (Spring Sunday) was conducted on 24 November similar to the Super Tuesday Commuter Count. The numbers out cycling were encouraging; with one site recording almost 200 cyclists in four hours. Council was able to obtain the services of volunteers for the count so the cost of the count was minimal. Some of this funding will also be used to conduct an audit of existing cycleways. The count and survey data has been collated and is on the Council website. Crash data has also been collected. All this information will assist in prioritising maintenance and new works.

Supporting Voluntary Friends of Park (FoP) Undertake Environmental Works in Eight Parks and Reserves

Council has re-scoped the project due to the reduction in the budget allocation. It has been decided to reduce the number of workshops from 16 to six. Work has commenced on planning for a series of urban biodiversity workshops at Woolgoolga, Coramba, Coffs West and Toormina/Boambee. Discussions have been held with LandCare regarding delivery of the urban biodiversity workshops. Further discussions have occurred with the Bellwood FoP Group and Council will be commencing work on this site in January. In consultation with residents a site plan will be prepared for Sunset Ave Woolgoolga and this will hopefully result in the formation of a FoP group for this site. Council has recently nominated a replacement employee to coordinate the FoP project, allowing expenses to start from February with total funding expected to be finalised by 30 June.

Restoration of Grey-headed Flying Fox Maternity Camps

Revegetation and weed control works are continuing at both camps. As it is now the breeding season work is restricted to those areas outside the core camp location. Plant losses appear to be minimal at this stage despite the recent hot weather.

Implementation Date / Priority:

The recommendations of this report will be implemented immediately upon Council adoption.

Recommendation:

- 1. That Council notes the status of the Environmental Levy Projects as at 31 December 2013 as outlined in the report.**
- 2. That Council continues to monitor the Environmental Levy Program to ensure earliest completion of projects.**

Ordinary Meeting 13 February 2014 - CORPORATE BUSINESS DEPARTMENT REPORTS

Attachment

ENVIRONMENTAL LEVY SUMMARY AS AT 31/12/13

Description	EL Funding					Grants Revote	Revenue Revote	Contribution Orig/Revise	Reserves/ Restricted Revote	Actual		
	2009/10 Revote	2010/11 Revote	2011/12 Revote	2012/13 Revote	2013/14 Original					TOTAL FUNDING	Expenditure at 31/12/2013	Remaining Funding
Projects												
Koala Plan of Management 2014 - Implementation			27,217.05	75,000.00	20,000.00					122,217.05	8,810.37	113,406.68
Biodiversity Action Strategy Implementation 2009/2010		9,255.38			0.00					9,255.38	2,640.00	6,615.38
Impacts on Fresh Water Systems					2,000.00					2,000.00	645.86	1,354.14
Orara River Restoration Project												
Erosion Control / Fencing					10,000.00					10,000.00	0.00	10,000.00
Project Officer					40,000.00					40,000.00	19,078.96	20,921.04
Cats Claw Eradication					10,000.00					10,000.00	14,207.09	-4,207.09
Propagation Nursery at Nana Lane					20,000.00					20,000.00	8,330.00	11,670.00
Camphor/Privot Control & Regen					30,000.00			50,000.00		80,000.00	38,146.27	41,853.73
Reveg / Tree Planter					55,500.00					55,500.00	0.00	55,500.00
Vertebrate Pests Management Strategy Implementation				5,112.22	14,000.00					19,112.22	901.44	18,210.78
Conservation & Sustainable Management of Biodiversity					209,000.00					209,000.00	109,015.95	99,984.05
Building an Information Base at Multiple Scales of the Eucalypts of the Coffs Harbour Region				11,200.00	0.00					11,200.00	9,400.00	1,800.00
Aquatic Biodiversity Survey & Baseline Mapping of Freshwater Crayfish & Aquatic Species of the MNC				2,000.00	0.00					2,000.00	0.00	2,000.00
Shorebirds of the Coffs Coast - Signage & Brochures					4,391.00					4,391.00	0.00	4,391.00
Strategic Planning - Biodiversity					44,000.00					44,000.00	11,198.72	32,801.28
Woody Weed Control at Lowanna					6,370.00					6,370.00	0.00	6,370.00
Hogbin Drive Koala Fencing									368.41	368.41	0.00	368.41
Green School Sustainability Fund				14,248.82	29,500.00					43,748.82	3,159.42	40,589.40
Coffs Ambassadors Interpretive Tours				1,918.56	43,509.00					45,427.56	7,733.84	37,693.72
Our Living Coast Sustainable Living Festival					29,000.00					29,000.00	19,355.21	9,644.79
Environmental Levy Coordination					64,247.00					64,247.00	33,531.47	30,715.53
Matching Grant Funding Pool		3,725.00			23,121.00					26,846.00	0.00	26,846.00
Boambee Beach Bush Regeneration - North of Deep Sea Release Pipeline					19,992.00					19,992.00	19,992.00	0.00
Koala / Wildlife Corridor Bakker Dr Res Bonville Stage 1					5,260.00					5,260.00	1,497.00	3,763.00
Supporting Community Action in the Coffs Harbour LGA					164,848.00					164,848.00	164,848.00	0.00
Yarrowarra Giriin Team - Bush Regeneration					19,664.00					19,664.00	2,000.00	17,664.00
Coffs Harbour Community Seedbank Network					9,982.00					9,982.00	2,000.00	7,982.00
Moonee Reserve Amenity Improvement Project				605.36	0.00					605.36	294.00	311.36
Bushland Regeneration					201,571.00					201,571.00	89,015.11	112,555.89
Darrunda Wajaar Repair to Country High Priority Sites					19,900.00					19,900.00	19,900.00	0.00
Coffs Jetty Foreshore Reserve Followup Chemical Weeding					19,992.00					19,992.00	19,992.00	0.00
Environmental Weed Control												
Bitou Bush					10,000.00					10,000.00	2,340.89	7,659.11
Camphor Laurel Removal					30,000.00					30,000.00	21,874.47	8,125.53
Privet					5,000.00					5,000.00	442.52	4,557.48
Glory Lily					18,000.00					18,000.00	4,917.49	13,082.51
Pine/Celtis/Pepper Tree					20,000.00					20,000.00	3,289.24	16,710.76
Vine Weeds					20,000.00					20,000.00	17,610.02	2,389.98
Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail				9,900.00	0.00					9,900.00	9,900.00	0.00
Botanic Gardens Education Officer					16,000.00					16,000.00	3,370.12	12,629.88
Darkum Headland Access Rehabilitation					50,000.00			50,000.00		100,000.00	10,271.99	89,728.01
West Coffs to CBD Cycleway (Stage 1)	73,081.46				0.00					73,081.46	6,189.92	66,891.54
Coffs Bike Plan		20,275.00			0	20,275.00				40,550.00	12,385.41	28,164.59
Blueberries don't have to make the catchment Blue - Hearn Lake				11,000.00	0.00	14,327.00	3,327.00			28,654.00	4,900.00	23,754.00
Korora Lagoons Aquatic Weed Control Program				5,012.39	0.00					5,012.39	857.42	4,154.97
Supporting Voluntary FOP Undertake Environmental Works in 8 Parks & Reserves					39,000.00					39,000.00	0.00	39,000.00
Restoration of Grey-headed Flying Fox Maternity Camps					24,000.00					24,000.00	21,836.77	2,163.23
TOTAL	73,081.46	33,255.38	27,217.05	135,997.35	1,347,847.00	34,602.00	3,327.00	100,000.00	368.41	1,755,695.65	725,878.97	1,029,816.68

FINANCIAL REPORTS - 2012-2013

Purpose:

To receive and approve the financial statements for the year ended 30 June 2013 for signature.

Description of Item:

A set of audited financial statements for the year ended 30 June 2013 has been circulated. The statements were emailed to the Division of Local Government on 31 January 2014.

Council's auditors, Mr Darran Singh and Mr Adam Bradfield, will address this meeting in relation to Council's financial statements. An additional report on the financial statements will be presented to the Council meeting on 27 February 2014 following Councillors and staff signing the 'Statement by Councillors and Management' for the approval of the General Purpose Financial Statements and the Special Purpose Financial Statements.

The Auditor's report will be made available in 'final' draft form to Councillors prior to the meeting on 13 February 2014. The final Auditor's report will be presented at the Council meeting on 27 February 2014. Council will notify the public that the public meeting for the 2012-13 financial statements will be on 27 February 2014.

The financial statements consist of three distinct sections:

1. The General Purpose Financial Statements
2. The Special Purpose Financial Statements
3. The Special Schedules.

The General Purpose Financial Statements and Special Purpose Financial Statements are the statements required to be produced by the Australian International Financial Reporting Standards whilst the Special Schedules contain additional information required for the Local Government Grants Commission, NSW Office of Water and Division of Local Government.

Local government reporting is similar to commercial reporting. In fact, under the requirements of National Competition Policy (which are disclosed in the Special Purpose Financial Statements) comparisons between Council's business activities (ie water, sewer, and airport) and similar private sector activities can be performed.

It should be recognised that the Income Statement, Statement of Financial Position and Cash Flow Statement of the General Purpose Statements, provide a consolidated picture of a council's operation and financial position and excludes transactions between General, Water and Sewer Funds (eg water charges met by Parks and Gardens are reversed). For a multi-purpose council, such as Coffs Harbour City Council, the results achieved by each traditional fund (General, Water and Sewerage) are disclosed in Note 21.

The sections of the financial statements are set out below:

1. General Purpose Financial Statements

In relation to the specific statements included in the General Purpose Financial Statements, the following comments are made:

a) Statement by Councillors and Management.

The statement requires councillors and management to declare that the financial statements are neither false nor misleading in any way and present fairly Council's operating result and financial position for the year. Approval of the statement by Council is sought at this meeting.

b) Income Statement

More specific comments in relation to components of the Income Statement are made later in this report when the notes are covered.

It should be recognised that the operating result cannot be directly compared to the result as reported to Council on 26 September 2013 in relation to the June 2013 budget review. This fact should also be considered when reading Note 16 of the General Purpose Financial Statements. The factors impacting such a comparison include:

- (i) The consolidated approach to the General Purpose Financial Statements (excluding Note 21).
- (ii) Capital expenditure is included in the Balance Sheet (not part of the operating result).
- (iii) The elimination of internal transactions in the General Purpose Financial Statements (excluding Note 21).
- (iv) The impact of revotes does not reflect in the financial statements other than in terms of the expenditure levels and funds on hand.

c) Statement of Financial Position

For a further break-up of information on the Statement of Financial Position refer to the specific "Notes" to the financial statements.

The Statement of Financial Position sets out the assets, liabilities and equity. Equity represents the stakeholders' (ratepayers) net funds tied up in the consolidated Council business. In theory, if the Council was disbanded and all the assets and liabilities were disposed of, the net funds available would represent the equity balance, which would be distributed to the stakeholders. There would be some difficulty in selling some of the infrastructure assets though, eg parks, reserves, roads, drainage and bridges.

d) Statement of Changes in Equity

This statement shows the change in equity for the year as reflected in the "Statement of Financial Position", ie from a commencing balance of \$1,723,808,000 to a closing balance of \$1,862,230,000. The increase of \$138,422,000 relates to the following:

- (i) Revaluation increases of \$82.009 million in Infrastructure, Property, Plant & Equipment assets at fair value as at 30 June 2013. Major movements include:
- \$35.928 million increase for Roads/Bridges/Footpaths,
 - \$10.873 million increase for Bulk Earthworks,
 - \$6.641 million increase for Water Network,
 - \$9.958 million increase for Sewerage Network,
 - \$23.632 million increase for Buildings, and
 - \$6.058 million decrease for Operational Land.
- (ii) Corrections of \$69.192 million for prior period errors relating to asset valuations which increases equity. Major movements include:
- \$12.409 million increase for Water Network,
 - \$25.328 million increase for Sewerage Network,
 - \$8.146 million increase for Roads/Bridges/Footpaths,
 - \$13.567 million increase for Stormwater Drainage
- (iii) Operating deficit from continuing operations of \$6.826 million for the 2012/13 financial year which decreases equity,
- (iv) Fair Value movements through equity for investments of \$0.157 million which increases equity, and
- (v) Reversal of impairment of assets (relating to Specialised Buildings) which increases equity by \$0.096 million.

e) Cash Flow Statement

This statement shows the movements in cash for the year. The movements are broken down into operating, investing (asset) and financing (borrowings and advances) activities. Non cash movements or accruals are recorded at the time a transaction occurs regardless of whether cash has been paid or received. These transactions are excluded in the Cash Flow Statement (as this note only reports on a transaction when cash has been paid or received), and this difference in accounting can be seen by comparing the "Cash Flow from Continuing Operations" with the "Income Statement", which is set out below:

Continuing Operations:

	Income Statement (Revenue/ Expenses based on accruals) \$'000	Cash Flow Statement (Receipts/ Payments based on cash) \$'000
<u>Revenue/Receipts</u>		
Rates and Annual Charges	71,430	71,161
User Charges and Fees	26,493	27,722
Interest and investment revenue	15,419	8,568
Grants and Contributions	28,531	23,263
Bonds and Deposits Received	0	88
Other Revenues	7,365	12,807
Gain on Disposal of Assets	0	0
	149,238	143,609
<u>Expenses / Payments</u>		
Employee Costs	37,716	37,169
Materials and Contracts	43,314	47,004
Borrowing Costs	16,355	17,027
Depreciation and Amortisation	45,479	0
Bonds and Deposits Refunded	0	0
Other Operating Payments	10,781	14,868
Net Loss from Disposals	2,419	0
	156,064	116,068
(Net Deficit)/ Net Cash	(6,826)	27,541

The "Cash Flow Statement", being a "cash" statement, reconciles to the cash on hand.

Note 11, "Reconciliation to Cash Flow Statement", provides additional details and in particular the variations which contributed to the "cash" view as compared to the accrued view as reflected in the "Income Statement".

- f) "Notes", most of which can be related by number to entries in the Income Statement, Balance Sheet and Cash Flow Statement.

Comments in relation to some of the "notes" are set out below:

- (vi) Note 1

Outlines the significant accounting policies complied with and other matters of note affecting the financial statements. It is important to read this note as it provides background information that contributes to the understanding of the principles behind the preparation of the statements.

(vii) Note 2

Provides a functional break up, based on Council's Delivery Program, of the sources of operating revenues and expenditures, grants and total assets on hand. It should be noted that the "Original Budget" figures, whilst of interest, bear little resemblance to the "Actual" figures in many instances due to the time gap in their preparation.

(viii) Notes 3 and 4

These Notes show a more comprehensive break-up of expenditure and income to that reflected in the "Income Statement".

(ix) Note 5

This note shows gain or loss on disposal of Council assets

(x) Note 6

The "Restricted Cash and Investments Summary" part of this note requires explanation. "External Restrictions" are restrictions due to regulation, that is, they are compulsory. They include unexpended loans, developer contributions on hand, specific purpose grants not spent and the balance of water supply, sewerage and domestic waste funds. "Internal Restrictions" are restrictions imposed at the option of Council for long term planning reasons.

The total unrestricted cash and investments have decreased from \$2.085 million in 2011/12 to \$0.141 million in 2012/13.

(xi) Note 7

Outlines current and non-current receivables (debtors). Total debtors have increased from \$17.763 million in 2011/12 to \$21.206 million in 2012/13. This increase has been largely attributable to an increase in Government Grant debtors of \$2.536 million (chiefly Natural Disaster funding and Sawtell Sewer Pump Station funding) for 2012/13 and an increase in Accrued Revenue – Interest on Investments of \$1.066 million for 2012/13.

(xii) Note 8 Inventories and Other Assets

These have increased from \$2.169 million in 2011/12 to \$2.293 million in 2012/13, due largely to an increase in stores and materials.

(xiii) Note 9

Shows total infrastructure, property, plant and equipment on hand (Note 9a) and restricted infrastructure property, plant and equipment on hand (Note 9b).

The total carrying value of infrastructure, property, plant and equipment has increased by \$128 million from \$1.733 billion in 2011/12 to \$1.861 billion in 2012/13. This increase is largely attributable to:

- \$1.629 million decrease in Plant and Equipment,
- \$3.18 million decrease in Operational Land,
- \$1.44 million decrease in Land Improvements – depreciable,
- \$35.217 million increase in Roads/Bridges/Footpaths,
- \$11.82 million increase in Bulk Earthworks,
- \$17.179 million increase in Water Network,
- \$27.496 million increase in Sewerage Network,
- \$5.285 million increase in Non Specialised Buildings,
- \$20.033 million increase in Specialised Buildings,
- \$0.917 million decrease in Tip Asset,
- \$16.348 million increase in Stormwater Drainage, and
- \$1.505 million increase in Works in Progress at 30 June 2013.

The restricted assets relate to the water supply, sewerage and domestic waste services.

(xiv) Note 10

The “Total Borrowings” section of this Note shows that loan liabilities decreased by \$12.582 million from \$239.664 million in 2011/12 to \$227.082 million in 2012/13, which was primarily due to existing loans approaching maturity (principal repayments increasing).

(xv) Note 11

See comments above regarding the Cash Flow Statement.

(xvi) Note 12

The purpose of this disclosure is to show firm commitments under capital expenditure contracts that do not meet the criteria for recognition as liabilities.

(xvii) Note 13

Includes prescribed ratios prepared in relation to the General Purpose Financial Statements. Comments on each ratio are set out below:

Unrestricted Current Ratios:

This ratio reflects the ability of an organisation to pay its way with externally restricted assets not included, ie the current asset dollars available to meet each current liability dollar. This ratio in the Financial Statements really reflects the General Fund position

The Unrestricted Current ratio has increased from 1.29:1 in 2011/12 to 1.35:1 in 2012/13. This movement has been attributable to an increase in current liabilities related to Employee Benefits not expected to be settled in the next 12 months.

A detailed evaluation by fund of the current ratio is outlined in Note 13b of the General Purpose Financial Statements.

Debt Service Ratio:

The ratio has decreased from 28.31% in 2011/12 to 26.16% in 2012/13, which is a favourable movement and is reflective of increased operating income largely attributable to a \$4,542,000 increase in Interest and Investment Revenue (during 2012-13 Council received insurance payments for Dante Series CDO's which it held totaling \$2,576,000).

Rates and Annual Charges Coverage Ratio:

This ratio reflects rates and annual charges revenues as a percentage of total revenues. For 2012/13 it states that Council is dependent on rates and annual charges for 47.86% of its revenue. The remaining 52.14% of revenue has come from fees, charges, grants, contributions, etc. It is expected that the ratio would vary from year to year depending on the level of grant funded works undertaken.

Rate and Annual Charges Outstanding Percentage:

This ratio reflects the rates and annual charges outstanding at 30 June as a percentage of total rates and annual charges collectable. The precise figures for 2011/12 and 2012/13 are 6.52% and 6.48% respectively.

(xviii) Note 14

This note shows the movement in fair value of investment property held by council, the basis of the valuations for investment property and rental income generated from investment property during 2011/12 and 2012/13. There was a \$163,000 increase in fair value for investment property between 2011/12 and 2012/13.

(xix) Note 15

This note shows the interest rate risk exposure related to "Financial" assets (cash, investments and receivables) and "Financial" liabilities (trade creditors and borrowings) for the current and previous years.

Council's only real credit risk exposure is related to loans to community organisations.

(xx) Note 16

Examines significant variations of actual results by the Income Statement compared to the original budget for 2012/13 year.

(xxi) Note 17

Provides details of Developer Contributions on Hand.

(xxii) Note 18

Shows the nature of contingencies, or assets and liabilities not recognised in the Balance Sheet for year ended 30 June 2013.

(xxiii) Note 19

Shows that Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures as at 30 June 2013.

(xxiv) Note 20

Shows the movement in Revaluation Reserves and Retained Earnings during 2011/12 and 2012/13.

(xxv) Note 21

Shows the Financial Result and Financial Position by Fund, ie Water, Sewer and General Funds.

(xxvi) Note 22

Provides a statement of any non-current assets or liabilities classified as "Held for Sale".

(xxvii) Note 23

Provides a statement regarding the impacts of events occurring after 30 June 2013.

(xxviii) Note 24

Shows that Council has no Discontinued Operations as at 30 June 2013.

(xxix) Note 25

Provides a statement regarding the movements in value of intangible assets that Council holds for the year ended 30 June 2013. Intangible assets in Council's statements relate to the Regional Water Supply Scheme, in particular a license to pump bulk raw water in perpetuity from this scheme, and computer software assets.

(xxx) Note 26

Provides a statement regarding Council's legal/public obligations to restore, rehabilitate or reinstate assets at a future date. The liability in this report relates solely to the future rehabilitation of the Waste Facility site.

(xxxi) Note 27

Lists various contact details pertaining to Coffs Harbour City Council and its auditors.

g) Auditor's Reports.

The auditor's "Report on the Conduct of the Audit" provides comment in relation to:

- (i) Auditors Responsibilities
- (ii) Operating Result
- (iii) Balance Sheet
- (iv) Performance Indicators
- (v) Other Matters.

2. Special Purpose Financial Statements

- a) Council Certificate.
- b) Income Statement of Business Activities

These Statements show the operating result for 2012/13 of Council's Business Activities (Water, Sewer, and Airport) as required under National Competition Policy (NCP) guidelines. The statement includes internal transactions between business activities and Council's General fund, and also shows notional transactions required under NCP (ie Imputation Payments, Corporate Taxation Equivalent and Notional Subsidies from Council).

- c) Balance Sheet by Business Activities

This statement sets out the assets, liabilities and equity of Council's Business Activities (Water, Sewer and Airport) as required under National Competition Policy (NCP) guidelines. The statement includes internal transactions between business activities and Council's General fund.

- d) Note 1

Outlines the significant accounting policies complied with and other matters of note affecting the financial statements such as the National Competition Policy Imputation Payments utilised. It is important to read this note as it provides background information that contributes to the understanding of the principles behind the preparation of the statements.

- e) Note 2 and Note 3

Outlines tax equivalent payments, the dividends from operating surpluses that would be payable if the Best Practice Management Guidelines have been met and requirements for the Best Practice Management Guidelines to be met for Water & Sewer operations. Income Statement by Business Activity

- f) Auditor's Reports.

3. Special Schedules

These schedules provide additional information required for the NSW Grants Commission, the Australian Bureau of Statistics, the NSW Office of Water, Department of Environment, Climate Change and Water (NSW Office of Water) and the Division of Local Government and also support data included in the Special Purpose Financial Statements. The data is also used in the allocation of Financial Assistance Grants, incorporation in national statistics, monitoring of loan approvals, allocation of borrowing rights and monitoring of financial activities of specific services. The auditor is not required to audit the Special Schedules.

- a) Special Schedule 1 - Net Cost of Services (by function)
- b) Special Schedule 2 - Statement of Long Term Debt
- c) Special Schedule 3 - Water Supply Operations
- d) Special Schedule 4 - Water Supply – Net Assets Committed
- e) Special Schedule 5 - Sewerage Service Operations
- f) Special Schedule 6 - Sewerage Services – Net Assets Committed
- g) Special Schedule 7 - Condition of Public Works.
- h) Special Schedule 8 - Financial Projections.

Summary:

The General Fund continues to be in a poor financial position, having minimal untied revenues to allocate to new or expanded operational programs and to capital works. The Sewerage Fund for 2012/13 had an operating deficit of \$4.477 million and the Water Fund had an operational deficit \$3.275 million after deducting capital grants and contributions. Both Water and Sewer funds in line with the financial model are expected to incur deficits over the next two to three years as cash reserves are eroded to meet loan repayments related to major augmentation works, which have been completed for the Water Fund and are nearing completion for the Sewer Fund. The operational results of the Water and Sewer Funds will improve significantly over the next three years, primarily due to reducing loan repayments. The use of cash reserves to meet these deficits has enabled the annual rates and charges increases to be held at reasonable levels.

Sustainability Assessment:

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

There are no civic leadership impacts as a result of the recommendations in this report.

- **Economic**

Broader Economic Implications

There are no perceived current or future broader economic implications.

Delivery Program/Operational Plan Implications

The operational plan process through budget reviews have reflected the financial results achieved in Council's Annual Financial Statements.

Risk Analysis:

A risk analysis is not applicable in this instance.

Consultation:

The New South Wales Division of Local Government through the Code of Accounting Practice Update number 21 and Thomas Noble & Russell (Council's Auditors) have provided advice to assist Council in the preparation of the Annual Financial Statements.

Related Policy and / or Precedents:

Financial statements are prepared and presented on an annual basis as per statutory and regulatory requirements.

Statutory Requirements:

The financial statements have been prepared in accordance with:

1. The Local Government Act 1993 and amendments
2. Local Government Regulations
3. Australian Accounting Standards (AASB's).
4. The "Local Government Code of Accounting Practice and Financial Reporting" published by the Division of Local Government.
5. The "Asset Accounting Manual" published by the Division of Local Government.
6. Instructions issued in circulars released by the Division of Local Government.
7. NSW Government Policy Statement "Application of National Competition Policy to Local Government".
8. Division of Local Government guidelines "Pricing & Costing for Council Businesses: A guide to Competitive Neutrality".

Council is required to conduct a public meeting under Section 419 of the Local Government Act for the consideration and adoption of its financial statements.

The public meeting will be incorporated with the Council meeting on 27 February 2014 when the complete set of 2012-13 financial statements incorporating the signed Auditor's report is presented to Council.

Issues:

Prudent financial management needs to be exercised for all funds of Council to maintain an acceptable financial position.

Implementation Date / Priority:

Under Section 416(1) of the Local Government Act 1993, Council's financial statements for a year must be prepared and audited within the period of 4 months after the end of that year, ie by 31 October and submitted to the Division of Local Government by 7 November. Matters related to the capture of asset data have meant that Council was unable to meet these deadlines for the 2012-13 Annual Financial Statements.

Recommendation:

1. **That the report on the audited 2012-13 Financial Statements be received and noted.**
2. **That the 'Statement by Councillors and Management' for the General Purpose Financial Statements and the Special Purpose Financial Statements be approved for signature.**

Coffs Harbour City Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2013

"Coffs Harbour - the Healthy City, the Smart
City, the Cultural City for a Sustainable Future"



Coffs Harbour City Council

General Purpose Financial Statements for the financial year ended 30 June 2013

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Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Coffs Harbour City Council.

