



# Coffs Harbour City Council

03 April 2014

## ORDINARY MEETING

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

**THURSDAY 10 APRIL 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 – 27 March 2014](#)
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**  
**10 APRIL 2014**

**Contents**

**ITEM            DESCRIPTION**

**GENERAL MANAGER'S REPORTS**

- GM14/12        GOVERNANCE AND AUDIT COMMITTEE - ANNUAL REPORT TO COUNCIL  
2013
- GM14/13        DRAFT 2014/2018 DELIVERY PROGRAM AND DRAFT 2014/2015  
OPERATIONAL PLAN

**CORPORATE BUSINESS DEPARTMENT REPORTS**

- CB14/17        MONTHLY BUDGET REVIEW FOR FEBRUARY 2014
- CB14/18        DEVELOPER CONTRIBUTION PLAN REVIEW
- CB14/19        PROPOSED LEASE TO AIR SERVICES AUSTRALIA TO ESTABLISH AIRPORT  
RESCUE AND FIRE FIGHTING SERVICES

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

- CB14/20        TENDER RFT-606-TO - ADVERTISING SERVICES AT 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**

- CD14/6        ENTERTAINMENT/PERFORMING ARTS FACILITY - COMMUNITY  
ENGAGEMENT PLAN

<b>ITEM</b>	<b>DESCRIPTION</b>
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The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

CD14/7	MANAGEMENT OF SPORTZ CENTRAL, BRAY STREET, COFFS HARBOUR - UPDATE AND OPTIONS
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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

**CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS**

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

CIS14/13	395 CORAMBA ROAD, COFFS HARBOUR - BENNETTS ROAD DETENTION BASIN
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CIS14/14	ACQUISITION OF LAND FOR RECONSTRUCTION OF SECOMBS BRIDGE, DAIRYVILLE ROAD, UPPER ORARA
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A portion of these reports are 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

CIS14/15	UPDATE ON BOAT RAMP AND BROADER ISSUES WITH SAND INFILLING OF COFFS HARBOUR
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## COFFS HARBOUR CITY COUNCIL

### ORDINARY MEETING

27 MARCH 2014

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

**Staff:** General Manager, Director Corporate Business, Director City Infrastructure Services, Director Planning, Acting Director Community Development and Executive Assistant.

**Leave of Absence:** Councillor K Rhoades.

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.

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#### DISCLOSURE OF INTEREST

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

<b>Councillor</b>	<b>Item</b>	<b>Type of Interest</b>
Cr Innes	CIS14/11 - Contract No. RFT-603-TO: Castle Street Car Park Metal Roof	Non Pecuniary - significant Conflict.

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**APOLOGY**

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No apologies.

The Mayor made a presentation to Kristie McLachlan who is the winner of the NSW Ministers Award for Women in Local Government - Women in Non Traditional Roles Rural/Regional.

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**PUBLIC ADDRESS**

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<b>Time</b>	<b>Speaker</b>	<b>Item</b>
5.00pm	Rebecca Wark on behalf of NSW Health Infrastructure	CIS14/12 - Proposed Disposal of Land to Health Infrastructure

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**CONFIRMATION OF MINUTES**

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- 67 **RESOLVED** (Arkan/Degens) that the minutes of the Ordinary meeting held on 13 March 2014 be confirmed as a true and correct record of proceedings.

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**NOTICES OF MOTION**

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**NOM14/3 ENVIRONMENTAL TRUST**

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- 68 **RESOLVED** (Degens/Arkan):
1. That a report be brought back to Council to investigate the establishment of an account to be created for the purpose of land acquisition with the intent to improve conditions for the protection of bio-diversity and/or contribution to local forestry resources.
  2. That the report considers a contribution from the Environmental Levy fund on an annual basis.

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**CIS14/12 PROPOSED DISPOSAL OF LAND TO HEALTH INFRASTRUCTURE**

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To seek Council guidance for the disposal to NSW Health of land which is currently part of the Coffs Coast Sport & Leisure Park Precinct at Coffs Harbour.

**MOVED** (Arkan/Sultana)

1. That Council offer the required land to NSW Health at a token of \$1 per annum.
2. That any necessary documents required be executed under the common seal of Council once agreement is reached.

**AMENDMENT**

- 69** **RESOLVED** (Knight/Innes) that item CIS14/12 - Proposed Disposal of Land to Health Infrastructure be considered in the Closed Meeting at the conclusion of the meeting, the reasons being as set out in the Agenda.

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

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**DIVISION**

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- 70** **MOVED** (Arkan/Degens) that a division be called and those members voting for and against the motion were recorded:

**VOTED FOR**

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

**VOTED AGAINST**

Cr Arkan  
Cr Degens

## GENERAL MANAGER'S REPORTS

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### GM14/11 REVITALISING LOCAL GOVERNMENT FINAL REPORT ON THE NSW INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL, OCTOBER 2013

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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 suggest that Council make a submission to the NSW Government in this matter.

**MOVED** (Sultana/Degens) that:

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 follows the thrust of the comments contained within the Table set out in the report;
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; and
4. The Minister for Local Government be advised of the discussions currently being held between the Councils of Bellingen, Nambucca, Clarence Valley and Coffs Harbour regarding the potential for a Joint Organisation, canvassing the option of this process being considered for a pilot and flagging the potential for a meeting between the Councils and the Minister.

## AMENDMENT

**71 RESOLVED** (Cowling/Sultana) that:

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 follows the thrust of the comments contained within the Table set out in the report;
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; and
4. The Minister for Local Government be advised of the discussions currently being held between the Councils of Bellingen, Nambucca, Clarence Valley and Coffs Harbour regarding the potential for a Joint Organisation, canvassing the option of this process being considered for a pilot and flagging the potential for a meeting between the Councils and the Minister.
5. A copy of the submission in point one be sent to all Councillors.

**GM14/11 - Revitalising Local Government - Final Report on the NSW Independent Local Government Review Panel, October, 2013 (Cont'd)**

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

**CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS**

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**CIS14/8 CONTRACT NO. RFT-623-TI: COOK DRIVE/PACIFIC HIGHWAY INTERSECTION UPGRADE - TRAFFIC SIGNALS RELOCATIONS**

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To report to Council on the tender arrangements for traffic signals relocations associated with the intersection upgrade of the Pacific Highway at Cook Drive / North Boambee Road, Coffs Harbour and to gain Council approval to enter into a contract with the successful RMS approved traffic signals tenderer.

- 72 RESOLVED** (Palmer/Innes) that Council enter into a contract with Corrigan Electrics Pty Ltd (ABN 97 003 200 888), Contract No. RFT-623-TI, Pacific Highway/Cook Drive Intersection Upgrade – Traffic Signals Relocations for the lump sum quotation of \$343,200 (GST Inclusive), on the basis that:
- a) The tender quotation process follows Councils procurement policy.
  - b) The successful tenderer, Corrigan Electrics Pty Ltd is one of the RMS prequalified subcontractors and has been endorsed by the RMS Alliance Manager.

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**CIS14/9 TENDER RFT-629-TO: SUPPLY OF ONE LANDFILL COMPACTOR**

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To report to Council the result of tendering for the supply of a replacement for Council's Landfill Compactor and to gain Council approval to accept a tender.

- 73 RESOLVED** (Arkan/Sultana) that Council accepts the tender submitted by Westrac Pty Ltd ABN 63 009 342 572 to purchase Council's existing landfill compactor and supply a new Caterpillar 816F-2 Landfill compactor for \$528,369.17 (GST inclusive)



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**CIS14/10 CONTRACT NO. RFT-633-TO: COOK DRIVE/PACIFIC HIGHWAY INTERSECTION UPGRADE - ROUNDABOUT CONSTRUCTION - CONCRETE COMPONENT**

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To report to Council on the tender arrangements for roundabout construction – concrete component traffic associated with the intersection upgrade of the Pacific Highway at Cook Drive/North Boambee Road Coffs Harbour and to gain Council approval to enter into a contract with the successful tenderer.

- 74** **RESOLVED** (Degens/Arkan) that Council enter into a contract with FJE and J Farlow (ABN 49 034 845 208), Contract No. RFT-633-TO, Pacific Highway Cook Drive Intersection Upgrade – Roundabout Construction – Concrete Component, for the lump sum quotation of \$202,500 (GST Inclusive), on the basis that:
- a) The tender quotation process follows Council's procurement policy.
  - b) The successful tenderer, FJE and J Farlow has extensive experience in constructing similar roundabouts for Council.
  - c) This work has been endorsed by the RMS Alliance Manager.

Councillor Innes declared an interest in the following item, vacated the Chamber and took no part in the discussion or voting, the time being 5.41pm.

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**CIS14/11 CONTRACT NO. RFT-603-TO: CASTLE STREET CAR PARK METAL ROOF**

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To report on tenders received for Contract No. RFT-603-TO; Castle Street Car Park Metal Roof and to gain Council approval to not accept any tender and procure a redesigned structure either by recalling tenders or direct management.

**MOTION**

**MOVED** (Arkan/Degens) That Council consider tenders received for Contract No. RFT-603-TO Castle Street Car Park Metal Roof and move the motion as detailed in the confidential attachment.

**AMENDMENT**

- 75** **RESOLVED** (Townley/Cowling) that item CIS14/11 - Contract No. RFT-603-TO: Castle Street Car Park Metal Roof be considered in the Closed Meeting at the conclusion of the meeting, the reasons being as set out in the Agenda.

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

Councillor Innes returned to the Chamber, the time being 5.43pm.

**CORPORATE BUSINESS DEPARTMENT REPORTS**

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**CB14/15 MONTHLY BUDGET REVIEW FOR JANUARY 2014**

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To report on the estimated budget position as at 31 January 2014.

- 76 RESOLVED** (Degens/Palmer) that the budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 31 January 2014:

	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 December	(408,707) (S)	Nil	Nil
Recommended variations January 2014	Nil	(556,076) (S)	(300,000) (S)
Estimated result as at 31 January 2014	<u>17,600 (D)</u>	<u>3,997,366 (D)</u>	<u>2,865,226 (D)</u>

**CB14/16 BANK BALANCES AND INVESTMENT FOR FEBRUARY 2014**

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To list Council's bank balances and investments as at 28 February 2014.

- 77 RESOLVED** (Palmer/Sultana):
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-six million, seven hundred and seventy-three thousand, and seven hundred and eighty-six dollars (\$156,773,786) as at 28 February 2014 be noted.
  2. That the general fund unrestricted cash and investments totaling one hundred and nineteen thousand, eight hundred and eighty dollars (\$119,880) as at 28 February 2014 be noted.

## COMMUNITY DEVELOPMENT DEPARTMENT REPORTS

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### CD14/5 NSW PUBLIC LIBRARY FUNDING

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To inform Council of the current situation of State Government funding for public libraries and seek Council support for the NSW Public Library Associations' campaign to improve the level of funding provided to local government in providing public library services.

- 78 **RESOLVED** (Palmer/Townley) that Council provide support to the campaign mounted by the NSW Public Library Associations for increased State funding to local government for public libraries by:
- a. Making representation to the local State Member in relation to the need for additional funding from the NSW State Government for the provision of public library services;
  - b. Writing to the Hon. George Souris, Minister for the Arts, calling upon the Government to implement the *Reforming Public Library Funding* submission of the Library Council of NSW in 2012 for the reform of the funding system for NSW public libraries;
  - c. Approving the distribution of NSW Public Library Associations campaign information in Council libraries;
  - d. Taking a lead role in activating the campaign locally, including identifying opportunities, where appropriate, to advocate on the issue.

## CITY PLANNING DEPARTMENT REPORTS

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### CP14/8 DEVELOPMENT APPLICATION 412/14 DEMOLITION OF EXISTING DWELLING AND SHED AND CONSTRUCTION OF MIXED USE DEVELOPMENT COMPRISING SHOP TOP HOUSING (10 UNITS) AND RETAIL PREMISES (5 TENANCIES) - LOT 8, SECTION 22 DP 759113 NO. 18 MARKET STREET, WOOLGOOLGA

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The purpose of this report is to present Development Application No. 412/14 for Council's consideration, which is an application for the demolition of an existing dwelling and shed and construction of a three storey mixed use development comprising shop top housing (10 accommodation units) and ground level car parking and retail premises (5 tenancies).

- 79 **RESOLVED** (Arkan/Innes):
1. That the objection made pursuant to Clause 4.6 of Coffs Harbour Local Environmental Plan 2013 for the variation to the maximum floor space ratio size under Clause 4.4 (2) of Coffs Harbour Local Environmental Plan 2013 be supported in this particular case.

**CP14/8 - Development Application 412/14 Demolition of Existing Dwelling and Shed and Construction of Mixed Use Development Comprising Shop Top Housing (10 units) and Retail Premises (5 tenancies) - Lot 8, Section 22, DP 759113, No. 18 Market Street, Woolgoolga (Cont'd)**

2. That Development Application 412/14 for demolition of existing dwelling and shed and construction of mixed use development comprising shop top housing (10 units) and retail premises (5 tenancies) at Lot 8 Section 22, DP 759113, No.18 Market Street, Woolgoolga be approved subject to conditions appended to this report (Attachment 3).

**This resolution was passed unanimously.**

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**REQUESTS FOR LEAVE OF ABSENCE**

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- 80** **RESOLVED** (Degens/Arkan) that Cr Townley be granted leave of absence from Council from 10 April 2014.

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**MATTERS OF AN URGENT NATURE**

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**MUN14/2 Woolgoolga Beach Reserve**

Councillor Arkan advised that he had received numerous calls regarding Woolgoolga Beach Reserve. Residents are concerned that the Reserve will be destroyed with the new Plan of Management. Cr Arkan requested a media release be re-issued to allay concerns.

The Director Corporate Business advised that the Draft Plans of Management for Woolgoolga Beach Reserve were with Crown Lands and were still to be approved. After approval from Crown Lands they would then go on public exhibition for comment. Crown Lands have advised that they are trying to expedite the matter and hopefully the Draft Plans would go on public exhibition in the next few weeks.

**MUN14/3 Solitary Islands Marine Park**

Councillor Palmer requested that Council write to the Premier of NSW, the Local State Member Andrew Fraser, the Minister for the Environment and Heritage, and the Minister for Fisheries, Katrina Hodgkinson, expressing its' concerns regarding the review of the NSW Marine Estate and calling on the NSW Government to:

1. recognise the enormous benefits that the Solitary Islands Marine Park and sanctuaries provide to local economies and businesses in the Coffs Harbour LGA;
2. accept the statement by 222 marine scientists sent to all government MPs that the integrity of the NSW marine parks network and marine conservation objectives will be severely undermined by moves to allow recreational fishing in sanctuary zones;
3. acknowledge that only 12% of the Solitary Islands Marine Park is Sanctuary Zone, with only 2 beaches within Coffs Harbour LGA zoned as a Sanctuary Zone;
4. acknowledge that recreational fishers are already able to access 93% of NSW waters and that setting aside some areas of our oceans for conservation is world's best practice and also in the best interests of future generations;
5. abandon its controversial new approach to managing the marine estate, including the prospect of reducing protections that will allow fishing in marine sanctuaries; and
6. support and promote a positive vision for the NSW marine environment which recognises that comprehensive, adequate and representative sanctuary zones are a vital and valuable component of our marine estate.
7. that Council write to the Minister for Aboriginal Affairs, Victor Dominello in support of the submissions from the Garbby Elders, Arrawarra Elders and The Coffs Harbour and District Land Council.

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**QUESTIONS ON NOTICE**

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No questions on notice.

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**CLOSED MEETING – SECTION 10(A)**

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The Mayor requested a motion to close the meeting to consider confidential reports as outlined in the meeting agenda, the time was 6.10pm pm.

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

**CIS14/11 - Contract No. RFT-603-TO: Castle Street Car Park Metal Roof**  
**CIS14/12 - Proposed Disposal of Land to Health Infrastructure**

These reports were confidential for the reason of Section 10A(2):

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

The motion on being put to the meeting was carried.

The press and public vacated the chamber, the time being 6.37pm.

On returning to Open Council, from the Closed Meeting, time being 7.10pm the General Manager read to the meeting the resolutions of the Closed Meeting that are no longer confidential.

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**CIS14/11 CONTRACT NO. RFT-603-TO: CASTLE STREET CAR PARK METAL ROOF**

---

To report on tenders received for Contract No. RFT-603-TO; Castle Street Car Park Metal Roof and to gain Council approval to not accept any tender and procure a redesigned structure either by recalling tenders or direct management.

- 84 RESOLVED** (Arkan/Sultana)

1. That Council declines to accept any tender for Contract RFT-603-TO Castle Street Car Park Metal Roof.
2. That the roof and lift to the car park be re-designed and re-estimated to determine the necessary budget to construct both.
3. That Council continues to carry out the lift construction works itself by direct management.
4. That pending the new estimate for the re-designed roof and lift being within the current allocated budget, Council proceeds with either recalling open tenders for the roof or carry out the requirements for the roof itself by direct management.

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**CIS14/12 PROPOSED DISPOSAL OF LAND TO HEALTH INFRASTRUCTURE**

---

To seek Council guidance for the disposal to NSW Health of land which is currently part of the Coffs Coast Sport & Leisure Park Precinct at Coffs Harbour.

**87 RESOLVED** (Knight/Palmer):

1. That Council in principle agree to the sale of land to NSW Health required to facilitate the construction of 450 car spaces, equating to approximately 15,565 square metres.
2. That Council make a counter offer to NSW Health.
3. That Council adopt the recommendations in the confidential attachment to this report, noting that some items will remain confidential until negotiations are complete.
4. That any necessary documents required be executed under the common seal of Council once agreement is reached.
5. That the net proceeds of the sale of the land be invested for a period of six months, after that time a report be brought back to Council with any requests from staff for other Council owned facilities and asset improvements.

**89 RESOLVED** (Degens/Innes) that the resolutions of the Closed Meeting be adopted.

This concluded the business and the meeting closed at 7.16 pm.

Confirmed: 10 April 2014.

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Denise Knight  
Mayor

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## GOVERNANCE AND AUDIT COMMITTEE - ANNUAL REPORT TO COUNCIL 2013

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### **Purpose:**

The purpose of this report is to inform Council on the activities of the Governance and Audit Committee for the calendar year 2013. The report of the committee is attached to this business paper.

### **Description of Item:**

Council approved the formation of the current Governance and Audit Committee and its Charter at its meeting on 13 December 2012. Under the committee's Charter it is required to report annually to Council on its achievements.

### **Sustainability Assessment:**

- **Environment**

The recommendation in this report has no environmental impacts.

- **Social**

The inclusion of independent members on the Governance and Audit Committee increases Council's transparency thus having a positive impact on the community.

- **Civic Leadership**

The purpose of the Governance and Audit Committee is to ensure transparency and accountability in local government. 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 recommendation in this report has no economic impact. Sitting fees for the independent committee members were previously approved by Council and form part of the current forward financial plans.

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

The activities of this committee come under OC1.1.3 of the Operational Plan – Develop and maintain structures to ensure Council operations are carried out according to governance and legal requirements.

### **Risk Analysis:**

This is not applicable to this report.



**Consultation:**

The attached report has been prepared by the Governance and Audit Committee.

**Related Policy and / or Precedents:**

The amended Governance and Audit Committee Charter was approved at the 13 December 2012 meeting of Council.

**Statutory Requirements:**

The revised Internal Audit Guidelines under which this committee operates are the Director General's guidelines for the purposes of section 23A of the *Local Government Act 1993*.

**Issues:**

The previous Governance and Audit Committee was dissolved in August 2012 in line with the timing of the Council elections. The committee met three times in 2012 with their final meeting being held on 31 August 2012. As this committee was not in place at the conclusion of the year, it was not possible for an annual report to be prepared. Throughout 2012 the committee reviewed: the Subdivision and Contracts audit, Coffs Harbour Water audit, Quality Assurance review, the implementation of best practice principles and the Strategic Audit Plan.

**Implementation Date / Priority:**

This report is for notation only.

**Recommendation:**

**That Council notes the activities of the Governance and Audit Committee for 2013 as outlined in the attachment.**

## PAPER 3

### GOVERNANCE AND AUDIT COMMITTEE ANNUAL REPORT TO COUNCIL 2013

#### 1. Introduction

The Governance and Audit Committee (the Committee hereafter) is an advisory committee established by Council to provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.

The Committee's objective, authority, membership, responsibilities, meeting protocol and secretariat function are set out in its Charter that was endorsed by Council on 13 December 2012.

The Committee's Charter includes a requirement to report annually to the full Council on the Committee's activities and provide comment on the management of risk and internal controls. Accordingly the Committee is pleased to present this report for 2013.

The Committee was provided with a copy of the Committee Charter included in the induction package. The Committee Charter was discussed and clarified at the Committee meeting on 24 September 2013.

#### 2. Committee Structure

As mandated in its Charter, the Committee consists of:

##### Voting Members

- A nominated Councillor - Cr Arkan
- Three independent external members:
  - Mr Barry Ford
  - Mr Chris Jones
  - Mr Paul Tipper

##### Non-voting Members

- General Manager
- Council directors
- Internal Auditor

##### Non-voting Invitees

- Representative(s) of the external auditor
- Manager Governance Services
- Other officers at the Committee's invitation

As the term of the Committee expired after the Council election in September 2012, advertisement was placed calling for expressions of interest to fill the independent membership in December 2013. Following detailed assessment of applications by the Council appointed panel, three successful candidates were appointed independent members. Council was informed of their appointment at the Council meeting on 14 March 2013.

The three independent members have brought extensive experience in financial matters, governance, risk management, internal auditing and regulatory compliance to Council from their own professional work.

All voting members of the Committee received relevant information and briefings to assist them to meet the Committee's roles and responsibilities.

**3. Committee Meetings**

The Committee Charter requires the Committee to meet at least quarterly. The Committee met for the first time on 25 June 2013, followed by two other meetings on 24 September 2013 and 11 December 2013.

An independent member/Barry Ford was elected chairperson by vote of the voting members at the meeting on 24 September 2013.

The following table provides statistics on the attendance at committee meetings:

Attendee	June 2013	Sept 2013	Dec 2013	Total
<i>Voting members:</i>				
Barry Ford, Chairperson	√	√	√	3
Paul Tipper, External Member	x	√	√	2
Chris Jones, External Member	√	√	√	3
John Arkan, Councillor representative	√	√	x	2
<i>Non-voting members:</i>				
Steve McGrath, General Manager	√	√	√	3
Craig Milburn, Director Corporate Business	√	left	left	1
Mike Colreavy, A/Director Corporate Business	n/a	√	√	2
Chris Chapman, Director City Planning	√	√	√	3
Ben Lawson, Director City Infrastructure Services	x	x	√	1
Jenni Eakins, Director Community Development	Position not created	x	√	1
Barnabas Chow, Internal Auditor	√	√	√	3
<i>Non-voting invitees:</i>				
Adam Bradfield, External Auditor representative	√	x	√	2
Lisa Garden, Manager Governance Service	√	x	√	2

The secretariat function for the Committee is provided by the Internal Auditor, assisted by the Governance Administration Officer. Secretariat services provided to the Committee in 2013 included:

- Scheduling of committee meetings and setting up venues;
- Preparation of agenda for each Committee meeting and supporting business papers;
- Distribution of agenda and business papers to Committee members one week before the meeting;
- Preparation of draft minutes for review and feedback by Committee members and making necessary amendments; and
- Sharing relevant resources such as conference handouts with Committee members.

Under its Charter, the Committee has the authority to request the attendance of any employee or councilor at Committee meetings. During 2013, the Executive Manager Finance was invited to the Committee meetings on 24 September 2013 and 11 December 2013 to give an overview of the financial statements preparation process and the progress of the 2012/2013 financial statements.

**4. Key Committee Activities in 2013**

The Committee had been functioning operationally for 7 months in 2013 since its inaugural meeting held on 25 June 2013. The following table provides a summary of the matters reviewed by the Committee or discussed at the Committee meetings in 2013 against the Committee's individual responsibilities defined in the Committee Charter.

Attachment

Committee Responsibility	Reviewed by Committee	June 2013	Sept 2013	Dec 2013
<b>Risk Management</b>				
1. Review risk management framework and associated procedures	Review Risk management Policy, Risk management Strategy and Enterprise Risk Management Manual.	√ Discussed	√ Discussed and reviewed within context of submitted Internal audit reports	√ Discussed and reviewed within context of submitted Internal audit reports
2. Review impact of risk management framework on Council' control environment.		√ Discussed	√ Discussed	√ Discussed
3. Review approach to developing strategic risk management plans for major projects or undertakings				
4. Review approach to establishing business continuity planning arrangements				
<b>Control Framework</b>				
5. Review adequacy of controls in place		Reviewed controls detailed in submitted internal audit reports	Reviewed controls detailed in submitted internal audit reports	Reviewed controls detailed in submitted internal audit reports
6. Review whether relevant policies and procedures are in place and periodically reviewed and updated				
7. Review processes for assessing compliance with policies and procedures		Discussed within the context of submitted internal audit reports	Discussed within the context of submitted internal audit reports	Discussed within the context of submitted internal audit reports
8. Review policies and procedures for the management and exercise of delegations				
9. Review management actions to embed a culture committed to ethical and lawful behaviour				
<b>External Accountability</b>				
10. Actions taken to satisfy itself that Council's annual financial reports: <ul style="list-style-type: none"> <li>Comply with applicable Australian Accounting Standards</li> <li>Are supported by management sign-off on financial statements and the adequacy of internal controls</li> </ul>	Reviewed prior 2011-12 annual financial statement		√ Discussed	√ Discussed
11. Review the external audit opinion (including management action to respond to audit recommendations)			No audit reports tabled by the external auditor for review	

Attachment

Committee Responsibility	Reviewed by Committee	June 2013	Sept 2013	Dec 2013
and adjustments)				
12. Consider contentious financial reporting matters (in conjunction with Council's management and external auditors)	Reviewed 2011-12 management letter		√ Discussed asset management reporting	√ Discussed asset management reporting
13. Review processes for ensuring financial information included in Council's annual report is consistent with the signed financial statements				
14. Satisfy itself that Council has appropriate mechanisms to review and implement relevant State Government reports and recommendations	Reviewed Council's Strategic Plans			
15. Satisfy itself that Council has a performance management framework linked to organizational objectives and outcomes	Reviewed Council's Strategic Plans			
<b>Legislative Compliance</b>				
16. Determine whether Council's risk assessment and management arrangements have considered legal and compliance risks	Review Risk Management Policy, Risk Management Strategy and Enterprise Risk Management Manual.			
17. Review system for monitoring compliance with relevant laws, regulations and associated government policies				
<b>Internal audit</b>				
18. Review internal audit coverage		√ Discussed		√ Discussed
19. Review and approve the Strategic Audit Plan and annual work plan		√ Discussed and endorsed		√ Discussed
20. Consider adequacy of internal audit resources to complete the approved internal audit plans		√ Discussed	√ Discussed	√ Discussed
21. Review internal audit reports		√ Ongoing	√ Ongoing	√ Ongoing
22. Monitor the implementation of internal audit recommendations by management		√ Ongoing	√ Ongoing	√ Ongoing
23. Periodically review the internal audit charter			√ Discussed amendments	
24. Periodically review performance of the internal audit function		√ Discussed during review of item 21	√ Discussed during review of item 21	√ Discussed during review of item 21
25. Meet separately (if requested) with the Internal Auditor in the absence				

Attachment

Committee Responsibility	Reviewed by Committee	June 2013	Sept 2013	Dec 2013
of management at least once per year				
<b>External Audit</b>				
26. Review proposed external audit plans				
27. Review external audit reports on financial statements	Reviewed 2011-12 audit report			
28. Review external audit management letters	Reviewed 2011-12 management letter			√ Discussed
29. Monitor implementation of external audit recommendations by management				√ Discussed issues associated with asset management
30. Review final draft of financial statements and audit report				
31. Meet separately with the External Auditor in the absence of management at least once per year (if requested)				
<b>Committee Charter</b>				
32. Review Committee Charter at least every two years			√ Discussed	
<b>Annual reporting to Council</b>				
33. Annual report of Committee's activities to Council			√ Process discussed	√ Process discussed

**5. Engagement with External Auditors**

To help fulfill its oversight responsibilities in relation to external audit and financial reports, the Committee invited Council's Executive Finance Manager and the external auditor representative to the Committee meetings held in September and December 2013, to discuss Council's financial statements preparation process, the progress of external audit and issues arising and resolution. As a result, it was resolved that:

- The audited financial statements and related audit reports and management letter, when available, be tabled at the next Committee meeting;
- The external auditor's audit strategy for 2013/2014, when available, be tabled and discussed at a Committee meeting; and
- External audit recommendations issued from 2014 be monitored by the Internal Auditor.

**6. Internal Auditor's Activities**

Following a competitive recruitment process an Internal Auditor was appointed by Council management in December 2012.

A universe of auditable areas across Council is maintained and updated by the Internal Auditor as part of the annual strategic audit planning process. The frequency and timing of

**Attachment**

review of the individual auditable areas is determined based on a number of defined criteria including risk ratings, past audit result and available internal audit resources.

The Strategic Audit Plan and associated annual work program for 2013/2014 was developed by the Internal Auditor for review and approval by the Committee at the Committee meeting on 25 June 2013.

The table below provides a list of internal audit reports that were reviewed by the Committee at its meetings during 2013.

<b>Audit Report</b>	<b>Date of Committee Meeting</b>
DRIVES Security and Access Audit (Half Yearly Review)	25 June 2013
Community Village Cash Handling Audit	25 June 2013
Resource Recovery and Landfill Operations Cash Handling Audit	25 June 2013
Sports Unit Cash Handling Audit	24 September 2013
Nursery Cash Handling Audit	24 September 2013
Annual DRIVES Compliance Audit	24 September 2013
Environmental Laboratory Audit	11 December 2013

As at the end of 2013, four separate audit projects, being the Community Services Audit, Section 149 Certificate Audit, Holiday Parks Audit and review for a local government organisation, were in progress at various stages.

The Internal Auditor also produced other deliverables that were discussed at the Committee meetings in 2013, as below:

<b>Other Internal Audit Deliverables</b>	<b>Date of Committee Meeting</b>
Report on Follow up of Outstanding Audit Issues	Every meeting
Draft Strategic Audit Plan including the work program for 2013/2014	25 June 2013
Submission on External Quality Review of Internal Audit Function	25 June 2013
Proposed Audit Ratings Scheme	25 June 2013
Discussion Paper addressing the Impacts of Council's new Directorate Structure on the Governance and Audit Committee Membership	24 September 2013
Discussion Paper on the Committee's Annual Report to Council	24 September 2013

During 2013 the Internal Auditor instigated a number of initiatives to improve internal audit services, including:

- Leveraging Council's enterprise risk management framework in strategic audit planning and risk rating of audit findings; and
- Improvement in the quarterly follow-up of open audit issues, by introducing a structured methodology and format for updating their status, a cover report summarizing the outcome of the follow-up and trend analysis of open audit issues.

During 2013 the Internal Auditor participated in relevant continuous professional development and networking activities, with relevant materials obtained being distributed to members of the Committee.

**7. Conclusion**

Based on the information supplied, the Committee is satisfied that Council has in place both processes for assessing and managing risk and adequate internal controls.



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**DRAFT 2014/2018 DELIVERY PROGRAM AND DRAFT 2014/2015 OPERATIONAL PLAN**

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**Purpose:**

The Draft 2014/2018 Delivery Program and Draft 2014/2015 Operational Plan are presented for Council's consideration. The documents include the Draft 2014/2018 Budgets and the Draft Fees and Charges 2014/2015.

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

**Description of Item:**

Under the Integrated Planning and Reporting (IPR) reforms to the Local Government Act, Council is required to prepare and implement a Delivery Program (to cover a four-year period) and an Operational Plan for each financial year. These documents outline the principal activities and budgets that Council proposes to pursue to help implement the strategies and achieve the objectives set out in the *Coffs Harbour 2030* Community Strategic Plan.

Following an extensive review of Council's operational activities and resources – assisted by a community engagement process to examine levels of service - the Draft 2014/2018 Delivery Program and Draft 2014/2015 Operational Plan are presented for consideration. The documents incorporate Council's Draft Budgets, Draft Fees and Charges and Draft Works Schedules.

A central feature of the Draft 2014/2018 Delivery Program is a long-term budget strategy that includes a three-year Special Rate Variation (inclusive of 'rate pegging' allowances). These rate rises will provide Council with the funds to address the widening shortfall it faces in trying to maintain and renew the city's infrastructure assets to provide the levels of service expected by the Coffs Harbour community.

Council has also initiated a Transformation to Sustainability (T2S) Project to identify savings, efficiency, productivity and revenue options to enable the organisation to meet its ongoing operational costs. It is acknowledged that the report associated with T2S has not been received as yet; however, it seemed prudent to make provision for the potential outcomes, acknowledging that Council will have the final decision.

The Draft 2014/2015 General Fund Budget is based on a surplus of **\$1,557**.

This report recommends that the draft documents be adopted and placed on public exhibition for community feedback.

**Sustainability Assessment:**

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

- **Environment**

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

- **Social**

The public exhibition process will assist community engagement in the finalisation of the Delivery Program and Operational Plan. Consistent with the *Coffs Harbour 2030* Plan, the draft documents include a range of strategies to enhance the social development of Coffs Harbour.

- **Civic Leadership**

The documents are key components 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 documents include a proposed 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 Delivery Program, Operational Plan, Budgets and Fees and Charges documents are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

**Risk Analysis:**

The preparation of Delivery Program, Operational Plan, Budgets and Fees and Charges documents is a legislative requirement. A risk analysis is not applicable in this instance.

**Consultation:**

During the year, Councillors and staff have reviewed Council's strategic priorities and resourcing options to assist with the development of the Draft 2014/2018 Delivery Program and Draft 2014/2015 Operational Plan. Council continued to engage managers and staff in identifying possible efficiency initiatives and opportunities for workplace improvements, with a view to ensure service delivery is appropriate and cost-effective.

Community requests made during the year for specific works or services have been considered in the framing of the Draft Division Budgets; this process will be continued with the receipt of budget submissions during the 28-day public exhibition period (Friday 11 April to Friday 9 May 2014.)

Extensive consultation has been undertaken during 2013/2014 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 (see GM14/2 – Application for Special Rate Variation) which has been factored into the revenue and expenditure projections in Council's Long Term Financial Plan and Draft Budgets.

### ***Public Exhibition***

Community engagement is a central part of the IPR framework. The public exhibition of the Draft Delivery Program, Operational Plan, Budgets and Fees and Charges extends that engagement.

This report recommends the draft documents be adopted and placed on public exhibition for a 28-day period from Friday, 11 April 2014 until close of business on Friday, 9 May 2014.

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

Community submissions, a summary of recommended responses to submissions, and a final suite of IPR documents will be presented for adoption by Council prior to 30 June 2014.

Following Ministerial determination, the finalised documents will be posted on Council's website (it is anticipated that this will take place by 30 June 2014). Where hard copies are required, the documents will be printed and distributed in July 2014.

### **Related Policy and / or Precedents:**

Council implemented the Integrated Planning and Reporting framework on 1 July 2010. Each year since then Council has considered a Draft Delivery Program and Draft Operational Plan (including budgets and fees and charges documents).

### **Statutory Requirements:**

Sections 404 and 405 of the Local Government Act 1993 detail requirements in relation to a council's Delivery Program and Operational Plan.

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

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

**Issues:**

- ***Resourcing Strategy***

Council adopted the 2014/2024 Resourcing Strategy in February 2014, incorporating an updated Long Term Financial Plan, Asset Management Strategy and Workforce Plan, to take into account Council's financial sustainability strategies. These primarily include a three year phased in special rate variation and the Transformation to Sustainability (T2S) Project. The 2014/2018 Financial Estimates have been prepared based on the Resourcing Strategy and the Draft Delivery Program, but with refined assumptions. Therefore, there are discrepancies between the Financial Estimates and the Long Term Financial Plan; however, they will be aligned when the Long Term Financial Plan is next reviewed in 2015.

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

Each year, Council reviews its operations to ensure the organisation is positioned to help implement the Coffs Harbour 2030 Community Strategic Plan. Every activity that Council has nominated to undertake in its Draft 2014/2018 Delivery Program and 2014/2015 Operational Plan is aligned to at least one 2030 Strategy. It will take many agencies and stakeholders – including the community itself – and time, of course, to turn the 2030 Vision into reality. Council is committed to making a substantial contribution to that process.

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

The Operational Plan is a subsidiary of the Delivery Program. The Operational Plan identifies the business of Council – through its 41 Services - during the financial year.

A framework of measures for the Delivery Program provides the foundation for Council's six-monthly and Annual Reports.

- ***Application for Special Variation to General Income 2014/2017***

In line with the resolution of 13 February (see GM14/2), Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) pursuant to Section 508(A) of the Local Government Act. The SRV involves a permanent increase phased in over three years, commencing 2014/2015.

Council requires additional funding to achieve a sustainable level of service in terms of its infrastructure. To maintain current infrastructure condition and avoid continued deterioration over time, Council must spend an estimated \$6.2 million over and above current funds for asset maintenance and renewal per annum.

Modelling of Council's long-term financial position also demonstrates that Council's costs have, and will continue to, increase faster than our revenues (known as an "underlying operating deficit"). To address this issue, Council must generate additional funding (estimated at \$1.8 million) per annum.

Therefore, with these short-falls in funding combined, Council has an estimated \$8 million gap annually that must be bridged between what Council generates in revenues and what must be spent to maintain current infrastructure condition and levels of service for the community – a 'Sustainable Position'.

The proposed SRV is a key element of Council's funding strategy to ensure this Sustainable Position is achieved.

All additional revenue generated by the SRV (above "rate pegging" allowances) will be used to fund additional asset maintenance and renewal works to close the annual shortfall in this expenditure (approximately \$6.2 million) to support the delivery of services desired by the community.

The remaining annual funding shortfall (estimated at \$1.8 million) will be closed through other funding options including:

- productivity / efficiency improvements (changing the way services are delivered); and
- new revenue opportunities (eg commercialisation of council services).

These options are currently being explored through Council's Transformation to Sustainability (T2S) initiative.

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

Allocation of Additional Rate Funds for Asset Expenditure

	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>
<b>Asset Expenditure</b>	<b>Year 1 (\$)</b>	<b>Year 2 (\$)</b>	<b>Year 3 (\$)</b>
Road Pavements and Surfacing	679,924	1,341,999	2,004,633
Road Maintenance	190,000	390,000	600,000
Other Transport Assets	190,000	390,000	600,000
Building Renewals	480,000	980,000	1,500,000
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
<b>Totals</b>	<b>2,019,924</b>	<b>4,081,999</b>	<b>6,204,633</b>

If IPART refuses the Special Rate Variation application, the above programs of works will be deferred. A further review of 'Levels of Service' and funding options will be necessary to assist Council in its drive to meet its infrastructure maintenance and renewal needs and to achieve financial sustainability.

**Increase in General Income Levels**

Year 1 of SRV (2014/2015)

IPART has already approved a state wide 'Rate Pegging' increase of 2.30% for 2014/2015. On top of this, Council is seeking a further 5.60% increase in 'General Income' (income from ordinary and special rates) for 2014/2015: a total increase of **7.90%**. Should Council be successful with the proposed SRV – the Draft 2014/2015 Operational Plan allows for the implementation of a **7.90%** increase in 'General Income' for 2014/2015.

Year 2 of SRV (2015/2016)

Council in Year 2 of the SRV is seeking an increase of **8.14%** in 'General Income' (income from ordinary and special rates) for 2015/2016. This increase includes an assumed rate pegging increase of 3% for 2015/2016.

Year 3 of SRV (2016/2017)

Council in Year 3 of the SRV is seeking an increase of **7.75%** in 'General Income' (income from ordinary and special rates) for 2016/2017. This increase includes an assumed rate pegging increase of 3% for 2016/2017.

It is anticipated that IPART will make a determination on Council's application by mid-June 2014.

**Impact on Residential Ratepayers**

Year 1 of SRV (2014/2015)

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately \$155.29 per annum (or \$2.99 per week), which is a **5.0%** increase from 2013/2014.

In this instance, the impact upon the total rates and charges for the 'average' residential property is detailed in the following table:

Rates & Charges	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	930.65	1,006.03	75.38	8.1
Environmental Levy	38.31	39.22	0.91	2.4
Sewerage Access Charge	783.00	806.00	23.00	2.9
Water Access Charge	139.00	143.00	4.00	2.9
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1
Domestic Waste Service	534.00	566.00	32.00	6.0
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>3,087.46</b>	<b>3,242.75</b>	<b>155.29</b>	<b>5.0</b>

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

- i. *The average residential property has been based on a land valuation of \$183,700 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy in the above table.*
- ii. *Water usage charges have been averaged at 250 kilolitres per annum.*
- iii. *Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.*

Year 2 of SRV (2015/2016)

With a 8.14% increase in 'General Income' for 2015/2016, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately \$167.83 per annum (or \$3.23 per week), which is a **5.2%** increase from 2014/2015.

Year 3 of SRV (2016/2017)

With a 7.75% increase in 'General Income' for 2016/2017, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately \$171.35 per annum (or \$3.30 per week), which is a **5.0%** increase from 2015/2016.

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

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

Ordinary Rate Component ONLY	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,708.53	1,846.57	138.04	8.1
Business Ordinary Rate	3,264.62	3,528.83	264.21	8.1
City Centre Business Ordinary Rate	7,251.96	7,838.98	587.02	8.1

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

*The land valuation for the average Farmland rated property is \$412,100, for Business rated property is \$411,550 and for City Centre Business is \$663,000 – with these valuations being used in the determination of the ordinary rates in the above table.*

- **Variation to General Income for 2014/2015 – 2.3% 'Rate Pegging' Increase**

Should Council NOT be successful with the proposed Special Rate Variation (SRV) – being a permanent multiple year increase over a 3-year period (commencing 2014/2015) - the Draft 2014/2015 Operational Plan allows for the implementation of a 2.3% increase in 'General Income' (income from ordinary and special rates), announced for 2014/2015 by the Independent Pricing and Regulatory Tribunal (IPART) under Local Government 'Rate Pegging' legislation.

**Impact on Residential Ratepayers**

With a 2.3% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately \$101.84 per annum (or \$1.96 per week), which is a 3.3% increase from 2013/2014.

In this instance, the impact upon the total rates and charges for the average residential property is detailed in the following table:

Rates & Charges	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	930.65	952.58	21.93	2.4
Environmental Levy	38.31	39.22	0.91	2.4
Sewerage Access Charge	783.00	806.00	23.00	2.9
Water Access Charge	139.00	143.00	4.00	2.9
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1
Domestic Waste Service	534.00	566.00	32.00	6.0
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>3,087.46</b>	<b>3,189.30</b>	<b>101.84</b>	<b>3.3</b>

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

- i. *The average residential property has been based on a land valuation of \$183,700 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy in the above table.*
- ii. *Water usage charges have been averaged at 250 kilolitres per annum.*
- iii. *Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.*

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

With a 2.3% increase in 'General Income' for 2014/2015, the 'average' non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the following table:

Ordinary Rate Component ONLY	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,708.53	1,749.03	40.50	2.4
Business Ordinary Rate	3,264.62	3,341.17	76.55	2.3
City Centre Business Ordinary Rate	7,251.96	7,423.28	171.32	2.4

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

*The land valuation for the average Farmland rated property is \$412,100, for Business rated property is \$411,550 and for City Centre Business is \$663,000 – with these valuations being used in the determination of the ordinary rates in the above table.*

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

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

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



- **Pensioner Rebates**

Council will write off about \$3 million in pensioner rates and charges in 2014/2015. Of this, Council voluntarily forgoes approximately \$600,000. Council is required to forgo the remaining \$2.4 million under State Government legislation.

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

- **Environmental Levy for 2014/2015**

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.71% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The 2014/2015 Environmental Levy Projects Schedule, totaling \$1,294,371, was adopted by Council on 13 March 2014 (see report CB 14/11).

- **2014/2018 Financial Estimates**

The financial estimates for the four years have been prepared in considerable detail, i.e. the same detail as the Draft 2014/2015 Budget. . A review of the estimates for each fund reveals as follows:

- **General Fund**

The draft four year financial estimates for Council's General Fund project the following cash results:

Year	Financial Estimate (\$)	
2014/2015	1,557	Surplus
2015/2016	1,301,586	Surplus
2016/2017	1,933,364	Surplus
2017/2018	1,709,766	Surplus

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

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

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works.

The proposed Special Rate Variation for 2014/2015 is an important element of the funding solution to address Council's annual infrastructure renewal gap to ensure community expectations on service delivery are met. If IPART refuses the Special Rate Variation application the associated program of works will be deferred. A further review of 'Levels of Service' and funding options will be necessary to assist Council in its drive to meet its infrastructure maintenance and renewal needs and to achieve financial sustainability

Council's Transformation to Sustainability (T2S) Project has been included in the Financial Estimates through the Budget Program 015 "Financial Sustainability". Preliminary projections of the likely total investment and savings for each year are detailed in the Program and in the following table.

Year	T2S Investment (\$)	T2S Savings
2014/2015	1,000,000	1,500,000
2015/2016	500,000	2,500,000
2016/2017	200,000	3,200,000
2017/2018	-	3,200,000

It is important to recognise that these projections are estimates only and do not in any way pre-empt the recommendations of the final T2S report or the adoption of specific initiatives by Council. The consultant's report is due to be tabled for Council consideration before the end of the current financial year.

Again, in acknowledging that Council is yet to consider and adopt T2S initiatives, not including the preliminary projections in the financial estimates produces the following General Fund cash results:

Year	Financial Estimate (\$)	
2014/2015	498,443	(Deficit)
2015/2016	698,414	(Deficit)
2016/2017	1,066,636	(Deficit)
2017/2018	1,490,234	(Deficit)

**- Water and Sewerage Funds**

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

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

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

The Draft Delivery Program provides for the deficits in the Sewerage Fund to decrease from 2014/2015 to 2015/2016 and then move into surplus. The Draft Delivery Program provides for the deficits in the Water Fund to decrease over each year. Details are set out below:

Year	Water (\$)		Sewerage (\$)	
2014/2015	3,237,535	(Deficit)	2,536,225	(Deficit)
2015/2016	1,690,568	(Deficit)	1,904,125	(Deficit)
2016/2017	934,938	(Deficit)	1,950,280	Surplus
2017/2018	392,641	(Deficit)	2,695,448	Surplus

The decrease in deficits is achieved primarily due to reducing loan repayments but also due to growth in assessments, increased developer contributions, and annual rates and charges increases. The viability of both funds is assured in future years.

**- Proposed Loan Borrowings for 2014/2015**

It is anticipated that the following new loans will be drawn in 2014/2015 to fund works as listed.

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

Fund	Works	2014/2015 (\$)
General	Open Space Land Acquisition	2,500,000
General	Commencement of Jetty Foreshores Revitalisation Project	2,200,000
<b>TOTAL</b>		<b>4,700,000</b>

Please Note: The loan borrowing for the Open Space Land Acquisition may not be required if Section 94 funds become available for this acquisition.

• **Significant Expenditure 2014/2015**

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

- CBD Masterplan Works (\$1,255,000)
- Jetty4Shores Project - Stage 1 Area E Jetty Walkway (\$1,440,000)
- Public Amenities Upgrade (\$300,000)
- Reclaimed Water (Sewer) Pipeline Stage 2 (\$2,000,000)
- Coramba Water Main Renewal (\$2,000,000)
- Moonee to Emerald Beach Water Trunk Mains (\$2,272,500)
- Karangi Dam to Red Hill Water balance tank duplication (\$2,500,000)
- Sustainable Planning Initiatives (\$360,000)
- Precinct Planning Initiatives (\$150,000)

A range of projects, programs and resourcing needs were considered during the preparation of the Draft 2014/2015 Budget. Council's ongoing funding constraints have meant that a significant number of worthy initiatives have had to be deferred. These initiatives will be prioritised for inclusion in future budgets as financial capacity allows.

• **Draft Fees and Charges 2014/2015**

The Draft Fees and Charges 2014/2015 document provides for most fees and charges to increase by approximately 4%, slightly higher than current inflation but reflective of the anticipated increase in employee costs.

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

Description of Fee or Charge	Page	Fee or Charge 2013/14	Proposed Fee or Charge 2014/15	Comment
<b>Building and Development</b>				
Amusement Devices	15	\$47.50	\$50.00	Fee moved to Building & Development from Environmental Health as inspections are performed by Building staff.
<b>Environmental Services</b>				
Onsite Sewage Management - Administration Fee	16		General Increase of 3.3%	Increase to reflect staff time costs involved in inspection and administration
Onsite Sewage Management System Application - Minor System Amendment	16	New	\$280.00	Lesser fee to be applied where there is no alteration to the sewage tank or effluent drain field system
Health Registration Fees Hairdressers / Beauty Salons / Skin Penetration	17	New	Scale of Fees dependent upon risk	Introduction of new fees for pre-opening inspections / new businesses and requests for an inspection report associated with the sale of a business (\$420.00)
Food Shop Enquiry	17	New	Schedule of Fees dependent upon risk	Introduction of new fees for pre-opening inspections / new businesses and requests for an inspection report associated with the sale of a business increased from \$200.00 to \$420.00 in line with similar reports requiring an inspection.
Water Carrier Approval and Registration Fee	17	\$125.00 + \$125.00	\$260.00	Bundling of approval and registration fee to one.
Food Premise Registration - Inspection Review	18	New	\$165.00	Inspection review associated with a valid compliant
Events – Temporary Food Business	18	New	\$150.00	New Fee for registration of temporary food businesses associated with large events
Events Food Stall Inspection Service Fee	18	\$520.00	Quotation	Amended to reflect differing size of applicable events.
Caravan Park Approvals	20	New	\$5.40 per Site	Fee for initial approval to operate a Caravan Park / Camping Grounds / Manufactured Homes Estate under Sec. 68 of the Local Government Act. Fee also introduced for reinspection and amendment of existing approval.
Festival / Event Approvals	20	New	\$5.40 per Site	To determine a Sec. 68 application to operate a Caravan Park or Camp Ground for temporary purposes associated with a festival or event. \$5.40 per Site with development consent or \$15.00 without consent

Description of Fee or Charge	Page	Fee or Charge 2013/14	Proposed Fee or Charge 2014/15	Comment
<b>Environmental Services (continued)</b>				
Caravan Park / Camping Ground Renewal or Continuation of Approval to Operate Fee	20	\$3.75 per Site	Schedule of Fees with option for 1 to 3 year approval	Introduction of a schedule of fees with Council to determine the caravan park category dependent upon outstanding compliance matters and connection to Council's reticulated water and sewer systems. Increase in fee reflective of service cost and annual inspection (Subsequent Inspections = \$165.00)
Caravan Park / Camping Ground – Inspection Review	20	New	\$165.00	Inspection review associated with a valid compliant
Boarding House Inspection	21	New	\$360.00	Inspection conducted under Boarding House Act 2012 – Health and Building Compliance Review. Second & Subsequent Inspections = \$130.00.
Legionella Registration	21	\$80.00	\$130.00	Increase in line with other Health Registration Fees
Review under Section 82 of Local Government Act	21	New	\$620.00	Fee for objections to application of regulations and local policies. Minor variations by quotation.
<b>Regulatory &amp; Enforcement</b>				
Hire of Dog Trap	23	\$42.00	\$70.00	Fee increased to reflect significant cost increase in purchase of the dog trap. The deposit paid on hire has also been increased from \$200.00 to \$300.00
<b>Sustainable &amp; Precinct Planning</b>				
Rezoning Applications	27	New	\$25,000.00	Introduction of an alternative upfront, one off, non-refundable payment for rezoning applications that includes all 6 stages of the process.
<b>Waste Services</b>				
Englands Road CCRR Park Directed to Landfill – Shredded Tyres	32	\$250.00	\$380.00	Cost increased to reflect significant processing costs associated with shredded tyres
Englands Road CCRR Park Directed to Landfill – - Soils (apart from clean clay) - Clean Clay - Contaminated Soil	32	\$78.00 \$13.00 \$141.00	\$110.00 \$30.00 \$160.00	Cost increased to reflect significant processing costs
Englands Road CCRR Park Directed to Landfill – Mattresses	32	New	\$25.00 per piece	Introduced to simplify the costing for the receipt of old mattresses at the landfill

Description of Fee or Charge	Page	Fee or Charge 2013/14	Proposed Fee or Charge 2014/15	Comment
<b>Airport</b>				
Meeting Room Hire	35	New	\$60.00 ½ Day \$120.00 per Day	New fee for use of the meeting room at the Airport
Airport Car Parking Fees	36/37	New	Per Schedule	Inclusion of schedule of fees for general carpark fees (long term parking) and premium security carpark fees due to purchase of facilities by Council
<b>Finance</b>				
Ordinary Rates	39	Per Schedule	Per Schedule	Shown with and without the Special Rate Variation
<b>Coffs Harbour Sports Unit</b>				
Woolgoolga Sports Council Inc.		Per Schedule		The Woolgoolga Sports Council Inc. have not advised Council of the proposed 2014/2015 Fees and Charges
<b>Community Services</b>				
Library Fees – Book Club Service	58	New	\$100.00	New fee for Book Club Subscriptions
Picture Coffs Harbour Photographs – Digital Copy	59	\$10.00	\$20.00	Fee increased to reflect actual cost for provision of digital copies to the general public.
Jetty Theatre Fees	62	Fees to be determined on completion of review of operations	Per Schedule	Performance, Rehearsal and Venue fees were previously not included due to a review of operations at the Jetty Theatre. Introduction of fee of \$5.00 per transaction for a Ticket Exchange Service.
<b>Coffs Harbour Laboratory</b>				
Laboratory Fees	74 / 79	Per Schedule	Per Schedule	New fees for Enterococcus (membrane presumptive); Confirmed Paecal Coliforms, Total Coliforms, Enterococcus and Pseudomonas; and Individual Biotoxins. Also new fees for pool water package
<b>Infrastructure Program Management</b>				
Lease and Licence Administration	80	New	\$110.00	Fee included for processing of utility charges on behalf of lessees / licenses. Fees also included for Notice of Infringement (\$27.50 per letter) and Notices to affected tenants of Customer's special events.
Use of Council Land	81	New	\$500.00	Inclusion of an application fee for the use of Council Land, in addition to a fee for preparation of the legal document (\$500.00) with the licence fee or rental to be determined by the Property Manager

Description of Fee or Charge	Page	Fee or Charge 2013/14	Proposed Fee or Charge 2014/15	Comment
<b>Infrastructure Program Management (Continued)</b>				
Council Reserve, Crown Reserves or Regional Park	82	Per Schedule	Per Schedule	Separate of existing fee structure into an application fee and a licence fee for use of these facilities
<b>Sewerage Services</b>				
Private Pump Station Management Charge	91	New	\$120.00	New fee of \$120.00 per station to be charged to the owners of private pump stations for administrative charges borne by Council.
Private Pump Stations	93	New	\$210.00	Fee for new application lodgment for a private pump station, with an amended application fee of \$130.00 and an associated site inspection fee of \$210.00
<b>Water Services</b>				
Water Carrier Key Security Deposit	102	New	\$300.00	Refundable security deposit as per the agreement with the Water Carriers.

**Implementation Date / Priority:**

Subject to Council approval, the draft documents will be placed on public exhibition for a 28-day period from Friday 11 April 2014 until close of business on Friday, 9 May 2014.

**Recommendation:**

**That Council:**

1. **Adopt the following documents for public exhibition:**
  - 1.1. **Draft 2014/2018 Delivery Program;**
  - 1.2. **Draft 2014/2015 Operational Plan;**
  - 1.3. **Draft Division Budgets 2014/2018; and**
  - 1.4. **Draft Fees and Charges 2014/2015.**
2. **Note that the draft documents will be placed on public exhibition for a 28-day period from Friday 11 April 2014 until close of business on Friday, 9 May 2014, and that the community will be encouraged to provide feedback on the documents during that time.**
3. **Consider community submissions prior to adopting the final Delivery Program, Operational Plan, Division Budgets and Fees and Charges documents by 30 June 2014.**
4. **Note that the Draft 2014/2015 General Fund Budget will deliver a projected surplus of \$1,557, which includes Council's proposed Special Rate Variation (SRV), and preliminary investments and savings from the Transformation to Sustainability (T2S) Project.**

# COFFS HARBOUR CITY COUNCIL DRAFT 2014/2018 DELIVERY PROGRAM



COFFS HARBOUR  
CITY COUNCIL

Tabled at the Ordinary Meeting of 10 April 2014.

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





## Executive Message



This Draft Delivery Program continues the course set by Council in 2013/2014, building a foundation to secure financial sustainability for the organisation to enable it to continue to serve the Coffs Harbour community into the future.

Last year we made it very clear that Council had no option but to position itself for some very testing times ahead. Across the local government sector, NSW councils are faced with the increasingly difficult challenge of finding enough money to provide the works and services demanded of them. Community expectations continue to grow, the State and Federal Governments continue to shift their own service costs onto local councils, and 'rate-pegging' legislation continues to allow inflation to gallop ahead of council rate revenues.

However, the straw that threatens to break the camel's back is the spiralling cost of infrastructure renewal. Asset management is now a critical issue for all councils. On behalf of the Coffs Harbour community, we manage an infrastructure inventory valued at around

\$2-billion: roads, footpaths and cycleways, buildings, recreational facilities, water and sewer infrastructure – the list goes on. With our budgets at breaking point, we need to find an additional \$6.2-million a year just to maintain these assets to current standards. The organisation also needs to close an annual operating cost shortfall of about \$1.8-million if it is to escape the cycle of successive deficit budgets.

Guided by extensive community engagement during 2013/2014, we have developed a multi-faceted, long-term funding strategy as the centrepiece of the Draft 2014/2018 Delivery Program. The strategy has two key elements. The first is a proposed three-year Special Rate Variation to generate the \$6.2-million in extra revenue for infrastructure maintenance and renewal. The second element, already underway, is the Transformation to Sustainability (T2S) initiative; a council-wide program to identify savings, efficiency, productivity and revenue options to enable the organization to meet its ongoing operational costs. The strategy sees Council and the community sharing the load in ensuring the city can continue to move toward the goals established in the Coffs Harbour 2030 Community Strategic Plan.

The Draft 2014/2018 Delivery Program also shows a Council getting on with the business of serving the city. Major projects in the 2014/2015 Budget include CBD Masterplan Works (\$1,255,000), the Jetty4Shores Project - Stage 1 Area E Jetty Walkway (\$1,440,000), the ongoing Public Amenities Upgrade (\$300,000), the Reclaimed Water (Sewer) Pipeline Stage 2 (\$2,000,000), the Coramba Water Main Renewal (\$2,000,000), the Moonee to Emerald Beach Water Trunk Mains (\$2,272,500) and the Karangi Dam to Red Hill Water balance tank duplication (\$2,500,000).

  
Denise Knight  
Mayor, City of Coffs Harbour

Whether they are major projects or day-to-day operations, it is Council's commitment to deliver the best outcomes for its community.



  
Steve McGrath  
General Manager

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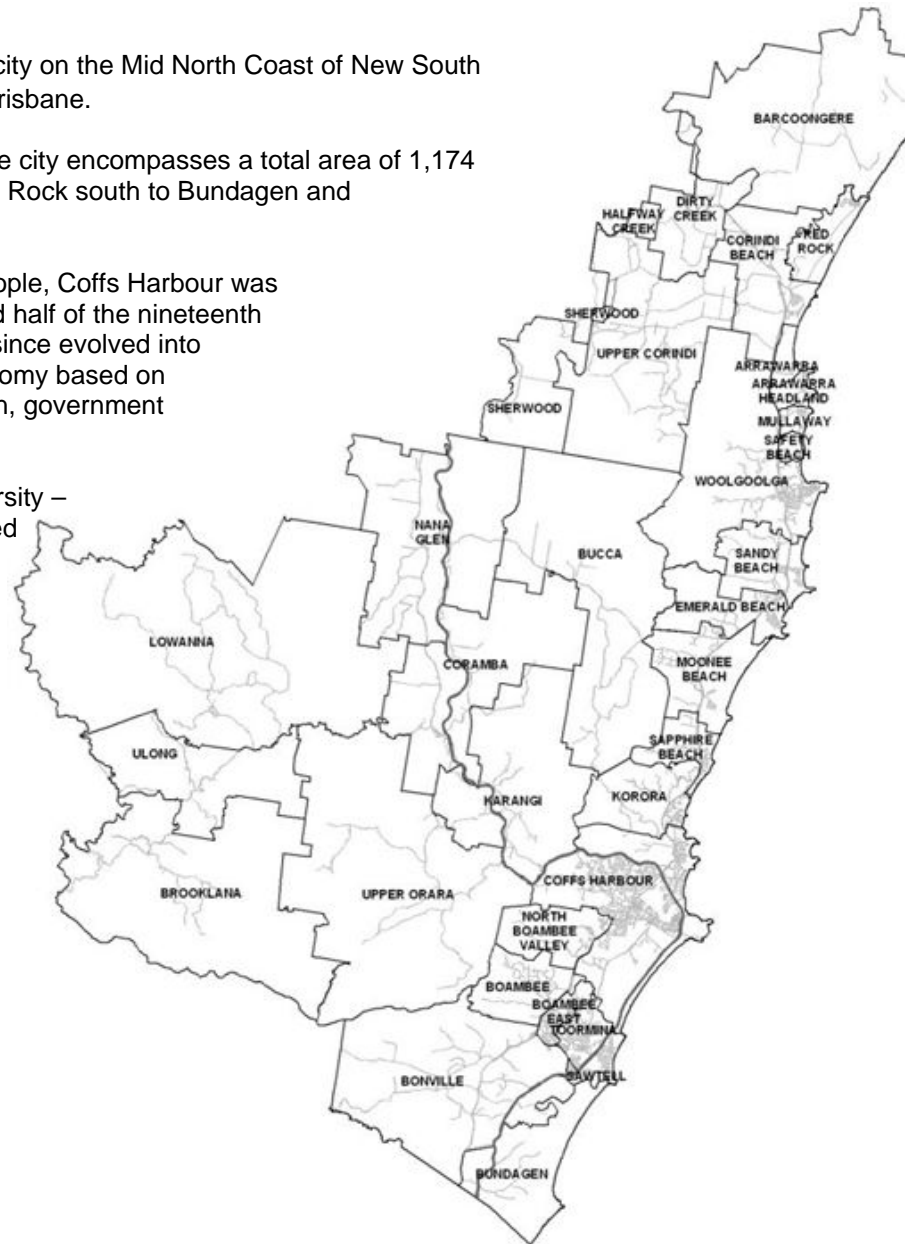
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**Coffs Harbour** is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of approximately 72,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

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

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



## Council's Charter

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

1) A council has the following charter:

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

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

## Council Executive

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

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



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

Council has five Senior Staff. They are:

- Steve McGrath    General Manager
- Ben Lawson      Director, City Infrastructure Services
- Chris Chapman   Director, City Planning
- Jenni Eakins     Director, Community Development
- Andrew Beswick   Director, Corporate Business



*Senior Staff from left: Andrew Beswick, Chris Chapman, Steve McGrath, Jenni Eakins, Ben Lawson.*

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

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

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

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

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

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

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

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

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

Corporate Goals:

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

Our Core Values:

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

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

## Integrated Planning and Reporting

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

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

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

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

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

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

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



## Integrated Planning and Reporting (Continued)



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

### **Coffs Harbour 2030**

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

In line with IPR legislation, Council reviewed the Community Strategic Plan (following the September 2012 local government election) and - after public exhibition - adopted it as part of the suite of IPR documents to guide the organisation from 1 July 2013.

### **Resourcing Strategy**

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

The Resourcing Strategy was reviewed and adopted on 13 February 2014 to assist with the development of the 2014/2018 Delivery Program.

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

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

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

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

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

### **Annual Report**

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

## Integrated Planning and Reporting (*Continued*)

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

### **404 Delivery program**

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

### **405 Operational plan**

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

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

## How to Read the Delivery Program and Operational Plan

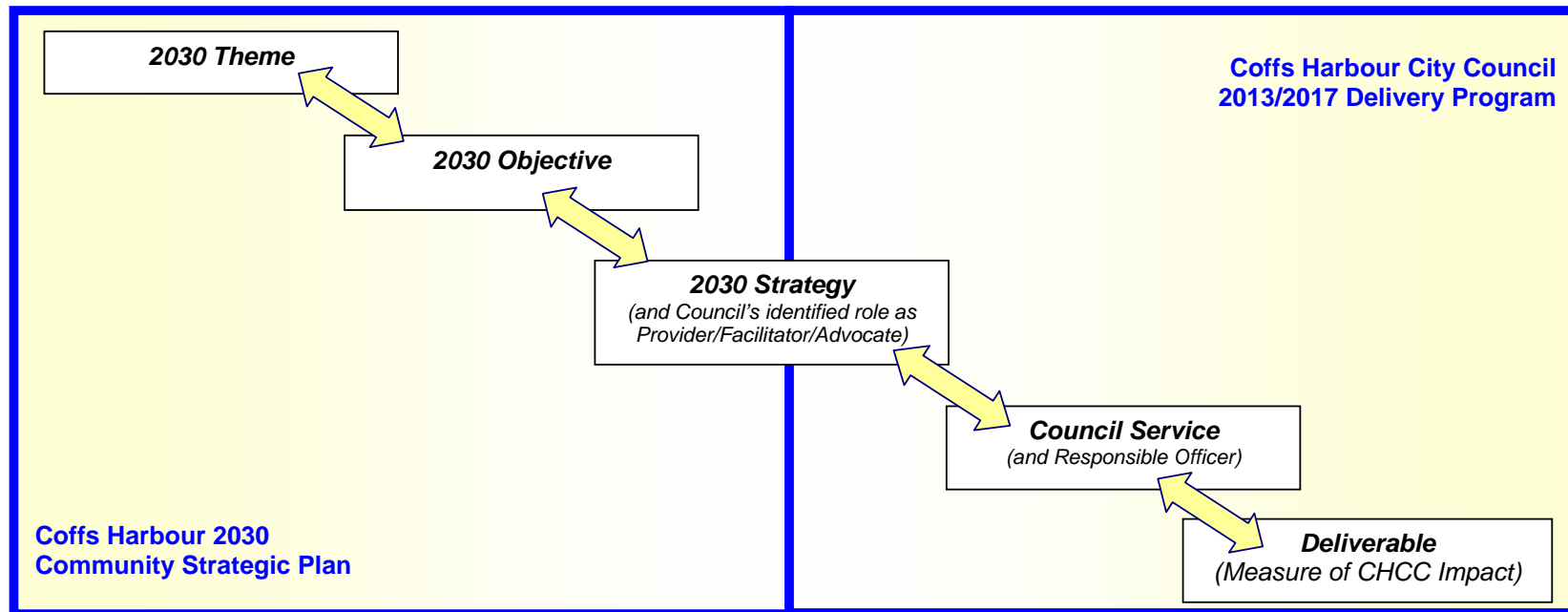
Council's Delivery Program and Operational Plan have been structured to align with the Themes, Objectives and Strategies of the *Coffs Harbour 2030 Community Strategic Plan*.

The Operational Plan identifies 41 Services - these are the "principal activities" that Council undertakes to help implement *Coffs Harbour 2030*. The Services encompass all of the projects and ongoing tasks undertaken by Council.

### Delivery Program

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

Illustrated simply, the Delivery Program sets out the following:

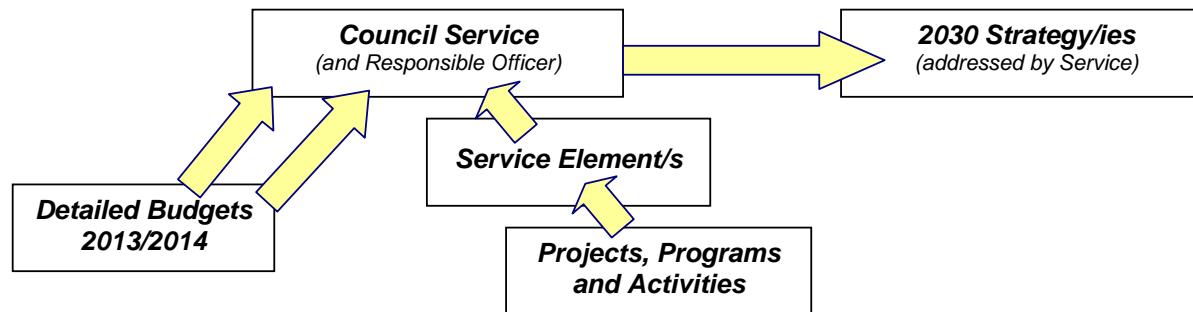


## How to Read the Delivery Program and Operational Plan *(Continued)*

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

### Operational Plan

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



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

The Operational Plan should be read in conjunction with Council's Draft Division Budgets 2014/2018 (see separate document).

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

### Quadruple Bottom Line Assessment

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

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



Social



Environmental



Economic



Governance

### Assessment Framework

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

Long-term sustainability indicators have been developed to help measure the achievement of the strategic goals within the *Coffs Harbour 2030 Plan*. These indicators will assist in providing data for the four-yearly, End of Term reporting needs of the Community Strategic Plan.