(ii) Coffs Harbour City Council is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;

- the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

(iii) All figures presented in these financial statements are presented in Australian Currency.

(iv) These financial statements were authorised for issue by the Council on 13 February 2014. Council has the power to amend and reissue these financial statements.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council & Community.

What you will find in the Statements

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2013.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the NSW Division of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by Senior staff as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for & ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant & Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities & "Net Wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "Net Wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance & position, &
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance & financial position.

Who uses the Financial Statements ?

The financial statements are publicly available documents & must be presented at a Council meeting between 7 days & 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Division of Local Government.

Coffs Harbour City Council

General Purpose Financial Statements
for the financial year ended 30 June 2013

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 13 February 2014.

Denise Knight
MAYOR

Rodney Degens
COUNCILLOR

Steve McGrath
GENERAL MANAGER

Dale Allen
RESPONSIBLE ACCOUNTING OFFICER

Coffs Harbour City Council

Income Statement

for the financial year ended 30 June 2013

Budget ⁽¹⁾ 2013	\$ '000	Notes	Actual 2013	Actual 2012	
Income from Continuing Operations					
<i>Revenue:</i>					
71,889		Rates & Annual Charges	3a	71,430	66,452
26,188		User Charges & Fees	3b	26,493	26,482
5,438		Interest & Investment Revenue	3c	15,419	10,877
4,796		Other Revenues	3d	7,365	6,227
14,729		Grants & Contributions provided for Operating Purposes	3e,f	17,388	18,240
12,683		Grants & Contributions provided for Capital Purposes	3e,f	11,143	16,809
<i>Other Income:</i>					
-		Net gains from the disposal of assets	5	-	17
-		Net Share of interests in Joint Ventures & Associated Entities using the equity method	19	-	-
<u>135,723</u>		Total Income from Continuing Operations		<u>149,238</u>	<u>145,104</u>
Expenses from Continuing Operations					
26,073		Employee Benefits & On-Costs	4a	37,716	36,739
16,257		Borrowing Costs	4b	16,355	17,465
56,590		Materials & Contracts	4c	43,314	37,040
44,970		Depreciation & Amortisation	4d	45,479	37,781
-		Impairment	4d	-	-
5,532		Other Expenses	4e	10,781	9,777
-		Net Losses from the Disposal of Assets	5	2,419	-
<u>149,422</u>		Total Expenses from Continuing Operations		<u>156,064</u>	<u>138,802</u>
<u>(13,699)</u>		Operating Result from Continuing Operations		<u>(6,826)</u>	<u>6,302</u>
Discontinued Operations					
-		Net Profit/(Loss) from Discontinued Operations	24	-	-
<u>(13,699)</u>		Net Operating Result for the Year		<u>(6,826)</u>	<u>6,302</u>
(13,699)		Net Operating Result attributable to Council		(6,826)	6,302
-		Net Operating Result attributable to Non-controlling Interests		-	-
<u>(26,382)</u>		Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		<u>(17,969)</u>	<u>(10,507)</u>

(1) Original Budget as approved by Council - refer Note 16

Coffs Harbour City Council

Statement of Comprehensive Income
for the financial year ended 30 June 2013

\$ '000	Notes	Actual 2013	Actual 2012
Net Operating Result for the year (as per Income statement)		(6,826)	6,302
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	82,009	115,185
Impairment (loss) reversal relating to I,PP&E	20b (ii)	96	(2,689)
Total Items which will not be reclassified subsequently to the Operating Result		82,105	112,496
Amounts which will be reclassified subsequently to the Operating Result when specific conditions are met			
Realised (gain) loss on available-for-sale investments recognised in P&L	20b (ii)	-	(176)
Gain (loss) on revaluation of available-for-sale investments	20b (ii)	157	488
Total Items which will be reclassified subsequently to the Operating Result when specific conditions are met		157	312
Total Other Comprehensive Income for the year		82,262	112,808
Total Comprehensive Income for the Year		75,436	119,110
Total Comprehensive Income attributable to Council		75,436	119,110
Total Comprehensive Income attributable to Non-controlling Interests		-	-

Coffs Harbour City Council

Statement of Financial Position

as at 30 June 2013

\$ '000	Notes	Actual 2013	Actual 2012
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	11,827	13,372
Investments	6b	39,578	37,618
Receivables	7	18,979	16,406
Inventories	8	1,512	1,501
Other	8	781	668
Non-current assets classified as "held for sale"	22	77	431
Total Current Assets		72,754	69,996
Non-Current Assets			
Investments	6b	114,423	119,220
Receivables	7	2,227	1,357
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	1,861,262	1,733,143
Investments accounted for using the equity method	19	-	-
Investment Property	14	1,596	1,433
Intangible Assets	25	66,656	67,282
Total Non-Current Assets		2,046,164	1,922,435
TOTAL ASSETS		2,118,918	1,992,431
LIABILITIES			
Current Liabilities			
Payables	10	10,474	10,535
Borrowings	10	18,618	17,312
Provisions	10	13,195	12,311
Total Current Liabilities		42,287	40,158
Non-Current Liabilities			
Payables	10	644	678
Borrowings	10	208,464	222,352
Provisions	10	5,293	5,435
Total Non-Current Liabilities		214,401	228,465
TOTAL LIABILITIES		256,688	268,623
Net Assets		1,862,230	1,723,808
EQUITY			
Retained Earnings	20	1,196,670	1,140,510
Revaluation Reserves	20	665,560	583,298
Council Equity Interest		1,862,230	1,723,808
Non-controlling Interests		-	-
Total Equity		1,862,230	1,723,808

Coffs Harbour City Council

Statement of Changes in Equity
for the financial year ended 30 June 2013

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-Council controlling Interest	Total Equity
2013						
Opening Balance (as per Last Year's Audited Accounts)		1,140,510	583,298	1,723,808	-	1,723,808
a. Correction of Prior Period Errors	20 (c)	62,986	-	62,986	-	62,986
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/12)		1,203,496	583,298	1,786,794	-	1,786,794
c. Net Operating Result for the Year		(6,826)	-	(6,826)	-	(6,826)
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsvs	20b (ii)	-	82,009	82,009	-	82,009
- Revaluations: Other Reserves	20b (ii)	-	157	157	-	157
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	96	96	-	96
- Other Movements	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	82,262	82,262	-	82,262
Total Comprehensive Income (c&d)		(6,826)	82,262	75,436	-	75,436
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,196,670	665,560	1,862,230	-	1,862,230

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-Council controlling Interest	Total Equity
2012						
Opening Balance (as per Last Year's Audited Accounts)		1,048,891	470,490	1,519,381	-	1,519,381
a. Correction of Prior Period Errors	20 (c)	85,317	-	85,317	-	85,317
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/11)		1,134,208	470,490	1,604,698	-	1,604,698
c. Net Operating Result for the Year		6,302	-	6,302	-	6,302
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsvs	20b (ii)	-	115,185	115,185	-	115,185
- Revaluations: Other Reserves	20b (ii)	-	488	488	-	488
- Transfers to Income Statement	20b (ii)	-	(176)	(176)	-	(176)
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	(2,689)	(2,689)	-	(2,689)
- Other Movements	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	112,808	112,808	-	112,808
Total Comprehensive Income (c&d)		6,302	112,808	119,110	-	119,110
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,140,510	583,298	1,723,808	-	1,723,808

Coffs Harbour City Council

Statement of Cash Flows

for the financial year ended 30 June 2013

Budget 2013	\$ '000	Notes	Actual 2013	Actual 2012
Cash Flows from Operating Activities				
Receipts:				
71,889	Rates & Annual Charges		71,161	66,031
26,188	User Charges & Fees		27,722	27,170
5,438	Investment & Interest Revenue Received		8,568	10,024
27,412	Grants & Contributions		23,263	28,170
-	Bonds, Deposits & Retention amounts received		88	8
4,796	Other		12,807	10,774
Payments:				
(26,073)	Employee Benefits & On-Costs		(37,169)	(35,480)
(56,590)	Materials & Contracts		(47,004)	(42,244)
(16,370)	Borrowing Costs		(17,027)	(17,040)
(5,532)	Other		(14,868)	(12,845)
<u>31,158</u>	Net Cash provided (or used in) Operating Activities	11b	<u>27,541</u>	<u>34,568</u>
Cash Flows from Investing Activities				
Receipts:				
13,644	Sale of Investment Securities		90,188	75,369
1,390	Sale of Infrastructure, Property, Plant & Equipment		796	1,200
30	Deferred Debtors Receipts		35	30
Payments:				
-	Purchase of Investment Securities		(85,144)	(72,842)
(34,771)	Purchase of Infrastructure, Property, Plant & Equipment		(22,212)	(20,323)
(250)	Deferred Debtors & Advances Made		(167)	-
<u>(19,957)</u>	Net Cash provided (or used in) Investing Activities		<u>(16,504)</u>	<u>(16,566)</u>
Cash Flows from Financing Activities				
Receipts:				
7,750	Proceeds from Borrowings & Advances		5,000	-
Payments:				
(17,399)	Repayment of Borrowings & Advances		(17,582)	(16,874)
<u>(9,649)</u>	Net Cash Flow provided (used in) Financing Activities		<u>(12,582)</u>	<u>(16,874)</u>
1,552	Net Increase/(Decrease) in Cash & Cash Equivalents		(1,545)	1,128
3,573	plus: Cash & Cash Equivalents - beginning of year	11a	13,372	12,244
<u>5,125</u>	Cash & Cash Equivalents - end of the year	11a	<u>11,827</u>	<u>13,372</u>
Additional Information:				
	plus: Investments on hand - end of year	6b	154,001	156,838
Total Cash, Cash Equivalents & Investments			<u>165,828</u>	<u>170,210</u>

Please refer to Note 11 for additional cash flow information

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

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n/a - not applicable

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

(a) Basis of preparation

(i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with;

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because AASBs are sector neutral, some standards either:

- (a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- (b) specifically exclude application by Not for Profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with AASBs.

(iii) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2013 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(iv) Early adoption of Accounting Standards

Refer to paragraph (ab) relating to a summary of the effects of standards with future operative dates.

(v) Basis of Accounting

These financial statements have been prepared under the **historical cost convention** except for:

- (i) financial assets and liabilities at fair value through profit or loss, available-for-sale financial assets and investment properties which are all valued at fair value,
- (ii) the write down of any Asset on the basis of Impairment (if warranted) and
- (iii) certain classes of Infrastructure, property, plant & equipment that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

(vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated [refer Note 20(d)].

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(vii) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASBs).

Accordingly this requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below.

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions.

Critical judgements in applying the entity's accounting policies

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from Contributions is recognised when the Council either obtains control of the contribution or the right to receive it, **(i)** it is probable that the economic benefits comprising the contribution will flow to the Council and **(ii)** the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the EPA Act 1979.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required but the Council may apply contributions according to the priorities established in work schedules.

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Interest Income from Cash & Investments is accounted for using the Effective Interest method in accordance with AASB 139.

(c) Principles of Consolidation

These financial statements incorporate (i) the assets and liabilities of Council and any Entities (or operations) that it **controls** (as at 30 June 2013) and (ii) all the related operating results (for the financial year ended the 30th June 2013).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any **Jointly Controlled Operations** under the appropriate headings.

In the process of reporting on Council's activities as a single unit, all inter-entity year end balances and reporting period transactions have been eliminated in full between Council and its controlled entities.

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

The following entities have been included as part of the Consolidated Fund:

- *General Purpose Operations*
- *Water Supply*
- *Sewerage Service*
- *Airport Operations*

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Due to their immaterial value and nature, the following Committees, Entities & Operations have been excluded from consolidation:

- Sportz Central Management Committee
- Woolgoolga Community Village Management Committee
- Nana Glen Sport, Rec. & Equestrian Centre Management Committee
- Bayldon Community Centre Management Committee
- Eastern Dorrigo Showground Management Committee
- Ayrshire Park Management Committee
- Lowanna Hall Management Committee
- Lower Bucca Community Centre Management Committee
- Coramba Hall Management Committee

The (i) total income and expenditure from continuing operations and (ii) the net assets held by these excluded Committees & Operations is as follows:

Total income from continuing operations	\$363,169
Total expenditure from continuing operations	\$326,714
Total net assets held (i.e. Equity)	\$388,505

Note:

Where actual figures are not known, best estimates have been applied.

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these statements.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(iii) Joint Ventures

Council has no interest in any Joint Venture Entities, Assets or Operations.

Jointly Controlled Entities

Any interests in Joint Venture Entities & Partnerships are accounted for using the equity method and is carried at cost.

Under the equity method, the share of the profits or losses of the partnership is recognised in the income statement, and the share of movements in retained earnings & reserves is recognised in the statement of financial position.

(iv) Associated Entities

Where Council has the power to participate in the financial and operating decisions (of another entity), ie. where Council is deemed to have "significant influence" over the other entities operations but neither controls nor jointly controls the entity, then Council accounts for such interests using the equity method of accounting – in a similar fashion to Joint Venture Entities & Partnerships.

Such entities are usually termed Associates.

(v) County Councils

Council is not a member of any County Councils.

(vi) Additional Information

Note 19 provides more information in relation to Joint Venture Entities, Associated Entities and Joint Venture Operations where applicable.

(d) Leases

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Finance Leases

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

(e) Cash and Cash Equivalents

Cash and cash equivalents includes;

- cash **on hand**,
- deposits held **at call** with financial institutions,
- other short-term, highly liquid investments with **original maturities of three months or less** that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

(f) Investments and Other Financial Assets

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss**,
- **loans and receivables**,
- **held-to-maturity investments**, and
- **available-for-sale financial assets**.

Each classification depends on the purpose/intention for which the investment was acquired & at the time it was acquired.

Management determines each Investment classification at the time of initial recognition and re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are "held for trading".

A financial asset is classified in the "held for trading" category if it is acquired principally for the purpose of selling in the short term.

Derivatives are classified as held for trading unless they are designated as hedges.

Assets in this category are primarily classified as current assets as they are primarily held for trading &/or are expected to be realised within 12 months of the reporting date.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity.

In contrast to the "Loans & Receivables" classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date or the term to maturity from the reporting date is less than 12 months.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General Accounting & Measurement of Financial Instruments:

(i) Initial Recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at "fair value through profit or loss", directly attributable transactions costs

Purchases and sales of investments are recognised on trade-date - the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(ii) Subsequent Measurement

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value.

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as "**fair value through profit or loss**" category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non monetary securities classified as "**available-for-sale**" are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as "**available-for-sale**" are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

Impairment

Council assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired.

If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and

loss - is removed from equity and recognised in the income statement.

Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005.

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

(g) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(h) Receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding Rates & Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

(i) Inventories

Raw Materials and Stores, Work in Progress and Finished Goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

Land Held for Resale/Capitalisation of Borrowing Costs

Land held for resale is stated at the lower of cost and net realisable value.

Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made.

Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

Council's non current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Division of Local Government.

At reporting date, the following classes of I,PP&E were stated at their Fair Value;

- **Investment Properties** – refer Note 1(p),
- **Water and Sewerage Networks**
(External Valuation except for Dams which have been valued internally)
- **Operational Land** (External Valuation)
- **Buildings – Specialised/Non Specialised**
(External Valuation)
- **Plant and Equipment**
(as approximated by depreciated historical cost)
- **Roads Assets incl. roads, bridges & footpaths**
(Internal Valuation)
- **Drainage Assets** (Internal Valuation)
- **Bulk Earthworks** (Internal Valuation)
- **Community Land** (External Valuation)
- **Land Improvements**
(as approximated by depreciated historical cost)
- **Other Structures**
(as approximated by depreciated historical cost)
- **Other Assets**
(as approximated by depreciated historical cost)

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (ie. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant & Equipment:

- Increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve.
- To the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- Net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income statement.

Water and sewerage network assets are indexed annually between full revaluations in accordance with the latest indices provided in the NSW Office of Water - Rates Reference Manual.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following;

Land	
- council land	100% Capitalised
- open space	100% Capitalised

Plant & Equipment	
Office Furniture	> \$2,000
Office Equipment (ex IT Hardware)	> \$2,000
Office Equipment - IT Hardware	> \$500
Other Plant & Equipment	> \$2,000

Buildings & Land Improvements	
Park Furniture & Equipment	> \$5,000

Building	
- construction/extensions	100% Capitalised
- renovations	> \$5,000
Other Structures	> \$5,000

Water & Sewer Assets	
Reticulation extensions	> \$5,000
Other	> \$5,000

Stormwater Assets	
Drains & Culverts	> \$5,000
Other	> \$5,000

Transport Assets	
Road construction & reconstruction	> \$5,000
Reseal/Re-sheet & major repairs:	> \$5,000
Bridge construction & reconstruction	> \$5,000

Library Assets	
Reference Collection in its entirety	> \$1,000,000
Heritage Items	> \$5,000

Note common use library items will be expensed.

Depreciation

Depreciation on Plant and Equipment, Office Equipment, Furniture and Fittings, and Water and Sewer Network Assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life. All other Infrastructure, Property, Plant and Equipment assets have been depreciated on a condition based method.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

Plant & Equipment	
- Office Equipment	3 to 7 years
- Office furniture	5 to 25 years
- Computer Equipment	3 years
- Vehicles	5 to 8 years
- Heavy Plant/Road Making equip.	5 to 8 years
- Other plant and equipment	5 to 15 years

Other Equipment	
- Playground equipment	5 to 10 years
- Benches, seats etc	10 to 20 years

Buildings	
- Buildings	25 to 50 years

Stormwater Drainage	
- Drains	80 to 100 years
- Pipes, Pits & Culverts	60 to 80 years
- Gross Pollutant Traps	30 years

Transportation Assets	
- Sealed Roads: Surface	18-22 years
- Sealed Roads: Structure	40 years
- Unsealed roads	20 years
- Bridge: Concrete	100 years
- Bridge: Other	60 years
- Road Pavements	40 years
- Kerb, Gutter & Paths	60 years

Water & Sewer Assets	
- Dams and reservoirs	80 to 90 years
- Reticulation pipes: PVC	80 years
- Reticulation pipes: Other	50 to 100 years
- Telemetry	15 to 25 years
- Pumping Stations	15 to 80 years

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Other Infrastructure Assets

- Bulk earthworks Infinite

All asset residual values and useful lives are reviewed and adjusted (where appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

IT Development and Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and service, direct payroll and payroll related costs of employees' time spent on the project.

Amortisation is calculated on a straight line bases over periods generally ranging from 3 to 5 years.

IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility and where Council has an intention and ability to use the asset.

Regional Water Supply

Coffs Harbour City Council and Clarence Valley Council have signed an agreement which provides for Coffs Harbour City Council's entitlement to a non cumulative permanent right to receive bulk raw water from Clarence Valley Council. This is considered to be a separate intangible asset, being a licence, and will be amortised over 100 years commencing from the date that the infrastructure being provided is operational, being equivalent to the average depreciation of infrastructure provided.

(n) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating the reserves are recognised within Council's Income Statement.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(o) Rural Fire Service assets

Under section 119 of the Rural Fires Act 1997, *“all fire fighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed”*.

At present, the accounting for such fire fighting equipment is not treated in a consistent manner across all Councils.

Until such time as discussions on this matter have concluded and the legislation changed, Council will continue to account for these assets as it has been doing in previous years, which is to incorporate the assets, their values and depreciation charges within these financial statements.

(p) Investment property

Investment property comprises land &/or buildings that are principally held for long-term rental yields, capital gains or both that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined in 2012/13 by external valuers.

Annual changes in the fair value of Investment Properties are recorded in the Income Statement as part of “Other Income”.

Full revaluations are carried out every five years with an appropriate index utilised each year in between the full revaluations.

The last full revaluation for Council’s Investment Properties was dated 30/06/2009.

(q) Provisions for close down, restoration and for environmental clean up costs – including Tips and Quarries

Close down, Restoration and Remediation costs include the dismantling and demolition of infrastructure, the removal of residual materials and the remediation of disturbed areas.

Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. Costs are estimated on the basis of a closure plan.

The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down, Restoration and Remediation costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations.

Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or ‘unwinding’ of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period.

This amortisation of the discount is disclosed as a borrowing cost in Note 4(b).

Other movements in the provisions for Close down, Restoration and Remediation costs including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment.

These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date and the cost is charged to the income statement.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the reporting date. These costs are charged to the income statement.

Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations.

The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates.

As a result there could be significant adjustments to the provision for close down and restoration and environmental clean up, which would affect future financial results.

Specific Information relating to Council's provisions relating to Close down, Restoration and Remediation costs can be found at Note 26.

(r) Non-Current Assets (or Disposal Groups) "Held for Sale" & Discontinued Operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets

were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets "held for sale", an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets "held for sale" are not depreciated or amortised while they are classified as "held for sale".

Non-current assets classified as "held for sale" are presented separately from the other assets in the balance sheet.

A Discontinued Operation is a component of the entity that has been disposed of or is classified as "held for sale" and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

(s) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where an asset is not held principally for cash generating purposes (for example Infrastructure Assets) and would be replaced if the Council was deprived of it then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

possible reversal of the impairment at each reporting date.

Goodwill & other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

(t) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

(u) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

(v) Borrowing costs

Borrowing costs are expensed.

(w) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;

- it is more likely than not that an outflow of resources will be required to settle the obligation; and

- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

(x) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages & salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the statement of financial position, and measured

as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the "Local Government Superannuation Scheme – Pool B"

This Scheme has been deemed to be a "multi employer fund" for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

Accordingly, Council's contributions to the scheme for the current reporting year have been recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities.

As a result, they have asked for significant increases in future contributions to recover that deficiency.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30/6/13.

(y) Self insurance

Council does not self insure.

(z) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are "held for trading", these are also classified as current even if not expected to be realised in the next 12 months.

(aa) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the statement of financial position are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the statement of financial position.

Operating cash flows within the Cash Flow Statement are on a gross basis, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

(ab) New accounting standards and UIG interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2013.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Applicable to Local Government with implications:

AASB 9 Financial Instruments, associated standards, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and transitional disclosures (effective from 1 January 2015)

AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2015 but is available for early adoption.

When adopted, the standard will affect in particular Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading.

Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss although there is currently a proposal by the IASB to introduce a Fair value through Other Comprehensive Income category for debt instruments.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are

designated at fair value through profit or loss and Council does not have any such liabilities.

The de-recognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed.

AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 explains how to measure fair value and aims to enhance fair value disclosures.

Council has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance.

It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements.

However, application of the new standard will impact the type of information disclosed in the notes to the financial statements.

Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

Applicable to Local Government but no implications for Council;

AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 132 & AASB 7] (effective 1 January 2013)

This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position.

This Standard also amends AASB 132 to refer to the additional disclosures added to AASB 7 by this Standard.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

The adoption of this standard will not change the reported financial position and performance of the entity, there are no impact on disclosures as there are no offsetting arrangements currently in place.

AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132] (effective 1 January 2014).

This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria of AASB 132, including clarifying the meaning of “currently has a legally enforceable right of set-off” and that some gross settlement systems may be considered equivalent to net settlement.

The adoption of this standard will not change the reported financial position and performance of the entity, there are no impact on disclosures as there are no offsetting arrangements currently in place.

Applicable to Local Government but not relevant to Council at this stage;

AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests in Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)

This suite of five new and amended standards address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation. However, the standard introduces a single definition of control that applies to all entities.

It focuses on the need to have both power and rights or exposure to variable returns.

Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both.

Control exists when the investor can use its power to affect the amount of its returns.

There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements.

The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement.

Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture.

Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted.

Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard.

AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules.

As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa.

The amendments also introduce a "partial disposal" concept.

Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date.

They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)

This revised standard on accounting for employee benefits requires the recognition of all re-measurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset.

This replaces the expected return on plan assets that is currently included in profit or loss.

The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits.

The amendments will have to be implemented retrospectively.

Council does not recognise defined benefit assets and liabilities for the reasons set out in Note 1 (x) (iii) and so these changes will not have an impact on its reported results.

Not applicable to Local Government per se;

AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle (effective 1 January 2013)

AASB 1 - this standard clarifies that an entity can apply AASB 1 more than once. An entity can elect to apply AASB 123 from the transition date or an earlier date.

AASB 101 - clarifies that a third statement of financial position is required when the opening statement of financial position is materially affected by any adjustments.

AASB 116 - clarifies the classification of servicing equipment.

AASB 132 and Interpretation 2 - clarifies that income tax relating to distributions to holders of an equity instrument and to transaction costs of an equity transaction shall be accounted for in accordance with AASB 112 Income Taxes

AASB 134 - provides clarification about segment reporting.

The amendments arising from this standard are not expected to change the reported financial position or performance of the Council.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(ac) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(ad) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(ae) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Actual 2013	Actual 2012	Actual 2013	Actual 2012
Governance	-	-	-	1,298	1,241	1,172	(1,298)	(1,241)	(1,172)	-	-	15,926	-
Civic Management	3	11	1	1,098	983	750	(1,095)	(972)	(749)	(1)	-	8	74
Community Facilities	1,752	1,814	1,691	566	415	469	1,186	1,399	1,222	-	-	9	123
Coffs Coast Marketing	691	995	1,069	1,922	2,191	1,964	(1,231)	(1,196)	(895)	20	81	33	97
Land Use Planning	118	108	106	1,644	1,160	1,059	(1,526)	(1,052)	(953)	35	53	34	46
Land Use Assessment and Management	1,480	1,803	1,906	2,231	2,330	2,134	(751)	(527)	(228)	99	244	52	25
Environmental Management	227	608	424	1,369	2,179	2,423	(1,142)	(1,571)	(1,999)	361	105	689	758
Public Health and Safety	158	192	180	1,125	1,204	1,168	(967)	(1,012)	(988)	-	3	87	111
Ranger Control	417	463	391	815	824	782	(398)	(361)	(391)	-	-	20	23
Domestic Waste Management	13,294	13,671	11,391	13,406	13,906	11,339	(112)	(235)	52	1	9	17,500	20,942
Non Domestic Waste Management	4,956	4,756	4,625	4,771	4,742	4,712	185	14	(87)	441	407	409	482
Property and Commercial Services	112	2,030	5,504	514	478	442	(402)	1,552	5,062	-	-	40,092	40,452
Leasing and Asset Management	1,115	1,376	1,398	2,214	2,301	2,232	(1,099)	(925)	(834)	(100)	26	99,562	100,138
Swimming Pools	-	-	-	534	462	458	(534)	(462)	(458)	-	-	124	70
Airport	4,599	5,791	3,989	3,550	3,595	3,071	1,049	2,196	918	-	-	72,948	54,751
Sports Development	516	536	605	2,283	1,955	1,898	(1,767)	(1,419)	(1,293)	-	-	8,892	11,449
Administration	42	52	53	1,021	1,034	971	(979)	(982)	(918)	-	-	1,305	1,185
Legal and Audit Services	97	223	116	1,730	1,698	1,765	(1,633)	(1,475)	(1,649)	-	-	-	-
Rural Fire Services	2,147	1,528	1,394	1,422	1,436	1,390	725	92	4	1,525	1,390	5,427	5,158
Information Services	41	10	8	3,965	3,348	3,181	(3,924)	(3,338)	(3,173)	-	-	1,230	1,471
Technology Group	1,307	1,587	1,575	1,081	1,582	1,248	226	5	327	-	-	1,237	1,561
Finance	327	460	348	3,863	3,680	3,490	(3,536)	(3,220)	(3,142)	-	-	69,797	70,619

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Financial Statements 2013

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Actual 2013	Actual 2012	Actual 2013	Actual 2012
Plant	403	1,013	683	5,704	5,713	4,796	(5,301)	(4,700)	(4,113)	-	-	9,820	12,257
Program Support	78	-	1	169	158	159	(91)	(158)	(158)	-	-	-	-
Human Resources & Organisational Development	55	254	168	1,347	1,553	1,379	(1,292)	(1,299)	(1,211)	7	-	557	63
City Services Support	-	-	1	876	565	607	(876)	(565)	(606)	-	-	8	10
Asset Systems	-	-	-	328	448	292	(328)	(448)	(292)	-	-	6	11
Library	220	418	250	1,741	1,798	1,749	(1,521)	(1,380)	(1,499)	381	213	144	112
Community Development	285	591	530	2,645	2,226	2,485	(2,360)	(1,635)	(1,955)	75	121	19,540	12,954
Economic Development	266	391	279	928	1,078	1,000	(662)	(687)	(721)	137	18	18	30
Environmental Laboratory	319	399	438	508	507	452	(189)	(108)	(14)	-	-	184	226
City Services Operational Administration	12	35	51	896	819	848	(884)	(784)	(797)	-	-	2,798	442
Recreational Services	656	2,699	2,246	5,112	8,843	7,743	(4,456)	(6,144)	(5,497)	648	402	44,527	29,428
Regional Roads	1,255	2,476	1,458	2,271	3,266	2,282	(1,016)	(790)	(824)	2,446	1,455	99,013	59,662
Local Roads	896	2,724	2,802	19,300	13,588	11,631	(18,404)	(10,864)	(8,829)	1,439	2,027	417,300	423,749
Bridges	795	896	908	644	1,281	840	151	(385)	68	101	140	59,182	50,868
Footpaths and Cycleways	25	24	(75)	827	843	638	(802)	(819)	(713)	7	12	29,431	24,923
Parking	-	154	23	1,066	1,010	935	(1,066)	(856)	(912)	-	-	24,347	22,545
Quarries	208	(33)	36	208	147	165	-	(180)	(129)	-	-	283	230
Street and Toilet Cleaning	-	-	-	816	668	651	(816)	(668)	(651)	-	-	-	-
Drainage	2,130	3,473	4,362	3,495	3,961	3,662	(1,365)	(488)	700	193	2,136	172,224	171,260
Harbour and Jetty	-	7	-	185	119	128	(185)	(112)	(128)	15	1	7	40
City Works Private Works	276	2,721	3,230	502	1,581	2,599	(226)	1,140	631	-	5	678	1,359

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Financial Statements 2013

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Original Budget 2013	Actual 2013	Actual 2012	Actual 2013	Actual 2012	Actual 2013	Actual 2012
Survey and Design	104	362	968	1,839	1,989	2,301	(1,735)	(1,627)	(1,333)	180	762	967	1,644
Street Lighting	147	148	158	768	840	762	(621)	(692)	(604)	148	158	-	37
Contracts and Subdivisions	104	53	70	482	351	442	(378)	(298)	(372)	-	-	4	6
General Fund Untied Funding	43,075	38,801	39,973	90	169	165	42,985	38,632	39,808	7,665	9,551	-	-
Water Supplies	21,832	22,213	20,023	19,248	21,130	18,352	2,584	1,083	1,671	250	245	387,735	375,516
Sewer Services	29,183	31,321	29,635	25,005	29,314	23,929	4,178	2,007	5,706	764	633	514,764	495,524
Oncost Recoveries	-	84	112	-	(645)	(308)	-	729	420	-	110	-	-
Operating Result from Continuing Operations	135,723	149,238	145,104	149,422	156,064	138,802	(13,699)	(6,826)	6,302	16,837	20,307	2,118,918	1,992,431

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 2(b). Council Functions / Activities - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

CIVIC MANAGEMENT

Sister City Exchange programs, naturalisations, donations to community groups, Australia Day Committee, Web and Media Services, Election Expenses, Civic Receptions, Elected Member Expenses.

COMMUNITY FACILITIES

Provision of major infrastructure i.e. regional roads, jetty structure, from special rate variation funding.

COFFS COAST MARKETING

South Sydney Rugby League Club sponsorship, Trade Exhibitions, Travel Shows, Tourism Promotion, Advertising and Promotions

LAND USE PLANNING

Local Environment Plan reviews, heritage programs, planning studies.

LAND USE ASSESSMENT AND MANAGEMENT

Compliance for construction and development. Drainage diagrams, sewer inspections, building inspections.

ENVIRONMENTAL MANAGEMENT

Domestic Sewage supervision and administration, water quality monitoring, sustainability services, environmental levy projects, parks and street litter bins contract.

PUBLIC HEALTH AND SAFETY

Beach patrols, sullage collection, public pools inspection.

RANGER CONTROL

Rangers, stray animal management, parking inspectors.

DOMESTIC WASTE MANAGEMENT

Recycling, waste collection and processing, tip facilities.

NON DOMESTIC WASTE MANAGEMENT

Recycling, waste collection and processing, tip facilities, hazardous material disposal, concrete crushing, Clean Up Australia Day, tip fees.

PROPERTY AND COMMERCIAL SERVICES

Valuation Services, land acquisition and development.

LEASING AND ASSET MANAGEMENT

Maintenance, repair and operation of Council buildings. Management of leased facilities.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 2(b). Council Functions / Activities - Component Descriptions (continued)

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

SWIMMING POOLS

Contractor costs for operation of swimming pools, pumps and equipment maintenance and repair.

AIRPORT

Maintenance, repair, operation and development of Regional Passenger Terminal, General Aviation Area and Aerodrome facilities.

SPORTS DEVELOPMENT

Stadium Operations, Sports Facilities and Ovals Maintenance, Sports Events.

ADMINISTRATION

Provision of administration services, office equipment, furniture and fittings.

LEGAL AND AUDIT SERVICES

Internal audit, legal advice, insurance services.

RURAL FIRE SERVICES

Hazard reduction, brigade station operations, fire attendances.

INFORMATION SERVICES

Hardware and software acquisition and maintenance, rural house numbering, information technology conference, geographical information services, records management.

TECHNOLOGY GROUP

Telemetry Switchboard construction and sales, optical fibre provision, consultancy income.

FINANCE

Procurement, customer services, accounts payable, accounts receivable, investment management, asset accounting, water meter reading and billing, rates management, tax management.

PLANT

Fleet management, plant hire, mechanical workshop operations.

PROGRAM SUPPORT

Developer Contributions administration, environmental levy administration, budgeting.

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Payroll services, training, selection, recruitment, induction, Occupational Health and Safety, Workers Compensation management, health and wellbeing program.

CITY SERVICES SUPPORT

Two way radio operations, SES contributions.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 2(b). Council Functions / Activities - Component Descriptions (continued)

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

ASSET SYSTEMS

Development of asset management plans and strategies. Recording, monitoring and reviewing all assets disposed and acquired.

LIBRARY

Development, maintenance, and operation of library facilities. Collection processing.

COMMUNITY DEVELOPMENT

Museum, Theatre, Art Gallery and Community Centre operations. Aboriginal services and youth projects.

ECONOMIC DEVELOPMENT

Marketing, Buskers Festival, Farmers Markets, Investment Attraction, Business Development.

ENVIRONMENTAL LABORATORY

Water, waste water, soil, swimming pool testing for public and private sectors.

CITY SERVICES OPERATIONAL ADMINISTRATION

Works depots operations, development, maintenance and repairs.

RECREATIONAL SERVICES

Reserves, street trees and gardens maintenance. Noxious weeds control, cemeteries operations, nursery operations, tree farm operations, environmental levy projects, playgrounds, footbridges and boardwalks.

REGIONAL ROADS

Development and maintenance of regional roads, RTA block grant funding.

LOCAL ROADS

Urban Roads, rural roads sealed and unsealed maintenance, reseals, resheeting and rehabilitation. Roads and traffic Signs, transfer bins, kerb and gutter repairs.

BRIDGES

Maintenance and repair of concrete and timber bridges.

FOOTPATHS, CYCLEWAYS AND BUS SHELTERS

Footpaths, cycleways, bus shelters and street furniture construction, maintenance and repairs.

PARKING

Multi level and ground level car park construction, maintenance and repairs.

QUARRIES

Extraction, production and distribution of quarry materials.

STREET AND TOILET CLEANING

Street and toilet cleaning (including Marina public toilets).

DRAINAGE

Stormwater drainage improvement and nuisance flooding construction, maintenance and repair.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 2(b). Council Functions / Activities - Component Descriptions (continued)

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

HARBOUR AND JETTY

Boat ramp dredging and maintenance. Historical jetty maintenance and repair.

CITY WORKS PRIVATE WORKS

External works undertaken to return a profit to the community by way of investment in local infrastructure and services.

SURVEY AND DESIGN

Road safety officer program, flood mitigation and stormwater works, coastal hazard and estuary studies, traffic safety works, private footpath crossings, road surveys.

STREET LIGHTING

Operations of street lighting.

CONTRACTS AND SUBDIVISION

Contracts management, supervision of subdivision works.

GENERAL FUND UNTIED FUNDING

General rates, environmental levy, investment, financial assistance grants and pensioner subsidy income.

WATER SUPPLIES

Maintenance, operation and construction of dams, reservoirs, pump stations, mains, chlorination plants, fluoridation plants, telemetry, regional water supply, standpipes and meters. Water quality monitoring & public awareness campaigns.

SEWER SERVICES

Maintenance, operation and construction of treatment works, pumping stations, sewers, sullage collection, reclaimed water, ocean outfall, biosolids disposal and reuse management. Public awareness campaigns.

ONCOST RECOVERIES

Employee Leave Entitlements, Workers Compensation Insurance, Superannuation Contributions.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2013	Actual 2012
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		23,861	22,762
Farmland		1,144	1,046
Business		6,299	6,221
Total Ordinary Rates		31,304	30,029
Special Rates			
Environmental		1,080	1,034
Total Special Rates		1,080	1,034
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		12,497	10,572
Stormwater Management Services		667	660
Water Supply Services		3,736	3,575
Sewerage Services		20,759	19,387
Waste Management Services (non-domestic)		1,254	1,067
Other		133	128
Total Annual Charges		39,046	35,389
TOTAL RATES & ANNUAL CHARGES		71,430	66,452

Council has used 2011 year valuations provided by the NSW Valuer General in calculating its rates.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(b) User Charges & Fees			
Specific User Charges (per s.502 - Specific "actual use" charges)			
Water Supply Services		12,040	11,149
Sewerage Services		2,145	2,223
Waste Management Services (non-domestic)		2,523	2,736
Other		95	83
Total User Charges		16,803	16,191
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Building Regulation		853	803
Construction Certificates		53	68
Domestic Sewerage System Approval		187	186
Private Works - Section 67		1,108	2,694
Section 149 Certificates (EPA Act)		143	144
Section 603 Certificates		110	102
Town Planning		594	602
Other		219	177
Total Fees & Charges - Statutory/Regulatory		3,267	4,776
(ii) Fees & Charges - Other (incl. General User Charges (per s.608)			
Aerodrome		3,803	3,416
Cemeteries		240	295
Community Village Income		64	69
Laboratory Income		352	438
Sports Stadium		213	213
Trade Waste Application Fee		13	14
Water Supply Recovery Charges		146	115
Watermain Connections		191	279
Back Feed Water Charges - Clarence Valley Council		1,001	348
Other		400	328
Total Fees & Charges - Other		6,423	5,515
TOTAL USER CHARGES & FEES		26,493	26,482

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges (incl. Special Purpose Rates)		393	405
- Interest earned on Investments (interest & coupon payment income)		9,280	9,686
- Interest on Deferred Debtors		16	11
Fair Value Adjustments			
- Fair Valuation movements in Investments (at FV or Held for Trading)*		4,818	599
Available for Sale Revaluation Reserves realised on Investment sale		-	176
Fair Valuation of Financial Liabilities on recognition			
- Interest Free (or favourable) Loans & Advances Received		912	-
TOTAL INTEREST & INVESTMENT REVENUE		<u>15,419</u>	<u>10,877</u>

* Significant Item

During 2012-13 Council received insurance payments for some CDO's which were previously written down to fair value. The net total of these payments amounted to \$2,576,000.

Interest Revenue is attributable to:

Unrestricted Investments/Financial Assets:

Overdue Rates & Annual Charges (General Fund)	393	405
General Council Cash & Investments	1,048	956

Restricted Investments/Funds - External:

Development Contributions		
- Section 94	1,121	626
- Section 64	12	11
Water Fund Operations	3,177	2,539
Sewerage Fund Operations	5,326	4,373
Domestic Waste Management operations	55	67
Local Infrastructure Renewal Scheme - Interest Subsidy	912	-
Other Externally Restricted Assets	1	2

Restricted Investments/Funds - Internal:

Internally Restricted Assets	3,374	1,898
Total Interest & Investment Revenue Recognised	<u>15,419</u>	<u>10,877</u>

(d) Other Revenues

Fair Value Adjustments - Investment Properties	14	163	-
Rental Income - Investment Properties	14	61	66
Rental Income - Other Council Properties		1,668	1,600
Fines - Parking		93	89
Fines - Other		240	217
Banana Sales from Reuse Trial		135	236

(continued on the next page...)

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(d) Other Revenues (continued)			
Commissions & Agency Fees		207	149
Airport Paking		131	112
Conferences		624	502
ICT Projects & Consultancy		412	443
Jetty Theatre Income		233	157
Nursery Sales		226	180
Optical Fibre Lease		81	57
Reimbursements		949	489
Sale of Switchboards		1,093	1,010
Sports Stadium Food & Drink		368	250
Recoverable Rates Legals		133	140
Other		548	530
TOTAL OTHER REVENUE		7,365	6,227

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	2013 Operating	2012 Operating	2013 Capital	2012 Capital
(e) Grants				
General Purpose (Untied)				
Financial Assistance	6,828	8,731	-	-
Pensioners' Rates Subsidies - General Component	837	819	-	-
Total General Purpose	7,665	9,550	-	-
Specific Purpose				
Pensioners' Rates Subsidies:				
- Water	250	245	-	-
- Sewerage	245	240	-	-
- Domestic Waste Management	1	4	-	-
Sewerage Services	-	-	519	393
Bushfire & Emergency Services	609	651	917	739
Community Care	60	101	(100)	50
Cycleways	-	-	-	(2)
Economic Development	137	60	-	-
Employment & Training Programs	-	119	-	-
Environmental Protection	789	492	27	55
Flood Studies & Mitigation Works	45	149	(177)	2,373
Heritage & Cultural	12	65	1	11
Library	136	135	245	78
Natural Disaster	2,266	1,043	192	(81)
Noxious Weeds	131	135	-	-
Orara River Health	30	75	-	-
Street Lighting	148	158	-	-
Transport (Roads to Recovery)	-	-	896	896
Transport (Other Roads & Bridges Funding)	1,020	1,027	543	1,281
Other	173	258	57	7
Total Specific Purpose	6,052	4,957	3,120	5,800
Total Grants	13,717	14,507	3,120	5,800
Grant Revenue is attributable to:				
- Commonwealth Funding	236	305	816	926
- State Funding	13,481	14,192	2,304	4,869
- Other Funding	-	10	-	5
	13,717	14,507	3,120	5,800

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	2013 Operating	2012 Operating	2013 Capital	2012 Capital
(f) Contributions				
Developer Contributions:				
(s93 & s94 - EP&A Act, s64 of the LGA):				
S 94 - Contributions towards amenities/services	-	-	1,550	1,101
S 64 - Water Supply Contributions	-	-	1,405	1,240
S 64 - Sewerage Service Contributions	-	-	1,342	1,203
Total Developer Contributions	17 -	-	4,297	3,544
Other Contributions:				
Caravan Parks	129	130	-	-
Contributions to Works	2,926	2,838	-	-
Diesel Fuel Rebate	108	221	-	-
Kerb & Gutter	-	-	29	-
RMS Contributions - Pine Creek Handover	-	12	-	(12)
Section 355 Committee - Payroll Processing	18	16	-	-
Subdivider Dedications (other than by S94)	-	-	2,508	6,981
Vehicle Lease Payments	371	349	-	-
Watermain Relocation	-	-	1,046	-
Other	119	167	143	496
Total Other Contributions	3,671	3,733	3,726	7,465
Total Contributions	3,671	3,733	8,023	11,009
TOTAL GRANTS & CONTRIBUTIONS	17,388	18,240	11,143	16,809

\$ '000	Actual 2013	Actual 2012
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(g) Restrictions relating to Grants and Contributions

Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:

Unexpended at the Close of the Previous Reporting Period	25,946	19,657
add: Grants & contributions recognised in the current period but not yet spent:	10,201	14,089
less: Grants & contributions recognised in a previous reporting period now spent:	(13,789)	(7,800)
Net Increase (Decrease) in Restricted Assets during the Period	(3,588)	6,289
Unexpended and held as Restricted Assets	22,358	25,946
Comprising:		
- Specific Purpose Unexpended Grants	5,661	8,521
- Developer Contributions	13,885	14,220
- Other Contributions	2,812	3,205
	22,358	25,946

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2013	Actual 2012
(a) Employee Benefits & On-Costs			
Salaries and Wages		27,846	26,961
Travelling		80	89
Employee Leave Entitlements (ELE)		5,668	5,632
Superannuation - Defined Contribution Plans		2,267	2,095
Superannuation - Defined Benefit Plans		1,531	1,583
Workers' Compensation Insurance		1,433	1,935
Fringe Benefit Tax (FBT)		62	52
Payroll Tax		476	387
Training Costs (other than Salaries & Wages)		903	884
Protective Clothing		162	162
Other		56	51
Total Employee Costs		40,484	39,831
less: Capitalised Costs		(2,768)	(3,092)
TOTAL EMPLOYEE COSTS EXPENSED		37,716	36,739
Number of "Equivalent Full Time" Employees at year end		521	509
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Loans		16,003	16,987
Total Interest Bearing Liability Costs Expensed		16,003	16,987
(ii) Other Borrowing Costs			
Discount adjustments relating to movements in Provisions (other than ELE)			
- Remediation Liabilities	26	212	339
Interest applicable on Interest Free (& favourable) Loans to Council		140	139
Total Other Borrowing Costs		352	478
TOTAL BORROWING COSTS EXPENSED		16,355	17,465

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Materials & Contracts			
Raw Materials & Consumables		12,523	10,450
Contractor & Consultancy Costs		30,320	25,958
Auditors Remuneration ⁽¹⁾		70	73
Legal Expenses:			
- Legal Expenses: Planning & Development		164	304
- Legal Expenses: Other		194	211
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments ⁽²⁾		43	44
TOTAL MATERIALS & CONTRACTS		43,314	37,040

1. Auditor Remuneration

During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):

(i) Audit and Other Assurance Services

- Audit & review of financial statements: Council's Auditor	70	73
Remuneration for audit and other assurance services	70	73
Total Auditor Remuneration	70	73

2. Operating Lease Payments are attributable to:

Buildings	39	36
Other	4	8
	43	44

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2013	Actual 2012	Actual 2013	Actual 2012
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		-	-	3,921	3,717
Office Equipment		-	-	546	621
Furniture & Fittings		-	-	221	214
Land Improvements (depreciable)		-	-	2,245	2,331
Buildings - Non Specialised		-	-	601	788
Buildings - Specialised		-	96	338	372
Other Structures		-	-	317	277
Infrastructure:					
- Roads, Bridges & Footpaths		-	2,593	14,920	13,491
- Stormwater Drainage		-	-	3,028	2,634
- Water Supply Network		-	-	5,859	4,675
- Sewerage Network		-	-	11,324	6,410
Other Assets					
- Other		-	-	660	574
Asset Reinstatement Costs	9 & 26	-	-	770	784
Intangible Assets	25	-	-	906	1,096
Total Depreciation & Impairment Costs		-	2,689	45,656	37,984
less: Capitalised Costs		-	-	(177)	(203)
less: Impairments (to)/from ARR [Equity]	9a	-	(2,689)	-	-
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED		-	-	45,479	37,781

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(e) Other Expenses			
Other Expenses for the year include the following:			
Bad & Doubtful Debts		1	-
Bank Charges		250	255
Contributions/Levies to Other Levels of Government			
- NSW Fire Brigade Levy		426	433
- NSW Rural Fire Service Levy		446	387
- Contributions to State Parks		982	744
- Contributions to Regional Parks		217	127
- Other Contributions/Levies		189	204
Councillor Expenses - Mayoral Fee		37	36
Councillor Expenses - Councillors' Fees		149	150
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		41	32
Donations, Contributions & Assistance to other organisations (Section 356)		952	1,096
Electricity & Heating		3,612	2,974
Insurance		2,111	2,136
Street Lighting		846	764
Telephone & Communications		346	341
Other		176	98
TOTAL OTHER EXPENSES		10,781	9,777

Note 5. Gains or Losses from the Disposal of Assets

Property (excl. Investment Property)			
Proceeds from Disposal - Property		140	98
less: Carrying Amount of Property Assets Sold / Written Off		(143)	(149)
Net Gain/(Loss) on Disposal		(3)	(51)
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		656	1,102
less: Carrying Amount of P&E Assets Sold / Written Off		(672)	(1,034)
Net Gain/(Loss) on Disposal		(16)	68
Infrastructure			
Proceeds from Disposal - Infrastructure		-	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(2,400)	-
Net Gain/(Loss) on Disposal		(2,400)	-
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(2,419)	17

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6a. - Cash Assets and Note 6b. - Investments

\$ '000	Notes	2013	2013	2012	2012
		Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		2,651	-	4,077	-
Cash-Equivalent Assets ¹					
- Deposits at Call		1,027	-	4,667	-
- Managed Funds		49	-	112	-
- Short Term Deposits		8,100	-	4,516	-
Total Cash & Cash Equivalents		11,827	-	13,372	-
Investments (Note 6b)					
- Managed Funds		-	-	3,138	-
- Long Term Deposits		29,800	66,079	25,667	52,066
- Floating Rate Term Deposits		4,000	3,500	-	4,018
- NCD's, FRN's (with Maturities > 3 months)		3,752	35,999	2,394	52,281
- CDO's		-	-	1,024	-
- Constant Protection Portfolio Notes		995	-	5,395	964
- Other Long Term Financial Assets		1,031	8,845	-	9,891
Total Investments		39,578	114,423	37,618	119,220
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		51,405	114,423	50,990	119,220

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents					
a. "At Fair Value through the Profit & Loss"		11,827	-	13,372	-
Investments					
a. "At Fair Value through the Profit & Loss"					
- "Held for Trading"	6(b-i)	2,236	-	6,132	-
- "Designated at Fair Value on Initial Recognition"	6(b-i)	2,547	44,844	940	62,172
b. "Held to Maturity"		33,800	69,579	25,667	56,084
c. "Available for Sale"		995	-	4,879	964
Investments		39,578	114,423	37,618	119,220

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6b. Investments (continued)

\$ '000	2013	2013	2012	2012
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	7,072	62,172	27,148	35,374
Revaluations (through the Income Statement)	1	755	719	(120)
Additions	-	29,944	-	38,142
Disposals (sales & redemptions)	(6,469)	(43,848)	(27,082)	(3,642)
Transfers between Current/Non Current	4,179	(4,179)	7,582	(7,582)
Balance at End of Year	4,783	44,844	7,072	62,172
Comprising:				
- Managed Funds	-	-	3,138	-
- NCD's, FRN's (with Maturities > 3 months)	3,752	35,999	1,912	52,281
- CDO's	-	-	1,024	-
- Constant Protection Portfolio Notes	-	-	998	-
- Other Long Term Financial Assets	1,031	8,845	-	9,891
Total	4,783	44,844	7,072	62,172
Note 6(b-ii)				
Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	25,667	56,084	34,295	53,218
Additions	23,900	31,300	12,700	22,000
Disposals (sales & redemptions)	(34,866)	-	(40,465)	-
Transfers between Current/Non Current	17,805	(17,805)	19,136	(19,136)
Balance at End of Year	32,506	69,579	25,667	56,084
Comprising:				
- Long Term Deposits	29,800	66,079	25,667	52,066
- Floating Rate Term Deposits	4,000	3,500	-	4,018
Total	33,800	69,579	25,667	56,084
Note 6(b-iii)				
Reconciliation of Investments classified as "Available for Sale"				
Balance at the Beginning of the Year	4,879	964	2,646	6,891
Revaluation - transfer gain (loss) to ARR in Equity	157	-	415	73
Disposals (sales & redemptions)	(5,005)	-	(2,801)	(1,381)
Transfers between Current/Non Current	964	(964)	4,619	(4,619)
Balance at End of Year	995	-	4,879	964
Comprising:				
- NCD's, FRN's (with Maturities > 3 months)	-	-	482	-
- Constant Protection Portfolio Notes	995	-	4,397	964
Total	995	-	4,879	964