A range of measures is also in place to help monitor the strategic impact of Council's activities. These form the basis of Council's 6-monthly Progress Report on the Delivery Program, as required under IPR legislation.

### Financial Estimates

Draft Division Budgets identify detailed allocations for 2014/2015 and the subsequent three years. For reference, the adopted budget figures for the previous year (2013/2014) are also provided. Budgets can be accessed on Council's website at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## **Assumptions that inform the 2014/2018 Draft Delivery Program**

### **Community Expectations**

Ongoing community engagement - particularly through extensive, recent consultation over Council's service levels review and financial sustainability strategies (see page 19) - has provided guidance on what the community wants for its future and what its priorities are.

Council's Draft 2014-2018 Delivery Program is based on responding to the expectations expressed in these engagement processes.

The Draft 2014-2018 Delivery Program recognises all of the strategies encompassed by the Community Strategic Plan, but focuses specifically on Council's role in helping to implement these strategies as a Provider, Facilitator or Advocate.

### **Level of Service for Assets (Annual Infrastructure Gap)**

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

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

### **Addressing the Funding Challenge**

The Draft 2014/2018 Delivery Program is based on an asset service level described as "Sustainable" in Council's Long Term Financial Plan.

This level of service requires additional funding (\$6.2M) to eliminate the annual General Fund infrastructure gap.

Council proposes to secure this additional funding through the implementation of a Special Rate Variation (SRV) over a three-year period (commencing 2014/15). The Draft Delivery Program (see page 20) and Division Budgets clearly identify the infrastructure maintenance and renewal programs to be funded by the SRV.

If IPART refuses the Special Rate Variation application, these programs of works will be deferred. A further review of 'Levels of Service' and funding options will be necessary to assist Council in its drive to meet its infrastructure maintenance and renewal needs and to achieve financial sustainability.

*Continued next page*

## **Assumptions that inform the 2014/2018 Delivery Program (*Continued*)**

### **Ongoing General Fund Operating Deficit**

Modelling of Council's long-term financial position also demonstrates that Council's costs have, and will continue to, increase faster than our revenues (known as an "underlying operating deficit"). To address this issue, Council must generate additional funding (estimated at \$1.8M) per annum.

Council proposes to close this shortfall through other funding options including:

- productivity / efficiency improvements (changing the way services are delivered); and
- new revenue opportunities (e.g. commercialisation of council services).

These options are currently being explored through Council's Transformation to Sustainability (T2S) initiative.

### **Council's Infrastructure Backlog**

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



## Community Engagement

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

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

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

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

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

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

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

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

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

## Community Engagement (*Continued*)

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

A specific Community Engagement process was initiated in September 2013 to maximise community input into the development of a comprehensive, long-term strategy - including a multiple-year Special Rate Variation - to address Council's resourcing challenge from 2014/2015 onwards (see page 21).

Following their adoption by Council, the Draft 2014/2018 Delivery Program, Draft 2014/2015 Operational Plan, Draft Division Budgets 2014/2018 and Draft Fees and Charges 2014/2015 will be placed on public exhibition for 28 days (Friday 11 April to Friday 9 May 2014). The draft documents will be available to be accessed on Council's website: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) Hard copies will also be displayed at Council's Administrative Centre, at the three branches of the City Library (Coffs Harbour, Woolgoolga and Toormina), at General Stores and Post Offices in Karangi, Coramba, Nana Glen, Lowanna, Ulong, Corindi and Red Rock and at the Coffs Harbour Visitor Information Centre.

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

Council will consider all community submissions prior to finalising the 2014/2018 Delivery Program, 2014/2015 Operational Plan, Division Budgets 2014/2018 and Fees and Charges 2014/2015. It is Council practice to provide a written response to each submission writer to advise the outcome of their submission.

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

### NOTICE UNDER SECTION 405(3) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2014 to 30 June 2015

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

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

## Rate Category Maps

### NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2014 to 30 June 2015

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

#### ORDINARY RATE - RESIDENTIAL

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

#### ORDINARY RATE - BUSINESS

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

#### ORDINARY RATE – CITY CENTRE BUSINESS

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

#### ORDINARY RATE - FARMLAND

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

#### SPECIAL RATE - ENVIRONMENTAL LEVY

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



Coffs Harbour City Council

“A”



## Application for Special Variation to General Income 2014/2015 to 2016/2017

Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) pursuant to Section 508(A) of the Local Government Act. The SRV involves a permanent multiple year increase over a 3-year period (commencing 2014/2015).

### The Need and Purpose for the Special Rate Variation (The Road to Financial Sustainability)

Council requires additional funding to achieve a sustainable level of service in terms of its infrastructure. To maintain current infrastructure condition and avoid continued deterioration over time, Council must spend an estimated \$6.2M over and above current funds for asset maintenance and renewal per annum.

Modelling of Council's long-term financial position also demonstrates that Council's costs have, and will continue to, increase faster than our revenues (known as an "underlying operating deficit"). To address this issue, Council must generate additional funding (estimated at \$1.8M) per annum.

Therefore, with these short-falls in funding combined, Council has an estimated \$8M gap annually that must be bridged between what Council generates in revenues and what must be spent to maintain current infrastructure condition and levels of service for the community – a 'Sustainable Position'.

The proposed SRV is a key element of Council's funding strategy to ensure this Sustainable Position is achieved.

All additional revenue generated by the SRV (above "rate pegging" allowances) will be used to fund additional asset maintenance and renewal works to close the annual shortfall in this expenditure (approximately \$6.2M) to support the delivery of services desired by the community.

The remaining annual funding shortfall (estimated at \$1.8M) will be closed through other funding options including:

- productivity / efficiency improvements (changing the way services are delivered)
- new revenue opportunities (e.g. commercialisation of council services).

These options are currently being explored through Council's Transformation to Sustainability (T2S) initiative.

### Allocation of Additional Rate Funds

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

## Application for Special Variation to General Income 2014/2017 (Continued)

### Allocation of Additional Rate Funds for Asset Expenditure

	2014/2015	2015/2016	2016/2017
Asset Expenditure	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)
Road Pavements and Surfacing	679,924	1,341,999	2,004,633
Road Maintenance	190,000	390,000	600,000
Other Transport Assets	190,000	390,000	600,000
Building Renewals	480,000	980,000	1,500,000
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
<b>Totals</b>	<b>2,019,924</b>	<b>4,081,999</b>	<b>6,204,633</b>

If IPART refuses the Special Rate Variation application, these programs of works will be deferred. A further review of 'Levels of Service' and funding options will be necessary to assist Council in its drive to meet its infrastructure maintenance and renewal needs and to achieve financial sustainability.

### **Increase in General Income Levels**

#### Year 1 of SRV (2014/2015)

IPART has already approved a state wide 'Rate Pegging' increase of 2.30% for 2014/2015. On top of this, Council is seeking a further 5.60% increase in 'General Income' (income from ordinary and special rates) for 2014/2015: a total increase of **7.90%**. Should Council be successful with the proposed SRV – the Draft 2014/2015 Operational Plan allows for the implementation of a **7.90%** increase in 'General Income' for 2014/2015.

#### Year 2 of SRV (2015/2016)

Council in Year 2 of the SRV is seeking an increase of **8.14%** in 'General Income' (income from ordinary and special rates) for 2015/2016. This increase includes an assumed rate pegging increase of 3% for 2015/2016.

#### Year 3 of SRV (2016/2017)

Council in Year 3 of the SRV is seeking an increase of **7.75%** in 'General Income' (income from ordinary and special rates) for 2016/2017. This increase includes an assumed rate pegging increase of 3% for 2016/2017.

It is anticipated that IPART will make a determination on Council's application by mid-June 2014.

## Application for Special Variation to General Income 2014/2017 (Continued)

### The Consultation Process

Council's 2013/2017 Delivery Program and 2013/2023 Resourcing Strategy 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.

Council's options to address the \$8M 'financial sustainability gap' - comprising a \$6.2M shortfall in funding for infrastructure repair and renewal (if service levels are to be maintained) and on-going General Fund operating deficits of approximately \$1.8M - were identified in the 2013/2023 Resourcing Strategy as being:

- 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 Resourcing Strategy also identified a number of actions (detailed below) to be taken in order to pursue these options which included community engagement processes to seek feedback on two fundamental questions:

1. What are our (the community's) service delivery priorities?
2. What are we (the community) willing to pay to enable these to be delivered?

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

This 'continuous improvement program' was actioned by Council at its meeting of 14 November 2013 in approving 'Stage 1' of the 'Transformation to Sustainability' project.

ACTIONS 2 & 3: Refinement of 'minimum' option of Council's service delivery model, where \$6M is cut from existing budgets in order to address Council's sustainability challenge, with a focus on clear service level descriptions for each service and finalisation of interactive program modelling that demonstrates the relationship between service levels and rate revenue.

Council at its meeting of 26 September 2013 endorsed a 'Level of Service – Community Engagement Process'. The objective of this engagement strategy was to seek community feedback on preferred levels of service and proposed funding solutions to meet those service levels.



## Application for Special Variation to General Income 2014/2017 (*Continued*)

### The Consultation Process (*Continued*)

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.

The 'Budget Allocator' tool was utilised to gather community feedback on all services funded by the general ordinary rate. The 'Budget Allocator' enabled the community to understand the cost (\$) of service delivery, including the impact on the average residential rate, allowing participants to balance their service priorities against what they were willing to pay for them.

The 'Budget Allocator' was made available to the open public through Council's website from 8 to 29 of October 2013. Council promoted the availability of this 'engagement tool' through a number local media channels including newspaper and radio advertisements. Council staff also attended a market stall in the CBD to explain the survey 'face-to-face' as well as encouraging people at the market to participate in the survey process.

In addition to the 'open' version of the Budget Allocator, the survey tool was applied to a new, randomly-selected online reference group. To form the group, Council engaged Jetty Research (an independent marketing research agency) to recruit 500 people who were representative of the local government area in terms of age and where they live. This 'community reference panel' was recruited to provide Council with added confidence (statistical validity) that the feedback received using the same 'engagement tool' was representative of the community as a whole.

The outcomes of this engagement process were included in a report to Council of 28 November 2013.

ACTIONS 4, 5 & 6: Develop a community engagement strategy regarding the sustainability challenges Council faces and the need to have the 'right debate' about service levels and rate revenue and finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases.

The second phase of the engagement process sought community feedback on proposed steps to be taken by Council to adopt a financially sustainable position, including the proposal for a SRV and further funding options to close the remainder of the funding gap.

Council in this phase engaged the community through various media releases, a mail-out to all ratepayers (approx. 26,500 letters), e-newsletters, two information stalls (Growers Market and Harbour-side 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.

## Application for Special Variation to General Income 2014/2017 *(Continued)*

### The Consultation Process *(Continued)*

The survey (which was made available in both online and hard copy formats) also allowed participants to add additional comments in regards to their survey response. The survey had a simple approach, asking the Community if they 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 addition to the 'open public' survey, Council again separately engaged the 'community reference panel' with the same survey.

The outcomes of this engagement process were included in a report to Council of 13 February 2014.

### Impact on Residential Ratepayers

#### Year 1 of SRV (2014/2015)

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$155.29** per annum (or \$2.99 per week), which is a **5.0%** increase from 2013/2014.

#### Year 2 of SRV (2015/2016)

With a 8.14% increase in 'General Income' for 2015/2016, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$167.83** per annum (or \$3.23 per week), which is a **5.2%** increase from 2014/2015.

#### Year 3 of SRV (2016/2017)

With a 7.75% increase in 'General Income' for 2016/2017, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$171.35** per annum (or \$3.30 per week), which is a **5.0%** increase from 2015/2016.

The following table shows the impact on the total rates and charges payable for the 'average' residential property over the next 3-years if the SRV is approved by IPART.

## Application for Special Variation to General Income 2014/2017 (Continued)

Proposed Residential Rate Impacts for the '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	75.38	8.1%	1,089.67	83.64	8.3%	1,175.81	86.14	7.9%	245.16	26.3%
Environmental Levy	38.31	39.22	0.91	2.4%	40.41	1.19	3.0%	41.62	1.21	3.0%	3.31	8.6%
Sewer, Water, Waste & Stormwater Charges	2,118.50	2,197.50	79.00	3.7%	2,280.50	83.00	3.8%	2,364.50	84.00	3.7%	246.00	11.6%
<b>Totals</b>	<b>3,087.46</b>	<b>3,242.75</b>	<b>155.29</b>	<b>5.0%</b>	<b>3,410.58</b>	<b>167.83</b>	<b>5.2%</b>	<b>3,581.93</b>	<b>171.35</b>	<b>5.0%</b>	<b>494.47</b>	<b>16.0%</b>
<b>Increase per Week (\$)</b>			<b>2.99</b>			<b>3.23</b>			<b>3.30</b>		<b>9.51</b>	

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.

### Impact on Non-Residential Ratepayers

The following table shows the impact on 'Ordinary Rate' payable for the 'average' non-residential (Farmland & Business) property over the next 3-years if the SRV is approved by IPART.

- The Ordinary Rate for Farmland properties has been based on an average land valuation of \$412,100
- The Ordinary Rate for Business properties (outside of the Coffs Harbour CBD) has been based on an average land valuation of \$411,550
- The Ordinary Rate for City Centre Business properties has been based on an average land valuation of \$663,000

## Application for Special Variation to General Income 2014/2017 (Continued)

### Proposed Non-Residential Ordinary Rate Impacts for the 'Average' Non-Residential Property

Ordinary Rate <u>ONLY</u>	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		(\$)	%
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	%
Average Farmland Property	1,708.53	1,846.57	138.04	8.1%	2,000.01	153.44	8.3%	2,158.44	158.43	7.9%	449.91	26.3%
Average Business Property	3,264.62	3,528.41	263.79	8.1%	3,821.68	293.27	8.3%	4,123.85	302.17	7.9%	859.23	26.3%
Average Business - City Centre Property	7,251.96	7,838.98	587.02	8.1%	8,490.05	651.07	8.3%	9,161.67	671.62	7.9%	1,909.71	26.3%

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.

### More Information

For more information on the proposed SRV please refer to Council's 'Road to Financial Sustainability' area on our website at: [www.coffsharbour.nsw.gov.au/financialsustainability](http://www.coffsharbour.nsw.gov.au/financialsustainability)

## Council Activities Funded by Levies and Rate Variations

### ▪ Environmental Levy for 2014/2015

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.71% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The program of environmental works to be funded from the Environmental Levy for 2014/2015 is detailed in the following table.

<b>ENVIRONMENTAL LEVY PROJECTS 2014/2015</b>	<b>AMOUNT (\$)</b>
Conservation & Sustainable Management of Biodiversity	215,270
Bush Regeneration	207,618
Environmental Weeds	106,090
Environmental Levy Coordination	64,059
Boambee Beach Revegetation Project	36,400
Botanic Garden Education Program	16,000
Coffs Ambassadors Interpretive Tours	42,482
Coffs Coast Sustainable Living Festival	30,000
Coffs Harbour Community Seed bank Network	9,982
Culturally Significant Landscapes of the CH LGA	35,000
Developing and Fostering a Sustainable Environment and Community through a Biodiverse Community Garden	13,000
Diggers Head and Sapphire Beach Path Upgrades	32,250
Green Schools Sustainability Fund	51,616
Impacts on Fresh Water Systems	2,000
Koala / Wildlife Corridor Bakker Drive Res Stage 2	6,750
Marine Estate Agents - SIMP School Environment Awards	5,265
Orara River Rehabilitation Project	180,000
Remote Camera Surveys for Medium-sized Ground Mammals of CH Hinterland - gap surveys	12,000
Supporting Community Action in the Coffs Harbour LGA	155,000
The Restoration of Grey-headed Flying Fox Maternity Camps in CH LGA	30,000
Wildlife Support	8,800
Woolgoolga Beach Rehabilitation Project	10,000
Yarrowarra Giriin Team - Bush Regeneration	19,671
Matching Grant funds Allowance	5,118
<b>TOTAL 2014/2015 Allocation</b>	<b>1,294,371</b>

*Continued next page*

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

ENVIRONMENTAL LEVY PROJECTS 2014/2015 <i>(Continued)</i>	AMOUNT (\$)
<b>Schedule of Funding Sources</b>	
Environmental Rate Levy	1,130,634
Water fund contribution	50,000
EL Reserve	103,737
Interest	10,000
<b>TOTAL FUNDS</b>	<b>1,294,371</b>

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

### ▪ Community Facilities Program (2006)

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

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

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

- Richardson Park drainage upgrade;
- Fitzroy Oval lighting installation;
- Harbour Drive Museum redevelopment;
- Woolgoolga netball courts upgrade;
- Jetty Foreshores Revitalisation;
- Public Amenities upgrade program; and
- Community Infrastructure Grants

<b>Public Amenities Draft Upgrade Program 2014/15 – 2017/18</b>		
<b>Year</b>	<b>Allocation (\$)</b>	<b>Project</b>
2014/2015	300,000	Diggers Beach – New Facility and Sewer Connection to replace existing
2015/2016	300,000	Ocean Parade, Macauleys – New Facility to replace existing
2016/2017	320,000	Park Beach – New Facility to replace existing
2017/2018	329,600	Hills Beach Norman Hill Drive Korora – New Facility to replace existing

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

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

For its 2008/2009 Management Plan, Council secured approval for a special variation of 5.95% for costs associated with priority infrastructure and economic development projects. This variation continues to be a main funding source for Council's bridge replacement and maintenance program and economic development projects and events. Council has been required to report in its annual report (for the years 2008/09 to 2012/2013) information on the total income received, expenditure per project/program and outcomes achieved.

<b>PRIORITY INFRASTRUCTURE PROGRAM 2014/2015 - 2017/2018</b> ( <i>Funded from 2008 Rate Variation</i> )				
Project	Estimate	Estimate	Estimate	Estimate
	2014/2015 (\$)	2015/2016 (\$)	2016/2017 (\$)	2017/2018 (\$)
Major Repairs Timber Bridges	86,583	89,998	88,498	87,083
Investigations	75,000	45,000	75,000	45,000
Ferrets Bridge	180,000			
Herds Bridge	60,000			
Puhos Bridge	90,000			
Condons Bridge	180,000			
Williams Bridge	30,000			
Powiks Bridge	140,000			
Rhodes Bridge		180,000		
Corfes No. 2		120,000		
Moleton Bridge No. 3		155,000		
Keoghs Bridge		130,000		
North Bonville Bridge		130,000		
Kellets Bridge			610,000	
Wedds Bridge			85,000	
Bardens Bridge				270,000
Taylors Bridge				220,000
Schooners Bridge				160,000
Wades Bridge				85,000
<b>TOTALS</b>	<b>841,583</b>	<b>849,998</b>	<b>858,498</b>	<b>867,083</b>
<b>RATE VARIATION REVENUE</b>	<b>841,583</b>	<b>849,998</b>	<b>858,498</b>	<b>867,083</b>

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



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

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

<b>ECONOMIC DEVELOPMENT PROGRAM 2014/2015 - 2017/2018</b> <i>(Funded from 2008 Rate Variation)</i>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>	<b>2017/2018 (\$)</b>
Marketing & Event Promotion	165,035	169,987	175,086	180,339
<b>TOTALS</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>
<b>RATE VARIATION REVENUE</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>

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

### ▪ Flood Mitigation and Drainage Works (2010)

The NSW Government approved a special variation of 7.0% for Coffs Harbour City Council, for a period of ten years commencing in 2010/2011, to fund flood mitigation and drainage works.

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

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

<b>Full Drainage / Flood Works Program (2014/2015 - 2017/2018)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2014/2015	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	950,000
2014/2015	Park Beach local drainage improvements	Drainage works	100,000
2014/2015	Loaders Lane	Levy bank works	150,000
2014/2015	Marcia St/ Pacific Hwy	Drainage improvements	200,000
2014/2015	Investigation & Design	Drainage Improvements - Investigation & Design	200,000
2014/2015	Middle Creek	Creek Widening Works	400,000
2014/2015	Creek Clearing & Drainage Works	Maintenance Works	20,000
2014/2015	Urban & Non-Urban Drainage Works	Various Projects	350,000
<b>Totals for 2014/2015</b>			<b>2,370,000</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2015/2016	Flood Detention Basin	Construction of flood detention basin (Upper Shephards Lane)	3,000,000
2015/2016	Park Beach Trunk Drainage - Stage 2	Provision of additional trunk drainage	300,000
2015/2016	CBD Drainage – Stage 2	Augmentation CBD Drainage to reduce flooding risk - Stage 2	100,000
2015/2016	Investigation & Design	Drainage Improvements - Investigation & Design	50,000
2015/2016	Creek Clearing & Drainage Works	Maintenance Works	50,000
2015/2016	Urban & Non-Urban Drainage Works	Various Projects	300,000
<b>Totals for 2015/2016</b>			<b>3,800,000</b>

*Continued next page*

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

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

Full Drainage / Flood Works Program (2014/2015 - 2017/2018)			
Year	Project/Road	Comment / Description	Project Estimate (\$)
2016/2017	North Boambee Valley	Detention basin design	200,000
2016/2017	Park Beach Trunk Drainage - Stage 3	Provision of additional trunk drainage	1,500,000
2016/2017	Investigation & Design	Drainage Improvements - Investigation & Design	100,00
2016/2017	Creek Clearing & Drainage Works	Maintenance Works	50,000
2016/2017	Urban & Non-Urban Drainage Works	Various Projects	300,000
<b>Totals for 2016/2017</b>			<b>2,150,000</b>
Year	Project/Road	Comment / Description	Project Estimate (\$)
2017/2018	Investigation & Design	Drainage Improvements - Investigation & Design	50,000
2017/2018	Newports Creek	Detention basin construction	3,000,000
2017/2018	Creek Clearing & Drainage Works	Maintenance Works	50,000
2017/2018	Urban & Non-Urban Drainage Works	Various Projects	100,000
<b>Totals for 2017/2018</b>			<b>3,200,000</b>

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

### ▪ Business City Centre Special Rate Extension (2012)

Council initiated a City Centre revitalisation program in 2000/2001, funded by a twelve-year City Centre Special Rate (referred to as the CBD Special Rate). In June 2012, Coffs Harbour City Council secured Ministerial approval - via the Independent Pricing and Regulatory Tribunal (IPART) – to continue the CBD special rate in 2012/2013 to allow work to be carried out to support an application for a further ten-year extension of the Special Rate Variation.

The approval was subject to the following conditions:

Council reports in its Annual Report for the rating year of 2012/2013 on:

1. Expenditure on the development of the City Centre Masterplan; and the traffic flow works listed in IPART's determination; and
2. The outcomes achieved as a result of the special variation.

In relation to approval condition 1 above the following information was reported:

- Total rate revenue from the CBD Special Rate for 2012/2013 was \$668,900.
- Total expenditure on the development of the City Centre Masterplan for 2012/2013 was \$241,802.
- Total expenditure on CBD traffic flow works (Harbour Drive / Gordon Street intersection) for 2012/2013 was \$12,850.
- The remaining CBD Special Rate funds for 2012/2013 (\$414,248) have been revoted and are to be used for future major capital works associated with the intersection upgrade of Harbour Drive and Gordon Streets. These works have not yet commenced due to a pending development application from a large shopping centre, which is likely to have an impact on the scope of the upgrade works.

In relation to approval condition 2 above the following outcomes have been achieved:

**Development of the City Centre Masterplan** - The City Centre Masterplan maps the future for our City Centre. The Plan contains a number of strategies and projects that support key priorities previously identified through the Masterplan community consultation process. These key priorities include a focus on revitalising the City Centre to stimulate economic activity. The adopted City Centre Masterplan can be viewed at [www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Documents/Coffs-Harbour-City-Centre-Masterplan.pdf](http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Documents/Coffs-Harbour-City-Centre-Masterplan.pdf)

The City Centre Masterplan contains a ten-year City Centre works program which formed the basis of Council's approved 2013/2014 Special Rate Variation. This extension of CBD Special Rate for a further ten-year period provides the necessary funding for this works program.

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

### ▪ Business City Centre Special Rate Extension (2013/14 – 2022/23)

In June 2013, Coffs Harbour City Council secured Ministerial approval - via the Independent Pricing and Regulatory Tribunal (IPART) – to increase its general income for 2013/2014 by 5.43% to allow for the continuation of the CBD special rate for a further 10-year period. This additional rate revenue (above rate pegging increases) funds the 10-year City Centre works program which has been developed through the City Centre Masterplan.

The approval was subject to the following conditions:

1. The council uses the additional income for the purposes of funding the program of city centre capital works, including improving city streetscapes and upgrading car parking and pedestrian and traffic flows.
2. The council reports in its annual report for each rating year over the period from 2013/2014 to 2022/2023 on:
  - a) The program of expenditure that was actually funded by the special variation and the reasons for any significant differences from the program listed in Appendix A of IPART's Determination; and
  - b) The outcomes achieved as a result of the special variation.
3. The council reports to the Division of Local Government, Department of Premier and Cabinet, by 30 November each year on its compliance with these conditions for each rating year over the period from 2013/2014 to 2022/2023.

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

### Levies and Special Rate Variations (Continued)

#### Business City Centre Special Rate Extension (2013/14 – 2022/23) (Continued)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
Description of Works	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	TOTAL
Marketing & Activation Expenditure	135,000	118,450	122,004	125,664	129,434	133,317	137,316	141,436	145,679	150,049	1,338,349
Repaving City Square	200,000										200,000
City Square Upgrade - Awning, Lighting & Landscaping	1,000,000										1,000,000
City Square Amphitheatre	250,000										250,000
Duke Street Road Extension	300,000										300,000
CBD Signage	175,000										175,000
CBD Light Show, Decorative Lighting, CCTV	300,000										300,000
CBD Street Furniture	100,000										100,000
CBD Landscaping	100,000										100,000
CBD Lighting	50,000	50,000	50,000								150,000
Park Avenue Artist Lane		100,000									100,000
Contribution to Riding Lane Toilet upgrade		150,000									150,000
Castle Street Car Park - Upgrade (painting & signage)		150,000									150,000
Park Avenue Car Park - Upgrade (painting & signage)		75,000	50,000								125,000
Relocate City Square Shade Sail to Park Avenue	150,000										150,000
Install Shade Sails to Vernon Street		150,000									150,000
West High Street Sail		150,000									150,000
Harbour Drive Sail		150,000									150,000
Moonee Street Sail		150,000									150,000
Moonee Street Entry Statement		30,000									30,000
Activation Expenditure (capital equipment)	150,000										150,000
Park Avenue Upgrade and Landscaping			600,000								600,000
Works Contingency	200,000	100,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	390,000
Borrowing Costs (Principal & Interest)	180,000	240,000	461,126	574,566	615,127	597,236	638,477	621,286	663,253	1,018,375	5,609,446
<b>TOTAL EXPENDITURE</b>	<b>3,290,000</b>	<b>1,613,450</b>	<b>1,303,130</b>	<b>710,230</b>	<b>754,561</b>	<b>740,553</b>	<b>785,793</b>	<b>772,722</b>	<b>818,932</b>	<b>1,178,424</b>	<b>11,967,795</b>
CBD Special Rate Variation	(691,640)	(712,390)	(733,760)	(755,770)	(778,443)	(801,796)	(825,850)	(850,626)	(876,145)	(902,429)	(7,928,849)
Loan Drawdown	(4,000,000)	0	0	0	0	0	0	0	0	0	(4,000,000)
<b>TOTAL INCOME</b>	<b>(4,691,640)</b>	<b>(712,390)</b>	<b>(733,760)</b>	<b>(755,770)</b>	<b>(778,443)</b>	<b>(801,796)</b>	<b>(825,850)</b>	<b>(850,626)</b>	<b>(876,145)</b>	<b>(902,429)</b>	<b>(11,928,849)</b>
<b>FUNDING DEFICIT / (SURPLUS)</b>	<b>(1,401,640)</b>	<b>901,060</b>	<b>569,370</b>	<b>(45,540)</b>	<b>(23,882)</b>	<b>(61,243)</b>	<b>(40,057)</b>	<b>(77,904)</b>	<b>(57,213)</b>	<b>275,995</b>	<b>38,946</b>
Transfer to CBD Masterplan Reserve	1,401,640			45,540	23,882	61,243	40,057	77,904	57,213		
Transfer from CBD Masterplan Reserve		(901,060)	(569,370)							(275,995)	
<b>PROJECTED BUDGET RESULT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

Please note the CBD Masterplan Works Program was initiated in 2013/2014. Works from that year that have not yet commenced or been completed will carry forward to future years.

## 2014/2018 Financial Estimates

The financial estimates for the four years have been prepared in considerable detail, i.e. the same detail as the Draft 2014/2015 Budget. . A review of the estimates for each fund reveals as follows:

### General Fund

The draft four year financial estimates for Council's General Fund project the following results:

Year	Financial Estimate (\$)
2014/2015	1,557
2015/2016	1,301,586
2016/2017	1,933,364
2017/2018	1,709,766

Surplus  
Surplus  
Surplus  
Surplus

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

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

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works. The proposed Special Rate Variation for 2014/2015 is an important element of the funding solution to address Council's annual infrastructure renewal gap to ensure community expectations on service delivery are met.

Council's Transformation to Sustainability (T2S) Project has been included in the Financial Estimates through the Budget Program 015 "Financial Sustainability". Preliminary projections of the likely total investment and savings for each year are detailed in the Program.

Year	T2S Investment (\$)	T2S Savings (\$)
2014/2015	1,000,000	1,500,000
2015/2016	500,000	2,500,000
2016/2017	200,000	3,200,000
2017/2018	-	3,200,000

It is important to recognise that these projections are estimates only and do not in any way pre-empt the recommendations of the final T2S report or the adoption of specific initiatives by Council. The consultant's report is due to be tabled for Council consideration before the end of the current financial year.

## 2014/2018 Financial Estimates *(Continued)*

### Water and Sewerage Funds

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

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

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

The Draft Delivery Program provides for the deficits in the Sewerage Fund to decrease from 2014/2015 to 2015/2016 and then move into surplus. The Draft Delivery Program provides for the deficits in the Water Fund to decrease over each year. Details are set out below:

Year	Water (\$)		Sewerage (\$)	
2014/2015	(3,237,535)	(Deficit)	(2,536,225)	(Deficit)
2015/2016	(1,690,568)	(Deficit)	(1,904,125)	(Deficit)
2016/2017	(934,938)	(Deficit)	1,950,280	Surplus
2017/2018	(392,641)	(Deficit)	2,695,448	Surplus

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

The viability of both funds is assured in future years.



## 2014/2018 Financial Estimates *(Continued)*

### Proposed Loan Borrowings for 2014/2015

It is anticipated that the following new loans will be drawn in 2014/2015 to fund works as listed.

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

<b>Fund</b>	<b>Works</b>	<b>2014/2015 (\$)</b>
General	Open Space Land Acquisition	2,500,000
General	Commencement of Jetty Foreshores Revitalisation Project	2,200,000
<b>TOTAL BORROWINGS</b>		<b>4,700,000</b>

Please Note: The loan borrowing for the Open Space Land Acquisition may not be required if Section 94 funds become available for this acquisition.

### Division Budgets

The full Draft Division Budgets 2014/2018 can be accessed online at [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

Printed copies are available in binders - with copies of the full suite of IPR documents – at Council's administrative centre, at the branches of the library at Coffs Harbour, Woolgoolga and Toormina, and at display locations (see page 7) during the public exhibition period.

### Learning and Prospering – (Director - Community Development)

<b>THEME: LEARNING AND PROSPERING - We are a prosperous and learning community</b>			
<b>OBJECTIVE:</b> LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry			
<b>STRATEGY:</b> LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries			<b>CHCC Role:</b> Provider, Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Food Futures	Report on the outcomes of the Food Futures Network	Manager - Economic Development
Economic Development (S07)	Growers Market	Report on the management and promotion of the Growers market as an outlet for local producers to promote and develop their businesses.(Number of stallholders./ Number of attendees / Number and type of Community and Food Industry education programs implemented)	Manager - Economic Development
Economic Development (S07)	Creative Industries	Report on the outcomes of the Creative Industry Network (B5)	Manager - Economic Development
Economic Development (S07)	Co-working and Enterprise Facilitation	Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)	Manager - Economic Development
Economic Development (S07)	Manufacturing Network	Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc) (B2)	Manager - Economic Development
Economic Development (S07)	Health Network	Report on roll-out of Health Industry Network projects. Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)	Manager - Economic Development

Economic Development (S07)	Switched on Coffs Digital Strategy	Report on the implementation and review of the Switched on Coffs Digital Strategy (E1)	Manager - Economic Development
Tourism (S23)	Business Tourism Plan	Complete annual Business Marketing and Campaign Plan	Manager - Coffs Coast Tourism Marketing
Tourism (S23)	Overnight Visitation.	National Visitor Survey figures - Overnight Visitation.	Manager - Coffs Coast Tourism Marketing
Tourism (S23)	Direct economic impact	National Visitor Survey figures - direct economic impact	Manager - Coffs Coast Tourism Marketing
Tourism (S23)	Tourism-related jobs	Number of tourism-related jobs	Manager - Coffs Coast Tourism Marketing
<b>STRATEGY:</b> LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers			<b>CHCC Role:</b> Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	e-Subscribers	Report on the number of E-newsletter, social media subscribers	Manager - Economic Development
Tourism (S23)	NRN	Secondary alignment – no reporting necessary	
<b>STRATEGY:</b> LP1.3 Support innovation and leadership in sustainable business practices			<b>CHCC Role:</b> Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Event Management (S10)	Events	Reporting updated SIX-MONTHLY to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact	Coordinator Events and Local Sport

Event Management (S10)	Buskers Festival	Report on development and staging of Buskers Festival	Coordinator Events and Local Sport
Tourism (S23)	Industry contribution	Industry contribution (dollar value) to Coffs Coast Marketing activity	Manager - Coffs Coast Tourism Marketing

<b>OBJECTIVE:</b> LP2 We have a strong and diverse economy			
<b>STRATEGY:</b> LP2.1 Maximise opportunities for workforce participation			<b>CHCC Role:</b> Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Workforce Participation	Report 6-monthly on Workforce Participation Statistics for LGA	Manager - Economic Development
Tourism (S23)	Overnight Visitation; Direct Economic Impact; Tourism-related jobs	See LP1.1	Manager - Coffs Coast Tourism Marketing
<b>STRATEGY:</b> LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people			<b>CHCC Role:</b> Provider, Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Love Our City	See PL1.6	Manager - Economic Development
Sustainable Planning (S14)	Placemaking	See PL1.6	Manager - Sustainable Planning
<b>STRATEGY:</b> LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures			<b>CHCC Role:</b> Provider, Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Love Our City	See PL1.6	Manager - Economic Development

<b>OBJECTIVE:</b> LP3 Our city centre is a place where people can live, work and play			
<b>STRATEGY:</b> LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities			<b>CHCC Role:</b> Provider, Facilitator, Advocate
Service Name	Action	Description	Responsible Officer
Sustainable Planning (S14)	Urban balance; House / Land Monitor Statistics; DCP - Residential Lands Control Review	See PL1.3	Manager - Sustainable Planning
<b>STRATEGY:</b> LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour			<b>CHCC Role:</b> Provider, Facilitator
Service Name	Action	Description	Responsible Officer
Economic Development (S07)	Coffs Harbour Economic Strategy	Report on the delivery of projects and activities associated with the delivery of the Economic Strategy	Manager - Economic Development
Design (S30)	City Centre Prosperity Plan - Infrastructure planning and design	Report on the development and implementation of Coffs Harbour City Centre Prosperity Plan works	Executive Manager - Engineering Services

<b>OBJECTIVE:</b> LP4 We are recognised as a model of sustainable living			
<b>STRATEGY:</b> LP4.1 Promote Sustainability programs and policies			<b>CHCC Role:</b> Provider, Facilitator
Service Name	Action	Description	Responsible Officer
Environmental Management (S09)	Corporate Sustainability Program	Report on actions within the corporate sustainability program in the Sustainability Plan	Manager - Environmental Services
Environmental Management (S09)	Sustainability Dissemination	Report on local and regional sustainability information dissemination	Manager - Environmental Services

<b>OBJECTIVE:</b> LP5 We share the aspirations, knowledge, skills and history of all in our community			
<b>STRATEGY:</b> LP5.1 Promote and support a culture of lifelong learning			<b>CHCC Role:</b> Provider, Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Library (S15)	Library	Implement library strategic plan	Manager Library Services
Library (S15)	Library Resources	Develop library collections to meet community needs	Manager Library Services
Library (S15)	Community Learning	Develop and conduct community learning programs and activities to support the digital/information literacy needs of the community and the user education needs of library customers	Manager Library Services
Library (S15)	Membership	% of members against population. (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Visitation	Visitation per capita - all branches (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Turnover	Turnover of stock (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Collection	Age of collection (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Items per capita	Items per capita (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Circulation	Circulation per capita (Local figures and comparison with NSW benchmark)	Manager Library Services
Library (S15)	Items acquired	# of items acquired during the period	Manager Library Services

Library (S15)	Items discarded	# of items discarded during the period	Manager Library Services
Library (S15)	Programs and Events sessions	# of programs and events in period (incl. storytime)	Manager Library Services
Library (S15)	Programs and Events attendance	Total attendance at programs and events in period (incl. storytime)	Manager Library Services
Library (S15)	Visitation Online	Online visits to Library Website and Catalogue (Local figures only – No NSW benchmark)	Manager Library Services
Library (S15)	Radio Frequency Identification (RFID) system	Implement RFID system to provide for greater automation, improved stock management and self-service facilities for library customers.	Manager Library Services
Library (S15)	Review Library Strategic Plan	Review and update the Library Strategic Plan	Manager Library Services
<b>STRATEGY:</b> LP5.2 Facilitate and promote shared learning across generational and cultural groups			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Shared Learning	Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups	Community Services Manager
Community Services (S03)	Shared Learning Participation	Report on participation trends for shared learning activities	Community Services Manager
Community Services (S03)	Cultural Growth and Celebration	See LC4.2	Community Services Manager
Parks and Facilities (S17)	Gardens students	See LE1.3	Manager - Recreational Services

<b>OBJECTIVE:</b> LP6 Our education systems link strongly to the community and business			
<b>STRATEGY:</b> LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government			<b>CHCC Role:</b> Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Education and Skills	Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners) (C3)	Manager - Economic Development
<b>STRATEGY:</b> LP6.2 Support the provision of vocational education related to future need			<b>CHCC Role:</b> Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Education and Skills	See LP6.1	Manager - Economic Development
<b>STRATEGY:</b> LP6.3 Increase access to educational opportunities for all			<b>CHCC Role:</b> Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Economic Development (S07)	Education and Skills	See LP6.1	Manager - Economic Development

**Learning and Prospering – Projects 2015/2016 to 2017/2018**

<b>Service</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Library		Review Library Strategic Plan	



### Looking after our Community – (Director – Community Development)

THEME: LOOKING AFTER OUR COMMUNITY - Our Community is healthy, informed and engaged			
OBJECTIVE: LC1 Coffs Harbour is a strong, safe and adaptable community			
STRATEGY: LC1.1 Build pride and identity in Coffs Harbour as a community and a place			CHCC Role: Provider, Facilitator
Service Name	Action	Description	Responsible Officer
City Image - Cleaning (S02)	Satisfaction with cleanliness of streets	Level of satisfaction with cleanliness of streets	Executive Manager Operations
City Image - Cleaning (S02)	Satisfaction with cleanliness of public toilets	Level of satisfaction with cleanliness of public toilets	Executive Manager Operations
Community Services (S03)	Community Inclusiveness and Pride	The extent to which people feel part of the community (2030 Indicator and annual survey)	Community Services Manager
Parks and Facilities (S17)	Customer satisfaction	Customer satisfaction with roundabouts/reserves - reference group survey	Corporate Planner
Parks and Facilities (S17)	Gardens visitor growth	Percentage change in the number of visitors to the Botanic Gardens from the same period last year	Manager - Recreational Services
Parks and Facilities (S17)	Street tree planting	Street tree planting schedule implemented as per annual program	Manager - Recreational Services
Economic Development (S07)	Love Our City; Place Making	See PL1.6	Manager - Economic Development
Event Management (S10)	Events		

<b>STRATEGY:</b> LC1.2 Develop community resilience, disaster preparedness and response mechanisms			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Flooding and Coastal Management (S11)	Managing Coastal Erosion at Campbells Beach	Option analysis on reducing coastal erosion hazards at Campbells Beach	Environment and Coastal Engineer
<b>STRATEGY:</b> LC1.3 Promote a safe community			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Community safety	Community perception of safety (2030 indicator - annual survey)	Community Services Manager
Community Services (S03)	Rate of offences per population (Crimes against the person and Crimes against property)	Rate of offences per population (Crimes against the person and Crimes against property)	Community Services Manager
Compliance (S04)	Pool Response	Pool inspection program – number of inspections carried out within statutory timeframes (10 business days for requests for certificates and 72 hours for complaints)	Manager - Building Services
Compliance (S04)	Rangers Response	Rangers compliance - aggregated KPIs: % of complaints responded to within timeframe (target 85%)	Manager - Building Services

Environmental Management (S09)	Onsite Sewage System Compliance; Onsite Sewage System Inspections	See LE4.2	Manager - Environmental Services
Health (S13)	Food Authority Standard inspections	% of Premises Inspection program implemented against Food Authority Standard	Manager - Environmental Services
Lifeguard Services (S16)	Student participation	Participation of Yr4-10 students in the LGA in school beach safety programs (2000 annually).	Manager - Environmental Services
Lifeguard Services (S16)	Patrol effectiveness	Number of drownings compared to number of preventable drownings.	Manager - Environmental Services
Compliance (S04)	Awning Response	Establish an awning inspection register	Manager - Building Services
Compliance (S04)	Development Complaint response	Develop a reporting system to enable the measurement of the % of development-related complaints responded to within 7 working days	Manager - Building Services
<b>STRATEGY:</b> LC1.4 Promote a caring, inclusive and cohesive community			<b>CHCC Role:</b> Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Community Event Participation	Report on participation trends for community events	Community Services Manager
Community Services (S03)	Aboriginal Activities	Details of programs which target Aboriginal communities.	Community Services Manager

Community Services (S03)	CALD Activities	Details of programs which target Culturally & Linguistically Diverse (CALD) communities. (Report details of programs provided)	Community Services Manager
Community Services (S03)	Community Capacity Building Programs	Outline of details of programs for Community Capacity Building	Community Services Manager
Community Services (S03)	Community Inclusiveness and Pride	See LC1.4	Community Services Manager
Digital e-leadership (S31)	Coffs Connect Reach	% of active Community Organisations	Chief Information Officer
Digital e-leadership (S31)	Coffs Connect Events	Increase in the number of community event listings for period	Chief Information Officer
Digital e-leadership (S31)	Coffs Connect Visitors	Number of unique visitors to site	Chief Information Officer
Digital e-leadership (S31)	Coffs Connect Users	Number of Coffs Connect users	Chief Information Officer
<b>STRATEGY:</b> LC1.5 Support the vulnerable and disadvantaged			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Programs for the vulnerable and disadvantaged	Details of activities, projects or partnership initiatives undertaken to support the needs of the vulnerable and disadvantaged	Community Services Manager
Community Services (S03)	Grants	Details of grant activity undertaken. Outcomes with grant funding secured.	Community Services Manager

<b>STRATEGY:</b> LC1.6 Promote opportunities for all to fulfil their potential			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
Service Name	Action	Description	Responsible Officer
Community Services (S03)	Programs for the vulnerable and disadvantaged; Grants	See LC1.5	Community Services Manager
Event Management (S10)	Events	See LP1.3	Coordinator Events and Local Sport

<b>OBJECTIVE:</b> LC2 We lead healthy lives			
<b>STRATEGY:</b> LC2.1 Promote healthy living			<b>CHCC Role:</b> Facilitator, Advocate,
Service Name	Action	Description	Responsible Officer
Sewer (S20)	Sewer - Licence compliance	% of tests complying with EPA licences	Executive Manager Operations
Water (S25)	Water Quality	Percentage of tests complying with Drinking Water Quality guidelines	Executive Manager Operations
<b>STRATEGY:</b> LC2.2 Seek to provide a full range of quality health care services for all			<b>CHCC Role:</b> Facilitator, Advocate,
Service Name	Action	Description	Responsible Officer
Economic Development (S07)	Health Network	See LP1.1	Manager - Economic Development

<b>OBJECTIVE:</b> LC3 We have strong civic leadership and governance			
<b>STRATEGY:</b> LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour			<b>CHCC Role:</b> Provider, Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Customer Service (S05)	Customer Satisfaction	Customer satisfaction (data from exit survey - counter and online transactions)	Executive Manager - Finance
Property (S18)	Commercial Asset Management	Subject to adoption of Commercial Asset Management Strategy, commence implementation	Property Manager
Airport (S26)	Non-RPT Opportunities	Report on development of opportunities for non-RPT revenue-generation at the airport.	Manager - Airport
Corporate Planning (S29)	Integrated Planning and Reporting	Ensure compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents	Corporate Planner
Corporate Planning (S29)	2030 Community Indicators	Manage the Community Indicators for the 2030 Community Strategic Plan.	Corporate Planner
Environmental Laboratory (S32)	Improved systems	Report on productivity increases achieved due to client numbers and equipment updates	Manager - Environmental Laboratory
Environmental Laboratory (S32)	Customer Satisfaction	Report on outcome of annual customer survey	Manager - Environmental Laboratory
Environmental Laboratory (S32)	NATA audits	Report on progress of preparation and finalisation of NATA audits	Manager - Environmental Laboratory

Finance (S33)	Developer Contributions	Manage processes related to the annual Developer Contributions Program	Executive Manager - Finance
Finance (S33)	Grants Management	Manage the grants system processing	Executive Manager - Finance
Governance (S34)	Corporate Audit Schedule	Audit Reports – Completed according to Corporate Audit schedule.	Manager - Governance Services
Holiday Parks (S35)	Business Development	Implement strategies as per the Sustainable Improvement Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Lakeside Caravan Park	Manager - Holiday Parks and Reserves
Holiday Parks (S35)	Reserve Development	Implement strategies as per the adopted Plans of Management for Park Beach Reserve, Sawtell Reserve, Woolgoolga Reserve (North) and Woolgoolga Reserve (South)	Manager - Holiday Parks and Reserves
Plant and Fleet Management (S38)	Plant Savings	Annual comparison of internal vs external plant hire costs. Projected savings for the coming year. Actual savings for the year completed.	Executive Manager - Finance
Strategic Asset Planning (S40)	Condition assessments	Asset condition assessments carried out in accordance with programs	Manager - Strategic Asset Planning
Customer Service (S05)	ECM Requests Response	Average response times to Customer Requests in Electronic Content Management system	Executive Manager - Finance
Customer Service (S05)	Online transactions	% of payment of transactions through an online channel (to total transactions)	Executive Manager - Finance
Customer Service (S05)	Counter activity	Cost per counter transaction (Service requests, form lodgement, payments and enquiries)	Executive Manager - Finance
Customer Service (S05)	Service requests & forms lodged	% of service requests and forms lodged through an online channel (to total)	Executive Manager - Finance

Customer Service (S05)	Time in queue	Average time in queue before call answered is less than 10 seconds	Executive Manager - Finance
Development Assessment (S06)	TLC meetings	# of technical liaison committee meetings	Manager - Building Services
Development Assessment (S06)	DA processing	% DAs processed within 40 days	Manager - Building Services
Development Assessment (S06)	149 Certificate applications processing	% of 149 Certificate applications processed and issued within 5 days of receipt by Council	Manager - Building Services
Development Assessment (S06)	Building certificates (formerly s172 ) processing	% building certificates (formerly s172 ) processed within 21 days	Manager - Building Services
Airport (S26)	% increase in passenger traffic	% increase in passenger traffic	Manager - Airport
Airport (S26)	Airport Business	Profitability achieved in accordance with Forward Financial Plan	Manager - Airport
Design (S30)	Engineering plans	% compliance in delivery of engineering plans to service works program	Executive Manager - Engineering Services
Environmental Laboratory (S32)	Laboratory budget	% profit relative to turnover	Manager - Environmental Laboratory
Finance (S33)	Statutory Financial reporting	Compliance with legislative requirements in relation to key dates	Executive Manager - Finance
Finance (S33)	Accounts paid	Creditor accounts paid within business terms	Executive Manager - Finance



Finance (S33)	Outstanding Rates and Charges ratio	Outstanding Rates and Charges ratio (Annual only)	Executive Manager - Finance
Governance (S34)	Code of conduct complaints	Number of code of conduct complaints received in period	Manager - Governance Services
Governance (S34)	Code of conduct complaints finalisation	Number of code of conduct complaints finalised in period	Manager - Governance Services
Governance (S34)	Policy adoption	Number of policies adopted	Manager - Governance Services
Governance (S34)	Public Liability Claims accepted	Number of Public Liability Claims accepted in period	Manager - Governance Services
Governance (S34)	Professional indemnity claims	Number of professional indemnity claims accepted in period	Manager - Governance Services
Governance (S34)	Motor vehicle claims accepted	Number of motor vehicle claims accepted in period	Manager - Governance Services
Governance (S34)	Property claims accepted	Number of property claims accepted in period	Manager - Governance Services
Holiday Parks (S35)	Holiday Parks Revenue	Percentage Increase in Holiday Parks Revenue relative to previous financial year	Manager - Holiday Parks and Reserves
Holiday Parks (S35)	Growth in business levels	Percentage increase on room nights sold across all products	Manager - Holiday Parks and Reserves

Holiday Parks (S35)	Business Operations Trading Profit	Trading Profit percentage achieved across holiday park operations	Manager - Holiday Parks and Reserves
Media (S37)	Subscriber Change	% Change in online newsletter subscribers	Media Officer
Media (S37)	Web visit change	% Change in Website visitation	Media Officer
Procurement (S39)	Preferred Suppliers	% of suppliers in Preferred Supplier Arrangements to total suppliers	Executive Manager - Finance
Procurement (S39)	Supplier Rationalisation	% of suppliers responsible for 80% of spend	Executive Manager - Finance
Strategic Asset Planning (S40)	Work Order Register (Outgoing)	Handover a complete and accurate 2013/14 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31/7/14.	Manager - Strategic Asset Planning
Strategic Asset Planning (S40)	Work Order Register (Incoming)	Handover a complete and accurate 2014/15 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31 May 2015.	Manager - Strategic Asset Planning
Telemetry and Optic Fibre (S41)	Revenue generated	Revenue generated	Manager - Telecomm and New Technology
Telemetry and Optic Fibre (S41)	Value of productivity savings generated	Value of productivity savings generated	Manager - Telecomm and New Technology
Development Assessment (S06)	E-PLANNING	Implement an electronic system to optimise available information for DAs, progress a system to enable the lodgement and processing of applications under the E housing project.	Manager - Building Services

Sustainable Planning (S14)	Housekeeping LEP	Prepare a planning proposal under LEP 2013 to review anomalies and make minor zone or clause changes in the LEP	Manager - Sustainable Planning
Waste Services (S24)	Waste Collection Contract	Finalise tenders for CCWS collection contract	Manager - Waste Services
Corporate Information Services (S28)	GIS Strategy	Develop GIS Strategy	Chief Information Officer
Corporate Information Services (S28)	External Web Based Mapping System	Development of an external web based mapping system	Chief Information Officer
Corporate Information Services (S28)	Implement Enterprise Search	Implement a search engine across all Council's databases and data shares.	Chief Information Officer
Corporate Information Services (S28)	Virtual Desktop	Investigate Virtual Desktop Infrastructure.	Chief Information Officer
Corporate Information Services (S28)	Property and Rating System Upgrade	Upgrade the Property and Rating system	Chief Information Officer
Corporate Information Services (S28)	CIS Strategy	Review existing CIS Strategy and produce CIS 2014-17	Chief Information Officer
Corporate Information Services (S28)	Asset Management Solution	Investigate holistic and integrated Asset Management Solution	Chief Information Officer
Corporate Planning (S29)	2030 End of Term Report	Co-ordinate Council's End of Term Report on the Coffs Harbour 2030 Plan	Corporate Planner
Digital e-leadership (S31)	Develop Open Data Strategy	Develop framework for implementation of Creative Commons licencing model.	Chief Information Officer

Digital e-leadership (S31)	Develop Process Automation Strategy	Develop a strategy for automating business process for deployment online	Chief Information Officer
Holiday Parks (S35)	Woolgoolga Reserve Public Amenities	Demolish existing and construct new public amenities at Woolgoolga Beach Reserve	Manager - Holiday Parks and Reserves
Human Resources (S36)	Workforce Plan	Review and revise the Workforce Plan	Exec Manager Human Resources Org Development
Procurement (S39)	Procurement Documentation (Roadmap)	Finalise suite of documentation for all procurement activities	Executive Manager - Finance
<b>STRATEGY:</b> LC3.2 Engage the community and other levels of government in securing outcomes			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Community and Agency Engagement	Nature of networks attended or facilitated by the Community Development Team	Community Services Manager
Community Services (S03)	Community Partnerships	Details of participation in any relevant partnership or sector initiatives.	Community Services Manager
Waste Services (S24)	Sustainable business	Report on Waste Management as a sustainable business operation	Manager - Waste Services
Event Management (S10)	Event Seed Funding approvals	# of applications approved by the Event Seed Funding Group during period	Coordinator Events and Local Sport
Event Management (S10)	Event Seed Funding Awarded	Total amount of seed funding awarded during the period	Coordinator Events and Local Sport

Sport (S21)	External Funding (Government)	Report on Number of grants applied for, value and success rate	Sports Development Officer
Environmental Management (S09)	State of the Environment Report	Report on progress in Preparation of the State of the Environment report - Data collection and collation 2013/14/15. Data collection and report preparation 2016 for adoption in November 2016. (Working with the Regional SOER Model developed during 2011/12/	Manager - Environmental Services
Parks and Facilities (S17)	Volunteer hours (Parks)	See LE1.2	Manager - Recreational Services
Environmental Management (S09)	Volunteer Hours (Habitat)	See LE3.4	Manager - Environmental Services
Tourism (S23)	Industry contribution	See LP1.3	Manager - Coffs Coast Tourism Marketing
Waste Services (S24)	Waste strategy	Develop new Waste Strategy	Manager - Waste Services
Finance (S33)	Statutory Financial reporting	See LC3.1	Executive Manager - Finance
Governance (S34)	Local Government Election	Co-ordinate the Local Government Election for CHCC. (2015/16 TO 2016/17)	Manager - Governance Services
Media (S37)	Subscriber Change; Web visit change	See LC3.1	Media Officer

<b>OBJECTIVE:</b> LC4 We have many opportunities to enjoy life together			
<b>STRATEGY:</b> LC4.1 Support local artistic and cultural expression			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Arts and Culture (S01)	Expression, Growth and Enjoyment	Report on number and nature of opportunities for local artistic and cultural expression. Include participation numbers.	Galleries and Museum Director
Arts and Culture (S01)	Gallery attendance	See LC4.2	Galleries and Museum Director
Arts and Culture (S01)	Bunker attendance	% increase in attendance at Bunker Cartoon Gallery compared to same period last year	Galleries and Museum Director
Arts and Culture (S01)	Museum attendance	% increase in attendance at Regional Museum compared to same period last year	Galleries and Museum Director
Arts and Culture (S01)	JMT capacity	Achieving 65% capacity or more in attendance for available theatre sessions during period.	Galleries and Museum Director
Community Services (S03)	Arts & Cultural Small Grants program	% change in number of A&CSGP submissions from previous year (%=Difference between year 1 and year 2, divided by year 1)	Community Services Manager
Community Services (S03)	Arts & Cultural Small Grants program	% change in value of A&CSGP allocations from previous year (%=Difference between year 1 and year 2, divided by year 1)	Community Services Manager

STRATEGY: LC4.2 Support opportunities for artistic and cultural growth and enjoyment			CHCC Role: Provider, Facilitator
Service Name	Action	Description	Responsible Officer
Community Services (S03)	Cultural growth and celebration	Report on number and nature of opportunities for cultural growth and celebration. Include participation numbers.	Community Services Manager
Community Services (S03)	Implement Cultural Plan	Outline of activities funded and/or completed from the Cultural Plan	Community Services Manager
Library (S15)	Arts/Culture Events	Participation in artistic and cultural events compared to targets	Manager Library Services
Arts and Culture (S01)	Gallery attendance	% increase in attendance at Regional Art Gallery compared to same period last year	Galleries and Museum Director
Arts and Culture (S01)	Museum redevelopment	Carry out detailed design and construction works to refurbish 215A Harbour Drive as a new museum	Galleries and Museum Director
Arts and Culture (S01)	Expression, Growth and Enjoyment; Bunker Attendance; Museum Attendance; JMT Capacity	See LC4.1	Galleries and Museum Director

<b>STRATEGY:</b> LC4.3 Support activities and events that help us celebrate our diversity			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Arts and Culture (S01)	Expression, Growth and Enjoyment.	See LC4.1	Galleries and Museum Director
Community Services (S03)	Cultural growth and celebration; Implement Cultural Plan; Aboriginal Activities	See LC4.2	Community Services Manager
Community Services (S03)	Aboriginal Activities; CALD Activities	See LC1.4	Community Services Manager
Library (S15)	Arts/Culture Events	See LC4.2	Manager Library Services
<b>STRATEGY:</b> LC4.4 Develop inclusive community, sporting and recreational events and activities			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Arts and Culture (S01)	Expression, Growth and Enjoyment	See LC4.1	Galleries and Museum Director



Community Services (S03)	Cultural growth and celebration; Implement Cultural Plan	See LC4.2	Community Services Manager
Library (S15)	Arts/Culture Events	See LC4.2	Manager Library Services
Event Management (S10)	Events	See LP1.3	Coordinator Events and Local Sport
Sport (S21)	Sport facility Usage	Sport facility - % usage against capacity	Coordinator Events and Local Sport

**Looking after our Community – Projects 2015/2016 to 2017/2018**

<b>Service</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Environmental Management	State of the Environment Report	State of the Environment Report	
Corporate Planning	2030 End of Term Report	2030 End of Term Report	
Governance	Local Government Election	Local Government Election	

### Looking after our Environment – (Director - City Planning)

<b>THEME: LOOKING AFTER OUR ENVIRONMENT - Our natural environment is protected and conserved for future generations</b>			
<b>OBJECTIVE:</b> LE1 We share our skills and knowledge to care for the environment			
<b>STRATEGY:</b> LE1.1 Identify and promote the region's unique environmental values			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Tourism (S23)	Marketing Campaign Implementation	Report on development and implementation of promotional campaigns (including media value and potential reach/audience)	Manager - Coffs Coast Tourism Marketing
<b>STRATEGY:</b> LE1.2 Develop programs to actively engage communities on environmental issues and solutions			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Community sustainability education and engagement program	Report on actions within the community sustainability education and engagement program in the Sustainability Plan	Manager - Environmental Services
Environmental Management (S09)	Carbon Management Response Plan	See LE2.2	Manager - Environmental Services
Environmental Management (S09)	Corporate Sustainability Program	See LP4.1	Manager - Environmental Services
Parks and Facilities (S17)	"Friends of Parks"	Number of participants actively supporting the "Friends of Parks" groups	Manager - Recreational Services
Parks and Facilities (S17)	Volunteer hours (Parks)	Number of volunteer hours (Parks and Facilities)	Manager - Recreational Services
Environmental Management (S09)	Volunteer Hours (Habitat)	See LE3.4	Manager - Environmental Services

Water (S25)	Water consumption	Average water consumption per property (yearly from report)	Executive Manager Operations
<b>STRATEGY:</b> LE1.3 Promote connection to the environment through learning in the environment			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Community Sustainability Education and Engagement Program	No of participants involved in sustainability education and engagement activities	Manager - Environmental Services
Parks and Facilities (S17)	Gardens students	Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (1,000 annually)	Manager - Recreational Services

<b>OBJECTIVE:</b> LE2 We reduce our greenhouse gas emissions and adapt for climate change			
<b>STRATEGY:</b> LE2.1 Maintain biodiversity in a changing climate			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Species conservation	There are no species extinctions in the LGA	Manager - Environmental Services
Sustainable Planning (S14)	Environment Zones Review	See LE3.1	Manager - Sustainable Planning
<b>STRATEGY:</b> LE2.2 Reduce our carbon footprint			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Greenhouse gas emissions	Council greenhouse gas emissions	Manager - Environmental Services
Environmental Management (S09)	Carbon Abatement	See LE4.6	Manager - Environmental Services

Environmental Management (S09)	Carbon Management Response Plan	Report on progress in developing updated Carbon Management Response Plan	Manager - Environmental Services
Water (S25)	Green House Gas emissions (Water)	Annual Greenhouse gas emissions (from report to the Office of Water)	Executive Manager Operations

<b>OBJECTIVE:</b> LE3 Our natural environment and wildlife are conserved for future generations			
<b>STRATEGY:</b> LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values			<b>CHCC Role:</b> Provider, Facilitator
Service Name	Action	Description	Responsible Officer
Environmental Management (S09)	Biodiversity Action Strategy 2012 - 2030	Report on actions within the Biodiversity Action Strategy 2012 - 2030	Manager - Environmental Services
Environmental Management (S09)	Environmental Levy Projects	Report on EL Projects	Manager - Environmental Services
Compliance (S04)	Illegal clearing	# of illegal clearing of vegetation matters investigated	Manager - Building Services
Compliance (S04)	Cautions	Number of Cautions issued	Manager - Building Services
Compliance (S04)	Penalty Infringement Notices	Number of Penalty Infringement Notices (PINs) issued	Manager - Building Services
Environmental Management (S09)	Corridor restoration	Number of hectares restored within mapped corridors from 2013 baseline.	Manager - Environmental Services
Environmental Management (S09)	Environmental Zone Protection	Area of land (hectares) protected by an environmental zone in a Local Environmental Plan.	Manager - Environmental Services
Environmental Management (S09)	Native Vegetation	No net loss of native vegetation based on 2013 baseline vegetation cover	Manager - Environmental Services

Sustainable Planning (S14)	Environment Zones Review	Prepare a planning proposal under LEP 2013 to review Environment Zones in the Local Government Area	Manager - Sustainable Planning
Sustainable Planning (S14)	Implement Environmental Levy Projects	Develop Cultural Significance Controls for LGA and implement into DCP	Manager - Sustainable Planning
<b>STRATEGY:</b> LE3.2 Enhance protection of our catchments, waterways and marine areas			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Flooding and Coastal Management (S11)	Coastal and estuary Management	Implement Coastal and Estuary Management Plans	Executive Manager - Engineering Services
Flooding and Coastal Management (S11)	Coastal Management Planning	Develop better management tools for planning decisions	Environment and Coastal Engineer
Flooding and Coastal Management (S11)	Ecohealth 2014-15	A health assessment of estuaries within CHCC LGA	Environment and Coastal Engineer
Flooding and Coastal Management (S11)	Arwarra Creek Coastal Zone Management Plan	Development of a management plan and decision tool	Environment and Coastal Engineer
<b>STRATEGY:</b> LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs			<b>CHCC Role:</b> Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Green Team involvement	Increase Number of Aboriginal 'green teams' engaged in environmental restoration from a 2013 baseline.	Manager - Environmental Services

<b>STRATEGY: LE3.4 Create environmental restoration programs through partnerships with the community</b>			<b>CHCC Role: Provider, Facilitator</b>
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Parks and Facilities (S17)	Bush Regeneration	Report on progress of bush regeneration program	Coordinator Horticultural Services
Finance (S33)	Environmental Levy	Manage the development and review of the annual Environmental Levy Program	Executive Manager - Finance
Environmental Management (S09)	Volunteer Hours (Habitat)	Number of volunteer hours spent on habitat restoration increasing 5% annually from 2013 baseline	Manager - Environmental Services
Environmental Management (S09)	Corridor restoration	See LE3.1	Manager - Environmental Services
<b>STRATEGY: LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences</b>			<b>CHCC Role: Provider, Facilitator, Advocate,</b>
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Parks and Facilities (S17)	Footpath work response	% of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves	Manager - Recreational Services
Parks and Facilities (S17)	Footpath Work Orders	% of Work Orders relating to footpaths and boardwalks completed within the period	Manager - Recreational Services
Parks and Facilities (S17)	Beach accessway response	% of requests responded to within 7 days relating to works on beach accessways	Manager - Recreational Services
Parks and Facilities (S17)	Beach accessway Work Orders	% of Work Orders relating to beach accessways completed within the period	Manager - Recreational Services
Footpaths and cycleways (S12)	Footpaths - Works Planning	See MA1.4	Manager - Infrastructure Programs

Finance (S33)	Environmental Levy	See LE3.4	Executive Manager - Finance
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<b>OBJECTIVE:</b> LE4 We reduce our impact on the environment			
<b>STRATEGY:</b> LE4.1 Implement total water cycle management practices			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Sewer (S20)	Reclaimed water consumed	% of reclaimed water consumed against total treated ( 6-monthly)	Executive Manager Operations
Water (S25)	Water consumption	See LE1.2	Executive Manager Operations
<b>STRATEGY:</b> LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
City Image - Cleaning (S02)	Complaints	Number of complaints (Customer Requests) relating to street litter	Executive Manager Operations
City Image - Cleaning (S02)	Collection	Volume of street litter collected (tonnes)	Executive Manager Operations
Environmental Management (S09)	Onsite Sewage System Compliance	Percentage of inspected Onsite Sewage systems that comply	Manager - Environmental Services
Environmental Management (S09)	Onsite Sewage System Inspections	Percentage of scheduled inspections completed (100%)	Manager - Environmental Services
Health (S13)	Incident response	% pollution incidents responded to within 2 days	Manager - Environmental Services
Sewer (S20)	Overflows	Number of dry weather overflows	Executive Manager Operations

<b>STRATEGY: LE4.3</b> Ensure the sustainable use of our natural resources			<b>CHCC Role:</b> Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Water (S25)	Abstraction compliance	% compliance with water abstraction licence conditions	Executive Manager Operations
<b>STRATEGY: LE4.4</b> Implement programs which aim to make the Coffs Harbour LGA a zero waste community			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Waste Services (S24)	Warning stickers (Coffs Harbour)	# of warning stickers issued (Coffs Harbour)	Manager - Waste Services
Waste Services (S24)	Environmental Compliance	Scorecard - testing against targets set by environmental protection licence	Manager - Waste Services
Waste Services (S24)	Waste to Landfill	Volume of waste to landfill	Manager - Waste Services
Waste Services (S24)	Material Recovered	Volume of material recovered	Manager - Waste Services
Health (S13)	Public Bin collection	Tonnage of park and street bin waste collected. (Formerly M13.02)	Manager - Environmental Services
Health (S13)	Public Bin waste diversion	Tonnage of park recycling bins. (Formerly M13.03)	Manager - Environmental Services
<b>STRATEGY: LE4.5</b> Develop renewable energy systems for the region			<b>CHCC Role:</b> Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Sustainability Dissemination	See LP4.1	Manager - Environmental Services



<b>STRATEGY:</b> LE4.6 Promote and adopt energy efficient practices and technologies across the community			<b>CHCC Role:</b> Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Environmental Management (S09)	Carbon Abatement	Tonnes carbon abated through council initiatives	Manager - Environmental Services
Water (S25)	Operating cost	Total operating cost per kilolitre (\$) - Water	Executive Manager Operations

**Looking after our Environment – Projects 2015/2016 to 2017/2018**

<b>Service</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Sustainable Planning	Environment Zones Review		
Sustainable Planning	Implement Environmental Levy Projects		

**See page 26 for Environmental Levy Program 2014/2015**

### Moving Around – (Director - City Infrastructure Services)

<b>THEME: MOVING AROUND - We are moving around easily, safely and sustainably</b>			
<b>OBJECTIVE: MA1</b> We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region			
<b>STRATEGY: MA1.1</b> Plan for new transport infrastructure			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Transport Infrastructure	Report on new transport infrastructure Design projects	Executive Manager - Engineering Services
Strategic Asset Planning (S40)	Asset Management Strategy Actions	See PL1.2	Manager - Strategic Asset Planning
<b>STRATEGY: MA1.2</b> Improve the effectiveness of the existing transport system			<b>CHCC Role:</b> Provider, Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Roads and Bridges (S19)	Bitumen Seal - Asphalt Resurfacing	Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period	Executive Manager Operations
Roads and Bridges (S19)	Gravel Re-Sheet	Report on implementation of Gravel Re-sheet program in period	Executive Manager Operations
Roads and Bridges (S19)	Rehabilitation	Report on implementation of Rehabilitation program in period	Executive Manager Operations
Roads and Bridges (S19)	Bridges - Works	Complete planned bridge works for the year.	Executive Manager Operations
Airport (S26)	Airport Works	Report on progress of airport works	Manager - Airport
Design (S30)	Transport Planning	Implement Transport Working Group Action Plan	Executive Manager - Engineering Services

<b>STRATEGY:</b> MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Public Transport	Implement recommendations of Public Transport Working Group	Executive Manager - Engineering Services
Roads and Bridges (S19)	Roads and Bridges - Pavement standard	Report % of pavement with defects identified against the total pavement	Executive Manager Operations
<b>STRATEGY:</b> MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Footpaths and cycleways (S12)	Footpaths - Works Planning	Prepare and implement works program for footpaths, cycleways and bus shelters.	Manager - Infrastructure Programs
Footpaths and cycleways (S12)	West Coffs cycleway	From Roselands east (section 94)	Manager - Strategic Asset Planning
Footpaths and cycleways (S12)	Pacific Hwy cycleway	Hospital south to Stadium Drive (grant funded)	Manager - Strategic Asset Planning
Footpaths and cycleways (S12)	Bonville school	(RMS funded)	Manager - Strategic Asset Planning
Footpaths and cycleways (S12)	Pacific Hwy cycleway	In conjunction with Sapphire to Woolgoolga (RMS funded)	Manager - Strategic Asset Planning
Footpaths and cycleways (S12)	Mastrocolas Road	Footpath extension (grant funded)	Manager - Strategic Asset Planning

<b>OBJECTIVE:</b> MA2 We have a system of well-maintained and safe roads for all users			
<b>STRATEGY:</b> MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Footpaths and cycleways (S12)	Footpath / Cycleway Pavement standard	Report % of pavement with defects identified against the total pavement	Manager - Strategic Asset Planning
Footpaths and cycleways (S12)	Footpaths - Works Planning	See MA1.4	Manager - Infrastructure Programs
Roads and Bridges (S19)	Roads and Bridges - Maintenance Program	Report % complete of annual routine maintenance program	Executive Manager Operations
<b>STRATEGY:</b> MA2.2 Facilitate safe traffic, bicycle and pedestrian movement			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Traffic Committee	Implement Traffic Committee Recommendations	Executive Manager - Engineering Services
Design (S30)	Road Safety	Implement Road Safety Strategic Plan using current Safe Systems methodology	Executive Manager - Engineering Services
<b>STRATEGY:</b> MA2.3 Reduce the impact of the highway on our community			<b>CHCC Role:</b> Facilitator, Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Traffic Committee; Road Safety	See MA2.2	Executive Manager - Engineering Services

<b>OBJECTIVE:</b> MA3 We have developed integrated regional freight hubs			
<b>STRATEGY:</b> MA3.1 Increase rail freight services			<b>CHCC Role:</b> Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Transport Planning	See MA1.2	Executive Manager - Engineering Services
<b>STRATEGY:</b> MA3.2 Examine opportunities for the integration of road and rail freight services			<b>CHCC Role:</b> Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Transport Planning	See MA1.2	Executive Manager - Engineering Services
<b>STRATEGY:</b> MA3.3 Develop maritime freight transport opportunities			<b>CHCC Role:</b> Advocate,
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Transport Planning	See MA1.2	Executive Manager - Engineering Services

## Moving Around – Programs of Works 2014/2015 to 2017/2018

### LOCAL ROADS 2014/2015 to 2017/2018 WORKS PROGRAMS

Program (Various Locations*)	2014/2015 Estimate (\$M)	2015/2016 Estimate (\$M)	2016/2017 Estimate (\$M)	2017/2018 Estimate (\$M)
<b>Reseals</b> (includes repair and seal and resurfacing)	1,298,845	1,296,150	1,300,160	1,308,855
<b>Rehabilitation</b> (dependant on Special Rate Variation funding)	1,676,189	2,338,264	3,000,898	3,061,037

See page 29 (2008 SRV) for Bridge Program

### OTHER TRANSPORT ASSETS PROGRAM (Dependant on 2014/17 Special Rate Variation)

Year	Kerbs (\$)	Car Parks (\$)	Footpaths & Cycleways (\$)	Guard Rail (\$)	Total (\$)
2014/2015	90,000	30,000	40,000	30,000	190,000
2015/2016	185,000	60,000	85,000	60,000	390,000
2016/2017	250,000	85,000	150,000	110,000	595,000
2017/2018	257,500	92,700	154,500	113,300	618,000

**Places for Living – (Director - City Planning)**

<b>THEME: PLACES FOR LIVING - Our built environment connects us and supports us in living sustainably</b>			
<b>OBJECTIVE: PL1 Our infrastructure and urban development is designed for sustainable living</b>			
<b>STRATEGY: PL1.1 Promote higher densities in our urban centres</b>			<b>CHCC Role: Facilitator</b>
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Sustainable Planning (S14)	Urban balance	See PL1.3	Manager - Sustainable Planning
<b>STRATEGY: PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events</b>			<b>CHCC Role: Provider</b>
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Flooding and Coastal Management (S11)	Floodplain Management	Implement Floodplain Management Plans	Executive Manager - Engineering Services
Flooding and Coastal Management (S11)	Coffs Harbour Boat Ramp Works	To reduce surge issues at the boat ramp	Environment and Coastal Engineer
Flooding and Coastal Management (S11)	Coffs Creek Flood Study Review	Update the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Boambee - Newports Creek Floodplain Risk Management Study and Plan	Develop flood mitigation options for Boambee - Newports creek catchments	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Woolgoolga Creek Floodplain Risk Management Study and Plan	Woolgoolga Creek Floodplain Risk Management Study and Plan	Flooding and Drainage Engineer

Flooding and Coastal Management (S11)	Park Beach Major drainage Augmentation design	Design and cost - benefit assessment of major drainage augmentation for Park Beach	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Fiddamans Creek Flood Study	Under take a flood study of Fiddamans Ck to determine flood behaviour for a range of flood events and climate change	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Hearnes Lake - Willis Creek Flood Study	Determine flood behaviour and characteristics for Hearnes Lake and Willis Ck	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Middle Creek - Review and Investigate flood mitigation options	Review and investigate new flood mitigation options for Middle Creek	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Corindi River Flood Study	determine flood behaviour and characteristics for Corindi River	Flooding and Drainage Engineer
Flooding and Coastal Management (S11)	Arrawarra Creek Flood Study	Determine flood behaviour and characteristics for Arrawarra Ck	Flooding and Drainage Engineer
Property (S18)	Land Acquisitions for Detention Basins	Finalisation of all land acquisitions for Flood detention Basins	Property Manager
Sewer (S20)	Sewer Infrastructure Works	Report on progress of sewer infrastructure works in relation to time, budget, and quality	Executive Manager Operations
Sewer (S20)	Sewerage performance	Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report.	Executive Manager Operations
Water (S25)	Reticulated Water Infrastructure	Report on progress of Reticulated Water Infrastructure works in relation to time, budget, and quality	Executive Manager Operations
Strategic Asset Planning (S40)	Asset Management Strategy Council-wide	Review Asset Management Strategy and Asset Management Plans by 30 June	Manager - Strategic Asset Planning



Strategic Asset Planning (S40)	AMS Actions	Implement Actions as set out in Asset Management Strategy	Manager - Strategic Asset Planning
Strategic Asset Planning (S40)	Infrastructure Strategies	Report on status of review of Infrastructure Strategies	Manager - Strategic Asset Planning
Sewer (S20)	Operating cost (sewer)	Total operating cost (Sewer) per kilolitre treated (yearly report)	Executive Manager Operations
Sewer (S20)	Reclaimed water consumed	See LE4.1	Executive Manager Operations
Water (S25)	Network efficiency	Network efficiency - water loss as % of total water processed	Executive Manager Operations
Water (S25)	Operating cost (Water)	See LE4.6	Executive Manager Operations
Property (S18)	Building Condition	Develop Building Asset Conditioning Framework. Implement with M18.01 as ongoing Measure	Property Manager
Property (S18)	Community Building Leasing and Licensing Policy	Develop Community Building Leasing and Licensing Policy for adoption by Council. Implement cost recovery framework with M18.04 as Measure	Property Manager
Sewer (S20)	Sawtell Sewerage Treatment Works Decommissioning	Sawtell Pump Station, Rising Main and Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality	Executive Manager Operations
Stormwater (S22)	Rate Funded Floodworks	Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks.	Manager - Strategic Asset Planning
Stormwater (S22)	Flood Detention Basin	Construction of flood detention basin (Spagnolos road)	Manager - Strategic Asset Planning

Stormwater (S22)	Park beach local drainage improvements	Drainage works	Manager - Strategic Asset Planning
Stormwater (S22)	Loaders lane	Levy bank works	Manager - Strategic Asset Planning
Stormwater (S22)	Marcia St/ Pacific Hwy	Drainage improvements	Manager - Strategic Asset Planning
Stormwater (S22)	Investigation & Design	Drainage Improvements - Investigation & Design	Manager - Strategic Asset Planning
Stormwater (S22)	Middle Creek	Creek Widening Works	Manager - Strategic Asset Planning
Stormwater (S22)	Creek Clearing & Drainage Works	Maintenance Works	Manager - Strategic Asset Planning
Stormwater (S22)	Urban & Non-Urban Drainage Works	Various Projects	Manager - Strategic Asset Planning
Waste Services (S24)	Waste Weighbridge/Gates	Finalise tenders for Weighbridge Operation and Transfer Station Gate Operations.	Manager - Waste Services
Waste Services (S24)	Preferred future disposal plan	Develop criteria for and identify possible locations for a future landfill site	Manager - Waste Services
Water (S25)	Main Duplication	Main duplication – Karangī WTP to Red Hill	Executive Manager Operations
Water (S25)	Coramba Water Main	Report on progress of Coramba Water Main	Executive Manager Operations
Strategic Asset Planning (S40)	Asset Data Migration Plan	Migrate remaining asset data into Asset Management System in accordance with Plan	Manager - Strategic Asset Planning
Strategic Asset Planning (S40)	Data Collection Program	Develop 5 year Asset Data Collection Program	Manager - Strategic Asset Planning

Strategic Asset Planning (S40)	Asset Management Gap Analysis	Undertake independent gap analysis / review of AM Systems and Processes to inform 2015 AM Strategy	Manager - Strategic Asset Planning
Strategic Asset Planning (S40)	Condition assessments	See LC3.1	Manager - Strategic Asset Planning
<b>STRATEGY:</b> PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services			<b>CHCC Role:</b> Provider, Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Sustainable Planning (S14)	Urban balance	Report on residential proximity to services as per 2030 Indicators (GIS and Asset Management-assisted) - FOR EOT REPORT - SHARON TO DISCUSS WITH GIS	Manager - Sustainable Planning
Sustainable Planning (S14)	House / Land Monitor Statistics	House / Land Monitor Statistics - review the Housing Monitor figures, on an annual basis, as released by the DOP	Manager - Sustainable Planning
Sustainable Planning (S14)	DCP - Residential Lands Control Review	Amend City-wide Developmental Control Plan (DCP) to incorporate Residential Lands Control Review	Manager - Sustainable Planning
<b>STRATEGY:</b> PL1.4 Create affordable housing options			<b>CHCC Role:</b> Facilitator, Advocate
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Community Services (S03)	Community and Agency Engagement	See LC3.2	Community Services Manager
<b>STRATEGY:</b> PL1.5 Encourage innovative developments that embrace our climate and local environment			<b>CHCC Role:</b> Facilitator
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
B14.02	Placemaking	See PL1.6	Senior Planner - Sustainable Planning

<b>STRATEGY:</b> PL1.6 Reinforce the unique identity of villages and communities			<b>CHCC Role:</b> Provider, Facilitator
Service Name	Action	Description	Responsible Officer
Economic Development (S07)	Love Our City	Report on the roll-out of "Love Our City" projects targetting villages and communities (A6)	Manager - Economic Development
Economic Development (S07)	Place Making	Report on festivals / events which celebrate what we love about our special place (A5)	Manager - Economic Development
Sustainable Planning (S14)	Placemaking	Report on Sustainable Planning Placemaking projects	Manager - Sustainable Planning
Design (S30)	Landscape/Urban Design	Report on Landscape and Urban Design projects	Executive Manager - Engineering Services

<b>OBJECTIVE:</b> PL2 Our public spaces are enjoyed by all our people			
<b>STRATEGY:</b> PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area			<b>CHCC Role:</b> Provider, Facilitator, Advocate
Service Name	Action	Description	Responsible Officer
Design (S30)	Harbour Foreshores	Report on implementation of Foreshores Masterplan (subject to funding)	Executive Manager - Engineering Services
<b>STRATEGY:</b> PL2.2 Provide public spaces and facilities that are accessible and safe for all			<b>CHCC Role:</b> Provider, Facilitator
Service Name	Action	Description	Responsible Officer
City Image - Cleaning (S02)	Satisfaction with cleanliness of streets; Public toilets.	See LC1.1	Executive Manager Operations
City Image - Cleaning (S02)	Street Litter: Complaints; Volume collected.	LE4.2	Executive Manager Operations

Community Services (S03)	Community facility improvement	Details of improvements undertaken to develop or enhance facilities.	Community Services Manager
Sustainable Planning (S14)	Urban balance	See PL1.3	Manager - Sustainable Planning
Property (S18)	Building Condition; Community Building Leasing and Licensing Policy	See PL1.2	Property Manager
Property (S18)	Public Amenities Upgrade Program	Upgrade public amenities according to program of works.	Property Manager
Design (S30)	Open Space	Report on implementation of Open Space Strategy	Executive Manager - Engineering Services
Parks and Facilities (S17)	Cemetery capacity	Maintain cemetery capacity to serve the community in a timely and professional way	Manager - Recreational Services
Parks and Facilities (S17)	Customer requests – Mowing	Number of Customer Requests regarding mowing	Manager - Recreational Services
Parks and Facilities (S17)	Outstanding risk defects	Number of outstanding risk defects (>70)	Manager - Recreational Services
Parks and Facilities (S17)	Street Tree/City Reserve requests	Number of customer requests regarding reserves and street trees (<6)	Manager - Recreational Services
Parks and Facilities (S17)	Street Tree/Reserve response	Tree complaints responded to in a timely manner (as per risk category)	Manager - Recreational Services
Parks and Facilities (S17)	Mowing visits	Number of visits per total mowing programs(out-front, tractor contractor)	Manager - Recreational Services
Parks and Facilities (S17)	Mowing response	% of requests responded to within 7 days relating to mowing programs	Manager - Recreational Services

Parks and Facilities (S17)	"Friends of Parks"; Volunteer Hours (Parks)	See LE1.2	Manager - Recreational Services
Parks and Facilities (S17)	"Friends of Parks"; Volunteer Hours (Parks)	See LE1.2	Manager - Recreational Services
Parks and Facilities (S17)	Footpath work response; Footpath Work Orders; Beach accessway response; Beach accessway Work Orders	See LE3.5	Manager - Recreational Services
Property (S18)	Property condition	% Of buildings/property assets at satisfactory or above (pending development of asset condition reporting framework)	Property Manager
Property (S18)	Building Costs	% Of cost recovered on community buildings (pending development of community building cost recovery policy and framework)	Property Manager
Property (S18)	Swimming pools scorecard	Swimming pools - review benchmark/scorecard - attendance, satisfaction, revenue	Property Manager
Holiday Parks (S35)	Contribution to State Park & Woolgoolga Beach Reserve Trust	Percentage of budgeted Holiday Park contributions provided to Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust	Manager - Holiday Parks and Reserves
Sport (S21)	Sports facility plan projects	Report on status of sports facility plan projects (according to funding in LTFP)	Coordinator Events and Local Sport
Sport (S21)	Floodlighting Installation	Installation of Floodlighting on CSLP2	Coordinator Events and Local Sport
Design (S30)	Jetty foreshore redevelopment	Complete Stage 1 of Jetty foreshore redevelopment and commence detail design for Stage 2	Executive Manager - Engineering Services

<b>STRATEGY:</b> PL2.3 Provide safe and accessible play spaces for our children within each community			<b>CHCC Role:</b> Provider
<b>Service Name</b>	<b>Action</b>	<b>Description</b>	<b>Responsible Officer</b>
Design (S30)	Playground Design	Report on Playground Design projects	Executive Manager - Engineering Services
Parks and Facilities (S17)	Playground equipment condition	% of playground equipment with a condition rating above satisfactory	Manager - Recreational Services

**Places for Living – Projects 2015/2016 to 2017/2018**

<b>Service</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Water	Main Duplication		

**RECREATIONAL SERVICES - 2014/2017 WORKS PROGRAMS (Dependant on Special Rate Variation funding)**

<b>Year</b>	<b>Fences &amp; Accessways (\$)</b>	<b>Playgrounds (\$)</b>	<b>Jetties (\$)</b>	<b>Stairs (\$)</b>	<b>Footbridges (\$)</b>	<b>Total (\$)</b>
2014/2015	160,000	90,000	10,000			260,000
2015/2016	364,000	126,000	14,000	16,000		520,000
2016/2017			800,000			800,000
2017/2018			824,000			824,000

**BUILDINGS - 2014/2017 WORKS PROGRAMS (Dependant on Special Rate Variation funding)**

Year	Estimated Renewal Cost (\$)	Program Funding (\$)
2014/2015	479,658	480,000
2015/2016	978,829	980,000
2016/2017	1,499,750	1,500,000
2017/2018	1,543,211	1,545,000





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PPLGSCH\_GEN\_DELIVERY\_PROGAM

# COFFS HARBOUR CITY COUNCIL DRAFT 2014/2015 OPERATIONAL PLAN



Tabled at the Ordinary Meeting of 10 April 2014.

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



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## Integrated Planning and Reporting – the Operational Plan

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

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

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

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

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

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

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

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

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

### **405 Operational plan**

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

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



## How to Read the Delivery Program and Operational Plan

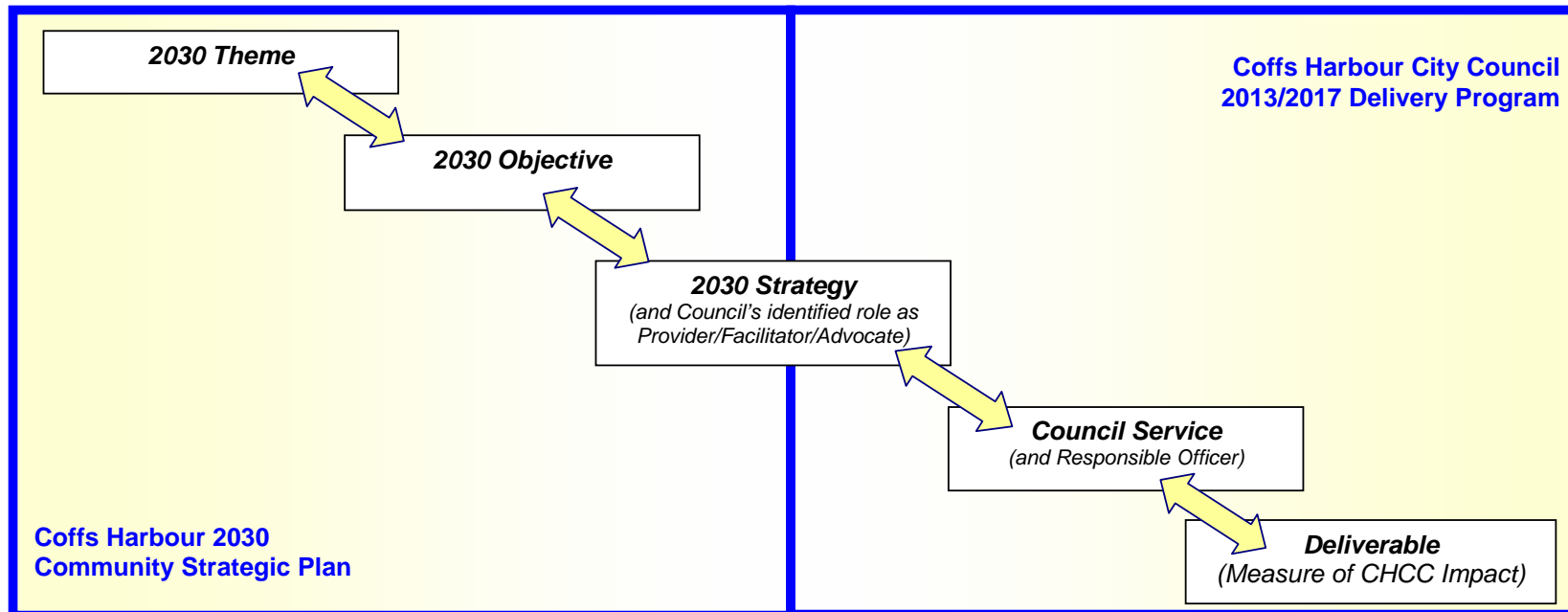
Council's Delivery Program and Operational Plan have been structured to align with the Themes, Objectives and Strategies of the *Coffs Harbour 2030* Community Strategic Plan.

The Operational Plan identifies 41 Services - these are the "principal activities" that Council undertakes to help implement *Coffs Harbour 2030*. The Services encompass all of the projects and ongoing tasks undertaken by Council.

### Delivery Program

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

Illustrated simply, the Delivery Program sets out the following:

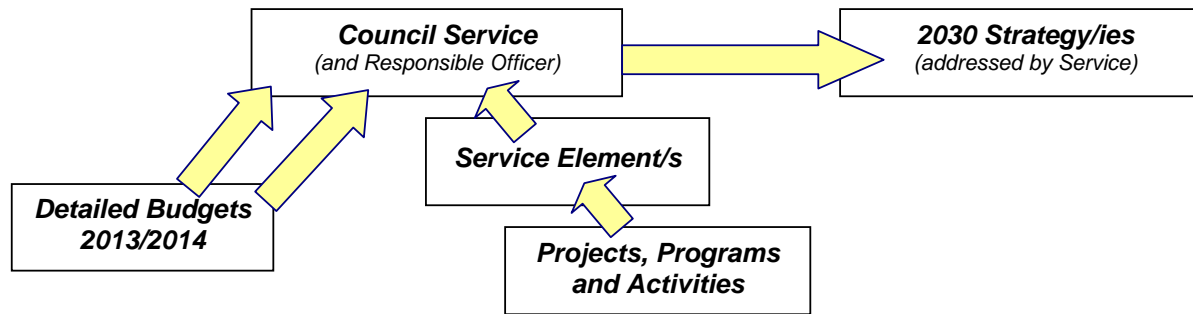


## How to Read the Delivery Program and Operational Plan *(Continued)*

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

### Operational Plan

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



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

The Operational Plan should be read in conjunction with Council's Draft Division Budgets 2014/2018 (see separate document).

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

### Quadruple Bottom Line Assessment

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

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



Social



Environmental



Economic



Governance

### Assessment Framework

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

Long-term sustainability indicators have been developed to help measure the achievement of the strategic goals within the *Coffs Harbour 2030 Plan*. These indicators will assist in providing data for the four-yearly, End of Term reporting needs of the Community Strategic Plan.

A range of measures is also in place to help monitor the strategic impact of Council's activities. These form the basis of Council's 6-monthly Progress Report on the Delivery Program, as required under IPR legislation.

### Financial Estimates

Draft Division Budgets identify detailed allocations for 2014/2015 and the subsequent three years. For reference, the adopted budget figures for the previous year (2013/2014) are also provided. Budgets can be accessed on Council's website at: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

## Community Engagement

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

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

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

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

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

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

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

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

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

## Community Engagement (*Continued*)

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

A specific Community Engagement process was initiated in September 2013 to maximise community input into the development of a comprehensive, long-term strategy to address Council's resourcing challenge from 2014/2015 onwards (see page 11).

Following their adoption by Council, the Draft 2014/2018 Delivery Program, Draft 2014/2015 Operational Plan, Draft Division Budgets 2014/2018 and Draft Fees and Charges 2014/2015 will be placed on public exhibition for 28 days (Friday 11 April to Friday 9 May 2014). The draft documents will be available to be accessed on Council's website: [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au) Hard copies will also be displayed at Council's Administrative Centre, at the three branches of the City Library (Coffs Harbour, Woolgoolga and Toormina), at General Stores and Post Offices in Karangi, Coramba, Nana Glen, Lowanna, Ulong, Corindi and Red Rock and at the Coffs Harbour Visitor Information Centre.

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

Council will consider all community submissions prior to finalising the 2014/2018 Delivery Program, 2014/2015 Operational Plan, Division Budgets 2014/2018 and Fees and Charges 2014/2015. It is Council practice to provide a written response to each submission writer to advise the outcome of their submission.

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

### **NOTICE UNDER SECTION 405(3) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2014 to 30 June 2015**

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

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

## Rate Category Maps

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

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

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

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

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

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

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

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

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

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

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

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



Coffs Harbour City Council

“A”





## Application for Special Variation to General Income 2014/2015 to 2016/2017

Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) pursuant to Section 508(A) of the Local Government Act. The SRV involves a permanent multiple year increase over a 3-year period (commencing 2014/2015).

### The Need and Purpose for the Special Rate Variation (The Road Financial Sustainability)

Council requires additional funding to achieve a sustainable level of service in terms of its infrastructure. To maintain current infrastructure condition and avoid continued deterioration over time, Council must spend an estimated \$6.2M over and above current funds for asset maintenance and renewal per annum.

Modelling of Council's long-term financial position also demonstrates that Council's costs have, and will continue to, increase faster than our revenues (known as an "underlying operating deficit"). To address this issue, Council must generate additional funding (estimated at \$1.8M) per annum.

Therefore, with these short-falls in funding combined, Council has an estimated \$8M gap annually that must be bridged between what Council generates in revenues and what must be spent to maintain current infrastructure condition and levels of service for the community – a 'Sustainable Position'.

The proposed SRV is a key element of Council's funding strategy to ensure this Sustainable Position is achieved.

All additional revenue generated by the SRV (above "rate pegging" allowances) will be used to fund additional asset maintenance and renewal works to close the annual shortfall in this expenditure (approximately \$6.2M) to support the delivery of services desired by the community.

The remaining annual funding shortfall (estimated at \$1.8M) will be closed through other funding options including:

- productivity / efficiency improvements (changing the way services are delivered)
- new revenue opportunities (e.g. commercialisation of council services)

These options are currently being explored through Council's Transformation to Sustainability (T2S) initiative.

### Allocation of Additional Rate Funds

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

## Application for Special Variation to General Income 2014/2017 (Continued)

### Allocation of Additional Rate Funds for Asset Expenditure

	2014/2015	2015/2016	2016/2017
Asset Expenditure	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)
Road Pavements and Surfacing	679,924	1,341,999	2,004,633
Road Maintenance	190,000	390,000	600,000
Other Transport Assets	190,000	390,000	600,000
Building Renewals	480,000	980,000	1,500,000
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
<b>Totals</b>	<b>2,019,924</b>	<b>4,081,999</b>	<b>6,204,633</b>

If IPART refuses the Special Rate Variation application, these programs of works will be deferred. A further review of 'Levels of Service' and funding options will be necessary to assist Council in its drive to meet its infrastructure maintenance and renewal needs and to achieve financial sustainability.

### **Increase in General Income Levels**

#### Year 1 of SRV (2014/2015)

IPART has already approved a state wide 'Rate Pegging' increase of 2.30% for 2014/2015. On top of this, Council is seeking a further 5.60% increase in 'General Income' (income from ordinary and special rates) for 2014/2015: a total increase of **7.90%**. Should Council be successful with the proposed SRV – the Draft 2014/2015 Operational Plan allows for the implementation of a **7.90%** increase in 'General Income' for 2014/2015.

#### Year 2 of SRV (2015/2016)

Council in Year 2 of the SRV is seeking an increase of **8.14%** in 'General Income' (income from ordinary and special rates) for 2015/2016. This increase includes an assumed rate pegging increase of 3% for 2015/2016.

#### Year 3 of SRV (2016/2017)

Council in Year 3 of the SRV is seeking an increase of **7.75%** in 'General Income' (income from ordinary and special rates) for 2016/2017. This increase includes an assumed rate pegging increase of 3% for 2016/2017.

It is anticipated that IPART will make a determination on Council's application by mid-June 2014.

## Application for Special Variation to General Income 2014/2017 *(Continued)*

### The Consultation Process

Council's 2013/2017 Delivery Program and 2013/2023 Resourcing Strategy 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.

Council's options to address the \$8M 'financial sustainability gap' - comprising a \$6.2M shortfall in funding for infrastructure repair and renewal (if service levels are to be maintained) and on-going General Fund operating deficits of approximately \$1.8M - were identified in the 2013/2023 Resourcing Strategy as being:

- 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 Resourcing Strategy also identified a number of actions (detailed below) to be taken in order to pursue these options which included community engagement processes to seek feedback on two fundamental questions:

1. What are our (the community's) service delivery priorities?
2. What are we (the community) willing to pay to enable these to be delivered?

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

This 'continuous improvement program' was actioned by Council at its meeting of 14 November 2013 in approving 'Stage 1' of the 'Transformation to Sustainability' project.

ACTIONS 2 & 3: Refinement of 'minimum' option of Council's service delivery model, where \$6M is cut from existing budgets in order to address Council's sustainability challenge, with a focus on clear service level descriptions for each service and finalisation of interactive program modelling that demonstrates the relationship between service levels and rate revenue.

Council at its meeting of 26 September 2013 endorsed a 'Level of Service – Community Engagement Process'. The objective of this engagement strategy was to seek community feedback on preferred levels of service and proposed funding solutions to meet those service levels.

## Application for Special Variation to General Income 2014/2017 (*Continued*)

### The Consultation Process (*Continued*)

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.

The 'Budget Allocator' tool was utilised to gather community feedback on all services funded by the general ordinary rate. The 'Budget Allocator' enabled the community to understand the cost (\$) of service delivery, including the impact on the average residential rate, allowing participants to balance their service priorities against what they were willing to pay for them.

The 'Budget Allocator' was made available to the open public through Council's website from 8 to 29 of October 2013. Council promoted the availability of this 'engagement tool' through a number local media channels including newspaper and radio advertisements. Council staff also attended a market stall in the CBD to explain the survey 'face-to-face' as well as encouraging people at the market to participate in the survey process.

In addition to the 'open' version of the Budget Allocator, the survey tool was applied to a new, randomly-selected online reference group. To form the group, Council engaged Jetty Research (an independent marketing research agency) to recruit 500 people who were representative of the local government area in terms of age and where they live. This 'community reference panel' was recruited to provide Council with added confidence (statistical validity) that the feedback received using the same 'engagement tool' was representative of the community as a whole.

The outcomes of this engagement process were included in a report to Council of 28 November 2013.

ACTIONS 4, 5 & 6: Develop a community engagement strategy regarding the sustainability challenges Council faces and the need to have the 'right debate' about service levels and rate revenue and finalise a Resourcing Strategy that sets out proposed changes to service levels and proposed rate increases.

The second phase of the engagement process sought community feedback on proposed steps to be taken by Council to adopt a financially sustainable position, including the proposal for a SRV and further funding options to close the remainder of the funding gap.

Council in this phase engaged the community through various media releases, a mail-out to all ratepayers (approx. 26,500 letters), e-newsletters, two information stalls (Growers Market and Harbour-side 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.

## Application for Special Variation to General Income 2014/2017 *(Continued)*

### The Consultation Process *(Continued)*

The survey (which was made available in both online and hard copy formats) also allowed participants to add additional comments in regards to their survey response. The survey had a simple approach, asking the Community if they 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 addition to the 'open public' survey, Council again separately engaged the 'community reference panel' with the same survey.

The outcomes of this engagement process were included in a report to Council of 13 February 2014.

### Impact on Residential Ratepayers

#### Year 1 of SRV (2014/2015)

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$155.29** per annum (or \$2.99 per week), which is a **5.0%** increase from 2013/2014.

#### Year 2 of SRV (2015/2016)

With a 8.14% increase in 'General Income' for 2015/2016, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$167.83** per annum (or \$3.23 per week), which is a **5.2%** increase from 2014/2015.

#### Year 3 of SRV (2016/2017)

With a 7.75% increase in 'General Income' for 2016/2017, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$171.35** per annum (or \$3.30 per week), which is a **5.0%** increase from 2015/2016.

The following table shows the impact on the total rates and charges payable for the 'average' residential property over the next 3-years if the SRV is approved by IPART.

## Application for Special Variation to General Income 2014/2017 (Continued)

Proposed Residential Rate Impacts for the '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	75.38	8.1%	1,089.67	83.64	8.3%	1,175.81	86.14	7.9%	245.16	26.3%
Environmental Levy	38.31	39.22	0.91	2.4%	40.41	1.19	3.0%	41.62	1.21	3.0%	3.31	8.6%
Sewer, Water, Waste & Stormwater Charges	2,118.50	2,197.50	79.00	3.7%	2,280.50	83.00	3.8%	2,364.50	84.00	3.7%	246.00	11.6%
<b>Totals</b>	<b>3,087.46</b>	<b>3,242.75</b>	<b>155.29</b>	<b>5.0%</b>	<b>3,410.58</b>	<b>167.83</b>	<b>5.2%</b>	<b>3,581.93</b>	<b>171.35</b>	<b>5.0%</b>	<b>494.47</b>	<b>16.0%</b>
<b>Increase per Week (\$)</b>			<b>2.99</b>			<b>3.23</b>			<b>3.30</b>		<b>9.51</b>	

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.

### Impact on Non-Residential Ratepayers

The following table shows the impact on 'Ordinary Rate' payable for the 'average' non-residential (Farmland & Business) property over the next 3-years if the SRV is approved by IPART.

- The Ordinary Rate for Farmland properties has been based on an average land valuation of \$412,100
- The Ordinary Rate for Business properties (outside of the Coffs Harbour CBD) has been based on an average land valuation of \$411,550
- The Ordinary Rate for City Centre Business properties has been based on an average land valuation of \$663,000

## Application for Special Variation to General Income 2014/2017 (Continued)

### Proposed Non-Residential Ordinary Rate Impacts for the 'Average' Non-Residential Property

Ordinary Rate <u>ONLY</u>	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			
	(\$)	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	(\$)	%	(\$)	%
Average Farmland Property	1,708.53	1,846.57	138.04	8.1%	2,000.01	153.44	8.3%	2,158.44	158.43	7.9%	449.91	26.3%
Average Business Property	3,264.62	3,528.41	263.79	8.1%	3,821.68	293.27	8.3%	4,123.85	302.17	7.9%	859.23	26.3%
Average Business - City Centre Property	7,251.96	7,838.98	587.02	8.1%	8,490.05	651.07	8.3%	9,161.67	671.62	7.9%	1,909.71	26.3%

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.

### More Information

For more information on the proposed SRV please refer to Council's 'Road to Financial Sustainability' area on our website at: [www.coffsharbour.nsw.gov.au/financialsustainability](http://www.coffsharbour.nsw.gov.au/financialsustainability)

## Statement of Council's Revenue Policy 2014/2015

### Draft 2014/2018 Financial Estimates

The financial estimates for the four years have been prepared in considerable detail, i.e. the same detail as the Draft 2014/2015 Budget. . A review of the estimates for each fund reveals as follows:

#### General Fund

The draft four year financial estimates for Council's General Fund project the following results:

Year	Financial Estimate (\$)
2014/2015	1,557
2015/2016	1,301,586
2016/2017	1,933,364
2017/2018	1,709,766

Surplus  
Surplus  
Surplus  
Surplus

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

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

Council's revenues are not meeting appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works. The proposed Special Rate Variation for 2014/2015 is an important element of the funding solution to address Council's annual infrastructure renewal gap to ensure community expectations on service delivery are met.

Council's Transformation to Sustainability (T2S) Project has been included in the Financial Estimates through the Budget Program 015 "Financial Sustainability". Preliminary projections of the likely total investment and savings for each year are detailed in the Program.

Year	T2S Investment (\$)	T2S Savings (\$)
2014/2015	1,000,000	1,500,000
2015/2016	500,000	2,500,000
2016/2017	200,000	3,200,000
2017/2018	-	3,200,000

It is important to recognise that these projections are estimates only and do not in any way pre-empt the recommendations of the final T2S report or the adoption of specific initiatives by Council. The consultant's report is due to be tabled for Council consideration before the end of the current financial year.



## Statement of Council's Revenue Policy (Continued)

### Water and Sewerage Funds

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

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

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

The Draft Delivery Program provides for the deficits in the Sewerage Fund to decrease from 2014/2015 to 2015/2016 and then move into surplus. The Draft Delivery Program provides for the deficits in the Water Fund to decrease over each year. Details are set out below:

Year	Water (\$)		Sewerage (\$)	
2014/2015	(3,237,535)	(Deficit)	(2,536,225)	(Deficit)
2015/2016	(1,690,568)	(Deficit)	(1,904,125)	(Deficit)
2016/2017	(934,938)	(Deficit)	1,950,280	Surplus
2017/2018	(392,641)	(Deficit)	2,695,448	Surplus

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

The viability of both funds is assured in future years.

## Statement of Council's Revenue Policy (Continued)

### Variation to General Income for 2014/2015 – 2.3% 'Rate Pegging' Increase

Should Council not be successful with the proposed Special Rate Variation (SRV) – being a permanent multiple year increase over a 3-year period (commencing 2014/2015) - the Draft 2014/2015 Operational Plan allows for the implementation of a 2.3% increase in 'General Income' (income from ordinary and special rates), announced for 2014/2015 by the Independent Pricing and Regulatory Tribunal (IPART) under Local Government 'Rate Pegging' legislation.

### Impact on Residential Ratepayers

With a 2.3% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$101.84** per annum (or \$1.96 per week), which is a **3.3%** increase from 2013/2014. In this instance, the impact upon the total rates and charges for the average residential property is detailed in the following table:

Rates & Charges	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	930.65	952.58	21.93	2.4
Environmental Levy	38.31	39.22	0.91	2.4
Sewerage Access Charge	783.00	806.00	23.00	2.9
Water Access Charge	139.00	143.00	4.00	2.9
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1
Domestic Waste Service	534.00	566.00	32.00	6.0
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>3,087.46</b>	<b>3,189.30</b>	<b>101.84</b>	<b>3.3</b>

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

1. The average residential property has been based on a land valuation of \$183,700 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy in the above table.
2. Water usage charges have been averaged at 250 kilolitres per annum.
3. Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.

## Statement of Council's Revenue Policy (Continued)

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

With a 2.3% increase in 'General Income' for 2014/2015, the 'average' non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

Ordinary Rate Component ONLY	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,708.53	1,749.03	40.50	2.4
Business Ordinary Rate	3,264.62	3,341.17	76.55	2.3
City Centre Business Ordinary Rate	7,251.96	7,423.28	171.32	2.4

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

1. The land valuation for the average Farmland rated property is \$412,100, for Business rated property is \$411,550 and for City Centre Business is \$663,000 – with these valuations being used in the determination of the ordinary rates in the above table.

## Statement of Council's Revenue Policy (Continued)

### Proposed Rating Structure for 2014/2015 (Without Special Rate Variation)

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2014/2015 if Council's application for a SRV is not successful.

Council applies a 'base amount' and a rate in the dollar (ad valorem rate) to land valuations when determining 'Residential' and 'Farmland' Ordinary Rates. Council applies an ad valorem rate (with minimum) to land valuations when determining 'Business' and 'Business City Centre' Ordinary Rates.

### Ordinary Rate Structure for 2014/2015 (WITHOUT Special Rate Variation)

Rating Category / Sub-Category	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value (\$)	Land Value on Minimum (\$)	Estimated Yield (\$)
Residential	28,520.80	0.0034871	312.00	32.75			5,239,180,518		27,168,036
Farmland	716	0.0034871	312.00	17.84			295,051,800		1,252,267
Business	1,427.12	0.0081185			526.50	252	587,328,700	8,389,634	4,832,795
Business (Business City Centre)	321.08	0.0111965			511.50	4	212,863,298	56,240	2,384,740
<b>Totals</b>	<b>30,985</b>					<b>256</b>	<b>6,334,424,316</b>	<b>8,445,874</b>	<b>35,637,838</b>

### Environmental Special Rate Structure for 2014/2015

Special Rate	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum (\$)	Estimated Yield (\$)
Environmental Levy	30,985	0.0001038	20.15	48.71			6,334,424,316		1,281,861

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations

#### Application for Special Rate Variation to General Income 2014/2015 to 2016/2017

As detailed on page 11 of this Draft Operational Plan, Council has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) pursuant to Section 508(A) of the Local Government Act. The SRV involves a permanent multiple year increase over a 3-year period (commencing 2014/2015) as detailed in the table below.

Year	Financial Year	Rate Peg %	Increase above Rate Peg %	SRV %
1	2014/2015	2.30	5.60	<b>7.90</b>
2	2015/2016	3.00**	5.14	<b>8.14</b>
3	2016/2017	3.00**	4.75	<b>7.75</b>

\*\* Assumed Rate Peg Increase of 3% for 2015/16 & 2016/17

Should Council be successful with the proposed SRV – the Draft 2014/2015 Operational Plan allows for the implementation of a **7.90%** increase in 'General Income' (income from ordinary and special rates) for 2014/2015.

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Proposed Rating Structure for 2014/2015 (With Special Rate Variation)

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2014/2015 if Council's SRV application is approved.

Council applies a 'base amount' and a rate in the dollar (ad valorem rate) to land valuations when determining 'Residential' and 'Farmland' ordinary rates. Council applies an ad valorem rate (with minimum) to land valuations when determining 'Business' and 'Business City Centre' ordinary rates.

#### Ordinary Rate Structure for 2014/2015 (WITH Special Rate Variation)

Rating Category / Sub-Category	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value (\$)	Land Value on Minimum (\$)	Estimated Yield (\$)
Residential	28,520.80	0.0036801	330.00	32.80			5,239,180,518		28,692,573
Farmland	716	0.0036801	330.00	17.87			295,051,800		1,322,100
Business	1,427.12	0.0085745			555.50	251	587,328,700	8,324,834	5,104,099
Business (Business City Centre)	321.08	0.0118235			539.50	4	212,863,298	56,240	2,518,282
<b>Totals</b>	<b>30,985</b>					<b>255</b>	<b>6,334,424,316</b>	<b>8,381,074</b>	<b>37,637,054</b>

#### Environmental Special Rate Structure for 2014/2015

Special Rate	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Base Amount %	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum (\$)	Estimated Yield (\$)
Environmental Levy	30,985	0.0001038	20.15	48.71			6,334,424,316		1,281,861

Please Note: There is no change to the Environmental Special Rate structure for 2014/2015 'with or without' the SRV.

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Impact on Residential Ratepayers

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately **\$155.29** per annum (or \$2.99 per week), which is a **5.0%** increase from 2013/2014.

In this instance, the impact upon the total rates and charges for the 'average' residential property is detailed in the following table:

Rates & Charges	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	930.65	1,006.03	75.38	8.1
Environmental Levy	38.31	39.22	0.91	2.4
Sewerage Access Charge	783.00	806.00	23.00	2.9
Water Access Charge	139.00	143.00	4.00	2.9
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1
Domestic Waste Service	534.00	566.00	32.00	6.0
Stormwater Management	25.00	25.00	0.00	0.0
<b>Totals</b>	<b>3,087.46</b>	<b>3,242.75</b>	<b>155.29</b>	<b>5.0</b>

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

1. The average residential property has been based on a land valuation of \$183,700 and this valuation has been used in the determination of both the residential ordinary rate and environmental levy in the above table.
2. Water usage charges have been averaged at 250 kilolitres per annum.
3. Water, Sewerage, Stormwater Management and Domestic Waste Service charges are not subject to rate pegging restrictions.

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

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

With a 7.90% increase in 'General Income' for 2014/2015, the 'average' non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

Ordinary Rate Component ONLY	2013/2014	2014/2015	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	1,708.53	1,846.57	138.04	8.1
Business Ordinary Rate	3,264.62	3,528.83	264.21	8.1
City Centre Business Ordinary Rate	7,251.96	7,838.98	587.02	8.1

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

1. The land valuation for the average Farmland rated property is \$412,100, for Business rated property is \$411,550 and for City Centre Business is \$663,000 – with these valuations being used in the determination of the ordinary rates in the above table.

#### Environmental Levy for 2014/2015

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 48.71% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

The program of environmental works to be funded from the Environmental Levy for 2014/2015 is detailed in the following table.



## Statement of Council's Revenue Policy (Continued)

ENVIRONMENTAL LEVY PROJECTS 2014/2015	AMOUNT (\$)
Conservation & Sustainable Management of Biodiversity	215,270
Bush Regeneration	207,618
Environmental Weeds	106,090
Environmental Levy Coordination	64,059
Boambee Beach Revegetation Project	36,400
Botanic Garden Education Program	16,000
Coffs Ambassadors Interpretive Tours	42,482
Coffs Coast Sustainable Living Festival	30,000
Coffs Harbour Community Seed bank Network	9,982
Culturally Significant Landscapes of the CH LGA	35,000
Developing and Fostering a Sustainable Environment and Community through a Biodiverse Community Garden	13,000
Diggers Head and Sapphire Beach Path Upgrades	32,250
Green Schools Sustainability Fund	51,616
Impacts on Fresh Water Systems	2,000
Koala / Wildlife Corridor Bakker Drive Res Stage 2	6,750
Marine Estate Agents - SIMP School Environment Awards	5,265
Orara River Rehabilitation Project	180,000
Remote Camera Surveys for Medium-sized Ground Mammals of CH Hinterland - gap surveys	12,000
Supporting Community Action in the Coffs Harbour LGA	155,000
The Restoration of Grey-headed Flying Fox Maternity Camps in CH LGA	30,000
Wildlife Support	8,800
Woolgoolga Beach Rehabilitation Project	10,000
Yarrowarra Giriin Team - Bush Regeneration	19,671
Matching Grant funds Allowance	5,118
<b>TOTAL 2014/2015 Allocation</b>	<b>1,294,371</b>
<b>Schedule of Funding Sources</b>	
Environmental Rate Levy	1,130,634
Water fund contribution	50,000
EL Reserve	103,737
Interest	10,000
<b>TOTAL FUNDS</b>	<b>1,294,371</b>

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Community Facilities Program (2006)

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

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

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

- Richardson Park drainage upgrade;
- Fitzroy Oval lighting installation;
- Harbour Drive Museum redevelopment;
- Woolgoolga netball courts upgrade;
- Jetty Foreshores Revitalisation;
- Public Amenities upgrade program; and
- Community Infrastructure Grants

Public Amenities Draft Upgrade Program 2014/15 – 2017/18		
Year	Allocation (\$)	Project
2014/2015	300,000	Diggers Beach – New Facility and Sewer Connection to replace existing
2015/2016	300,000	Ocean Parade, Macauleys – New Facility to replace existing
2016/2017	320,000	Park Beach – New Facility to replace existing
2017/2018	329,600	Hills Beach Norman Hill Drive Korora – New Facility to replace existing

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Priority Infrastructure and Economic Development (2008)

For its 2008/2009 Management Plan, Council secured approval for a special variation of 5.95% for costs associated with priority infrastructure and economic development projects. This variation continues to be a main funding source for Council's bridge replacement and maintenance program and economic development projects and events. Council has been required to report in its annual report (for the years 2008/09 to 2012/2013) information on the total income received, expenditure per project/program and outcomes achieved.

<b>PRIORITY INFRASTRUCTURE PROGRAM 2014/2015 - 2017/2018 (Funded from 2008 Rate Variation)</b>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>	<b>2017/2018 (\$)</b>
Major Repairs Timber Bridges	86,583	89,998	88,498	87,083
Investigations	75,000	45,000	75,000	45,000
Ferrets Bridge	180,000			
Herds Bridge	60,000			
Puhos Bridge	90,000			
Condons Bridge	180,000			
Williams Bridge	30,000			
Powiks Bridge	140,000			
Rhodes Bridge		180,000		
Corfes No. 2		120,000		
Moleton Bridge No. 3		155,000		
Keoghs Bridge		130,000		
North Bonville Bridge		130,000		
Kellets Bridge			610,000	
Wedds Bridge			85,000	
Bardens Bridge				270,000
Taylor's Bridge				220,000
Schooners Bridge				160,000
Wades Bridge				85,000
<b>TOTALS</b>	<b>841,583</b>	<b>849,998</b>	<b>858,498</b>	<b>867,083</b>
<b>RATE VARIATION REVENUE</b>	<b>841,583</b>	<b>849,998</b>	<b>858,498</b>	<b>867,083</b>

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

## Statement of Council's Revenue Policy *(Continued)*

### Levies and Special Rate Variations *(Continued)*

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

<b>ECONOMIC DEVELOPMENT PROGRAM 2014/2015 - 2017/2018</b> <i>(Funded from 2008 Rate Variation)</i>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>	<b>2017/2018 (\$)</b>
Marketing & Event Promotion	165,035	169,987	175,086	180,339
<b>TOTALS</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>
<b>RATE VARIATION REVENUE</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>

## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Flood Mitigation and Drainage Works (2010)

The NSW Government approved a special variation of 7.0% for Coffs Harbour City Council, for a period of ten years commencing in 2010/2011, to fund flood mitigation and drainage works.

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

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

<b>Full Drainage / Flood Works Program (2014/2015 - 2017/2018)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2014/2015	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	950,000
2014/2015	Park Beach local drainage improvements	Drainage works	100,000
2014/2015	Loaders Lane	Levy bank works	150,000
2014/2015	Marcia St/ Pacific Hwy	Drainage improvements	200,000
2014/2015	Investigation & Design	Drainage Improvements - Investigation & Design	200,000
2014/2015	Middle Creek	Creek Widening Works	400,000
2014/2015	Creek Clearing & Drainage Works	Maintenance Works	20,000
2014/2015	Urban & Non-Urban Drainage Works	Various Projects	350,000
<b>Totals for 2014/2015</b>			<b>2,370,000</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2015/2016	Flood Detention Basin	Construction of flood detention basin (Upper Shephards Lane)	3,000,000
2015/2016	Park Beach Trunk Drainage - Stage 2	Provision of additional trunk drainage	300,000
2015/2016	CBD Drainage – Stage 2	Augmentation CBD Drainage to reduce flooding risk - Stage 2	100,000
2015/2016	Investigation & Design	Drainage Improvements - Investigation & Design	50,000
2015/2016	Creek Clearing & Drainage Works	Maintenance Works	50,000
2015/2016	Urban & Non-Urban Drainage Works	Various Projects	300,000
<b>Totals for 2015/2016</b>			<b>3,800,000</b>

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## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Flood Mitigation and Drainage Works (2010) (Continued)

<b>Full Drainage / Flood Works Program (2014/2015 - 2017/2018)</b>			
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2016/2017	North Boambee Valley	Detention basin design	200,000
2016/2017	Park Beach Trunk Drainage - Stage 3	Provision of additional trunk drainage	1,500,000
2016/2017	Investigation & Design	Drainage Improvements - Investigation & Design	100,00
2016/2017	Creek Clearing & Drainage Works	Maintenance Works	50,000
2016/2017	Urban & Non-Urban Drainage Works	Various Projects	300,000
<b>Totals for 2016/2017</b>			<b>2,150,000</b>
<b>Year</b>	<b>Project/Road</b>	<b>Comment / Description</b>	<b>Project Estimate (\$)</b>
2017/2018	Investigation & Design	Drainage Improvements - Investigation & Design	50,000
2017/2018	Newports Creek	Detention basin construction	3,000,000
2017/2018	Creek Clearing & Drainage Works	Maintenance Works	50,000
2017/2018	Urban & Non-Urban Drainage Works	Various Projects	100,000
<b>Totals for 2017/2018</b>			<b>3,200,000</b>

## Statement of Council's Revenue Policy (*Continued*)

### Levies and Special Rate Variations (*Continued*)

#### **Business City Centre Special Rate Extension (2012)**

Council initiated a City Centre revitalisation program in 2000/2001, funded by a twelve-year City Centre Special Rate (referred to as the CBD Special Rate). In June 2012, Coffs Harbour City Council secured Ministerial approval - via the Independent Pricing and Regulatory Tribunal (IPART) – to continue the CBD special rate in 2012/2013 to allow work to be carried out to support an application for a further ten-year extension of the Special Rate Variation.

The approval was subject to the following conditions:

Council reports in its Annual Report for the rating year of 2012/2013 on:

1. Expenditure on the development of the City Centre Masterplan; and the traffic flow works listed in IPART's determination; and
2. The outcomes achieved as a result of the special variation.

In relation to approval condition 1 above the following information was reported:

- Total rate revenue from the CBD Special Rate for 2012/2013 was \$668,900.
- Total expenditure on the development of the City Centre Masterplan for 2012/2013 was \$241,802.
- Total expenditure on CBD traffic flow works (Harbour Drive / Gordon Street intersection) for 2012/2013 was \$12,850.
- The remaining CBD Special Rate funds for 2012/2013 (\$414,248) have been revoted and are to be used for future major capital works associated with the intersection upgrade of Harbour Drive and Gordon Streets. These works have not yet commenced due to a pending development application from a large shopping centre, which is likely to have an impact on the scope of the upgrade works.

In relation to approval condition 2 above the following outcomes have been achieved:

**Development of the City Centre Masterplan** - The City Centre Masterplan maps the future for our City Centre. The Plan contains a number of strategies and projects that support key priorities previously identified through the Masterplan community consultation process. These key priorities include a focus on revitalising the City Centre to stimulate economic activity. The adopted City Centre Masterplan can be viewed at [www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Documents/Coffs-Harbour-City-Centre-Masterplan.pdf](http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/rates/Documents/Coffs-Harbour-City-Centre-Masterplan.pdf)

The City Centre Masterplan contains a ten-year City Centre works program which formed the basis of Council's approved 2013/2014 Special Rate Variation. This extension of CBD Special Rate for a further ten-year period provides the necessary funding for this works program.

## Statement of Council's Revenue Policy (*Continued*)

### Levies and Special Rate Variations (*Continued*)

#### **Business City Centre Special Rate Extension (2013/14 – 2022/23)**

In June 2013, Coffs Harbour City Council secured Ministerial approval - via the Independent Pricing and Regulatory Tribunal (IPART) – to increase its general income for 2013/2014 by 5.43% to allow for the continuation of the CBD special rate for a further 10-year period. This additional rate revenue (above rate pegging increases) funds the 10-year City Centre works program which has been developed through the City Centre Masterplan.

The approval was subject to the following conditions:

1. The council uses the additional income for the purposes of funding the program of city centre capital works, including improving city streetscapes and upgrading car parking and pedestrian and traffic flows.
2. The council reports in its annual report for each rating year over the period from 2013/2014 to 2022/2023 on:
  - a) The program of expenditure that was actually funded by the special variation and the reasons for any significant differences from the program listed in Appendix A of IPART's Determination; and
  - b) The outcomes achieved as a result of the special variation.
3. The council reports to the Division of Local Government, Department of Premier and Cabinet, by 30 November each year on its compliance with these conditions for each rating year over the period from 2013/2014 to 2022/2023.



## Statement of Council's Revenue Policy (Continued)

### Levies and Special Rate Variations (Continued)

#### Business City Centre Special Rate Extension (2013/14 – 2022/23) (Continued)

Description of Works	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017	Year 5 2017/2018	Year 6 2018/2019	Year 7 2019/2020	Year 8 2020/2021	Year 9 2021/2022	Year 10 2022/2023	TOTAL
Marketing & Activation Expenditure	135,000	118,450	122,004	125,664	129,434	133,317	137,316	141,436	145,679	150,049	1,338,349
Repaving City Square	200,000										200,000
City Square Upgrade - Awning, Lighting & Landscaping	1,000,000										1,000,000
City Square Amphitheatre	250,000										250,000
Duke Street Road Extension	300,000										300,000
CBD Signage	175,000										175,000
CBD Light Show, Decorative Lighting, CCTV	300,000										300,000
CBD Street Furniture	100,000										100,000
CBD Landscaping	100,000										100,000
CBD Lighting	50,000	50,000	50,000								150,000
Park Avenue Artist Lane		100,000									100,000
Contribution to Riding Lane Toilet upgrade		150,000									150,000
Castle Street Car Park - Upgrade (painting & signage)		150,000									150,000
Park Avenue Car Park - Upgrade (painting & signage)		75,000	50,000								125,000
Relocate City Square Shade Sail to Park Avenue	150,000										150,000
Install Shade Sails to Vernon Street		150,000									150,000
West High Street Sail		150,000									150,000
Harbour Drive Sail		150,000									150,000
Moonee Street Sail		150,000									150,000
Moonee Street Entry Statement		30,000									30,000
Activation Expenditure (capital equipment)	150,000										150,000
Park Avenue Upgrade and Landscaping			600,000								600,000
Works Contingency	200,000	100,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	390,000
Borrowing Costs (Principal & Interest)	180,000	240,000	461,126	574,566	615,127	597,236	638,477	621,286	663,253	1,018,375	5,609,446
<b>TOTAL EXPENDITURE</b>	<b>3,290,000</b>	<b>1,613,450</b>	<b>1,303,130</b>	<b>710,230</b>	<b>754,561</b>	<b>740,553</b>	<b>785,793</b>	<b>772,722</b>	<b>818,932</b>	<b>1,178,424</b>	<b>11,967,795</b>
CBD Special Rate Variation	(691,640)	(712,390)	(733,760)	(755,770)	(778,443)	(801,796)	(825,850)	(850,626)	(876,145)	(902,429)	(7,928,849)
Loan Drawdown	(4,000,000)	0	0	0	0	0	0	0	0	0	(4,000,000)
<b>TOTAL INCOME</b>	<b>(4,691,640)</b>	<b>(712,390)</b>	<b>(733,760)</b>	<b>(755,770)</b>	<b>(778,443)</b>	<b>(801,796)</b>	<b>(825,850)</b>	<b>(850,626)</b>	<b>(876,145)</b>	<b>(902,429)</b>	<b>(11,928,849)</b>
<b>FUNDING DEFICIT / (SURPLUS)</b>	<b>(1,401,640)</b>	<b>901,060</b>	<b>569,370</b>	<b>(45,540)</b>	<b>(23,882)</b>	<b>(61,243)</b>	<b>(40,057)</b>	<b>(77,904)</b>	<b>(57,213)</b>	<b>275,995</b>	<b>38,946</b>
Transfer to CBD Masterplan Reserve	1,401,640			45,540	23,882	61,243	40,057	77,904	57,213		
Transfer from CBD Masterplan Reserve		(901,060)	(569,370)							(275,995)	
<b>PROJECTED BUDGET RESULT</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

Please note the CBD Masterplan Works Program was initiated in 2013/2014. Works from that year that have not yet commenced or been completed will carry forward to future years.

## Statement of Council's Revenue Policy (*Continued*)

### Annual Charges for 2014/2015

A charge structure applies to annual Water, Sewer, Stormwater, Trade Waste, Waste Management and On-Site Sewage Charges. These charges are not subject to rate pegging restrictions.

#### **Water Access Charges**

Charges for Water Services are in accordance with the Pricing Policy mandated by the NSW State Government and were implemented by Council from 1 July 2006.

- Residential Water Access Charges for occupied land are based on the number of occupations at the property.
- Non-residential Water Access Charges are based on the number and size of water services at the property.

#### **Sewer Access Charges**

Charges for Sewerage Services are also in accordance with the Pricing Policy mandated by the NSW State Government.

The policy has a user pays focus. Non-Residential properties, using Government guidelines, have a Sewer Discharge Factor (SDF) determined which represents the percentage of water each property is estimated to dispose of into the sewerage system.

- Non-residential properties are charged a Sewer Access Charge relative to the number and size of water meters and the SDF determined for the property.
- Residential properties are charged a flat sewer access charge per occupation.

#### **Trade Waste Annual Charges**

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

#### **Stormwater Management Service Charge**

The Government, recognising the backlog of necessary stormwater management works, made amendments to the Local Government Act to allow councils to raise a stormwater management service charge on occupied land in urban areas. These funds for 2014/2015 will be used towards a program of stormwater works across urban areas.

## Statement of Council's Revenue Policy (Continued)

### Waste Management Charges

Apply to properties serviced by the kerbside collection service or, in the case of vacant land, if the property is able to be serviced.

Charges are calculated on the number of 3-bin services provided to each property multiplied by the charge per service.

Non-Residential premises are charged a minimum of one garbage charge for each premise.

### Onsite Sewage Management Fees

Apply to properties where onsite sewage management systems are installed. The fee is calculated on the number of systems multiplied by the unit price. Unit prices vary depending on whether the system has been deemed high, medium or low risk.

The following table shows the proposed annual charge structure (with approximate yields) for 2014/2015.

#### Annual Charge Structure for 2014/2015

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
<b>Sewer Access Charges</b>				
Residential	806.00	per occupation	19,684,000	
Vacant Land	556.00	per assessment	527,300	
Non-Residential	789.00	SDF x MF x \$789.00	2,496,800	SDF = Sewer Discharge Factor, MF = Meter Factor (Min of \$556.00)
Private Pump Station Management Charge	120.00	Per Station	6,000	
<b>Water Access Charges</b>				
Residential	143.00	per occupation	3,646,200	
Vacant Land	143.00	per assessment	140,000	
Non-Residential	143.00	MF x \$143.00	619,100	MF = Meter Factor
Water Backflow Device	62.00	For first device	15,000	
Water Backflow Device	15.50	Per additional device	650	
<b>Trade Waste Annual Charges</b>				
1 Generator	190.00	per assessment	72,200	
2 to 4 Generators	380.00	per assessment	14,500	

Continued next page

Annual Charges (Continued)	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
<b>Trade Waste Annual Charges (continued)</b>				
5 to 9 Generators	855.00	per assessment	6,800	
10 to 14 Generators	1,520.00	per assessment	1,520	
15 to 19 Generators	2,280.00	per assessment	2,280	
20 to 24 Generators	3,230.00	per assessment	3,230	
> 24 Generators	4,180.00	per assessment	4,180	
<b>Stormwater Management Charges</b>				
Residential	25.00	per assessment	412,500	
Residential (Strata Unit)	12.50	per assessment	70,600	
Non-Residential	25.00	per 350 sq m (or part of)	184,250	Based on impervious land area
Non-Residential (Strata Unit Complex)	25.00	per 350 sq m (or part of)	7,000	Determined by unit entitlement (Min of \$5.00)
<b>Waste Charges (Domestic)</b>				
Domestic Waste Charge	566.00	per service or tenement	15,480,100	3 Bin Service
Vacant Land	106.00	per assessment	102,800	
Subsidiary Waste Charge	233.00	per service	48,700	
Subsidiary Recycling Charge	87.00	per service	8,200	
Recycle Waste Service Upgrade	32.00	per service	3,000	Upgrade to 360 litre service
Subsidiary Organic Waste Charge	137.00	per service	8,300	
<b>Waste Charges (Non-Domestic)</b>				
Non-Domestic Waste Charge*	566.00	per service or tenement	1,452,350	3 Bin Service
Vacant Land*	106.00	per assessment	12,900	
Subsidiary Waste Charge*	233.00	per service	118,000	
Subsidiary Recycling Charge*	87.00	per service	35,800	
Recycle Waste Service Upgrade*	32.00	per service	260	Upgrade to 360 litre service
Subsidiary Organic Waste Charge*	137.00	per service	18,600	
<b>On-Site Sewage Charges</b>				
Low Risk Systems	31.00	per system	103,600	
Medium Risk Systems	62.00	per system	127,000	
High Risk Systems	186.00	per system	4,000	
<b>Sullage / Effluent Charges</b>				
Sullage Collection Charge	806.00	per service	37,000	
Effluent Charge	468.00	per service	4,200	
<b>TOTAL</b>			<b>45,474,740</b>	

\* GST applies to Non-Domestic Waste Charges – charges above are GST exclusive

## Statement of Council's Revenue Policy (*Continued*)

### Usage Charges for 2014/2015

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

#### **Water Usage Charges**

Water usage charges for residential properties are based on a number of "steps".

- Step 1: Usage at \$2.63 per kilolitre, for usage less than 1 kilolitre per day
- Step 2: Usage at \$3.95 per kilolitre for usage in excess of 1 kilolitre per day

#### **Sewer Usage Charges**

Sewer Usage Charges are levied in accordance with the mandated NSW State Government Pricing Policy.

The policy has a user pays focus. Non-Residential properties have been inspected and, using Government guidelines, the percentage of water each is estimated to dispose of into the sewerage system has been determined. This is known as the sewerage discharge factor (SDF). Using this SDF, a sewerage usage charge will be included with the 'Water Account' issued each quarter for all non-residential properties.

#### **Trade Waste Usage Charges**

Non-residential properties that discharge trade waste into Council's sewer incur usage charges based on the category and volume of waste discharged into the sewerage system.

Non-Residential properties have been inspected and, using Government guidelines, each trade waste generator has been categorised into a charging category.

The estimated volume of trade waste disposed into the sewerage system has been determined and a Trade Waste Discharge Factor (TWDF) applied to relevant water services. The TWDF, in simple terms, is a percentage of the water usage (measured by the water meter) deemed to be discharged into the sewerage system as trade waste.

Using this TWDF, a trade waste usage charge will be included with the 'Water Account' issued each quarter for applicable non-residential properties.

## Statement of Council's Revenue Policy (Continued)

### Trade Waste Usage Charges (Continued)

It is important to note that different businesses and commercial activities attract different trade waste charges. These differences are based on the determination of the 'Classification' and 'Charge Category' of the trade waste generator as well as the level of compliance with Trade Waste regulations.

The following table shows the proposed usage charge structure (with approximate yields) for 2014/2015.

### Usage Charge Structure for 2014/2015

Usage Charge	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comment
<b>Water Usage Charges</b>				
Residential - Tier 1	2.63	per kilolitre	9,791,800	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Residential - Tier 2	3.95			
Non-Residential	2.63	per kilolitre	2,418,000	
Non-Rateable - Tier 1	2.63	per kilolitre	28,200	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Non-Rateable - Tier 2 (Residential in nature)	3.95			
Non-Rateable (Non-Residential in nature)	2.63	per kilolitre	842,300	
Fire Service	7.89	per kilolitre	39,400	Applied to usage not used for fire fighting purposes
Raw Water - Tier 1	1.32	per kilolitre	5,000	Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1
Raw Water - Tier 2	1.97			
<b>Sewer Usage Charges</b>				
Non-Residential	2.06	SDF x KLS x \$2.06	1,432,250	SDF = Sewer Discharge Factor, KLS = Water Usage
Non-Rateable	2.06	SDF x KLS x \$2.06	596,000	SDF = Sewer Discharge Factor, KLS = Water Usage
<b>Trade Waste Usage (Category 1)</b>				
Non-Compliant Charge	1.63	TWDF x KLS x \$1.63	10,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
<b>Trade Waste Usage (Category 2)</b>				
Compliant Charge	1.63	TWDF x KLS x \$1.63	260,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Non-Compliant Charge	14.98	TWDF x KLS x \$14.98	95,000	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
<b>TOTAL</b>			<b>15,517,950</b>	

## Statement of Council's Revenue Policy (Continued)

### Pensioner Rebates for 2014/2015

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges.

These rebates are as follows:

- 50% of Ordinary Rate up to a \$250.00 maximum rebate.
- 50% of Water Charges up to a maximum \$87.50 rebate.
- 50% of Sewer Access Charge up to a maximum \$87.50 rebate.
- 50% of Domestic Waste Charges up to a maximum \$87.50 rebate.
- 50% of the Environmental Levy.

### Proposed Loan Borrowings for 2014/2015

It is anticipated that the following new loans will be drawn in 2014/2015 to fund works as listed.

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

Fund	Works	2014/2015 (\$)
General	Open Space Land Acquisition	2,500,000
General	Commencement of Jetty Foreshores Revitalisation Project	2,200,000
<b>TOTAL BORROWINGS</b>		<b>4,700,000</b>

Please Note: The loan borrowing for the Open Space Land Acquisition may not be required if Section 94 funds become available for this acquisition.

### **Division Budgets**

The full Draft Division Budgets 2014/2018 can be accessed online at [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

Printed copies are available in binders - with copies of the full suite of IPR documents – at Council's administrative centre, at the branches of the library at Coffs Harbour, Woolgoolga and Toormina, and at display locations (see page 7) during the public exhibition period.