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

\$ '000	2013	2013	2012	2012
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investments	51,405	114,423	50,990	119,220
attributable to:				
External Restrictions (refer below)	45,638	65,055	43,723	74,596
Internal Restrictions (refer below)	5,626	49,368	5,181	44,624
Unrestricted	141	-	2,085	-
	<u>51,405</u>	<u>114,423</u>	<u>50,990</u>	<u>119,220</u>

2013 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

Details of Restrictions

External Restrictions - Included in Liabilities

Specific Purpose Unexpended Loans-Water (A)	24,283	-	(293)	23,990
Specific Purpose Unexpended Loans-Sewer (A)	42,418	-	(4,830)	37,588
External Restrictions - Included in Liabilities	<u>66,701</u>	<u>-</u>	<u>(5,123)</u>	<u>61,578</u>

External Restrictions - Other

Developer Contributions - General (D)	14,051	2,676	(2,970)	13,757
Developer Contributions - Water Fund (D)	105	1,412	(1,450)	67
Developer Contributions - Sewer Fund (D)	64	1,347	(1,350)	61
Water Supplies (G)	14,265	7,562	(9,625)	12,202
Sewerage Services (G)	21,945	23,739	(23,242)	22,442
Domestic Waste Management (G)	1,141	14,199	(14,813)	527
Stormwater Management (G)	-	-	-	-
Other	47	39	(27)	59
External Restrictions - Other	<u>51,618</u>	<u>50,974</u>	<u>(53,477)</u>	<u>49,115</u>
Total External Restrictions	<u>118,319</u>	<u>50,974</u>	<u>(58,600)</u>	<u>110,693</u>

- A Loan moneys which must be applied for the purposes for which the loans were raised.
- D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).
- G Water, Sewerage, Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details (continued)

2013 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Plant & Vehicle Replacement	4,338	7,851	(6,043)	6,146
Employees Leave Entitlement	4,281	14,151	(14,642)	3,790
General Fund Revotes	2,580	4,489	(2,580)	4,489
EDP Equipment	154	83	(88)	149
Non Domestic Waste Management	1,312	5,730	(5,693)	1,349
Other Contributions	3,205	85	(478)	2,812
Airport	1,714	9,992	(5,959)	5,747
RTA Contributions - Pacific Highway Garden Works	183	14	(46)	151
Unexpended Loans	12,895	-	(2,311)	10,584
Unexpended Grants	8,521	4,680	(7,540)	5,661
Open Space Land	307	192	(39)	460
Jetty M&R	201	17	-	218
Asset Replacement	183	544	(327)	400
Rural Fire Services	14	1	-	15
Future Road Network	1,041	200	-	1,241
Environmental Levy	496	1,397	(1,513)	380
Community Facilities	563	2,076	(1,662)	977
Moonee Beach Road Upgrade	163	14	-	177
Environmental Laboratory	471	729	(557)	643
Car Parking Upgrade	2,144	184	-	2,328
Future Fund	564	662	(264)	962
Business Development	1,065	1,096	(949)	1,212
Project Contingency	955	119	-	1,074
RTA Contributions - Pine Creek Hand Over	303	262	-	565
Projects - Private Works Funding	994	1,813	(1,730)	1,077
Flood Mitigation Works	1,159	1,045	-	2,204
Technology Group	-	1,557	(1,374)	183
Total Internal Restrictions	49,805	58,983	(53,795)	54,993
TOTAL RESTRICTIONS	168,125	109,957	(112,395)	165,687

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 7. Receivables

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		3,427	782	3,219	721
Interest & Extra Charges		309	433	283	404
User Charges & Fees		1,762	47	1,491	46
Private Works		113	2	1,129	23
Contributions to Works		-	-	81	-
Accrued Revenues					
- Interest on Investments		2,361	-	1,295	-
- User Charges & Fees		1,621	-	1,896	-
- Other Income Accruals		1	-	-	-
Government Grants & Subsidies		4,286	679	2,429	-
Deferred Debtors		37	266	29	142
Net GST Receivable		393	-	217	-
Airport Landing Charges		777	-	605	-
Caravan Parks		615	-	1,062	-
Economic Development Unit		4	1	15	1
Environmental Lab		41	-	78	1
Lease Rentals		235	5	261	5
Tip Charges		399	2	337	2
Watermain Relocation		-	-	40	-
Workers Comp. Premium reduction		509	-	-	-
Switchboard Sales		688	-	555	-
Back Feed Water Charges		377	-	350	-
Other Debtors		1,039	10	1,052	12
Total		18,994	2,227	16,424	1,357
less: Provision for Impairment					
Other Debtors		(15)	-	(18)	-
Total Provision for Impairment - Receivables		(15)	-	(18)	-
TOTAL NET RECEIVABLES		18,979	2,227	16,406	1,357
Externally Restricted Receivables					
Water Supply					
- Specific Purpose Grants		60	-	62	-
- Rates & Availability Charges		176	55	173	53
- Other		3,315	26	3,190	-
Sewerage Services					
- Specific Purpose Grants		989	-	414	-
- Rates & Availability Charges		940	292	905	268
- Other		891	51	674	35
Domestic Waste Management		590	190	517	158
Stormwater Management		22	16	21	15
- Other - Environmental Levy		58	42	55	40
Total External Restrictions		7,041	672	6,011	569
Internally Restricted Receivables - Nil					
Unrestricted Receivables		11,938	1,555	10,395	788
TOTAL NET RECEIVABLES		18,979	2,227	16,406	1,357

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 7. Receivables (continued)

\$ '000

Notes on Debtors from the previous page

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 10.00% (2012 11.00%).
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Note 8. Inventories & Other Assets

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		1,336	-	1,204	-
Trading Stock		176	-	297	-
Total Inventories		1,512	-	1,501	-
Other Assets					
Prepayments		781	-	668	-
Total Other Assets		781	-	668	-
TOTAL INVENTORIES / OTHER ASSETS		2,293	-	2,169	-
Externally Restricted Inventories and Other Assets					
Water					
Stores & Materials		237	-	223	-
Total Water		237	-	223	-
Sewerage					
Prepayments		-	-	9	-
Total Sewerage		-	-	9	-
Domestic Waste Management					
Prepayments		253	-	485	-
Total Domestic Waste Management		253	-	485	-
Total Externally Restricted Assets		490	-	717	-
Total Internally Restricted Assets		-	-	-	-
Total Unrestricted Assets		1,803	-	1,452	-
TOTAL INVENTORIES & OTHER ASSETS		2,293	-	2,169	-

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2012					Asset Movements during the Reporting Period						as at 30/6/2013					
	At	At	Accumulated		Carrying	Asset Additions	WDV of Asset Disposals	Depreciation Expense	Impairment Reversal (via Equity)	Adjustments & Transfers	Revaluation Increments to Equity (ARR)	At	At	Accumulated		Carrying	
	Cost	Fair Value	Dep'n	Impairment	Value							Cost	Fair Value	Dep'n	Impairment	Value	
Capital Work in Progress	10,617	-	-	-	10,617	7,670	-	-	-	(6,165)	-	12,122	-	-	-	-	12,122
Plant & Equipment	-	33,601	13,845	-	19,756	2,660	(655)	(3,921)	-	287	-	-	35,519	17,392	-	-	18,127
Office Equipment	-	3,077	1,494	-	1,583	62	-	(546)	-	-	-	-	3,139	2,040	-	-	1,099
Furniture & Fittings	-	3,487	1,226	-	2,261	-	-	(221)	-	-	-	-	3,487	1,447	-	-	2,040
Land:																	
- Operational Land	-	116,540	-	-	116,540	3,018	(140)	-	-	-	(6,058)	-	113,360	-	-	-	113,360
- Community Land	-	36,465	-	-	36,465	310	-	-	-	-	-	-	36,775	-	-	-	36,775
- Land under Roads (post 30/6/08)	-	1,483	-	-	1,483	469	-	-	-	-	(354)	-	1,598	-	-	-	1,598
Land Improvements - depreciable	-	15,647	8,976	-	6,671	83	-	(2,245)	-	722	-	-	16,452	11,221	-	-	5,231
Buildings - Non Specialised	-	52,032	10,919	-	41,113	80	-	(601)	-	264	5,542	-	57,182	10,784	-	-	46,398
Buildings - Specialised	-	30,265	4,793	96	25,376	843	(3)	(338)	96	1,345	18,090	-	50,063	4,654	-	-	45,409
Other Structures	-	10,477	4,054	-	6,423	190	(14)	(317)	-	520	71	-	11,280	4,407	-	-	6,873
Infrastructure:																	
- Roads, Bridges, Footpaths	-	585,229	153,376	2,593	429,260	6,339	(784)	(14,920)	-	8,654	35,928	-	627,200	160,130	2,593	-	464,477
- Bulk Earthworks (non-depreciable)	-	194,497	-	-	194,497	129	-	-	-	818	10,873	-	206,317	-	-	-	206,317
- Stormwater Drainage	-	213,788	43,609	-	170,179	3,879	-	(3,028)	-	14,179	1,318	-	226,921	40,394	-	-	186,527
- Water Supply Network	-	363,736	106,134	-	257,602	3,170	(1,056)	(5,859)	-	14,283	6,641	-	395,425	120,644	-	-	274,781
- Sewerage Network	-	545,085	142,970	-	402,115	1,653	(546)	(11,324)	-	27,755	9,958	-	599,814	170,203	-	-	429,611
Other Assets:																	
- Other	-	10,200	3,618	-	6,582	232	(17)	(660)	-	677	-	-	11,057	4,243	-	-	6,814
Reinstatement, Rehabilitation & Restoration Assets (refer Note 26)																	
- Tip Asset	-	5,404	784	-	4,620	-	-	(770)	-	(147)	-	-	5,257	1,554	-	-	3,703
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	10,617	2,221,013	495,798	2,689	1,733,143	30,787	(3,215)	(44,750)	96	63,192	82,009	12,122	2,400,846	549,113	2,593	1,861,262	

Additions to Depreciable Land Improvements, Buildings, Other Structures & Infrastructure Assets are made up of Asset Renewals (\$7,806,000) and New Assets (\$13,189,000). Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

Class of Asset	Actual 2013				Actual 2012			
	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value
Water Supply								
WIP	621	-	-	621	1,933	-	-	1,933
Plant & Equipment	-	3,466	1,798	1,668	-	3,269	1,493	1,776
Office Equipment	-	224	217	7	-	221	179	42
Land								
- Operational Land	-	4,375	-	4,375	-	3,863	-	3,863
Infrastructure	-	395,425	120,644	274,781	-	363,736	106,134	257,602
Total Water Supply	621	403,490	122,659	281,452	1,933	371,089	107,806	265,216
Sewerage Services								
WIP	8,609	-	-	8,609	6,292	-	-	6,292
Plant & Equipment	-	3,268	1,923	1,345	-	2,657	1,376	1,281
Office Equipment	-	42	18	24	-	30	9	21
Furniture & Fittings	-	78	73	5	-	78	68	10
Land								
- Operational Land	-	11,916	-	11,916	-	15,377	-	15,377
Infrastructure	-	599,814	170,203	429,611	-	545,085	142,970	402,115
Total Sewerage Services	8,609	615,118	172,217	451,510	6,292	563,227	144,423	425,096
Domestic Waste Management								
Plant & Equipment	-	314	201	113	-	314	171	143
Land								
- Operational Land	-	10,253	-	10,253	-	13,111	-	13,111
Buildings	-	1,898	216	1,682	-	2,270	539	1,731
Other Structures	-	5,564	1,701	3,863	-	5,598	881	4,717
Other Assets	-	546	23	523	-	407	6	401
Total DWM	-	18,575	2,141	16,434	-	21,700	1,597	20,103
TOTAL RESTRICTED I,PP&E	9,230	1,037,183	297,017	749,396	8,225	956,016	253,826	710,415

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

\$ '000	Notes	Actual 2013	Actual 2012
(i) Impairment Losses recognised direct to Equity (ARR) include:			
- Airport Runway		-	(2,593)
- Amenities buildings		-	(96)
Total Impairment Losses		-	(2,689)
(ii) Reversals of Impairment Losses previously recognised direct to Equity (ARR) include:			
- Amenities buildings		96	-
Total Impairment Reversals		96	-
<u>IMPAIRMENT of ASSETS - DIRECT to EQUITY (ARR)</u>	20 (ii)	<u>96</u>	<u>(2,689)</u>

NB. Impairment Adjustments relating to IPP&E assets may have been recognised direct to Equity - refer to Note 20 (ii)

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - operating expenditure		4,285	-	4,359	-
Goods & Services - capital expenditure		1,810	-	1,271	-
Payments Received In Advance		1,116	-	1,654	-
Accrued Expenses:					
- Borrowings		2,001	-	2,113	-
- Salaries & Wages		232	-	147	-
- Other Expenditure Accruals		20	551	10	567
Security Bonds, Deposits & Retentions		429	93	323	111
Workers Compensation Premium Adjustme		-	-	86	-
Government Grants and Subsidies		354	-	346	-
Other		227	-	226	-
Total Payables		10,474	644	10,535	678
Borrowings					
Loans - Secured ¹		18,618	208,464	17,312	222,352
Total Borrowings		18,618	208,464	17,312	222,352
Provisions					
Employee Benefits;					
Annual Leave		3,322	-	3,305	-
Sick Leave		283	-	320	-
Long Service Leave		7,603	923	6,669	1,096
Accrued Leave		125	-	185	-
ELE On-Costs		1,862	162	1,832	196
Sub Total - Aggregate Employee Benefits		13,195	1,085	12,311	1,292
Asset Remediation/Restoration (Future Works) ²⁶		-	4,208	-	4,143
Total Provisions		13,195	5,293	12,311	5,435
Total Payables, Borrowings & Provisions		42,287	214,401	40,158	228,465
(i) Liabilities relating to Restricted Assets					
		2013		2012	
		Current	Non Current	Current	Non Current
Externally Restricted Assets					
Water		8,291	82,942	8,030	89,973
Sewer		10,242	101,559	9,163	109,628
Domestic Waste Management		67	4,208	-	4,143
Liabilities relating to externally restricted assets		18,600	188,709	17,193	203,744
Internally Restricted Assets					
Nil					
Total Liabilities relating to restricted assets		18,600	188,709	17,193	203,744
Total Liabilities relating to Unrestricted Assets		23,687	25,692	22,965	24,721
TOTAL PAYABLES, BORROWINGS & PROVISIONS		42,287	214,401	40,158	228,465

¹: Loans are secured over the General Rating Income of Council
Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 10a. Payables, Borrowings & Provisions (continued)

\$ '000	Actual 2013	Actual 2012
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	9,171	7,759
	<u>9,171</u>	<u>7,759</u>

Note 10b. Description of and movements in Provisions

Class of Provision	2012		2013			Closing Balance as at 30/6/13
	Opening Balance as at 1/7/12	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	
Annual Leave	3,305	2,409	(2,392)	-	-	3,322
Sick Leave	320	117	(154)	-	-	283
Long Service Leave	7,765	1,644	(883)	-	-	8,526
Other Leave	185	178	(238)	-	-	125
ELE On-Costs	2,028	(4)	-	-	-	2,024
Asset Remediation	4,143	(147)	-	212	-	4,208
TOTAL	17,746	4,197	(3,667)	212	-	18,488

- a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.
- b. Asset Remediation, Reinstatement & Restoration Provisions represent the Present Value estimate of future costs Council will incur in order to remove, restore & remediate assets &/or activities as a result of past operations.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2013	Actual 2012
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	11,827	13,372
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		11,827	13,372
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		(6,826)	6,302
<i>Adjust for non cash items:</i>			
Depreciation & Amortisation		45,479	37,781
Net Losses/(Gains) on Disposal of Assets		2,419	(17)
Non Cash Capital Grants and Contributions		(3,539)	(10,602)
Investment Income relating to "Available for Sale" Investments sold		-	(176)
<i>Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:</i>			
- Investments classified as "At Fair Value" or "Held for Trading"		(4,818)	(599)
- Investment Properties		(163)	-
- Favourable Financial Liabilities (ie. Initial Recognition at Fair Value)		(912)	-
<i>Amortisation of Premiums, Discounts & Prior Period Fair Valuations</i>			
- Interest Exp. on Interest Free Loans received by Council (previously Fair Value)		(772)	139
Unwinding of Discount Rates on Reinstatement Provisions		212	339
<i>+/- Movement in Operating Assets and Liabilities & Other Cash Items:</i>			
Decrease/(Increase) in Receivables		(3,308)	278
Increase/(Decrease) in Provision for Doubtful Debts		(3)	(3)
Decrease/(Increase) in Inventories		(11)	(65)
Decrease/(Increase) in Other Assets		(113)	1,566
Increase/(Decrease) in Payables		(74)	42
Increase/(Decrease) in accrued Interest Payable		(112)	(53)
Increase/(Decrease) in other accrued Expenses Payable		79	131
Increase/(Decrease) in Other Liabilities		(527)	987
Increase/(Decrease) in Employee Leave Entitlements		677	1,320
Increase/(Decrease) in Other Provisions		(147)	(2,802)
NET CASH PROVIDED FROM/(USED IN)		27,541	34,568
OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		27,541	34,568

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Non-Cash Investing & Financing Activities			
Bushfire Grants		812	664
Other Dedications (Developer)		2,508	6,981
Future Reinstatement Costs Re-measurement		212	339
Artworks Donated		7	-
Total Non-Cash Investing & Financing Activities		3,539	7,984
(d) Financing Arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Credit Cards / Purchase Cards		1,200	800
Loan Facilities		227,082	239,664
Total Financing Arrangements		228,282	240,464
Amounts utilised as at Balance Date:			
- Credit Cards / Purchase Cards		226	184
- Loan Facilities		227,082	239,664
Total Financing Arrangements Utilised		227,308	239,848
(ii) Secured Loan Liabilities			
Loans are secured by a mortgage over future years Rate Revenue only.			

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2013	Actual 2012
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, Plant & Equipment			
Plant & Equipment		441	101
Water Network		-	285
Storm Water		-	2,696
Sewer Network		455	-
Transport Assets		6,114	-
Other		-	31
Total Commitments		7,010	3,113
These expenditures are payable as follows:			
Within the next year		7,010	3,113
Total Payable		7,010	3,113
Sources for Funding of Capital Commitments:			
Unrestricted General Funds		-	15
Internally Restricted Reserves		1,555	101
Unexpended Loans		5,455	2,827
Other Funding		-	170
Total Sources of Funding		7,010	3,113

(b) Finance Lease Commitments

Nil

(c) Operating Lease Commitments (Non Cancellable)

Nil

(d) Investment Property Commitments

Nil

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

\$ '000	Amounts	Indicator	Prior Periods	
	2013	2013	2012	2011
Local Government Industry Indicators - Consolidated				
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	<u>19,585</u>	1.35 : 1	1.29	3.22
Current Liabilities less Specific Purpose Liabilities ^(2,3)	<u>14,516</u>			
2. Debt Service Ratio				
Debt Service Cost	<u>33,585</u>	26.16%	28.31%	31.03%
Income from Continuing Operations (excl. Capital Items & Specific Purpose Grants/Contributions)	<u>128,372</u>			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	<u>71,430</u>	47.86%	45.80%	42.27%
Income from Continuing Operations	<u>149,238</u>			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	<u>4,951</u>	6.48%	6.52%	6.12%
Rates, Annual & Extra Charges Collectible	<u>76,450</u>			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾	<u>7,806</u>	21.64%	23.58%	11.63%
Depreciation, Amortisation & Impairment	<u>36,070</u>			

Notes

⁽¹⁾ Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

⁽²⁾ Refer to Note 10(a).

⁽³⁾ Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

⁽⁴⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Asset Renewals include building and infrastructure assets only.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

<p>1. Unrestricted Current Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio : 1</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>2.35</td> </tr> <tr> <td>2011</td> <td>3.22</td> </tr> <tr> <td>2012</td> <td>1.29</td> </tr> <tr> <td>2013</td> <td>1.35</td> </tr> </tbody> </table>	Year	Ratio : 1	2010	2.35	2011	3.22	2012	1.29	2013	1.35	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 1.35 : 1</p> <p>Unrestricted liabilities decreased by \$2,524,000 since 2011/12 attributable to a \$3,246,000 increase in current liabilities not expected to be settled in the next twelve months.</p>
Year	Ratio : 1											
2010	2.35											
2011	3.22											
2012	1.29											
2013	1.35											
<p>2. Debt Service Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>31.66%</td> </tr> <tr> <td>2011</td> <td>31.03%</td> </tr> <tr> <td>2012</td> <td>28.31%</td> </tr> <tr> <td>2013</td> <td>26.16%</td> </tr> </tbody> </table>	Year	Ratio %	2010	31.66%	2011	31.03%	2012	28.31%	2013	26.16%	<p>Purpose of Debt Service Ratio</p> <p>To assess the impact of loan principal & interest repayments on the discretionary revenue of council.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 26.16%</p> <p>An increase in income from continuing operations from \$119,605,000 before specific purpose operating and capital amounts in 2011/12 to \$128,372,000 in 2012/13 has improved the ratio. This is largely attributed to a \$4,542,000 increase in investment income.</p>
Year	Ratio %											
2010	31.66%											
2011	31.03%											
2012	28.31%											
2013	26.16%											
<p>3. Rates & Annual Charges Coverage Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>38.61%</td> </tr> <tr> <td>2011</td> <td>42.27%</td> </tr> <tr> <td>2012</td> <td>45.80%</td> </tr> <tr> <td>2013</td> <td>47.86%</td> </tr> </tbody> </table>	Year	Ratio %	2010	38.61%	2011	42.27%	2012	45.80%	2013	47.86%	<p>Purpose of Rates & Annual Charges Coverage Ratio</p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 47.86%</p> <p>This ratio has increased due to an increase in rates and annual charges of \$4,978,000 between 2011/12 and 2012/13 and a decrease in capital grants and contributions of \$5,666,000 between 2011/12 and 2012/13.</p>
Year	Ratio %											
2010	38.61%											
2011	42.27%											
2012	45.80%											
2013	47.86%											
<p>4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>5.65%</td> </tr> <tr> <td>2011</td> <td>6.12%</td> </tr> <tr> <td>2012</td> <td>6.52%</td> </tr> <tr> <td>2013</td> <td>6.48%</td> </tr> </tbody> </table>	Year	Ratio %	2010	5.65%	2011	6.12%	2012	6.52%	2013	6.48%	<p>Purpose of Rates & Annual Charges Outstanding Ratio</p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 6.48%</p> <p>The Rates Outstanding ratio has slightly decreased due to a larger amount of debt being repaid through the proceeds of an increased volume of property sales.</p>
Year	Ratio %											
2010	5.65%											
2011	6.12%											
2012	6.52%											
2013	6.48%											
<p>5. Building & Infrastructure Renewals Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>24.06%</td> </tr> <tr> <td>2011</td> <td>11.63%</td> </tr> <tr> <td>2012</td> <td>23.58%</td> </tr> <tr> <td>2013</td> <td>21.64%</td> </tr> </tbody> </table>	Year	Ratio %	2010	24.06%	2011	11.63%	2012	23.58%	2013	21.64%	<p>Purpose of Asset Renewals Ratio</p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 21.64%</p> <p>There has been an increase in infrastructure renewals of \$483,000 from 2011/12 to 2012/13. Sewer infrastructure renewals decreased by \$922,000, water infrastructure renewals increased by \$1,750,000 and Buildings, Roads, Bridges and Footpaths infrastructure renewals decreased by \$345,000 between 2011/12 and 2012/13. There has been increased infrastructure depreciation of \$5,011,000 resulting from council's 2011/12 revaluation process (\$4,914,000 increase for sewer infrastructure depreciation and \$1,184,000 increase for water infrastructure depreciation). There was no impairment expense in 2012/13 (\$2,593,000 in 2011/12 for Airport Runways).</p>
Year	Ratio %											
2010	24.06%											
2011	11.63%											
2012	23.58%											
2013	21.64%											

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 13b. Statement of Performance Measurement - Indicators (by Fund)

\$ '000	Water 2013	Sewer 2013	General ¹ 2013
Local Government Industry Indicators - by Fund			
1. Unrestricted Current Ratio			
<u>Current Assets less all External Restrictions ⁽¹⁾</u>	2.08 : 1	2.87 : 1	1.35 : 1
Current Liabilities less Specific Purpose Liabilities ^(2,3)			
prior period:	1.38 : 1	3.50 : 1	1.29 : 1
2. Debt Service Ratio			
<u>Debt Service Cost</u>	63.38%	52.95%	6.47%
Income from Continuing Operations (excl. Capital Items & Specific Purpose Grants/Contributions)			
prior period:	71.80%	58.47%	7.39%
3. Rates & Annual Charges Coverage Ratio			
<u>Rates & Annual Charges</u>	15.41%	65.76%	50.33%
Income from Continuing Operations			
prior period:	17.89%	64.79%	45.72%
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage			
<u>Rates, Annual & Extra Charges Outstanding</u>	6.07%	5.89%	6.74%
Rates, Annual & Extra Charges Collectible			
prior period:	5.88%	5.70%	6.94%
5. Building & Infrastructure Renewals Ratio			
<u>Asset Renewals (Building & Infrastructure assets)</u>	37.09%	19.83%	17.94%
Depreciation, Amortisation & Impairment			
prior period:	9.05%	24.24%	26.76%

Notes

⁽¹⁾ General Fund refers to all of Council's activities except for its Water & Sewer activities which are listed separately.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 14. Investment Properties

\$ '000	Notes	Actual 2013	Actual 2012
(a) Investment Properties at Fair value			
<u>Investment Properties on Hand</u>		<u>1,596</u>	<u>1,433</u>
Reconciliation of Annual Movement:			
Opening Balance		1,433	1,433
- Net Gain/(Loss) from Fair Value Adjustments		163	-
CLOSING BALANCE - INVESTMENT PROPERTIES		<u>1,596</u>	<u>1,433</u>

(b) Valuation Basis

The basis of valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2013 revaluations were based on Independent Assessments made by:
APV Valuers and Asset Management

(c) Contractual Obligations at Reporting Date

Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.