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<b>S01</b>	<b>Arts and Culture</b>		<b>Galleries and Museum Director</b>
<b>Description:</b> The Gallery, Museum, Cartoon Gallery and Jetty Theatre providing cultural programs, services and facilities to the community and visitors			
<b>S01.01 Arts and Culture</b>	<b>The planning and implementation of exhibition, performance, education and information programs.</b>		
Action	Name	Action description	Responsible Officer
B01.01	Expression, Growth and Enjoyment	Report on number and nature of opportunities for local artistic and cultural expression. Include participation numbers.	Community Services Manager
M01.01	Bunker attendance	% increase in attendance at Bunker Cartoon Gallery compared to same period last year	Galleries and Museum Director
M01.02	Gallery attendance	% increase in attendance at Regional Art Gallery compared to same period last year	Galleries and Museum Director
M01.03	Museum attendance	% increase in attendance at Regional Museum compared to same period last year	Galleries and Museum Director
M01.04	JMT capacity	Achieving 65% capacity or more in attendance for available theatre sessions during period.	Jetty Memorial Theatre Manager
P01.01	Museum redevelopment	Carry out detailed design and construction works to refurbish 215A Harbour Drive as a new museum	Director Community Development


### Community Strategic Plan Connections (Coffs Harbour 2030)

- LC4.1 - Support local artistic and cultural expression
- LC4.2 - Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 - Support activities and events that help us celebrate our diversity
- LC4.4 - Develop inclusive community, sporting and recreational events and activities

<b>S02</b>	<b>City Image - Cleaning</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Plan and implement public space cleaning programs			
<b>S02.01 Street Cleaning</b>	<b>Inspect and clean various Council assets, including carparks, CBD, Town Centres of Sawtell, Woolgoolga, and the Jetty</b>		
Action	Name	Action description	Responsible Officer
B02.01	Satisfaction with cleanliness of streets	Level of satisfaction with cleanliness of streets	Corporate Planner
M02.01	Complaints	Number of complaints (Customer Requests) relating to street litter	Roads Program Engineer
M02.02	Collection	Volume of street litter collected (tonnes)	Roads Program Engineer
<b>S02.02 Toilet Cleaning</b>	<b>Inspect and clean public amenities through the Coffs Harbour LGA</b>		
Action	Name	Action description	Responsible Officer
B02.02	Satisfaction with cleanliness of public toilets	Level of satisfaction with cleanliness of public toilets	Corporate Planner


**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 - Build pride and identity in Coffs Harbour as a community and a place
- LE4.2 - Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- PL2.2 - Provide public spaces and facilities that are accessible and safe for all

<b>S03</b>	<b>Community Services</b>		<b>Community Services Manager</b>
<b>Description:</b> To develop and provide the community with accessible, creative and innovative services and facilities in order to enrich our society			
<b>S03.01 Community Development</b>	<b>The facilitation or provision of a range of services and events to the community</b>		
Action	Name	Action description	Responsible Officer
B03.01	Cultural growth and celebration	Report on number and nature of opportunities for cultural growth and celebration. Include participation numbers.	Community Services Manager
B03.02	Shared Learning	Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups	Community Services Manager
B03.03	Shared Learning Participation	Report on participation trends for shared learning activities	Community Services Manager
B03.04	Community Event Participation	Report on participation trends for community events	Community Services Manager
B03.05	Community and Agency Engagement	Nature of networks attended or facilitated by the Community Development Team	Community Services Manager
B03.06	Community Partnerships	Details of participation in any relevant partnership or sector initiatives.	Community Services Manager
B03.07	Programs for the vulnerable and disadvantaged	Details of activities, projects or partnership initiatives undertaken to support the needs of the vulnerable and disadvantaged	Community Services Manager
B03.08	Aboriginal Activities	Details of programs which target Aboriginal communities.	Community Development Officer-Aboriginal
B03.09	CALD Activities	Details of programs which target Culturally & Linguistically Diverse (CALD) communities. (Report details of programs provided)	Community Development Officer-Generalist
B03.10	Grants	Details of grant activity undertaken. Outcomes with grant funding secured.	Community Services Manager
B03.11	Community Inclusiveness and Pride	The extent to which people feel part of the community (2030 Indicator and annual survey)	Community Services Manager

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B03.12	Community safety	Community perception of safety (2030 indicator - annual survey)	Community Services Manager
B03.13	Community Capacity Building Programs	Outline of details of programs for Community Capacity Building	Community Services Manager
B03.14	Implement Cultural Plan	Outline of activities funded and/or completed from the Cultural Plan	Community Services Manager
B03.15	Civic Activities	Co-ordinate activities through the offices of the Mayor and General Manager to enhance civic relations (including citizenship ceremonies, Australia Day celebrations, civic receptions and Sister City functions).	Executive Assistant - Mayor
M03.01	Rate of offences per population (Crimes against the person and Crimes against property)	Rate of offences per population (Crimes against the person and Crimes against property)	Community Services Manager
M03.02	Arts & Cultural Small Grants program	% change in number of A&CSGP submissions from previous year (%=Difference between year 1 and year 2, divided by year 1)	Community Services Manager
M03.03	Arts & Cultural Small Grants program	% change in value of A&CSGP allocations from previous year (%=Difference between year 1 and year 2, divided by year 1)	Community Services Manager
<b>S03.02</b>	<b>The effective management of Council's community facilities &amp; support to their volunteer management committees</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B03.16	Community facility improvement	Details of improvements undertaken to develop or enhance facilities.	Community Development Officer-Committees
B03.17	Community Facility Management & Support	Details of support provided to facility management committees	Community Development Officer-Committees


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### **Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 - Build pride and identity in Coffs Harbour as a community and a place
- LC1.3 - Promote a safe community
- LC1.4 - Promote a caring, inclusive and cohesive community
- LC1.5 - Support the vulnerable and disadvantaged
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LC4.1 - Support local artistic and cultural expression
- LC4.2 - Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 - Support activities and events that help us celebrate our diversity
- LC4.4 - Develop inclusive community, sporting and recreational events and activities
- LP5.2 - Facilitate and promote shared learning across generational and cultural groups
- PL2.2 - Provide public spaces and facilities that are accessible and safe for all

<b>S04</b>	<b>Compliance</b>		<b>Manager - Building Services</b>
<b>Description:</b> Regulatory compliance in accordance with statutory legislation and the public interest			
<b>S04.01 Biodiversity</b>	<b>Protection of Biodiversity</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
M04.01	Illegal clearing	# of illegal clearing of vegetation matters investigated	Biodiversity Officer
M04.02	Cautions	Number of Cautions issued	Biodiversity Officer
M04.03	Penalty Infringement Notices	Number of Penalty Infringement Notices (PINs) issued	Biodiversity Officer
<b>S04.02 Building</b>	<b>Building construction compliance, development without approval and development not in accordance with approval</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
<b>S04.03 Health and Environment</b>	<b>Protection of public health and environment</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
<b>S04.04 Landuse</b>	<b>Unauthorised land use, development without approval and development not in accordance with approval</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
M04.05	Pool Response	Pool inspection program – number of inspections carried out within statutory timeframes (10 business days for requests for certificates and 72 hours for complaints)	Manager - Building Services
P04.03	Awning Response	Establish an awning inspection register	Manager - Building Services
P04.04	Development Complaint response	Develop a reporting system to enable the measurement of the % of development-related complaints responded to within 7 working days	Manager - Building Services

*Continued next page*

S04.05 Ranger Services	Enforcement of statutory controls and Councils adopted policies		
Action	Name	Action description	Responsible Officer
M04.07	Rangers Response	Rangers compliance - aggregated KPIs: % of complaints responded to within timeframe (target 85%)	Team Leader Rangers
M04.08	Overgrown land inspections	% of overgrown land inspections undertaken within 7 days	Team Leader Rangers
M04.09	Companion Animals registrations	# of new dog and cat registrations	Team Leader Rangers
M04.10	Companion animal complaints response	% of Companion Animal complaints responded to within 2 days (not impounding)	Team Leader Rangers
M04.11	Dog infringement notices	# of infringement notices issued for Companion Animals Offence	Team Leader Rangers
M04.12	Companion animal impoundings	# of dog and cat impoundings	Team Leader Rangers
M04.13	Impounding-related complaints response	% of impounding-related complaints responded to within 4 hours	Team Leader Rangers
M04.14	Stock complaint response	% of stock complaints responded to within 4 hours	Team Leader Rangers
M04.15	Other Animal complaint response	% of all Other Animal complaints responded to within 2 days	Team Leader Rangers
M04.16	Law enforcement complaint response	% of law enforcement general complaints responded to within 2 days	Team Leader Rangers
M04.17	Infringement notices	# of general infringement notices issued	Team Leader Rangers


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M04.18	Callout response	% of Emergency callouts responded to within 1 hour	Team Leader Rangers
M04.19	Patrol Frequency	Patrols to be conducted on at least 85% of available working patrol days in any given period (ie, 85 days out of every 100).	Team Leader Rangers
M04.20	Parking Notices	# of parking infringement notices issued	Team Leader Rangers

**Community Strategic Plan Connections (Coffs Harbour 2030)**



LC1.3 - Promote a safe community

LE3.1 - Manage land use to conserve the region’s unique environmental and biodiversity values


<b>S05</b>	<b>Customer Service</b>		<b>Executive Manager - Finance</b>
<b>Description:</b> Delivery of efficient and effective service to both external and internal customers			
<b>S05.01 Customer Service</b>	<b>To provide the best possible service for both internal and external customers</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B05.01	Customer Satisfaction	Customer satisfaction (data from exit survey - counter and online transactions)	Director - Corporate Business
M05.01	ECM Requests Response	Average response times to Customer Requests in Electronic Content Management system	Team Leader Corporate Information
M05.02	Online transactions	% of payment of transactions through an online channel (to total transactions)	Coordinator Plant Administration
M05.03	Counter activity	Cost per counter transaction (Service requests, form lodgement, payments and enquiries)	Coordinator Plant Administration
M05.05	Calls completed	Average call time is less than 40 seconds	Coordinator Plant Administration
M05.06	Calls answered	% of total calls answered. At least 96 % (industry standard) of calls answered (No more than 4% of calls lost)	Coordinator Plant Administration
M05.07	Drainage Diagrams & Archive Plans	% of drainage diagrams and requests for archived building plans attended to within 2 days	Coordinator Plant Administration
M05.09	Service requests & forms lodged	% of service requests and forms lodged through an online channel (to total)	Coordinator Plant Administration
M05.10	Time in queue	Average time in queue before call answered is less than 10 seconds	Coordinator Plant Administration
M05.11	Calls hold time before loss	Average hold time before loss is less than 20 seconds	Coordinator Plant Administration
P05.01	Charter and Policies	Review Customer Service charter and policies	Director - Corporate Business
P05.02	Customer service delivery	Review the delivery of customer service throughout Council	Director - Corporate Business

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

<b>S06</b>	<b>Development Assessment</b>		<b>Manager - Building Services</b>
<b>Description:</b> Provide advice in relation to statutory planning, subdivision and building compliance, assess and determine statutory Planning, subdivision and building related applications , Undertake inspection and determination of statutory Planning, subdivision and building functions			
<b>S06.01 Development Advice</b>	<b>Provision of advice in relation to statutory oversight and the provision of statutory certificates and written advice in respect to a range of certificate applications</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M06.01	TLC meetings	# of technical liaison committee meetings	Technical Officer - Administration
M06.02	TLC Duration	Duration of TLC meetings	Technical Officer - Administration
<b>S06.02 Development Assessment</b>	<b>Assess and determine by either approval or refusal development applications, construction certificate applications, building certificate applications etc.</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M06.04	DA processing	% DAs processed within 40 days	Technical Officer - Administration
M06.06	149 Certificate applications processing	% of 149 Certificate applications processed and issued within 5 days of receipt by Council	Technical Officer - Administration
M06.07	Building certificates (formerly s172 ) processing	% building certificates (formerly s172 ) processed within 21 days	Technical Officer - Administration
M06.08	s735A notice processing	% s735A notices processed within 5 days	Technical Officer - Administration
M06.09	Subdivision plan processing	% Subdivision plans processed within 5 days of all internal sign offs and payment of contributions	Technical Officer - Administration
M06.10	Drainage Diagrams - standard	% Drainage Diagrams prepared to standard	Technical Officer - Administration
M06.11	Annual Fire Safety Statement Review Reminders processing	% of Annual Fire Safety Statement Review Reminders issued within 30 days of due date	Technical Officer - Administration



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M06.12	S96 Applications processing	% of S96 Applications processed within 40 days	Technical Officer - Administration
M06.15	Priority 149 Certificate applications response	% of Priority 149 Certificate applications (where urgent fee is paid) processed and issued within 2 days of receipt by Council	Technical Officer - Administration
M06.16	Drainage Diagrams preparation	% Drainage Diagrams prepared within 3 days NOTE: SEE CUSTOMER SERVICE MEASURE: % of drainage diagrams attended to within 2 days	Technical Officer - Administration
<b>S06.03 Development Management</b>	<b>Manage the functions associated with the construction/compliance phase of a development and act as Principal Certifying Authority to inspect and ensure that building and subdivision work is constructed in accordance with applicable approvals</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M06.13	Construction certificates (subdivision)	# of construction certificates (subdivision)	
M06.14	CDC's processing	% of CDC's processed within 10 days	Technical Officer - Administration
P06.01	E-PLANNING	Implement an electronic system to optimise available information for DAs, progress a system to enable the lodgement and processing of applications under the E housing project.	Manager ePlanning




**Community Strategic Plan Connections (Coffs Harbour 2030)**

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



<b>S07</b>	<b>Economic Development</b>		<b>Manager - Economic Development</b>
<b>Description:</b> The Economic Development Unit facilitates high quality information and assistance to its stakeholders			
<b>S07.01 Love our City</b>	<b>To unleash the love we feel for Coffs Harbour and our special places in it. And To increase the overall happiness, wellbeing and joyfulness of the community.</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B07.01	Love Our City	Report on the roll-out of "Love Our City" projects targetting villages and communities (A6)	Strategic Development Officer
B07.02	Coffs Harbour Economic Strategy	Report on the delivery of projects and activities associated with the delivery of the Economic Strategy	Manager - Economic Development
B07.03	Place Making	Report on festivals / events which celebrate what we love about our special place (A5)	
<b>S07.02 Local is Best</b>	<b>Encourage a strong, sustainable, resilient and culturally and economically diverse local economy.</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B07.04	Food Futures	Report on the outcomes of the Food Futures Network	Invest Attraction City Centre Marketing Officer
B07.05	Growers Market	Report on the management and promotion of the Growers market as an outlet for local producers to promote and develop their businesses. (Number of stallholders / Number of attendees / Number and type of Community and Food Industry education programs implemented.)	Invest Attraction City Centre Marketing Officer
B07.06	Creative Industries	Report on the outcomes of the Creative Industry Network (B5)	Invest Attraction City Centre Marketing Officer
B07.07	Economic Product Development	Report on the development of content for social media marketing platforms etc (B1-6)	Invest Attraction City Centre Marketing Officer
B07.08	Coffs Coast Jobs	Report on the provision of a skills-matching website. Active involvement and participation of industry and business stakeholders. (Report on Number of registrations; Number of contacts) (B6)	Business Development Grants Research Officer

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B07.09	Co-working and Enterprise Facilitation	Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)	Strategic Development Officer
B07.10	Manufacturing Network	Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc) (B2)	Business Development Grants Research Officer
B07.11	Innovation Centre	Report on the operation of the Innovation Centre (B4)	Business Development Grants Research Officer
<b>S07.03 Knowledge Building</b>	<b>Promote the health and education sectors, encourage research and development and build partnerships.</b>		
Action	Name	Action description	Responsible Officer
B07.12	Health Network	Report on roll-out of Health Industry Network projects. Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)	Strategic Development Officer
B07.13	Education and Skills	Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners) (C3)	Strategic Development Officer
<b>S07.04 Welcoming Spaces</b>	<b>We have created spaces that are safe, comfortable &amp; encourage interaction between people of all ages and our diverse groups.</b>		
Action	Name	Action description	Responsible Officer
<b>S07.05 Smart &amp; Connected</b>	<b>Our community is connected to each other, our families and the world. Our businesses are enjoying growth through new markets. Our children are enjoying expanded education opportunities. Our health is being delivered into our homes by e-health.</b>		
Action	Name	Action description	Responsible Officer
B07.14	e-Subscribers	Report on the number of E- NEWSLETTER, SOCIAL MEDIA SUBSCRIBERS	Invest Attraction City Centre Marketing Officer
B07.15	Switched on Coffs Digital Strategy	Report on the implementation and review of the Switched on Coffs Digital Strategy (E1)	Strategic Development Officer
B07.16	NBN Enterprise Program (**not Hub)	Report on NBN Enterprise Program (E2)	Business Development Grants Research Officer



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<b>S07.06 Planning for Growth</b>	<b>Transport, Logistics, Distribution. Available Health, Industrial &amp; Commercial Lands</b>		 
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B07.17	Very Fast Train	Report on any developments in the Federal Government's Very Fast Train project and proposed stopover in Coffs Harbour (F1)	Business Development Grants Research Officer
B07.18	Integrated Freight Terminal	Report on any developments in the establishment of an integrated freight terminal in Coffs Harbour (F1)	Business Development Grants Research Officer
<b>S07.07 Invest Coffs</b>	<b>Promote Coffs Harbour as an ideal investment, development, business and new resident destination.</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B07.19	Workforce Participation	Report 6-monthly on Workforce Participation Statistics for LGA	Business Development Grants Research Officer
B07.20	Investment Attraction Activities	Report on partnerships with the business sector; create activities that attract investment and new residents to the City. Report on activities including New Residents and Professionals functions(CHES G1)	
B07.21	Business development Enquiries and Information	Report on enquiries and provision of accurate and detailed information. Report on number and type of business/industry enquiries and access to information/website. Including Economic Profile, Newsletters, access to REMPLAN and Profile ID etc. (G1)	Business Development Grants Research Officer

**Community Strategic Plan Connections (Coffs Harbour 2030)**




- LC1.1 - Build pride and identity in Coffs Harbour as a community and a place
- LC2.2 - Seek to provide a full range of quality health care services for all
- LP1.1 - Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
- LP1.2 - Promote the Coffs Coast as a lifestyle location for e-workers
- LP2.1 - Maximise opportunities for workforce participation
- LP2.3 - Develop and support sustainable village and rural enterprises and commercial ventures
- LP3.2 - Develop the city centre as a social and cultural focus for Coffs Harbour
- LP6.1 - Develop strong and effective partnerships between business, the community, educational institutions and government
- LP6.2 - Support the provision of vocational education related to future need
- LP6.3 - Increase access to educational opportunities for all
- PL1.6 - Reinforce the unique identity of villages and communities

<b>ECONOMIC DEVELOPMENT PROGRAM 2014/2015 - 2017/2018</b> <i>(Funded from 2008 Rate Variation)</i>				
<b>Project</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>2014/2015 (\$)</b>	<b>2015/2016 (\$)</b>	<b>2016/2017 (\$)</b>	<b>2017/2018 (\$)</b>
Marketing & Event Promotion	165,035	169,987	175,086	180,339
<b>TOTALS</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>
<b>RATE VARIATION REVENUE</b>	<b>165,035</b>	<b>169,987</b>	<b>175,086</b>	<b>180,339</b>


<b>S08</b>	<b>Emergency Management</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Provision of emergency management services as required by the SERM Act to Council			
<b>S08.01 Emergency Management</b>	<b>Providing the emergency prevention ,preparedness, response and recovery capability as required by the SERM Act, NSW</b>		 
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
M08.02	Exercises	Exercise the EOC bi-annually	Executive Manager Operations
M08.03	Plans	Ensure Displans and sub Emergency Management plans are current	Executive Manager Operations
M08.04	Agency participation	Agencies participate in activities	Executive Manager Operations
M08.05	LEMC meetings	% of LEMC meetings attended	Executive Manager Operations

**Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.2 - Develop community resilience, disaster preparedness and response mechanisms

<b>S09</b>	<b>Environmental Management</b>		<b>Manager - Environmental Services</b>
<b>Description:</b> Protection and enhancement of the environment			
<b>S09.01 Biodiversity Management</b>	<b>Enhance the long term viability and sustainability of ecosystems and biodiversity values in the Coffs Harbour LGA</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B09.01	Biodiversity Action Strategy 2012 - 2030	Report on actions within the Biodiversity Action Strategy 2012 - 2030	Team Leader Biodiversity
B14.15	Environmental Levy Projects	Report on EL Projects	Team Leader Biodiversity
M09.01	Green Team involvement	Increase Number of Aboriginal 'green teams' engaged in environmental restoration from a 2013 baseline.	Team Leader Biodiversity
M09.02	Volunteer Hours (habitat)	Number of volunteer hours spent on habitat restoration increasing 5% annually from 2013 baseline	Team Leader Biodiversity
M09.03	Corridor restoration	Number of hectares restored within mapped corridors from 2013 baseline.	Team Leader Biodiversity
M09.04	Environmental Zone Protection	Area of land (hectares) protected by an environmental zone in a Local Environmental Plan.	Team Leader Biodiversity
M09.05	Native Vegetation	No net loss of native vegetation based on 2013 baseline vegetation cover	Team Leader Biodiversity
M09.06	Species conservation	There are no species extinctions in the LGA	Team Leader Biodiversity
<b>S09.02 On-Site Sewer Management</b>	<b>The management of all On-Site Sewage Management (OSSM) systems under the provisions of the LG Act</b>		 
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M09.07	Onsite Sewage System Compliance	Percentage of inspected Onsite Sewage systems that comply	EHO Coordinator Onsite Sewerage Management Systems

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M09.08	Onsite Sewage System Inspections	Percentage of scheduled inspections completed (100%)	EHO Coordinator Onsite Sewerage Management Systems
M09.17	Number of High Risk systems inspected in time frame	# of High Risk Onsite Sewerage Management systems inspected	EHO Coordinator Onsite Sewerage Management Systems
M09.18	Number of Medium Risk systems inspected in time frame	# of Medium Risk Onsite Sewerage Management systems inspected	EHO Coordinator Onsite Sewerage Management Systems
M09.19	Number of Low Risk systems inspected in time frame	# of Low Risk Onsite Sewerage Management systems inspected	EHO Coordinator Onsite Sewerage Management Systems
<b>S09.03 Sustainability</b>	<b>Advance regional, local and corporate sustainability</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B09.05	Corporate Sustainability Program	Report on actions within the corporate sustainability program in the Sustainability Plan	Coordinator Sustainability
B09.06	Community sustainability education and engagement program	Report on actions within the community sustainability education and engagement program in the Sustainability Plan	Coordinator Sustainability
B09.07	Sustainability Dissemination	Report on local and regional sustainability information dissemination	Coordinator Sustainability
M09.10	Carbon Abatement	Tonnes carbon abated through council initiatives	Coordinator Sustainability


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M09.20	Community Sustainability Education and Engagement Program	No of participants involved in sustainability education and engagement activities	Coordinator Sustainability
M09.21	Greenhouse gas emissions	Council greenhouse gas emissions	Coordinator Sustainability
P09.03	Carbon Management Response Plan	Report on progress in developing updated Carbon Management Response Plan	Coordinator Sustainability
P09.04	State of the Environment Report	Report on progress in Preparation of the State of the Environment report - Data collection and collation 2013/14/15. Data collection and report preparation 2016 for adoption in November 2016. (Working with the Regional SOER Model developed during 2011/12/	Coordinator Sustainability

**Community Strategic Plan Connections (Coffs Harbour 2030)**



- LC1.3 - Promote a safe community
- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LE1.2 - Develop programs to actively engage communities on environmental issues and solutions
- LE1.3 - Promote connection to the environment through learning in the environment
- LE2.1 - Maintain biodiversity in a changing climate
- LE2.2 - Reduce our carbon footprint
- LE3.1 - Manage land use to conserve the region’s unique environmental and biodiversity values
- LE3.3 - Recognise Aboriginal land and sea management practices in the development of environmental programs
- LE3.4 - Create environmental restoration programs through partnerships with the community
- LE4.2 - Implement programs which aim to make the Coffs Harbour Local Government Area pollution free
- LE4.6 - Promote and adopt energy efficient practices and technologies across the community
- LP4.1 - Promote Sustainability programs and policies




<b>S10</b>	<b>Event Management</b>		<b>Coordinator Events and Local Sport</b>
<b>Description:</b> Facilitate major events			
<b>S10.01 Event management</b>	<b>Planning and running events</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B10.01	Events	Reporting updated SIX-MONTHLY to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact	Sports Administration Events Assistant
B10.02	Buskers Festival	Report on development and staging of Buskers Festival	Manager - Economic Development
M10.01	Event Seed Funding approvals	# of applications approved by the Event Seed Funding Group during period	Coordinator Events and Local Sport
M10.02	Event Seed Funding Awarded	Total amount of seed funding awarded during the period	Coordinator Events and Local Sport
M10.03	Event Seed Funding applications	# of applications considered by the Event Seed Funding Group during period	Coordinator Events and Local Sport
P10.01	Events Strategy	Review of Events Strategy	Manager - Economic Development

**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 - Build pride and identity in Coffs Harbour as a community and a place
- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LC4.4 - Develop inclusive community, sporting and recreational events and activities
- LP1.3 - Support innovation and leadership in sustainable business practices

<b>S11</b>	<b>Flooding and Coastal Management</b>		<b>Executive Manager - Engineering Services</b>
<b>Description:</b> Implement Floodplain Management Plans and Coastal and Estuary Management Plans			
<b>S11.01 Coastal Management</b>	<b>Address coastal management issues in the coastal zone, such issues, managing risks to public safety and built assets, pressures on coastal ecosystems, and community uses of the coastal zone</b>		 
Action	Name	Action description	Responsible Officer
B11.01	Coastal and estuary Management	Implement Coastal and Estuary Management Plans	Environment and Coastal Engineer
P11.02	Managing Coastal Erosion at Campbells Beach	Option analysis on reducing coastal erosion hazards at Campbells Beach	Environment and Coastal Engineer
P11.03	Coastal Management Planning	Develop better management tools for planning decisions	Environment and Coastal Engineer
P11.04	Ecohealth 2014-15	A health assessment of estuaries within CHCC LGA	Environment and Coastal Engineer
P11.05	Arrawarra Creek Coastal Zone Management Plan	Development of a management plan and decision tool	Environment and Coastal Engineer
P11.06	Woolgoolga Beach Rehabilitation Project	Restoring and rehabilitating Woolgoolga Beach dunal system	Environment and Coastal Engineer
P11.07	Coffs Harbour Boat Ramp Works	To reduce surge issues at the boat ramp	Environment and Coastal Engineer

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S11.02 Flooding		Reduce the impact of flooding and flood liability on individual owners & occupiers of flood prone property & reduce private and public losses resulting from floods	
Action	Name	Action description	Responsible Officer
B11.02	Floodplain Management	Implement Floodplain Management Plans	Flooding and Drainage Engineer
P11.14	Coffs Creek Flood Study Review	Update the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event	Flooding and Drainage Engineer
P11.15	Boambee - Newports Creek Floodplain Risk Management Study and Plan	Develop flood mitigation options for Boambee - Newports creek catchments	Flooding and Drainage Engineer
P11.16	Woolgoolga Creek Floodplain Risk Management Study and Plan		Flooding and Drainage Engineer
P11.17	Park Beach Major drainage Augmentation design	Design and cost - benefit assessment of major drainage augmentation for Park Beach	Flooding and Drainage Engineer
P11.18	Fiddamans Creek Flood Study	Under take a flood study of Fiddamans Ck to determine flood behaviour for a range of flood events and climate change	Flooding and Drainage Engineer



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P11.19	Hearnes Lake - Willis Creek Flood Study	Determine flood behaviour and characteristics for Hearnes Lake and Willis Ck	Flooding and Drainage Engineer
P11.20	Middle Creek - Review and Investigate flood mitigation options	Review and investigate new flood mitigation options for Middle Creek	Flooding and Drainage Engineer
P11.21	Corindi River Flood Study	determine flood behaviour and characteristics for Corindi River	Flooding and Drainage Engineer
P11.22	Arrawarra Creek Flood Study	Determine flood behaviour and characteristics for Arrawarra Ck	Flooding and Drainage Engineer


**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.2 - Develop community resilience, disaster preparedness and response mechanisms
- LC4.4 - Develop inclusive community, sporting and recreational events and activities
- LE1.2 - Develop programs to actively engage communities on environmental issues and solutions
- LE3.2 - Enhance protection of our catchments, waterways and marine areas
- PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events

**For 2014/2015 Flood Mitigation and Drainage Works Program (funded by 2010 Special Rate Variation) see page 31**

<b>S12</b>	<b>Footpaths and cycleways</b>		<b>Manager - Strategic Asset Planning</b>
<b>Description:</b> Provide a safe and trafficable footpath and cycleway network			
<b>S12.01 Execute Capital Works</b>	<b>The construction of new footpaths and cycleway facilities</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
P12.01	West Coffs Cycleway	From Roselands East (Section 94)	
P12.02	Pacific Hwy Cycleway	Hospital South To Stadium Drive (Grant Funded)	
P12.03	Bonville School	(RMS Funded)	
P12.04	Pacific Hwy Cycleway	In Conjunction With Sapphire To Woolgoolga (RMS Funded)	
P12.05	Mastrocolas Road	Footpath Extension (Grant Funded)	
<b>S12.02 Footpaths and Cycleways Maintenance Works</b>	<b>The systematic inspection of Council's footway and cycleway assets as well as the subsequent planning and prioritisation of maintenance and repair works and subsequent execution of works</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
M12.01	Footpath / Cycleway Pavement standard	Report % of pavement with defects identified against the total pavement	Maintenance Engineer - Projects
M12.02	Pathway / cycleway maintenance response	% of customer requests relating to minor pathway and cycleway maintenance responded to within 5 days	Maintenance Engineer - Projects
M12.03	Bus shelter response	% of customer requests relating to damage to bus shelters responded to within 5 days	Maintenance Engineer - Projects

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<b>S12.03 Plan and promote Capital Works</b>	<b>The development of forward Pedestrian Access and Mobility Plans (PAMPS) (10-15yrs projection) as well as proposed Bike Plan for future funding opportunities</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B12.01	Footpaths - Works Planning	Prepare and implement works program for footpaths, cycleways and bus shelters.	Manager - Infrastructure Programs

**Community Strategic Plan Connections (Coffs Harbour 2030)**



MA1.4 - Integrate cycle way and footpath networks including linking schools, shops and public transport

MA2.1 - Ensure adequate maintenance and renewal of roads, footpaths and cycleways


**(See Roads p94 for proposed Works Program 2014/2015. Note: dependant on Special Rate Variation funding)**

<b>S13</b>	<b>Health</b>	<b>Manager - Environmental Services</b>
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**Description:** Protection of public health and the environment, principally by proactive regulation of risk related premises, and responding reactively to nuisance issues

<b>S13.01 Environmental Monitoring</b>	<b>Proactive surveillance of environmental parameters</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M13.01	Water closures due to contamination	# of Beach and Estuary water closures due to contamination	Manager - Environmental Services
<b>S13.02 Pollution / Health Events</b>	<b>Investigations of customer complaints and requests</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M13.04	Incident response	% pollution incidents responded to within 2 days	Manager - Environmental Services
M13.06	Public Bin complaints response	% of street and litter bin complaints responded to within 2 days	Manager - Environmental Services
M13.07	Major Pollution response	% of Major Land Pollution Incidents responded to within 1 hour	Manager - Environmental Services
M13.08	Minor Pollution Response	% of Minor Land Pollution Incidents responded to within 2 days	Manager - Environmental Services
M13.09	Major beach pollution response	% of Major incidents responded to within 1 hour	Manager - Environmental Services
M13.10	Minor beach pollution response	% of Minor incidents responded to within 2 days	Manager - Environmental Services
M24.24	Public Bin collection	Tonnage of park and street bin waste collected. (Formerly M13.02)	Team Leader Waste Services
M24.25	Public Bin waste diversion	Tonnage of material collected from park recycling bins. (Formerly M13.03)	Team Leader Waste Services

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<b>S13.03 Regulated Premises</b>		<b>Surveillance of all premises / activities required by various acts to be registered and inspected by Council</b>		
Action	Name	Action description	Responsible Officer	
M13.16	Food Authority inspections	% of Premises Inspection program implemented against Food Authority Standard	Manager - Environmental Services	
M13.17	Public pools	# of public pools registered	Manager - Environmental Services	
M13.18	Pool inspections	# of public pool inspections in period	Manager - Environmental Services	
M13.19	Pool compliance	# of inspected pools that don't comply with statutory requirements	Manager - Environmental Services	
M13.20	Pools made compliant	# of non-compliant pools brought up to compliance during period	Manager - Environmental Services	
M13.21	Health Complaint response	% public health complaints responded to within 2 days	Manager - Environmental Services	
M13.23	Food Premises	# of premises and businesses registered in NSW Food Authorities Partnerships program	Manager - Environmental Services	
M13.24	Food Premises inspections	# of NSW Food Authorities Partnerships program inspections in period	Manager - Environmental Services	
M13.25	Food complaint response	% food handling and contamination complaints investigated within 2 days	Manager - Environmental Services	
M13.27	Caravan Parks	# of caravan parks registered	Manager - Environmental Services	
M13.28	Caravan Park inspections	# of caravan park inspections conducted during period	Manager - Environmental Services	
M13.29	Premises (Legionella)	# of premises registered requiring Legionella inspections	Manager - Environmental Services	
M13.30	Compliant premises (Legionella)	% of inspected premises complying re Legionella	Manager - Environmental Services	
M13.32	Hair/Tattoo premises	# of hairdressing and skin penetration premises registered	Manager - Environmental Services	
M13.33	Hair/Tattoo premises compliance	% of inspected hair dressing and skin penetration premises complying	Manager - Environmental Services	

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### **Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.3 - Promote a safe community

LE4.2 - Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

LE4.4 - Implement programs which aim to make the Coffs Harbour LGA a zero waste community

<b>S14</b>	<b>Sustainable Planning</b>		<b>Manager - Sustainable Planning</b>
<b>Description:</b> Identify where the urban areas within Coffs Harbour will grow, what rules will apply to growth and what land is to be conserved			
<b>S14.01 Growth Management</b>	<b>Determine future growth areas to be developed for urban and other purposes to enable Coffs Harbour, to accommodate a projected population of 100,000 people by 2031</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B14.01	Urban balance	Report on residential proximity to services as per 2030 Indicators (GIS and Asset Management-assisted) - FOR EOT REPORT - SHARON TO DISCUSS WITH GIS	Manager - Sustainable Planning
B14.02	Placemaking	Report on Landuse Planning Placemaking projects	Senior Planner - Sustainable Planning
B14.03	Bushfire Mapping Review	Review mapping to ensure bushfire risks are factored into land use planning in the Local Government Area. Report on progress including vegetation maps, endorsement of classifications, bushfire map preparation, endorsement and exhibition.	Manager - Sustainable Planning
B14.04	Section 94 Plan Review	Review of the S94 Plans that are linked to Urban release and commercial areas to ensure they accord with legislative change, resolutions and policies of Council. Report details of review to Council. Exhibit revised plans. Report on progress including submissions.	Developer Contributions Coordinator
B14.05	North Boambee Valley West Planning Proposal	Progress environmental studies for rezoning of priority 1 residential area - North Boambee Valley. Report details of studies commenced to Council. Exhibit rezoning. Report on progress including submissions, Draft LEP adoption and Draft exhibition.	Manager - Sustainable Planning
P14.01	Bonville Rural Residential Planning Proposal	Commence environmental studies for planning proposal rezoning of priority area - Bonville. Report details of studies commenced to Council. Progress to Planning and Infrastructure. Exhibit rezoning.	Manager - Sustainable Planning
P14.02	Review Local Growth Management Strategy	Review current endorsed LGMS. Report to Council. Exhibit. Report to Council. Seek endorsement from Planning and Infrastructure	Manager - Sustainable Planning

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P14.03	Place Making - Woolgoolga Master Plan Review	Review current endorsed Woolgoolga Master Plan. Report to Council. Exhibit. Report to Council for endorsement and implementation.	Senior Planner - Sustainable Planning
P14.06	Environment Zones Review	Prepare a planning proposal under LEP 2013 to review Environment Zones in the Local Government Area	Manager - Sustainable Planning
P14.08	Housekeeping LEP	Prepare a planning proposal under LEP 2013 to review anomalies and make minor zone or clause changes in the LEP	Manager - Sustainable Planning
P14.10	Place Making - Jetty	Jetty Foreshores Management Review	Senior Planner - Sustainable Planning
<b>S14.02 Landuse Controls</b>	<b>Provide controls to ensure appropriate forms of development; consistent with community aspirations from social, economic and environmental perspectives, legislation and industry (best practice) standards; are achieved</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B14.09	Amend Policy Documents to accord with new CSP	Develop amended policies strategies and plans to be consistent with the endorsed amended CSP. Report on progress of Draft amendments, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of documents.	Manager - Sustainable Planning
B14.10	Amend Policy Documents to accord with new EPA Act - once introduced	Develop amended policies strategies and plans to be consistent with the requirements of The EPA Act 2013/14/15. Report on progress of Draft amendments, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of documents.	Manager - Sustainable Planning
B14.11	City-wide Developmental Control Plan (DCP)	Continued finalisation and implementation of DCP, including DCP updates from City Planning policies and coastal processes.	Manager - Sustainable Planning
B14.12	Heritage Program	Finalise Community Based Heritage Study. Oversee activities of Heritage Adviser; provide advice on development applications, and to property owners / developers. Administer the Local Heritage Fund and co-ordinate the activities of the CHCC Heritage Executive. Liaise with NSW Office of Environment and Heritage.	Planner - Sustainable Planning

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B14.13	Implement Coastal Hazard Management Plans	Develop amended policies strategies and plans to be consistent with the requirements of The EPA Act 2013/14/15. Report on progress of Draft amendments, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of documents.	Manager - Sustainable Planning
M14.01	House / Land Monitor Statistics	House / Land Monitor Statistics - review the Housing Monitor figures, on an annual basis, as released by the DOP	Manager - Sustainable Planning
P14.04	Completion of Coffs Harbour Standard Local Environmental Plan (SLEP)	Progress Deferred areas from SiLEP. Secure funds and confirm brief via report to Council. Engage consultant to prepare environmental investigations and prepare planning proposal. Report details of studies commenced to Council. Progress to Planning and I	Manager - Sustainable Planning
P14.05	Amend City-wide Developmental Control Plan (DCP) to incorporate Contaminated land Controls	Develop an amended section to Standard DCP consistent with the requirements of SLEP. Report on progress of Draft DCP amendment, endorsement by Council for public exhibition; exhibition and assessment of submissions; Finalisation of DCP.	Manager - Sustainable Planning
P14.07	DCP - Residential Lands Control Review	Amend City-wide Developmental Control Plan (DCP) to incorporate Residential Lands Control Review	Manager - Sustainable Planning
P14.09	e149 Process	Develop an appropriate system to link to produce 149 Zoning Certificates electronically.	Manager - Sustainable Planning
P14.11	Implement Environmental Levy Projects	Develop Cultural Significance Controls for LGA and implement into DCP	Team Leader Biodiversity

**Community Strategic Plan Connections (Coffs Harbour 2030)**


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

LC3.2 - Engage the community and other levels of government in securing outcomes


LE1.3 - Promote connection to the environment through learning in the environment

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- LE3.1 - Manage land use to conserve the region's unique environmental and biodiversity values
- PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events
- PL1.3 - Create balanced pedestrian friendly communities with a mix of residential, business and services
- PL1.5 - Encourage innovative developments that embrace our climate and local environment
- PL1.6 - Reinforce the unique identity of villages and communities
- PL2.2 - Provide public spaces and facilities that are accessible and safe for all

<b>S15</b>	<b>Library</b>		<b>Manager Library Services</b>
<b>Description:</b> Services provided by Coffs Harbour City Library			
<b>S15.01 Customer Services</b>	<b>Lending services, reference, public facilities and computers, programs and events</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B15.01	Arts/Culture Events	Participation in artistic and cultural events compared to targets	Manager Library Services
B15.02	NSW Comparison/State Standards	Monitor the library's performance against NSW public library standards	Manager Library Services
B15.03	Library	Implement library strategic plan	Manager Library Services
B15.06	Community Learning	Develop and conduct community learning programs and activities to support the digital/information literacy needs of the community and the user education needs of library customers	Manager Library Services
M15.01	Storytime sessions	# of Storytime sessions in period	Manager Library Services
M15.02	Increase in attendance at Storytime sessions	% increase in attendance at Storytime sessions compared with same period last year	Manager Library Services
M15.03	Increase in loans	% increase in loans compared with same period last year	Manager Library Services
M15.05	Active membership	% change in membership compared with same period last year	Manager Library Services
M15.07	Change in number of visits	% change in number of visits compared with same period last year	Manager Library Services
M15.09	Change in number of web visits	% change in number of web visits (page views) compared with same period last year	Manager Library Services
M15.11	Increase in public computer/internet/wifi sessions	% increase in public computer/internet/wifi sessions compared with same period last year	Manager Library Services

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M15.13	Change in HLS membership	% change in HLS membership compared with same period last year	Manager Library Services
M15.16	Yourtutor sessions	# of Yourtutor sessions in period	Manager Library Services
M15.17	Other sessions	# of other sessions in period	Manager Library Services
M15.18	Increase in attendance at other sessions	# increase in attendance at other sessions compared with same period last year.	Manager Library Services
M15.31	Programs and Events sessions	# of programs and events in period (incl. storytime)	Manager Library Services
M15.32	Programs and Events attendance	Total attendance at programs and events in period (incl. storytime)	Manager Library Services
P15.01	Radio Frequency Identification (RFID) system	Implement RFID system to provide for greater automation, improved stock management and self-service facilities for library customers.	Manager Library Services
P15.02	Review Library Strategic Plan	Review and update the Library Strategic Plan	Manager Library Services
<b>S15.02 Resources and Technical Services</b>	<b>Acquisition, processing, management and development of library collections and resources, including systems for supporting this function</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B15.04	Library Catalogue/Member Services	Library catalogue and member services developed to meet changing user needs (report on developments)	Manager Library Services
B15.05	Library Resources	Develop library collections to meet community needs	Manager Library Services
M15.20	Membership	% of members against population. (Local figures and comparison with NSW benchmark)	Manager Library Services
M15.21	Visitation	Visitation per capita - all branches (Local figures and comparison with NSW benchmark)	Manager Library Services
M15.22	Turnover	Turnover of stock (Local figures and comparison with NSW benchmark)	Manager Library Services
M15.23	Collection	Age of collection (Local figures and comparison with NSW benchmark)	Manager Library Services

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M15.24	Items per capita	Items per capita (Local figures and comparison with NSW benchmark)	Manager Library Services
M15.25	Circulation	Circulation per capita (Local figures and comparison with NSW benchmark)	Manager Library Services
M15.26	Items acquired	# of items acquired during the period	Manager Library Services
M15.27	Items discarded	# of items discarded during the period	Manager Library Services
M15.28	Increase in database searches	% increase in number of database searches compared with same period last year	Manager Library Services
M15.30	Online Picture Library Catalogue	# of Online Picture Library Catalogue additions in period	Manager Library Services
M15.33	Visitation Online	Online visits to Library Website and Catalogue (Local figures only – No NSW benchmark)	Manager Library Services



**Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.5 - Support the vulnerable and disadvantaged

LC4.2 - Support opportunities for artistic and cultural growth and enjoyment




LP5.1 - Promote and support a culture of lifelong learning






<b>S16</b>	<b>Lifeguard Services</b>		<b>Manager - Environmental Services</b>
<b>Description:</b> Provision of lifeguard patrols, first aid and water safety education programs			
<b>S16.01 Education</b>	<b>Provision of water safety education to any section of the public on request</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M16.01	Student participation	Participation of Yr4-10 students in the LGA in school beach safety programs (2000 annually).	Team Leader Lifeguard Services
<b>S16.02 Lifeguarding</b>	<b>Manage beach and water use for all users, including 24hr response to all aquatic emergencies</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M16.02	Patrol effectiveness	Number of drownings compared to number of preventable drownings.	Team Leader Lifeguard Services
M16.03	Patrol variations	# of patrol variations	Team Leader Lifeguard Services
M16.04	Fatal drownings	# of fatal drownings in patrolled areas	Team Leader Lifeguard Services
M16.05	Rescues	# of Rescues	Team Leader Lifeguard Services
M16.06	Other incidents	# of other incidents	Team Leader Lifeguard Services
M16.07	After Hours emergency responses	# of After Hours emergency responses	Team Leader Lifeguard Services

**Community Strategic Plan Connections (Coffs Harbour 2030)**


LC1.3 - Promote a safe community

<b>S17</b>	<b>Parks and Facilities</b>		<b>Manager - Recreational Services</b>
<b>Description:</b> Provision of safe, cost effective, functional and accessible recreational services to the wider community and visitors			
<b>S17.01 Botanic Gardens</b>	<b>Maintain and develop Botanic Gardens for recreation, conservation, research and education</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B17.01	Botanic Gardens maintenance	Develop and maintain Botanic Gardens - Report on progress of Botanic Gardens: plantings, bushland areas maintenance schedule	Curator Botanical Gardens
M17.01	Gardens visitor growth	Percentage change in the number of visitors to the Botanic Gardens from the same period last year	Curator Botanical Gardens
M17.03	Gardens students	Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (1,000 annually)	Curator Botanical Gardens
M17.04	Weddings	# of weddings	Curator Botanical Gardens
<b>S17.02 CBD Gardens and Roundabouts</b>	<b>Provide amenity areas in an aesthetically pleasing and sustainable way</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B17.02	Customer satisfaction	Customer satisfaction with roundabouts/reserves - reference group survey	Corporate Planner
M17.05	Floral displays	% of floral display schedule deviation relative to baseline schedule	Coordinator Horticultural Services
<b>S17.03 Cemeteries</b>	<b>Maintain and develop Council Cemeteries and provide professional burial services to the Public</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B17.03	Bush Regeneration	Report on progress of bush regeneration program	Coordinator Horticultural Services
M17.06	Cemetery capacity	Maintain cemetery capacity to serve the community in a timely and professional way	Curator Botanical Gardens
M17.07	Number of burials	# of burials	Curator Botanical Gardens
M17.08	Number of complaints	# of complaints relating to Cemeteries	Curator Botanical Gardens


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<b>S17.04 Nursery</b>	<b>Nursery Provide plants for Council programs and external customers on a sustainable basis</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M17.10	Nursery Stock production	Number of nursery stock plants available for sale	Coordinator Recreational Services
M17.11	Internal Sales	% of plant stock availability for Council's maintenance programs and projects	Coordinator Recreational Services
M17.12	External sales	% of plant stock availability for external sale	Coordinator Recreational Services
<b>S17.05 Play Parks</b>	<b>Maintain safe, functional and challenging play parks (including skate parks and bicycle safety parks)</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M17.13	Playground equipment condition	% of playground equipment with a condition rating above satisfactory	Coordinator Recreational Services
M17.14	Playground work response	% of requests responded to within 7 days relating to work on playgrounds	Coordinator Recreational Services
M17.16	Work Orders	% of Work Orders relating to playgrounds completed within the period	Coordinator Recreational Services
<b>S17.06 Reserves and Bushland</b>	<b>Deliver an efficient maintenance service in accordance with annual work programs and relevant standards</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B17.04	Reserve Fire Risk Management	Report on outcomes of Quarterly Reserve Fire Risk Management audits/reports	Coordinator Recreational Services
M17.17	Customer requests – Mowing	Number of Customer Requests regarding mowing	Coordinator Recreational Services
M17.19	"Friends of Parks"	Number of participants actively supporting the "Friends of Parks" groups	Curator Botanical Gardens
M17.20	Volunteer hours (Parks)	Number of volunteer hours (Parks and Facilities)	Curator Botanical Gardens
M17.21	Outstanding risk defects	Number of outstanding risk defects (>70)	Coordinator Recreational Services
M17.22	High profile mowing	Maintain all high profile mowing areas as per annual maintenance program and within budget	Coordinator Recreational Services

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M17.24	Footpath work response	% of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves	Coordinator Recreational Services
M17.26	Footpath Work Orders	% of Work Orders relating to footpaths and boardwalks completed within the period	Coordinator Recreational Services
M17.27	Beach accessway response	% of requests responded to within 7 days relating to works on beach accessways	Coordinator Recreational Services
M17.29	Beach accessway Work Orders	% of Work Orders relating to beach accessways completed within the period	Coordinator Recreational Services
M17.30	Beach cleaning response	% of requests responded to within 7 days relating to beach cleaning	Coordinator Recreational Services
M17.32	Beach cleaning Work Orders	% of Work Orders relating to beach cleaning completed within the period	Coordinator Recreational Services
M17.33	APZ inspections	# of Asset Protection Zones and Fire Trails inspected	Coordinator Recreational Services
M17.34	APZ workload	# of Asset Protection Zones and Fire Trails requiring improvement	Coordinator Recreational Services
M17.35	APZ upgrades.	# of Asset Protection Zones and Fire Trails upgraded	Coordinator Recreational Services
M17.36	Bookings	# of bookings for private functions and public events	Administration Coordinator - City Works
M17.59	Mowing visits	Number of visits per total mowing programs(out-front, tractor contractor)	Coordinator Recreational Services
M17.60	Mowing response	% of requests responded to within 7 days relating to mowing programs	Coordinator Recreational Services
<b>S17.07 Street Trees</b>	<b>Provide aesthetically pleasing and sustainable streetscapes</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M17.37	Street tree planting	Street tree planting schedule implemented as per annual program	Coordinator Horticultural Services
M17.38	Street Tree/City Reserve requests	Number of customer requests regarding reserves and street trees (<6)	Coordinator Horticultural Services
M17.39	Street Tree/Reserve response	Tree complaints responded to in a timely manner (as per risk category)	Coordinator Horticultural Services
M17.40	Street Tree planting budget	% of street tree planting schedule deviation relative to budget	Coordinator Horticultural Services
M17.45	Street tree (6+) Work Orders	% of Work Orders relating to street trees > 6 years old completed within the period	Coordinator Recreational Services

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M17.47	Street tree (6+) maintenance response	% of requests responded to within 7 days relating to street tree maintenance on trees > 6 years old	Coordinator Recreational Services
M17.61	Street Tree/Reserve response	Number of customer requests regarding reserves and street trees (>6)	Coordinator Recreational Services
<b>S17.08 Weed Services</b>	<b>Inspections and control of Noxious Weeds, control of environmental weeds under WAP</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M17.50	WAP Compliance	All weed control services and inspections compliant with WAP reporting requirements for NCWAC to maintain funding levels by DPI	Coordinator Horticultural Services
M17.51	Weed inspections	# of weed inspections in response to customer requests	Coordinator Horticultural Services
M17.52	Weed inspections - Private Property	# of weed inspections carried out on Private Property	Coordinator Horticultural Services
M17.53	Weed inspections – Council land	# of weed inspections carried out on Council-managed land	Coordinator Horticultural Services
M17.54	Weed control - private	# of private works jobs for weed control	Coordinator Horticultural Services
M17.55	Weed notices	Number of Weed notices issued under Section 18A, 18, 20, 20 Entry	Coordinator Horticultural Services
M17.56	Section 18 notices	# of Section 18 weed notices issued	Coordinator Horticultural Services
M17.57	Section 20 notices	# of Section 20 weed notices issued	Coordinator Horticultural Services
M17.58	Section 20 ENTRY notices	# of Section 20 ENTRY notices issued	Coordinator Horticultural Services

**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC1.1 - Build pride and identity in Coffs Harbour as a community and a place
- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LE1.2 - Develop programs to actively engage communities on environmental issues and solutions
- LE1.3 - Promote connection to the environment through learning in the environment
- LE3.4 - Create environmental restoration programs through partnerships with the community
- LE3.5 - Develop and improve infrastructure to provide appropriate access to environmental experiences
- LP5.2 - Facilitate and promote shared learning across generational and cultural groups
- PL2.2 - Provide public spaces and facilities that are accessible and safe for all
- PL2.3 - Provide safe and accessible play spaces for our children within each community

**RECREATIONAL SERVICES - 2014/2015 WORKS PROGRAMS (Dependant on Special Rate Variation funding)**

Year	Fences & Accessways (\$)	Playgrounds (\$)	Jetties (\$)	Stairs (\$)	Footbridges (\$)	Total (\$)
2014/2015	160,000	90,000	10,000			260,000
2015/2016	364,000	126,000	14,000	16,000		520,000
2016/2017			800,000			800,000
2017/2018			824,000			824,000

**2014/15 FENCING AND ACCESSWAYS RENEWAL PROGRAM**

Location Description	Sub Location	Primary Location	Estimated Renewal Cost (\$)	Program Funding (\$)
Between 35 & 37 Bonville Waters Dr	Storm drain safety fence between 35 & 37 Bonville Waters Dr	Sawtell	20,000	
Rear 16 to 28 Tom Albert Pl to Dolmans Pt boat launch area	Storm water drain safety fence rear 21 & 23 Cunningham St Bonville	Sawtell	5,000	
Boronia Park to Eighteenth Ave	Boronia Park bbqs	Sawtell	20,000	
E of 57 The Boulevard to N head Darkum Creek	Mullaway bbq	Mullaway	10,000	
Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Timber slats beach access opp 41 Ocean Pde.	Coffs Harbour	2,000	
Coffs Creek reserve N of Coffs Creek to Macauleys Hlnd	Beach access N Park Beach Surf Club	Coffs Harbour	30,000	
Coffs Creek reserve N of Coffs Creek to Macauleys Headland	Board & chain beach access opp Vincent St, Park Beach	Coffs Harbour	15,000	
Boronia Park to Eighteenth Ave	Board & chain on 6ch access opp 23 Park St Swtll.	Sawtell	30,000	
Boronia Park to Eighteenth Ave	Board & chain bch access off Wonga park	Sawtell	25,000	
<b>2014/15 FENCING AND ACCESSWAYS RENEWAL TOTAL</b>			<b>157,000</b>	<b>160,000</b>


**2014/2015 PLAYGROUND RENEWAL PROGRAM 2014/2015**

<b>Location Description</b>	<b>Unit Category</b>	<b>Estimated Renewal Cost (\$)</b>	<b>Program Funding (\$)</b>
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	2,000	
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	1,200	
PET PORPOISE POOL PARK PLYGRND	OTHER ITEMS	25,000	
PET PORPOISE POOL PARK PLYGRND	SPRING RIDE	3,250	
PLATEAU PARK PLYGRND	CLIMBER	3,000	
PLATEAU PARK PLYGRND	SLIDE	3,000	
PLATEAU PARK PLYGRND	CLIMBER	3,000	
PLATEAU PARK PLYGRND	CLIMBER	2,500	
PLATEAU PARK PLYGRND	SWINGS	3,500	
PLATEAU PARK PLYGRND	OTHER ITEMS	1,200	
PLATEAU PARK PLYGRND	SPRING RIDE	3,000	
PLATEAU PARK PLYGRND	SPRING RIDE	3,000	
PLATEAU PARK PLYGRND	SPRING RIDE	3,000	
JANE CRCT PLAY GROUND	SLIDE	3,000	
JANE CRCT PLAY GROUND	OTHER ITEMS	1,200	
JANE CRCT PLAY GROUND	SPRING RIDE	3,000	
ARGYL & KURRAJONG PLYGROUND	SLIDE	3,000	
MYUNA PL PLAYGROUND	BRIDGE/ TUNNEL	2,500	
WILLS-DUNN PLAYGROUND	CLIMBER	3,000	
WILLS-DUNN PLAYGROUND	SLIDE	3,000	
POLWARTH PLAYGROUND	NOVELTY PANEL	1,200	
POLWARTH PLAYGROUND	NOVELTY PANEL	1,200	
CORAMBA PLAYGROUND	CLIMBER	3,000	
CORAMBA PLAYGROUND	BRIDGE/ TUNNEL	3,500	
CORAMBA PLAYGROUND	OTHER ITEMS	2,000	
JETTYFSHR JNR PLAYGROUND	SPRING RIDE	3,250	
<b>2014/15 PLAYGROUND UNIT RENEWAL TOTAL</b>		<b>89,500</b>	<b>90,000</b>




**2014/15 JETTIES RENEWAL PROGRAM**

Location Description	Estimated Renewal Cost (\$)	Program Funding
JETTY - PORPOISE POOL	8,400	
JETTY - COFFS CREEK WALK	1,960	
<b>2014/15 JETTIES RENEWAL TOTAL</b>	<b>10,360</b>	<b>10,000</b>



<b>S18</b>	<b>Property</b>		<b>Property Manager</b>
<b>Description:</b> Property management, Leasing of Council owned/managed land and buildings, Buildings maintenance, Community Village and Swimming Pools			
<b>S18.01 Building M&amp;R</b>	<b>Maintenance and Repair of Council's general buildings (excluding Water, Sewer, Airport &amp; Caravan Parks)</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B18.01	Public Amenities Upgrade Program	Upgrade public amenities according to program of works.	Property Manager
M18.01	Property condition	% Of buildings/property assets at satisfactory or above (PENDING DEVELOPMENT OF ASSET CONDITION REPORTING FRAMEWORK)	Property Manager
M18.02	Number of Property Service requests received	# of Property Service requests received	Property Manager
M18.03	90% of Building Maintenance and Repair work service requests responded to within 24 hours	% of building maintenance and repair work service requests responded to within 24 hours	Property Manager
M18.04	Building Costs	% Of cost recovered on community buildings (PENDING DEVELOPMENT OF COMMUNITY BUILDING COST RECOVERY POLICY AND FRAMEWORK)	Property Manager
M18.13	Swimming pools scorecard	Swimming pools - review benchmark/scorecard - attendance, satisfaction, revenue	Property Manager
P18.01	Building Condition	Develop Building Asset Conditioning Framework. Implement with M18.01 as ongoing Measure	Director - City Infrastructure Services
P18.02	Community Building Leasing and Licensing Policy	Develop Community Building Leasing and Licensing Policy for adoption by Council. Implement cost recovery framework with M18.04 as Measure	Property Manager

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<b>S18.02 Commercial Property</b>	<b>Purchase / Disposal / Development / Advice in relation to Council property</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B18.02	Commercial Asset Management	Subject to adoption of Commercial Asset Management Strategy, commence implementation	Director - Corporate Business
B18.03	Land Acquisitions for Detention Basins	Finalisation of all land acquisitions for Flood detention Basins	Director - Corporate Business
<b>S18.03 Leasing and Property Management</b>	<b>Leasing of Council owned / managed land and buildings</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M18.05	Valuation and property information requests	% of valuation and property information requests responded to within 14 days	Property Manager
M18.06	Leases	# of leases managed	Property Manager
M18.07	Rent Revenue	% Rent revenue deviation relative to budget	Property Manager
M18.08	Community-based leases	Ratio of Community-based leases to the rent revenue generated	Property Manager
M18.09	Lease take-up	% of available, lettable office space held under lease	Property Manager
M18.10	Room Hire	# of room hiring agreements and User category	Property Manager
M18.11	Room hire income	% Room hire revenue deviation relative to budget	Property Manager
M18.12	Community Village Budget.	% deviation of Community Village actuals relative to budget	Property Manager
<b>S18.04 Public Swimming Pools</b>	<b>Provision of public swimming pool facilities for the community</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M18.14	Swimming pools - Lease agreements	% Lease agreements in place for Council public swimming pools	Property Manager

Continued next page

M18.15	Swimming pools - Lessee qualifications	% of pool Lessees have current pool supervisor and management qualifications	Property Manager
M18.16	Swimming pools - Financial contribution.	% of Public swimming pools operating within Council's financial contribution	Property Manager

### Community Strategic Plan Connections (Coffs Harbour 2030)



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

PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events

PL2.2 - Provide public spaces and facilities that are accessible and safe for all

### 2014/15 BUILDINGS RENEWAL WORKS PROGRAM (Dependant on Special Rate Variation)

Description & Location	Estimated Renewal Cost (\$)	Program Funding (\$)
ROOF - Hall & Skillion Shed - 33 Grafton Road, Lowanna	84,506	
MECHANICAL- replacement Septic System - 33 Grafton Road Lowanna	45,000	
ROOF - Amenities Block - Marina Drive, Coffs Harbour	13,466	
ROOF - Amenities Block - Ocean Parade, Coffs Harbour	6,379	
ROOF - Toilet Block - Beryl Street, Coffs Harbour	2,075	
FLOOR - Toilet Block - Beryl Street, Coffs Harbour	4,353	
STRUCTURE - Toilet Block - Beryl Street, Coffs Harbour	18,879	
MECHANICAL - Rigby House - lift replacement - Duke Street	150,000	
INTERNAL SCREENS - Rigby house - Level 2 suite division - Duke Street	42,000	
MECHANICAL - Rigby House Electrical meterage to Level 2 - Duke street	25,000	
STRUCTURAL - Surf Tower - Sawtell	62,500	
ROOF - Mud Huts x 4 - Duke street	25,500	
<b>2014/15 BUILDINGS RENEWAL TOTAL</b>	<b>479,658</b>	<b>480,000</b>

<b>S19</b>	<b>Roads and Bridges</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Provide a safe and trafficable road and bridge network			
<b>S19.01 Execute construction works</b>	<b>From receipt of work order, investigate, design pavement treatment, plan and undertake works, handover to client within required timeframe and budget</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B19.01	Bitumen Seal - Asphalt Resurfacing	Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period	Manager - Asset Construction
B19.02	Gravel Re-Sheet	Report on implementation of Gravel Re-sheet program in period	Manager - Asset Construction
B19.03	Rehabilitation	Report on implementation of Rehabilitation program in period	Manager - Asset Construction
B19.04	Bridges - Works	Complete planned bridge works for the year.	Maintenance Engineer - Projects
<b>S19.02 Roads and Bridges Maintenance works</b>	<b>Inspect, identify defects, plan, resource and schedule works. Undertake maintenance work in accordance with maintenance program and relevant standards</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
M19.01	Roads and Bridges - Maintenance Program	Report % complete of annual routine maintenance program	Maintenance Engineer - Projects
M19.02	Roads and Bridges - Pavement standard	Report % of pavement with defects identified against the total pavement	Maintenance Engineer - Projects
M19.03	Roads and Bridges - Unplanned works	% of defects accomplished within target response times. (Rectify defects in accordance with maintenance management plan)	Maintenance Engineer - Projects
M19.04	Roads and Bridges - CR response	% of CRs responded within 5 days - target 90%	Maintenance Engineer - Projects

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M19.05	Roads and Bridges - Routine works – Slashing	Quantity of area slashed	Maintenance Engineer - Projects
M19.06	Roads and Bridges - Routine Works - Grading	Kilometres of roads graded	Maintenance Engineer - Projects
M19.07	Roads and Bridges - Routine Works - Pothole Patching	Potholes patched	Maintenance Engineer - Projects
M19.08	Roads and Bridges - Routine Works - Sign Replacement	Signs replaced	Maintenance Engineer - Projects
M19.09	Roads and Bridges - Routine Works - Linemarking Rejuvenation	Linemarking rejuvenated	Maintenance Engineer - Projects
M19.10	Bridges – Defect response	% of defects accomplished within target response times	Maintenance Engineer - Projects
M19.11	Roads and Bridges - Backlog of defects - pavement	m2 of unrepaired pavement	Maintenance Engineer - Projects
M19.12	Roads and Bridges - Backlog of defects - signs	\$ value of unrepaired signs outstanding	Maintenance Engineer - Projects
M19.13	Roads and Bridges - Backlog of defects - kerb and gutter	\$ value of unrepaired k&G	Maintenance Engineer - Projects

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M19.14	Roads and Bridges - Backlog of defects - street furniture	\$ value of unrepaired street furniture	Maintenance Engineer - Projects
M19.15	Roads and Bridges - Backlog of defects - priority	Report # of outstanding defects with a priority score greater than 80/100	Maintenance Engineer - Projects
M19.16	Roads and Bridges - Backlog of defects - total	Report # of total outstanding defects	Maintenance Engineer - Projects
M19.17	Roads and Bridges - Regional Potholes – response	% of customer requests relating to potholes on regional roads responded to within 5 days	Maintenance Engineer - Projects
M19.19	Roads and Bridges - Failed pavement response (Regional)	% of customer requests relating to failed pavement on regional roads responded to within 5 days	Maintenance Engineer - Projects
M19.21	Roads and Bridges - Local pothole response	% of customer requests relating to potholes on local roads responded to within 5 days	Maintenance Engineer - Projects
M19.23	Roads and Bridges - Failed pavement response (Local)	% of customer requests relating to failed pavement on local roads responded to within 5 days	Maintenance Engineer - Projects
M19.25	Roads and Bridges - High traffic potholes - response	% of customer requests relating to potholes on high traffic roads responded to within 5 days	Maintenance Engineer - Projects
M19.27	Minor bridge maintenance response	% of customer requests relating to minor bridge maintenance responded to within 5 days	Maintenance Engineer - Projects

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M19.29	Bridge damage response	% of customer requests relating to damage to bridge structures responded to within 5 days	Maintenance Engineer - Projects
M19.31	Boat ramp response	% of customer requests for boat ramp availability responded to within 5 days	Maintenance Engineer - Projects
M19.33	Jetty damage response	% of customer requests relating to Jetty Structure damage or vandalism responded to within 5 days	Maintenance Engineer - Projects

**Community Strategic Plan Connections (Coffs Harbour 2030)**

MA1.2 - Improve the effectiveness of the existing transport system

MA1.3 - Promote increased public transport, pedestrian and cycle usage and reduced car usage

MA2.1 - Ensure adequate maintenance and renewal of roads, footpaths and cycleways

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS**

**Road Renewal Program 2014/2015 (Dependant on 2014/2017 Special Rate Variation)**

Road or Street Name	District Location	Pavement Area (m <sup>2</sup> ) @ \$50/m	Estimated Rehab. Cost (\$)	Program Funding (\$)
BONVILLE ST : From : RALEIGH ST To : CURACOA ST	COFFS HARBOUR	644	32,190	
MULLAWAY : From : SH 10 To : ARRAWARRA RD	NTH BEACHES	3854	192,700	
JORDAN : From : CAMPERDOWN ST To : BOAT RAMP ENT	COFFS HARBOUR	3973	198,660	
JORDAN : From : 556M To : END	COFFS HARBOUR	3760	188,000	
BORONIA : From : PARK To : END	SAWTELL	1320	66,000	
NEWMAN ST: From : BULTITUDE ST To : END OF NEWMAN ST	WOOLGOOLGA	515	25,750	
MARKET : From : NIGHTINGALE ST To : QUEEN ST	WOOLGOOLGA	3968	198,380	
BEACH : From : HEADLAND RD To : LAKESIDE DR	SAPPHIRE	2083	104,160	
BEACH : From : LAKESIDE DR To : END	SAPPHIRE	858	42,900	
HIBISCUS : From : LAKESIDE DR To : END	SAPPHIRE	771	38,540	
POINCIANNA : From : LAKESIDE DR To : END	SAPPHIRE	738	36,900	
LAKESIDE : From : POINCIANNA AVE To : END	SAPPHIRE	1320	66,010	
FITZGERALD : From : 86M To : END	COFFS HARBOUR	1658	82,875	
ELEVENTH : From : ELIZABETH ST To : FIRST AVE	SAWTELL	1210	60,480	
HARRISON : From : KEN PL To : BAYLDON RD	SAWTELL	1676	83,790	
HARRISON : From : MEDIUM To : KEN PL	SAWTELL	1117	55,860	
HARRISON : From : LYONS RD To : MEDIUM	SAWTELL	1224	61,200	
ELSWICK : From : ISLES DR To : END	COFFS HARBOUR	1940	96,990	
CHARLOTTE : From : END A/C To : END	COFFS HARBOUR	447	22,360	
GROSS MICHEL : From : NORMAN HILL DR To : END	KORORA	435	21,760	
<b>TOTAL FOR 2014/2015</b>		<b>30,688</b>	<b>1,675,505</b>	
<b>PROGRAM FUNDING</b>				
			<b>Special Rate Variation</b>	679,924
			<b>Roads To Recovery</b>	896,265
			<b>Revenue</b>	100,000
				<b>1,676,189</b>



**LOCAL ROADS 2014/2015 WORKS PROGRAMS**

**Reseal Program 2014/2015**

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
CANALE : From : START LINED T/D To : END	140	\$6,930
JAMES IDE : From : ARCHER CL To : END	70	\$2,583
STABLEFORD : From : THOMPSONS RD To : GREENLINKS AVE	97	\$4,802
CORNISH : From : END PAVERS To : START PAVERS NO2	61	\$2,745
CORNISH : From : END PAVERS To : START PAVERS NO4	68	\$3,060
MEADOW VIEW : From : AVONLEIGH DRIVE To : END	248	\$7,924
SAWTELL : From : LAMBERTS RD To : LINDEN AVE	358	\$16,110
TAMARIND : From : KINCHELA AVE To : END	78	\$1,825
GORDON : From : RALEIGH ST To : VALLEY ST	109	\$4,513
COLONIAL : From : STOCKMANS RD To : END	225	\$6,581
DARKUM : From : START KERB To : THE BOULEVARDE	250	\$7,875
HARBOUR : From : HOGBIN DR To : DIBBS ST	298	\$26,284
HEADLAND ROAD : From : FULLER ST To : END KERB	97	\$2,706
HENDERSON : From : BRODIE DR To : END	47	\$2,115
HIGH ST : From : START KERB & GUTTER To : FAWCETT ST	63	\$2,835
LESLEY : From : 7.5M To : END	34	\$1,224
LESLEY : From : GRIFFITH AVE To : 7.5M	7	\$221
LINDEN : From : ARCHIBALD PL To : NEWPORT CR	111	\$5,544
MURDOCK ST : From : HIGH ST To : SCARBA ST	149	\$8,113
PRINCE JAMES : From : BAILEY AVE To : CORAL AVE	479	\$15,520
TOPPERS : From : START BITUMEN To : CUL DE SAC	400	\$11,160
AVIATION DR : From : CHRISTMAS BELLS RD To : AIRPORT RD	1,384	\$38,614
AZALEA: From : MEADOW ST. To : COMBINE ST.	257	\$13,878
BAYVIEW : From : BREAKERS WAY To : END	75	\$1,755
BELBOWRIE : From : START A/C To : KINCHELA RD	97	\$2,925

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** (Continued)