(d) Leasing Arrangements

Details of leased Investment Properties are as follows;

Future Minimum Lease Payments receivable under non-cancellable Investment Property Operating Leases not recognised in the Financial Statements are due:

Within 1 year	58	57
Later than 1 year but less than 5 years	58	55
Later than 5 years	-	-
Total Minimum Lease Payments Receivable	<u>116</u>	<u>112</u>

(e) Investment Property Income & Expenditure - summary

Rental Income from Investment Properties:		
- Minimum Lease Payments	61	66
Direct Operating Expenses on Investment Properties:		
- that generated rental income	(7)	(7)
Net Revenue Contribution from Investment Properties	<u>54</u>	<u>59</u>
plus:		
Fair Value Movement for year	<u>163</u>	<u>-</u>
Total Income attributable to Investment Properties	<u>217</u>	<u>59</u>

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management

\$ '000

Risk Management

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2013	2012	2013	2012
Financial Assets				
Cash and Cash Equivalents	11,827	13,372	11,827	13,372
Investments				
- "Held for Trading"	2,236	6,132	2,236	6,132
- "Designated At Fair Value on Initial Recognition"	47,391	63,112	47,391	63,112
- "Held to Maturity"	103,379	81,751	103,379	81,751
- "Available for Sale"	995	5,843	995	5,843
Receivables	21,206	17,763	21,206	16,469
Total Financial Assets	187,034	187,973	187,034	186,679
Financial Liabilities				
Payables	10,002	9,559	10,002	9,559
Loans / Advances	227,082	239,664	240,824	245,662
Total Financial Liabilities	237,084	249,223	250,826	255,221

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) "at fair value through profit & loss" or (ii) **Available for Sale** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(a) Fair Value Measurements

The fair value of financial assets and financial liabilities must be estimated in accordance with Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 7 Financial Instruments: Disclosures, requires the disclosure of how fair valuations have been arrived at for all financial assets and financial liabilities that have been measured at fair value.

Arriving at fair values for financial assets & liabilities can be broken up into 3 distinct measurement hierarchies:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The following table presents the financial assets and financial liabilities that have been measured & recognised at fair values:

2013	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	2,236	-	-	2,236
- "Designated At Fair Value on Initial Recognition"	45,371	2,020	-	47,391
- "Available for Sale"	-	995	-	995
Total Financial Assets	47,607	3,015	-	50,622
2012	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	5,051	347	734	6,132
- "Designated At Fair Value on Initial Recognition"	56,667	6,445	-	63,112
- "Available for Sale"	-	5,843	-	5,843
Total Financial Assets	61,718	12,635	734	75,087

The following table presents the movement in Level 3 financial instruments

	Assets 2013	Assets 2012
Opening Balance (of Level 3 fair values)	734	677
Gains/(Losses) recognised in the Income Statement	2,576	57
Disposals	(3,310)	-
Closing Balance	-	734

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(b) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss'
"Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and it's staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The major risk associated with Investments is price risk - the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.

Cash & Investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns and income.

A further risk associated with Cash & Investments is credit risk - the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council - be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in Cash Equivalents & Investments.

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
2013				
Possible impact of a 10% movement in Market Values	-	5,062	-	(5,062)
Possible impact of a 1% movement in Interest Rates	1,530	-	(1,530)	-
2012				
Possible impact of a 10% movement in Market Values	-	7,509	-	(7,509)
Possible impact of a 1% movement in Interest Rates	1,604	-	(1,604)	-

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(c) Receivables

Council's major receivables comprise (i) Rates & Annual charges and (ii) User Charges & Fees.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2013	2013	2012	2012
	Rates & Annual Charges	Other Receivables	Rates & Annual Charges	Other Receivables
(i) Ageing of Receivables				
Current (not yet overdue)	0%	71%	0%	85%
Overdue	100%	29%	100%	15%
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
(ii) Movement in Provision for Impairment of Receivables			2013	2012
Balance at the beginning of the year			18	21
- amounts provided for but recovered during the year			(3)	(3)
Balance at the end of the year			<u>15</u>	<u>18</u>

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(d) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the Liquidity Table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2013									
Trade/Other Payables	522	10,045	551	-	-	-	-	11,118	10,002
Loans & Advances	-	33,673	32,094	29,871	25,219	24,321	196,827	342,005	227,082
Total Financial Liabilities	522	43,718	32,645	29,871	25,219	24,321	196,827	353,123	237,084
2012									
Trade/Other Payables	434	10,212	567	-	-	-	-	11,213	9,559
Loans & Advances	-	33,253	32,982	31,404	29,182	24,528	217,535	368,884	239,664
Total Financial Liabilities	434	43,465	33,549	31,404	29,182	24,528	217,535	380,097	249,223

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2013		2012	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Trade/Other Payables	10,002	0.0%	9,559	0.0%
Loans & Advances - Fixed Interest Rate	227,082	6.8%	239,664	6.8%
	<u>237,084</u>		<u>249,223</u>	

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 12/13 was adopted by the Council on 24 May 2012.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2013 Budget	2013 Actual	2013 ----- Variance* -----		
REVENUES					
Rates & Annual Charges	71,889	71,430	(459)	(1%)	U
User Charges & Fees	26,188	26,493	305	1%	F
Interest & Investment Revenue	5,438	15,419	9,981	184%	F
Increases in market values of investment securities, insurance payments for Dante Series CDOs of \$2,576,000, and major sewerage project expenditures deferred to 2013/14 are attributable to this out performance.					
Other Revenues	4,796	7,365	2,569	54%	F
Increased sales of switchboards, CCTV systems, ICT projects, consultancy services, and reimbursement of costs associated with waste contract.					
Operating Grants & Contributions	14,729	17,388	2,659	18%	F
\$2.2M in natural disaster grants not included in original budget as they are only budgeted for once approved by funders.					
Capital Grants & Contributions	12,683	11,143	(1,540)	(12%)	U
Subdivision Dedications \$2,508,000 received not budgeted for. Bushfire Station grant budgeted but not received \$274,000. Grants received less than budgeted included; regional roads repair program \$143,000, detention basin \$298,000, and bushfire vehicles \$106,000. Developer contributions \$3,097,000 less than budgeted.					

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 16. Material Budget Variations (continued)

\$ '000	2013 Budget	2013 Actual	2013 ----- Variance* -----		
EXPENSES					
Employee Benefits & On-Costs	26,073	37,716	(11,643)	(45%)	U
During the year Council employees are engaged in both maintenance and capital works, the proportions of which may vary from year to year. Costs in relation to the capital works are excluded from the income statement, and it is not Council's practice to make detailed calculations for this as part of its budgeting procedures.					
Borrowing Costs	16,257	16,355	(98)	(1%)	U
Materials & Contracts	56,590	43,314	13,276	23%	F
During the year Council employees are engaged in both maintenance and capital works, the proportions of which may vary from year to year. Costs in relation to the capital works are excluded from the income statement, and it is not Council's practice to make detailed calculations for this as part of its budgeting procedures. The variance to budget has also resulted from items for operational projects largely being budgeted as Material and Contracts rather than Other Expenses.					
Depreciation & Amortisation	44,970	45,479	(509)	(1%)	U
Budgeted figures were based on 2011/12 actual costs and therefore do not take into account new assets purchased in 2011/12 and depreciated for the first time in 2012/13 nor does it include depreciation based on revalued assets as at 30 June 2012.					
Other Expenses	5,532	10,781	(5,249)	(95%)	U
The variance to budget in other expenses has resulted from items for operational projects largely being budgeted as Materials and Contracts rather than Other Expenses. There were also increases in expenditure compared to budget attributable to private works.					
Net Losses from Disposal of Assets	-	2,419	(2,419)	0%	U
Council does not budget for losses from disposal of assets					

Budget Variations relating to Council's Cash Flow Statement include:

Cash Flows from Operating Activities	31,158	27,541	(3,617)	(11.6%)	U
Bushfire Station grant budgeted but not received \$274,000. Grants received less than budgeted included; regional roads repair program \$143,000, detention basin \$298,000, and bushfire vehicles \$106,000. Developer contributions \$3,097,000 less than budgeted. There were also increases in expenditure compared to budget attributable to private works.					
Cash Flows from Investing Activities	(19,957)	(16,504)	3,453	(17.3%)	F
Purchases and sales of investment securities are not budgeted for.					
Cash Flows from Financing Activities	(9,649)	(12,582)	(2,933)	30.4%	U
\$2,500,000 Borrowings for compulsory acquisition of open space land scheduled for 2012/13, deferred until 2013/14.					

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Income earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Drainage	1,618	130	80	136	(213)	-	1,671	2,718	(3,447)	942	-
Roads	3,905	635	(155)	302	(724)	(180)	3,938	31,406	(35,275)	69	(180)
Parking	280	127	-	28	-	-	435	6,372	(6,692)	115	-
Open Space	5,165	417	75	414	(1,239)	180	4,937	22,825	(26,538)	1,224	180
Community Facilities	1,198	78	-	101	(37)	-	1,340	2,673	(3,379)	634	-
Other	1,101	163	-	78	(529)	-	813	1,869	(2,538)	144	-
S94 Contributions - under a Plan	13,267	1,550	-	1,059	(2,742)	-	13,134	67,863	(77,869)	3,128	-
Total S94 Revenue Under Plans	13,267	1,550	-	1,059	(2,742)	-	13,134				-
S94 not under Plans	783	-	-	46	(207)	-	622	-	(497)	90	-
S93F Planning Agreements	1	-	-	-	-	-	1				
S64 Contributions	169	2,747	-	12	(2,800)	-	128				
Total Contributions	14,220	4,297	-	1,117	(5,749)	-	13,885	67,863	(78,366)	3,218	-

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Income earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Drainage	1,618	130	80	136	(213)	-	1,671	2,718	(3,447)	942	-
Roads	3,905	635	(155)	302	(724)	(180)	3,938	31,406	(35,275)	69	(180)
Parking	280	127	-	28	-	-	435	6,372	(6,692)	115	-
Open Space	5,165	417	75	414	(1,239)	180	4,937	22,825	(26,538)	1,224	180
Community Facilities	1,198	78	-	101	(37)	-	1,340	2,673	(3,379)	634	-
Other	1,101	163	-	78	(529)	-	813	1,869	(2,538)	144	-
Total	13,267	1,550	-	1,059	(2,742)	-	13,134	67,863	(77,869)	3,128	-

The following contribution plans have been adopted by Council and are available for public inspection free of cost:

- | | |
|--|---|
| <ul style="list-style-type: none"> a. Regional, District & Neighbourhood Facilities & Services b. Local Roads, Trunk Drainage & Mines and Extractive Industries c. West Coffs Harbour d. North Boambee Valley e. Moonee f. City Centre Car Parking g. Woolgoolga Town Centre Car Parking h. Coffs Harbour Road Network i. North Bonville j. Korora Rural Residential | <ul style="list-style-type: none"> k. Water Supply Developer Services Plan l. Waste Water Treatment & Carrier System Developer Services Plan m. Surf Rescue Equipment n. West Woolgoolga o. Hearn's Lake/Sandy Beach p. Corindi q. Park Beach Area r. South Coffs. s. Jetty Area Car Parking |
|--|---|

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - NOT UNDER A PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Income earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Drainage	121	-	-	10	-	-	131	-	(131)	-	-
Roads	5	-	-	-	-	-	5	-	(5)	-	-
Open Space	205	-	-	9	(205)	-	9	-	(9)	-	-
Community Facilities	164	-	-	14	-	-	178	-	(178)	-	-
Other	253	-	-	13	(2)	-	264	-	(174)	90	-
Total	748	-	-	46	(207)	-	587	-	(497)	90	-

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme was able to provide Council with a broadly attributable share of the net deficit estimated to be in the order of \$2,916,540 as at June 2013. This deficit does not qualify for recognition as a liability under AASB 119 as it is not a reliable estimate.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the Fund Years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) State Cover Limited

Council is a member of State Cover Mutual Limited and holds a partly paid share in the entity.

State Cover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its Licence Requirements.

(iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities

(i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

(ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

(iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council

Council has classified a number of privately owned land parcels as Local Open Space or Bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these

land parcels.

At reporting date, reliable estimates as to the value of any potential liability (& subsequent land asset) from such potential acquisitions has not been possible.

(iv) Legal Issues

Council can defend actions in Land & Environment Court. It is not practical to estimate the amount, if any, for which the Council could be liable thereof.

ASSETS NOT RECOGNISED:

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30/6/08.

(ii) Infringement Notices/Fines

Fines & Penalty Income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau.

Councils Revenue Recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at Year End, there is a potential asset due to Council representing issued but unpaid Infringement Notices.

Due to the limited information available on the status, value and duration of outstanding Notices, Council is

Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2013	Actual 2012
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		1,140,510	1,048,891
a. Correction of Prior Period Errors	20 (c)	62,986	85,317
b. Net Operating Result for the Year		<u>(6,826)</u>	<u>6,302</u>
Balance at End of the Reporting Period		<u><u>1,196,670</u></u>	<u><u>1,140,510</u></u>
(b) Reserves			
(i) Reserves are represented by:			
- Infrastructure, Property, Plant & Equipment Revaluation Reserve		665,297	583,192
- "Available for Sale" Financial Investments Revaluation Reserve		263	106
Total		<u>665,560</u>	<u>583,298</u>
(ii) Reconciliation of movements in Reserves:			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- Opening Balance		583,192	470,696
- Revaluations for the year	9(a)	82,009	115,185
- Impairment of revalued assets (incl. impairment reversals)	9(a),(c)	<u>96</u>	<u>(2,689)</u>
- Balance at End of Year		<u>665,297</u>	<u>583,192</u>
"Available for Sale" Financial Investments Revaluation Reserve			
- Opening Balance		106	(206)
- Unrealised Gain (Loss) in value for the year		157	488
- Transfer of "Available for Sale" values to the P&L for disposals		<u>-</u>	<u>(176)</u>
- Balance at End of Year		<u>263</u>	<u>106</u>
TOTAL VALUE OF RESERVES		<u>665,560</u>	<u>583,298</u>

(iii) Nature & Purpose of Reserves

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

"Available for Sale" Financial Investments Revaluation Reserve

- The "Available for Sale" Financial Investments Revaluation Reserve is used to account for the Fair Value movements in all financial assets so classified that remain on hand at year end.

Upon sale, amounts in Reserves are recognised in the Income Statement (in full) by way of transfer from the Reserve.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2013	Actual 2012
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(c) Correction of Error/s relating to a Previous Reporting Period

Correction of errors made in 2013 for 11/12 errors:

Council had revalued the following asset classes as at 30 June 2013:

- Buildings
- Operational Land

As part of the 2013 Buildings revaluation process, it has been discovered that some buildings were omitted in the previous valuation. The impact of recognising these additional assets is an increase to Opening Equity and an adjustment to Note 9 written down values, for the following asset categories:

Buildings:

- | | |
|-------------------|-------|
| - Specialised | 1,318 |
| - Non Specialised | 265 |

During 2012/13 assets were discovered in the following Note 9 categories (written down values disclosed) as a result of migrating relevant data to Council's corporate asset register:

- | | |
|---|--------|
| - Bulk Earthworks | 818 |
| - Depreciable Land Improvements | 627 |
| - Other Structures | 165 |
| - Other Assets | 697 |
| - Roads, Bridges and Footpaths | 8,146 |
| - Water Network (for more detail see below) | 12,409 |
| - Sewer Network (for more detail see below) | 25,328 |

The impact of these changes is an increase to Opening Equity.

During the migration of data from the 2011/12 Water Network revaluation process to Council's corporate asset register, it was discovered that Water Service Mains assets have been omitted from the 2011/12 Valuation. These assets had a fair value at 30 June 2012 of \$18,388,000 and Accumulated Depreciation of of \$5,979,000.

During the reconciliation process of the 2011/12 Sewer Network valuation data to Council's separate Sewer Network asset register it was discovered that Sewer Rising mains were omitted from the data provided to the valuers in 2011/12. These assets had a fair value at 30 June 2012 of \$37,991,000 and Accumulated Depreciation of of \$12,663,000.

(continued on the next page...)

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Correction of Error/s relating to a Previous Reporting Period			
<p>During 2012/13 inspections and collection of updated GIS data was undertaken for selected Stormwater Drainage assets which resulted in improved attributes information (i.e. lengths, diameters etc). In addition there were also a number of discovered assets.</p>		13,567	
<p>Council deems it impracticable to restate comparative information. Adjustments have been made to the opening balances in the current financial year.</p>			
<p>As at 30 June 2012 Council recorded land as Non-current assets classified as "held for sale" in Note 22 of the Annual Financial Statements. A subsequent review of this land stock has discovered that 2 land parcels were sold in the 2010/2011 financial year. To correct this error a decrease to Opening Equity is required of:</p>		(354)	
Correction of errors made in 2012 for 10/11 errors:			
Council had revalued the following asset classes as at 30 June 2012:			
- Water Supply Network			
- Sewerage Network			
<p>As part of the Water Network revaluation process, it was discovered Water Mains assets had been disposed of in the period between the last valuation period (i.e. 30 June 2007) and the current valuation period (i.e. 30 June 2012). To correct this error a reduction to Opening Equity was required. The written down value of these assets indexed from 30 June 2007 to 30 June 2011 were:</p>		(12,602)	
<p>As part of the Sewer Network revaluation process, it was discovered that Sewer Treatment Plants were being carried at indexed replacement costs based on outdated construction costs (i.e. Woolgoolga 2004, Moonee and Corindi 2001). Additionally, Sawtell Treatment Plant had replacement cost calculated on construction costs for years between 1977 & 1986, indexed through to 30 June 2011. The outdated construction costs for Sawtell were not considered an issue for the 2007 valuation process as it was expected that the treatment plant would soon be decommissioned. However, this has not been the case and Sawtell Treatment Plant is still active. To correct this error an increase to Opening Equity was required to reflect the most recent construction costs for all of Council's Treatment Plants based on construction costs for Coffs Harbour Treatment Plant (construction period between 2008 and 2010). The increase required in replacement value of these assets as at 30 June 2011 was:</p>		61,522	
(continued on the next page...)			

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Correction of Error/s relating to a Previous Reporting Period			
<p>As a result of engaging a consultant in 2011/12 to reassess the costs to restore the England's Road Landfill site (previously determined by Council) it has been calculated that restoration costs have decreased materially due to a reduced area required for restoration and reduced material costs, thereby impacting the carrying value of Council's provision. To correct the error of the overvalued restoration provision at 30 June 2011, Opening Equity was increased by:</p>			
			5,759
<p>During 2011/12 assets were discovered in the following Note 9 categories as a result of migrating relevant data to Council's corporate asset register:</p>			
- Bulk Earthworks			1,536
- Other Structures			130
- Other Assets			379
<p>The impact of these changes was an increase to Opening Equity.</p>			
<p>During 2011/12 inspections and collection of updated GIS data was undertaken for selected assets which resulted in improved attributes information (i.e. lengths, diameters etc). Subsequently the old asset data was amended for this improved information. As a result, it was determined by Council that written down values of these assets were understated as at 30 June 2011. To correct this error an increase to Opening Equity was required. The Note 9 categories effected are as follows:</p>			
- Roads, Bridges and Footpaths			5,955
- Stormwater Drainage			22,638
<p>In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively to the extent described above.</p>			
<p>These amounted to the following Equity Adjustments:</p>			
- Adjustments to Opening Equity - 1/7/11 (relating to adjustments for the 30/6/11 reporting year end and prior periods)		-	85,317
- Adjustments to Closing Equity - 30/6/12 (relating to adjustments for the 30/6/12 year end)		62,986	-
Total Prior Period Adjustments - Prior Period Errors		62,986	85,317

(d) Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 21. Financial Result & Financial Position by Fund

Income Statement by Fund \$ '000	Actual 2013	Actual 2013	Actual 2013
<u>Continuing Operations</u>	Water	Sewer	General¹
Income from Continuing Operations			
Rates & Annual Charges	3,789	20,913	46,947
User Charges & Fees	13,494	2,482	13,970
Interest & Investment Revenue	3,184	5,331	6,904
Other Revenues	61	171	6,804
Grants & Contributions provided for Operating Purposes	290	451	21,558
<u>Grants & Contributions provided for Capital Purposes</u>	<u>3,768</u>	<u>2,456</u>	<u>7,218</u>
Total Income from Continuing Operations	24,586	31,804	103,401
Expenses from Continuing Operations			
Employee Benefits & on-costs	2,999	4,499	30,218
Borrowing Costs	6,448	7,795	2,112
Materials & Contracts	3,588	4,406	38,994
Depreciation & Amortisation	6,873	11,676	26,930
Impairment	-	-	-
Other Expenses	3,129	4,904	10,442
<u>Net Losses from the Disposal of Assets</u>	<u>1,056</u>	<u>545</u>	<u>3</u>
Total Expenses from Continuing Operations	24,093	33,825	108,699
Operating Result from Continuing Operations	<u>493</u>	<u>(2,021)</u>	<u>(5,298)</u>
<u>Discontinued Operations</u>			
<u>Net Profit/(Loss) from Discontinued Operations</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Result for the Year	493	(2,021)	(5,298)
Net Operating Result attributable to each Council Fund	493	(2,021)	(5,298)
Net Operating Result attributable to Non-controlling Interests	-	-	-
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	(3,275)	(4,477)	(12,516)

¹ General Fund refers to all Council's activities other than Water & Sewer.

NB. All amounts disclosed above are Gross - that is, they include internal charges & recoveries made between the Funds.

Coffs Harbour City Council

Notes to the Financial Statements

as at 30 June 2013

Note 21. Financial Result & Financial Position by Fund (continued)

Statement of Financial Position by Fund \$ '000	Actual 2013	Actual 2013	Actual 2013
ASSETS	Water	Sewer	General¹
Current Assets			
Cash & Cash Equivalents	824	792	10,211
Investments	12,721	25,819	1,038
Receivables	3,551	2,820	12,608
Inventories	237	-	1,275
Other	-	-	781
Non-current assets classified as 'held for sale'	-	-	77
Total Current Assets	17,333	29,431	25,990
Non-Current Assets			
Investments	22,714	33,480	58,229
Receivables	81	343	1,803
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	281,452	451,510	1,128,300
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	1,596
Intangible Assets	66,155	-	501
Total Non-Current Assets	370,402	485,333	1,190,429
TOTAL ASSETS	387,735	514,764	1,216,419
LIABILITIES			
Current Liabilities			
Payables	1,261	2,174	7,039
Borrowings	7,030	8,068	3,520
Provisions	-	-	13,195
Total Current Liabilities	8,291	10,242	23,754
Non-Current Liabilities			
Payables	-	-	644
Borrowings	82,942	101,559	23,963
Provisions	-	-	5,293
Total Non-Current Liabilities	82,942	101,559	29,900
TOTAL LIABILITIES	91,233	111,801	53,654
Net Assets	296,502	402,963	1,162,765
EQUITY			
Retained Earnings	179,827	290,709	726,134
Revaluation Reserves	116,675	112,254	436,631
Total Equity	296,502	402,963	1,162,765

¹ General Fund refers to all Council's activities other than Water & Sewer.

NB. All amounts disclosed above are Gross - that is, they include internal receivables & payables between the Funds.

Coffs Harbour City Council

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

\$ '000	2013		2012	
	Current	Non Current	Current	Non Current
(i) Non Current Assets & Disposal Group Assets				
Non Current Assets "Held for Sale"				
Land	77	-	431	-
Total Non Current Assets "Held for Sale"	77	-	431	-
Disposal Group Assets "Held for Sale"				
None				
TOTAL NON CURRENT ASSETS CLASSIFIED AS "HELD FOR SALE"	77	-	431	-

(ii) Details of Assets & Disposal Groups

All land parcels currently classified as held for sale are expected to be sold during the 2013/14 financial year.

\$ '000	Assets "Held for Sale"	
	2013	2012
(iii) Reconciliation of Non Current Assets "Held for Sale" & Disposal Groups - i.e. Discontinued Operations		
Opening Balance	431	431
Balance still unsold after 12 months:	431	431
Adjustment for Prior Period Error (see Note 20 (c))	(354)	-
Closing Balance of "Held for Sale" Non Current Assets & Operations	77	431

Coffs Harbour City Council

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 23. Events occurring after the Reporting Period

\$ '000

Events that occur between the end of the reporting period (ending 30 June 2013) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 13/02/14.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2013.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2013 and which are only indicative of conditions that arose after 30 June 2013.

Council is unaware of any material or significant "non-adjusting events" that should be disclosed.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 25. Intangible Assets

\$ '000

Intangible Assets represent identifiable non-monetary asset without physical substance.

	Actual 2013 Carrying Amount	Actual 2012 Carrying Amount
Intangible Assets are as follows;		
Opening Values:		
Gross Book Value (1/7/12)	73,399	73,286
Accumulated Amortisation (1/7/12)	(6,117)	(5,021)
Accumulated Impairment (1/7/12)	-	-
Net Book Value - Opening Balance	67,282	68,265
Movements for the year		
- Purchases	280	113
- Amortisation charges	(906)	(1,096)
Closing Values:		
Gross Book Value (30/6/13)	73,679	73,399
Accumulated Amortisation (30/6/13)	(7,023)	(6,117)
Accumulated Impairment (30/6/13)	-	-
TOTAL INTANGIBLE ASSETS - NET BOOK VALUE ¹	66,656	67,282

¹ The Net Book Value of Intangible Assets represent:

- Software	501	413
- Regional Water Supply Scheme (right to receive water from Clarence Valley Council)	66,155	66,869
	66,656	67,282

Coffs Harbour City Council

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

\$ '000

Council has legal/public obligations to make restore, rehabilitate and reinstate the following assets/operations:

Asset/Operation	Estimated year of restoration	NPV of Provision	
		2013	2012
Waste Facility	2019	4,208	4,143
Balance at End of the Reporting Period	10(a)	<u>4,208</u>	<u>4,143</u>

Under AASB 116 - Property, Plant & Equipment, where the use of an asset results in the obligation to dismantle or remove the asset and restore the site on which the asset stands, an estimate of such costs is required to be included in the cost of the asset.

An equivalent liability must be recognised under AASB 137 - Provisions, Contingent Liabilities and Contingent Assets.

The provision has been calculated by determining the present value of the future expenditures expected to be incurred. The discount rate used is the risk free borrowing rate applicable to Council.

Specific uncertainties relating to the final costs and the assumptions made in determining the amounts of provisions include:

Reconciliation of movement in Provision for year:

Balance at beginning of year	4,143	6,606
Amounts capitalised to new or existing assets:		
Effect of a change in other calculation estimates used	(147)	(2,802)
Amortisation of discount (expensed to borrowing costs)	212	339
Total - Reinstatement, rehabilitation and restoration provision	<u>4,208</u>	<u>4,143</u>

Amount of Expected Reimbursements

Of the above Provisions for Reinstatement, Rehabilitation and Restoration works, those applicable to Garbage Services & Waste Management are able to be funded through future charges incorporated within Council's Annual Domestic Waste Management Charge.

Coffs Harbour City Council

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 27. Council Information & Contact Details

Principal Place of Business:

Corner Coff & Castle Streets
Coffs Harbour NSW 2450

Contact Details

Mailing Address:

Locked Bag 155
Coffs Harbour NSW 2450

Opening Hours:

8:30am to 4:30pm
Monday to Friday

Telephone: 02 6648 4000

Facsimile: 02 6648 4199

Internet: www.coffsharbour.nsw.gov.au

Email: coffs.council@chcc.nsw.gov.au

Officers

GENERAL MANAGER

Steve McGrath

RESPONSIBLE ACCOUNTING OFFICER

Dale Allen

PUBLIC OFFICER

Lisa Garden

AUDITORS

Thomas Noble Russell
31 Keen Street
Lismore NSW 2480

Elected Members

MAYOR

Rodney Degens

COUNCILLORS

Garry Innes
John Arkan
Bob Palmer
Sally Townley
Rodney Degens
Keith Rhoades
Mark Sultana
Nan Cowling

Other Information

ABN: 79 126 214 487

Coffs Harbour City Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2013

"Coffs Harbour - the Healthy City, the Smart
City, the Cultural City for a Sustainable Future"



Coffs Harbour City Council

Special Purpose Financial Statements

for the financial year ended 30 June 2013

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Background

(i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Division of Local Government in fulfilling their requirements under National Competition Policy.

(ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership.

(iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation and **(b)** those activities with a turnover of over \$2 million that Council has formally declared as a Business Activity (defined as Category 1 activities).

(iv) In preparing these financial statements for Council's self classified Category 1 businesses and ABS defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax equivalent regime payments & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).

Coffs Harbour City Council

Special Purpose Financial Statements

for the financial year ended 30 June 2013

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".

To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

We are not aware of any matter that would render these Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 13 February 2014.

Denise Knight
MAYOR

Rodney Degens
COUNCILLOR

Steve McGrath
GENERAL MANAGER

Dale Allen
RESPONSIBLE ACCOUNTING OFFICER

Coffs Harbour City Council

Income Statement of Council's Water Supply Business Activity
for the financial year ended 30 June 2013

\$ '000	Actual 2013	Actual 2012
Income from continuing operations		
Access charges	3,789	3,625
User charges	12,239	11,308
Fees	1,255	655
Interest	3,184	2,547
Grants and contributions provided for non capital purposes	290	276
Other income	61	75
Total income from continuing operations	20,818	18,486
Expenses from continuing operations		
Employee benefits and on-costs	2,999	2,773
Borrowing costs	6,448	6,892
Materials and contracts	3,588	2,780
Depreciation and impairment	6,873	5,885
Loss on sale of assets	1,056	-
Calculated taxation equivalents	33	32
Debt guarantee fee (if applicable)	900	965
Other NCP Imputation Payments	6	5
Other expenses	3,096	2,830
Total expenses from continuing operations	24,999	22,162
Surplus (deficit) from Continuing Operations before capital amounts	(4,181)	(3,676)
Grants and contributions provided for capital purposes	3,768	1,772
Surplus (deficit) from Continuing Operations after capital amounts	(413)	(1,904)
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	(413)	(1,904)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-
SURPLUS (DEFICIT) AFTER TAX	(413)	(1,904)
plus Opening Retained Profits	166,925	180,461
plus/less: Prior Period Adjustments	12,409	(12,602)
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	33	32
- Debt guarantee fees	900	965
- Other NCP Imputation Payments	6	5
- Corporate taxation equivalent	-	-
less:		
- Tax Equivalent Dividend paid	(33)	(32)
- Surplus dividend paid	-	-
Closing Retained Profits	179,827	166,925
Return on Capital %	0.8%	1.2%
Subsidy from Council	n/a	n/a
Calculation of dividend payable:		
Surplus (deficit) after tax	(413)	(1,904)
less: Capital grants and contributions (excluding developer contributions)	(2,363)	(532)
Surplus for dividend calculation purposes	-	-
Potential Dividend calculated from surplus	-	-

Coffs Harbour City Council

Income Statement of Council's Sewerage Business Activity
for the financial year ended 30 June 2013

\$ '000	Actual 2013	Actual 2012
Income from continuing operations		
Access charges	20,913	19,528
User charges	2,047	2,075
Liquid Trade Waste charges	422	470
Fees	13	14
Interest	5,331	4,376
Grants and contributions provided for non capital purposes	451	356
Other income	171	286
Total income from continuing operations	29,348	27,105
Expenses from continuing operations		
Employee benefits and on-costs	4,499	4,295
Borrowing costs	7,795	8,297
Materials and contracts	4,406	3,496
Depreciation and impairment	11,676	6,764
Loss on sale of assets	545	-
Calculated taxation equivalents	189	189
Debt guarantee fee (if applicable)	1,096	1,171
Other NCP Imputation Payments	9	9
Other expenses	4,829	4,338
Total expenses from continuing operations	35,044	28,559
Surplus (deficit) from Continuing Operations before capital amounts	(5,696)	(1,454)
Grants and contributions provided for capital purposes	2,456	3,035
Surplus (deficit) from Continuing Operations after capital amounts	(3,240)	1,581
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	(3,240)	1,581
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-
SURPLUS (DEFICIT) AFTER TAX	(3,240)	1,581
plus Opening Retained Profits	267,402	203,005
plus/less: Prior Period Adjustments	25,328	61,522
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	189	189
- Debt guarantee fees	1,096	1,171
- Other NCP Imputation Payments	9	9
- Corporate taxation equivalent	-	-
less:		
- Tax Equivalent Dividend paid	(75)	(75)
- Surplus dividend paid	-	-
Closing Retained Profits	290,709	267,402
Return on Capital %	0.5%	1.6%
Subsidy from Council	n/a	n/a
Calculation of dividend payable:		
Surplus (deficit) after tax	(3,240)	1,581
less: Capital grants and contributions (excluding developer contributions)	(1,114)	(1,832)
Surplus for dividend calculation purposes	-	-
Potential Dividend calculated from surplus	-	-

Coffs Harbour City Council

Income Statement of Council's Other Business Activities
for the financial year ended 30 June 2013

\$ '000	Airport Category 1	
	Actual 2013	Actual 2012
Income from continuing operations		
Access charges	-	-
User charges	3,807	3,416
Fees	-	-
Interest	1,380	85
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	604	573
Total income from continuing operations	5,791	4,074
Expenses from continuing operations		
Employee benefits and on-costs	604	590
Borrowing costs	551	296
Materials and contracts	1,262	918
Depreciation and impairment	1,271	1,254
Calculated taxation equivalents	253	256
Debt guarantee fee (if applicable)	79	38
Other NCP Imputation Payments	5	4
Other expenses	527	424
Total expenses from continuing operations	4,552	3,780
Surplus (deficit) from Continuing Operations before capital amounts	1,239	294
Grants and contributions provided for capital purposes	-	-
Surplus (deficit) from Continuing Operations after capital amounts	1,239	294
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	1,239	294
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(372)	(88)
SURPLUS (DEFICIT) AFTER TAX	867	206
plus Opening Retained Profits	19,400	19,388
plus/less: Prior Period Adjustments	2,821	(350)
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	253	256
- Debt guarantee fees	79	38
- Other NCP Imputation Payments	5	4
- Corporate taxation equivalent	372	88
add:		
- Subsidy Paid/Contribution To Operations	-	-
less:		
- TER dividend paid	-	-
- Dividend paid	(265)	(230)
Closing Retained Profits	23,532	19,400
Return on Capital %	2.7%	1.1%
Subsidy from Council	684	1,082

Coffs Harbour City Council

Statement of Financial Position - Council's Water Supply Business Activity
as at 30 June 2013

\$ '000	Actual 2013	Actual 2012
ASSETS		
Current Assets		
Cash and cash equivalents	824	2,087
Investments	12,721	5,425
Receivables	3,551	3,425
Inventories	237	223
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	17,333	11,160
Non-Current Assets		
Investments	22,714	31,141
Receivables	81	53
Inventories	-	-
Infrastructure, property, plant and equipment	281,452	265,216
Investments accounted for using equity method	-	-
Investment property	-	-
Other	66,155	66,869
Total non-Current Assets	370,402	363,279
TOTAL ASSETS	387,735	374,439
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	1,261	1,467
Interest bearing liabilities	7,030	6,563
Provisions	-	-
Total Current Liabilities	8,291	8,030
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	82,942	89,973
Provisions	-	-
Total Non-Current Liabilities	82,942	89,973
TOTAL LIABILITIES	91,233	98,003
NET ASSETS	296,502	276,436
EQUITY		
Retained earnings	179,827	166,925
Revaluation reserves	116,675	109,511
Council equity interest	296,502	276,436
Non-controlling interest	-	-
TOTAL EQUITY	296,502	276,436

Coffs Harbour City Council

Statement of Financial Position - Council's Sewerage Business Activity
as at 30 June 2013

\$ '000	Actual 2013	Actual 2012
ASSETS		
Current Assets		
Cash and cash equivalents	792	2,194
Investments	25,819	27,956
Receivables	2,820	1,993
Inventories	-	-
Other	-	9
Non-current assets classified as held for sale	-	-
Total Current Assets	29,431	32,152
Non-Current Assets		
Investments	33,480	34,277
Receivables	343	303
Inventories	-	-
Infrastructure, property, plant and equipment	451,510	425,096
Investments accounted for using equity method	-	-
Investment property	-	-
Other	-	-
Total non-Current Assets	485,333	459,676
TOTAL ASSETS	514,764	491,828
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	2,174	1,658
Interest bearing liabilities	8,068	7,505
Provisions	-	-
Total Current Liabilities	10,242	9,163
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	101,559	109,628
Provisions	-	-
Total Non-Current Liabilities	101,559	109,628
TOTAL LIABILITIES	111,801	118,791
NET ASSETS	402,963	373,037
EQUITY		
Retained earnings	290,709	267,402
Revaluation reserves	112,254	105,635
Council equity interest	402,963	373,037
Non-controlling equity interest	-	-
TOTAL EQUITY	402,963	373,037

Coffs Harbour City Council

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2013

\$ '000	Airport Category 1	
	Actual 2013	Actual 2012
ASSETS		
Current Assets		
Cash and cash equivalents	5,747	1,714
Investments	-	-
Receivables	910	-
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	6,657	1,714
Non-Current Assets		
Investments	-	-
Receivables	679	-
Inventories	-	-
Infrastructure, property, plant and equipment	65,612	55,185
Investments accounted for using equity method	-	-
Investment property	-	-
Other	-	-
Total Non-Current Assets	66,291	55,185
TOTAL ASSETS	72,948	56,899
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	99	55
Interest bearing liabilities	1,037	613
Provisions	-	-
Total Current Liabilities	1,136	668
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	6,897	3,204
Provisions	-	-
Other Liabilities	-	-
Total Non-Current Liabilities	6,897	3,204
TOTAL LIABILITIES	8,033	3,872
NET ASSETS	64,915	53,027
EQUITY		
Retained earnings	23,532	19,400
Revaluation reserves	41,383	33,627
Council equity interest	64,915	53,027
Non-controlling equity interest	-	-
TOTAL EQUITY	64,915	53,027

Coffs Harbour City Council

Special Purpose Financial Statements

for the financial year ended 30 June 2013

Contents of the Notes accompanying the Financial Statements

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2	Water Supply Business Best Practice Management disclosure requirements	13
3	Sewerage Business Best Practice Management disclosure requirements	15

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2013

Note 1. Significant Accounting Policies

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Division of Local Government.

For the purposes of these statements, the Council is not a reporting not-for-profit entity.

The figures presented in these special purpose financial statements, unless otherwise stated, have been prepared in accordance with:

- the recognition and measurement criteria of relevant Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB) &
- Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis, based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Division of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

In accordance with *Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Coffs Harbour City Council Water Supplies

Water supply activity servicing the Coffs Harbour local government area

b. Coffs Harbour City Council Sewerage Service

Sewerage reticulation & treatment activity servicing the Coffs Harbour local government area

c. Coffs Harbour Regional Airport

Airport activities carried out by Council in its own name

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars, with the exception of some figures disclosed in Note 2 (Water Supply Best Practice Management Disclosures) and Note 3 (Sewerage Best Practice Management Disclosures).

As required by the NSW Office of Water (Department of Primary Industries) the amounts shown in Notes 2 and Note 3 are disclosed in whole dollars.

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2013

Note 1. Significant Accounting Policies

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all council nominated business activities (this does not include council's non-business activities):

Notional Rate Applied %

Corporate Income Tax Rate – 30%

Land Tax – The first \$406,000 of combined land values attracts 0%. From \$406,001 to \$2,482,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$2,482,000, a premium marginal rate of 2.0% applies.

Payroll Tax – 5.45% on the value of taxable salaries and wages in excess of \$689,000.

In accordance with the guidelines for Best Practice Management of Water Supply and Sewerage, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from Water Supply and Sewerage Business activities.

The payment of taxation equivalent charges, referred in the Best Practice Management of Water Supply and Sewerage Guides to as a "Dividend for Taxation equivalent", may be applied for any purpose allowed under the Local Government Act, 1993.

Achievement of substantial compliance against the guidelines for Best Practice Management of Water Supply and Sewerage is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council. Accordingly, there is no need for disclosure of internal charges in Council's General Purpose Financial Statements.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date.

Local Government Rates & Charges

A calculation of the equivalent rates and charges payable on all Category 1 businesses has been applied to all land assets owned or exclusively used by the Business Activity.

Loan & Debt Guarantee Fees

The debt guarantee fee is designed to ensure that council business activities face "true" commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2013

Note 1. Significant Accounting Policies

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations.

Accordingly, Subsidies disclosed (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported Business Activity.

(iii) Return on Investments (Rate of Return)

The Policy statement requires that councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field".

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

Operating Result before Capital Income + Interest Expense

Written Down Value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.77% at 30/6/13.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local Government Water Supply and Sewerage Businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

The dividend, calculated and approved in accordance with the Best Practice Management Guidelines, must not exceed either:

- (i) 50% of this surplus in any one year, or
- (ii) the number of water supply or sewerage assessments at 30 June 2013 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the guidelines for Best Practice Management of Water Supply and Sewerage, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the NSW Office of Water prior to making the dividend and only after it has approved the payment.

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2013

Note 2. Water Supply Business
Best Practice Management disclosure requirements

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated) 2013

1. Calculation and Payment of Tax-Equivalents

[All Local Government Local Water Utilities must pay this dividend for tax-equivalents]

(i)	Calculated Tax Equivalents	933,000
(ii)	No of assessments multiplied by \$3/assessment	78,993
(iii)	Amounts payable for Tax Equivalents [lesser of (i) and (ii)]	78,993
(iv)	Amounts actually paid for Tax Equivalents	33,316

2. Dividend from Surplus

(i)	50% of Surplus before Dividends [Calculated in accordance with Best Practice Management for Water Supply and Sewerage Guidelines]	-
(ii)	No. of assessments multiplied by \$30/assessment, less tax equivalent charges/assessment	710,937
(iii)	Cumulative surplus before Dividends for the 3 years to 30 June 2013, less the cumulative dividends paid for the 2 years to 30 June 2012 & 30 June 2011	(8,500,000)

2013 Surplus	(2,776,000)	2012 Surplus	(2,436,000)	2011 Surplus	(3,288,000)
		2012 Dividend	-	2011 Dividend	-

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	n/a
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment Criteria]	-

3. Required outcomes for 6 Criteria

[To be eligible for the payment of a "Dividend from Surplus", ALL the Criteria below need a "YES"]

(i)	Completion of Strategic Business Plan (including Financial Plan)	YES
(ii)	Full Cost Recovery, without significant cross subsidies [Refer Item 2(a) in Table 1 on page 22 of the Best Practice Guidelines]	YES
	- Complying charges [Item 2(b) in Table 1]	YES
	- DSP with Commercial Developer Charges [Item 2(e) in Table 1]	YES
	- If Dual Water Supplies, Complying Charges [Item 2(g) in Table 1]	NO
(iii)	Sound Water Conservation and Demand Management implemented	YES
(iv)	Sound Drought Management implemented	YES
(v)	Complete Performance Reporting Form (by 15 September each year)	YES
(vi)	a. Integrated Water Cycle Management Evaluation	YES
	b. Complete and implement Integrated Water Cycle Management Strategy	YES

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2013

Note 2. Water Supply Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)		2013
National Water Initiative (NWI) Financial Performance Indicators		
NWI F1	Total Revenue (Water) Total Income (w13) - Grants for the Acquisition of Assets (w11a) - Interest Income (w9) - Aboriginal Communities W&S Program Income (w10a)	\$'000 21,396
NWI F4	Revenue from Residential Usage Charges (Water) Income from Residential Usage Charges (w6b) x 100 divided by the sum of [Income from Residential Usage Charges (w6a) + Income from Residential Access Charges (w6b)]	% 74.14%
NWI F9	Written Down Replacement Cost of Fixed Assets (Water) Written down current cost of system assets (w47)	\$'000 279,777
NWI F11	Operating Cost (OMA) (Water) Management Expenses (w1) + Operational & Maintenance Expenses (w2)	\$'000 9,599
NWI F14	Capital Expenditure (Water) Acquisition of fixed assets (w16)	\$'000 3,393
NWI F17	Economic Real Rate of Return (Water) [Total Income (w13) - Interest Income (w9) - Grants for acquisition of assets (w11a) - Operating Costs (NWI F11) - Current Cost Depreciation (w3)] x 100 divided by [Written Down Current Cost of System Assets (w47) + Plant & Equipment (w33b)]	% 1.75%
NWI F26	Capital Works Grants (Water) Grants for the Acquisition of Assets (w11a)	\$'000 -

- Notes:
- References to w (eg. w12) refer to item numbers within Special Schedules No. 3 & 4 of Council's Annual Financial Statements.
 - The NWI Performance Indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators & Definitions.

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2013

Note 3. Sewerage Business
Best Practice Management disclosure requirements

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated) 2013

1. Calculation and Payment of Tax-Equivalents

[All Local Government Local Water Utilities must pay this dividend for tax-equivalents]

(i)	Calculated Tax Equivalents	12,221,000
(ii)	No of assessments multiplied by \$3/assessment	75,468
(iii)	Amounts payable for Tax Equivalents [lesser of (i) and (ii)]	75,468
(iv)	Amounts actually paid for Tax Equivalents	75,468

2. Dividend from Surplus

(i)	50% of Surplus before Dividends [Calculated in accordance with Best Practice Management for Water Supply and Sewerage Guidelines]	-
(ii)	No. of assessments x (\$30 less tax equivalent charges per assessment)	679,212
(iii)	Cumulative surplus before dividends for the 3 years to 30 June 2013, less the cumulative dividends paid for the 2 years to 30 June 2012 & 30 June 2011	(4,246,000)

2013 Surplus	(4,354,000)	2012 Surplus	(251,000)	2011 Surplus	359,000
		2012 Dividend	-	2011 Dividend	-

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	n/a
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment Criteria]	-

3. Required outcomes for 4 Criteria

[To be eligible for the payment of a "Dividend from Surplus", ALL the Criteria below need a "YES"]

(i)	Completion of Strategic Business Plan (including Financial Plan)	YES
(ii)	Pricing with full cost-recovery, without significant cross subsidies [Refer Item 2(a) in Table 1 on page 22 of the Best Practice Guidelines]	YES
	Complying charges (a) Residential [Item 2(c) in Table 1]	YES
	(b) Non Residential [Item 2(c) in Table 1]	YES
	(c) Trade Waste [Item 2(d) in Table 1]	YES
	DSP with Commercial Developer Charges [Item 2(e) in Table 1]	YES
	Liquid Trade Waste Approvals & Policy [Item 2(f) in Table 1]	YES
(iii)	Complete Performance Reporting Form (by 15 September each year)	YES
(iv)	a. Integrated Water Cycle Management Evaluation	YES
	b. Complete and implement Integrated Water Cycle Management Strategy	YES

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2013

Note 3. Sewerage Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)		2013
National Water Initiative (NWI) Financial Performance Indicators		
NWI F2	Total Revenue (Sewerage) Total Income (s14) - Grants for Acquisition of Assets (s12a) - Interest Income (s10) - Aboriginal Communities W&S Program Income (w10a)	\$'000 25,954
NWI F10	Written Down Replacement Cost of Fixed Assets (Sewerage) Written down current cost of system assets (s48)	\$'000 450,136
NWI F12	Operating Cost (Sewerage) Management Expenses (s1) + Operational & Maintenance Expenses (s2)	\$'000 13,656
NWI F15	Capital Expenditure (Sewerage) Acquisition of Fixed Assets (s17)	\$'000 5,089
NWI F18	Economic Real Rate of Return (Sewerage) [Total Income (s14) - Interest Income (s10) - Grants for acquisition of Assets (s12a) - Operating cost (NWI F12) - Current cost depreciation (s3)] x 100 divided by [Written down current cost (ie. WDCC) of System Assets (s48) + Plant & Equipment (s34b)]	% 0.14%
NWI F27	Capital Works Grants (Sewerage) Grants for the Acquisition of Assets (12a)	\$'000 519
National Water Initiative (NWI) Financial Performance Indicators Water & Sewer (combined)		
NWI F3	Total Income (Water & Sewerage) Total Income (w13 + s14) + Gain/Loss on disposal of assets (w14 + s15) minus Grants for acquisition of assets (w11a + s12a) - Interest Income (w9 + s10)	\$'000 45,755
NWI F8	Revenue from Community Service Obligations (Water & Sewerage) Community Service Obligations (NWI F25) x 100 divided by Total Income (NWI F3)	% 1.08%
NWI F16	Capital Expenditure (Water & Sewerage) Acquisition of Fixed Assets (w16 + s17)	\$'000 8,482
NWI F19	Economic Real Rate of Return (Water & Sewerage) [Total Income (w13 + s14) - Interest Income (w9 + s10) - Grants for acquisition of assets (w11a + s12a) - Operating Cost (NWI F11 + NWI F12) - Current cost depreciation (w3 + s3)] x 100 divided by [Written down replacement cost of fixed assets (NWI F9 + NWI F10) + Plant & equipment (w33b + s34b)]	% 0.76%
NWI F20	Dividend (Water & Sewerage) Dividend paid from surplus (2(v) of Note 2 + 2(v) of Note 3)	\$'000 -
NWI F21	Dividend Payout Ratio (Water & Sewerage) Dividend (NWI F20) x 100 divided by Net Profit after tax (NWI F24)	% 0.00%

Coffs Harbour City Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2013

Note 3. Sewerage Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)		2013
National Water Initiative (NWI) Financial Performance Indicators Water & Sewer (combined)		
NWI F22	Net Debt to Equity (Water & Sewerage) Overdraft (w36 + s37) + Borrowings (w38 + s39) - Cash & Investments (w30 + s31) x 100 divided by [Total Assets (w35 + s36) - Total Liabilities (w40 + s41)]	% 14.76%
NWI F23	Interest Cover (Water & Sewerage) Earnings before Interest & Tax (EBIT) divided by Net Interest Earnings before Interest & Tax (EBIT): 5,551 Operating Result (w15a + s16a) + Interest expense (w4a + s4a) - Interest Income (w9 + s10) - Gain/Loss on disposal of assets (w14 + s15) + Miscellaneous Expenses (w4b + w4c + s4b + s4c) Net Interest: 5,728 Interest Expense (w4a + s4a) - Interest Income (w9 + s10)	1
NWI F24	Net Profit After Tax (Water & Sewerage) Surplus before dividends (w15a + s16a) - Tax equivalents paid (Note 2-1(iv) + Note 3-1(iv))	\$'000 (2,156)
NWI F25	Community Service Obligations (Water & Sewerage) Grants for Pensioner Rebates (w11b + s12b)	\$'000 495

- Notes:
- References to w (eg. s12) refer to item numbers within Special Schedules No. 5 & 6 of Council's Annual Financial Statements.
 - The NWI Performance Indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators & Definitions.

Coffs Harbour City Council

SPECIAL SCHEDULES
for the year ended 30 June 2013

"Coffs Harbour - the Healthy City, the Smart
City, the Cultural City for a Sustainable Future"



Coffs Harbour City Council

Special Schedules
for the financial year ended 30 June 2013

Contents	Page
Special Schedules¹	
- Special Schedule No. 1	Net Cost of Services 2
- Special Schedule No. 2(a)	Statement of Long Term Debt (all purposes) 4
- Special Schedule No. 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993) n/a
- Special Schedule No. 3	Water Supply - Income Statement 5
- Special Schedule No. 4	Water Supply - Statement of Financial Position 9
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¹ Special Purpose Schedules are not audited.

Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
 - the Australian Bureau of Statistics (ABS),
 - the NSW Office of Water,
 - the Department of Environment, Climate Change and Water, and
 - the Division of Local Government (DLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
 - the incorporation of Local Government financial figures in national statistics,
 - the monitoring of loan approvals,
 - the allocation of borrowing rights, and
 - the monitoring of the financial activities of specific services.