**Reseal Program 2014/2015** (Continued)

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
BREAKERS : From : LAGOONA CL To : END	456	\$14,569
DAINTREE : From : PINEBRUSH CR To : CHANGE OF SEAL	87	\$2,819
DIGGERS HEADLAND PLACE : From : END CONCRETE To : END	126	\$3,459
FERNLEIGH : From : COACHMANS CL To : PINEBRUSH CR	70	\$2,268
GOLDEN GROVE : From : BORROWDALE CR To : END	86	\$2,012
JAMES SMALL : From : PACIFIC HIGHWAY To : LAGOONA CL	564	\$19,796
SERENE : From : BLUE WATER PLACE To : END	76	\$1,949
VICTORIA : From : DIBBS ST To : BOAMBEE ST	240	\$13,932
WALTER MORRIS : From : PARK BEACH RD To : INTERSECTION	44	\$2,059
COLLINGWOOD : From : EDGAR ST To : ORLANDO ST	102	\$5,921
HULBERTS : From : END KERB To : RAILWAY LINE	39	\$1,667
GORDON : From : VALLEY ST To : 78.0	78	\$3,370
MEADOW : From : COMBINE ST To : MCLEAN ST	268	\$8,683
GILLIBRI : From : DIRRIGEREE CR (STH) To : DIRRIGEREE CR	450	\$20,655
SAN FRANCISCO : From : COLUMBUS CIRC To : PACIFIC AVE	175	\$5,513
ARRAWARRA BEACH : From : 560 To : INTERSECTION	380	\$10,260
ARRAWARRA BEACH : From : SH10 To : 560	560	\$15,120
BONVILLE WATERS : From : TOM ALBERT PL To : MOLLER DR	277	\$14,085
COACHMANS : From : OPAL COVE ENT RD To : 335M	335	\$10,402
CURACOA : From : 38.5 To : 89.3	50	\$2,655
CURACOA : From : 89.3 To : END OF RD.	66	\$4,396
CURACOA : From : HARBOUR DR. To : 38.5	38	\$2,018
DAIRYVILLE : From : 782 To : 3084.5	2,302	\$56,975
EAST BONVILLE : From : END OVERPASS To : START DUSTSEAL	590	\$15,134
EGGINS : From : 1954 To : 2204	250	\$12,150

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** *(Continued)*

**Reseal Program 2014/2015** *(Continued)*

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
EMERALD HEIGHTS : From : GRAHAM DR To : ANSELMO CL	136	\$5,569
ENGLANDS : From : 1520 To : 3110	1,590	\$44,361
HARRISON : From : KEN PL To : BAYLDON RD	147	\$6,747
HERON : From : START OF RD To : FINISH	290	\$10,440
JOHNSONS : From : 1311 To : 2056	750	\$20,250
JOHNSONS : From : 2061 To : 2229	168	\$2,646
LINDEN : From : HARVIE DR To : PLAYFORD AVE	110	\$5,544
MACKAYS : From : BEST CL To : BICKNELL DR	104	\$4,914
MACKAYS : From : BICKNELL DR To : VERA DR	234	\$7,582
MASONARY : From : HALLS RD. To : SAND ST.	163	\$8,949
MILDURA : From : HARBOUR DR To : COLLINGWOOD ST	129	\$6,153
NEWMANS ROAD : From : SHEARER DR To : START DUST SEAL	314	\$8,761
PLAYFORD : From : NEWPORT CR To : LINDEN AVE	210	\$10,679
RIVER : From : HIGH(WOOL)ST To : START OF KERB	56	\$3,024
TOORMINA : From : ELIZABETH ST To : END	166	\$5,378
WATSONIA : From : GENTLE ST To : START A/C	247	\$6,669
WILLIAM : From : START OF KERB To : CALTOWIE PL	46	\$2,194
CAMPDRAFT : From : OVERLANDER DR To : END	126	\$3,175
DAVIS LANE : From : KING ST To : END	96	\$1,728
FRIDAYS CREEK : From : 3202 To : 3817 BARBARESCOS RD	615	\$15,775
LOWER BUCCA : From : MCCRAES BRIDGE WEST To : 6224	400	\$12,600
MACCUES : From : ROAD NARROWS To : STATE FOREST	700	\$8,190
NEWCASTLE : From : HULBERTS RD To : 410M	410	\$22,325
SOUTH BOAMBEE : From : 1321 START BRIDGE To : DUSTSEAL	1,806	\$30,883
ANTARIES : From : NARANI CL To : APOLLO DR (NTH)	89	\$4,005

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** (Continued)

**Reseal Program 2014/2015** (Continued)

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
AZALEA : From : SH10 CRIB WALL To : MEADOW ST.	132	\$7,128
MOLLER : From : CUL DE SAC To : BONVILLE WATERS	206	\$8,528
ROSEDALE : From : GREEN LEA CR (STH) To : GREEN LEA CR (	236	\$9,770
BERNE : From : TALOUMBI RD To : END	27	\$1,434
ALVERSON : From : START A/C To : END	73	\$2,989
ANNANDALE : From : 140M To : END	182	\$4,259
ANNANDALE : From : AVONLEIGH DR To : 140M	140	\$4,473
AQUAMARINE : From : END CONCRETE To : END	153	\$3,580
AQUAMARINE : From : END CONCRETE To : START CONCRETE	61	\$2,004
AQUAMARINE : From : START A/C To : START CONCRETE	134	\$4,402
BEACH HAVEN : From : CRYSTAL WATERS DR To : END	146	\$3,548
BEACHSIDE : From : BLUE WATER PLACE To : END	70	\$1,701
CHARKATE : From : BRUCE KING DRIVE To : END	64	\$1,498
CITY HILL : From : HOGBIN DR ROUNDABOUT To : END	296	\$7,459
CORDWELL : From : OSCAR RAMSAY DR To : END	133	\$4,309
DAINTREE : From : CHANGE OF SEAL To : END	149	\$3,420
DANIEL CRT : From : CELESTE PL To : EAST END	67	\$1,508
DIAMOND HEAD : From : BLACKBUTT AVE To : START OF BRIDGE	56	\$2,570
DIGGERS COURT: From : DIGGERS HLD RD To : END	50	\$1,395
EARL : From : ALBANY ST To : BONVILLE ST	126	\$7,371
ELLEM : From : ARRAWARRA HLD RD To : END	111	\$2,498
GRASSLANDS : From : END STENCIL CRETE To : END A/C	103	\$3,337
HAROLD FRANCIS : From : GAILOR DR To : 46M	46	\$1,490
KEARN : From : LADY BELMORE DR To : END	154	\$4,920
KILLARA : From : SH10 To : START F/S	26	\$1,076

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** *(Continued)*

**Reseal Program 2014/2015** *(Continued)*

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
LADY BELMORE : From : KEARN CL To : LINDEN AVE	120	\$5,454
LOUDEN : From : END PAVERS To : START PAVERS	54	\$2,236
MALIBU : From : KORORA BAY DR To : END	230	\$5,175
MORTON BAY : From : ADELINES WAY NTH To : NO11	189	\$4,423
MOSELEY : From : ALVERSON CL To : LADY BELLMORE DR	307	\$12,572
MOSELEY : From : LINDEN AVE To : ALVERSON CL	157	\$6,429
NOREENA : From : MEADOW VIEW CL To : END	86	\$2,399
PARK AVENUE LANE : From : END OF LINED T/D To : END OF KERB & GU	50	\$1,350
PARK AVENUE LANE : From : GORDON ST To : END OF LINED T/D	87	\$2,271
PINEBRUSH : From : CHANGE OF SEAL To : DAINTREE DR	47	\$1,523
PINEBRUSH : From : DAINTREE DR To : STH END	84	\$1,966
RIDGE : From : VALLEY ST To : ALBANY ST	109	\$2,207
SAWTELL : From : PACIFIC HWY To : HAMILTON DR	465	\$25,110
SEAMIST : From : START SEAL To : END	38	\$889
SEARL : From : LADY BELMORE DR To : END	65	\$1,521
TALLOWOOD : From : KINCHELA AVE To : END	55	\$2,030
VERNON : From : GRAFTON ST To : CASTLE ST	150	\$15,525
WALTER MORRIS : From : INTERSECTION To : MCDONALDS ENT	115	\$4,140
WISTERIA GARDENS : From : LOADERS LANE To : END	120	\$3,348
WORLAND : From : START A/C To : PAYNE CL	104	\$3,370
COLLINGWOOD : From : MILDURA ST To : EDINBURGH ST	98	\$3,749
HARBOUR : From : DIBBS ST To : END SPLIT LEVEL RD	64	\$5,645
ALEXANDER : From : OCEAN ST To : MCIVER LNE	64	\$1,382
AMAROO CR : From : NARIAH CR To : RAMORNIE DR	301	\$16,254

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** (Continued)

**Reseal Program 2014/2015** (Continued)

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
AMAROO CR : From : RAMORNIE DR To : EUNGELLA ST	66	\$3,564
BERYL : From : FRANCES ST To : JOYCE ST	209	\$10,910
BLIGH : From : END KERB To : KASCH ROAD	80	\$3,024
BLIGH : From : END KERB To : MCRAE CLOSE	78	\$3,615
BLIGH : From : KASCH ROAD To : END KERB	105	\$5,906
BLIGH : From : LINDSAY'S ROAD To : END KERB	108	\$5,881
BONVILLE STATION : From : END AC To : ROAD NARROWS	312	\$8,705
BONVILLE STATION : From : PINE CREEK WAY To : 1400M (START AC)	1,400	\$39,060
BONVILLE STATION : From : ROAD NARROWS To : END	372	\$5,859
CAVENDISH : From : HERMANN RIECK AVE To : END	40	\$900
CENTRAL BUCCA : From : BUCCA CREEK To : 1747	1,747	\$50,314
COFF : From : HARDACRE ST To : NORTH ST	167	\$8,642
CORIEDALE : From : DORSET ST To : NO13	116	\$5,794
CORINDI STREET SERVICE : From : RED ROCK ROAD To : GRAVEL	163	\$2,934
CUTHBERT : From : CUTHBERT ST To : END	32	\$1,987
CUTHBERT : From : DE CASTELLA DR To : LUKIN CL	76	\$3,420
CUTHBERT : From : LUKIN CL To : START AC	142	\$6,390
DARKUM : From : MULLAWAY DR To : START KERB	20	\$630
DIAMOND HEAD : From : CORAL DR To : MAHOGANY AVE	196	\$8,996
DIAMOND HEAD : From : MAHOGANY AVE To : BLACKBUTT AVE	48	\$2,203
EDGAR : From : COLLINGWOOD ST To : MILDURA ST	132	\$6,534
EMERALD : From : SAPPHIRE CRES To : END	238	\$5,141
FOURTH : From : BORONIA ST To : EAST ST	90	\$3,038
FOURTH : From : EAST ST To : SECOND AVE	156	\$5,265
FOURTH : From : SECOND AVE To : THIRD AVE	354	\$13,541

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**LOCAL ROADS 2014/2015 WORKS PROGRAMS** (Continued)

**Reseal Program 2014/2015** (Continued)

<b>STREET</b>	<b>Length (m)</b>	<b>Reseal Costs</b>
GORDON : From : SCARBOROUGH ST To : FAWCETT ST	226	\$7,221
HARBOUR : From : CURACOA ST To : NORTH ST	153	\$15,147
HARRISON : From : MEDIUM To : KEN PL	98	\$4,498
HASTINGS : From : END OF KERB To : START OF KERB	120	\$4,644
HASTINGS : From : SCARBOROUGH ST To : START DUSTSEAL	27	\$887
HASTINGS : From : START OF KERB To : SCARBOROUGH ST	48	\$2,160
HERMANN RIECK : From : CAVENDISH PL To : NORMAN HILL DR	111	\$2,498
HERMANN RIECK : From : PLANTAIN RD To : CAVENDISH PL	72	\$1,620
HIGH ST : From : FAWCETT ST To : NIGHTINGALE ST	135	\$3,402
HOOD : From : COLLINGWOOD ST To : MILDURA ST	122	\$4,667
HOOD : From : HARBOUR DR To : COLLINGWOOD ST	112	\$12,247
HUNTER (NORTH) : From : OLD COAST RD To : NTH	260	\$5,850
HUNTER (SOUTH) : From : OLD COAST ROAD To : 236	236	\$6,053
KASCH : From : BLIGH RD To : START KERB	58	\$1,618
KASCH : From : END KERB To : END	118	\$5,310
KASCH : From : START KERB To : END KERB	94	\$5,076
LINDEN : From : BRYANT CL To : ARCHIBALD PL	135	\$6,622
LINDEN : From : MCGREGOR CL To : BRYANT CL	86	\$4,218
LINDEN : From : NEWPORT CR To : HARVIE DR	60	\$2,997
LINDSAYS : From : MCALPINE WAY To : HIGHWAY (NTH)	665	\$23,940
LOWER BUCCA : From : CHANGE SEAL 52M To : CHANGE SEAL 625	574	\$18,856
LUKIN : From : SIEBEN RD To : END	206	\$9,270
MANN : From : TALOUMBI RD To : END	50	\$1,913
<b>TOTAL</b>		<b>\$1,298,845</b>

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




**LOCAL ROADS 2014/2015 WORKS PROGRAMS** *(Continued)*

**BRIDGE PROGRAM 2014/2015 – see page 29: PRIORITY INFRASTRUCTURE PROGRAM 2014/2015 - 2017/2018** *(Funded from 2008 Rate Variation)*

**OTHER TRANSPORT ASSETS PROGRAM** *(Dependant on 2014/17 Special Rate Variation)*

Year	Kerbs (\$)	Car Parks (\$)	Footpaths & Cycleways (\$)	Guard Rail (\$)	Total (\$)
2014/2015	90,000	30,000	40,000	30,000	190,000
2015/2016	185,000	60,000	85,000	60,000	390,000
2016/2017	250,000	85,000	150,000	110,000	595,000
2017/2018	257,500	92,700	154,500	113,300	618,000



<b>S20</b>	<b>Sewer</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Provide waste water service to the community			
<b>S20.01 Reclaimed Water</b>	<b>Utilisation or disposal of by-products</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M20.01	Reclaimed water consumed	% of reclaimed water consumed against total treated ( 6-monthly)	Manager - Water Treatment
<b>S20.02 Waste Water Collection</b>	<b>Collection &amp; transport of sewage to treatment plants</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B20.01	Sewer Infrastructure Works	Report on progress of sewer infrastructure works in relation to time, budget, and quality	Manager - Distribution
M20.02	Overflows	Number of dry weather overflows	Manager - Distribution
<b>S20.03 Waste Water Treatment</b>	<b>Treatment of sewage to licence requirements</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B20.02	Sewerage performance	Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report.	Team Leader Water
M20.03	Operating cost (sewer)	Total operating cost (Sewer) per kilolitre treated (yearly report)	Team Leader Water
M20.04	Sewer - Licence compliance	% of tests complying with EPA licences	Manager - Water Treatment
P20.01	Sawtell Sewerage Treatment Works Decommissioning	Sawtell Pump Station, Rising Main and Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality	Manager - Infrastructure Programs

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### **Community Strategic Plan Connections (Coffs Harbour 2030)**

LC2.1 - Promote healthy living

LE4.1 - Implement total water cycle management practices

LE4.2 - Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events

<b>S21</b>	<b>Sport</b>		<b>Coordinator Events and Local Sport</b>
<b>Description:</b> Development, planning and facility management			
<b>S21.01 C.ex Coffs International Stadium</b>	<b>Provide and manage a sporting facility capable of hosting elite sporting events and other events, that deliver significant economic impact and local community benefits to Coffs Harbour</b>		
Action	Name	Action description	Responsible Officer
<b>S21.02 Development Planning and Facility Management</b>	<b>Ground and infrastructure management of sporting ovals, Guiding the development of current and future sporting infrastructure , Building the capacity of sports to service the community</b>		
Action	Name	Action description	Responsible Officer
B21.01	Sports facility plan projects	Report on status of sports facility plan projects (according to funding in LTFP)	Coordinator Events and Local Sport
M21.01	Sport facility Usage	Sport facility - % usage against capacity	Coordinator Events and Local Sport
M21.02	COFFSAC meetings	% of scheduled COFFSAC meetings attended	Coordinator Events and Local Sport
M21.03	Sport Forums	# of forums hosted by CHCC	Coordinator Events and Local Sport
M21.04	Third party meetings	# of third party meetings or training promoted	Coordinator Events and Local Sport
M21.05	Maintenance response	% of maintenance requests acted upon within 5 days	Coordinator Events and Local Sport
P21.04	Sports Facility Plan	Review of Sports Facility Plan	Coordinator Events and Local Sport
B21.02	External Funding (Government)	Report on Number of grants applied for, value and success rate	Sports Development Officer
B21.03	Strategic Relationships	Report on details of event meetings, conferences and sports forums attended	Coord Facility Operations and Events

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B21.04	External Funding (Assisting Community)	Number of organisations assisted with grant applications for leased grounds, \$ value and success rate	Sports Development Officer
B21.05	External Funding (Sports Contributions)	Number and value of co-contributions from sports	Sports Development Officer
B21.06	Sports Marketing	Ensure the optimum promotion of activities to foster sports development (Online events calendar updated quarterly; Sports Unit e-newsletter distributed quarterly; Report on Media releases for major and national events, major upgrades to facilities, etc)	Sports Administration Events Assistant
P21.05	Floodlighting Installation	Installation of Floodlighting on CSLP2	Coordinator Events and Local Sport


**Community Strategic Plan Connections (Coffs Harbour 2030)**

LC4.4 - Develop inclusive community, sporting and recreational events and activities

PL2.2 - Provide public spaces and facilities that are accessible and safe for all

<b>S22</b>	<b>Stormwater</b>	<b>Manager - Strategic Asset Planning</b>
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**Description:** Works program preparation, determine method of procurement and ensure program is carried out. Liaise design, project management, construction, and assets



<b>S22.01</b>	<b>Flood program preparation and execution, stormwater maintenance and nuisance works, application for grant funding</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B22.01	Rate Funded Floodworks	Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks.	Manager - Strategic Asset Planning
M22.01	Drainage requests (property damage risk) - response	% of responses to requests relating to drainage likely to cause property damage undertaken within 2 days	Manager - Strategic Asset Planning
M22.03	Flood damage requests (poor maintenance) - response	% of responses to requests relating to flood damage due to poorly maintained drains undertaken within 2 days	Manager - Strategic Asset Planning
P22.01	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	Flooding and Drainage Engineer
P22.02	Park beach local drainage improvements	Drainage works	Flooding and Drainage Engineer
P22.03	Loaders lane	Levy bank works	Flooding and Drainage Engineer
P22.04	Marcia St/ Pacific Hwy	Drainage improvements	Flooding and Drainage Engineer
P22.05	Investigation & Design	Drainage Improvements - Investigation & Design	Flooding and Drainage Engineer
P22.06	Middle Creek	Creek Widening Works	Flooding and Drainage Engineer
P22.07	Creek Clearing & Drainage Works	Maintenance Works	Flooding and Drainage Engineer
P22.08	Urban & Non-Urban Drainage Works	Various Projects	Flooding and Drainage Engineer

**Community Strategic Plan Connections (Coffs Harbour 2030)**


PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events

**Drainage / Flood Works Program 2014/2015 (Funded from 2010 Rate Variation)**

Year	Project/Road	Comment / Description	Project Estimate (\$)
2014/2015	Flood Detention Basin	Construction of flood detention basin (Spagnolos Road)	950,000
2014/2015	Park Beach local drainage improvements	Drainage works	100,000
2014/2015	Loaders Lane	Levy bank works	150,000
2014/2015	Marcia St/ Pacific Hwy	Drainage improvements	200,000
2014/2015	Investigation & Design	Drainage Improvements - Investigation & Design	200,000
2014/2015	Middle Creek	Creek Widening Works	400,000
2014/2015	Creek Clearing & Drainage Works	Maintenance Works	20,000
2014/2015	Urban & Non-Urban Drainage Works	Various Projects	350,000
<b>Totals for 2014/2015</b>			<b>2,370,000</b>

<b>S23</b>	<b>Tourism</b>		<b>Manager - Coffs Coast Tourism Marketing</b>
<b>Description:</b> Destination marketing and Visitor Services for Coffs Coast			
<b>S23.01 Conferencing</b>	<b>Promotion of the Regions as a destination for business conferences / events</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B23.01	Business Tourism Plan	Complete annual Business Marketing and Campaign Plan	Manager - Coffs Coast Tourism Marketing
<b>S23.02 Leisure tourism</b>	<b>Promotion of the Region as a Tourism destination</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B23.02	Marketing Campaign Implementation	Report on development and implementation of promotional campaigns (including media value and potential reach/audience)	Manager - Coffs Coast Tourism Marketing
B23.03	Marketing Campaign Plan	Complete annual Leisure Tourism Marketing and Campaign Plan	Manager - Coffs Coast Tourism Marketing
M23.01	Industry contribution	Industry contribution (dollar value) to Coffs Coast Marketing activity	Manager - Coffs Coast Tourism Marketing
M23.02	Overnight Visitation.	National Visitor Survey figures - Overnight Visitation.	Manager - Coffs Coast Tourism Marketing
M23.03	Direct economic impact	National Visitor Survey figures - direct economic impact	Manager - Coffs Coast Tourism Marketing
M23.05	Tourism-related jobs	Number of tourism-related jobs	Manager - Coffs Coast Tourism Marketing
M23.06	Industry contribution	% increase in contribution to Industry participation Marketing Campaign	Manager - Coffs Coast Tourism Marketing
M23.07	Business Tourism economic impact	% increase in Business Tourism economic impact	Manager - Coffs Coast Tourism Marketing
M23.08	Brand awareness	% increase in brand awareness of Region from national phone survey data	Manager - Coffs Coast Tourism Marketing

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M23.09	Online database	% increase in online database membership	Manager - Coffs Coast Tourism Marketing
<b>S23.03 Visitor Information Centre</b>	<b>Supplier of general and Tourist information to domestic, international visitors and local community</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B23.04	Visitor Information Centre Review	Review VIC Operations and long term strategy	Manager - Coffs Coast Tourism Marketing
M23.10	VIC revenue	% increase in VIC revenue	Manager - Coffs Coast Tourism Marketing
M23.11	VIC visitors	% increase in VIC visitors	Manager - Coffs Coast Tourism Marketing

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

LC3.2 - Engage the community and other levels of government in securing outcomes


LE1.1 - Identify and promote the region's unique environmental values

LP1.1 - Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries


LP1.3 - Support innovation and leadership in sustainable business practices

LP2.1 - Maximise opportunities for workforce participation




<b>S24</b>	<b>Waste Services</b>		<b>Manager - Waste Services</b>
<b>Description:</b> Provision of waste collection, processing, resource recovery and landfill disposal			
<b>S24.01 Collection</b>	<b>Provision of waste collection and transfer stations</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B24.01	Processing Contract - Coffs Coast	Number and details of meetings held between CCWS Councils. Summary of key issues.	Manager - Waste Services
B24.02	Waste Minimisation Promotion - Coffs Coast	Details of programs implemented and community activities/events supported	Team Leader Waste Services
M24.01	Warning stickers (Coffs Harbour)	# of warning stickers issued (Coffs Harbour)	Team Leader Waste Services
M24.02	Environmental Compliance	Scorecard - testing against targets set by environmental protection licence	Team Leader Waste Services
M24.03	Complaints – contractor response	% of complaints responded to by contractor within 2 days	Team Leader Waste Services
M24.05	Warning stickers (Coffs Coast)	# of warning stickers issued (Coffs Coast)	Team Leader Waste Services
M24.06	Bins removed (Coffs Coast)	# of bins removed (Coffs Coast)	Team Leader Waste Services
M24.07	Green Bin processing	Green Bin (including Transfer Station equivalent) To Processing Plant (in tonnes)	Team Leader Waste Services
M24.08	Non-Domestic Organics processed	Non-Domestic Organics (including biosolids) To Processing Plant (in tonnes)	Team Leader Waste Services
M24.09	Yellow Bin processing	Domestic Recyclables - Yellow Bin (including Transfer Station) To Materials Recovery Facility (in tonnes)	Team Leader Waste Services

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M24.10	Non-Domestic Recyclables processed	Non-Domestic Recyclables (including steel, tyres, concrete, soil, etc) Recovered for processing (in tonnes)	Team Leader Waste Services
M24.11	Red Bin processing	Domestic Residual - Red Bin (including Transfer Station) To Processing Plant (in tonnes)	Team Leader Waste Services
M24.12	Non-Domestic Mixed Waste processed	Non-Domestic Mixed Waste To Processing Plant (Commercial, industrial, litter bins, etc) (in tonnes)	Team Leader Waste Services
P24.03	Waste Weighbridge/Gates	Finalise tenders for Weighbridge Operation and Transfer Station Gate Operations.	Team Leader Waste Services
P24.04	Waste Collection Contract	Finalise tenders for CCWS collection contract	Manager - Waste Services
P24.05	Preferred future disposal plan	Develop criteria for and identify possible locations for a future landfill site	Team Leader Waste Services
<b>S24.02 Disposal</b>	<b>Provision of landfill for disposal of residual material</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B24.03	EPA licence compliance - Coffs Harbour	Report on Variation to licence requirement	Team Leader Waste Services
B24.04	Waste and Sustainability Improvement	Report on Management of Waste and Sustainability Improvement Program	Team Leader Waste Services
B24.06	Waste and Sustainability Improvement	Report on Management of Better Waste and Recycling Fund	Team Leader Waste Services
M24.13	Waste to Landfill	Volume of waste to landfill	Team Leader Waste Services
M24.14	Material Recovered	Volume of material recovered	Team Leader Waste Services

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M24.15	Direct to landfill	Direct to landfill(Demolition waste, asbestos, council clean-up, other commercial, etc) (in tonnes)	Team Leader Waste Services
<b>S24.03 Processing</b>	<b>Processing and recovery of materials to reduce waste to landfill</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B24.05	Sustainable business	Report on Waste Management as a sustainable business operation	Manager - Waste Services
M24.16	Domestic mixed residual diversion (Coffs Coast)	Organic fraction recovered from all mixed residual waste as % (Coffs Coast)	Team Leader Waste Services
M24.18	Domestic mixed residual diversion (Coffs Harbour)	Organic fraction recovered from domestic mixed residual as % (Coffs Harbour)	Team Leader Waste Services
M24.19	Total waste stream diversion	Total of all waste streams diverted from landfill as %	Team Leader Waste Services
M24.21	Flare down time	Actual flare down time (hours)	Team Leader Waste Services
M24.23	CO2 equivalent	Methane as CO2 equivalent destroyed (tonnes) for period	Team Leader Waste Services
P24.02	Waste strategy	Develop new Waste Strategy	Team Leader Waste Services

### Community Strategic Plan Connections (Coffs Harbour 2030)

- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LE2.2 - Reduce our carbon footprint
- LE4.4 - Implement programs which aim to make the Coffs Harbour LGA a zero waste community
- PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events


<b>S25</b>	<b>Water</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Provide drinking water to the community			
<b>S25.01 Water Reticulation</b>	<b>Distribution, storage &amp; supply to customers</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B25.01	Reticulated Water Infrastructure	Report on progress of Reticulated Water Infrastructure works in relation to time, budget, and quality	Manager - Distribution
B25.02	Drinking Water Quality Management Plan	Report on progress of Drinking Water Quality Management Plan (completed by 30 June 2013)	Manager - Strategic Asset Planning
B25.03	Water performance	Progress on preparation of yearly data for NSW Water Supply; Sewerage Performance Monitoring Report.	Team Leader Water
B25.04	Regional Water Supply - CVCC Liaison	Provide details on liaison with and reports from Clarence Valley Council	Executive Manager Operations
B25.05	Regional Water Supply - River Monitoring	Provide details on river monitoring carried out	Executive Manager Operations
B25.06	Reticulated Water Service	Report on progress of preparation of Works Program	Manager - Distribution
M25.01	Water consumption	Average water consumption per property (yearly from report)	Team Leader Water
M25.02	Green House Gas emissions	Annual Greenhouse gas emissions (from report to the Office of Water)	Team Leader Water
P25.01	Main Duplication	Main duplication – Karangi WTP to Red Hill	Manager - Distribution
P25.02	Coramba Water Main	Report on progress of Coramba Water Main	Manager - Distribution

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S25.02 Water Treatment		Abstraction, storage & treatment of water		
Action	Name	Action description	Responsible Officer	
B25.07	Water Efficiency	Status of Implementation of the Regional Water Efficiency Strategic Plan (including CHCC projects)	Technical Officer - Water Efficiency	
M25.04	Network efficiency	Network efficiency - water loss as % of total water processed	Team Leader Water	
M25.05	Operating cost	Total operating cost per kilolitre (\$) - Water	Team Leader Water	
M25.06	Water Quality	Percentage of tests complying with Drinking Water Quality guidelines	Team Leader Water	
M25.07	Abstraction compliance	% compliance with water abstraction licence conditions	Team Leader Water	
M25.08	Water expenditure to budget	% of water expenditure deviation relative to budget	Executive Manager Operations	
M25.09	Water Revenue to budget	% of water revenue deviation relative to budget	Executive Manager Operations	

**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC2.1 - Promote healthy living
- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LE1.2 - Develop programs to actively engage communities on environmental issues and solutions
- LE2.2 - Reduce our carbon footprint
- LE4.1 - Implement total water cycle management practices
- LE4.3 - Ensure the sustainable use of our natural resources
- LE4.6 - Promote and adopt energy efficient practices and technologies across the community
- PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events


<b>S26</b>	<b>Airport</b>		<b>Manager - Airport</b>
<b>Description:</b> A separate business unit of Council servicing the air travel, airfreight and general aviation needs of the region			
<b>S26.01 Airport</b>	<b>Infrastructure and services required for domestic air services and general aviation operations</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B26.01	Non-RPT Opportunities	Report on development of opportunities for non-RPT revenue-generation at the airport.	Manager - Airport
B26.02	Airport Works	Report on progress of airport works	Manager - Airport
B26.03	Airport Business Management	Report on outcome of Annual Civil Aviation Safety Authority Audits	Manager - Airport
B26.04	Security and Safety OTS	Report on outcomes of quarterly security audit conducted by the Office of Transport Security	Manager - Airport
B26.05	Security and Safety CASA	Report on outcomes of Random CASA DAMP Audits	Manager - Airport
B26.06	Airline Liaison	Undertake regular liaison with airlines and stakeholders	Manager - Airport
B26.07	Airport Strategic Planning	Review Airport strategic plans	Manager - Airport
M26.01	% increase in passenger traffic	% increase in passenger traffic	Manager - Airport
M26.04	Airport Business	Profitability achieved in accordance with Forward Financial Plan	Manager - Airport
P26.01	Airport Land	Prepare an updated feasibility report and staging plan for land development	Manager - Airport
P26.02	Airport Apron	Design and upgrade RPT apron	Manager - Airport
P26.03	Airport Car Park	Extend General Car Park	Manager - Airport

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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



MA1.1 - Plan for new transport infrastructure

MA1.2 - Improve the effectiveness of the existing transport system

<b>S27</b>	<b>Civil Contracting</b>		<b>Executive Manager Operations</b>
<b>Description:</b> Provision of a profitable civil contacting capacity to Council			
<b>S27.01 Private works</b>	<b>Tender and undertake civil contracting works, managing risk from tender to final completion. Review the administration structure</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M27.02	Monitor quarry operations to ensure compliance with licences and legislation	Quarry operations licence and legislation compliance (%)	Executive Manager Operations
M27.03	Value of quotations on private and government works submitted	Total \$ value of quotations on private and government works submitted	Executive Manager Operations
M27.04	Value of private works carried out, year to date	\$ value of private works carried out, year to date	Executive Manager Operations



**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

<b>S28</b>	<b>Corporate Information Services</b>		<b>Chief Information Officer</b>
<b>Description:</b> Provide information and related technology support to the organisation			
<b>S28.01 GIS</b>	<b>Capture, maintenance and analysis of spatial information</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M28.01	GIS mapping requests response	% of GIS mapping requests responded to within 3 days	Chief Information Officer
M28.03	Subdivision updates response	% of Subdivision updates in GIS responded to within 5 days	Chief Information Officer
P28.01	GIS Strategy	Develop GIS Strategy	Chief Information Officer
P28.02	External Web Based Mapping System	Development of an external web based mapping system	Chief Information Officer
<b>S28.02 Hardware Support</b>	<b>Support of all computer hardware inc Servers, PCs, Tablets, Phones, Networking equip. Investigation of new hardware</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B28.02	ITIL Framework	Ongoing implementation of the ITIL Framework	Team Leader Helpdesk
M28.05	Level 1 service desk response	% Level 1 service desk requests resolved within 3 days	Team Leader Helpdesk
M28.07	Hardware service requests	Overdue hardware service requests as a % of open hardware requests	Team Leader Helpdesk
M28.15	System Availability	Availability of core corporate systems during business hours	Team Leader Helpdesk
P28.22	BYOD Policy	Develop BYOD policy	Chief Information Officer

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<b>S28.03 Records and Information Management</b>		<b>Capture, management, retention and disposal of corporate information. Printing. Access to information</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>	
M28.10	Correspondence registrations response	% of correspondence registered within 48 hours	Team Leader Corporate Information	
M28.11	DA registrations response	% of DAs registered within 24 hrs	Team Leader Corporate Information	
P28.05	Implement Enterprise Search	Implement a search engine across all Council's databases and data shares.	Chief Information Officer	
P28.07	Scanning of Hardcopy DAs	Scanning of historic records	Team Leader Corporate Information	
P28.23	Archival Disposal module in ECM	Implement Archive Disposal module in ECM to assist in meeting legislative requirements	Team Leader Corporate Information	
<b>S28.04 Software Support</b>		<b>Support of software and users. Investigation of new software. Process analysis and improvement</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>	
P28.08	Virtual Desktop	Investigate Virtual Desktop Infrastructure.	Chief Information Officer	
P28.09	Property and Rating System Upgrade	Upgrade the Property and Rating system	Team Leader Business & System Support	
P28.15	Intranet Redesign	Redesign intranet to improve content, layout and useability	Team Leader Helpdesk	
P28.18	Implement Budget/Project Bids system	Implement the Budget/Project Bids functionality in the Corporate Performance Planning system	Chief Information Officer	
P28.19	Upgrade ECM	Upgrade ECM to consolidation release	Team Leader Corporate Information	
P28.20	CIS Strategy	Review existing CIS Strategy and produce CIS 2014-17	Chief Information Officer	
P28.21	Asset Management Solution	Investigate holistic and integrated Asset Management Solution	Chief Information Officer	


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**Community Strategic Plan Connections (Coffs Harbour 2030)**

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


<b>S29</b>	<b>Corporate Planning</b>		<b>Corporate Planner</b>
<b>Description:</b> Co-ordinate the development and implementation of Council's Integrated Planning and Reporting framework			
<b>S29.01 Corporate Relations</b>	<b>Provide assistance to the General Manager on corporate relations issues</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B29.01	GM Projects	Provide assistance to the General Manager on corporate relations issues.	Corporate Planner
<b>S29.02 Integrated Planning and Reporting</b>	<b>Co-ordinate the development, implementation and review of Council's Integrated Planning and Reporting (IPR) framework to comply with legislation and to optimise corporate performance management</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B29.02	Integrated Planning and Reporting	Ensure compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents	Corporate Planner
M29.01	IPR community submissions - response	All submissions responded to by 30 July	Corporate Planner
M29.02	Annual Report	Annual Report adopted by 30 November	Corporate Planner
M29.03	6-monthly progress report (on Delivery Program)	6-monthly progress report adopted by 28 February	Corporate Planner
M29.04	Annual IPR Review – Draft stage	Draft IPR documents tabled with Council by end of April	Corporate Planner
M29.05	Annual IPR Review – finalisation	Final IPR documents tabled with Council by 30 June	Corporate Planner
P29.01	2030 End of Term Report	Co-ordinate Council's End of Term Report on the Coffs Harbour 2030 Plan	Corporate Planner

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<b>S29.03 Coffs Harbour 2030`</b>		<b>Manage the implementation and review of the Coffs Harbour 2030 Community Strategic Plan</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>	
B29.03	2030 Community Engagement	Report on number of community engagement processes and programs implemented and their effectiveness in progressing the 2030 Community Strategic Plan.	Director Community Development	
B29.04	2030 Community Indicators	Manage the Community Indicators for the 2030 Community Strategic Plan.	Director Community Development	

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

<b>S30</b>	<b>Design</b>		<b>Executive Manager - Engineering Services</b>
<b>Description:</b> Provide Engineering Design Services			
<b>S30.01 Design</b>	<b>Plan, program and undertake engineering design services</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B30.01	City Centre Prosperity Plan - Infrastructure planning and design	Report on the development and implementation of Coffs Harbour City Centre Prosperity Plan works	Executive Manager - Engineering Services
B30.02	Harbour Foreshores	Report on implementation of Foreshores Masterplan (subject to funding)	Executive Manager - Engineering Services
B30.03	Playground Design	Report on Playground Design projects	Executive Manager - Engineering Services
B30.04	Landscape/Urban Design	Report on Landscape and Urban Design projects	Executive Manager - Engineering Services
B30.05	Open Space	Report on implementation of Open Space Strategy	Executive Manager - Engineering Services
B30.06	Street Lighting Energy Efficiency	Report on Street Lighting energy usage/costs compared to budget	Executive Manager - Engineering Services
M30.02	Engineering plans	% compliance in delivery of engineering plans to service works program	Executive Manager - Engineering Services
M30.03	Part V applications	% compliance in delivery of Part V approvals to service works program	Executive Manager - Engineering Services
M30.05	Nil justifiable stakeholder complaints received.	# of complaints relating to Design	Executive Manager - Engineering Services
M30.06	Street light installations	% of street light installations deviation relative to program	Executive Manager - Engineering Services

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M30.07	Studies commented on	# of planning studies where engineering advice provided	Sub Division & Development Engineer
M30.10	Development Applications	# of Development Applications	Sub Division & Development Engineer
M30.11	Construction Certificate applications	# of Construction Certificate applications	Sub Division & Development Engineer
M30.12	Subdivision Certificate applications	# of Subdivision Certificate applications	Sub Division & Development Engineer
P30.02	Jetty foreshore redevelopment	Complete Stage 1 of Jetty foreshore redevelopment and commence detail design for Stage 2	Executive Manager - Engineering Services
<b>S30.02 Traffic Management</b>	<b>Plan, program and undertake traffic management services</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B30.07	Transport Infrastructure	Report on new transport infrastructure Design projects	Executive Manager - Engineering Services
B30.08	Public Transport	Implement recommendations of Public Transport Working Group	Executive Manager - Engineering Services
B30.09	Traffic Committee	Implement Traffic Committee Recommendations	Executive Manager - Engineering Services
B30.10	Transport Planning	Implement Transport Working Group Action Plan	Executive Manager - Engineering Services
B30.11	Road Safety	Implement Road Safety Strategic Plan using current Safe Systems methodology	Executive Manager - Engineering Services

**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LE2.1 - Maintain biodiversity in a changing climate
- LE4.6 - Promote and adopt energy efficient practices and technologies across the community

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- LP3.2 - Develop the city centre as a social and cultural focus for Coffs Harbour
- MA1.1 - Plan for new transport infrastructure
- MA1.2 - Improve the effectiveness of the existing transport system
- MA1.3 - Promote increased public transport, pedestrian and cycle usage and reduced car usage
- MA2.2 - Facilitate safe traffic, bicycle and pedestrian movement
- PL1.6 - Reinforce the unique identity of villages and communities
- PL2.1 - Develop the harbour and foreshores as the focal point for our Local Government Area
- PL2.2 - Provide public spaces and facilities that are accessible and safe for all
- PL2.3 - Provide safe and accessible play spaces for our children within each community


<b>S31</b>	<b>Digital e-leadership</b>		<b>Chief Information Officer</b>
<b>Description:</b> Improve Council services through online initiatives			
<b>S31.01 Digital e-leadership</b>	<b>Digital e-leadership</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M31.03	Coffs Connect Reach	% of active Community Organisations	Web Site Administrator
M31.04	Coffs Connect Events	Increase in the number of community event listings for period	Web Site Administrator
M31.05	Coffs Connect Visitors	Number of unique visitors to site	Web Site Administrator
M31.06	Coffs Connect Users	Number of Coffs Connect users	Web Site Administrator
P31.01	Develop Open Data Strategy	Develop framework for implementation of Creative Commons licencing model.	Chief Information Officer
P31.03	Develop Process Automation Strategy	Develop a strategy for automating business process for deployment online	Web Site Administrator

**Community Strategic Plan Connections (Coffs Harbour 2030)**

LC1.4 - Promote a caring, inclusive and cohesive community


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





<b>S32</b>	<b>Environmental Laboratory</b>		<b>Manager - Environmental Laboratory</b>
<b>Description:</b> Operation of a NATA Accredited Laboratory as a successful business unit within CHCC			
<b>S32.01 Laboratory</b>	<b>Management of the Laboratory as a business unit meeting needs of internal and external clients</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B32.01	Improved systems	Report on productivity increases achieved due to client numbers and equipment updates	Manager - Environmental Laboratory
B32.02	Business Planning	Report on Status of business plan review	Manager - Environmental Laboratory
B32.03	Marketing	Report on number of brochures produced, number of media releases, outcomes of customer surveys, development and implementation of marketing campaigns	Manager - Environmental Laboratory
B32.04	Customer Satisfaction	Report on outcome of annual customer survey	Manager - Environmental Laboratory
B32.05	NATA audits	Report on progress of preparation and finalisation of NATA audits	Manager - Environmental Laboratory
B32.06	NATA proficiency	Participation in proficiency rounds.	Manager - Environmental Laboratory
B32.07	NATA records	Maintain records of qualifications, training and experience of staff.	Manager - Environmental Laboratory
B32.08	NATA Manuals	Compilation of Laboratory Quality Manuals, Methods, essential for compliance with NATA Accreditation	Manager - Environmental Laboratory
B32.09	NATA Quality Control	Maintenance of Quality Control system.	Manager - Environmental Laboratory
B32.10	NATA endorsement	Reports are all NATA endorsed.	Manager - Environmental Laboratory
M32.01	Laboratory budget	% profit relative to turnover	Manager - Environmental Laboratory
M32.02	Additional clients	# of additional clients secured during period	Manager - Environmental Laboratory
M32.03	Additional tests	# of additional tests undertaken during period	Manager - Environmental Laboratory

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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


S33	Finance		Executive Manager - Finance
<b>Description:</b> Expenditure, revenue and corporate support services (exclusive of plant, customer service, purchasing and stores functions)			
<b>S33.01 Corporate Support</b>	<b>To provide specialist accounting functions, To provide accounting support and reporting to specialist functions</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B33.01	Environmental Levy	Manage the development and review of the annual Environmental Levy Program	Environmental Levy-Grants Officer
B33.02	Section 355 Committee Audits	Audited annual financial statements completed by 31 August each year.	Accountant - Special Projects
B33.03	Long Term Financial Plan	Ensure the LTFP informs and responds to Council's strategic planning.	Management Accountant - Revenue
B33.06	Fees and Charges	Ensure that the annual review/adoption of fees and charges complies with requirements	Accountant - Special Projects
B33.07	Budget Preparation	Manage the preparation of annual budgets For the Draft Delivery Program	Program Support Coordinator
B33.09	Developer Contributions	Manage processes related to the annual Developer Contributions Program	Developer Contributions Coordinator
B33.10	Grants Management	Manage the grants system processing	Environmental Levy-Grants Officer
M33.01	Statutory Financial reporting	Compliance with legislative requirements in relation to key dates	Management Accountant - Expenditure
M33.06	Balance Sheet Reconciliations	Complete within 2 weeks of period end	Management Accountant-Strategic Projects
M33.08	Budget reviews	Budget reviews submitted to Council to schedule and statutory requirements	Program Support Coordinator
P33.02	Corporate Overheads	Develop a Corporate Overheads System.	Executive Manager - Finance
P33.03	Sale of Land	Undertake a process for the sale of land for overdue rates	Management Accountant - Revenue
P33.04	Budget Preparation	Review of the annual budget preparation process	Program Support Coordinator

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P33.05	LTFP Preparation	Review of the LTFP preparation process	Management Accountant - Revenue
P33.06	Rolling Capital Works Program	Develop a Rolling Capital Works Program for 2015/16	Management Accountant-Strategic Projects
<b>S33.02 Expenditure</b>	<b>To process accounting tasks related to expenditures, To provide accounting support and reporting related to expenditures</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M33.09	Accounts paid	Creditor accounts paid within business terms	Management Accountant - Expenditure
B33.11	Investment management	Manage the investment processing requirements, including policy review, investments selection and accounting	Management Accountant - Expenditure
B33.12	Key Financial Indicators	Monitor Key Financial Indicators for planning purposes and report preparation	Management Accountant - Expenditure
B33.13	Fringe Benefits Tax	Manage FBT including compliance and impact minimisation.	Coordinator Plant Administration
<b>S33.03 Revenue</b>	<b>To process accounting tasks related to revenues, To provide accounting support and reporting related to revenues</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
M33.13	Outstanding Rates and Charges ratio	Outstanding Rates and Charges ratio (Annual only)	Management Accountant - Revenue

**Community Strategic Plan Connections (Coffs Harbour 2030)**

- LC3.1 - Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
- LC3.2 - Engage the community and other levels of government in securing outcomes
- LE3.4 - Create environmental restoration programs through partnerships with the community
- LE3.5 - Develop and improve infrastructure to provide appropriate access to environmental experiences

<b>S34</b>	<b>Governance</b>		<b>Manager - Governance Services</b>
<b>Description:</b> Facilitate Council's compliance with legal and governance requirements and oversee the administration of Corporate Business			
<b>S34.01 Governance</b>	<b>Act as Public Officer for Council, Facilitate information access, Policy/procedure oversight</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B34.01	Legislative Review	Assess outcomes from the review of the Local Government Act being undertaken by the Local Government Acts Taskforce	Manager - Governance Services
B34.02	Disclosure of Interest	Annual Disclosure of Interest Register fully completed (>95%) as set down in Local Government Act.	Manager - Governance Services
B34.03	Legal/Governance Management	Provide status on quarterly reporting to Executive and Annual Reporting to Council on legal spend and litigation management	Manager - Governance Services
M34.01	Code of conduct complaints	Number of code of conduct complaints received in period	Manager - Governance Services
M34.02	Code of conduct complaints finalisation	Number of code of conduct complaints finalised in period	Manager - Governance Services
M34.03	Policy adoption	Number of policies adopted	Manager - Governance Services
M34.04	Policy review	% of policies reviewed according to schedule	Governance Officer
M34.05	Website - agenda	% of Council Agenda's displayed on website in accordance with timeline (Friday prior)	Manager - Governance Services
M34.06	Website - minutes	% of Council Minutes displayed on website in accordance with timeline (Friday after)	Manager - Governance Services
M34.07	GIPA applications	# of formal GIPA applications received within timeframe	Manager - Governance Services
P34.01	Local Government Election	Co-ordinate the Local Government Election for CHCC. (2015/16 TO 2016/17)	Manager - Governance Services

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<b>S34.02 Internal Audit</b>	<b>To undertake a program of audits and to provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B34.04	Strategic Audit Plan	Plan prepared and submitted for approval by the Governance and Audit Committee by 30 June	Internal Auditor
B34.05	Corporate Audit Schedule	Audit Reports – Completed according to Corporate Audit schedule.	Internal Auditor
M34.08	G&A Committee meeting agendas	100% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting	Manager - Governance Services
<b>S34.03 Risk Management</b>	<b>To instil risk management principles across the organisation, To administer and process all aspects of insurance (excluding workers compensation)</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B34.06	Risk Inspections and Audits	Report on details of Risk Audits and Inspections undertaken	Risk Coordinator
B34.07	Claims	Quarterly report provided to Executive on the number and nature of claims	Risk Coordinator
B34.08	Risk Register	Update Reporting Framework	Risk Coordinator
B34.09	Integrated Management Systems	Co-ordinate the development and implementation of Integrated Management Systems	Corporate Systems Coordinator
M34.09	Public Liability Claims accepted	Number of Public Liability Claims accepted in period	Risk Coordinator
M34.10	Professional indemnity claims	Number of professional indemnity claims accepted in period	Risk Coordinator
M34.11	Motor vehicle claims accepted	Number of motor vehicle claims accepted in period	Risk Coordinator
M34.12	Property claims accepted	Number of property claims accepted in period	Risk Coordinator

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

LC3.2 - Engage the community and other levels of government in securing outcomes

<b>S35</b>	<b>Holiday Parks</b>		<b>Manager - Holiday Parks and Reserves</b>
<b>Description:</b> Operation of Holiday Parks to generate profits for use within the Coffs Coast State Park and Woolgoolga Beach Reserve			
<b>S35.01 Holiday Parks</b>	<b>Operation of tourist accommodation, services, products and facilities and long term residency</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B35.01	Business Development	Implement strategies as per the Sustainable Improvement Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Lakeside Caravan Park	Manager - Holiday Parks and Reserves
B35.03	Reserve Development	Implement strategies as per the adopted Plans of Management for Park Beach Reserve, Sawtell Reserve, Woolgoolga Reserve (North) and Woolgoolga Reserve (South)	Manager - Holiday Parks and Reserves
M35.01	Contribution to State Park & Woolgoolga Beach Reserve Trust	Percentage of budgeted Holiday Park contributions provided to Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust	Manager - Holiday Parks and Reserves
M35.02	Holiday Parks Revenue	Percentage Increase in Holiday Parks Revenue relative to previous financial year	Manager - Holiday Parks and Reserves
M35.03	Growth in business levels	Percentage increase on room nights sold across all products	Manager - Holiday Parks and Reserves
M35.06	Business Operations Trading Profit	Trading Profit percentage achieved across holiday park operations	Manager - Holiday Parks and Reserves
M35.07	Customer Satisfaction	Percentage of positive responses to guest survey - Overall Customer Satisfaction Level	Manager - Holiday Parks and Reserves
P35.03	Holiday Park Reservations System	Procure and implement new reservations system for holiday park operations	Manager - Holiday Parks and Reserves
P35.04	Villa Installations PB & SB	Finalise Villa installations at Park Beach and Sawtell Holiday Parks	Manager - Holiday Parks and Reserves




*Continued next page*

P35.05	Lakeside Reception & Managers Residence	Finalise installation of Managers Residence and Reception Building at Lakeside Holiday Park	Manager - Holiday Parks and Reserves
P35.06	Villas Installations at Lakeside	Finalise installation of relocated villas at Lakeside	Manager - Holiday Parks and Reserves
P35.07	Reconstruction of Park Beach Holiday Park Entry	Major landscaping and construction project to improve access at Park Beach Holiday Park	Manager - Holiday Parks and Reserves
P35.08	Woolgoolga Marine Rescue Relocation	Relocate Woolgoolga Marine Rescue to Arrawarra	Manager - Holiday Parks and Reserves
P35.09	Camping redevelopment at Sawtell	Redevelop "D" section camping area at Sawtell Holiday Park	Manager - Holiday Parks and Reserves
P35.10	Southern Section Redevelopment at Park Beach Holiday Park	Roadworks and services infrastructure design and construction for southern section of Park Beach Holiday Park	Manager - Holiday Parks and Reserves
P35.11	Electrical Infrastructure at Park Beach	Finalise design and construct new electrical infrastructure at Park Beach Holiday Park	Manager - Holiday Parks and Reserves
P35.12	Woolgoolga Reserve Public Amenities	Demolish existing and construct new public amenities at Woolgoolga Beach Reserve	Manager - Holiday Parks and Reserves

### Community Strategic Plan Connections (Coffs Harbour 2030)

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

PL2.2 - Provide public spaces and facilities that are accessible and safe for all





<b>S36</b>	<b>Human Resources</b>		<b>Exec Manager Human Resources Org Development</b>
<b>Description:</b> Develop and implement best practice workforce management strategies to assist Council to serve the community, inclusive of payroll services			
<b>S36.01 Incident Reporting</b>	<b>Incident Reporting</b>		
<a href="#">Action</a>	<a href="#">Name</a>	<a href="#">Action description</a>	<a href="#">Responsible Officer</a>
<b>S36.02 Manage Workers Compensation</b>	<b>Manage Workers Compensation processes and rehabilitation services in accordance with legislative requirements</b>		
<a href="#">Action</a>	<a href="#">Name</a>	<a href="#">Action description</a>	<a href="#">Responsible Officer</a>
M36.20	Workers compensation Claims	Number of claims in comparison to previous quarter / year	Executive Manager Human Resources Organisational Development
M36.21	Workers compensation Severity	Injury Severity rate in comparison to previous quarter / year	Executive Manager Human Resources Organisational Development
M36.22	Workers compensation Lost Time	LTIFR in comparison to previous quarter/ year	Executive Manager Human Resources Organisational Development
<b>S36.03 Organisational Development</b>	<b>Organisational development</b>		
<a href="#">Action</a>	<a href="#">Name</a>	<a href="#">Action description</a>	<a href="#">Responsible Officer</a>
B36.01	Organisational Development	Co-ordinate activities as set out in HR Strategic Plan Workforce Plan and the HR Project schedule.	Executive Manager Human Resources Organisational Development
B36.02	Emerging Leaders Program	Co-ordinate ELP	Executive Manager Human Resources Organisational Development
B36.03	Staff Survey 2014	Co-ordinate the Staff Survey and Reports	Executive Manager Human Resources Organisational Development

*Continued next page*




B36.04	Leadership Team Workshop	Leadership Team workshop is developed and event taken place by end of February 2015	Executive Manager Human Resources Organisational Development
B36.05	Supervisors Team Leaders Workshop	Supervisors / Team Leaders Workshop is developed and event taken place by end of February 2015	Executive Manager Human Resources Organisational Development
B36.06	Womens Development Team	Co-ordinate WDT	Executive Manager Human Resources Organisational Development
M36.13	Critical position analysis is carried out	Data is sought and received from managers by end of September 2014	Executive Manager Human Resources Organisational Development
M36.14	Common Succession Plan	Common Succession Plan is developed and delivered to managers by end October 2014	Executive Manager Human Resources Organisational Development
M36.15	Succession Plans are completed by Managers	Succession plans for critical position are completed by managers by end December 2014 given guidance and support from HR	Executive Manager Human Resources Organisational Development
M36.19	Empower Functionality	Roll out E forms to replace hard copy forms by 30 December 2014	Executive Manager Human Resources Organisational Development
M36.23	WHS	Random AOD testing carried out twice per year	Executive Manager Human Resources Organisational Development
P36.01	Workforce Plan	Review and revise the Workforce Plan	Executive Manager Human Resources Organisational Development
P36.02	Leadership Development	Provide a Program of Leadership Development for Managers, Supervisors and Team leaders	Executive Manager Human Resources Organisational Development
P36.03	Leave Liability Reduction	Provide guidance and Support to managers to decrease leave liability across Council	Executive Manager Human Resources Organisational Development
P36.04	Critical Positions and Succession Plans	Conduct Critical Position analysis and assist managers to develop succession plans	Executive Manager Human Resources Organisational Development

*Continued next page*

<b>S36.04 Payroll</b>	<b>Pay staff in accordance with industrial instruments and policies, on time and accurately</b>		
Action	Name	Action description	Responsible Officer
<b>S36.05 Recruitment</b>	<b>Process the organisations recruitment needs in a timely manner and in accordance with legislative requirements</b>		
Action	Name	Action description	Responsible Officer
<b>S36.06 Staff Services</b>	<b>Effective provision of staff services in accordance with legislative requirements.</b>		
Action	Name	Action description	Responsible Officer
M36.16	Staff Metrics Leave	Overall leave( annual and LSL ) liability report is delivered to CDT twice yearly	Executive Manager Human Resources Organisational Development
M36.17	Staff Metrics Demographics	Demographics, sick leave and report delivered to CDT twice yearly	Executive Manager Human Resources Organisational Development
M36.18	Staff Metrics Turnover	Turnover report delivered to CDT once per year	Executive Manager Human Resources Organisational Development
<b>S36.07 Training</b>	<b>Effective management of staff training certification</b>		
Action	Name	Action description	Responsible Officer
M36.12	Leadership Training	Provide leadership Training for managers / supervisors and team Leaders	Executive Manager Human Resources Organisational Development

**Community Strategic Plan Connections (Coffs Harbour 2030)**


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

<b>S37</b>	<b>Media</b>		<b>Media Officer</b>
<b>Description:</b> Maintain Council's profile through the regular use of media channels			
<b>S37.01 Media</b>	<b>To proactively promote and market the policies, events, services, community engagement and programmes of Council through the use of available media resources and to provide a reactive media response and strategic media resource</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B37.01	Media Advice	Provide expert advice to the organisation on the communication of Council policies, plans, community engagement, services, programs and activities to the community via the media.	Media Officer
B37.02	Media Response	Manage Council's response to media enquiries, requests for information and requests for interviews and public appearances. Manage Council's communication with the community via the media.	Media Officer
M37.01	Subscriber Change	% Change in online newsletter subscribers	Web Site Administrator
M37.02	Social Media Subscriber Change	% Change in social media subscribers	Media Officer
M37.05	Web visit change	% Change in Website visitation	Web Site Administrator
M37.07	Media releases	# of media releases produced (Produce and distribute at least 3 Media releases weekly)	Media Officer
M37.08	Mayoral column	# of Mayoral newspaper columns produced. (Produce a Mayoral newspaper column fortnightly)	Media Officer
M37.09	"Your Council Working For You"	# of "Your Council Working For You" features produced (weekly)	Media Officer
M37.10	Corporate newsletter	# of Council monthly corporate newsletters produced	Media Officer
M37.11	Councillor newsletter	# of Councillor monthly newsletters produced	Media Officer

**Community Strategic Plan Connections (Coffs Harbour 2030)**




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

LC3.2 - Engage the community and other levels of government in securing outcomes

<b>S38</b>	<b>Plant and Fleet Management</b>		<b>Executive Manager - Finance</b>
<b>Description:</b> Facilitate plant management to assist Council to deliver cost-effective outcomes to the community			
<b>S38.01 Plant</b>	<b>Acquire, utilise, maintain (in accordance with manufacturers' and legislative requirements) and dispose of plant and fleet. Hire external plant to meet additional operational needs.</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B38.01	Plant Savings	Annual comparison of internal vs external plant hire costs. Projected savings for the coming year. Actual savings for the year completed.	Coordinator Plant Administration
B38.02	Plant review	Undertake an annual evaluation of the business case for plant that is not achieving budgeted hours	Coordinator Plant Administration
B38.03	Plant Management Hire rates	Hire rates calculated and included in draft budgets by 31 March	Coordinator Plant Administration
B38.04	External Plant Hire	External Truck and Plant Hire Tender Submissions finalised by 30 June	Coordinator Plant Administration
M38.01	Plant usage budget	% variance of actual usage to plant usage budget (in hours)	Coordinator Plant Administration
M38.02	Plant replacement program	% variance of actual replacements cost to plant replacement budget	Coordinator Plant Administration

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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


<b>S39</b>	<b>Procurement</b>		<b>Executive Manager - Finance</b>
<b>Description:</b> Provision of goods, works and services via tenders or quotations inclusive of ordering, receiving, issuing, warehouse management, disposal, credit cards, travel program			
<b>S39.01 Contract Management</b>	<b>Contract administration of works &amp; services &gt;\$150k</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
P39.04	Implement Priority Contract Plan (Roadmap)	Implement new contracts and arrangements per Plan	Strategic Procurement Officer
<b>S39.02 Inventory/Stores Management</b>	<b>Warehouse management and the provision of ordering, receipting, issuing, dispatching, stocktake, audit and delivery services</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B39.01	Stock and inventory levels	Review of stock and inventory levels including min/max stock holding levels	Coordinator Purchasing and Supply
P39.06	Inventory and Stores Management	Review the Store operating model (including related activities)	Management Accountant-Strategic Projects
<b>S39.03 Purchasing Management</b>	<b>Provision of Purchasing Management</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B39.02	Preferred supplier arrangements	Further develop and manage preferred supplier arrangements	Coordinator Purchasing and Supply
B39.03	Purchasing Channels use	Review of all purchasing channels to ensure procedures/arrangements are complied with	Management Accountant-Strategic Projects
B39.04	Savings - Procurement Roadmap	Assess and report on savings from implementation of the Procurement Roadmap	Management Accountant-Strategic Projects
M39.09	Preferred Suppliers	% of suppliers in Preferred Supplier Arrangements to total suppliers	Management Accountant-Strategic Projects

*Continued next page*


M39.10	Supplier Rationalisation	% of suppliers responsible for 80% of spend	Management Accountant-Strategic Projects
P39.02	Procurement Documentation (Roadmap)	Finalise suite of documentation for all procurement activities	Management Accountant-Strategic Projects
P39.03	Annual Procurement Plan (Roadmap)	Develop an annual procurement plan for all key procurement activities	Strategic Procurement Officer
P39.05	Develop Procurement Management Reporting (Roadmap)	Develop standard reporting for management and key stakeholders	Management Accountant-Strategic Projects

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

<b>S40</b>	<b>Strategic Asset Planning</b>		<b>Manager - Strategic Asset Planning</b>
<b>Description:</b> Manage the implementation and operation of the Asset Management System			
<b>S40.01 Asset Data Management</b>	<b>Management and population of asset registers for all Council assets</b>		
<b>Action</b>	<b>Name</b>	<b>Action description</b>	<b>Responsible Officer</b>
B40.01	Asset Management Strategy Council-wide	Review Asset Management Strategy and Asset Management Plans by 30 June	Manager - Strategic Asset Planning
B40.02	AMS Actions	Implement Actions as set out in Asset Management Strategy	Manager - Strategic Asset Planning
B40.04	Condition assessments	Asset condition assessments carried out in accordance with programs	Manager - Strategic Asset Planning
M40.01	Asset system	% of new, acquired and upgraded/renewed assets recorded in the asset system	Manager - Strategic Asset Planning
M40.02	Work Order Register (Outgoing)	Handover a complete and accurate 2013/14 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31/7/14.	Manager - Infrastructure Programs
M40.03	Work Order Register (Incoming)	Handover a complete and accurate 2014/15 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31 May 2015.	Manager - Infrastructure Programs
P40.01	Asset Data Migration Plan	Migrate remaining asset data into Asset Management System in accordance with Plan	Manager - Strategic Asset Planning
P40.02	Data Collection Program	Develop 5 year Asset Data Collection Program	Manager - Strategic Asset Planning
P40.03	Asset Management Gap Analysis	Undertake independent gap analysis / review of AM Systems and Processes to inform 2015 AM Strategy	Manager - Strategic Asset Planning

*Continued next page*

<b>S40.02 Asset Planning</b>	<b>Planning for growth and renewal of council assets</b>		
<a href="#">Action</a>	<a href="#">Name</a>	<a href="#">Action description</a>	<a href="#">Responsible Officer</a>
B40.03	Infrastructure Strategies	Report on status of review of Infrastructure Strategies	Manager - Strategic Asset Planning



**Community Strategic Plan Connections (Coffs Harbour 2030)**

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


MA1.1 - Plan for new transport infrastructure

PL1.2 - Provide infrastructure that supports sustainable living and is resilient to climatic events



<b>S41</b>	<b>Telemetry and Optic Fibre</b>		<b>Manager - Telecomm and New Technology</b>
<b>Description:</b> Develop network infrastructure and integrate new technology into Council			
<b>S41.01 2030 Switchboards</b>	<b>Manufacture/Install switchboard for the sewerage and water industry both internally as well as externally</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B41.01	2030 Switchboard Sales and Revenue	Income from Switchboard Sales and Revenue - Report on Sales/Projects and Revenue	Manager - Telecomm and New Technology
M41.01	Revenue generated	Revenue generated	Manager - Telecomm and New Technology
M41.02	Value of productivity savings generated	Value of productivity savings generated	Manager - Telecomm and New Technology
<b>S41.02 Fibre Optic Network</b>	<b>Develop and provide a fibre optic network for council internal services as well opportunities for leasing</b>		
<i>Action</i>	<i>Name</i>	<i>Action description</i>	<i>Responsible Officer</i>
B41.02	Fibre Optic Project Sales and Leases	Report on additional Fibre optic projects and additional leases. Report on new projects and fibre leases	Manager - Telecomm and New Technology

*Continued next page*

<b>S41.03 Technology Support/ Installation and Consulting Services</b>	<b>Technology Support/Installation &amp; consulting services (CCTV, Electrical, IT, Networking, Telecommunications, Software, Scada Telemetry)</b>		
<a href="#">Action</a>	<a href="#">Name</a>	<a href="#">Action description</a>	<a href="#">Responsible Officer</a>
B41.03	Other Consulting Services Sales	Income from consulting Services undertaken (such as CCTV Systems, etc) - report on new and existing projects	Manager - Telecomm and New Technology

**Community Strategic Plan Connections (Coffs Harbour 2030)**

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

**Document Prepared by:**

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**Corporate Planner**

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# Coffs Harbour City Council

**Draft**

**Division Budgets 2014 - 2018**



**For adoption at the Coffs Harbour City Council Meeting of  
Thursday, 10 April 2014**

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**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2014/15  
DIRECTORATE SUMMARY**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	
<b>DIRECTORATE</b>									
Corporate Business	29,629,187	3,328,299	32,957,486	32,269,145	15,225,783	47,494,928	6,088,054	13,446,971	(7,178,525)
City Planning	25,437,730	-	25,437,730	32,614,963	225,000	32,839,963	-	1,843,703	(5,558,530)
City Infrastructure Services	8,980,335	1,160,665	10,141,000	45,067,343	8,956,170	54,023,513	400,301	24,940,551	(19,342,263)
Community Development	1,760,725	-	1,760,725	9,160,895	495,349	9,656,244	120,000	398,044	(7,617,475)
<b>TOTALS</b>	<b>65,807,977</b>	<b>4,488,964</b>	<b>70,296,941</b>	<b>119,112,346</b>	<b>24,902,302</b>	<b>144,014,648</b>	<b>6,608,355</b>	<b>40,629,269</b>	<b>(39,696,793)</b>
Untied Funding Available	40,760,685	6,309,000	47,069,685	-	4,500,000	4,500,000	2,975,072	103,737	39,698,350
<b>(DEFICIT)/SURPLUS</b>									<b>1,557</b>

**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2014/15**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2014/2015
<b>CORPORATE BUSINESS</b>									
Corporate Planning	-	-	-	1,356,715	-	1,356,715	-	1,615	(1,355,100)
Sustainability	3,519,924	-	3,519,924	1,410,000	1,609,924	3,019,924	-	-	500,000
Community Facilities	1,873,044	-	1,873,044	652,590	1,452,861	2,105,451	170,146	402,553	-
CBD Masterplan	747,548	-	747,548	302,950	1,255,000	1,557,950	240,000	1,050,402	-
Jetty4Shores	298,201	-	298,201	196,716	1,545,985	1,742,701	-	1,444,500	-
Airport	7,415,000	-	7,415,000	5,897,378	2,044,789	7,942,167	2,460,234	2,987,401	-
Admin & Corp Governance	6,017,115	-	6,017,115	1,110,257	15,750	1,126,007	297,990	109,707	4,702,825
Governance & Legal Services	100,500	-	100,500	1,980,100	-	1,980,100	-	-	(1,879,600)
Corporate Information	8,450	-	8,450	3,708,688	568,000	4,276,688	-	765,598	(3,502,640)
Telecommunications & New Technology	1,586,420	60,940	1,647,360	1,194,554	77,570	1,272,124	452,806	77,570	-
Finance	1,552,340	1,021,759	2,574,099	6,114,251	984,104	7,098,355	66,106	653,129	(3,937,233)
Plant	6,338,045	2,245,600	8,583,645	6,465,569	5,671,800	12,137,369	2,400,772	5,954,496	-
Program Support	114,700	-	114,700	399,477	-	399,477	-	-	(284,777)
HR & Organisational Development	57,900	-	57,900	1,479,900	-	1,479,900	-	-	(1,422,000)
<b>Subtotal</b>	<b>29,629,187</b>	<b>3,328,299</b>	<b>32,957,486</b>	<b>32,269,145</b>	<b>15,225,783</b>	<b>47,494,928</b>	<b>6,088,054</b>	<b>13,446,971</b>	<b>(7,178,525)</b>
<b>CITY PLANNING</b>									
Sustainable & Precinct Planning	58,800	-	58,800	2,056,462	-	2,056,462	-	292	(1,997,370)
Development Assessment & Building Services	1,836,560	-	1,836,560	2,803,727	-	2,803,727	-	1,827	(965,340)
Environmental Services	256,600	-	256,600	1,286,193	2,000	1,288,193	-	48,102	(983,491)
Regulatory Enforcement	708,200	-	708,200	2,341,651	23,000	2,364,651	-	44,122	(1,612,329)
Waste Management	22,577,570	-	22,577,570	24,126,930	200,000	24,326,930	-	1,749,360	-
<b>Subtotal</b>	<b>25,437,730</b>	<b>-</b>	<b>25,437,730</b>	<b>32,614,963</b>	<b>225,000</b>	<b>32,839,963</b>	<b>-</b>	<b>1,843,703</b>	<b>(5,558,530)</b>