Coffs Harbour City Council

Special Schedule No. 1 - Net Cost of Services
for the financial year ended 30 June 2013

\$'000

Function or Activity	Expenses from Continuing Operations.	Income from continuing operations		Net Cost. of Services.
		Non Capital.	Capital.	
Governance	1,241	-	-	(1,241)
Administration	25,816	6,121	973	(18,722)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	1,613	610	918	(85)
Beach Control	618	29	-	(589)
Enforcement of Local Govt. Regulations	1,037	121	-	(916)
Animal Control	407	342	-	(65)
Other	5	158	-	153
Total Public Order & Safety	3,680	1,260	918	(1,502)
Health	-	-	-	-
Environment				
Noxious Plants and Insect/Vermin Control	221	215	-	(6)
Other Environmental Protection	1,194	1,694	-	500
Solid Waste Management	19,090	18,342	-	(748)
Street Cleaning	376	-	-	(376)
Drainage	4,672	181	366	(4,125)
Stormwater Management	-	667	-	667
Total Environment	25,553	21,099	366	(4,088)
Community Services and Education				
Administration & Education	777	57	-	(720)
Social Protection (Welfare)	861	132	78	(651)
Aged Persons and Disabled	-	1	-	1
Children's Services	31	2	-	(29)
Total Community Services & Education	1,669	192	78	(1,399)
Housing and Community Amenities				
Public Cemeteries	221	249	-	28
Public Conveniences	400	-	-	(400)
Street Lighting	-	-	-	-
Town Planning	1,291	319	46	(926)
Other Community Amenities	10	-	-	(10)
Total Housing and Community Amenities	1,922	568	46	(1,308)
Water Supplies	21,130	20,572	1,640	1,082
Sewerage Services	29,314	29,007	2,314	2,007

Coffs Harbour City Council

Special Schedule No. 1 - Net Cost of Services (continued)
for the financial year ended 30 June 2013

Function or Activity	Expenses from Continuing Operations.	Income from continuing operations		Net Cost of Services.
		Non Capital.	Capital.	
Recreation and Culture				
Public Libraries	1,961	173	245	(1,543)
Museums	30	-	-	(30)
Art Galleries	91	38	-	(53)
Community Centres and Halls	672	292	-	(380)
Performing Arts Venues	493	249	-	(244)
Other Performing Arts	-	-	-	-
Other Cultural Services	89	103	(34)	(20)
Sporting Grounds and Venues	3,968	538	-	(3,430)
Swimming Pools	469	-	-	(469)
Parks & Gardens (Lakes)	5,758	2,084	417	(3,257)
Other Sport and Recreation	1,253	2	3	(1,248)
Total Recreation and Culture	14,784	3,479	631	(10,674)
Fuel & Energy	-	-	-	-
Agriculture	-	-	-	-
Mining, Manufacturing and Construction				
Building Control	1,990	1,690	-	(300)
Other Mining, Manufacturing & Construction	256	(31)	-	(287)
Total Mining, Manufacturing and Const.	2,246	1,659	-	(587)
Transport and Communication				
Urban Roads (UR) - Local	8,285	216	1,020	(7,049)
Urban Roads - Regional	1,905	1,094	376	(435)
Sealed Rural Roads (SRR) - Local	4,404	424	765	(3,215)
Sealed Rural Roads (SRR) - Regional	666	934	-	268
Unsealed Rural Roads (URR) - Local	1,488	2	-	(1,486)
Unsealed Rural Roads (URR) - Regional	-	-	-	-
Bridges on UR - Local	687	-	-	(687)
Bridges on SRR - Local	275	-	-	(275)
Bridges on URR - Local	158	100	-	(58)
Bridges on Regional Roads	160	-	-	(160)
Parking Areas	1,010	28	126	(856)
Footpaths	833	48	29	(756)
Aerodromes	3,600	5,324	-	1,724
Other Transport & Communication	1,118	617	21	(480)
Total Transport and Communication	24,589	8,787	2,337	(13,465)
Economic Affairs				
Camping Areas & Caravan Parks	1,879	354	-	(1,525)
Other Economic Affairs	2,241	1,213	1,840	812
Total Economic Affairs	4,120	1,567	1,840	(713)
Totals – Functions	156,064	94,311	11,143	(50,610)
General Purpose Revenues⁽²⁾		43,784		43,784
Share of interests - joint ventures & associates using the equity method	-	-		-
NET OPERATING RESULT⁽¹⁾	156,064	138,095	11,143	(6,826)

(1) As reported in the Income Statement

(2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Coffs Harbour City Council

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)
for the financial year ended 30 June 2013

\$'000

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
Loans (by Source)											
Other State Government	9	1,824	1,833	-	9	-	-	-	60	1,764	1,824
Financial Institutions	17,303	220,528	237,831	5,000	17,573	-	-	16,003	18,558	206,700	225,258
Total Debt	17,312	222,352	239,664	5,000	17,582	-	-	16,003	18,618	208,464	227,082

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.
This Schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

Coffs Harbour City Council

Special Schedule No. 3 - Water Supply Income Statement

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
A Expenses and Income		
Expenses		
1. Management expenses		
a. Administration	2,299	2,101
b. Engineering and Supervision	1,133	1,103
2. Operation and Maintenance expenses		
- Dams & Weirs		
a. Operation expenses	410	506
b. Maintenance expenses	280	379
- Mains		
c. Operation expenses	698	310
d. Maintenance expenses	1,590	1,179
- Reservoirs		
e. Operation expenses	197	184
f. Maintenance expenses	297	232
- Pumping Stations		
g. Operation expenses (excluding energy costs)	51	54
h. Energy costs	272	234
i. Maintenance expenses	31	33
- Treatment		
j. Operation expenses (excluding chemical costs)	1,050	971
k. Chemical costs	404	325
l. Maintenance expenses	281	254
- Other		
m. Operation expenses	345	335
n. Maintenance expenses	205	77
o. Purchase of water	56	43
3. Depreciation expenses		
a. System assets	6,572	5,579
b. Plant and equipment	301	306
4. Miscellaneous expenses		
a. Interest expenses	6,448	6,891
b. Revaluation Decrements	-	-
c. Other expenses	83	64
d. Impairment - System assets	-	-
e. Impairment - Plant and equipment	-	-
f. Aboriginal Communities Water & Sewerage Program	1	-
g. Tax Equivalents Dividends (actually paid)	33	32
5. Total expenses	23,037	21,192

Coffs Harbour City Council

Special Schedule No. 3 - Water Supply Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
Income		
6. Residential charges		
a. Access (including rates)	3,187	3,055
b. Usage charges	9,137	8,305
7. Non-residential charges		
a. Access (including rates)	602	571
b. Usage charges	3,102	2,999
8. Extra charges	14	14
9. Interest income	3,184	2,547
10. Other income	1,296	750
10a. Aboriginal Communities Water and Sewerage Program	6	-
11. Grants		
a. Grants for acquisition of assets	-	-
b. Grants for pensioner rebates	250	245
c. Other grants	-	-
12. Contributions		
a. Developer charges	1,405	1,240
b. Developer provided assets	235	501
c. Other contributions	2,168	31
13. Total income	<u>24,586</u>	<u>20,258</u>
14. Gain (or loss) on disposal of assets	(1,056)	-
15. Operating Result	<u>493</u>	<u>(934)</u>
15a. Operating Result (less grants for acquisition of assets)	493	(934)

Coffs Harbour City Council

Special Schedule No. 3 - Water Supply Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
B Capital transactions		
Non-operating expenditures		
16. Acquisition of Fixed Assets		
a. New Assets for Improved Standards	488	142
b. New Assets for Growth	509	972
c. Renewals	2,173	423
d. Plant and equipment	223	61
17. Repayment of debt		
a. Loans	6,563	6,183
b. Advances	-	-
c. Finance leases	-	-
18. Transfer to sinking fund	-	-
19. Totals	<u>9,956</u>	<u>7,781</u>
Non-operating funds employed		
20. Proceeds from disposal of assets	-	-
21. Borrowing utilised		
a. Loans	294	1,245
b. Advances	-	-
c. Finance leases	-	-
22. Transfer from sinking fund	-	-
23. Totals	<u>294</u>	<u>1,245</u>
C Rates and charges		
24. Number of assessments		
a. Residential (occupied)	23,646	23,513
b. Residential (unoccupied, ie. vacant lot)	981	1,056
c. Non-residential (occupied)	1,608	1,593
d. Non-residential (unoccupied, ie. vacant lot)	96	90
25. Number of ETs for which developer charges were received	150 ET	137 ET
26. Total amount of pensioner rebates (actual dollars)	\$ 249,993	\$ 244,890

Coffs Harbour City Council

Special Schedule No. 3 - Water Supply Cross Subsidies
for the financial year ended 30 June 2013

\$'000	Yes	No	Amount
D Best practice annual charges and developer charges*			
27. Annual charges			
a. Does Council have best-practice water supply annual charges and usage charges*?	<input type="checkbox"/>	<input type="checkbox"/>	
If Yes, go to 28a. If No, please report if council has removed land value from access charges (ie rates)?			
	<input type="checkbox"/>	<input type="checkbox"/>	
NB. Such charges for both residential customers and non-residential customers comply with section 3.2 of Water Supply, Sewerage and Trade Waste Pricing Guidelines, NSW Office of Water, December, 2002. Such charges do not involve significant cross subsidies.			
b. Cross-subsidy from residential customers using less than allowance (page 25 of Guidelines)			<input type="text"/>
c. Cross-subsidy to non-residential customers (page 24 of Guidelines)			<input type="text"/>
d. Cross-subsidy to large connections in unmetered supplies (page 26 of Guidelines)			<input type="text"/>
28. Developer charges			
a. Has council completed a water supply Development Servicing** Plan?	<input type="checkbox"/>	<input type="checkbox"/>	
b. Total cross-subsidy in water supply developer charges for 2012/13 (page 47 of Guidelines)			<input type="text"/>
** In accordance with page 9 of Developer Charges Guidelines for Water Supply, Sewerage and Stormwater, NSW Office of Water, December, 2002.			
29. Disclosure of cross-subsidies			
Total of cross-subsidies (27b +27c + 27d + 28b)			<input type="text" value="-"/>

* Councils which have not yet implemented best practice water supply pricing should disclose cross-subsidies in items 27b, 27c and 27d above.

However, disclosure of cross-subsidies is **not** required where a Council has implemented best practice pricing and is phasing in such pricing over a period of 3 years.

Coffs Harbour City Council

Special Schedule No. 4 - Water Supply Statement of Financial Position

Includes INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
as at 30 June 2013

\$'000	Actuals Current	Actuals Non Current	Actuals Total
ASSETS			
30. Cash and investments			
a. Developer charges	67	-	67
b. Special purpose grants	-	-	-
c. Accrued leave	-	-	-
d. Unexpended loans	8,887	15,103	23,990
e. Sinking fund	-	-	-
f. Other	4,591	7,611	12,202
31. Receivables			
a. Specific purpose grants	60	-	60
b. Rates and Availability Charges	176	55	231
c. User Charges	2,787	26	2,813
d. Other	528	-	528
32. Inventories	237	-	237
33. Property, plant and equipment			
a. System assets	-	279,777	279,777
b. Plant and equipment	-	1,675	1,675
34. Other assets	-	66,155	66,155
35. Total assets	<u>17,333</u>	<u>370,402</u>	<u>387,735</u>
LIABILITIES			
36. Bank overdraft	-	-	-
37. Creditors	1,261	-	1,261
38. Borrowings			
a. Loans	7,030	82,942	89,972
b. Advances	-	-	-
c. Finance leases	-	-	-
39. Provisions			
a. Tax equivalents	-	-	-
b. Dividend	-	-	-
c. Other	-	-	-
40. Total liabilities	<u>8,291</u>	<u>82,942</u>	<u>91,233</u>
41. NET ASSETS COMMITTED	<u>9,042</u>	<u>287,460</u>	<u>296,502</u>
EQUITY			
42. Accumulated surplus			179,827
43. Asset revaluation reserve			116,675
44. TOTAL EQUITY			<u>296,502</u>
Note to system assets:			
45. Current replacement cost of system assets			400,421
46. Accumulated current cost depreciation of system assets			(120,644)
47. Written down current cost of system assets			<u>279,777</u>

Coffs Harbour City Council

Special Schedule No. 5 - Sewerage Service Income Statement

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
A Expenses and Income		
Expenses		
1. Management expenses		
a. Administration	2,903	2,680
b. Engineering and Supervision	1,384	1,434
2. Operation and Maintenance expenses		
- Mains		
a. Operation expenses	365	346
b. Maintenance expenses	928	402
- Pumping Stations		
c. Operation expenses (excluding energy costs)	1,096	1,002
d. Energy costs	578	482
e. Maintenance expenses	1,056	865
- Treatment		
f. Operation expenses (excl. chemical, energy, effluent & biosolids management costs)	1,212	1,208
g. Chemical costs	227	243
h. Energy costs	1,310	1,093
i. Effluent Management	330	334
j. Biosolids Management	871	745
k. Maintenance expenses	1,072	825
- Other		
l. Operation expenses	280	347
m. Maintenance expenses	44	19
3. Depreciation expenses		
a. System assets	11,324	6,410
b. Plant and equipment	352	354
4. Miscellaneous expenses		
a. Interest expenses	7,795	8,297
b. Revaluation Decrements	-	-
c. Other expenses	78	104
d. Impairment - System assets	-	-
e. Impairment - Plant and equipment	-	-
f. Aboriginal Communities Water & Sewerage Program	-	-
d. Tax Equivalents Dividends (actually paid)	75	75
5. Total expenses	33,280	27,265

Coffs Harbour City Council

Special Schedule No. 5 - Sewerage Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
Income		
6. Residential charges (including rates)	18,467	17,239
7. Non-residential charges		
a. Access (including rates)	2,446	2,289
b. Usage charges	1,937	1,987
8. Trade Waste Charges		
a. Annual Fees	95	91
b. Usage charges	327	379
c. Excess mass charges	14	5
d. Re-inspection fees	-	-
9. Extra charges	-	-
10. Interest income	5,331	4,376
11. Other income	280	663
11a. Aboriginal Communities Water & Sewerage Program	-	-
12. Grants		
a. Grants for acquisition of assets	519	393
b. Grants for pensioner rebates	245	240
c. Other grants	-	-
13. Contributions		
a. Developer charges	1,342	1,203
b. Developer provided assets	452	1,237
c. Other contributions	349	38
14. Total income	<u>31,804</u>	<u>30,140</u>
15. Gain (or loss) on disposal of assets	(545)	-
16. Operating Result	<u>(2,021)</u>	<u>2,875</u>
16a. Operating Result (less grants for acquisition of assets)	(2,540)	2,482

Coffs Harbour City Council

Special Schedule No. 5 - Sewerage Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2013

\$'000	Actuals 2013	Actuals 2012
B Capital transactions		
Non-operating expenditures		
17. Acquisition of Fixed Assets		
a. New Assets for Improved Standards	612	176
b. New Assets for Growth	1,450	3,204
c. Renewals	2,245	1,554
d. Plant and equipment	782	67
18. Repayment of debt		
a. Loans	7,505	7,344
b. Advances	-	-
c. Finance leases	-	-
19. Transfer to sinking fund	-	-
20. Totals	<u>12,594</u>	<u>12,345</u>
Non-operating funds employed		
21. Proceeds from disposal of assets	-	-
22. Borrowing utilised		
a. Loans	4,831	8,237
b. Advances	-	-
c. Finance leases	-	-
23. Transfer from sinking fund	-	-
24. Totals	<u>4,831</u>	<u>8,237</u>
C Rates and charges		
25. Number of assessments		
a. Residential (occupied)	22,649	22,507
b. Residential (unoccupied, ie. vacant lot)	934	965
c. Non-residential (occupied)	1,469	1,462
d. Non-residential (unoccupied, ie. vacant lot)	104	101
26. Number of ETs for which developer charges were received	149 ET	137 ET
27. Total amount of pensioner rebates (actual dollars)	\$ 244,715	\$ 239,585

Coffs Harbour City Council

Special Schedule No. 5 - Sewerage Cross Subsidies
for the financial year ended 30 June 2013

\$'000	Yes	No	Amount
D Best practice annual charges and developer charges*			
28. Annual charges			
a. Does Council have best-practice sewerage annual charges, usage charges and trade waste fees & charges*?	<input type="checkbox"/>	<input type="checkbox"/>	
If Yes, go to 29a.			
If No, please report if council has removed land value from access charges (ie rates)?			
	<input type="checkbox"/>	<input type="checkbox"/>	
NB. Such charges for both residential customers and non-residential customers comply with section 4.2 & 4.3 of the Water Supply, Sewerage and Trade Waste Pricing Guidelines, NSW Office of Water, December, 2002. Such charges do not involve significant cross subsidies.			
b. Cross-subsidy to non-residential customers (page 45 of Guidelines)			<input type="text"/>
c. Cross-subsidy to trade waste discharges (page 46 of Guidelines)			<input type="text"/>
29. Developer charges			
a. Has council completed a sewerage Development Servicing** Plan?	<input type="checkbox"/>	<input type="checkbox"/>	
b. Total cross-subsidy in sewerage developer charges for 2012/13 (page 47 of Guidelines)			<input type="text"/>
** In accordance with page 9 of Developer Charges Guidelines for Water Supply, Sewerage and Stormwater, NSW Office of Water, December, 2002.			
30. Disclosure of cross-subsidies			
Total of cross-subsidies (28b + 28c + 29b)			<input type="text" value="-"/>
* Councils which have not yet implemented best practice sewer pricing & liquid waste pricing should disclose cross-subsidies in items 28b and 28c above.			
However, disclosure of cross-subsidies is not required where a Council has implemented best practice sewerage and liquid waste pricing and is phasing in such pricing over a period of 3 years.			

Coffs Harbour City Council

Special Schedule No. 6 - Sewerage Service Statement of Financial Position

Includes INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
as at 30 June 2013

\$'000	Actuals Current	Actuals Non Current	Actuals Total
ASSETS			
31. Cash and investments			
a. Developer charges	61	-	61
b. Special purpose grants	-	-	-
c. Accrued leave	-	-	-
d. Unexpended loans	23,349	14,239	37,588
e. Sinking fund	-	-	-
f. Other	3,201	19,241	22,442
32. Receivables			
a. Specific purpose grants	989	-	989
b. Rates and Availability Charges	940	292	1,232
c. User Charges	584	16	600
d. Other	307	35	342
33. Inventories	-	-	-
34. Property, plant and equipment			
a. System assets	-	450,136	450,136
b. Plant and equipment	-	1,374	1,374
35. Other assets	-	-	-
36. Total Assets	<u>29,431</u>	<u>485,333</u>	<u>514,764</u>
LIABILITIES			
37. Bank overdraft	-	-	-
38. Creditors	2,174	-	2,174
39. Borrowings			
a. Loans	8,068	101,559	109,627
b. Advances	-	-	-
c. Finance leases	-	-	-
40. Provisions			
a. Tax equivalents	-	-	-
b. Dividend	-	-	-
c. Other	-	-	-
41. Total Liabilities	<u>10,242</u>	<u>101,559</u>	<u>111,801</u>
42. NET ASSETS COMMITTED	<u>19,189</u>	<u>383,774</u>	<u>402,963</u>
EQUITY			
42. Accumulated surplus			290,709
44. Asset revaluation reserve			112,254
45. TOTAL EQUITY			<u>402,963</u>
Note to system assets:			
46. Current replacement cost of system assets			620,339
47. Accumulated current cost depreciation of system assets			(170,203)
48. Written down current cost of system assets			<u>450,136</u>

Coffs Harbour City Council

Notes to Special Schedule No.'s 3 & 5
for the financial year ended 30 June 2013

Administration ⁽¹⁾

(item 1a of Special Schedules 3 and 5) comprises the following:

- Administration staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.
- Meter reading.
- Bad and doubtful debts.
- Other administrative/corporate support services.

Engineering and supervision ⁽¹⁾

(item 1b of Special Schedules 3 and 5) comprises the following:

- Engineering staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.
- Other technical and supervision staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.

Operational expenses (item 2 of Special Schedules 3 and 5) comprise the day to day operational expenses excluding maintenance expenses.

Maintenance expenses (item 2 of Special Schedules 3 and 5) comprise the day to day repair and maintenance expenses. (Refer to Section 5 of the Local Government Asset Accounting Manual regarding capitalisation principles and the distinction between capital and maintenance expenditure).

Other expenses (item 4c of Special Schedules 3 and 5) includes all expenses not recorded elsewhere.

Revaluation decrements (item 4b of Special Schedules 3 and 5) is to be used when I,PP&E decreases in FV.

Impairment Losses (item 4d & 4e of Special Schedules 3 and 5) are to be used when the carrying amount of an asset exceeds its recoverable amount (refer to page D-31).

Aboriginal Communities Water and Sewerage Program (item 4f of Special Schedules 3 and 5) is to be used when operation and maintenance work has been undertaken on behalf of the Aboriginal Communities Water and Sewerage Program. Similarly, income for item 11a of Special Schedule 3 and item 12a of Special Schedule 5 are for services provided to the Aboriginal Communities Water and Sewerage Program and is not part of Council's water supply and sewerage revenue.

Residential charges ⁽²⁾ (items 6a, 6b and item 6 of Special Schedules 3 and 5 respectively) include all income from residential charges. Item 6 of Schedule 3 should be separated into 6a Access Charges (including rates if applicable) and 6b Usage Charges.

Non-residential charges ⁽²⁾ (items 7a, 7b of Special Schedules 3 and 5) include all income from non-residential charges separated into 7a Access Charges (including rates if applicable) and 7b Usage Charges.

Trade waste charges (item 8 of Special Schedule 5) include all income from trade waste charges separated into 8a Annual Fees, 8b Usage Charges and 8c Excess Mass Charges and 8d Re-inspection Fees.

Other income (items 10 and 11 of Special Schedules 3 and 5 respectively) include all income not recorded elsewhere.

Other contributions (items 12c and 13c of Special Schedules 3 and 5 respectively) incl. capital contributions for water supply or sewerage services received by Council under Section 565 of the Local Government Act.

Notes:

⁽¹⁾ Administration and engineering costs for the development of capital works projects should be reported as part of the capital cost of the project and not as part of the recurrent expenditure (ie. in item 16 for water supply and item 17 for sewerage, and **not** in items 1a and 1b).

⁽²⁾ To enable accurate reporting of **residential revenue from usage charges**, it is essential for councils to accurately separate their residential (item 6) charges and non-residential (item 7) charges.

Coffs Harbour City Council

Special Schedule No. 8 - Financial Projections
as at 30 June 2013

\$'000	Actual ⁽¹⁾ 12/13	Forecast ⁽³⁾ 13/14	Forecast ⁽³⁾ 14/15	Forecast ⁽³⁾ 15/16	Forecast ⁽³⁾ 16/17	Forecast ⁽³⁾ 17/18	Forecast ⁽³⁾ 18/19	Forecast ⁽³⁾ 19/20	Forecast ⁽³⁾ 20/21	Forecast ⁽³⁾ 21/22	Forecast ⁽³⁾ 22/23
(i) OPERATING BUDGET											
Income from continuing operations	149,238	133,146	135,734	140,600	144,925	149,899	155,089	160,600	164,903	170,843	177,095
Expenses from continuing operations	156,064	130,687	133,951	137,615	141,747	146,090	150,698	155,587	160,642	166,097	171,969
Operating Result from Continuing Operations	(6,826)	2,459	1,783	2,985	3,178	3,809	4,391	5,013	4,261	4,746	5,126
(ii) CAPITAL BUDGET											
New Capital Works ⁽²⁾	13,189	43,229	27,202	24,570	18,158	15,390	14,747	25,167	16,007	16,639	15,748
Replacement/Refurbishment of Existing Assets	17,598	12,512	9,050	9,245	9,220	9,287	8,996	10,120	9,791	9,478	10,286
Total Capital Budget	30,787	55,741	36,252	33,815	27,378	24,677	23,743	35,287	25,798	26,117	26,034
Funded by:											
– Loans	7,434	19,888	5,699	2,541	246	251	260	265	271	278	285
– Asset sales	796	1,707	2,271	1,832	1,522	1,177	1,300	2,477	1,369	1,362	1,141
– Reserves	6,270	9,163	5,957	6,256	4,245	3,736	3,092	9,164	4,259	3,892	3,593
– Grants/Contributions	11,405	20,021	16,717	17,874	15,824	14,161	13,719	18,159	15,379	15,998	16,373
– Recurrent revenue	4,882	4,962	5,608	5,312	5,541	5,352	5,372	5,222	4,520	4,587	4,642
	30,787	55,741	36,252	33,815	27,378	24,677	23,743	35,287	25,798	26,117	26,034

Notes:

- (1) From 12/13 Income Statement.
- (2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.
- (3) Financial projections should be in accordance with Council's Integrated Planning and Reporting framework.

TENDER: RFT-619-TO MANAGEMENT OF COFFS HARBOUR REGIONAL AIRPORT

Purpose:

To report on tenders received for Contract No. RFT-619-TO for the provision of Management Services for the Coffs Harbour Regional Airport and to obtain approval to accept a tender.

Description of Item:

At its meeting held on 24 October 2013, Council resolved as follows:

1. *That Council continues to operate the Coffs Harbour Regional Airport as a Council Business Unit.*
2. *That tenders be called for the management of the Coffs Harbour Regional Airport as a Council Business Unit for a period of five years, on a contract that allows for the immediate provision of management services, and the future provision of other Airport administration staff at the discretion of the Council.*
3. *Following the appointment of a Manager the staff structure be reviewed.*

In accordance with the resolution, tenders were called for in local and capital city newspapers and through Council's electronic Tenderlink portal. Tenders closed at 3.30 pm on Tuesday 17 December 2013. The tender covered a five year period commencing on 1 April 2014.

Tenders were evaluated on the following criteria:

- tender price,
- experience in aviation industry,
- performance of similar services,
- work, health and safety systems and performance,
- quality and experience of nominated airport manager.

Two tenders were received from:

1. Coffs Aviation & Travel Services Pty Ltd (Coffs Harbour), and
2. Queensland Airports Limited (Queensland).

Sustainability Assessment:

- **Environment**

There are no environmental considerations.

- **Social**

There are no social considerations.

- **Civic Leadership**

The Coffs Harbour 2030 Community Plan (as identified in Outcome LP1) charges Council with the efficient management of its business enterprises for the benefit of the community. The appointment of experienced airport management will support this outcome.