**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2014/15**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2014/2015
<b>CITY INFRASTRUCTURE SERVICES</b>									
Property Assets	1,229,284	-	1,229,284	3,110,110	5,000	3,115,110	5,472	532,210	(1,359,088)
Swimming Pools	930	-	930	629,186	72,815	702,001	-	90,684	(610,387)
City Services Support	-	-	-	679,491	-	679,491	-	30,291	(649,200)
Assets Systems	-	-	-	330,450	-	330,450	-	-	(330,450)
Environmental Lab	734,200	-	734,200	547,895	50,000	597,895	199,829	63,524	-
City Works Operational Administration	62,000	78,000	140,000	1,000,300	78,000	1,078,300	-	-	(938,300)
Recreational Services	1,247,440	-	1,247,440	9,153,110	1,934,804	11,087,914	-	5,897,271	(3,943,203)
Regional Roads	965,000	186,400	1,151,400	2,672,732	426,459	3,099,191	-	1,842,937	(104,854)
Local Roads	256,900	896,265	1,153,165	14,133,566	3,424,980	17,558,546	-	10,695,466	(5,709,915)
Bridges	841,583	-	841,583	889,365	841,583	1,730,948	-	781,665	(107,700)
Footpaths, Cycleways & Bus Shelters	-	-	-	942,413	134,200	1,076,613	-	700,763	(375,850)
Parking	-	-	-	1,239,809	134,942	1,374,751	-	762,577	(612,174)
Quarries	300,900	-	300,900	300,900	-	300,900	-	-	-
Street & Toilet Cleaning	-	-	-	892,800	-	892,800	-	-	(892,800)
Drainage	2,429,398	-	2,429,398	4,195,631	1,548,687	5,744,318	195,000	3,212,620	(297,300)
Harbour & Jetty	-	-	-	195,529	-	195,529	-	21,229	(174,300)
City Works - Private Works	589,900	-	589,900	589,900	-	589,900	-	-	-
Survey & Design	95,200	-	95,200	2,080,956	302,700	2,383,656	-	309,314	(1,979,142)
Street Lighting	154,000	-	154,000	977,200	2,000	979,200	-	-	(825,200)
Subdivisions & Contracts	73,600	-	73,600	506,000	-	506,000	-	-	(432,400)
<b>Subtotal</b>	<b>8,980,335</b>	<b>1,160,665</b>	<b>10,141,000</b>	<b>45,067,343</b>	<b>8,956,170</b>	<b>54,023,513</b>	<b>400,301</b>	<b>24,940,551</b>	<b>(19,342,263)</b>
<b>COMMUNITY DEVELOPMENT</b>									
Coffs Coast Tourism & Marketing	563,600	-	563,600	1,726,392	5,000	1,731,392	120,000	-	(1,287,792)
Sports Unit	545,000	-	545,000	2,208,229	100,722	2,308,951	-	146,497	(1,617,454)
Library Services	167,500	-	167,500	1,805,341	171,075	1,976,416	-	36,341	(1,772,575)
Community Services	283,540	-	283,540	2,496,993	170,308	2,667,301	-	215,206	(2,168,555)
Economic Development Unit	201,085	-	201,085	923,940	48,244	972,184	-	-	(771,099)
<b>Subtotal</b>	<b>1,760,725</b>	<b>-</b>	<b>1,760,725</b>	<b>9,160,895</b>	<b>495,349</b>	<b>9,656,244</b>	<b>120,000</b>	<b>398,044</b>	<b>(7,617,475)</b>
<b>TOTALS</b>	<b>65,807,977</b>	<b>4,488,964</b>	<b>70,296,941</b>	<b>119,112,346</b>	<b>24,902,302</b>	<b>144,014,648</b>	<b>6,608,355</b>	<b>40,629,269</b>	<b>(39,696,793)</b>
Untied Funding Available	40,760,685	6,309,000	47,069,685		4,500,000	4,500,000	2,975,072	103,737	39,698,350
<b>(DEFICIT)/SURPLUS</b>									<b>1,557</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2015/16  
DIRECTORATE SUMMARY**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	ESTIMATED 2015/2016
<b>DIRECTORATE</b>									
Corporate Business	33,773,295	2,545,594	36,318,889	35,003,521	14,820,271	49,823,792	6,034,649	12,147,207	(7,392,345)
City Planning	27,565,177	-	27,565,177	33,373,198	235,000	33,608,198	-	1,360,018	(4,683,003)
City Infrastructure Services	9,166,158	1,105,265	10,271,423	45,787,414	9,954,134	55,741,548	361,000	26,423,883	(19,407,242)
Community Development	1,794,347	-	1,794,347	9,451,380	921,660	10,373,040	120,000	809,685	(7,889,008)
<b>TOTALS</b>	<b>70,504,630</b>	<b>3,650,859</b>	<b>74,155,489</b>	<b>114,164,133</b>	<b>25,009,405</b>	<b>139,173,538</b>	<b>6,395,649</b>	<b>39,931,108</b>	<b>(39,371,598)</b>
Untied Funding Available	41,622,824	6,498,270	48,121,094	-	4,635,000	4,635,000	2,812,910	-	40,673,184
<b>(DEFICIT)/SURPLUS</b>									<b>1,301,586</b>

**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2015/16**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2015/2016
<b>CORPORATE BUSINESS</b>									
Corporate Planning	-	-	-	1,435,814	-	1,435,814	-	1,664	(1,434,150)
Sustainability	6,581,999	-	6,581,999	1,350,000	3,231,999	4,581,999	-	-	2,000,000
Community Facilities	1,916,635	-	1,916,635	609,496	1,568,096	2,177,592	-	260,957	-
CBD Masterplan	738,774	-	738,774	456,504	720,000	1,176,504	461,126	754,356	(144,500)
Jetty4Shores	380,077	-	380,077	465,368	176,692	642,060	-	261,983	-
Airport	7,816,400	-	7,816,400	6,039,190	3,159,551	9,198,741	2,260,101	3,642,442	-
Admin & Corp Governance	6,196,740	-	6,196,740	1,150,099	16,550	1,166,649	306,927	112,999	4,836,163
Governance & Legal Services	100,500	-	100,500	2,047,700	-	2,047,700	-	-	(1,947,200)
Corporate Information	8,600	-	8,600	3,863,181	455,080	4,318,261	-	788,566	(3,521,095)
Telecommunications & New Technology	1,679,580	64,040	1,743,620	1,242,871	80,960	1,323,831	500,749	80,960	-
Finance	1,670,402	1,020,725	2,691,127	6,520,063	984,104	7,504,167	66,098	672,723	(4,206,415)
Plant	6,502,788	1,460,829	7,963,617	6,667,287	4,427,239	11,094,526	2,439,648	5,570,557	-
Program Support	122,400	-	122,400	1,613,248	-	1,613,248	-	-	(1,490,848)
HR & Organisational Development	58,400	-	58,400	1,542,700	-	1,542,700	-	-	(1,484,300)
<b>Subtotal</b>	<b>33,773,295</b>	<b>2,545,594</b>	<b>36,318,889</b>	<b>35,003,521</b>	<b>14,820,271</b>	<b>49,823,792</b>	<b>6,034,649</b>	<b>12,147,207</b>	<b>(7,392,345)</b>
<b>CITY PLANNING</b>									
Sustainable & Precinct Planning	59,100	-	59,100	1,258,001	-	1,258,001	-	301	(1,198,600)
Development Assessment & Building Services	1,892,215	-	1,892,215	2,834,881	-	2,834,881	-	1,881	(940,785)
Environmental Services	264,260	-	264,260	1,173,755	2,000	1,175,755	-	49,546	(861,949)
Regulatory Enforcement	730,050	-	730,050	2,433,564	33,000	2,466,564	-	54,845	(1,681,669)
Waste Management	24,619,552	-	24,619,552	25,672,997	200,000	25,872,997	-	1,253,445	-
<b>Subtotal</b>	<b>27,565,177</b>	<b>-</b>	<b>27,565,177</b>	<b>33,373,198</b>	<b>235,000</b>	<b>33,608,198</b>	<b>-</b>	<b>1,360,018</b>	<b>(4,683,003)</b>

**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2015/16**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2015/2016
<b>CITY INFRASTRUCTURE SERVICES</b>									
Property Assets	1,265,440	-	1,265,440	3,215,526	5,000	3,220,526	5,600	548,176	(1,412,510)
Swimming Pools	930	-	930	644,913	77,676	722,589	-	93,405	(628,254)
City Services Support	-	-	-	709,100	-	709,100	-	31,200	(677,900)
Assets Systems	-	-	-	346,450	-	346,450	-	-	(346,450)
Environmental Lab	754,900	-	754,900	571,430	50,000	621,430	197,400	63,930	-
City Works Operational Administration	63,900	78,000	141,900	1,044,000	78,000	1,122,000	-	-	(980,100)
Recreational Services	1,281,550	-	1,281,550	8,786,328	862,628	9,648,956	-	4,919,048	(3,448,358)
Regional Roads	983,000	131,000	1,114,000	2,786,224	327,404	3,113,628	-	1,895,225	(104,403)
Local Roads	266,700	896,265	1,162,965	14,557,588	5,436,480	19,994,068	-	12,917,088	(5,914,015)
Bridges	866,524	-	866,524	916,015	866,524	1,782,539	-	805,115	(110,900)
Footpaths, Cycleways & Bus Shelters	-	-	-	969,436	139,660	1,109,096	-	721,786	(387,310)
Parking	-	-	-	1,270,117	143,575	1,413,692	-	785,454	(628,238)
Quarries	309,900	-	309,900	309,900	-	309,900	-	-	-
Street & Toilet Cleaning	-	-	-	916,600	-	916,600	-	-	(916,600)
Drainage	2,445,714	-	2,445,714	4,244,150	1,657,562	5,901,712	158,000	3,308,998	(305,000)
Harbour & Jetty	-	-	-	201,065	-	201,065	-	21,865	(179,200)
City Works - Private Works	596,900	-	596,900	596,900	-	596,900	-	-	-
Survey & Design	97,900	-	97,900	2,135,452	307,625	2,443,077	-	312,593	(2,032,584)
Street Lighting	157,000	-	157,000	1,035,800	2,000	1,037,800	-	-	(880,800)
Subdivisions & Contracts	75,800	-	75,800	530,420	-	530,420	-	-	(454,620)
<b>Subtotal</b>	<b>9,166,158</b>	<b>1,105,265</b>	<b>10,271,423</b>	<b>45,787,414</b>	<b>9,954,134</b>	<b>55,741,548</b>	<b>361,000</b>	<b>26,423,883</b>	<b>(19,407,242)</b>
<b>COMMUNITY DEVELOPMENT</b>									
Coffs Coast Tourism & Marketing	566,700	-	566,700	1,776,657	5,000	1,781,657	120,000	-	(1,334,957)
Sports Unit	559,900	-	559,900	2,269,790	107,384	2,377,174	-	150,892	(1,666,382)
Library Services	169,700	-	169,700	1,886,581	179,050	2,065,631	-	37,131	(1,858,800)
Community Services	291,945	-	291,945	2,561,496	579,017	3,140,513	-	621,662	(2,226,906)
Economic Development Unit	206,102	-	206,102	956,856	51,209	1,008,065	-	-	(801,963)
<b>Subtotal</b>	<b>1,794,347</b>	<b>-</b>	<b>1,794,347</b>	<b>9,451,380</b>	<b>921,660</b>	<b>10,373,040</b>	<b>120,000</b>	<b>809,685</b>	<b>(7,889,008)</b>
<b>TOTALS</b>	<b>70,504,630</b>			<b>114,164,133</b>	<b>25,009,405</b>	<b>139,173,538</b>	<b>6,395,649</b>	<b>39,931,108</b>	<b>(39,371,598)</b>
Untied Funding Available	41,622,824	6,498,270	48,121,094		4,635,000	4,635,000	2,812,910	-	40,673,184
<b>(DEFICIT)/SURPLUS</b>									<b>1,301,586</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2016/17  
DIRECTORATE SUMMARY**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	ESTIMATED 2016/2017
<b>DIRECTORATE</b>									
Corporate Business	37,563,576	2,292,104	39,855,680	36,079,280	13,730,626	49,809,906	8,907,043	12,021,046	(6,840,223)
City Planning	29,083,170	-	29,083,170	34,073,708	225,000	34,298,708	953,789	1,243,923	(4,925,404)
City Infrastructure Services	9,384,467	1,105,265	10,489,732	47,076,531	10,807,155	57,883,686	347,682	27,846,779	(19,894,857)
Community Development	1,829,066	-	1,829,066	9,797,189	474,804	10,271,993	120,000	411,676	(8,151,251)
<b>TOTALS</b>	<b>77,860,279</b>	<b>3,397,369</b>	<b>81,257,648</b>	<b>127,026,708</b>	<b>25,237,585</b>	<b>152,264,293</b>	<b>10,328,514</b>	<b>41,523,424</b>	<b>(39,811,735)</b>
Untied Funding Available	42,630,389	6,693,218	49,323,607	-	4,774,050	4,774,050	2,804,458	-	41,745,099
<b>(DEFICIT)/SURPLUS</b>									<b>1,933,364</b>

**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2016/17**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CORPORATE BUSINESS</b>									
Corporate Planning	-	-	-	1,467,314	-	1,467,314	-	1,714	(1,465,600)
Sustainability	9,404,633	-	9,404,633	1,500,000	4,904,633	6,404,633	-	-	3,000,000
Community Facilities	1,976,894	-	1,976,894	625,497	939,964	1,565,461	414,142	2,709	-
CBD Masterplan	752,637	-	752,637	470,164	10,000	480,164	616,973	195,700	(148,800)
Jetty4Shores	382,533	-	382,533	252,927	188,089	441,016	-	58,483	-
Airport	8,199,900	-	8,199,900	6,166,029	2,504,751	8,670,780	4,458,248	4,929,128	-
Admin & Corp Governance	6,382,020	-	6,382,020	1,190,323	17,400	1,207,723	316,141	116,389	4,974,545
Governance & Legal Services	100,500	-	100,500	2,136,250	-	2,136,250	-	-	(2,035,750)
Corporate Information	8,750	-	8,750	4,024,205	449,222	4,473,427	-	812,223	(3,652,454)
Telecommunications & New Technology	1,747,610	65,912	1,813,522	1,284,145	83,390	1,367,535	529,377	83,390	-
Finance	1,720,999	1,023,254	2,744,253	6,800,220	984,104	7,784,324	66,090	692,905	(4,413,256)
Plant	6,700,000	1,202,938	7,902,938	6,876,198	3,649,073	10,525,271	2,506,072	5,128,405	-
Program Support	128,200	-	128,200	1,668,708	-	1,668,708	-	-	(1,540,508)
HR & Organisational Development	58,900	-	58,900	1,617,300	-	1,617,300	-	-	(1,558,400)
<b>Subtotal</b>	<b>37,563,576</b>	<b>2,292,104</b>	<b>39,855,680</b>	<b>36,079,280</b>	<b>13,730,626</b>	<b>49,809,906</b>	<b>8,907,043</b>	<b>12,021,046</b>	<b>(6,840,223)</b>
<b>CITY PLANNING</b>									
Sustainable & Precinct Planning	59,400	-	59,400	1,313,160	-	1,313,160	-	310	(1,253,450)
Development Assessment & Building Services	1,949,715	-	1,949,715	2,972,438	-	2,972,438	-	1,938	(1,020,785)
Environmental Services	272,050	-	272,050	1,217,281	2,000	1,219,281	-	51,032	(896,199)
Regulatory Enforcement	752,900	-	752,900	2,530,460	23,000	2,553,460	-	45,590	(1,754,970)
Waste Management	26,049,105	-	26,049,105	26,040,369	200,000	26,240,369	953,789	1,145,053	-
<b>Subtotal</b>	<b>29,083,170</b>	<b>-</b>	<b>29,083,170</b>	<b>34,073,708</b>	<b>225,000</b>	<b>34,298,708</b>	<b>953,789</b>	<b>1,243,923</b>	<b>(4,925,404)</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2016/17  
DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY INFRASTRUCTURE SERVICES</b>									
Property Assets	1,302,734	-	1,302,734	3,325,115	5,000	3,330,115	5,732	564,621	(1,468,492)
Swimming Pools	930	-	930	660,391	83,659	744,050	-	96,207	(646,913)
City Services Support	-	-	-	740,036	-	740,036	-	32,136	(707,900)
Assets Systems	-	-	-	363,150	-	363,150	-	-	(363,150)
Environmental Lab	776,300	-	776,300	596,197	50,000	646,197	194,450	64,347	-
City Works Operational Administration	65,900	78,000	143,900	1,089,700	78,000	1,167,700	-	-	(1,023,800)
Recreational Services	1,316,760	-	1,316,760	8,977,543	1,418,738	10,396,281	-	5,600,061	(3,479,460)
Regional Roads	1,002,000	131,000	1,133,000	2,851,082	131,000	2,982,082	-	1,849,082	-
Local Roads	274,800	896,265	1,171,065	14,982,339	5,778,625	20,760,964	-	13,461,839	(6,128,060)
Bridges	892,520	-	892,520	943,468	892,520	1,835,988	-	829,268	(114,200)
Footpaths, Cycleways & Bus Shelters	-	-	-	997,510	145,400	1,142,910	-	743,440	(399,470)
Parking	-	-	-	1,302,232	84,022	1,386,254	-	809,018	(577,236)
Quarries	319,300	-	319,300	319,300	-	319,300	-	-	-
Street & Toilet Cleaning	-	-	-	940,900	-	940,900	-	-	(940,900)
Drainage	2,490,023	-	2,490,023	4,288,380	1,775,411	6,063,791	147,500	3,408,268	(313,000)
Harbour & Jetty	-	-	-	206,821	-	206,821	-	22,521	(184,300)
City Works - Private Works	604,200	-	604,200	604,200	-	604,200	-	-	-
Survey & Design	100,900	-	100,900	2,234,437	362,780	2,597,217	-	365,971	(2,130,346)
Street Lighting	160,000	-	160,000	1,097,900	2,000	1,099,900	-	-	(939,900)
Subdivisions & Contracts	78,100	-	78,100	555,830	-	555,830	-	-	(477,730)
<b>Subtotal</b>	<b>9,384,467</b>	<b>1,105,265</b>	<b>10,489,732</b>	<b>47,076,531</b>	<b>10,807,155</b>	<b>57,883,686</b>	<b>347,682</b>	<b>27,846,779</b>	<b>(19,894,857)</b>
<b>COMMUNITY DEVELOPMENT</b>									
Coffs Coast Tourism & Marketing	569,900	-	569,900	1,828,519	5,000	1,833,519	120,000	-	(1,383,619)
Sports Unit	575,300	-	575,300	2,334,393	56,340	2,390,733	-	155,419	(1,660,014)
Library Services	172,100	-	172,100	1,971,645	177,400	2,149,045	-	27,945	(1,949,000)
Community Services	300,545	-	300,545	2,671,376	188,519	2,859,895	-	228,312	(2,331,038)
Economic Development Unit	211,221	-	211,221	991,256	47,545	1,038,801	-	-	(827,580)
<b>Subtotal</b>	<b>1,829,066</b>	<b>-</b>	<b>1,829,066</b>	<b>9,797,189</b>	<b>474,804</b>	<b>10,271,993</b>	<b>120,000</b>	<b>411,676</b>	<b>(8,151,251)</b>
<b>TOTALS</b>	<b>76,031,213</b>	<b>-</b>	<b>76,031,213</b>	<b>117,229,519</b>	<b>24,762,781</b>	<b>141,992,300</b>	<b>10,208,514</b>	<b>41,111,748</b>	<b>(39,811,735)</b>
Untied Funding Available	42,630,389	6,693,218	49,323,607	-	4,774,050	4,774,050	2,804,458	-	41,745,099
<b>(DEFICIT)/SURPLUS</b>									<b>1,933,364</b>

**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2017/18  
DIRECTORATE SUMMARY**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer from	ESTIMATED 2017/2018
<b>DIRECTORATE</b>									
Corporate Business	38,618,321	2,330,048	40,948,369	37,178,561	13,637,043	50,815,604	10,552,428	13,189,088	(7,230,575)
City Planning	30,570,961	-	30,570,961	35,139,785	235,000	35,374,785	1,663,546	1,284,567	(5,182,803)
City Infrastructure Services	9,643,323	1,105,265	10,748,588	48,491,425	10,660,346	59,151,771	368,046	28,392,017	(20,379,212)
Community Development	1,864,391	-	1,864,391	10,123,838	433,128	10,556,966	120,000	424,026	(8,388,549)
<b>TOTALS</b>	<b>80,696,996</b>	<b>3,435,313</b>	<b>84,132,309</b>	<b>130,933,609</b>	<b>24,965,517</b>	<b>155,899,126</b>	<b>12,704,020</b>	<b>43,289,698</b>	<b>(41,181,139)</b>
Untied Funding Available	43,897,025	6,894,000	50,791,025	-	4,917,300	4,917,300	2,982,820	-	42,890,905
<b>(DEFICIT)/SURPLUS</b>									<b>1,709,766</b>



**GENERAL ACCOUNT  
DRAFT BUDGET FOR 2017/18  
DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	ESTIMATED 2017/2018
<b>CORPORATE BUSINESS</b>									
Corporate Planning	-	-	-	1,551,235	-	1,551,235	-	1,765	(1,549,470)
Sustainability	9,590,772	-	9,590,772	1,339,000	5,051,772	6,390,772	-	-	3,200,000
Community Facilities	2,066,603	-	2,066,603	633,490	638,600	1,272,090	797,303	2,790	-
CBD Masterplan	775,216	-	775,216	484,269	10,000	494,269	635,782	201,571	(153,264)
Jetty4Shores	385,063	-	385,063	243,324	200,222	443,546	-	58,483	-
Airport	8,417,800	-	8,417,800	6,302,262	2,432,479	8,734,741	5,582,647	5,899,588	-
Admin & Corp Governance	6,572,400	-	6,572,400	1,233,360	18,250	1,251,610	325,625	119,880	5,115,045
Governance & Legal Services	100,500	-	100,500	2,210,801	-	2,210,801	-	-	(2,110,301)
Corporate Information	8,900	-	8,900	4,192,161	473,426	4,665,587	-	836,590	(3,820,097)
Telecommunications & New Technology	1,799,050	67,890	1,866,940	1,326,998	85,890	1,412,888	539,942	85,890	-
Finance	1,773,275	1,025,958	2,799,233	7,148,151	984,104	8,132,255	65,182	713,692	(4,684,512)
Plant	6,935,022	1,236,200	8,171,222	7,091,814	3,742,300	10,834,114	2,605,947	5,268,839	-
Program Support	134,320	-	134,320	1,725,996	-	1,725,996	-	-	(1,591,676)
HR & Organisational Development	59,400	-	59,400	1,695,700	-	1,695,700	-	-	(1,636,300)
<b>Subtotal</b>	<b>38,618,321</b>	<b>2,330,048</b>	<b>40,948,369</b>	<b>37,178,561</b>	<b>13,637,043</b>	<b>50,815,604</b>	<b>10,552,428</b>	<b>13,189,088</b>	<b>(7,230,575)</b>
<b>CITY PLANNING</b>									
Sustainable & Precinct Planning	59,700	-	59,700	1,372,719	-	1,372,719	-	319	(1,312,700)
Development Assessment & Building Services	2,008,164	-	2,008,164	3,116,996	-	3,116,996	-	1,996	(1,106,836)
Environmental Services	280,160	-	280,160	1,262,472	2,000	1,264,472	-	52,563	(931,749)
Regulatory Enforcement	776,129	-	776,129	2,631,006	33,000	2,664,006	-	56,359	(1,831,518)
Waste Management	27,446,808	-	27,446,808	26,756,592	200,000	26,956,592	1,663,546	1,173,330	-
<b>Subtotal</b>	<b>30,570,961</b>	<b>-</b>	<b>30,570,961</b>	<b>35,139,785</b>	<b>235,000</b>	<b>35,374,785</b>	<b>1,663,546</b>	<b>1,284,567</b>	<b>(5,182,803)</b>

**GENERAL ACCOUNT**  
**DRAFT BUDGET FOR 2017/18**  
**DIVISION SUMMARY**

DIVISION	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2017/2018
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>CITY INFRASTRUCTURE SERVICES</b>									
Property Assets	1,340,982	-	1,340,982	3,438,434	5,000	3,443,434	5,866	581,560	(1,526,758)
Swimming Pools	930	-	930	676,804	88,968	765,772	-	99,093	(665,749)
City Services Support	-	-	-	772,400	-	772,400	-	33,100	(739,300)
Assets Systems	-	-	-	380,850	-	380,850	-	-	(380,850)
Environmental Lab	800,300	-	800,300	621,898	50,000	671,898	193,180	64,778	-
City Works Operational Administration	67,700	78,000	145,700	1,137,700	78,000	1,215,700	-	-	(1,070,000)
Recreational Services	1,352,900	-	1,352,900	9,229,358	867,525	10,096,883	-	5,367,897	(3,376,086)
Regional Roads	1,021,000	131,000	1,152,000	2,925,554	131,000	3,056,554	-	1,904,554	-
Local Roads	282,900	896,265	1,179,165	15,432,095	5,882,765	21,314,860	-	13,784,694	(6,351,001)
Bridges	919,295	-	919,295	971,746	919,295	1,891,041	-	854,146	(117,600)
Footpaths, Cycleways & Bus Shelters	-	-	-	1,026,043	151,425	1,177,468	-	765,743	(411,725)
Parking	-	-	-	1,341,989	18,200	1,360,189	-	833,289	(526,900)
Quarries	328,800	-	328,800	328,800	-	328,800	-	-	-
Street & Toilet Cleaning	-	-	-	966,100	-	966,100	-	-	(966,100)
Drainage	2,567,766	-	2,567,766	4,332,379	1,898,003	6,230,382	169,000	3,510,516	(321,100)
Harbour & Jetty	-	-	-	212,797	-	212,797	-	23,197	(189,600)
City Works - Private Works	611,800	-	611,800	611,800	-	611,800	-	-	-
Survey & Design	103,750	-	103,750	2,338,228	568,165	2,906,393	-	569,450	(2,233,193)
Street Lighting	164,800	-	164,800	1,163,900	2,000	1,165,900	-	-	(1,001,100)
Subdivisions & Contracts	80,400	-	80,400	582,550	-	582,550	-	-	(502,150)
<b>Subtotal</b>	<b>9,643,323</b>	<b>1,105,265</b>	<b>10,748,588</b>	<b>48,491,425</b>	<b>10,660,346</b>	<b>59,151,771</b>	<b>368,046</b>	<b>28,392,017</b>	<b>(20,379,212)</b>
<b>COMMUNITY DEVELOPMENT</b>									
Coffs Coast Tourism & Marketing	573,200	-	573,200	1,883,642	5,000	1,888,642	120,000	-	(1,435,442)
Sports Unit	591,000	-	591,000	2,406,621	-	2,406,621	-	160,081	(1,655,540)
Library Services	174,400	-	174,400	2,060,983	186,175	2,247,158	-	28,783	(2,043,975)
Community Services	309,345	-	309,345	2,744,908	198,562	2,943,470	-	235,162	(2,398,963)
Economic Development Unit	216,446	-	216,446	1,027,684	43,391	1,071,075	-	-	(854,629)
<b>Subtotal</b>	<b>1,864,391</b>	<b>-</b>	<b>1,864,391</b>	<b>10,123,838</b>	<b>433,128</b>	<b>10,556,966</b>	<b>120,000</b>	<b>424,026</b>	<b>(8,388,549)</b>
<b>TOTALS</b>	<b>78,832,605</b>			<b>120,809,771</b>	<b>24,532,389</b>	<b>145,342,160</b>	<b>12,584,020</b>	<b>42,865,672</b>	<b>(41,181,139)</b>
Untied Funding Available	43,897,025	6,894,000	50,791,025		4,917,300	4,917,300	2,982,820	-	42,890,905
<b>(DEFICIT)/SURPLUS</b>									<b>1,709,766</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT</b>						
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>	
	<u>Community Facilities</u>					
	Repay ELE Reserve Loan			400,000		
	Surplus in Program	170,146		14,142		797,303
<b>0</b>	<b>Total</b>	<b>170,146</b>	<b>0</b>	<b>414,142</b>		<b>797,303</b>
	<u>CBD Masterplan</u>					
180,000	Loan Repayments	240,000	461,126	574,566		615,127
1,433,640	Surplus in Program			42,407		20,655
<b>1,613,640</b>	<b>Total</b>	<b>240,000</b>	<b>461,126</b>	<b>616,973</b>		<b>635,782</b>
	<u>Coffs Coast Tourism &amp; Marketing</u>					
120,000	IT Conference Profit	120,000	120,000	120,000		120,000
<b>120,000</b>	<b>Total</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>		<b>120,000</b>
	<u>Property Assets</u>					
5,174	Internal Lease Fees	5,472	5,600	5,732		5,866
61,100	Rigby House Lease Income net of Expenses	0	0	0		0
<b>66,274</b>	<b>Total</b>	<b>5,472</b>	<b>5,600</b>	<b>5,732</b>		<b>5,866</b>
	<u>Coffs Harbour Regional Airport</u>					
	Internal Loan Repayment	800,000	400,000			
2,815,429	Coffs Harbour Regional Airport	1,660,234	1,860,101	4,458,248		5,582,647
<b>2,815,429</b>	<b>Total</b>	<b>2,460,234</b>	<b>2,260,101</b>	<b>4,458,248</b>		<b>5,582,647</b>
	<u>Administration</u>					
90,517	Water Administration Dividend	94,220	97,047	99,959		102,955
129,194	Sewer Administration Dividend	135,171	139,225	143,405		147,705
9,947	Airport Administration Contribution	11,030	11,360	11,705		12,055
35,520	Domestic Waste Administration Dividend	41,117	42,350	43,620		44,930
11,707	Non Domestic Waste Administration Dividend	13,923	14,340	14,770		15,215
2,005	Lab Administration Dividend	2,529	2,605	2,682		2,765
<b>278,890</b>	<b>Total</b>	<b>297,990</b>	<b>306,927</b>	<b>316,141</b>		<b>325,625</b>
	<u>Telecommunication &amp; New Technology</u>					
407,578	Surplus in Program	452,806	500,749	529,377		539,942
<b>407,578</b>	<b>Total</b>	<b>452,806</b>	<b>500,749</b>	<b>529,377</b>		<b>539,942</b>
	<u>Finance</u>					
	Sportz Central Loan Repayments	7,858	7,856	7,854		7,851
23,253	Hockey Association Loan Repayments	23,248	23,242	23,236		22,331
36,623	Internal Lease Fees	35,000	35,000	35,000		35,000
<b>59,876</b>	<b>Total</b>	<b>66,106</b>	<b>66,098</b>	<b>66,090</b>		<b>65,182</b>
	<u>Plant</u>					
2,295,321	Plant & Mechanical Services	2,400,772	2,439,648	2,506,072		2,605,947
<b>2,295,321</b>	<b>Total</b>	<b>2,400,772</b>	<b>2,439,648</b>	<b>2,506,072</b>		<b>2,605,947</b>
	<u>Waste Management</u>					
471,303	Domestic Resource Recovery	0	0	552,401		1,188,225
-24,560	Non-Domestic Resource Recovery	0	0	401,388		475,321
<b>446,743</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>953,789</b>		<b>1,663,546</b>
	<u>Environmental Laboratory</u>					
314,526	Trading Surplus	199,829	197,400	194,450		193,180
<b>314,526</b>	<b>Total</b>	<b>199,829</b>	<b>197,400</b>	<b>194,450</b>		<b>193,180</b>
	<u>Drainage</u>					
400,000	Interest on Investments	195,000	158,000	147,500		169,000
<b>400,000</b>	<b>Total</b>	<b>195,000</b>	<b>158,000</b>	<b>147,500</b>		<b>169,000</b>
	<u>Untied Funding</u>					
14,127	Airport Dividend	15,666	21,500	23,400		24,950
23,696	Plant Dividend	24,406	25,140	25,890		26,670
1,809,000	Developer Contributions Income	1,809,000	1,863,270	1,919,168		1,976,700
834,000	Interest on Investments - Reserves	676,000	553,000	511,000		579,500
400,000	Interest on Investments - Sec 94	450,000	350,000	325,000		375,000
<b>3,080,823</b>	<b>Total</b>	<b>2,975,072</b>	<b>2,812,910</b>	<b>2,804,458</b>		<b>2,982,820</b>
<b>11,899,100</b>	<b>Total Income to be Restricted</b>	<b>9,583,427</b>	<b>9,328,559</b>	<b>13,132,972</b>		<b>15,686,840</b>

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT</b>						
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>	
	<u>Community Facilities</u>					
204,301	Net Program		258,327			
	ELE Reserve Loan	400,000				
1,386	Depreciation	2,553	2,630	2,709	2,790	
<b>205,687</b>	<b>Total</b>	<b>402,553</b>	<b>260,957</b>	<b>2,709</b>	<b>2,790</b>	
	<u>CBD Masterplan</u>					
4,000,000	Internal Loan					
	Depreciation	184,500	190,000	195,700	201,571	
	Net Program	865,902	564,356	0	0	
<b>4,000,000</b>	<b>Total</b>	<b>1,050,402</b>	<b>754,356</b>	<b>195,700</b>	<b>201,571</b>	
	<u>Jetty4Shores</u>					
	Net Program	1,444,500	203,500			
0	Depreciation		58,483	58,483	58,483	
<b>0</b>	<b>Total</b>	<b>1,444,500</b>	<b>261,983</b>	<b>58,483</b>	<b>58,483</b>	
	<u>Civic Management</u>					
1,615	Depreciation	1,615	1,664	1,714	1,765	
<b>1,615</b>	<b>Total</b>	<b>1,615</b>	<b>1,664</b>	<b>1,714</b>	<b>1,765</b>	
	<u>Sports Unit</u>					
236,000	Depreciation	146,497	150,892	155,419	160,081	
<b>236,000</b>	<b>Total</b>	<b>146,497</b>	<b>150,892</b>	<b>155,419</b>	<b>160,081</b>	
	<u>Property Assets</u>					
448,101	Depreciation	532,210	548,176	564,621	581,560	
<b>448,101</b>	<b>Total</b>	<b>532,210</b>	<b>548,176</b>	<b>564,621</b>	<b>581,560</b>	
	<u>Swimming Pools</u>					
89,652	Depreciation	90,684	93,405	96,207	99,093	
<b>89,652</b>	<b>Total</b>	<b>90,684</b>	<b>93,405</b>	<b>96,207</b>	<b>99,093</b>	
	<u>Coffs Harbour Regional Airport</u>					
500,000	Internal Loan					
3,082,061	Coffs Harbour Regional Airport	1,644,789	2,259,551	3,504,751	4,432,479	
1,323,436	Depreciation	1,342,612	1,382,891	1,424,377	1,467,109	
<b>4,905,497</b>	<b>Total</b>	<b>2,987,401</b>	<b>3,642,442</b>	<b>4,929,128</b>	<b>5,899,588</b>	
	<u>Administration</u>					
127,733	Administration - Depreciation	109,707	112,999	116,389	119,880	
<b>127,733</b>	<b>Total</b>	<b>109,707</b>	<b>112,999</b>	<b>116,389</b>	<b>119,880</b>	
	<u>Corporate Information</u>					
737,720	Depreciation	765,598	788,566	812,223	836,590	
<b>737,720</b>	<b>Total</b>	<b>765,598</b>	<b>788,566</b>	<b>812,223</b>	<b>836,590</b>	
	<u>Telecommunication &amp; New Technology</u>					
74,330	Fibre Optic Cabling	77,570	80,960	83,390	85,890	
<b>74,330</b>	<b>Total</b>	<b>77,570</b>	<b>80,960</b>	<b>83,390</b>	<b>85,890</b>	
	<u>Rural Fire Service</u>					
681,052	Depreciation	653,129	672,723	692,905	713,692	
<b>681,052</b>	<b>Total</b>	<b>653,129</b>	<b>672,723</b>	<b>692,905</b>	<b>713,692</b>	
	<u>Plant</u>					
3,468,250	Plant & Mechanical Services	3,426,200	2,966,410	2,446,135	2,506,100	
2,664,888	Depreciation	2,528,297	2,604,146	2,682,270	2,762,739	
<b>6,133,138</b>	<b>Total</b>	<b>5,954,497</b>	<b>5,570,556</b>	<b>5,128,405</b>	<b>5,268,839</b>	
	<u>Sustainable &amp; Precinct Planning</u>					
284	Depreciation	292	301	310	319	
<b>284</b>	<b>Total</b>	<b>292</b>	<b>301</b>	<b>310</b>	<b>319</b>	
	<u>Development Assessment &amp; Building Services</u>					
1,773	Depreciation	1,827	1,881	1,938	1,996	
<b>1,773</b>	<b>Total</b>	<b>1,827</b>	<b>1,881</b>	<b>1,938</b>	<b>1,996</b>	

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT (CONT'D)</b>					
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>
	<u>Environmental Services</u>				
39,920	Depreciation	48,102	49,546	51,032	52,563
<b>39,920</b>	<b>Total</b>	<b>48,102</b>	<b>49,546</b>	<b>51,032</b>	<b>52,563</b>
	<u>Public Health &amp; Safety</u>				
20,000	Beach Patrol Equipment Sec 94	20,000	30,000	20,000	30,000
20,115	Depreciation	21,128	21,761	22,414	23,087
<b>40,115</b>	<b>Total</b>	<b>41,128</b>	<b>51,761</b>	<b>42,414</b>	<b>53,087</b>
	<u>Ranger Services</u>				
2,806	Depreciation	2,994	3,084	3,176	3,272
<b>2,806</b>	<b>Total</b>	<b>2,994</b>	<b>3,084</b>	<b>3,176</b>	<b>3,272</b>
	<u>Waste Management</u>				
100,000	Domestic Resource Recovery	606,333	204,036	100,000	100,000
499,737	Domestic Resource Recovery Depreciation	489,942	504,540	519,779	535,298
100,000	Non-Domestic Resource Recovery	252,223	131,982	100,000	100,000
408,875	Non-Domestic Resource Recovery Dep'n	400,862	412,887	425,274	438,032
<b>1,108,612</b>	<b>Total</b>	<b>1,749,360</b>	<b>1,253,445</b>	<b>1,145,053</b>	<b>1,173,330</b>
	<u>City Infrastructure Support</u>				
19,491	Depreciation	30,291	31,200	32,136	33,100
<b>19,491</b>	<b>Total</b>	<b>30,291</b>	<b>31,200</b>	<b>32,136</b>	<b>33,100</b>
	<u>Library</u>				
10,000	Library Books (S94)	10,000	10,000		
24,354	Depreciation	26,341	27,131	27,945	28,783
<b>34,354</b>	<b>Total</b>	<b>36,341</b>	<b>37,131</b>	<b>27,945</b>	<b>28,783</b>
	<u>Community Development</u>				
	S94 Community Facilities		400,000		
315,309	Depreciation	215,206	221,662	228,312	235,161
<b>315,309</b>	<b>Total</b>	<b>215,206</b>	<b>621,662</b>	<b>228,312</b>	<b>235,161</b>
	<u>Environmental Laboratory</u>				
10,591	Depreciation	13,524	13,930	14,347	14,778
50,000	Lab Equipment	50,000	50,000	50,000	50,000
<b>60,591</b>	<b>Total</b>	<b>63,524</b>	<b>63,930</b>	<b>64,347</b>	<b>64,778</b>
	<u>Recreational Services</u>				
35,229	SH 10 Handover Maintenance (RTA)	41,820	43,100	0	0
600,000	S94 Open Space	1,450,000	350,000	950,000	590,000
50,000	S94 Beach Protection Works	50,000	50,000	50,000	50,000
349,721	Proposed \$2.5m Open Space Loan Repayments	338,865	338,865	338,865	338,865
3,968,607	Depreciation	4,016,586	4,137,083	4,261,196	4,389,032
<b>5,003,557</b>	<b>Total</b>	<b>5,897,271</b>	<b>4,919,048</b>	<b>5,600,061</b>	<b>5,367,897</b>
	<u>Regional Roads</u>				
100,000	S94 Loan Repays - Hogbin Drive Extension 05/06	100,000	100,000		
1,473,152	Depreciation	1,742,937	1,795,225	1,849,082	1,904,554
<b>1,573,152</b>	<b>Total</b>	<b>1,842,937</b>	<b>1,895,225</b>	<b>1,849,082</b>	<b>1,904,554</b>
	<u>Local Roads</u>				
25,312	SH10 Upgrade Handover Works	11,400	11,700	0	0
33,000	Pine Creek Handover Works (Operating)				
250,000	S94 Moonee Road Works New	250,000	500,000	2,000,000	1,000,000
	S94 West Coffs Local Collector Roads		250,000		250,000
	S94 North Boambee Local Collector Roads			100,000	
	S94 Corindi Roads	290,000			
	S94 West Woolgoolga Traffic Facilities		800,000		
	S94 Park Beach Traffic Facilities		57,000		
	S94 Hearnese Lake Transport & Traffic Facilities		350,000		
	S94 North Boambee Koala Management			350,000	350,000
	S94 West Korora Traffic Facilities		500,000		350,000
	S94 South Coffs Roads				1,000,000
9,177,232	Depreciation	10,144,066	10,448,388	10,761,839	11,084,694
<b>9,485,544</b>	<b>Total</b>	<b>10,695,466</b>	<b>12,917,088</b>	<b>13,461,839</b>	<b>13,784,694</b>

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT (CONT'D)</b>					
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>
	<u>Bridges</u>				
684,964	Depreciation	781,665	805,115	829,268	854,146
<b>684,964</b>	<b>Total</b>	<b>781,665</b>	<b>805,115</b>	<b>829,268</b>	<b>854,146</b>
	<u>Footpaths . Cycleways. Bus Shelters</u>				
587,623	Depreciation	700,763	721,786	743,440	765,743
<b>587,623</b>	<b>Total</b>	<b>700,763</b>	<b>721,786</b>	<b>743,440</b>	<b>765,743</b>
	<u>Parking</u>				
300,000	Coffs Harbour Car Parking				
747,334	Depreciation	762,577	785,454	809,018	833,289
<b>1,047,334</b>	<b>Total</b>	<b>762,577</b>	<b>785,454</b>	<b>809,018</b>	<b>833,289</b>
	<u>Drainage</u>				
2,794,767	Depreciation	3,212,620	3,308,998	3,408,268	3,510,516
<b>2,794,767</b>	<b>Total</b>	<b>3,212,620</b>	<b>3,308,998</b>	<b>3,408,268</b>	<b>3,510,516</b>
	<u>Jetty &amp; Boat Ramp</u>				
26,741	Depreciation	21,229	21,865	22,521	23,197
<b>26,741</b>	<b>Total</b>	<b>21,229</b>	<b>21,865</b>	<b>22,521</b>	<b>23,197</b>
	<u>Design</u>				
250,000	S94 Flood Mitigation & Drainage Resv West Coffs	100,000		250,000	450,000
	S94 North Boambee Stormwater Management		200,000		
100,000	Sec 94 Cycleway - West Coffs Creek Reserve	100,000			
99,093	Depreciation	109,314	112,593	115,971	119,450
<b>449,093</b>	<b>Total</b>	<b>309,314</b>	<b>312,593</b>	<b>365,971</b>	<b>569,450</b>
	<u>Untied Funding</u>				
181,537	Environmental Levy	103,737			
<b>181,537</b>	<b>Total</b>	<b>103,737</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>41,098,092</b>	<b>Total Expenditure from Restricted</b>	<b>40,733,007</b>	<b>40,740,792</b>	<b>41,523,424</b>	<b>43,289,697</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Corporate Planning				
	Program Number 010	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
605,520	Executive Staff Costs	619,900	650,900	683,400	717,500
10,000	Executive Vehicle Running Expenses	14,000	14,400	14,850	15,300
50,000	Sundry Governance & Office Expenses	45,000	45,000	45,000	45,000
500	Council Integrated Planning Expenses	500	500	500	500
281,050	Councillors Allowances & Expenses	258,300	265,000	271,900	279,000
10,000	Mayoral Vehicle Running Expenses	14,000	14,400	14,850	15,300
48,170	Local Government Assoc Subscription	49,600	51,100	52,600	54,200
3,500	National Sea Change Taskforce	3,400	3,400	3,400	3,400
3,200	Naturalisations	6,800	7,000	7,200	7,400
6,400	Civic Receptions	6,500	6,600	6,700	6,800
8,300	Sister City Youth Exchange Program	5,500	5,600	5,700	5,800
25,000	Sister City Visit	0	25,000	0	25,000
0	Sponsorships	17,300	17,800	18,300	18,800
53,900	Donations	36,500	37,600	38,700	39,900
35,300	Contrib Rates Sport & Cultural Groups	36,300	37,400	38,500	39,600
10,000	Cont'n - Mid North Coast Group of Councils (MIDGO)	18,000	18,550	19,100	19,670
10,000	Contribution Glenreagh Mountain Railway	10,000	10,000	10,000	10,000
6,400	Hunter Councils Regional Procurement Initiative	3,700	3,800	3,900	4,000
9,000	Australia Day Committee	9,300	9,600	9,900	10,200
202,171	Media Officer & Web Content	200,500	210,500	221,100	232,100
1,615	Depreciation	1,615	1,664	1,714	1,765
<b>1,380,026</b>	<b>Total Operating Expenses</b>	<b>1,356,715</b>	<b>1,435,814</b>	<b>1,467,314</b>	<b>1,551,235</b>
	<b>Operating Revenue</b>				
-3,200	Contribution -Sister City Youth Exchange	0	0	0	0
<b>-3,200</b>	<b>Total Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer From Reserves</b>				
-1,615	Civ Man Tfr from - Dep'n Reserve	-1,615	-1,664	-1,714	-1,765
<b>-1,615</b>	<b>Total Transfer From Reserves</b>	<b>-1,615</b>	<b>-1,664</b>	<b>-1,714</b>	<b>-1,765</b>
<b>1,375,211</b>	<b>Total Corporate Planning</b>	<b>1,355,100</b>	<b>1,434,150</b>	<b>1,465,600</b>	<b>1,549,470</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Financial Sustainability				
	Program Number 015	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
0	Roads Maintenance	190,000	390,000	600,000	618,000
0	Asset Management Expenditure	60,000	130,000	200,000	206,000
0	Buildings Maintenance	160,000	330,000	500,000	515,000
0	T2S Project Investment	1,000,000	500,000	200,000	0
<b>0</b>	<b>Total Operating Expenses</b>	<b>1,410,000</b>	<b>1,350,000</b>	<b>1,500,000</b>	<b>1,339,000</b>
	<b>Capital Expenditure</b>				
0	Road Pavement Renewals	679,924	1,341,999	2,004,633	2,064,772
0	Other Transport Asset Renewals	190,000	390,000	600,000	618,000
0	Parks & Rec Asset Renewals	260,000	520,000	800,000	824,000
0	Building Renewals	480,000	980,000	1,500,000	1,545,000
<b>0</b>	<b>Total Capital Expenditure</b>	<b>1,609,924</b>	<b>3,231,999</b>	<b>4,904,633</b>	<b>5,051,772</b>
	<b>Operating Revenue</b>				
0	Special Rate Variation Revenue	-2,019,924	-4,081,999	-6,204,633	-6,390,772
0	T2S Project Savings	-1,500,000	-2,500,000	-3,200,000	-3,200,000
<b>0</b>	<b>Total Operating Revenue</b>	<b>-3,519,924</b>	<b>-6,581,999</b>	<b>-9,404,633</b>	<b>-9,590,772</b>
<b>0</b>	<b>Total Financial Sustainability</b>	<b>-500,000</b>	<b>-2,000,000</b>	<b>-3,000,000</b>	<b>-3,200,000</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Community Facilities Program Number 110	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
<b>Operating Expenses</b>					
117,900	Nana Glen Pool Operating Costs	125,500	131,775	138,400	145,300
120,000	City Park (Brelsford) Maintenance Costs	100,000	117,250	180,000	185,400
300,000	Cont'n to Jetty Foreshores Loan Repayments	300,000	300,000	300,000	300,000
73,846	Int. Repay Loan No. 459 - Hogbin Dr	47,118	18,664	0	0
113,364	Loan 462 Int Repayments	77,419	39,177	4,388	0
1,386	Depreciation	2,553	2,630	2,709	2,790
<b>726,496</b>	<b>Total Operating Expenses</b>	<b>652,590</b>	<b>609,496</b>	<b>625,497</b>	<b>633,490</b>
<b>Capital Expenditure</b>					
404,115	Loan No. 459 Principal repayment - Hogbin Dr	430,843	458,246	0	0
536,457	Loan 462 Principal Repayments	572,017	609,850	319,964	0
100,000	Community Grants Funding Pool	150,000	200,000	300,000	309,000
300,000	Public Amenities Upgrade (1st yr funded PW-GF Res)	300,000	300,000	320,000	329,600
<b>1,340,573</b>	<b>Total Capital Expenditure</b>	<b>1,452,861</b>	<b>1,568,096</b>	<b>939,964</b>	<b>638,600</b>
<b>Operating Revenue</b>					
-50,000	Interest on Investments	-20,000	-8,000	-11,000	-41,732
-1,811,382	Rate Variation Additional Revenue	-1,853,044	-1,908,635	-1,965,894	-2,024,871
<b>-1,861,382</b>	<b>Total Operating Revenue</b>	<b>-1,873,044</b>	<b>-1,916,635</b>	<b>-1,976,894</b>	<b>-2,066,603</b>
<b>Transfer To Reserves</b>					
0	Comm Fac Tfr to - Comm Fac Reserve	170,146	0	14,142	797,303
0	Comm Fac Tfr to - ELE Reserve	0	0	400,000	0
<b>0</b>	<b>Total Transfer To Reserves</b>	<b>170,146</b>	<b>0</b>	<b>414,142</b>	<b>797,303</b>
<b>Transfer From Reserves</b>					
-204,301	Tfr from - Comm Fac Reserve	0	-258,327	0	0
-1,386	Comm Fac Tfr from - Depn Reserve	-2,553	-2,630	-2,709	-2,790
0	Comm Fac Tfr from - ELE Reserve	-400,000	0	0	0
<b>-205,687</b>	<b>Total Transfer From Reserves</b>	<b>-402,553</b>	<b>-260,957</b>	<b>-2,709</b>	<b>-2,790</b>
<b>0</b>	<b>Total Community Facilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	CBD Masterplan Works Program Number 115	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
<b>Operating Expenses</b>					
40,000	Marketing	20,600	21,218	21,855	22,511
50,000	Saturday Markets	51,500	53,045	54,636	56,275
45,000	Activation Operating	46,350	47,741	49,173	50,648
0	Maintenance Costs	0	144,500	148,800	153,264
0	Depreciation	184,500	190,000	195,700	201,571
<b>135,000</b>	<b>Total Operating Expenses</b>	<b>302,950</b>	<b>456,504</b>	<b>470,164</b>	<b>484,269</b>
<b>Capital Expenditure</b>					
1,450,000	City Square Upgrade	0	0	0	0
300,000	Duke St Road Extension	0	0	0	0
175,000	Signage	0	0	0	0
300,000	Light show, decorative lighting, CCTV	0	0	0	0
100,000	Street Furniture	0	0	0	0
100,000	Landscaping	0	0	0	0
50,000	Lighting	50,000	50,000	0	0
0	Park Ave Artist Lane	100,000	0	0	0
0	Riding Lane Toilet Upgrade	150,000	0	0	0
0	Carpark Upgrades	225,000	50,000	0	0
150,000	Shade Sails	600,000	0	0	0
0	Moonee St Entry Statement	30,000	0	0	0
150,000	Activation Capital	0	0	0	0
0	Park Ave Upgrade & Landscaping	0	600,000	0	0
200,000	Contingency (Capital)	100,000	20,000	10,000	10,000
<b>2,975,000</b>	<b>Total Capital Expenditure</b>	<b>1,255,000</b>	<b>720,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Operating Revenue</b>					
-691,640	CBD Special Rate Variation	-707,548	-728,774	-750,637	-773,156
-32,000	Interest on Investments	-40,000	-10,000	-2,000	-2,060
<b>-723,640</b>	<b>Total Operating Revenue</b>	<b>-747,548</b>	<b>-738,774</b>	<b>-752,637</b>	<b>-775,216</b>
<b>Capital Revenue</b>					
<b>0</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer To Reserves</b>					
1,433,640	CBD - Transfer to CBD Masterplan Reserve	0	0	42,407	20,655
180,000	CBD - Transfer to ELE Reserve	240,000	461,126	574,566	615,127
<b>1,613,640</b>	<b>Total Transfer To Reserves</b>	<b>240,000</b>	<b>461,126</b>	<b>616,973</b>	<b>635,782</b>
<b>Transfer From Reserves</b>					
0	CBD - Transfer from Depn Reserve	-184,500	-190,000	-195,700	-201,571
0	CBD - Transfer from CBD Masterplan Reserve	-865,902	-564,356	0	0
-4,000,000	CBD - Transfer from ELE Reserve	0	0	0	0

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	CBD Masterplan Works Program Number 115	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
<b>-4,000,000</b>	Total Transfer From Reserves	<b>-1,050,402</b>	<b>-754,356</b>	<b>-195,700</b>	<b>-201,571</b>
<b>0</b>	Total CBD Masterplan Works	<b>0</b>	<b>144,500</b>	<b>148,800</b>	<b>153,264</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Jetty4Shores Project	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Program Number 125</b>				
	<b>Operating Expenses</b>				
0	Jetty Walkway M & R costs	0	81,876	84,332	86,862
0	Stage 2 - Area B Kiosk Area design	64,500	0	0	0
0	Stage 3 - Market/ Picnic Area design	0	166,000	0	0
0	Stage 4 - Boardwalk (north of Jetty Pier) design	0	37,500	0	0
0	Loan 472 Interest Repayments - Jetty Foreshores Proje	132,216	121,509	110,112	97,979
0	Depreciation	0	58,483	58,483	58,483
<b>0</b>	<b>Total Operating Expenses</b>	<b>196,716</b>	<b>465,368</b>	<b>252,927</b>	<b>243,324</b>
	<b>Capital Expenditure</b>				
0	Stage 1 - Area E Jetty Walkway	1,380,000	0	0	0
0	Loan 472 Principal Repayments - Jetty Foreshores Proj	165,985	176,692	188,089	200,222
<b>0</b>	<b>Total Capital Expenditure</b>	<b>1,545,985</b>	<b>176,692</b>	<b>188,089</b>	<b>200,222</b>
	<b>Operating Revenue</b>				
0	Cont'n from Comm Facilities Program - Loan Repayme	-298,201	-380,077	-382,533	-385,063
<b>0</b>	<b>Total Operating Revenue</b>	<b>-298,201</b>	<b>-380,077</b>	<b>-382,533</b>	<b>-385,063</b>
	<b>Transfer From Reserves</b>				
0	Jetty Foreshores Tfr from - Depreciation Reserve	0	-58,483	-58,483	-58,483
0	Jetty Foreshores Tfr from - Unexp Loans Reserve	-1,444,500	-203,500	0	0
<b>0</b>	<b>Total Transfer From Reserves</b>	<b>-1,444,500</b>	<b>-261,983</b>	<b>-58,483</b>	<b>-58,483</b>
<b>0</b>	<b>Total Jetty4Shores Project</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Coffs Coast Tourism &amp; Marketing</b>					
<b>2013/14 ADOPTED</b>	<b>Program Number 130</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>	<b>2017/18 ESTIMATE</b>
	<b>Operating Expenses</b>				
96,328	Administrative Support Staff Costs	117,100	122,900	129,100	135,600
91,779	Conference Co-ordinator	87,200	91,600	96,100	100,900
279,300	Visitor Information Centre Operating Exp	257,470	270,150	283,237	297,232
534,100	Events Marketing	386,800	390,700	394,500	398,400
80,600	CCM - Sponsorship	27,000	28,000	29,000	29,870
298,481	CCM - Staff Costs & Vehicle Running	287,822	301,007	314,982	330,440
10,900	CCM - Famils Media & Trade	11,200	11,500	11,800	12,200
27,250	CCM - Brochures	28,100	28,900	29,800	30,700
160,100	CCM - Advertising & Promotions	163,500	168,600	173,700	178,800
3,280	CCM - Travel Shows	3,400	3,500	3,600	3,700
32,800	CCM - Conference Promotion	33,800	34,800	35,800	36,900
42,700	CCM - Tourism & Website Development	43,900	45,300	46,600	48,000
18,700	CCM -Sawtell, Wlga Chambers of Commerce	19,100	19,700	20,300	20,900
260,000	IT Conference Expenses	260,000	260,000	260,000	260,000
<b>1,936,318</b>	<b>Total Operating Expenses</b>	<b>1,726,392</b>	<b>1,776,657</b>	<b>1,828,519</b>	<b>1,883,642</b>
	<b>Capital Expenditure</b>				
5,000	Banner Replacement Program	5,000	5,000	5,000	5,000
<b>5,000</b>	<b>Total Capital Expenditure</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
	<b>Operating Revenue</b>				
-184,600	Income - Events Marketing	0	0	0	0
-420,000	IT Conference Income	-420,000	-420,000	-420,000	-420,000
-30,000	Other Contributions - Coffs Coast Market	-40,000	-40,000	-40,000	-40,000
-91,500	VIC Income	-103,600	-106,700	-109,900	-113,200
<b>-726,100</b>	<b>Total Operating Revenue</b>	<b>-563,600</b>	<b>-566,700</b>	<b>-569,900</b>	<b>-573,200</b>
	<b>Transfer To Reserves</b>				
12,000	CCM Tfr to - Future Fund	12,000	12,000	12,000	12,000
36,000	CCM Tfr to - Bus Dev Reserve	36,000	36,000	36,000	36,000
36,000	CCM Tfr to - Proj Contingency Reserve	0	0	0	0
36,000	CCM Tfr to - Private Works Reserve	72,000	72,000	72,000	72,000
<b>120,000</b>	<b>Total Transfer To Reserves</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>
<b>1,335,218</b>	<b>Total Coffs Coast Tourism &amp; Marketing</b>	<b>1,287,792</b>	<b>1,334,957</b>	<b>1,383,619</b>	<b>1,435,442</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sustainable & Precinct Planning				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>210</b>				
	<b>Operating Expenses</b>				
864,838	Staff Costs-Salaries & Allowances	1,000,400	1,050,400	1,102,900	1,158,100
46,300	Vehicle Running Expenses	56,700	58,400	60,150	62,000
17,500	Office Expenses General	15,500	15,500	15,500	15,500
0	Residential Controls Review	50,000	0	0	0
50,000	Placemaking (Wlga Master Plan Review)	50,000	50,000	50,000	50,000
50,000	Local Growth Management Strategy	150,000	50,000	50,000	51,500
0	Local Env Study - West Sapphire, West Korora and M	150,000	0	0	0
0	Rutland St Planning Proposal	10,000	0	0	0
0	Jetty Foreshores Precinct Planning Exercise	100,000	0	0	0
39,500	Heritage Program	30,500	31,400	32,300	33,300
124,879	LEP Review	0	0	0	0
0	EL Culturally Significant Landscapes of CH LGA	35,000	0	0	0
0	EL Coffs Harbour WIRES	8,800	0	0	0
20,000	EL Koala Plan of Management	0	0	0	0
2,000	Information Collection Mapping	2,000	2,000	2,000	2,000
2,000	EL Impact on Freshwater Ecosystems	2,000	0	0	0
215,500	EL Orara River	180,000	0	0	0
14,000	EL Coffs Vertebrate Pest Management Strategy Impl	0	0	0	0
209,000	EL Conservation & Sust Man of Biodiversity	215,270	0	0	0
4,391	EL Shorebirds of the Coffs Coast - Signage & Brochur	0	0	0	0
40,000	EL Strategic Planning - Biodiversity	0	0	0	0
6,370	EL Woody Weed Control at Lowanna	0	0	0	0
284	Depreciation	292	301	310	319
<b>1,706,562</b>	<b>Total Operating Expenses</b>	<b>2,056,462</b>	<b>1,258,001</b>	<b>1,313,160</b>	<b>1,372,719</b>
	<b>Operating Revenue</b>				
-100	Miscellaneous Income	-100	-100	-100	-100
-8,500	Grant - Heritage Program	-8,700	-9,000	-9,300	-9,600
-50,000	EL Orara River Cont from Water	-50,000	-50,000	-50,000	-50,000
<b>-58,600</b>	<b>Total Operating Revenue</b>	<b>-58,800</b>	<b>-59,100</b>	<b>-59,400</b>	<b>-59,700</b>
	<b>Transfer From Reserves</b>				
-284	Planning Tfr from - Depn Reserve	-292	-301	-310	-319
<b>-284</b>	<b>Total Transfer From Reserves</b>	<b>-292</b>	<b>-301</b>	<b>-310</b>	<b>-319</b>
<b>1,647,678</b>	<b>Total Sustainable &amp; Precinct Planning</b>	<b>1,997,370</b>	<b>1,198,600</b>	<b>1,253,450</b>	<b>1,312,700</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Dev Assessment & Bldg Services	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 220				
	<b>Operating Expenses</b>				
2,541,237	Staff Costs-Salaries & Allowances	2,573,400	2,702,100	2,837,200	2,979,100
116,100	Vehicle Running Expenses	79,500	81,900	84,300	86,900
25,000	Office Expenses	24,000	24,000	24,000	24,000
25,000	Compliance	25,000	25,000	25,000	25,000
60,000	New Plant/Vehicles Cont'n	0	0	0	0
100,000	E-Planning	100,000	0	0	0
1,773	Depreciation	1,827	1,881	1,938	1,996
<b>2,869,110</b>	<b>Total Operating Expenses</b>	<b>2,803,727</b>	<b>2,834,881</b>	<b>2,972,438</b>	<b>3,116,996</b>
	<b>Operating Revenue</b>				
-618,080	Development/Construction Certificate Fee	-666,500	-686,500	-707,100	-728,300
-149,780	Certificates - Sec 149	-154,270	-158,900	-163,665	-168,575
-55,970	Certificates - Sec 735A	-57,650	-59,375	-61,160	-62,995
-481,700	Building Certification Fees	-521,140	-536,800	-552,900	-569,500
-32,410	Subdivision fees	-47,700	-49,100	-50,600	-52,100
-44,500	Building Certificates	-46,450	-48,440	-50,490	-52,000
-26,700	Miscellaneous - Income	-27,500	-28,300	-29,200	-30,100
-249,900	Pool Inspections & Certifications	-128,700	-132,550	-136,550	-140,550
-35,600	Sewer Connection Fees	-36,700	-37,800	-38,900	-40,100
-53,600	Sewer Inspection Fees	-50,600	-52,100	-53,700	-55,300
-66,170	Drainage Diagram Fees	-68,150	-70,200	-72,300	-74,500
-30,300	Fire Service Fees	-31,200	-32,150	-33,150	-34,145
<b>-1,844,710</b>	<b>Total Operating Revenue</b>	<b>-1,836,560</b>	<b>-1,892,215</b>	<b>-1,949,715</b>	<b>-2,008,164</b>
	<b>Transfer From Reserves</b>				
-1,773	Land Use Assess Tfr from - Depn Reserve	-1,827	-1,881	-1,938	-1,996
<b>-1,773</b>	<b>Total Transfer From Reserves</b>	<b>-1,827</b>	<b>-1,881</b>	<b>-1,938</b>	<b>-1,996</b>
<b>1,022,627</b>	<b>Total Dev Assessment &amp; Bldg Services</b>	<b>965,340</b>	<b>940,785</b>	<b>1,020,785</b>	<b>1,106,836</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Environmental Services	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 230				
	<b>Operating Expenses</b>				
336,891	Staff Costs-Salaries & Allowances	343,100	360,300	378,300	397,200
16,230	Vehicle Running Expenses	5,700	5,900	6,050	6,200
2,000	Pollution Clean-up	2,000	2,000	2,000	2,000
182,726	Domestic Sewage System Supervision	267,128	278,909	291,199	303,809
10,000	Domestic Sewage Superv Cont'n to Admin	15,000	15,000	15,000	15,000
15,000	Water Quality Monitoring	15,000	15,000	15,000	15,000
365,800	Parks & Streets Litter Bin Contract	375,800	387,100	398,700	410,700
0	EL Remote Camera Surveys Ground Mammals of CH1	12,000	0	0	0
0	EL Marine Est Agents - SIMP School Env Awards	5,265	0	0	0
0	EL Sustainable Env thru a Biodiverse Community Gar	13,000	0	0	0
29,500	EL Green School Environment Fund	51,616	0	0	0
43,509	EL Coffs Ambassadors Volunteer Interpretive Tours	42,482	0	0	0
29,000	EL Our Living Coast SL Festival 12/13	30,000	0	0	0
60,000	Sustainability Program	60,000	60,000	60,000	60,000
39,920	Depreciation	48,102	49,546	51,032	52,563
<b>1,130,576</b>	<b>Total Operating Expenses</b>	<b>1,286,193</b>	<b>1,173,755</b>	<b>1,217,281</b>	<b>1,262,472</b>
	<b>Capital Expenditure</b>				
2,000	Upgrade Inspectors Equipment	2,000	2,000	2,000	2,000
<b>2,000</b>	<b>Total Capital Expenditure</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	<b>Operating Revenue</b>				
-229,400	Domestic Sewage Systems Approval Fees	-219,200	-225,800	-232,500	-239,500
0	Domestic Sewage Sys Inspection Fees	-32,000	-32,960	-33,950	-34,960
-150	Contaminated Land Enquiries	-300	-300	-300	-300
-5,000	Contribution from Water Fund	-5,100	-5,200	-5,300	-5,400
<b>-234,550</b>	<b>Total Operating Revenue</b>	<b>-256,600</b>	<b>-264,260</b>	<b>-272,050</b>	<b>-280,160</b>
	<b>Transfer From Reserves</b>				
-39,920	Env Man Tfr from - Depn Reserve	-48,102	-49,546	-51,032	-52,563
<b>-39,920</b>	<b>Total Transfer From Reserves</b>	<b>-48,102</b>	<b>-49,546</b>	<b>-51,032</b>	<b>-52,563</b>
<b>858,106</b>	<b>Total Environmental Services</b>	<b>983,491</b>	<b>861,949</b>	<b>896,199</b>	<b>931,749</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Public Health & Safety				
	Program Number 240	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
530,131	Staff Costs-Salaries & Allowances	554,400	582,100	611,200	641,800
18,000	Vehicle Running Expenses	21,900	22,500	23,200	23,900
31,500	Working Expenses	30,800	30,800	30,800	30,800
534,750	Beach Bathing Expenses	565,826	580,540	595,635	611,120
51,000	Beach Bathing Vehicle Running Expenses	52,500	54,100	55,700	57,371
10,000	Beach Bathing Signage	10,000	10,000	10,000	10,000
48,000	SLSC Subsidies	49,000	50,000	51,500	53,000
54,200	Sullage Collection Contract Charges	63,200	66,300	69,700	73,100
20,115	Depreciation	21,128	21,761	22,414	23,087
<b>1,297,696</b>	<b>Total Operating Expenses</b>	<b>1,368,754</b>	<b>1,418,101</b>	<b>1,470,149</b>	<b>1,524,178</b>
	<b>Capital Expenditure</b>				
20,000	S94 Beach Patrol Equipment Purchase	20,000	30,000	20,000	30,000
<b>20,000</b>	<b>Total Capital Expenditure</b>	<b>20,000</b>	<b>30,000</b>	<b>20,000</b>	<b>30,000</b>
	<b>Operating Revenue</b>				
-140,000	Licence Fees	-135,600	-139,600	-143,800	-148,200
-2,800	Fines	-2,900	-3,000	-3,100	-3,200
-1,000	Miscellaneous	-1,500	-1,500	-1,500	-1,500
-13,500	Caravan Park Licences	-10,400	-10,700	-11,100	-11,400
-4,600	Sullage Collection Charges	-4,800	-5,000	-5,200	-5,400
-61,800	Sullage Collection Contrib from Sewer	-58,400	-61,300	-64,500	-67,700
-14,000	Public Pools Inspections	-14,400	-14,800	-15,200	-15,600
-1,850	Legionella Program	-1,900	-1,950	-2,000	-2,060
-2,000	Contribution to Beach Patrols	-2,000	-2,000	-2,000	-2,000
<b>-241,550</b>	<b>Total Operating Revenue</b>	<b>-231,900</b>	<b>-239,850</b>	<b>-248,400</b>	<b>-257,060</b>
	<b>Transfer From Reserves</b>				
-20,115	PH & S Tfr from - Depn Reserve	-21,128	-21,761	-22,414	-23,087
-20,000	PH & S Tfr from - S94 Reserve	-20,000	-30,000	-20,000	-30,000
<b>-40,115</b>	<b>Total Transfer From Reserves</b>	<b>-41,128</b>	<b>-51,761</b>	<b>-42,414</b>	<b>-53,087</b>
<b>1,036,031</b>	<b>Total Public Health &amp; Safety</b>	<b>1,115,726</b>	<b>1,156,490</b>	<b>1,199,335</b>	<b>1,244,031</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Ranger Services</b>					
<b>2013/14 ADOPTED</b>	<b>Program Number 250</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>	<b>2017/18 ESTIMATE</b>
<b>Operating Expenses</b>					
397,612	Ordinance Inspectors - Staff Costs	434,000	455,630	478,460	502,390
45,240	Ordinance Inspectors Vehicle Expenses	47,400	48,800	50,300	51,800
3,300	Dog Impounding Expenses	3,400	3,500	3,600	3,700
200,200	RSPCA Impounding Expenses	206,200	212,400	218,800	225,300
3,250	Animal Straying	3,350	3,450	3,550	3,650
24,700	Sundry Regulations Expense	25,400	26,200	27,000	27,800
2,000	Rangers Office Working Expenses	1,600	1,700	1,800	1,900
204,528	Street Parking Staff Costs	219,253	230,199	241,825	253,966
10,500	Street Parking Vehicle Expenses	11,300	11,600	12,000	12,350
12,000	Signs Policy & Enforcement	18,000	18,900	19,800	20,700
2,806	Depreciation	2,994	3,084	3,176	3,272
<b>906,136</b>	<b>Total Operating Expenses</b>	<b>972,897</b>	<b>1,015,463</b>	<b>1,060,311</b>	<b>1,106,828</b>
<b>Capital Expenditure</b>					
3,000	Equipment Purchases	3,000	3,000	3,000	3,000
<b>3,000</b>	<b>Total Capital Expenditure</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Operating Revenue</b>					
-76,000	Companion Animals Collection Commission	-78,000	-80,000	-82,000	-84,000
-29,300	Companion Animals Impounding Fees	-30,200	-31,100	-32,000	-32,900
-20,300	Dog Fines	-20,900	-21,500	-22,200	-22,900
-293,680	Parking Fines	-302,400	-311,500	-320,900	-330,500
-26,200	Fines (General)	-27,000	-27,800	-28,600	-29,500
-500	Miscellaneous Income - Animal Control	-500	-500	-500	-500
-12,800	Signs Licences & Fines	-15,200	-15,600	-16,000	-16,400
-2,000	Overgrown Land Inspection Fees	-2,100	-2,200	-2,300	-2,369
<b>-460,780</b>	<b>Total Operating Revenue</b>	<b>-476,300</b>	<b>-490,200</b>	<b>-504,500</b>	<b>-519,069</b>
<b>Transfer From Reserves</b>					
-2,806	Ranger Services Tfr from - Depn Reserve	-2,994	-3,084	-3,176	-3,272
<b>-2,806</b>	<b>Total Transfer From Reserves</b>	<b>-2,994</b>	<b>-3,084</b>	<b>-3,176</b>	<b>-3,272</b>
<b>445,550</b>	<b>Total Ranger Services</b>	<b>496,603</b>	<b>525,179</b>	<b>555,635</b>	<b>587,487</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Domestic Waste Management				
	Program Number 260	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
383,964	Staff Costs-Salaries & Allowances	479,261	503,224	528,385	554,804
15,549	Vehicle Running Expenses	19,600	20,200	20,800	21,400
710,397	Administration Charges	822,340	847,000	872,400	898,600
33,044	Administration Working Expense	31,803	32,648	33,677	34,651
513,000	Pensioner Rebates Abandoned	518,000	523,000	528,000	543,840
1,771,000	State Landfill Levy Liability	2,678,200	3,308,000	3,407,240	3,509,460
7,400	Midwaste Contribution	7,600	7,800	8,000	8,240
5,216,400	Kerbside Collection Contract (Handybin)	5,425,240	5,641,440	5,280,984	5,492,220
1,129,013	Englands Rd Tip Working Exp (Operating)	1,185,250	1,244,650	1,306,800	1,346,004
65,000	Greenwaste Vouchers	158,000	165,900	177,750	181,700
165,876	MERF Recycling	175,829	182,160	187,625	193,254
5,096,000	Waste Processing Contract (Biomass)	5,508,000	5,845,000	6,438,000	6,630,400
88,511	Coramba Tfr Station Working Ex (Operating)	93,821	100,800	103,824	106,939
81,000	Lowanna Transfer Station Work Exp (Operating)	85,050	89,100	93,600	96,408
142,200	Wlga Transfer Station Working Exp (Operating)	226,800	238,200	250,110	262,600
78,000	Waste Education & Promotion	22,800	27,600	33,000	35,800
20,107	Truck Turning Areas Public Roads	21,313	21,896	22,540	23,216
10,000	Greenwaste Processing Service	12,500	15,000	17,500	18,025
499,737	Depreciation	489,942	504,640	519,779	535,373
<b>16,026,198</b>	<b>Total Operating Expenses</b>	<b>17,961,349</b>	<b>19,318,258</b>	<b>19,830,014</b>	<b>20,492,933</b>
	<b>Capital Expenditure</b>				
100,000	Englands Rd Works (Renewal)	100,000	100,000	100,000	100,000
<b>100,000</b>	<b>Total Capital Expenditure</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>Operating Revenue</b>				
-15,224,016	Waste Charges	-16,161,414	-17,858,362	-19,019,156	-20,255,401
-28,800	Tipping Fees	-29,700	-30,600	-31,500	-32,445
-658,000	Contract Contrib Bellingen & Nambucca	-679,000	-700,000	-721,000	-742,630
-56,948	Contract Adm Cont'n - Bellingen & Nambucca	-57,960	-60,720	-63,480	-65,384
-30,000	Interest on Investments	-37,000	-60,000	-27,500	-50,000
<b>-15,997,764</b>	<b>Total Operating Revenue</b>	<b>-16,965,074</b>	<b>-18,709,682</b>	<b>-19,862,636</b>	<b>-21,145,860</b>
	<b>Transfer To Reserves</b>				
471,303	Dom Waste Tfr to - Other Reserve	0	0	552,401	1,188,225
<b>471,303</b>	<b>Total Transfer To Reserves</b>	<b>0</b>	<b>0</b>	<b>552,401</b>	<b>1,188,225</b>
	<b>Transfer From Reserves</b>				
-499,737	Dom Waste Tfr from - Depn Reserve	-489,942	-504,540	-519,779	-535,298
-100,000	Dom Waste Tfr from - Other Reserve	-606,333	-204,036	-100,000	-100,000
<b>-599,737</b>	<b>Total Transfer From Reserves</b>	<b>-1,096,275</b>	<b>-708,576</b>	<b>-619,779</b>	<b>-635,298</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Domestic Waste Management Program Number 260	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
<b>0</b>	<b>Total Domestic Waste Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Non-Domestic Waste Management				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>270</b>				
	<b>Operating Expenses</b>				
230,260	Staff Costs-Salaries & Allowances	215,626	226,407	237,727	294,613
12,722	Vehicle Running Expenses	8,400	8,650	8,900	9,200
234,135	Administration Charges	278,468	286,800	295,400	304,300
8,261	Administration Working Expense	10,385	10,681	10,967	11,323
487,000	State Landfill Levy Liability	694,300	852,000	877,560	903,890
453,600	Kerbside Collection Contract (Handybin)	471,760	490,560	459,216	477,585
923,738	Englands Rd Tip Working Exp (Operating)	969,750	1,018,350	1,069,200	1,101,276
6,000	Englands Rd Tip Liquid Waste Transfer Se	6,360	6,800	7,000	7,210
14,424	MERF Recycling	15,289	15,840	16,315	16,805
2,744,000	Waste Processing Contract (Biomass)	2,592,000	2,505,000	2,262,000	2,329,600
9,834	Coramba Transfer Station Working Ex (Operating)	10,425	11,200	11,536	11,882
9,000	Lowanna Transfer Station Work Exp	9,450	9,900	10,400	10,712
15,800	Wlga Transfer Station Working Exp (Operating)	25,200	26,460	27,800	29,200
52,000	Waste Education & Promotion	15,200	18,400	22,000	23,800
27,319	Recycling Operating Bottle Banks	28,958	30,000	32,000	32,960
21,855	Public Place Recycling	23,166	24,000	25,000	25,750
5,000	Cleanup Australia Day	5,300	5,500	5,900	6,077
45,000	Landfill Gas Extraction Management	72,000	74,100	76,400	78,700
1,748	Truck Turning Areas Public Roads	1,853	1,904	1,960	2,019
70,000	Hazardous Waste Disposal	80,000	85,000	90,000	92,700
10,000	Greenwaste Processing Service	12,500	15,000	17,500	18,025
70,000	Concrete Crushing	35,000	36,000	37,000	38,000
0	EPA Better Waste and Recycling Fund	183,329	183,300	183,300	0
408,875	Depreciation	400,862	412,887	425,274	438,032
<b>5,860,571</b>	<b>Total Operating Expenses</b>	<b>6,165,581</b>	<b>6,354,739</b>	<b>6,210,355</b>	<b>6,263,659</b>
	<b>Capital Expenditure</b>				
100,000	Englands Rd Works (Renewal)	100,000	100,000	100,000	100,000
<b>100,000</b>	<b>Total Capital Expenditure</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>Operating Revenue</b>				
-1,536,984	Waste Charges	-1,637,895	-1,801,685	-1,909,786	-2,024,373
-3,103,200	Tipping Fees	-2,835,000	-2,975,000	-3,125,000	-3,280,000
-465,000	Englands Rd - Biosolids	-470,000	-475,000	-480,000	-494,400
-282,000	Contract Contrib Bellingen & Nambucca	-291,000	-300,000	-309,000	-318,270
-4,952	Contract Adm Cont'n - Bellingen & Nambuc	-5,040	-5,280	-5,520	-5,686
-15,000	Scrap Metal Sales	-30,000	-31,000	-32,000	-33,000
0	Lease of Recycling Centre	-64,645	-69,190	-71,266	-73,404
0	Lease Depot Site	-58,587	-39,415	-40,597	-41,815
0	EPA Waste Less, Recycle More funding initiative	-183,329	-183,300	-183,300	0
-20,000	Interest on Investments	-37,000	-30,000	-30,000	-30,000