- **Economic**

Broader Economic Implications

It is important for the City and the region that the Airport is effectively managed, being a substantial economic driver as a transport hub for the Coffs Coast.

Delivery Program/Operational Plan Implications

As the Airport is self-funding, there will be no effect on Council's budget. The recommended tender is within the Airport's projected cash flows.

Risk Analysis:

There will be no change to the exposure to risk as the Airport is currently managed under a similar arrangement to that proposed in the tender.

Consultation:

There has been no consultation since the tender was advertised.

Related Policy and / or Precedents:

Tendering procedures were carried out in accordance with Council policy. Council's Tender Value Selection System was applied during the tender review process to determine the most advantageous offer.

Council's policy is that the tender with the highest weighted score becomes the recommended tender.

Statutory Requirements:

The calling, receiving and reviewing of tenders was carried out in accordance with Part 7 Tendering of the Local Government (General) Regulations 2005.

Issues:

Both tenderers are more than qualified to provide the management services required. Coffs Aviation & Travel Services Pty Ltd are the current supplier and Council has been very satisfied with their performance.

Implementation Date / Priority:

If approved, the successful tenderer will commence on 1 April 2014 for a period of five years.

Recommendation:

That Council considers the tenders received for the management of Coffs Harbour Regional Airport, Contract No. RFT-619-TO, and resolve as per the recommendation detailed in the confidential attachment.

THE MULTICULTURAL REFERENCE GROUP - UPDATE REPORT

Purpose:

To request Council's adoption of the updated Guidelines of Operation for the Multicultural Reference Group (MRG) 2013 – 2018, affirmation of current members and recognition of resigning foundation member.

Description of Item:

Council's Multicultural Reference Group was appointed in 2006 to enhance the profile of multiculturalism in the community.

In partnership with Council, the Multicultural Reference Group, since its establishment, has achieved many of its objectives and continues to work towards supporting an inclusive society for the people of Coffs Harbour. To guide the Group in this role, Guidelines of Operation were developed and adopted by Council in 2007. In early 2013 the members recognised the need to update the current Guidelines to include, among other factors, Code of Conduct training for volunteer members.

A Working Party made up of MRG members was set-up and community consultation undertaken to develop the updated document. At their November 2013 meeting the MRG adopted the updated Guidelines of Operation 2013-2018 and this document is now submitted for Council's consideration and approval.

Additionally, for various reasons over recent years, members have moved away from the area and then returned to the Group. This has led to some confusion regarding the membership. To allay any concerns and clarify the situation the current membership of the Reference Group is submitted for Council's confirmation.

Further, founding member Mrs Jackie Lloyd has recently resigned and due to her outstanding contribution, and in line with Council guidelines, members of the Reference Group wish to present her with a Recognition of Community Services plaque at the upcoming Multicultural Harmony Festival which takes place in the Botanic Gardens on Sunday 16th March by the Mayor, or her nominee.

Sustainability Assessment:

- **Environment**

There are no environmental issues in relations to the adoption of the Guidelines of Operation 2013-2018 for the Multicultural Reference Group, the appointment of members or the presentation of the award to Mrs Jackie Lloyd.

- **Social**

The role of the Multicultural Reference Group is to advise Council on issues pertaining to multiculturalism including matters of social impact, equity/access, community well-being, community support/leadership, ethical investment and quality of service delivery.

- **Civic Leadership**

The valuable contribution made by community members in the various roles of management and advisory committees is consistent with Coffs Harbour Community Strategic Plan 2030 outcomes.

- **Economic**

Broader Economic Implications

There are no economic implications associated with the adoption of the Guidelines of Operation 2013-2018 for the Multicultural Reference Group.

Delivery Program/Operational Plan Implications

There are no financial impacts associated with the adoption of the Guidelines of Operation 2013-2018 for the Multicultural Reference Group.

Risk Analysis:

Volunteer members are required under Council policy to undertake the Code of Conduct Training and through this process are alerted to their responsibilities. There are no other risks associated with this report.

Consultation:

Consultation has been through the members of Council's Multicultural Reference Group, and as a result the broader multicultural community, services and various government and non-government bodies.

Related Policy and / or Precedents:

Council appointed the Multicultural Reference Group at its meeting 6 July, 2006 and from this the original Guidelines of Operation at their meeting of 5 April, 2007. (Adopted by Council Min. S20 5 April, 2007)

Since its appointment the Group have driven positive change both within Council and externally in the community with the adoption of the Multicultural Policies and Services Program 2010–2014 adopted by Council in December, 2010 and its Multicultural Action Plan 2011-2014 adopted by Council in July, 2011.

Statutory Requirements:

There are no statutory requirements.

Issues:

The current Guidelines of Operation for Council's Multicultural Reference Group were adopted in 2007. This document has now been reviewed and updated to keep the objectives of the Multicultural Reference Group current and aligned with the Multicultural Policies and Services Program and the Multicultural Action Plan which did not exist when the original Guidelines were developed.

Given the confusion created by members moving away from the area and then returning, the following outlines the current members who have expressed their interest in participating on the MRG as at February, 2014:

Amanda Jennings – Chess Employment
Bill Van Den Bosch – NSW Department of Community Services
Cheryl Nolan – North Coast Refugee Settlement Services (St Vincent de Paul)
Dave Fish – Police NSW
Deborah Ngubia or Vigeeta Chauhan – Anglicare North Coast (Settlement Managers)
Dianne Jacobus – STARRTS (Service for the Treatment and Rehabilitation of Torture and Trauma Survivors)
Gai Newman – Coffs Harbour Neighbourhood Centre
Jorgette Sonter – Coffs Harbour's Women's Refugee
Ted Greenwood – Coffs Coast Community College
Erna O'Dell – Community member
Hillary Davies – Community member
My Holland – Community member
Rebecca Graham – Community member; and
Yarob Haddad – Community member

The Group's membership is made up of community members and interested parties from a cross-section of relevant local service providers.

Implementation Date / Priority:

Implementation is immediate following the adoption by Council.

Recommendation:

1. That Council adopt the updated Multicultural Reference Group's Guidelines of Operation 2013 – 2018 and that they be implemented immediately.
2. That the following members be re-affirmed as members of the Multicultural Reference Group as at February, 2014 :

Amanda Jennings, Bill Van Den Bosch, Cheryl Nolan, Dave Fish, Deborah Ngubia/Vigeeta Chauhan, Dianne Jacobus, Gai Newman, Jorgette Sonter, Ted Greenwood, Erna O'Dell, Hilary Davies, My Holland, Rebecca Graham ; and Yarob Haddad.

3. That Mrs Jackie Lloyd, in line with Council Policy, be awarded a plaque in recognition of her years of contribution and dedication to the Multicultural Reference Group at the 2014 Multicultural Harmony Festival by the Mayor or her nominee.

Attachment

COFFS HARBOUR CITY COUNCIL



Updated draft

**(Multicultural Reference Group's
Guidelines of Operation 2013-2018)**

Attachment

1. NAME OF MULTICULTURAL REFERENCE GROUP :

The name of the Group shall be the Multicultural Reference Group (MRG).

THE VISION OF THE MULTICULTURAL REFERENCE GROUP : To strengthen, support and foster the profile of multiculturalism in the community in partnership with Council and the broader community.

THE ROLE OF THE MULTICULTURAL REFERENCE GROUP : That they be the mechanism that allows Council to effectively engage people from culturally and linguistically diverse (CALD) backgrounds and faiths. Promote community participation in the planning, management and delivery of services and activities and positively promote cultural diversity and the benefits that diversity has on the whole community.

2. TERMS OF REFERENCE

The terms of reference for the MRG are to:

- Facilitate the provision of information when requested by Council.
- Assist Council with policy relevant to the multicultural community.
- Act as a path for information between Council and the various local multicultural communities within the LGA.
- Build constructive and ongoing working relationships and partnerships between Council and the multicultural community and their associated service providers.
- Advocate and lobby for additional, improved and effective services and service delivery, and retention of existing services for the benefit of the community; and
- Actively pursue funding and partnerships to support and promote multicultural celebrations and initiatives for the whole community.

3. POLICY AND PROCEDURES

- a) From time to time Council may fix regulations and set procedures that may impact the MRG's Guidelines of Operation. These may form part of the Multicultural Reference Group's regulatory roles and responsibilities.
- b) That the MRG's role and its objectives be reviewed and reported on annually to Council via a report.
- c) Members undertake training on associated, but limited to, Council policies, procedures and programs in relation to:
 - Code of Conduct
 - Code of Meeting Practice
 - Work Place Bullying & Harassment Policy
 - Multicultural Reference Groups (Council adopted) Guidelines of Operation
 - Multicultural Policies and Services Program (current) ; and the
 - Multicultural Action Plan (current)

The above training may take the form of a small group or one-on-one briefing session with new members or volunteers/support staff as required.

Attachment

4. TERM OF OFFICE

- a) Except as otherwise determined by Council, and in consultation with the Multicultural Reference Group, the term of office for members of the MRG shall be (4) years, commencing from their appointment, to their retirement or resignation, or unless determined by a Multicultural Reference Group recommendation or altered by Council resolution
- b) In the event of a vacancy occurring, such vacancy shall be filled by calling for an expression of interest (EIO) and then a recommendation by the Multicultural Reference Group to Council using the appropriate approval process.

5. EXECUTIVE OFFICERS

Executive Officers positions include:

- The Chairperson
- The Deputy Chairperson; and
- The Minute Taker

The Executive Officers positions shall consist of a Chairperson and Deputy Chairperson. Election of Officers shall be at the discretion of the Multicultural Reference Group by majority vote. The Executive Officers' positions shall be rotated every twelve months, with the deputy chair taking up the position of chair and a new deputy chair elected by the Multicultural Reference Group. In the event that an Executive Officer retires or resigns their replacement shall be by a majority vote of the Multicultural Reference Group. The Minute Taker's position shall be rotated every 12 months or at the request of the Multicultural Reference Group. In the absence of the Minute Taker the Council Officer shall undertake the role.

The role of the Chairperson : to play an active role by :

- a) discussing agenda items ahead of the meeting with Council's Support Officer
- b) remain objective and support the rights of all members to participate
- c) attend activities and functions on behalf of the MRG when required; and
- d) positively represent the MRG within the community.

The role of the Deputy Chair : to undertake the role of the Chairperson as stated above in their absence.

The role of the Minute Taker : (when required, can be mentored by Council's Support Officer) to take minutes of a meeting accurately recording the content and documenting the business discussed and the action to be taken.

6. MEETINGS OF MULTICULTURAL REFERENCE GROUP

Shall be held monthly or more often as deemed appropriate in consultation with Multicultural Reference Group members. Essentially, meetings to be held on the 1st Tuesday of the month commencing at 4.45 p.m. for a period of not more than 1 ½ hours, or as otherwise determined by the Chairperson in discussion with members.

Quorum : A Quorum will be half the number of Committee Members plus one (the minimal number of members of the Committee who must be present in order for the Committee to make decisions). If a quorum cannot be made the meeting can proceed as "General Discussion" forum but no resolutions can be moved or passed.

Attachment

7. MEMBERSHIP

Voting membership shall consist of nominated community members who have completed the required Council "Expression of Interest" (EIO) Form, and been appointed by the MRG and a resolution of Council, plus one (1) Councillor Representative supported by a Council staff member from the Community and Services Division.

The Multicultural Reference Group shall cap its membership at 15 members at any one time, but is open for members of the community to attend as observers or guests.

8. CANCELLATION OF MEMBERSHIP

- a) If any member of the Multicultural Reference Group is absent for three consecutive meetings, without explanation, such member shall be contacted to determine whether they wish to continue their appointment and based on their response a decision made by the Multicultural Reference Group as to what action should be taken.
- b) If a member tables apologies for an extended period of time (more than 5 meetings) that that member be asked to nominate his/her proxy if representing an organisation, or they be asked to vacate the position if they cannot provide an adequate reason for the vacancy. *(This does not apply where a member has been granted a leave of absence for personal reasons such as sickness, study, etc. and is wanting to maintain their position on the Multicultural Reference Group.)*
- c) If for any reason, the majority of the members consider that special disqualification of any member is warranted, the facts shall be reported confidentially to Council who shall determine the outcome based on the Multicultural Reference Group's recommendation.

9. RECORDS OF THE MULTICULTURAL REFERENCE GROUP

Minutes shall be accurately recorded of all proceedings by the Minute Taker, and cannot be amended, altered or changed without agreement by the Multicultural Reference Group.

All outgoing and incoming correspondence will be recorded; and where appropriate tabled at meetings or copies made available to members on request. Additionally, any documentation or presentations tabled by guests or members be recorded.

The Minutes and Agenda shall be circulated at least one week prior to the meeting once receiving the Chairperson's advice.

All records and associated documentation in relation to the MRG be held in Council's record system for the required legislative timeframe.

10. ANNUAL REPORTS

In conjunction with members a report summarising the realized objectives and outcomes of the MRG for the twelve months past be presented annually to Council.

11. GUEST ATTENDANCE OR OBSERVER

At the discretion of the Multicultural Reference Group, members of the community who have an interest in multicultural development and/or are a service provider are able to attend meetings either as an observer and/or wish to address the meeting.

Attachment

Additionally, members of the CALD community with aspirations of joining the Multicultural Reference Group may attend meetings to learn, observe, and be supported, in their interest, before tendering their expression of interest (EIO) to join the MRG.

12. COUNCIL SUPPORT OF THE MULTICULTURAL REFERENCE GROUP

That Council provide ongoing staff support and administrative resources, and a nominated Councillor Representative, to ensure the continuation and development of the MRG and its objectives.

That Council, in consultation with MRG, review and update when necessary the Multicultural Policies and Services Program and associated Multicultural Action Plan every four years, or as required, to maintain and keep relevant the objectives of the MRG and the implementation of multiculturalism for Council in line with relevant legislation.

13. AMENDMENTS TO THE MRG'S GUIDELINES OF OPERATION

To keep the Multicultural Reference Group's Guidelines of Operation current, they be reviewed and were appropriate updated every five years or as the need arises determined by the Group and/or Council with the next review to be in 2019; and

That once adopted shall not be repealed or altered except by a resolution of Council in consultation with the Multicultural Reference Group.

(Multicultural Reference Group Guidelines of Operation Amended 2013-2018).

COUNCIL SISTER CITY DELEGATION TO SASEBO, JAPAN, 2014

Purpose:

To propose that Council send a delegation to Sasebo, Japan, in 2014 to consolidate Coffs Harbour's Sister City relationship with Sasebo City and to explore new opportunities for cultural and economic development between the two cities.

Description of Item:

2013/2014 marks the 25th anniversary of the establishment of the Sister City agreement between Coffs Harbour and Sasebo in Japan. This has been a very fruitful partnership with numerous educational, social, sporting and information exchanges that have helped to broaden the understanding and appreciation we have of our two separate cultures. The annual student exchange program - co-ordinated by local schools - has been particularly effective in this regard.

To demonstrate commitment to the Sister City relationship, and to maximize the possible benefits to be drawn from such an arrangement, it is essential that high-level, municipal delegations be undertaken on a regular basis. Council has hosted official delegations from Sasebo City Council in 2002, 2003, 2008 and 2013. In that time, two official Coffs Harbour City Council delegations have visited Sasebo - in 2002 and 2007.

It is recommended that, in this 'silver anniversary' year of the Sister City relationship, Council send a reciprocal delegation to Sasebo in early 2014.

While in Japan, the delegation would aim to strengthen the existing Sister City relationship from both a social and economic perspective by exploring a range of opportunities for business, environmental, educational and cultural exchange. This would be expected to include consultation with the Sasebo Chamber of Commerce, Austrade representatives, education, tourism and health agencies and others.

In Coffs Harbour, Southern Cross University and North Coast TAFE have already expressed interest in being involved in Sister City visits with the prospect of positive returns being generated from their participation in an official delegation. Representatives of other industry sectors may also see value in taking part.

It would be appropriate that Council appoints the Mayor, another Councillor and the General Manager (or his delegate) as its representatives, and that they be accompanied by an experienced facilitator/interpreter and should they wish to be represented, a representative of the Coffs Harbour Branch of the Australia-Japan Society. The costs for airfares between Australia and Japan, accommodation, allowances and official gifts for the delegation are also recommended to be met by Council for the Mayor, Councillor, General Manager (or his delegate) and official interpreter.

The 2013/2014 budget has provision of \$25,000 for a Sister City Visit.

This proposed delegation represents a cost-effective and innovative action to further develop Coffs Harbour's profile and potential for advancement on an international scale, consistent with Council's vision of Coffs Harbour as the Healthy City, the Smart City, the Cultural City for a Sustainable Future.

Recommendation:

That:

- 1. Council sends an official delegation to Japan in early 2014 to strengthen the Sister City relationship with Sasebo City.**
- 2. The Mayor, a Councillor, the General Manager (or his delegate) and the official interpreter be accompanied in the delegation by suitable representatives of the Coffs Harbour Branch of the Australia-Japan Society should they wish to be represented.**
- 3. Council meet associated mission costs of the Mayor, Councillor, General Manager (or his delegate) and official Interpreter.**
- 4. Council advise Southern Cross University, North Coast TAFE and the Coffs Harbour industry sector of the delegation and the opportunity for their participation (at their own cost).**
- 5. The delegation explore opportunities for trade, cultural development, tourism and sporting exchanges while on its official mission to Japan.**

CONTRACT NO. RFT-604-TO - TENDER FOR THE RECLAIMED WATER MAIN DUPLICATION AT DIAMOND HEAD DRIVE, SANDY BEACH

Purpose:

To report on tenders received for Contract RFT-604-TO, for the construction of 200m of reclaimed water main duplication and to gain Council approval to accept a tender.

Description of Item:

As part of the Coffs Harbour Sewer Strategy, Council seeks to maximise the use of the high quality reclaimed water produced at the various Water Reclamation Plants. For hydraulic reasons, it is necessary to duplicate the existing 375mm main that runs from Woolgoolga to Moonee. Due to localised constraints such as difficult access and the upgrade of the Pacific Highway at Diamond Head Drive Sandy Beach, the only option to construct a 200m section of the main is by underboring.

Underboring is a trenchless technology for the installation of pipes and conduits. It utilises methods of drilling through the ground after which the pipes are installed by either pushing or pulling. It allows the pipes to be installed without the risks involved in normal deep trench construction. The subject of this report is the Tender for the 200m underbore.

The work will be carried out within the highway corridor which is controlled by Roads & Maritime Services and the Leighton Fulton Hogan Joint Venture

Open Tenders were called in local and capital city newspapers and in Council's Tenderlink portal. Tenders closed at 3:30pm on 3 December 2013.

Tenders were evaluated on the following criteria:

- Tenderer's financial capability and Tender conformity.
- Tender Price
- Time for completion
- Details and logic of tender construction program
- Tenderer's experience & record of performance in similar projects

Five conforming tenders were received from:

- a) Maxibor Australia Pty Ltd, Kurri Kurri, NSW
- b) Coffs Coast Under Road Boring Pty Ltd, Sandy Beach, NSW
- c) Bothar Boring & Tunneling Pty Ltd, Wakerley, Qld
- d) Techdrill Civil Services Pty Ltd, Upper Coomera, Qld
- e) Dunstans Construction Group Pty Ltd, Wangaratta, Vic

A non-conforming tender was received from Mid-Coast Under Road Boring. This was not assessed as it included Provisional Items instead of Lump Sum amounts specified in the tender documents and the price was increased after tenders closed.

Sustainability Assessment:

- **Environment**

The 375mm diameter reuse main from Woolgoolga Water Reclamation Plant to the 500mm diameter main at Moonee is being duplicated because the existing pipe is too small to handle peak flows and to reduce associated pumping costs.

The use of underboring methods mostly reduces the environmental impacts associated with open excavation. Waste from the work will be taken off site and treated in an environmentally responsible manner.

A Part V Environmental Assessment has been carried out by Council. No issues of significance were identified. The underbore will minimise any environmental impacts.

- **Social**

The work will be carried out by a local contractor employing local people.

The overall reclaimed water main duplication project, of which this contract/tender is but a part, will improve the availability of reclaimed water for users, both present and future.

- **Civic Leadership**

The construction of the duplicate reuse main is consistent with Council's 2030 Strategic Plan, as it will provide the necessary infrastructure for present and future communities.

The overall project is seen to be 'Best Practice' for reclaimed water management and will enhance Coffs Harbour's advanced wastewater system.

- **Economic**

Broader Economic Implications

As the recommender tenderer is local, the project will inject funds into the local economy.

The duplication of the main will lower hydraulic losses in the existing single main which will reduce reclaimed water pumping costs.

Delivery Program/Operational Plan Implications

Provision for the costs of these works, has been made in Council's 2013/2014 Operational Plan.

The Tender prices include GST and are not the net cost to Council.

Risk Analysis:

A hazard analysis identified that the underboring method of pipe installation in this location provided the lowest risk.

Design and tender documentation has been developed to minimise Council's exposure to Contract risk.

Consultation:

Cityworks was consulted with regards to the preferred method of pipe installation.

Consultation was undertaken with the adjoining land owner to allow access through his property. Approval has been granted and has been documented.

Access approval to the Pacific Highway Upgrade has been granted by the Leighton Fulton Hogan Joint Venture.

Related Policy and / or Precedents:

Tendering procedures were carried out in accordance with Council policy. Council's Tender Value Selection System was applied during the tender review process to determine the most advantageous offer.

Council's policy is that the tender with the highest weighted score becomes the recommended tender.

Statutory Requirements:

The calling, receiving and reviewing of tenders was carried out in accordance with Part 7 Tendering of the Local Government (General) Regulations 2005.

Issues:

A non-conforming tender was received from Mid-Coast Under Road Boring P/L. It did not conform to the tender documents insofar that it included Provisional Items instead of Lump Sum amounts as nominated in the documents. This tender was not included in the tender assessment.

The preferred tenderer is known to Council and has carried out similar work for Council on several occasions

Implementation Date / Priority:

The five tenderers nominated completion times that varied between three and 9.5 weeks. The preferred tenderer has nominated a four week period, which is satisfactory.

If Council resolves to award the contract, it is expected that the works will be completed by mid-April 2014.

Recommendation:

That Council consider tenders received for tender RFT-604-TO for the construction of approximately 200 linear metres of reuse main and move the motion as detailed in the confidential attachment.

CONTRACT NO. RFT-621-TI - COOK DRIVE/PACIFIC HIGHWAY, COFFS HARBOUR INTERSECTION UPGRADE - TELSTRA RELOCATIONS

Purpose:

To report to Council on Telstra relocations charges associated with Cook Drive intersection works and to gain Council approval to enter into a contract with the Telstra recommended relocation subcontractor.

Description of Item:

Coffs Harbour City Council, through the Coffs CityWorks division (Coffs CityWorks), has entered into an Alliance with Roads and Maritime Services (RMS) to upgrade the intersection of the Pacific Highway and Cook Drive / North Boambee Road, Coffs Harbour. RMS are providing 100% of the funding and Coffs CityWorks are project managing and constructing the works. Relocation of Telstra utilities are part of the Alliance scope with Coffs CityWorks engaging the Telstra Network Integrity Services recommended contractor.

RMS have sought quotations from Telstra Network Integrity Services who have obtained quotes from their preferred contractors panel, selected their preferred Tenderer and provided a price to complete their relocation works. The lump sum price quoted has been factored into our estimate for the overall works under the Alliance Agreement.

Sustainability Assessment:

- **Environment**

RMS engaged GHD to prepare a Review of Environmental Factors (REF). The result was that some minor issues needed to be considered and catered for during the works however the benefits were resoundingly in favour of progressing with the Project.

- **Social**

If the intersection is upgraded, the traffic flows for vehicles using the Pacific Highway, North Boambee Road and Cook Drive will be much less congested. The current situation sees gridlock and traffic banking on both the highway and the intersecting streets.

- **Civic Leadership**

The works are in keeping with the Coffs Harbour 2030 Community Strategic Plan associated with improving Transport for the region.

- **Economic**

By Coffs CityWorks taking on this role, it assists in the accelerated upgrade of this intersection and any revenue gained by Coffs CityWorks contributes toward the further upgrade of Council Infrastructure and assets.

Delivery Program/Operational Plan Implications

Coffs CityWorks is on track to deliver the 2013/2014 Capital Works Program and has sufficient resources available to deliver the Project.

Risk Analysis:

Due to the complex nature of the Cook Drive Intersection Upgrade project, delays to the program pose the highest risk. The recommended contractor has been selected by Telstra from their Industry Expert Panel and Council staff have had pre-award site meetings to ensure clarity of the various stages of the works.

Financial risk has been minimised by inclusion of the relocation works as part of the Provisional Items component of the Target Outturn Cost (TOC).

Consultation:

Telstra will not allow non-qualified contractors to work on their infrastructure. They also make any determination on who will be awarded the contract to carry out any alterations to their Infrastructure assets.

Related Policy and / or Precedents:

Under Section 55 Part 3 Exceptions and Part 7 Tendering Division 2 Clause 169 (8) of the Local Government Act, Council can approve the engagement of the recommended Telstra contractor. Any relocation or alteration of the Telstra Infrastructure must be directed through Telstra Network Integrity Services who undergo a quotation and selection process then provide a price and their recommended subcontractor.

RMS has approved the Quotation QR 84308-1 Dated 30 October 2013 for payment under the Alliance Agreement. (Refer to the email dated 4/11/2013 from the RMS Alliance Project Manager, attached to the confidential section).

Issues:

By not accepting the quotation for the relocation of the Telstra Infrastructure, the intersection upgrade will not be able to proceed and Coffs CityWorks will be in breach of the Alliance Agreement.

Implementation Date / Priority:

Upon Council's resolution to accept the price to relocate Telstra Services, Coffs CityWorks will engage the Telstra Network Integrity Services subcontractor immediately to avoid delays to the overall project. It is envisaged the work will be completed within six weeks of the acceptance. RMS will reimburse Council with a margin when an invoice is submitted on a monthly basis.

Recommendation:

That Council accepts the recommendations as set out in this report and moves the motion as detailed in the confidential attachment.