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Non-Domestic Waste Management				
	Program Number 270	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
<b>-5,427,136</b>	<b>Total Operating Revenue</b>	<b>-5,612,496</b>	<b>-5,909,870</b>	<b>-6,186,469</b>	<b>-6,300,948</b>
	<b>Transfer To Reserves</b>				
-24,560	Non Dom Tfr to - Other Reserve	0	0	401,388	475,321
<b>-24,560</b>	<b>Total Transfer To Reserves</b>	<b>0</b>	<b>0</b>	<b>401,388</b>	<b>475,321</b>
	<b>Transfer From Reserves</b>				
-408,875	Non Dom Waste Tfr from - Depn Reserve	-400,862	-412,887	-425,274	-438,032
-100,000	Non Dom Waste Tfr from - Other Reserve	-252,223	-131,982	-100,000	-100,000
<b>-508,875</b>	<b>Total Transfer From Reserves</b>	<b>-653,085</b>	<b>-544,869</b>	<b>-525,274</b>	<b>-538,032</b>
<b>0</b>	<b>Total Non-Domestic Waste Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Commercial Property	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 310				
	<b>Operating Expenses</b>				
453,738	Staff Costs-Salaries & Allowances	0	0	0	0
20,000	Vehicle Running Expenses	0	0	0	0
7,000	Office Expenses	0	0	0	0
56,432	Depreciation	0	0	0	0
<b>537,170</b>	<b>Total Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Capital Expenditure</b>				
2,000	Furniture & Equipment	0	0	0	0
<b>2,000</b>	<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer To Reserves</b>				
5,174	Val'n Tfr to - Bldg & Asset Maint Reserve	0	0	0	0
<b>5,174</b>	<b>Total Transfer To Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer From Reserves</b>				
-56,432	Val'n Tfr from - Depn Reserve	0	0	0	0
<b>-56,432</b>	<b>Total Transfer From Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>487,912</b>	<b>Total Commercial Property</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Property Assets	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 320				
	<b>Operating Expenses</b>				
0	Property Development Staff Costs Salaries and Allowa	139,900	146,900	154,200	161,900
287,141	Property Management Staff Costs Salaries and Allowa	609,700	640,200	672,200	705,800
12,800	Vehicle Running Expenses	31,600	32,500	33,500	34,500
101,122	Cleaners Staff Costs (Lse & Asset Manag)	100,600	105,650	110,950	116,450
43,400	25 - 31 Gordon St Operating Exp (Operating)	44,700	46,000	47,400	48,800
2,300	23 Gordon St Operating Exp (Operating)	1,400	1,500	1,600	1,700
9,300	36 Gordon St Operating Exp (Operating)	7,200	7,400	7,600	7,800
3,000	Office & Membership Expenses	10,000	10,000	10,000	10,000
11,000	Community Village Exp (R&M)	11,300	11,600	11,943	12,324
378,800	Community Village Exp (Operating)	388,500	398,600	409,000	419,600
6,000	Leasing Expenses	6,000	6,000	6,000	6,000
55,600	City Hill Expenses	55,600	57,200	58,900	60,700
31,200	Property NEI Maintenance & Repair	32,100	33,100	34,100	35,100
144,900	Property NEI Operating Expenses	142,600	146,900	151,300	155,800
632,200	Buildings Maintenance & Repairs (Operating)	647,200	664,000	681,300	699,000
93,825	Rigby House Exp (R&M)	83,235	85,650	88,337	90,922
253,675	Rigby House Exp (Operating)	221,265	229,150	237,164	245,478
2,000	Rigby House Level 1 Operating Expenses	3,000	3,000	3,000	3,000
17,000	Toormina Sport & Rec Club Maint Cont'n	17,000	17,000	17,000	17,000
25,000	Coramba Sportsground Annual Maint Cont'n	25,000	25,000	25,000	25,000
391,669	Depreciation	532,210	548,176	564,621	581,560
<b>2,501,932</b>	<b>Total Operating Expenses</b>	<b>3,110,110</b>	<b>3,215,526</b>	<b>3,325,115</b>	<b>3,438,434</b>
	<b>Capital Expenditure</b>				
5,000	Old Easements & Road Matters	5,000	5,000	5,000	5,000
<b>5,000</b>	<b>Total Capital Expenditure</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
	<b>Operating Revenue</b>				
-389,000	Property Rentals	-450,760	-464,300	-478,200	-492,500
-41,267	23 Gordon St Rental	-41,940	-41,940	-41,940	-41,940
-12,700	36 Gordon St Rental	0	0	0	0
-20,900	Jetty Footway Rest Licences	-21,500	-22,200	-22,800	-23,500
-96,400	Harbour Drive Table Rents	-94,640	-97,000	-99,430	-101,910
-10,348	Internal Lease Fees (50% Rev 50% Dev)	-10,944	-11,200	-11,464	-11,732
-4,600	Caravan Parks Management Contrib.	-4,700	-4,800	-4,900	-5,000
-8,600	Caravan Parks Building Maint Contributn	-8,900	-9,200	-9,500	-9,800
-291,700	Community Village Income	-288,400	-297,000	-306,000	-315,200
-410,600	Rigby House Income	-307,500	-317,800	-328,500	-339,400
<b>-1,286,115</b>	<b>Total Operating Revenue</b>	<b>-1,229,284</b>	<b>-1,265,440</b>	<b>-1,302,734</b>	<b>-1,340,982</b>
	<b>Transfer To Reserves</b>				



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Property Assets	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 320				
61,100	Leasing Tfr to - Bldg & Asset Maint Reserve	5,472	5,600	5,732	5,866
<b>61,100</b>	<b>Total Transfer To Reserves</b>	<b>5,472</b>	<b>5,600</b>	<b>5,732</b>	<b>5,866</b>
	<b>Transfer From Reserves</b>				
-391,669	Leasing Tfr from - Depn Reserve	-532,210	-548,176	-564,621	-581,560
<b>-391,669</b>	<b>Total Transfer From Reserves</b>	<b>-532,210</b>	<b>-548,176</b>	<b>-564,621</b>	<b>-581,560</b>
<b>890,248</b>	<b>Total Property Assets</b>	<b>1,359,088</b>	<b>1,412,510</b>	<b>1,468,492</b>	<b>1,526,758</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Swimming Pools</b>					
<b>2013/14 ADOPTED</b>	<b>Program Number 330</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>	<b>2017/18 ESTIMATE</b>
<b>Operating Expenses</b>					
143,000	Coffs Harbour Contractors Lease	131,800	138,500	145,400	152,700
85,300	Sawtell Contractors Lease	87,200	91,600	96,200	101,000
85,500	Woolgoolga Contractors Lease	107,500	112,800	118,500	124,400
58,350	Swimming Poolst M&R Costs	58,600	60,100	61,600	63,200
158,348	Loan 467 Interest Repayments - Pool Upgrade \$1.75m	153,402	148,508	142,484	136,411
89,652	Depreciation	90,684	93,405	96,207	99,093
<b>620,150</b>	<b>Total Operating Expenses</b>	<b>629,186</b>	<b>644,913</b>	<b>660,391</b>	<b>676,804</b>
<b>Capital Expenditure</b>					
68,338	Loan 467 - Princ Repayments Pool Upgrade	72,815	77,676	83,659	88,968
<b>68,338</b>	<b>Total Capital Expenditure</b>	<b>72,815</b>	<b>77,676</b>	<b>83,659</b>	<b>88,968</b>
<b>Operating Revenue</b>					
-1,300	Lease Income	-930	-930	-930	-930
<b>-1,300</b>	<b>Total Operating Revenue</b>	<b>-930</b>	<b>-930</b>	<b>-930</b>	<b>-930</b>
<b>Transfer From Reserves</b>					
-89,652	Pools Tfr from - Depn Reserve	-90,684	-93,405	-96,207	-99,093
<b>-89,652</b>	<b>Total Transfer From Reserves</b>	<b>-90,684</b>	<b>-93,405</b>	<b>-96,207</b>	<b>-99,093</b>
<b>597,537</b>	<b>Total Swimming Pools</b>	<b>610,387</b>	<b>628,254</b>	<b>646,913</b>	<b>665,749</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Airport	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 350				
	<b>Operating Expenses</b>				
258,015	Management & Administration Staff Costs	390,800	410,300	430,800	452,400
796	Staff Costs - FBT	820	844	869	895
198,940	Administration Charge	220,608	227,200	234,100	241,100
282,539	Dividend Payable to General A/C	313,331	430,000	468,000	499,000
43,800	Administration Expenses	45,000	46,200	47,586	49,014
0	Security Screening Expenses	1,192,000	1,171,000	1,213,000	1,259,000
0	General Car Parking Expenses	76,000	78,000	81,000	83,000
0	Security Car Parking Expenses	76,000	78,000	81,000	83,000
23,622	Loan 462 Interest Repayments	16,132	8,163	914	0
0	Loan 471 Interest Repayments - Business Acquisition	247,383	226,104	202,324	177,829
178,872	Loan 447 Interest Repayments	139,091	96,447	50,736	7,208
309,893	Loan 470 Interest Repayments - Runway Overlay	282,892	254,747	223,065	189,933
16,000	Animal Hazard Management Plan	17,000	17,000	17,000	18,000
66,000	Promotions	68,000	70,000	72,000	74,000
209,800	Aerodrome Operations (Operating)	188,284	197,698	207,583	217,962
0	Aerodrome Operations (R&M)	27,810	29,200	30,660	32,194
107,084	General Aviation Operations	110,297	115,812	121,602	127,683
660,007	RPT Operations	679,808	713,798	749,488	786,963
78,674	General Aviation Exp (Operating)	81,034	85,086	89,340	93,807
256,774	RPT Aviation R & M	264,478	277,701	291,586	306,166
115,000	Rates & Taxes	118,000	123,000	129,000	136,000
1,323,436	Depreciation	1,342,612	1,382,891	1,424,377	1,467,109
<b>4,129,251</b>	<b>Total Operating Expenses</b>	<b>5,897,378</b>	<b>6,039,190</b>	<b>6,166,029</b>	<b>6,302,262</b>
	<b>Capital Expenditure</b>				
13,000	Minor Capital Works	13,000	14,000	14,000	15,000
544,756	Loan 447 Principal Repay Airport	583,951	625,966	671,004	353,395
111,783	Loan 462 Principal Repay- Airport	119,192	127,075	66,672	0
30,000	Planned Enhancements GA (Renewal)	16,000	322,000	100,000	103,000
380,523	Loan 470 Principal Repay - Runway Overlay	407,191	434,374	467,004	499,117
0	Loan 471 Principal Repay - Business Acquisition	380,455	401,136	426,071	449,967
367,000	Planned Enhancements RPT (Renewal)	15,000	0	50,000	52,000
150,000	ARFFS Site Preparation	0	0	0	0
1,000,000	Runway Overlay	0	0	0	500,000
0	Upgrade RPT Terminal Building	0	0	200,000	0
225,000	RPT Car Park Extension	100,000	125,000	0	0
0	RPT Taxiway Overlays	0	0	500,000	0
0	RPT Car Parking Resurfacing	0	200,000	0	0
0	RPT Apron Overlay and Resurfacing	400,000	900,000	0	0
0	Relocate Staff Carpark	0	0	0	450,000

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Airport</b>					
<b>2013/14 ADOPTED</b>	<b>Program Number 350</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>	<b>2017/18 ESTIMATE</b>
250,000	Expand Freight Area to BOM	0	0	0	0
10,000	Terminal Area Masterplan	10,000	10,000	10,000	10,000
<b>3,082,061</b>	<b>Total Capital Expenditure</b>	<b>2,044,789</b>	<b>3,159,551</b>	<b>2,504,751</b>	<b>2,432,479</b>
<b>Operating Revenue</b>					
-120,000	RPT - General Car Parking Income	-489,000	-504,000	-519,000	-534,000
-4,264,000	RPT Passenger Income	-4,432,000	-4,809,000	-5,100,000	-5,253,000
-21,200	RPT - Security Carpark Income	-489,000	-504,000	-519,000	-534,000
-186,200	RPT Terminal Income	-214,500	-218,700	-223,100	-227,600
-22,100	Lease Income Non Terminal	-13,300	-13,500	-13,800	-14,100
-105,000	GA Landing Fees	-139,000	-141,000	-144,000	-147,000
-148,500	GA Rentals	-202,100	-206,200	-210,300	-214,500
-13,260	RPT Freight Shed	-13,300	-13,600	-13,900	-14,100
-12,960	Charter Lounge Rentals	-14,800	-15,100	-15,400	-15,700
0	Security Screening Charges	-1,192,000	-1,171,000	-1,213,000	-1,259,000
-13,800	Miscellaneous Income	-13,000	-13,300	-13,500	-13,800
-30,000	Advertising Income	-30,000	-30,000	-30,900	-32,000
-181,224	LIRS Subsidy	-171,000	-155,000	-138,000	-119,000
-3,000	Interest on Investments	-2,000	-22,000	-46,000	-40,000
<b>-5,121,244</b>	<b>Total Operating Revenue</b>	<b>-7,415,000</b>	<b>-7,816,400</b>	<b>-8,199,900</b>	<b>-8,417,800</b>
<b>Transfer To Reserves</b>					
0	Airport Tfr to ELE Reserve	800,000	400,000	0	0
2,815,429	Airport Tfr to - Other Reserve	1,660,234	1,860,101	4,458,248	5,582,647
<b>2,815,429</b>	<b>Total Transfer To Reserves</b>	<b>2,460,234</b>	<b>2,260,101</b>	<b>4,458,248</b>	<b>5,582,647</b>
<b>Transfer From Reserves</b>					
-1,323,436	Airport Tfr from - Depn Reserve	-1,342,612	-1,382,891	-1,424,377	-1,467,109
-500,000	Airport Tfr from ELE Reserve	0	0	0	0
-3,082,061	Airport Tfr from - Other Reserve	-1,644,789	-2,259,551	-3,504,751	-4,432,479
<b>-4,905,497</b>	<b>Total Transfer From Reserves</b>	<b>-2,987,401</b>	<b>-3,642,442</b>	<b>-4,929,128</b>	<b>-5,899,588</b>
<b>0</b>	<b>Total Airport</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sports Unit Program Number 375	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
448,219	Sports Management Staff Costs	460,200	483,200	507,400	532,700
27,800	Sports Management Vehicle Running Exp	28,600	29,500	30,400	31,312
18,000	Sports Management Office Expenses	18,000	18,000	18,000	18,000
35,000	Food & Beverage Expenses	36,000	37,000	38,000	39,000
81,900	Stadium R & M	84,400	86,900	89,500	92,200
374,300	Stadium Operating Costs	361,300	370,700	380,300	390,200
0	Stadium Marketing – Naming Rights	25,000	25,000	25,000	25,000
460,800	Sports Events Expenses	473,200	485,500	498,100	511,000
485,000	Sports Facilities Ovals Exp (Operating)	497,700	510,600	523,900	537,500
61,850	Woolgoolga Sports Council Inc Contrib	63,700	65,600	67,600	69,628
19,961	Loan 462 Interest Repay -Tennis Complex, Lights 06/C	13,632	6,898	773	0
236,000	Depreciation	146,497	150,892	155,419	160,081
<b>2,248,830</b>	<b>Total Operating Expenses</b>	<b>2,208,229</b>	<b>2,269,790</b>	<b>2,334,392</b>	<b>2,406,621</b>
	<b>Capital Expenditure</b>				
94,461	Loan 462 Repay Principal Tennis Complex etc	100,722	107,384	56,340	0
<b>94,461</b>	<b>Total Capital Expenditure</b>	<b>100,722</b>	<b>107,384</b>	<b>56,340</b>	<b>0</b>
	<b>Operating Revenue</b>				
-73,900	Sports Facilities Ovals Hire Income	-76,200	-78,600	-81,100	-83,500
-25,000	Sponsorship	-50,000	-50,000	-50,000	-50,000
-13,100	Signage	-13,500	-13,900	-14,300	-14,700
-393,500	Stadium Events Income	-405,300	-417,400	-429,900	-442,800
<b>-505,500</b>	<b>Total Operating Revenue</b>	<b>-545,000</b>	<b>-559,900</b>	<b>-575,300</b>	<b>-591,000</b>
	<b>Transfer From Reserves</b>				
-236,000	Sports Dev Tfr from - Depn Reserve	-146,497	-150,892	-155,419	-160,081
<b>-236,000</b>	<b>Total Transfer From Reserves</b>	<b>-146,497</b>	<b>-150,892</b>	<b>-155,419</b>	<b>-160,081</b>
<b>1,601,791</b>	<b>Total Sports Unit</b>	<b>1,617,454</b>	<b>1,666,382</b>	<b>1,660,014</b>	<b>1,655,540</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Admin & Corp Governance					
	Program Number	410	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>					
354,347	Staff Costs-Salaries & Allowance		350,850	368,400	386,800	406,200
7,000	Vehicle Running Expenses		14,000	14,400	14,850	15,300
157,900	Office Expenses		152,600	157,200	161,900	166,700
71,550	Technology Group Overheads		67,700	71,100	74,600	78,400
61,500	Sundry Expenses		61,500	61,500	61,500	61,500
20,100	Furniture & Fittings Exp (Operating)		20,700	21,300	21,900	22,600
311,400	Admin Building Expenses		333,200	343,200	352,385	362,780
127,733	Depreciation		109,707	112,999	116,389	119,880
<b>1,111,530</b>	<b>Total Operating Expenses</b>		<b>1,110,257</b>	<b>1,150,099</b>	<b>1,190,324</b>	<b>1,233,360</b>
	<b>Capital Expenditure</b>					
20,000	Office Equipment		15,750	16,550	17,400	18,250
9,094	Constitutional Recognition of Local Government		0	0	0	0
<b>29,094</b>	<b>Total Capital Expenditure</b>		<b>15,750</b>	<b>16,550</b>	<b>17,400</b>	<b>18,250</b>
	<b>Operating Revenue</b>					
-7,600	Miscellaneous		-9,800	-10,000	-10,200	-10,400
-25,200	Caravan Parks Management Contribution		-26,000	-26,700	-27,500	-28,000
-10,000	Contribution from Environmntl Management		-15,000	-15,000	-15,000	-15,000
-1,810,350	Contribution From Water Function		-1,884,408	-1,940,940	-1,999,170	-2,059,100
-2,583,878	Contribution From Sewer Function		-2,703,420	-2,784,500	-2,868,100	-2,954,100
-198,940	Contribution From Airport Operation		-220,608	-227,200	-234,100	-241,100
-710,397	Contribution - Domestic Waste		-822,340	-847,000	-872,400	-898,600
-234,135	Contrib Non Domestic Waste		-278,468	-286,800	-295,400	-304,300
-40,102	Contrib from Environmental Laboratory		-50,571	-52,100	-53,650	-55,300
-6,500	Building Long Service Levy Commiss		-6,500	-6,500	-6,500	-6,500
<b>-5,627,102</b>	<b>Total Operating Revenue</b>		<b>-6,017,115</b>	<b>-6,196,740</b>	<b>-6,382,020</b>	<b>-6,572,400</b>
	<b>Transfer To Reserves</b>					
278,890	Admin Tfr to - Future Fund Reserve		297,990	306,927	316,141	325,625
<b>278,890</b>	<b>Total Transfer To Reserves</b>		<b>297,990</b>	<b>306,927</b>	<b>316,141</b>	<b>325,625</b>
	<b>Transfer From Reserves</b>					
-127,733	Admin Tfr from - Depn Reserve		-109,707	-112,999	-116,389	-119,880
<b>-127,733</b>	<b>Total Transfer From Reserves</b>		<b>-109,707</b>	<b>-112,999</b>	<b>-116,389</b>	<b>-119,880</b>
<b>-4,335,321</b>	<b>Total Admin &amp; Corp Governance</b>		<b>-4,702,825</b>	<b>-4,836,163</b>	<b>-4,974,544</b>	<b>-5,115,045</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Governance & Legal				
	Program Number 411	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
626,724	Governance & Legal Staff Costs	634,300	666,100	699,300	734,300
3,000	Governance & Legal Office Expenses	2,100	2,100	2,100	2,100
15,620	Governance & Legal Vehicle Running Expenses	10,700	11,000	11,350	11,700
0	Internal Audit Quality Assurance	8,500	0	8,500	0
3,000	Audit Committee Costs	3,000	3,000	3,000	3,000
30,000	Consultancy Costs	30,000	30,000	30,000	30,000
172,000	Legal Expenses	177,000	182,000	188,000	194,000
1,079,000	Insurance Costs	1,114,500	1,153,500	1,194,000	1,235,700
<b>1,929,344</b>	<b>Total Operating Expenses</b>	<b>1,980,100</b>	<b>2,047,700</b>	<b>2,136,250</b>	<b>2,210,800</b>
	<b>Operating Revenue</b>				
-28,500	Reduction in Cont'n to Statewide Mutual	-28,500	-28,500	-28,500	-28,500
-68,000	Risk Management Bonus - Statewide Mutual	-72,000	-72,000	-72,000	-72,000
<b>-96,500</b>	<b>Total Operating Revenue</b>	<b>-100,500</b>	<b>-100,500</b>	<b>-100,500</b>	<b>-100,500</b>
<b>1,832,844</b>	<b>Total Governance &amp; Legal</b>	<b>1,879,600</b>	<b>1,947,200</b>	<b>2,035,750</b>	<b>2,110,300</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Rural Fire Service				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>412</b>				
	<b>Operating Expenses</b>				
500	Fire Attendance Council Volunteers	3,000	500	515	530
40,000	Hazard Reduction	0	40,000	40,000	40,000
130,514	Bushfire Vehicles Running Expenses	134,400	137,500	141,600	145,900
7,687	Equipment R & M	9,300	14,900	15,400	15,800
77,217	Brigade Stations Working Exp (Operating)	77,217	60,500	62,300	64,200
111,181	Rural Fire Management Centre (Operating)	106,800	131,215	135,150	139,205
44,241	Rural Fire Management Centre (R&M)	33,400	11,495	11,840	12,195
1,200	Rural Fire Management Committee	1,200	1,000	1,000	1,000
4,358	Other Expenditure	26,600	33,100	34,100	35,100
525,870	Contribution to Rural Fire Services	578,600	697,500	718,400	739,900
2,000	Bushfire Expenses (Plant & Equip)	2,000	0	0	0
681,052	Depreciation	653,129	672,723	692,905	713,692
<b>1,625,820</b>	<b>Total Operating Expenses</b>	<b>1,625,646</b>	<b>1,800,433</b>	<b>1,853,210</b>	<b>1,907,523</b>
	<b>Capital Expenditure</b>				
151,000	Rural Fire Equipment Issues	140,000	140,000	140,000	140,000
1,123,328	New Vehicles	844,104	844,104	844,104	844,104
734,354	Bushfire Stations (Renewal)	0	0	0	0
<b>2,008,682</b>	<b>Total Capital Expenditure</b>	<b>984,104</b>	<b>984,104</b>	<b>984,104</b>	<b>984,104</b>
	<b>Operating Revenue</b>				
-40,000	Grant - Hazard Reduction	0	-40,000	-40,000	-40,000
-571,538	Grant - Operating	-571,538	-618,800	-637,400	-656,500
<b>-611,538</b>	<b>Total Operating Revenue</b>	<b>-571,538</b>	<b>-658,800</b>	<b>-677,400</b>	<b>-696,500</b>
	<b>Capital Revenue</b>				
-151,000	Grant - Equipment Issues	-140,000	-140,000	-140,000	-140,000
-1,123,328	Grant - Vehicles	-844,104	-844,104	-844,104	-844,104
-734,354	Grant - Stations	0	0	0	0
<b>-2,008,682</b>	<b>Total Capital Revenue</b>	<b>-984,104</b>	<b>-984,104</b>	<b>-984,104</b>	<b>-984,104</b>
	<b>Transfer From Reserves</b>				
-681,052	RFS tfr from Depn Reserve	-653,129	-672,723	-692,905	-713,692
<b>-681,052</b>	<b>Total Transfer From Reserves</b>	<b>-653,129</b>	<b>-672,723</b>	<b>-692,905</b>	<b>-713,692</b>
<b>333,230</b>	<b>Total Rural Fire Service</b>	<b>400,979</b>	<b>468,910</b>	<b>482,905</b>	<b>497,331</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Corporate Information</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>2013/14</b>	<b>Program Number 420</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
<b>Operating Expenses</b>					
1,881,626	Staff Costs-Salaries & Allowances	1,891,700	1,986,345	2,085,572	2,189,921
5,120	Vehicle Running - Info Services	4,440	4,570	4,710	4,850
150,000	Office Expenses	103,000	105,800	108,700	111,600
74,800	Office Equipment Exp (Operating)	22,100	24,200	26,300	28,400
25,900	Working Expenses	30,700	31,600	32,500	33,400
25,000	Consultancy Costs	16,500	17,000	17,500	18,000
3,300	Consumables	3,400	3,500	3,600	3,700
12,400	Hardware Maintenance	17,200	17,700	18,300	18,800
913,300	Software Maintenance	853,050	882,900	913,800	945,900
1,000	Rural House Numbering	1,000	1,000	1,000	1,000
737,720	Depreciation	765,598	788,566	812,223	836,590
<b>3,830,166</b>	<b>Total Operating Expenses</b>	<b>3,708,688</b>	<b>3,863,181</b>	<b>4,024,205</b>	<b>4,192,161</b>
<b>Capital Expenditure</b>					
510,691	Computer Hardware & Software	568,000	455,080	449,222	473,426
<b>510,691</b>	<b>Total Capital Expenditure</b>	<b>568,000</b>	<b>455,080</b>	<b>449,222</b>	<b>473,426</b>
<b>Operating Revenue</b>					
-3,000	Sale of Information Products	-3,000	-3,000	-3,000	-3,000
-15,000	Copying & Enquiry Fees	-5,450	-5,600	-5,750	-5,900
<b>-18,000</b>	<b>Total Operating Revenue</b>	<b>-8,450</b>	<b>-8,600</b>	<b>-8,750</b>	<b>-8,900</b>
<b>Transfer From Reserves</b>					
-737,720	IT Tfr from - Depn Reserve	-765,598	-788,566	-812,223	-836,590
<b>-737,720</b>	<b>Total Transfer From Reserves</b>	<b>-765,598</b>	<b>-788,566</b>	<b>-812,223</b>	<b>-836,590</b>
<b>3,585,137</b>	<b>Total Corporate Information</b>	<b>3,502,640</b>	<b>3,521,095</b>	<b>3,652,454</b>	<b>3,820,097</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Technology Group	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 421				
	<b>Operating Expenses</b>				
226,862	Staff Costs - Technology Group	239,200	251,200	263,700	276,900
25,600	Vehicle Running - Technology Group	22,200	22,850	23,500	24,300
2,000	Office Expenses	2,000	2,000	2,000	2,000
10,000	Internet Data Charges	10,000	10,000	10,000	10,000
719,110	Pump Station Switchboard Assembly Costs	745,436	772,757	795,940	819,818
92,215	CCTV Installation Costs	97,203	102,449	105,522	108,688
20,000	Projects Seed Funding	20,000	20,000	20,000	20,000
51,535	Consulting Costs	58,515	61,615	63,483	65,292
<b>1,147,322</b>	<b>Total Operating Expenses</b>	<b>1,194,554</b>	<b>1,242,871</b>	<b>1,284,145</b>	<b>1,326,998</b>
	<b>Capital Expenditure</b>				
74,330	Fibre Optic Cabling	77,570	80,960	83,390	85,890
<b>74,330</b>	<b>Total Capital Expenditure</b>	<b>77,570</b>	<b>80,960</b>	<b>83,390</b>	<b>85,890</b>
	<b>Operating Revenue</b>				
-1,052,500	Pump Station Switchboard Sales	-1,107,800	-1,165,900	-1,200,900	-1,236,900
-105,250	CCTV System Sales	-110,800	-116,600	-120,100	-123,700
-26,000	Projects Seed Income	-26,000	-26,000	-26,000	-26,000
-214,375	Consultancy Income	-225,620	-237,480	-244,610	-251,950
-75,800	Lease of Optical Fibre Cabling	-79,200	-81,600	-84,000	-86,500
-23,000	Interest on Investments	-37,000	-52,000	-72,000	-74,000
<b>-1,496,925</b>	<b>Total Operating Revenue</b>	<b>-1,586,420</b>	<b>-1,679,580</b>	<b>-1,747,610</b>	<b>-1,799,050</b>
	<b>Capital Revenue</b>				
-5,350	Cont'n - Optical Fibre Installation	-5,540	-5,740	-5,912	-6,090
-52,625	Sales - Optical Fibre	-55,400	-58,300	-60,000	-61,800
<b>-57,975</b>	<b>Total Capital Revenue</b>	<b>-60,940</b>	<b>-64,040</b>	<b>-65,912</b>	<b>-67,890</b>
	<b>Transfer To Reserves</b>				
407,578	Tech Group Tfr to - Technology Group	452,806	500,749	529,377	539,942
<b>407,578</b>	<b>Total Transfer To Reserves</b>	<b>452,806</b>	<b>500,749</b>	<b>529,377</b>	<b>539,942</b>
	<b>Transfer From Reserves</b>				
-74,330	Tech Group Tfr from Technology Group	-77,570	-80,960	-83,390	-85,890
<b>-74,330</b>	<b>Total Transfer From Reserves</b>	<b>-77,570</b>	<b>-80,960</b>	<b>-83,390</b>	<b>-85,890</b>
<b>0</b>	<b>Total Technology Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Finance	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 430				
	<b>Operating Expenses</b>				
1,654,105	Finance - Salaries & Allowances	1,733,100	1,819,800	1,910,700	2,006,300
633,253	Front Counter -Salaries & Allowances	621,700	652,800	685,400	719,700
383	Staff Costs-FBT	300	300	300	300
14,020	Vehicle Running Expenses	13,940	14,350	14,800	15,200
50,000	Events Seed Funding	51,150	52,685	54,265	55,893
162,750	Valuation Fees	173,900	186,100	199,100	212,900
0	Asset Valuation Fees	2,500	9,000	2,500	50,000
141,500	Telephone Charges	145,500	149,865	154,360	159,000
83,550	Audit Fees	87,750	92,150	94,915	97,800
126,700	Bank Charges	121,000	124,150	127,400	130,700
0	Rates Notices Printing & Stationery	29,900	30,800	31,700	32,600
546	Payroll tax	1,000	1,000	1,000	1,000
10,927	Doubtful Debts	3,500	3,600	3,700	3,800
465,000	Contribution to NSW Fire Brigades	462,200	494,600	529,200	566,300
7,850	Agency Costs	50,670	52,200	53,760	55,375
526,995	Stores & Purchasing Staff Costs	527,500	553,900	581,500	610,300
14,400	Stores & Purchasing Vehicle Running Expenses	14,750	15,200	15,650	16,100
2,360	Stores & Purchasing Office Expenses	2,400	2,500	2,600	2,700
1,748	Stores Unaccounted For	1,000	1,050	1,100	1,150
16,741	Stores & Purchasing Depot Exp (Operating)	17,240	17,760	18,290	18,840
265,317	Meter Reading Staff Costs	266,300	279,600	293,600	308,300
23,040	Meter Reading Vehicle Running Costs	13,320	13,720	14,130	14,550
16,500	Meter Reading Bank Charges	48,500	49,900	51,400	52,900
61,193	Meter Reading Agency Cost	33,785	34,800	35,840	36,920
28,138	Meter Reading Postage	37,100	38,200	39,300	40,500
273	Meter Reading Equipment M & R	100	100	100	100
32,782	Meter Reading Printing & Stationery	27,900	28,800	29,600	30,500
273	Meter Reading Sundries	600	700	800	900
<b>4,340,344</b>	<b>Total Operating Expenses</b>	<b>4,488,605</b>	<b>4,719,630</b>	<b>4,947,010</b>	<b>5,240,628</b>
	<b>Capital Expenditure</b>				
<b>0</b>	<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Operating Revenue</b>				
-10,770	Hockey Association	-9,862	-8,889	-7,845	-6,727
-6,451	Sportz Central	-6,737	-5,333	-3,834	-2,235
-12,894	Administration Income - Private Works & Overgrown	-3,500	-3,600	-3,700	-3,800
-437	Enquiries & Sales Income	-4,800	-5,000	-5,200	-5,400
-36,623	Internal Lease Charges Income	-35,000	-35,000	-35,000	-35,000
-335	Repay - Toormina Sport & Recreation Club	-121	0	0	0
-333,965	Meter Reading - Contrib from Water	-319,201	-337,332	-356,303	-366,918

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Finance				
	Program Number 430	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
-5,500	Meter Reading - Special Readings	-5,650	-5,820	-6,000	-6,200
-92,930	Meter Reading - Recovery Charges	-102,754	-102,668	-102,467	-111,552
-19,669	Sundry Debtor Administration Fee	-24,800	-25,500	-26,300	-27,100
-118,110	Contrib to Mgt Acct Expend from Invest.	-122,287	-125,955	-129,735	-133,630
0	Credit Card Surcharge	-49,440	-50,920	-52,450	-54,020
-118,178	Certificates - Sec 603	-114,200	-117,600	-121,200	-124,800
-67,531	Stores Oncost Levy	-46,900	-48,400	-49,800	-51,300
-81,955	S94 Recoupment	-84,400	-86,900	-89,500	-92,200
-50,000	Special Rate Variation	-51,150	-52,685	-54,265	-55,893
<b>-955,348</b>	<b>Total Operating Revenue</b>	<b>-980,802</b>	<b>-1,011,602</b>	<b>-1,043,599</b>	<b>-1,076,775</b>
	<b>Capital Revenue</b>				
-21,383	Advance - Principal Repay Sportz Central	-20,870	-22,268	-23,759	-25,350
-3,187	Advance - Principal Repay Toormina Sports Club	-3,399	0	0	0
-12,483	Principal Repay - Hockey Assoc	-13,386	-14,353	-15,391	-16,504
<b>-37,053</b>	<b>Total Capital Revenue</b>	<b>-37,655</b>	<b>-36,621</b>	<b>-39,150</b>	<b>-41,854</b>
	<b>Transfer To Reserves</b>				
59,876	Finance Tff to - ELE Reserve	66,106	66,098	66,090	65,182
<b>59,876</b>	<b>Total Transfer To Reserves</b>	<b>66,106</b>	<b>66,098</b>	<b>66,090</b>	<b>65,182</b>
<b>3,407,819</b>	<b>Total Finance</b>	<b>3,536,254</b>	<b>3,737,506</b>	<b>3,930,351</b>	<b>4,187,181</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Plant	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 435				
	<b>Operating Expenses</b>				
376,400	Staff Costs - Salaries & Allowances	423,100	444,216	466,467	489,794
62,640	Vehicle Running Expenses	66,540	68,500	70,600	72,700
54,636	Workshop Operating Exp (Operating)	54,165	55,924	57,553	59,297
2,731,817	Plant Operating Exp (Operating)	2,813,772	2,898,185	2,985,131	3,074,685
15,298	Small Tools Operating Exp (Operating)	15,757	16,230	16,717	17,218
21,854	Driver / Operator Training	22,510	23,185	23,881	24,597
26,000	Contribution to Depot Upgrade	26,000	26,000	26,780	27,583
26,000	Contribution to Depot Expenses	27,300	28,100	29,000	29,800
473,910	Dividend Payable to Untied Funding	488,128	502,800	517,800	533,400
2,664,888	Depreciation	2,528,297	2,604,146	2,682,270	2,762,739
<b>6,453,444</b>	<b>Total Operating Expenses</b>	<b>6,465,569</b>	<b>6,667,287</b>	<b>6,876,199</b>	<b>7,091,814</b>
	<b>Capital Expenditure</b>				
5,175,600	Plant Replacement	5,671,800	4,427,239	3,649,073	3,742,300
<b>5,175,600</b>	<b>Total Capital Expenditure</b>	<b>5,671,800</b>	<b>4,427,239</b>	<b>3,649,073</b>	<b>3,742,300</b>
	<b>Operating Revenue</b>				
-4,962,838	Plant Hire Charges	-5,111,723	-5,265,075	-5,423,027	-5,585,718
-545,912	Plant Recovery Oncost Levy	-562,290	-579,158	-596,533	-614,429
-58,133	Diesel Fuel Rebates	-100,000	-100,000	-100,000	-100,000
-15,298	Leased Vehicle Fuel Contributions	-10,000	-10,000	-10,000	-10,000
-341,696	Vehicle Lease Payments	-369,032	-398,555	-430,440	-464,875
-160,000	Interest on Investments	-185,000	-150,000	-140,000	-160,000
<b>-6,083,878</b>	<b>Total Operating Revenue</b>	<b>-6,338,045</b>	<b>-6,502,788</b>	<b>-6,700,000</b>	<b>-6,935,022</b>
	<b>Capital Revenue</b>				
-1,707,350	Plant Sales	-2,245,600	-1,460,829	-1,202,938	-1,236,200
<b>-1,707,350</b>	<b>Total Capital Revenue</b>	<b>-2,245,600</b>	<b>-1,460,829</b>	<b>-1,202,938</b>	<b>-1,236,200</b>
	<b>Transfer To Reserves</b>				
2,295,321	Plant Tfr to - Other Reserve	2,400,772	2,439,648	2,506,072	2,605,947
<b>2,295,321</b>	<b>Total Transfer To Reserves</b>	<b>2,400,772</b>	<b>2,439,648</b>	<b>2,506,072</b>	<b>2,605,947</b>
	<b>Transfer From Reserves</b>				
-2,664,888	Plant Tfr from - Depn Reserve	-2,528,297	-2,604,146	-2,682,270	-2,762,739
-3,468,250	Plant Tfr from - Other Reserve	-3,426,200	-2,966,410	-2,446,135	-2,506,100
<b>-6,133,138</b>	<b>Total Transfer From Reserves</b>	<b>-5,954,497</b>	<b>-5,570,556</b>	<b>-5,128,405</b>	<b>-5,268,839</b>
<b>0</b>	<b>Total Plant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Program Support	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 440				
	<b>Operating Expenses</b>				
214,456	Staff Costs-Salaries & Allowances	214,600	225,300	236,600	248,400
500	Office Expenses	1,000	1,000	1,000	1,000
117,260	Developer Contributions Coordinator	114,700	122,400	128,200	134,320
64,247	EL Environmental Levy Co-ordination	64,059	1,264,548	1,302,908	1,342,276
23,121	EL Matching Grant Funding Pool	5,118	0	0	0
<b>419,584</b>	<b>Total Operating Expenses</b>	<b>399,477</b>	<b>1,613,248</b>	<b>1,668,708</b>	<b>1,725,996</b>
	<b>Operating Revenue</b>				
-117,260	Sec 94 Admin Contributions	-114,700	-122,400	-128,200	-134,320
<b>-117,260</b>	<b>Total Operating Revenue</b>	<b>-114,700</b>	<b>-122,400</b>	<b>-128,200</b>	<b>-134,320</b>
<b>302,324</b>	<b>Total Program Support</b>	<b>284,777</b>	<b>1,490,848</b>	<b>1,540,508</b>	<b>1,591,676</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	HR & Org Development				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>450</b>				
	<b>Operating Expenses</b>				
1,197,440	Staff Costs-Salaries & Allowances	1,241,300	1,294,600	1,359,300	1,427,200
176,440	IMS Staff Costs-Salaries & Allowances	166,100	174,400	183,100	192,300
12,000	Vehicle Running Expenses	11,000	11,300	11,600	11,900
5,500	Office Expenses/Travelling	5,200	5,200	5,200	5,200
20,000	Health & Wellbeing Program	20,000	20,000	20,000	20,000
29,400	Occupational Health & Safety Act Ex	30,300	31,200	32,100	33,100
6,000	Recognition of Service/Incentives	6,000	6,000	6,000	6,000
<b>1,446,780</b>	<b>Total Operating Expenses</b>	<b>1,479,900</b>	<b>1,542,700</b>	<b>1,617,300</b>	<b>1,695,700</b>
	<b>Operating Revenue</b>				
-15,298	Section 377 Payroll Administration	-17,900	-18,400	-18,900	-19,400
-40,000	Cont'n - Health & Wellbeing Program	-40,000	-40,000	-40,000	-40,000
<b>-55,298</b>	<b>Total Operating Revenue</b>	<b>-57,900</b>	<b>-58,400</b>	<b>-58,900</b>	<b>-59,400</b>
<b>1,391,482</b>	<b>Total HR &amp; Org Development</b>	<b>1,422,000</b>	<b>1,484,300</b>	<b>1,558,400</b>	<b>1,636,300</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	City Infrastructure Support				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>510</b>				
	<b>Operating Expenses</b>				
491,653	Staff Costs City Services Admin	460,700	483,700	507,900	533,300
7,000	Vehicle Running Expenses	11,100	11,400	11,800	12,200
44,100	Office Expenses	45,400	46,800	48,200	49,600
6,200	Two-Way Radio Expenses	6,400	6,600	6,800	7,000
147,700	State Emergency Expenses	125,600	129,400	133,200	137,200
19,491	Depreciation	30,291	31,200	32,136	33,100
<b>716,144</b>	<b>Total Operating Expenses</b>	<b>679,491</b>	<b>709,100</b>	<b>740,036</b>	<b>772,400</b>
	<b>Transfer From Reserves</b>				
-19,491	City Serv Supp Tfr from - Depn Reserve	-30,291	-31,200	-32,136	-33,100
<b>-19,491</b>	<b>Total Transfer From Reserves</b>	<b>-30,291</b>	<b>-31,200</b>	<b>-32,136</b>	<b>-33,100</b>
<b>696,653</b>	<b>Total City Infrastructure Support</b>	<b>649,200</b>	<b>677,900</b>	<b>707,900</b>	<b>739,300</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Assets Systems				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>512</b>				
	<b>Operating Expenses</b>				
332,103	Staff Costs - Asset Systems	305,500	320,800	336,800	353,700
10,000	Vehicle Running Expenses	8,500	8,750	9,000	9,250
10,900	Pavement Management System	11,300	11,600	11,900	12,300
5,000	IMS/Office Expenses	5,150	5,300	5,450	5,600
<b>358,003</b>	<b>Total Operating Expenses</b>	<b>330,450</b>	<b>346,450</b>	<b>363,150</b>	<b>380,850</b>
<b>358,003</b>	<b>Total Assets Systems</b>	<b>330,450</b>	<b>346,450</b>	<b>363,150</b>	<b>380,850</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Library Services</b>					
<b>2013/14 ADOPTED</b>	<b>Program Number 514</b>	<b>2014/15 ESTIMATE</b>	<b>2015/16 ESTIMATE</b>	<b>2016/17 ESTIMATE</b>	<b>2017/18 ESTIMATE</b>
<b>Operating Expenses</b>					
1,421,821	Staff Costs - Salaries & Allowances	1,428,500	1,499,900	1,574,900	1,653,700
11,500	Vehicle Running Expenses	15,000	15,450	15,900	16,400
95,800	Office Expenses	100,800	103,400	106,100	108,900
41,900	Toormina Branch Operating Expenses	43,200	44,500	45,800	47,200
40,200	Woolgoolga Branch Operating Expenses	43,900	45,200	46,600	47,900
62,000	City Centre Branch Operating Expenses	69,700	71,800	73,900	76,200
2,700	Furniture & Fittings Maintenance	2,800	2,900	3,000	3,100
46,200	Computer System Maintenance	40,100	41,300	42,500	43,800
35,000	Hardware Lease Payments	35,000	35,000	35,000	35,000
24,354	Depreciation	26,341	27,131	27,945	28,783
<b>1,781,475</b>	<b>Total Operating Expenses</b>	<b>1,805,341</b>	<b>1,886,581</b>	<b>1,971,645</b>	<b>2,060,983</b>
<b>Capital Expenditure</b>					
135,500	Library Resources	142,275	149,400	156,900	164,750
10,000	Library Books from Sec 94 Plan	10,000	10,000	0	0
16,000	Computer Equipment	16,800	17,650	18,500	19,425
50,000	Local Priority Project (Renewal)	0	0	0	0
2,000	Furniture & Fittings	2,000	2,000	2,000	2,000
<b>213,500</b>	<b>Total Capital Expenditure</b>	<b>171,075</b>	<b>179,050</b>	<b>177,400</b>	<b>186,175</b>
<b>Operating Revenue</b>					
-142,000	Grant Per Capita Subsidy	-132,500	-133,800	-135,200	-136,500
-21,800	Fees	-22,400	-23,000	-23,700	-24,400
-1,000	Fundraising Income	-1,000	-1,000	-1,000	-1,000
-10,000	Miscellaneous	-11,600	-11,900	-12,200	-12,500
<b>-174,800</b>	<b>Total Operating Revenue</b>	<b>-167,500</b>	<b>-169,700</b>	<b>-172,100</b>	<b>-174,400</b>
<b>Capital Revenue</b>					
-50,000	Grant - Special Project	0	0	0	0
<b>-50,000</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfer From Reserves</b>					
-24,354	Library Tfr from - Depn Reserve	-26,341	-27,131	-27,945	-28,783
-10,000	Library Tfr from - S94 Reserve	-10,000	-10,000	0	0
<b>-34,354</b>	<b>Total Transfer From Reserves</b>	<b>-36,341</b>	<b>-37,131</b>	<b>-27,945</b>	<b>-28,783</b>
<b>1,735,821</b>	<b>Total Library Services</b>	<b>1,772,575</b>	<b>1,858,800</b>	<b>1,949,000</b>	<b>2,043,975</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Community Services	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 516				
	<b>Operating Expenses</b>				
858,182	Staff Costs - Salaries & Allowances	940,700	987,800	1,037,100	1,088,800
22,000	Vehicle Running Expenses	20,500	21,100	21,800	22,400
0	Community Survey	20,000	0	20,000	0
40,000	2030 Implementation	25,000	25,000	25,000	25,000
7,750	Office Expenses	8,100	8,200	8,300	8,400
228,824	Regional Art Gallery Staff Costs	226,900	238,200	250,200	262,700
10,000	Regional Art Gallery Arts Festival	10,000	10,000	10,000	10,000
78,800	Regional Art Gallery Operating Expenses	82,590	85,365	88,200	90,900
40,400	Arts & Cultural Development Projects	41,600	42,800	44,000	45,300
31,800	Jetty Theatre Commercial Activity Costs	177,588	182,900	188,400	194,100
3,900	Boambee East Comm Centre Operating Exp	4,000	4,100	4,200	4,300
627,070	Jetty Theatre Exp (Operating)	350,855	361,400	372,200	383,400
32,900	Visual & Performing Arts	34,000	34,800	35,600	36,700
13,320	Arts Mid North Coast Contribution	13,720	14,130	14,560	14,990
97,624	Bunker Gallery Exp (Operating)	100,000	102,991	105,267	107,580
141,402	Museum Operating Exp (Operating)	143,303	146,527	152,917	159,600
7,600	Youth Week & Youth Projects	7,800	8,000	8,200	8,400
3,300	Access Committee	3,400	3,500	3,600	3,700
10,000	Multicultural Festival / Harmony Day	10,000	10,000	10,000	10,000
0	Seniors Week	4,500	4,500	4,500	4,500
65,942	Loan 455 Interest Repayments - Senior Cit Centre	57,231	48,521	39,019	28,977
315,309	Depreciation	215,206	221,662	228,312	235,161
<b>2,636,123</b>	<b>Total Operating Expenses</b>	<b>2,496,993</b>	<b>2,561,496</b>	<b>2,671,376</b>	<b>2,744,908</b>
	<b>Capital Expenditure</b>				
136,597	Loan 455 Loan Principal Repay - Senior Citzs	145,308	154,017	163,519	173,562
0	S94 Community Facilities	0	400,000	0	0
0	Jetty Theatre Improvements	25,000	25,000	25,000	25,000
<b>136,597</b>	<b>Total Capital Expenditure</b>	<b>170,308</b>	<b>579,017</b>	<b>188,519</b>	<b>198,562</b>
	<b>Operating Revenue</b>				
-47,300	Grant - Community Workers	-45,700	-47,100	-48,500	-49,900
-12,500	Grant - Area Assistance Scheme	0	0	0	0
-1,500	Grant - Youth Week & Projects	-1,845	-1,845	-1,845	-1,845
-20,600	Art Gallery Sales & Donations	-13,400	-13,800	-14,200	-14,600
-37,000	Jetty Theatre General Income	-54,195	-55,800	-57,500	-59,200
-2,500	Museum Income	-2,500	-2,500	-2,500	-2,500
-15,400	Bunker Gallery Income	-15,900	-16,400	-16,900	-17,400
-43,600	Jetty Theatre Commercial Activity Income	-105,000	-108,200	-111,400	-114,700
-99,500	Jetty Theatre Events Income	-45,000	-46,300	-47,700	-49,200

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Community Services	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 516				
<b>-279,900</b>	<b>Total Operating Revenue</b>	<b>-283,540</b>	<b>-291,945</b>	<b>-300,545</b>	<b>-309,345</b>
	<b>Transfer From Reserves</b>				
-315,309	Comm Dev Tfr from - Depn Reserve	-215,206	-221,662	-228,312	-235,161
0	Comm DevTfr from - S94 Reserve	0	-400,000	0	0
<b>-315,309</b>	<b>Total Transfer From Reserves</b>	<b>-215,206</b>	<b>-621,662</b>	<b>-228,312</b>	<b>-235,161</b>
<b>2,177,511</b>	<b>Total Community Services</b>	<b>2,168,555</b>	<b>2,226,906</b>	<b>2,331,038</b>	<b>2,398,964</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Economic Development Unit				
	Program Number 517	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
586,968	Staff Costs	557,500	585,300	614,700	645,400
18,000	EDU Vehicle Expenses	18,100	18,600	19,200	19,800
14,500	EDU Office Expenses	14,500	14,500	14,500	14,500
63,600	City Centre Marketing	65,400	67,400	69,400	71,500
118,800	Events Expenses	114,600	117,200	119,800	122,400
36,000	Growers Market Costs	36,000	36,000	36,000	36,000
22,000	Community Economic Development Program	22,700	23,400	24,100	24,800
29,000	Enterprise Support	28,470	29,210	29,960	30,740
10,000	Investment Attraction Material & Activity	10,300	10,600	10,900	11,200
500	Education & Training Strategy	500	500	500	500
15,000	Economic Product Development	15,450	15,900	16,350	16,800
18,500	Information, Communication & Technology	18,600	19,200	19,700	20,300
5,300	Nana Glen Subsidy for Public Toilets	5,900	6,100	6,300	6,500
16,486	Loan 455 Interest Repay - Harbour	14,308	12,130	9,755	7,244
2,362	Loan 462 Interest Repayments - Foreshores Improvem	1,613	816	91	0
<b>957,015</b>	<b>Total Operating Expenses</b>	<b>923,940</b>	<b>956,856</b>	<b>991,256</b>	<b>1,027,684</b>
	<b>Capital Expenditure</b>				
11,176	Loan 462 Principal Repay- Foreshore Improvem	11,916	12,705	6,665	0
34,149	Loan 455 Loan Repay Principal - Harbour	36,327	38,504	40,880	43,391
<b>45,325</b>	<b>Total Capital Expenditure</b>	<b>48,243</b>	<b>51,209</b>	<b>47,545</b>	<b>43,391</b>
	<b>Operating Revenue</b>				
-63,000	Events Income	-51,200	-52,800	-54,400	-56,000
-36,000	Growers Markets Income	-36,000	-36,000	-36,000	-36,000
-111,325	Special Rate Variation	-113,885	-117,302	-120,821	-124,446
<b>-210,325</b>	<b>Total Operating Revenue</b>	<b>-201,085</b>	<b>-206,102</b>	<b>-211,221</b>	<b>-216,446</b>
<b>792,015</b>	<b>Total Economic Development Unit</b>	<b>771,099</b>	<b>801,963</b>	<b>827,580</b>	<b>854,629</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Environmental Laboratory				
	Program Number 519	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
335,972	Staff Costs - Salaries & Allowances	322,100	338,200	355,100	372,900
12,800	Vehicle Running Expenses	11,100	11,400	11,800	12,100
40,102	Administration Charge	50,571	52,100	53,650	55,300
2,800	Office Expenses (incl subs & IT maint)	2,900	3,000	3,100	3,200
126,800	Water Testing Consumables	108,600	111,900	115,300	118,720
4,200	Buildings Maintenance & Repair	6,400	6,600	6,800	7,000
25,000	Property 38 Gordon St Operating Costs	32,700	34,300	36,100	37,900
10,591	Depreciation	13,524	13,930	14,347	14,778
<b>558,265</b>	<b>Total Operating Expenses</b>	<b>547,895</b>	<b>571,430</b>	<b>596,197</b>	<b>621,898</b>
	<b>Capital Expenditure</b>				
50,000	Laboratory Equipment	50,000	50,000	50,000	50,000
<b>50,000</b>	<b>Total Capital Expenditure</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
	<b>Operating Revenue</b>				
-382,100	Laboratory Fees - Internal	-353,100	-363,700	-374,600	-385,800
-450,100	Laboratory Fees - External	-371,100	-382,200	-393,700	-405,500
-30,000	Interest on Investments	-10,000	-9,000	-8,000	-9,000
<b>-862,200</b>	<b>Total Operating Revenue</b>	<b>-734,200</b>	<b>-754,900</b>	<b>-776,300</b>	<b>-800,300</b>
	<b>Transfer To Reserves</b>				
314,526	Lab Tfr to - Other Reserve	199,829	197,400	194,450	193,180
<b>314,526</b>	<b>Total Transfer To Reserves</b>	<b>199,829</b>	<b>197,400</b>	<b>194,450</b>	<b>193,180</b>
	<b>Transfer From Reserves</b>				
-10,591	Lab Tfr from - Depn Reserve	-13,524	-13,930	-14,347	-14,778
-50,000	Lab Tfr from - Other Reserve	-50,000	-50,000	-50,000	-50,000
<b>-60,591</b>	<b>Total Transfer From Reserves</b>	<b>-63,524</b>	<b>-63,930</b>	<b>-64,347</b>	<b>-64,778</b>
<b>0</b>	<b>Total Environmental Laboratory</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Operational Administration				
	Program Number 521	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
660,579	Staff Costs Salaries & Allowance	655,100	687,900	722,300	758,400
54,200	Vehicle Running Expenses	51,300	52,800	54,400	56,100
43,690	Works Co-ordination Staff Costs	43,300	45,500	47,700	50,100
11,408	Emergency Management Staff Costs Salaries & Allowr	0	0	0	0
5,000	Emergency Management Other Expenses	6,500	6,500	6,500	6,500
222,300	Depot Expenses (Operating)	244,100	251,300	258,800	266,600
<b>997,177</b>	<b>Total Operating Expenses</b>	<b>1,000,300</b>	<b>1,044,000</b>	<b>1,089,700</b>	<b>1,137,700</b>
	<b>Capital Expenditure</b>				
78,000	Works Depot Upgrade (Renewal)	78,000	78,000	78,000	78,000
<b>78,000</b>	<b>Total Capital Expenditure</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>
	<b>Operating Revenue</b>				
-22,000	Road Opening & Closing Permits	-34,700	-35,800	-36,900	-37,900
-26,000	Cont from Plant for Depot Expenses	-27,300	-28,100	-29,000	-29,800
<b>-48,000</b>	<b>Total Operating Revenue</b>	<b>-62,000</b>	<b>-63,900</b>	<b>-65,900</b>	<b>-67,700</b>
	<b>Capital Revenue</b>				
-26,000	Contrib from Plant for Depot Upgrade	-26,000	-26,000	-26,000	-26,000
-52,000	Contrib for Depot Upgrade Water & Sewer	-52,000	-52,000	-52,000	-52,000
<b>-78,000</b>	<b>Total Capital Revenue</b>	<b>-78,000</b>	<b>-78,000</b>	<b>-78,000</b>	<b>-78,000</b>
<b>949,177</b>	<b>Total Operational Administration</b>	<b>938,300</b>	<b>980,100</b>	<b>1,023,800</b>	<b>1,070,000</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Recreational Services Program Number 522	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
545,164	Administration Staff	541,000	568,100	596,400	626,200
38,000	Vehicle Running Expenses	38,100	39,300	40,500	41,700
15,190	Office Expenses	15,650	16,120	16,600	17,100
73,730	Parks Depot Maintenance	75,940	78,200	80,600	83,000
136,000	City Parks Reserves Maintenance	140,100	144,300	148,600	153,100
22,320	Mowing Operations City Parks Reserves	22,990	23,680	24,390	25,120
32,800	Footbridges and Boardwalks Maintenance	35,400	36,500	37,600	38,700
338,400	Roundabouts & Garden Maintenance	353,800	363,000	372,400	382,000
116,308	RTA Highway Gardens Lyons to Sapphire	120,000	120,000	120,000	120,000
58,000	External Business Activities	59,740	61,500	63,400	65,300
35,229	SH 10 Corridor Maint (Fund from Reserve)	41,820	43,100	0	0
0	FOP Program Coordinator	35,000	35,000	35,000	35,000
337,840	General Parks Maintenance	355,400	364,600	374,000	383,700
285,100	Mowing Operations General Parks	304,700	313,800	323,300	332,900
17,480	General Parks Gardens Maintenance	19,100	19,700	20,300	20,900
272,500	Street Tree Maint & Safety Compl.	277,700	285,000	292,400	300,000
18,540	Street Tree Maintenance < 6yr Trees	19,100	19,700	20,300	20,900
22,500	Playgrounds Rehabilitation	23,170	23,865	24,580	25,300
192,000	Noxious Weeds Inspection	175,800	181,100	186,500	192,100
266,800	Noxious Weeds Control	274,800	283,000	291,535	300,300
16,390	Mowing Operations Noxious Weeds Control	16,880	17,385	17,900	18,400
109,273	Noxious Weeds Private Works	93,100	95,600	98,200	100,800
380,200	Botanic Gardens Maintenance	411,600	423,350	435,450	447,900
2,060	Mowing Operations Botanic Gardens	3,700	3,850	3,950	4,100
286,200	Cemeteries Expenses	271,900	279,000	286,300	293,700
24,500	Mowing Operations Cemeteries	25,300	26,060	26,840	27,645
142,490	Regional Parks Maintenance	143,800	147,500	151,300	155,200
56,580	Mowing Operations Regional Parks	58,275	60,020	61,825	63,680
2,150	Regional Parks Garde	2,220	2,280	2,350	2,420
1,200	Seaweed Removal	1,300	1,340	1,380	1,420
272,435	State Park Maintenance	280,600	289,000	297,700	306,631
86,190	Mowing Operations State Park	88,740	91,400	94,140	96,970
16,380	State Parks Garden M	16,870	17,370	17,900	18,400
19,992	EL Boambee Beach	36,400	0	0	0
25,240	New Street Trees	26,000	26,780	27,580	28,400
5,260	EL Koala / Wildlife Corridor Bakker Drive Res Bonvil	6,750	0	0	0
164,848	EL Dunecare/Landcare Support	155,000	0	0	0
19,664	EL Yarrowarra Giriin Team - Bush Regeneration	19,671	0	0	0
9,982	EL CH Community Seedbank Network	9,982	0	0	0
201,571	EL Bush Regeneration	207,618	0	0	0



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Recreational Services				2014/15	2015/16	2016/17	2017/18
	Program Number	522	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE		
19,900	EL Darrunda Wajaar Repair to Priority Sites		0	0	0	0		
19,992	EL Jetty Foreshore Reserve Weeding		0	0	0	0		
103,000	EL Bushland Weed Eradication		106,090	0	0	0		
0	EL Diggers H'Land & Sapphire Beach Path Upgrades		32,250	0	0	0		
16,000	EL Environmental Education Officer		16,000	0	0	0		
170,360	Loan 473 Interest Repayments - Hoys Rd Land Acquis		150,245	138,079	125,127	111,340		
42,196	Loan 458 Interest Repayments CCSLP (05/06)		26,923	10,665	0	0		
3,968,607	Depreciation		4,016,586	4,137,083	4,261,196	4,389,032		
<b>9,006,561</b>	<b>Total Operating Expenses</b>		<b>9,153,111</b>	<b>8,786,327</b>	<b>8,977,543</b>	<b>9,229,358</b>		
	<b>Capital Expenditure</b>							
230,911	Loan 458 Principal Repayments CCSLP (05/06)		246,184	261,842	0	0		
179,361	Loan 473 Principal Repayments - Hoys Rd Land Acqui		188,620	200,786	213,738	227,525		
0	Road Extension Karangi Cemetery		0	0	205,000	0		
50,000	S94 Beach Protection Works		50,000	50,000	50,000	50,000		
600,000	S94 Open Space UNALLOCATED		1,450,000	350,000	950,000	590,000		
50,000	EL Darkum Headland Access Rehabilitation		0	0	0	0		
<b>1,110,273</b>	<b>Total Capital Expenditure</b>		<b>1,934,804</b>	<b>862,628</b>	<b>1,418,738</b>	<b>867,525</b>		
	<b>Operating Revenue</b>							
-58,000	External Business Activities Income		-59,740	-61,500	-63,400	-65,300		
-116,308	Cont RTA Highway Gardens		-120,000	-120,000	-120,000	-120,000		
-15,450	State & Regional Parks Reserves Income		-18,600	-19,200	-19,700	-20,300		
-112,800	Noxious Weeds Charges		-83,100	-85,600	-88,200	-90,800		
-298,500	Cemeteries Income		-287,600	-296,800	-306,300	-316,100		
-132,900	Caravan Parks Contributions		-136,900	-141,000	-145,300	-149,600		
-132,200	Grant - Noxious Weeds		-136,200	-140,250	-144,460	-148,800		
0	Coordinator Subsidy - Friends of Botanic Gardens		-10,000	-10,000	-10,000	-10,000		
-383,800	State Park Cont'n - Botanic Gardens Main		-395,300	-407,200	-419,400	-432,000		
<b>-1,249,958</b>	<b>Total Operating Revenue</b>		<b>-1,247,440</b>	<b>-1,281,550</b>	<b>-1,316,760</b>	<b>-1,352,900</b>		
	<b>Transfer From Reserves</b>							
-3,968,607	Rec Serv Tfr from - Depn Reserve		-4,016,586	-4,137,083	-4,261,196	-4,389,032		
-999,721	Rec Serv Tfr from - S94 Reserve		-1,838,865	-738,865	-1,338,865	-978,865		
-35,229	Rec Serv Tfr from - SH 10 Garden Works Handover		-41,820	-43,100	0	0		
<b>-5,003,557</b>	<b>Total Transfer From Reserves</b>		<b>-5,897,271</b>	<b>-4,919,048</b>	<b>-5,600,061</b>	<b>-5,367,897</b>		
<b>3,863,318</b>	<b>Total Recreational Services</b>		<b>3,943,204</b>	<b>3,448,357</b>	<b>3,479,460</b>	<b>3,376,086</b>		

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Regional Roads				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>531</b>				
	<b>Operating Expenses</b>				
544,000	Regional Roads Block Grant	753,600	823,000	838,000	853,000
148,000	Traffic Facilities Block Grant	156,000	160,000	164,000	168,000
31,651	Loan 458 Interest Repayment - Hogbin Drive Ext 05/0	20,195	7,999	0	0
1,473,152	Depreciation	1,742,937	1,795,225	1,849,082	1,904,554
<b>2,196,803</b>	<b>Total Operating Expenses</b>	<b>2,672,732</b>	<b>2,786,224</b>	<b>2,851,082</b>	<b>2,925,554</b>
	<b>Capital Expenditure</b>				
173,204	Loan 458 Principal Repayment - Hogbin Drive Ext 05/	184,659	196,404	0	0
384,000	Regional Roads Repair Program (Renewal)	110,800	0	0	0
131,000	3 X 3 Program (Renewal)	131,000	131,000	131,000	131,000
<b>688,204</b>	<b>Total Capital Expenditure</b>	<b>426,459</b>	<b>327,404</b>	<b>131,000</b>	<b>131,000</b>
	<b>Operating Revenue</b>				
-736,000	Grant - Regional Roads	-809,000	-823,000	-838,000	-853,000
-148,000	Grant - Traffic Facilities	-156,000	-160,000	-164,000	-168,000
<b>-884,000</b>	<b>Total Operating Revenue</b>	<b>-965,000</b>	<b>-983,000</b>	<b>-1,002,000</b>	<b>-1,021,000</b>
	<b>Capital Revenue</b>				
-131,000	Grant - 3 x 3	-131,000	-131,000	-131,000	-131,000
-192,000	Grant Regional Roads REPAIR	-55,400	0	0	0
<b>-323,000</b>	<b>Total Capital Revenue</b>	<b>-186,400</b>	<b>-131,000</b>	<b>-131,000</b>	<b>-131,000</b>
	<b>Transfer From Reserves</b>				
-1,473,152	Reg Rds Tfr from - Depn Reserve	-1,742,937	-1,795,225	-1,849,082	-1,904,554
-100,000	Reg Rds Tfr from - S94 Reserve	-100,000	-100,000	0	0
<b>-1,573,152</b>	<b>Total Transfer From Reserves</b>	<b>-1,842,937</b>	<b>-1,895,225</b>	<b>-1,849,082</b>	<b>-1,904,554</b>
<b>104,854</b>	<b>Total Regional Roads</b>	<b>104,854</b>	<b>104,403</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Local Roads	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 535				
	<b>Operating Expenses</b>				
1,390,000	Urban Roads Maintenance	1,424,200	1,466,900	1,511,000	1,556,400
25,312	SH 10 Handover Works	11,400	11,700	0	0
298,300	Urban Roads Verge Mowing	269,100	277,200	285,500	294,100
223,600	Road & Traffic Signs	185,200	190,700	196,400	202,300
899,300	Rural Roads Sealed Maintenance	984,800	1,014,400	1,044,900	1,076,300
850,100	Rural Roads Unsealed Maintenance	871,100	897,300	924,200	952,000
33,000	Pine Creek Way Handover Works	0	0	0	0
227,000	Transfer Bins Delivery/Empty	243,700	251,000	258,500	266,300
9,177,232	Depreciation	10,144,066	10,448,388	10,761,839	11,084,694
<b>13,123,844</b>	<b>Total Operating Expenses</b>	<b>14,133,566</b>	<b>14,557,588</b>	<b>14,982,339</b>	<b>15,432,094</b>
	<b>Capital Expenditure</b>				
154,500	Road Resurfacing (Renewal)	162,225	170,350	178,850	187,800
1,319,400	Sealed Roads Reseals - Flush Seals (Renewal)	1,319,400	1,385,400	1,454,700	1,527,450
93,300	Sealed Roads Reseals - Asphalt (Renewal)	97,965	102,865	108,000	113,400
154,500	Gravel Patching/ Preparation for Seal (Renewal)	162,225	170,350	178,850	187,800
996,265	Sealed Roads Rehabilitation (Renewal)	996,265	996,265	996,265	996,265
110,200	Unsealed Roads Gravel Resheeting (Renewal)	115,700	121,500	127,575	133,950
29,700	Kerb & Gutter Repairs (Renewal)	31,200	32,750	34,385	36,100
250,000	S94 Moonee Road Works New	250,000	500,000	2,000,000	1,000,000
0	S94 West Coffs Local Collector Roads	0	250,000	250,000	0
0	S94 West Korora Traffic Facilities	0	500,000	0	350,000
0	S94 North Boambee Local Collector Roads	0	0	100,000	0
0	S94 Corindi Roads	290,000	0	0	0
0	S94 West Woolgoolga Traffic Facilities	0	800,000	0	0
0	S94 Park Beach Traffic Facilities	0	57,000	0	0
0	S94 Hearnes Lake Transport & Traffic	0	350,000	0	0
0	S94 South Coffs Roads	0	0	0	1,000,000
0	S94 North Boambee Koala Management	0	0	350,000	350,000
<b>3,107,865</b>	<b>Total Capital Expenditure</b>	<b>3,424,980</b>	<b>5,436,480</b>	<b>5,778,625</b>	<b>5,882,765</b>
	<b>Operating Revenue</b>				
-259,600	Transfer Bins Deliver & Emptying	-256,900	-266,700	-274,800	-282,900
<b>-259,600</b>	<b>Total Operating Revenue</b>	<b>-256,900</b>	<b>-266,700</b>	<b>-274,800</b>	<b>-282,900</b>
	<b>Capital Revenue</b>				
-896,265	Grant - Roads to Recovery	-896,265	-896,265	-896,265	-896,265
<b>-896,265</b>	<b>Total Capital Revenue</b>	<b>-896,265</b>	<b>-896,265</b>	<b>-896,265</b>	<b>-896,265</b>
	<b>Transfer From Reserves</b>				
-9,177,232	Local Rds Tfr from - Depn Reserve	-10,144,066	-10,448,388	-10,761,839	-11,084,694
-250,000	Local Rds Tfr from - S94 Reserve	-540,000	-2,457,000	-2,700,000	-2,700,000

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Local Roads	2014/15	2015/16	2016/17	2017/18
	Program Number 535	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
-25,312	Local Rds Tfr from - SH 10 Garden Works Handover	-11,400	-11,700	0	0
-33,000	Local Rds Tfr from - Pine Creek Handover Works	0	0	0	0
<b>-9,485,544</b>	<b>Total Transfer From Reserves</b>	<b>-10,695,466</b>	<b>-12,917,088</b>	<b>-13,461,839</b>	<b>-13,784,694</b>
<b>5,590,300</b>	<b>Total Local Roads</b>	<b>5,709,915</b>	<b>5,914,015</b>	<b>6,128,060</b>	<b>6,351,000</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Bridges				2014/15	2015/16	2016/17	2017/18
	Program Number	536	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE		
	<b>Operating Expenses</b>							
104,600	Bridges M&R		107,700	110,900	114,200	117,600		
684,964	Depreciation		781,665	805,115	829,268	854,146		
<b>789,564</b>	<b>Total Operating Expenses</b>		<b>889,365</b>	<b>916,015</b>	<b>943,468</b>	<b>971,746</b>		
	<b>Capital Expenditure</b>							
812,371	Major Repairs (Renewal)		841,583	849,998	858,498	867,083		
10,000	Cathodic Protection (Renewal)		0	0	0	0		
<b>822,371</b>	<b>Total Capital Expenditure</b>		<b>841,583</b>	<b>849,998</b>	<b>858,498</b>	<b>867,083</b>		
	<b>Operating Revenue</b>							
-822,371	Special Rate Variation		-841,583	-849,998	-858,498	-867,083		
<b>-822,371</b>	<b>Total Operating Revenue</b>		<b>-841,583</b>	<b>-849,998</b>	<b>-858,498</b>	<b>-867,083</b>		
	<b>Transfer From Reserves</b>							
-684,964	Bridges Tfr from - Depn Reserve		-781,665	-805,115	-829,268	-854,146		
<b>-684,964</b>	<b>Total Transfer From Reserves</b>		<b>-781,665</b>	<b>-805,115</b>	<b>-829,268</b>	<b>-854,146</b>		
<b>104,600</b>	<b>Total Bridges</b>		<b>107,700</b>	<b>110,900</b>	<b>114,200</b>	<b>117,600</b>		

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Footpaths,Cycleways,Bus Shelters</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>2013/14</b>	<b>Program Number 538</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
22,470	Bus Shelters M&R	23,150	23,850	24,570	25,300
7,300	Harbour Drive Pavers Repairs	7,500	7,700	7,900	8,100
101,500	Footpaths M&R	103,500	105,500	107,500	109,500
30,600	Cycleways M&R	35,900	36,900	38,100	39,200
9,230	Street Furniture M&R - Urban	13,900	14,300	14,800	15,200
13,500	Street Furniture M&R - Jetty	13,900	14,300	14,700	15,100
42,500	Unpaved Footpath Repairs	43,800	45,100	46,500	47,900
587,623	Depreciation	700,763	721,786	743,440	765,743
<b>814,723</b>	<b>Total Operating Expenses</b>	<b>942,413</b>	<b>969,436</b>	<b>997,510</b>	<b>1,026,043</b>
	<b>Capital Expenditure</b>				
30,000	Cycleways Major Repairs	31,500	33,100	34,750	36,500
64,000	Footpaths Major Repairs	67,200	70,560	74,100	77,800
50,000	RTA PAMPS	25,000	25,000	25,000	25,000
10,000	Bus Shelter Major Repairs	10,500	11,000	11,550	12,125
<b>154,000</b>	<b>Total Capital Expenditure</b>	<b>134,200</b>	<b>139,660</b>	<b>145,400</b>	<b>151,425</b>
	<b>Capital Revenue</b>				
-25,000	RTA Grant - PAMP Works	0	0	0	0
<b>-25,000</b>	<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer From Reserves</b>				
-587,623	F'Path, C'Way, Bus Tfr from - Depn Reserve	-700,763	-721,786	-743,440	-765,743
<b>-587,623</b>	<b>Total Transfer From Reserves</b>	<b>-700,763</b>	<b>-721,786</b>	<b>-743,440</b>	<b>-765,743</b>
<b>356,100</b>	<b>Total Footpaths,Cycleways,Bus Shelters</b>	<b>375,850</b>	<b>387,310</b>	<b>399,470</b>	<b>411,725</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

<b>Parking</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>2013/14</b>	<b>Program Number 539</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
<b>Operating Expenses</b>					
52,400	Working Expenses	68,100	71,600	75,300	79,100
223,300	Rates, Insurance & Water	183,600	189,200	194,800	200,700
0	Multilevel Carparks (Operating)	114,000	117,800	121,400	124,900
145,800	Multilevel Carparks (R&M)	82,500	84,600	87,100	89,900
7,600	Ground Level Carparks	12,900	13,300	13,700	14,100
23,622	Loan 462 Interest Repay - Castle St Carpark Improv	16,132	8,163	914	0
747,334	Depreciation	762,577	785,454	809,018	833,289
<b>1,200,056</b>	<b>Total Operating Expenses</b>	<b>1,239,809</b>	<b>1,270,117</b>	<b>1,302,232</b>	<b>1,341,989</b>
<b>Capital Expenditure</b>					
111,783	Loan 462 Principal Repay - Castle St Carpark	119,192	127,075	66,672	0
15,000	Resealing of Carparks	15,750	16,500	17,350	18,200
300,000	S94 Coffs Harbour Car Parking	0	0	0	0
<b>426,783</b>	<b>Total Capital Expenditure</b>	<b>134,942</b>	<b>143,575</b>	<b>84,022</b>	<b>18,200</b>
<b>Transfer From Reserves</b>					
-747,334	Parking Tfr from - Depn Reserve	-762,577	-785,454	-809,018	-833,289
-300,000	Parking Tfr from - S94 Reserve	0	0	0	0
<b>-1,047,334</b>	<b>Total Transfer From Reserves</b>	<b>-762,577</b>	<b>-785,454</b>	<b>-809,018</b>	<b>-833,289</b>
<b>579,504</b>	<b>Total Parking</b>	<b>612,174</b>	<b>628,238</b>	<b>577,236</b>	<b>526,900</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Quarries</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>2013/14</b>	<b>Program Number 541</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
207,000	Costs of Production	276,800	285,100	293,700	302,500
6,900	Testing Lab Equipment	24,100	24,800	25,600	26,300
<b>213,900</b>	<b>Total Operating Expenses</b>	<b>300,900</b>	<b>309,900</b>	<b>319,300</b>	<b>328,800</b>
	<b>Operating Revenue</b>				
-213,900	Quarry Internal Income	-300,900	-309,900	-319,300	-328,800
<b>-213,900</b>	<b>Total Operating Revenue</b>	<b>-300,900</b>	<b>-309,900</b>	<b>-319,300</b>	<b>-328,800</b>
<b>0</b>	<b>Total Quarries</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

<b>Street &amp; Toilet Cleaning</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>2013/14</b>	<b>Program Number 543</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
<b>ADOPTED</b>					
	<b>Operating Expenses</b>				
389,500	Street Cleaning	426,800	437,900	449,300	461,000
294,100	Public Toilet Cleaning	311,600	319,700	328,000	336,500
9,300	Marina Public Toilet Cleaning	9,500	9,700	9,900	10,200
147,300	Harbour Drive Cleaning & Maintenance	144,900	149,300	153,700	158,400
<b>840,200</b>	<b>Total Operating Expenses</b>	<b>892,800</b>	<b>916,600</b>	<b>940,900</b>	<b>966,100</b>
<b>840,200</b>	<b>Total Street &amp; Toilet Cleaning</b>	<b>892,800</b>	<b>916,600</b>	<b>940,900</b>	<b>966,100</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Drainage Program Number 545	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
289,800	Drainage M&R	297,300	305,000	313,000	321,100
388,737	Loan 467 Interest Repayments - Drainage	376,594	364,579	349,791	334,882
350,117	Loan 468 Interest Repay \$6M - Drainage (rate variatic	309,117	265,573	217,321	165,881
2,794,767	Depreciation	3,212,620	3,308,998	3,408,268	3,510,516
<b>3,823,421</b>	<b>Total Operating Expenses</b>	<b>4,195,631</b>	<b>4,244,150</b>	<b>4,288,380</b>	<b>4,332,379</b>
	<b>Capital Expenditure</b>				
167,767	Loan 467 Principal Repay- Drainage	178,756	190,690	205,379	218,411
513,687	Loan 468 Principal Repay \$6M - Drainage (rate variat	553,384	596,609	644,507	694,825
759,605	Flood Mitigation Works (Renewal)	816,547	870,263	925,525	984,767
<b>1,441,060</b>	<b>Total Capital Expenditure</b>	<b>1,548,687</b>	<b>1,657,562</b>	<b>1,775,411</b>	<b>1,898,003</b>
	<b>Operating Revenue</b>				
-667,500	Stormwater Management Service Charge	-687,200	-694,100	-701,100	-708,100
-1,512,413	Special Rate Variation	-1,547,198	-1,593,614	-1,641,423	-1,690,666
-400,000	Interest on Investments	-195,000	-158,000	-147,500	-169,000
<b>-2,579,913</b>	<b>Total Operating Revenue</b>	<b>-2,429,398</b>	<b>-2,445,714</b>	<b>-2,490,023</b>	<b>-2,567,766</b>
	<b>Transfer To Reserves</b>				
400,000	Drainage Tfr to - Other Reserve	195,000	158,000	147,500	169,000
<b>400,000</b>	<b>Total Transfer To Reserves</b>	<b>195,000</b>	<b>158,000</b>	<b>147,500</b>	<b>169,000</b>
	<b>Transfer From Reserves</b>				
-2,794,767	Drainage Tfr from - Depn Reserve	-3,212,620	-3,308,998	-3,408,268	-3,510,516
<b>-2,794,767</b>	<b>Total Transfer From Reserves</b>	<b>-3,212,620</b>	<b>-3,308,998</b>	<b>-3,408,268</b>	<b>-3,510,516</b>
<b>289,800</b>	<b>Total Drainage</b>	<b>297,300</b>	<b>305,000</b>	<b>313,000</b>	<b>321,100</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Harbour & Jetty				
	Program Number 547	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
61,800	Boat Ramp Dredging	62,900	64,500	66,200	67,900
26,800	Boat Ramp Maintenance	27,600	28,400	29,200	30,100
81,300	Historical Jetty Routine Maint.	83,800	86,300	88,900	91,600
26,741	Depreciation	21,229	21,865	22,521	23,197
<b>196,641</b>	<b>Total Operating Expenses</b>	<b>195,529</b>	<b>201,065</b>	<b>206,821</b>	<b>212,797</b>
	<b>Transfer From Reserves</b>				
-26,741	Jetty Tfr from - Depn Reserve	-21,229	-21,865	-22,521	-23,197
<b>-26,741</b>	<b>Total Transfer From Reserves</b>	<b>-21,229</b>	<b>-21,865</b>	<b>-22,521</b>	<b>-23,197</b>
<b>169,900</b>	<b>Total Harbour &amp; Jetty</b>	<b>174,300</b>	<b>179,200</b>	<b>184,300</b>	<b>189,600</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	CityWorks - Private Works				
	Program Number 550	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
43,000	Howard Street Production	261,500	261,500	261,500	261,500
35,000	External Plant Hire Expenses	5,000	5,000	5,000	5,000
-104,100	Operations Branch Business Activities	-101,400	-104,600	-107,700	-111,000
262,600	Nana Lane Nursery Exp (Operating)	209,600	215,900	222,300	229,100
174,800	Morgans Rd Nursery Exp (Operating)	128,600	132,500	136,500	140,600
0	RFS Heavy Vehicle Servicing Expenses	86,600	86,600	86,600	86,600
<b>411,300</b>	<b>Total Operating Expenses</b>	<b>589,900</b>	<b>596,900</b>	<b>604,200</b>	<b>611,800</b>
	<b>Operating Revenue</b>				
0	RFS Heavy Vehicle Servicing Income	-86,600	-86,600	-86,600	-86,600
-35,000	External Plant Hire Income	-5,000	-5,000	-5,000	-5,000
-101,000	Howard Street Income	-261,500	-261,500	-261,500	-261,500
-131,100	Nana Lane Nursery Income	-79,500	-81,800	-84,300	-86,800
-144,200	Morgans Rd Nursery Income	-157,300	-162,000	-166,800	-171,900
<b>-411,300</b>	<b>Total Operating Revenue</b>	<b>-589,900</b>	<b>-596,900</b>	<b>-604,200</b>	<b>-611,800</b>
<b>0</b>	<b>Total CityWorks - Private Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Survey & Design	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 560				
	<b>Operating Expenses</b>				
1,591,784	Staff Costs-Salaries & Allowances	1,626,100	1,707,400	1,792,800	1,882,400
500	Staff Costs-FBT	500	515	530	545
112,029	Staff Costs Road Safety Officer	116,042	121,844	127,936	134,333
9,000	RSO Direct Program Costs	7,000	7,000	7,000	7,000
15,900	Plans of Management Expenses	16,400	16,900	17,400	17,900
81,100	Vehicle Running Expenses	85,900	88,500	91,100	93,800
14,000	Office Expenses	13,700	14,100	14,500	14,900
21,200	Equipment & Software Costs (Operating)	21,800	22,400	23,000	23,700
30,000	Roads Survey/Acquisition	30,000	30,000	30,000	30,000
12,000	Drainage Investigations	12,000	12,000	12,000	12,000
1,200	Flood Mitigation Membership	1,200	1,200	1,200	1,200
1,000	GPS Operating Expenses	1,000	1,000	1,000	1,000
0	EL Wlga Beach Rehab Project	10,000	0	0	0
39,000	EL Supporting Voluntary FOP Undertake Env Works i	0	0	0	0
24,000	EL Restoration of Grey Headed Flying Fox Camps in C	30,000	0	0	0
99,093	Depreciation	109,314	112,593	115,971	119,450
<b>2,051,806</b>	<b>Total Operating Expenses</b>	<b>2,080,956</b>	<b>2,135,452</b>	<b>2,234,437</b>	<b>2,338,228</b>
	<b>Capital Expenditure</b>				
4,000	Software Acquisition	4,000	4,000	4,000	4,000
25,000	Coastal Hazard & Estuary Projects (Renewal)	26,250	27,550	28,900	30,350
21,000	Roads & Traffic Signs - New	34,650	36,400	38,200	40,100
100,000	Sec 94 Cycleway - West Coffs Creek Reserve	100,000	0	0	0
250,000	S94 Flood Mitigation & Drainage Resv West Coffs UN	100,000	0	250,000	450,000
0	S94 North Boambee Stormwater Management UNALL	0	200,000	0	0
16,000	Traffic Facilities Renewal - Council Roads	11,550	12,125	12,730	13,365
15,000	Traffic Safety Improvements (Renewal)	10,500	11,000	11,550	12,100
10,000	Traffic Infrastructure Improvements (Renewal)	15,750	16,550	17,400	18,250
<b>441,000</b>	<b>Total Capital Expenditure</b>	<b>302,700</b>	<b>307,625</b>	<b>362,780</b>	<b>568,165</b>
	<b>Operating Revenue</b>				
-4,500	Grant - RSO Direct Program Costs	-3,500	-3,500	-3,500	-3,500
-63,517	Grant - Road Safety Officer	-59,200	-60,900	-62,800	-64,700
-25,600	Private Footpath Crossing	-26,400	-27,200	-28,000	-28,800
-1,500	Engineering Works Design	-1,600	-1,700	-1,800	-1,850
-2,200	Contribution from Water GPS Project	-2,250	-2,300	-2,400	-2,450
-2,200	Contribution from Sewer GPS Project	-2,250	-2,300	-2,400	-2,450
<b>-99,517</b>	<b>Total Operating Revenue</b>	<b>-95,200</b>	<b>-97,900</b>	<b>-100,900</b>	<b>-103,750</b>
	<b>Transfer From Reserves</b>				
-99,093	Design Tfr from - Depn Reserve	-109,314	-112,593	-115,971	-119,450

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Survey & Design Program Number 560	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
-350,000	Design Tfr from - S94 Reserve	-200,000	-200,000	-250,000	-450,000
-449,093	<b>Total Transfer From Reserves</b>	<b>-309,314</b>	<b>-312,593</b>	<b>-365,971</b>	<b>-569,450</b>
<b>1,944,196</b>	<b>Total Survey &amp; Design</b>	<b>1,979,142</b>	<b>2,032,584</b>	<b>2,130,346</b>	<b>2,233,193</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Street Lighting			
	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Program Number 562</b>			
	<b>Operating Expenses</b>			
907,200	977,200	1,035,800	1,097,900	1,163,900
<b>907,200</b>	<b>977,200</b>	<b>1,035,800</b>	<b>1,097,900</b>	<b>1,163,900</b>
	<b>Capital Expenditure</b>			
6,000	2,000	2,000	2,000	2,000
<b>6,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	<b>Operating Revenue</b>			
-151,000	-154,000	-157,000	-160,000	-164,800
<b>-151,000</b>	<b>-154,000</b>	<b>-157,000</b>	<b>-160,000</b>	<b>-164,800</b>
<b>762,200</b>	<b>825,200</b>	<b>880,800</b>	<b>939,900</b>	<b>1,001,100</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Contracts and Subdivisions				
	Program Number 570	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
465,641	Contracts Staff Costs	144,800	152,100	159,600	167,600
0	Subdivisions Staff Costs	327,000	343,400	360,500	378,500
26,600	Vehicle Running Expenses	20,800	21,400	22,100	22,700
11,250	Office Expenses	9,750	9,750	9,750	9,750
31,250	Supervision Minor Subdivision	3,650	3,770	3,880	4,000
<b>534,741</b>	<b>Total Operating Expenses</b>	<b>506,000</b>	<b>530,420</b>	<b>555,830</b>	<b>582,550</b>
	<b>Operating Revenue</b>				
-200	Sale of Documents & Search Fees	0	0	0	0
-99,100	Subdivisn Construction Certificate Fees	-73,600	-75,800	-78,100	-80,400
-7,950	Proj Management Supervision Income	0	0	0	0
<b>-107,250</b>	<b>Total Operating Revenue</b>	<b>-73,600</b>	<b>-75,800</b>	<b>-78,100</b>	<b>-80,400</b>
<b>427,491</b>	<b>Total Contracts and Subdivisions</b>	<b>432,400</b>	<b>454,620</b>	<b>477,730</b>	<b>502,150</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	General Untied Funding				
	Program Number 610	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Capital Expenditure</b>				
4,500,000	Developer Contributions In Kind Expense	4,500,000	4,635,000	4,774,050	4,917,300
<b>4,500,000</b>	<b>Total Capital Expenditure</b>	<b>4,500,000</b>	<b>4,635,000</b>	<b>4,774,050</b>	<b>4,917,300</b>
	<b>Operating Revenue</b>				
-7,160,170	Financial Assistance Grant	-7,061,600	-7,132,200	-7,203,500	-7,275,400
-28,078,472	General Rates	-28,814,210	-29,708,835	-30,630,840	-31,580,983
-833,250	Gen Rates Pensioner Subsidy	-841,583	-849,998	-858,498	-867,083
-1,127,810	Environmental Special Rate	-1,129,134	-1,198,148	-1,236,607	-1,276,077
-4,500	EL Pensioner Rebate Subsidy	-1,500	-1,400	-1,300	-1,200
-282,539	Coffs Hbr Regional Airport Dividend	-313,331	-430,000	-468,000	-499,000
-286,330	Extra Charges	-288,152	-291,033	-293,944	-296,882
-32,715	Dividend (Tax Equivalent) Water Fund	-34,315	-35,350	-36,400	-37,500
-77,350	Dividend (Tax Equivalent) Sewer Fund	-77,732	-80,060	-82,500	-85,000
-473,910	Plant Dividend	-488,128	-502,800	-517,800	-533,400
-600,000	Interest on Investment Revenue	-500,000	-400,000	-375,000	-400,000
-30,000	EL Interest on Investments Env Levy	-10,000	-15,000	-15,000	-15,000
-834,000	Interest on Invest Reserves	-676,000	-553,000	-511,000	-579,500
-400,000	Interest on Invest Sec 94	-450,000	-350,000	-325,000	-375,000
0	Southern Phone Company Dividend	-75,000	-75,000	-75,000	-75,000
<b>-40,221,046</b>	<b>Total Operating Revenue</b>	<b>-40,760,685</b>	<b>-41,622,824</b>	<b>-42,630,389</b>	<b>-43,897,025</b>
	<b>Capital Revenue</b>				
-4,500,000	Developer Contributions In Kind	-4,500,000	-4,635,000	-4,774,050	-4,917,300
-1,809,000	Developer Contributions Income (General Fund)	-1,809,000	-1,863,270	-1,919,168	-1,976,700
<b>-6,309,000</b>	<b>Total Capital Revenue</b>	<b>-6,309,000</b>	<b>-6,498,270</b>	<b>-6,693,218</b>	<b>-6,894,000</b>
	<b>Transfer To Reserves</b>				
5,000	Untied Funding Tfr to - Asset Maint/Replac Reserve	7,500	6,000	6,000	6,500
0	Untied Funding Tfr to - EDP Equip Reserve	10,000	8,500	8,000	9,000
79,823	Untied Funding Tfr to - Future Fund Reserve	90,072	86,640	86,790	94,120
38,000	Untied Funding Tfr to - Business Dev Reserve	50,000	40,000	37,500	42,500
380,000	Untied Funding Tfr to - Proj Contingency Reserve	25,000	20,000	18,500	20,000
172,000	Untied Funding Tfr to - ELE Reserve	245,000	200,000	185,000	212,500
6,000	Untied Funding Tfr to - Open Space Land Reserve	11,000	9,500	8,500	10,000
43,000	Untied Funding Tfr to - Future Road Network	35,000	30,000	26,000	30,000
2,209,000	Untied Funding Tfr to - S94 Reserve	2,259,000	2,213,270	2,244,168	2,351,700
32,000	Untied Funding Tfr to - Private Wks GF Reserve	70,000	55,000	55,000	60,000
90,000	Untied Funding Tfr to - Car Parking Upgrade Reserve	50,000	40,000	37,000	42,000
6,000	Untied Funding Tfr to - SH10 Garden Wks Reserve	8,000	7,000	6,000	7,000
4,000	Untied Funding Tfr to - Moonee Beach Rd Upgrade R	6,000	5,000	4,500	5,000
7,000	Untied Funding Tfr to - Pine Creek Handover Wks Res	100,000	85,000	75,000	85,000

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	General Untied Funding	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 610				
9,000	Untied Funding Tfr to - Other Reserve	8,500	7,000	6,500	7,500
<b>3,080,823</b>	<b>Total Transfer To Reserves</b>	<b>2,975,072</b>	<b>2,812,910</b>	<b>2,804,458</b>	<b>2,982,820</b>
	<b>Transfer From Reserves</b>				
-181,537	Untied Funding Tfr from - EL Reserve	-103,737	0	0	0
<b>-181,537</b>	<b>Total Transfer From Reserves</b>	<b>-103,737</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>-39,130,760</b>	<b>Total General Untied Funding</b>	<b>-39,698,350</b>	<b>-40,673,184</b>	<b>-41,745,099</b>	<b>-42,890,905</b>
<b>426,307</b>	<b>GENERAL FUND</b>	<b>-1,557</b>	<b>-1,301,586</b>	<b>-1,933,364</b>	<b>-1,709,766</b>

**WATER ACCOUNT**  
**DRAFT BUDGET FOR 2014/15**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	3,000	-	3,000	3,583,694	8,100	3,591,794	-	-	(3,588,794)
Maintenance & Operating	82,200	-	82,200	13,491,379	-	13,491,379	-	7,138,354	(6,270,825)
Miscellaneous	-	-	-	5,692,845	5,873,389	11,566,234	-	-	(11,566,234)
Capital Program	300,000	3,479,700	3,779,700	-	10,451,750	10,451,750	2,975,000	9,647,050	-
<b>TOTALS</b>	<b>385,200</b>	<b>3,479,700</b>	<b>3,864,900</b>	<b>22,767,918</b>	<b>16,333,239</b>	<b>39,101,157</b>	<b>2,975,000</b>	<b>16,785,404</b>	<b>(21,425,853)</b>
Untied Funding Available	18,866,818	-	18,866,818	-	-	-	678,500	-	18,188,318
<b>(DEFICIT) / SURPLUS</b>									<b>(3,237,535)</b>

**WATER ACCOUNT**  
**DRAFT BUDGET FOR 2015/16**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2015/2016
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	3,000	-	3,000	4,168,722	8,200	4,176,922	-	-	(4,173,922)
Maintenance & Operating	84,600	-	84,600	13,796,408	-	13,796,408	-	7,354,504	(6,357,304)
Miscellaneous	-	-	-	5,335,061	4,591,051	9,926,112	-	-	(9,926,112)
Capital Program	312,000	3,584,250	3,896,250	-	5,267,400	5,267,400	3,064,250	4,435,400	-
<b>TOTALS</b>	<b>399,600</b>	<b>3,584,250</b>	<b>3,983,850</b>	<b>23,300,191</b>	<b>9,866,651</b>	<b>33,166,842</b>	<b>3,064,250</b>	<b>11,789,904</b>	<b>(20,457,338)</b>
UNTIED FUNDING AVAILABLE	19,319,770		19,319,770				553,000	-	18,766,770
<b>(DEFICIT) / SURPLUS</b>									<b>(1,690,568)</b>

**WATER ACCOUNT**  
**DRAFT BUDGET FOR 2016/17**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	3,000	-	3,000	3,859,323	8,300	3,867,623	-	-	(3,864,623)
Maintenance & Operating	87,200	-	87,200	14,048,634	-	14,048,634	-	7,573,079	(6,388,355)
Miscellaneous	-	-	-	5,015,046	4,913,543	9,928,589	-	-	(9,928,589)
Capital Program	324,000	3,691,178	4,015,178	-	3,230,950	3,230,950	3,156,178	2,371,950	-
<b>TOTALS</b>	<b>414,200</b>	<b>3,691,178</b>	<b>4,105,378</b>	<b>22,923,003</b>	<b>8,152,793</b>	<b>31,075,796</b>	<b>3,156,178</b>	<b>9,945,029</b>	<b>(20,181,567)</b>
UNTIED FUNDING AVAILABLE	19,749,129	-	19,749,129	-	-	-	502,500	-	19,246,629
<b>(DEFICIT) / SURPLUS</b>									<b>(934,938)</b>

**WATER ACCOUNT**  
**DRAFT BUDGET FOR 2017/18**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		ESTIMATED 2017/2018
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	3,000	-	3,000	3,995,968	8,400	4,004,368	-	-	(4,001,368)
Maintenance & Operating	89,700	-	89,700	14,471,103	-	14,471,103	-	7,800,272	(6,581,131)
Miscellaneous	-	-	-	4,673,856	5,257,115	9,930,971	-	-	(9,930,971)
Capital Program	337,000	3,707,178	4,044,178	-	3,350,650	3,350,650	3,156,178	2,462,650	-
<b>TOTALS</b>				<b>23,140,927</b>	<b>8,616,165</b>	<b>31,757,092</b>	<b>3,156,178</b>	<b>10,262,922</b>	<b>(20,513,470)</b>
UNTIED FUNDING AVAILABLE	20,698,829		20,698,829	-	-	-	578,000	-	20,120,829
<b>(DEFICIT) / SURPLUS</b>									<b>(392,641)</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT</b>					
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>
	<b><u>Capital Program</u></b>				
2,938,000	Developer Contributions - S64	2,975,000	3,064,250	3,156,178	3,156,178
<b>2,938,000</b>	<b>Total</b>	<b>2,975,000</b>	<b>3,064,250</b>	<b>3,156,178</b>	<b>3,156,178</b>
	<b><u>Untied Funding Program</u></b>				
300,000	Interest on Investments - Reserves	675,000	550,000	500,000	575,000
10,000	Interest on Investments - S64	3,500	3,000	2,500	3,000
<b>310,000</b>	<b>Total</b>	<b>678,500</b>	<b>553,000</b>	<b>502,500</b>	<b>578,000</b>
<b>3,248,000</b>	<b>Total Income to be Restricted</b>	<b>3,653,500</b>	<b>3,617,250</b>	<b>3,658,678</b>	<b>3,734,178</b>
<b>BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT</b>					
<b>Adopted 2013/14</b>	<b>Item</b>	<b>Estimate 2014/15</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>	<b>Estimate 2017/18</b>
	<b><u>Maintenance &amp; Operating</u></b>				
6,088,861	Depreciation	7,138,354	7,354,504	7,573,079	7,800,272
<b>6,088,861</b>	<b>Total</b>	<b>7,138,354</b>	<b>7,354,504</b>	<b>7,573,079</b>	<b>7,800,272</b>
	<b><u>Capital Program</u></b>				
3,000,000	8ML Reservoir at Unwins Rd				
2,372,500	Moonee to Emerald Trunk Main	2,272,500			
2,500,000	Karangi Dam to Red Hill Balance Tank Dupl	2,500,000			
800,000	Reticulation Mains from Strategy - S64	700,000	700,000	728,000	757,000
200,000	Shepherds Lane Reservoir - S64		2,500,000		
750,000	Relocate Lime Plant	750,000			
300,000	Reservoir Renewals	300,000	400,000	100,000	104,000
100,000	Dams Rehabilitation	104,000	108,000	112,000	117,000
1,000,000	Mains Renewal	500,000	500,000	1,200,000	1,248,000
50,000	Mains Extension	51,500	53,000	54,600	56,300
45,000	Minor Plant	46,350	48,000	48,000	48,000
25,000	New Plant/Vehicles	25,750	28,000	28,000	28,000
300,000	Telemetry Equipment	350,000	50,000	51,500	53,000
20,000	Minor Works	20,600	21,200	21,900	22,500
5,000	Easements	5,150	5,300	5,450	5,650
55,000	Coramba Water Main	2,000,000			
20,600	Network Analysis	21,200	21,900	22,500	23,200
<b>11,543,100</b>	<b>Total</b>	<b>9,647,050</b>	<b>4,435,400</b>	<b>2,371,950</b>	<b>2,462,650</b>
<b>17,631,961</b>	<b>Total Expenditure from Restricted</b>	<b>16,785,404</b>	<b>11,789,904</b>	<b>9,945,029</b>	<b>10,262,922</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Water Management Exps	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 710				
	<b>Operating Expenses</b>				
1,810,350	Contribution to Administration	1,884,408	1,940,940	1,999,170	2,059,100
32,715	Dividend to General A/C (Tax Equivalent)	34,315	35,350	36,400	37,500
2,200	Contribution to IT - GPS Project	2,250	2,300	2,400	2,450
17,600	Contrib Developer Serviv Plan Admin	17,900	18,200	18,500	18,800
5,000	Water Quality Monitoring	5,100	5,200	5,300	5,400
50,000	Cont'n to EL Orara River Works Env Man	50,000	50,000	50,000	50,000
27,600	Contribution Works Depot Upgrade	28,400	29,300	30,200	31,100
1,051,905	Engineering Salaries & Allowances	1,041,400	1,093,500	1,148,200	1,205,500
450,000	Water Strategy	0	450,000	0	0
333,965	Meter Reading Cont to Finance Mngt	319,201	337,332	356,303	366,918
500	Staff Costs - FBT	500	500	500	500
62,850	Vehicle Running Expenses	57,820	59,500	61,350	63,200
66,700	Other Management Expenses	68,700	70,800	72,900	75,100
11,000	Water Directorate	11,300	11,600	11,900	12,300
11,200	Developer Contributions Plan Review	11,500	11,800	12,200	12,500
49,400	Strategic Plans and Financial Plan	50,900	52,400	54,000	55,600
50,000	Water & Sewer Data Management	0	0	0	0
<b>4,032,985</b>	<b>Total Operating Expenses</b>	<b>3,583,694</b>	<b>4,168,722</b>	<b>3,859,323</b>	<b>3,995,968</b>
	<b>Capital Expenditure</b>				
7,867	Equipment Acquisition	8,100	8,200	8,300	8,400
<b>7,867</b>	<b>Total Capital Expenditure</b>	<b>8,100</b>	<b>8,200</b>	<b>8,300</b>	<b>8,400</b>
	<b>Operating Revenue</b>				
-3,000	Administration Charges Income	-3,000	-3,000	-3,000	-3,000
<b>-3,000</b>	<b>Total Operating Revenue</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,000</b>
<b>4,037,852</b>	<b>Total Water Management Exps</b>	<b>3,588,794</b>	<b>4,173,922</b>	<b>3,864,623</b>	<b>4,001,368</b>



**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Water Maintenance & Operating	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	Program Number 720				
	<b>Operating Expenses</b>				
371,500	Dams (Operating)	382,600	394,100	405,900	418,100
301,900	Reservoirs (Operating)	311,000	320,300	329,900	339,800
21,800	Boambee/ Emerald Chlorination Plant (Operating)	22,500	23,200	23,900	24,600
360,500	Pumping Stations (Operating)	371,300	382,500	393,900	405,700
100,000	Nana Glen Water Supply	133,000	136,000	139,000	142,000
51,400	Coramba Water Supply	52,900	20,000	20,000	20,000
1,607,700	Water Treatment Expenses	1,625,900	1,675,600	1,726,800	1,779,500
1,572,400	Mains Maintenance	1,835,100	1,824,000	1,718,200	1,769,700
61,200	Catchment Areas & Weirs	63,000	64,900	66,800	68,900
25,100	Country Energy - Nymboida Fish Ladder	25,900	26,700	27,500	28,300
73,200	Country Energy - Nymboida Infrastr Maint	75,400	77,700	80,000	82,400
411,600	Water Efficiency	418,924	430,404	445,255	460,647
109,300	Raw Water Purchases	112,600	116,000	119,500	123,000
75,600	Water Quality Monitoring	77,900	80,200	82,600	85,084
7,600	Meter Disconnect Reconnections	7,800	8,000	8,200	8,400
659,800	RWS - Operations	679,600	700,000	721,000	742,600
43,500	Meter Repairs	44,800	46,100	47,500	48,900
30,800	Telemetry	31,700	32,700	33,700	34,700
16,400	Contributions to Works	16,900	17,400	17,900	18,400
3,100	Mains Locations Other Authorities	3,200	3,300	3,400	3,500
10,200	Backflow Prevention	10,500	10,800	11,100	11,500
1,300	Meter Testing Consumer Request	1,300	1,300	1,300	1,300
41,200	Standpipe Water	42,400	43,700	45,000	46,400
6,600	Pressure Test Fees	6,800	7,000	7,200	7,400
6,088,861	Depreciation	7,138,354	7,354,504	7,573,079	7,800,272
<b>12,052,561</b>	<b>Total Operating Expenses</b>	<b>13,491,378</b>	<b>13,796,408</b>	<b>14,048,634</b>	<b>14,471,103</b>
	<b>Operating Revenue</b>				
-5,700	Pressure Test Fees	-5,900	-6,100	-6,300	-6,500
-400	Meter Testing Consumer Request	-400	-400	-400	-400
-10,300	Meter Disconnect/Reconnect Fees	-10,600	-10,900	-11,300	-11,600
-3,800	Water Backflow Prev Lic & Testing	-3,900	-4,000	-4,100	-4,200
-1,500	Mains Locations Other Authorities	-1,500	-1,500	-1,500	-1,500
-27,300	Contributions to Works	-28,100	-28,900	-29,800	-30,700
-30,900	Standpipe Water Sales	-31,800	-32,800	-33,800	-34,800
<b>-79,900</b>	<b>Total Operating Revenue</b>	<b>-82,200</b>	<b>-84,600</b>	<b>-87,200</b>	<b>-89,700</b>
	<b>Transfer From Reserves</b>				
-6,088,861	Water Maint tfr from - Dep'n Reserve	-7,138,354	-7,354,504	-7,573,079	-7,800,272
<b>-6,088,861</b>	<b>Total Transfer From Reserves</b>	<b>-7,138,354</b>	<b>-7,354,504</b>	<b>-7,573,079</b>	<b>-7,800,272</b>



**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Water Miscellaneous Program Number 730	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
144,200	Payroll Tax	148,500	153,000	157,600	162,300
5,977,366	Loan Interest Repayments	5,516,246	5,153,161	4,827,646	4,480,856
27,300	Professional Dev/Subs and Seminars	28,100	28,900	29,800	30,700
<b>6,148,866</b>	<b>Total Operating Expenses</b>	<b>5,692,845</b>	<b>5,335,061</b>	<b>5,015,046</b>	<b>4,673,856</b>
	<b>Capital Expenditure</b>				
7,030,201	Loan Principal Repayments	5,873,389	4,591,051	4,913,543	5,257,115
<b>7,030,201</b>	<b>Total Capital Expenditure</b>	<b>5,873,389</b>	<b>4,591,051</b>	<b>4,913,543</b>	<b>5,257,115</b>
<b>13,179,067</b>	<b>Total Water Miscellaneous</b>	<b>11,566,235</b>	<b>9,926,112</b>	<b>9,928,589</b>	<b>9,930,971</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Water Capital Expenditure				
	Program Number 740	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Capital Expenditure</b>				
3,000,000	Wlga High Areas - Water Distribution Improvements (	0	0	0	0
300,000	Reservoir Renewals	300,000	400,000	100,000	104,000
200,000	Shepherds Lane Reservoirs (Land) S64	0	2,500,000	0	0
800,000	Reticulation Mains from Strategy - S64	700,000	700,000	728,000	757,000
1,000,000	Mains Renewal	500,000	500,000	1,200,000	1,248,000
50,000	Mains Extension (Renewal)	51,500	53,000	54,600	56,300
300,000	Service Connections	300,000	312,000	324,000	337,000
25,000	New Plant/Vehicles	25,750	28,000	28,000	28,000
20,600	Network Analysis	21,200	21,900	22,500	23,200
45,000	Minor Plant	46,350	48,000	48,000	48,000
100,000	Dams Rehabilitation	104,000	108,000	112,000	117,000
300,000	Telemetry Equipment & Meters	350,000	50,000	51,500	53,000
20,000	Minor Works (Renewal)	20,600	21,200	21,900	22,500
5,000	Easements (Renewal)	5,150	5,300	5,450	5,650
55,000	Coramba Water Main (Renewal)	2,000,000	0	0	0
490,000	Developer Cont'n In Kind Expenses (Water)	504,700	520,000	535,000	551,000
750,000	Relocate Lime Plant (Renewal)	750,000	0	0	0
2,372,500	Moonee to Emerald Trunk Main MNTL (Renewal)	2,272,500	0	0	0
2,500,000	Karangri Dam to Red Hill Bal Tank Duplication (Renew	2,500,000	0	0	0
<b>12,333,100</b>	<b>Total Capital Expenditure</b>	<b>10,451,750</b>	<b>5,267,400</b>	<b>3,230,950</b>	<b>3,350,650</b>
	<b>Operating Revenue</b>				
-300,000	Service Connections	-300,000	-312,000	-324,000	-337,000
<b>-300,000</b>	<b>Total Operating Revenue</b>	<b>-300,000</b>	<b>-312,000</b>	<b>-324,000</b>	<b>-337,000</b>
	<b>Capital Revenue</b>				
-2,938,000	Contributions - S64 New Mains	-2,975,000	-3,064,250	-3,156,178	-3,156,178
-490,000	Developer Cont'n In Kind Income (Water)	-504,700	-520,000	-535,000	-551,000
<b>-3,428,000</b>	<b>Total Capital Revenue</b>	<b>-3,479,700</b>	<b>-3,584,250</b>	<b>-3,691,178</b>	<b>-3,707,178</b>
	<b>Transfer To Reserves</b>				
2,938,000	Water Cap tfr to - Water & Sewer Reserve	2,975,000	3,064,250	3,156,178	3,156,178
<b>2,938,000</b>	<b>Total Transfer To Reserves</b>	<b>2,975,000</b>	<b>3,064,250</b>	<b>3,156,178</b>	<b>3,156,178</b>
	<b>Transfer From Reserves</b>				
-8,445,600	Water Capital tfr from - Unexpended Loan Reserve	-6,394,800	-2,397,900	-98,500	-99,200
-3,097,500	Water Capital tfr from - Water & Sewer Reserve	-3,252,250	-2,037,500	-2,273,450	-2,363,450
<b>-11,543,100</b>	<b>Total Transfer From Reserves</b>	<b>-9,647,050</b>	<b>-4,435,400</b>	<b>-2,371,950</b>	<b>-2,462,650</b>
<b>0</b>	<b>Total Water Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Water Untied Funding				
	Program Number 790	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Revenue</b>				
-3,983,590	Access Charges	-4,066,783	-4,219,072	-4,373,833	-4,560,222
-256,153	Pensioner Subsidy	-253,310	-256,064	-258,848	-261,719
-13,057,534	Water Usage Charges	-13,043,225	-13,591,634	-14,013,948	-14,573,888
-1,250,000	Interest on Investments Revenue	-825,000	-700,000	-600,000	-725,000
-300,000	Interest on Investments Reserves	-675,000	-550,000	-500,000	-575,000
-10,000	Interest on Investments Sec 64	-3,500	-3,000	-2,500	-3,000
<b>-18,857,277</b>	<b>Total Operating Revenue</b>	<b>-18,866,818</b>	<b>-19,319,770</b>	<b>-19,749,129</b>	<b>-20,698,829</b>
	<b>Transfer To Reserves</b>				
310,000	Water Untied Funding tfr to - Water & Sewer Reserve	678,500	553,000	502,500	578,000
<b>310,000</b>	<b>Total Transfer To Reserves</b>	<b>678,500</b>	<b>553,000</b>	<b>502,500</b>	<b>578,000</b>
<b>-18,547,277</b>	<b>Total Water Untied Funding</b>	<b>-18,188,318</b>	<b>-18,766,770</b>	<b>-19,246,629</b>	<b>-20,120,829</b>
<b>4,553,442</b>	<b>WATER FUND</b>	<b>3,237,535</b>	<b>1,690,568</b>	<b>934,938</b>	<b>392,641</b>

**SEWER ACCOUNT**  
**DRAFT BUDGET FOR 2014/15**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2014/2015
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	1,126	-	1,126	4,267,194	10,000	4,277,194	-	-	(4,276,068)
Maintenance & Operating	950,800	-	950,800	22,195,329	-	22,195,329	-	12,198,079	(9,046,450)
Miscellaneous	-	-	-	7,060,190	8,671,952	15,732,142	-	-	(15,732,142)
Capital Program	-	4,945,787	4,945,787	-	9,617,300	9,617,300	2,845,787	7,517,300	-
<b>TOTALS</b>	<b>951,926</b>	<b>4,945,787</b>	<b>5,897,713</b>	<b>33,522,713</b>	<b>18,299,252</b>	<b>51,821,965</b>	<b>2,845,787</b>	<b>19,715,379</b>	<b>(29,054,660)</b>
Untied Funding Available	27,320,435	-	27,320,435	-	-	-	802,000	-	26,518,435
<b>(DEFICIT) / SURPLUS</b>									<b>(2,536,225)</b>

**SEWER ACCOUNT**  
**DRAFT BUDGET FOR 2015/16**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2015/2016
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	1,160	-	1,160	4,719,240	10,000	4,729,240	-	-	(4,728,080)
Maintenance & Operating	980,728	-	980,728	22,779,123	-	22,779,123	-	12,564,022	(9,234,373)
Miscellaneous	-	-	-	6,483,639	8,685,979	15,169,618	-	-	(15,169,618)
Capital Program	-	4,945,787	4,945,787	-	9,617,300	9,617,300	2,845,787	7,517,300	-
<b>TOTALS</b>	<b>981,888</b>	<b>4,945,787</b>	<b>5,927,675</b>	<b>33,982,002</b>	<b>18,313,279</b>	<b>52,295,281</b>	<b>2,845,787</b>	<b>20,081,322</b>	<b>(29,132,071)</b>
UNTIED FUNDING AVAILABLE	27,879,946	-	27,879,946	-	-	-	652,000		27,227,946
<b>(DEFICIT) / SURPLUS</b>									<b>(1,904,125)</b>

**SEWER ACCOUNT**  
**DRAFT BUDGET FOR 2016/17**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2016/2017
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	1,194	-	1,194	4,577,400	10,000	4,587,400	-	-	(4,586,206)
Maintenance & Operating	993,068	-	993,068	23,533,641	-	23,533,641	-	12,940,942	(9,599,631)
Miscellaneous	-	-	-	5,971,170	6,037,280	12,008,450	-	-	(12,008,450)
Capital Program	-	3,969,096	3,969,096	-	4,298,300	4,298,300	3,019,096	3,348,300	-
<b>TOTALS</b>	<b>994,262</b>	<b>3,969,096</b>	<b>4,963,358</b>	<b>34,082,211</b>	<b>10,345,580</b>	<b>44,427,791</b>	<b>3,019,096</b>	<b>16,289,242</b>	<b>(26,194,287)</b>
UNTIED FUNDING AVAILABLE	28,746,067	-	-	-	-	-	601,500	-	28,144,567
<b>(DEFICIT) / SURPLUS</b>									<b>1,950,280</b>



**SEWER ACCOUNT**  
**DRAFT BUDGET FOR 2017/18**

	INCOME			EXPENDITURE			RESTRICTED TRANSFERS		NET COST ESTIMATED 2017/2018
	Operating	Capital	Total	Operating	Capital	Total	Transfer to	Transfer From	
<b>DIVISION</b>									
Management Expenses	1,230	-	1,230	4,741,365	10,000	4,751,365	-	-	(4,750,135)
Maintenance & Operating	1,024,161	-	1,024,161	24,239,470	-	24,239,470	-	13,329,171	(9,886,138)
Miscellaneous	-	-	-	5,553,758	6,461,252	12,015,010	-	-	(12,015,010)
Capital Program	-	3,869,096	3,869,096	-	4,285,900	4,285,900	3,019,096	3,435,900	-
<b>TOTALS</b>	<b>1,025,391</b>	<b>3,869,096</b>	<b>4,894,487</b>	<b>34,534,593</b>	<b>10,757,152</b>	<b>45,291,745</b>	<b>3,019,096</b>	<b>16,765,071</b>	<b>(26,651,283)</b>
UNTIED FUNDING AVAILABLE	29,998,531	-	-	-	-	-	651,800	-	29,346,731
<b>(DEFICIT) / SURPLUS</b>									<b>2,695,448</b>

<b>BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT</b>					
Adopted 2013/14	Item	Estimate 2014/15	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18
<b>Capital Program</b>					
2,762,900	Developer Contributions - Sec 64	2,845,787	2,931,161	3,019,096	3,019,096
<b>2,762,900</b>	<b>Total</b>	<b>2,845,787</b>	<b>2,931,161</b>	<b>3,019,096</b>	<b>3,019,096</b>
<b>Untied Funding Program</b>					
800,000	Interest on Investments - Reserves	800,000	650,000	600,000	650,000
10,000	Interest on Investments - S64	2,000	2,000	1,500	1,800
<b>810,000</b>	<b>Total</b>	<b>802,000</b>	<b>652,000</b>	<b>601,500</b>	<b>651,800</b>
<b>3,572,900</b>	<b>Total Income to be Restricted</b>	<b>3,647,787</b>	<b>3,583,161</b>	<b>3,620,596</b>	<b>3,670,896</b>

<b>BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT</b>					
Adopted 2013/14	Item	Estimate 2014/15	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18
<b>Maintenance &amp; Operating</b>					
6,993,049	Depreciation	12,198,079	12,564,022	12,940,942	13,329,171
<b>6,993,049</b>	<b>Total</b>	<b>12,198,079</b>	<b>12,564,022</b>	<b>12,940,942</b>	<b>13,329,171</b>
<b>Capital Program</b>					
150,000	Woolgoolga Treatment Works Upgrade	100,000			
8,071,995	Sawtell Pump Station & Pipework				
2,000,000	Reclaimed Water Pipeline Stage 2/3	2,000,000			
1,000,000	Sewer Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000
175,000	Telemetry	40,000	21,800	22,500	38,200
41,600	Minor Sewer Extensions	0	0	0	0
185,000	Corindi 150mm Rising Main	250,000			
150,000	Buildings - Generators				
1,500,000	New Rising Main - Nth Bonville to SPS	1,500,000			
2,200,000	Pumps, Mech Equip Renew & Pump Station Upgrade	1,700,000	1,700,000	1,751,000	1,804,000
104,000	Minor Treatment Works	108,000	112,000	117,000	122,000
85,000	New Plant & Equipment	43,300	45,000	46,800	48,700
25,000	New Vehicles	26,000	26,000	27,000	28,000
0	Coffs WRP Sludge Bins	180,000			
50,000	Minor Works	50,000	52,000	53,000	54,000
280,000	S64 Works General	500,000	300,000	310,000	320,000
20,000	Network Analysis	20,000	20,000	21,000	21,000
<b>16,037,595</b>	<b>Total</b>	<b>7,517,300</b>	<b>3,276,800</b>	<b>3,348,300</b>	<b>3,435,900</b>
<b>23,030,644</b>	<b>Total Expenditure from Restricted</b>	<b>19,715,379</b>	<b>15,840,822</b>	<b>16,289,242</b>	<b>16,765,071</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sewer Management Expenses				
	Program Number 810	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
2,583,878	Contribution to Administration	2,703,420	2,784,500	2,868,100	2,954,100
58,800	Cont'n to Sullage Collection Contract Chg	60,600	62,400	64,300	66,200
77,350	Dividend to General Account (Tax Equival	77,732	80,060	82,500	85,000
2,200	Contribution to IT - GPS Project	2,250	2,300	2,400	2,450
17,600	Contrib Developer Servc Plan Admin	17,900	18,200	18,500	18,800
1,240,397	Engineering Staff Costs-Sal/Allow	1,255,900	1,318,700	1,384,600	1,453,900
546	Engineering Staff Costs-FBT	562	580	600	615
300,000	Sewerage Strategy	0	300,000	0	0
25,000	Contribution to Works Depot	25,000	25,000	25,000	25,000
64,350	Vehicle Running Expenses	60,430	62,200	64,100	66,000
3,900	Advertising & Public Awareness	4,000	4,100	4,200	4,300
11,400	Water Directorate	11,700	12,100	12,500	12,900
46,300	Sundry Expenses	47,700	49,100	50,600	52,100
<b>4,431,721</b>	<b>Total Operating Expenses</b>	<b>4,267,194</b>	<b>4,719,240</b>	<b>4,577,400</b>	<b>4,741,365</b>
	<b>Capital Expenditure</b>				
10,000	Equipment Acquisition	10,000	10,000	10,000	10,000
<b>10,000</b>	<b>Total Capital Expenditure</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	<b>Operating Revenue</b>				
-1,093	Administration Charges Income	-1,126	-1,160	-1,194	-1,230
<b>-1,093</b>	<b>Total Operating Revenue</b>	<b>-1,126</b>	<b>-1,160</b>	<b>-1,194</b>	<b>-1,230</b>
<b>4,440,628</b>	<b>Total Sewer Management Expenses</b>	<b>4,276,068</b>	<b>4,728,080</b>	<b>4,586,206</b>	<b>4,750,135</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sewer Maintenance & Operating				
	Program Number 820	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
4,850,000	Treatment Works (Operating)	4,850,000	4,850,000	5,000,000	5,150,000
957,000	Sewers (Operating)	984,200	1,012,200	1,041,100	1,072,300
51,500	Pump Outs Sullage Collection	53,000	54,600	56,300	58,000
26,200	Reuse Pipework	27,000	27,800	28,600	29,500
2,855,000	Pumping Stations (Operating)	3,247,750	3,410,100	3,580,600	3,688,000
61,200	Telemetry (Operating)	63,000	64,900	66,900	68,900
32,800	External Works	33,800	34,800	35,800	36,800
65,600	Mobile Sludge Dewatering Plant Expenses	67,600	69,600	71,700	73,800
196,700	Trade Waste Inspection	202,600	208,700	215,000	221,400
26,200	Trade Waste for Bellingen Council	27,000	27,800	28,600	29,400
54,600	Reuse Operating (Reservoirs & Pump Stations)	56,200	57,900	59,600	61,400
319,300	Morgans Rd Farm	328,900	338,800	348,900	359,400
54,600	Deep Sea Release	56,200	57,900	59,600	61,400
6,993,049	Depreciation	12,198,079	12,564,022	12,940,942	13,329,171
<b>16,543,749</b>	<b>Total Operating Expenses</b>	<b>22,195,329</b>	<b>22,779,122</b>	<b>23,533,642</b>	<b>24,239,471</b>
	<b>Operating Revenue</b>				
-537,703	Trade Waste Annual & Usage Charges	-468,724	-484,302	-498,738	-515,181
-3,300	Trade Waste Application Fees	-3,400	-3,500	-3,600	-3,700
-30,600	Trade Waste for Bellingen Council	-31,500	-32,400	-33,400	-34,400
-35,640	Sullage Collection Charges	-37,076	-38,226	-39,330	-40,480
-111,200	Effluent Disposal Charge Contractor	-114,500	-117,900	-121,400	-125,100
-32,800	Contribution to External Works	-33,800	-34,800	-35,800	-36,800
-98,300	Fruit Sales from Morgans Rd Farm	-101,200	-104,200	-107,300	-110,500
-23,700	Lease Morgans Rd Farm	-24,400	-25,100	-25,800	-26,500
-116,900	Mobile Sludge Dewatering Plant Income	-120,400	-124,000	-127,700	-131,500
-15,300	Property Rental Income - Corindi	-15,800	-16,300	0	0
<b>-1,005,443</b>	<b>Total Operating Revenue</b>	<b>-950,800</b>	<b>-980,728</b>	<b>-993,068</b>	<b>-1,024,161</b>
	<b>Transfer From Reserves</b>				
-6,993,049	Sewer Maint tfr from - Dep'n Reserve	-12,198,079	-12,564,022	-12,940,942	-13,329,171
<b>-6,993,049</b>	<b>Total Transfer From Reserves</b>	<b>-12,198,079</b>	<b>-12,564,022</b>	<b>-12,940,942</b>	<b>-13,329,171</b>
<b>8,545,257</b>	<b>Total Sewer Maintenance &amp; Operating</b>	<b>9,046,450</b>	<b>9,234,372</b>	<b>9,599,632</b>	<b>9,886,139</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sewer Miscellaneous  Program Number 830	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Expenses</b>				
202,764	Payroll Tax	208,337	214,587	221,025	227,655
87,418	Insurance Premiums	90,041	92,742	95,524	98,390
7,277,135	Loan Interest Repayments	6,718,224	6,131,414	5,608,378	5,180,082
27,319	Professional Dev/Seminars Subs	28,139	28,983	29,852	30,748
15,000	Asset Register	15,450	15,914	16,391	16,883
<b>7,609,636</b>	<b>Total Operating Expenses</b>	<b>7,060,190</b>	<b>6,483,639</b>	<b>5,971,170</b>	<b>5,553,758</b>
	<b>Capital Expenditure</b>				
8,068,440	Sewer Fund Loan Repayments Principal	8,671,952	8,685,979	6,037,280	6,461,252
<b>8,068,440</b>	<b>Total Capital Expenditure</b>	<b>8,671,952</b>	<b>8,685,979</b>	<b>6,037,280</b>	<b>6,461,252</b>
<b>15,678,076</b>	<b>Total Sewer Miscellaneous</b>	<b>15,732,142</b>	<b>15,169,618</b>	<b>12,008,450</b>	<b>12,015,010</b>

**COFFS HARBOUR CITY COUNCIL**  
**DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sewer Capital Program				
	Program Number	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>840</b>				
	<b>Capital Expenditure</b>				
1,000,000	Sewer Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000
41,600	Minor Sewer Extensions (Renewal)	0	0	0	0
175,000	Telemetry (Renewal)	40,000	21,800	22,500	38,200
2,200,000	Pumps, Mech Equip & Rising Mains Renewals	1,700,000	1,700,000	1,751,000	1,804,000
150,000	Treatment Wks Upgrade Stg 2 (Renewal)	100,000	0	0	0
2,000,000	Reclaimed Water Pipeline Stage 2 (Renewal)	2,000,000	0	0	0
104,000	Minor Treatment Works (Renewal)	108,000	112,000	117,000	122,000
50,000	Minor Sewer Works (Renewal)	50,000	52,000	53,000	54,000
9,206,943	Sawtell Pump Station & Pipework (Renewal)	0	0	0	0
150,000	Building Generators (Renewal)	0	0	0	0
85,000	New Plant & Equipment	43,300	45,000	46,800	48,700
25,000	New Vehicle	26,000	26,000	27,000	28,000
0	Coffs WRP Sludge Bins (Renewal)	180,000	0	0	0
1,050,000	Developer Cont'n In Kind Expense (Sewer)	2,100,000	2,163,000	950,000	850,000
20,000	Network Analysis (Renewal)	20,000	20,000	21,000	21,000
185,000	Corindi 150mm Rising Main (Sec 64)	250,000	0	0	0
280,000	S64 Works General	500,000	300,000	310,000	320,000
1,500,000	S64 Rising Main - Nth Bonville to SPS	1,500,000	0	0	0
<b>18,222,543</b>	<b>Total Capital Expenditure</b>	<b>9,617,300</b>	<b>5,439,800</b>	<b>4,298,300</b>	<b>4,285,900</b>
	<b>Capital Revenue</b>				
-2,762,900	Developer Contributions Section 64	-2,845,787	-2,931,161	-3,019,096	-3,019,096
-1,134,948	CTWSS Stage 3 Grant	0	0	0	0
-1,050,000	Developer Cont'n In Kind Income (Sewer)	-2,100,000	-2,163,000	-950,000	-850,000
<b>-4,947,848</b>	<b>Total Capital Revenue</b>	<b>-4,945,787</b>	<b>-5,094,161</b>	<b>-3,969,096</b>	<b>-3,869,096</b>
	<b>Transfer To Reserves</b>				
2,762,900	Sewer Cap tfr to - Water & Sewer Reserve	2,845,787	2,931,161	3,019,096	3,019,096
<b>2,762,900</b>	<b>Total Transfer To Reserves</b>	<b>2,845,787</b>	<b>2,931,161</b>	<b>3,019,096</b>	<b>3,019,096</b>
	<b>Transfer From Reserves</b>				
-11,441,995	Sewer Cap tfr from - Unexp Loan Reserve	-2,734,300	-143,000	-147,800	-151,700
-4,595,600	Sewer Cap tfr from - Water & Sewer Reserve	-4,783,000	-3,133,800	-3,200,500	-3,284,200
<b>-16,037,595</b>	<b>Total Transfer From Reserves</b>	<b>-7,517,300</b>	<b>-3,276,800</b>	<b>-3,348,300</b>	<b>-3,435,900</b>
<b>0</b>	<b>Total Sewer Capital Program</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COFFS HARBOUR CITY COUNCIL  
DRAFT 4 YEAR DETAILED BUDGET**

2013/14 ADOPTED	Sewer Untied Funding				
	Program Number 890	2014/15 ESTIMATE	2015/16 ESTIMATE	2016/17 ESTIMATE	2017/18 ESTIMATE
	<b>Operating Revenue</b>				
-21,822,591	Access Charges	-22,479,883	-23,421,544	-24,354,702	-25,336,983
-1,600,540	Usage Charges	-1,434,244	-1,476,018	-1,532,970	-1,582,194
-258,324	Pensioner Subsidy	-258,324	-260,907	-263,516	-263,516
-567,280	Non Ratable Charges	-595,984	-619,477	-643,379	-664,038
-1,250,000	Interest on Investments Revenue	-1,750,000	-1,450,000	-1,350,000	-1,500,000
-800,000	Interest on Investments Reserves	-800,000	-650,000	-600,000	-650,000
-10,000	Interest on Investments - Sec 64	-2,000	-2,000	-1,500	-1,800
<b>-26,308,735</b>	<b>Total Operating Revenue</b>	<b>-27,320,435</b>	<b>-27,879,946</b>	<b>-28,746,067</b>	<b>-29,998,531</b>
	<b>Transfer To Reserves</b>				
810,000	Sewer Untied Funding tfr to - Water & Sewer Reserve	802,000	652,000	601,500	651,800
<b>810,000</b>	<b>Total Transfer To Reserves</b>	<b>802,000</b>	<b>652,000</b>	<b>601,500</b>	<b>651,800</b>
<b>-25,498,735</b>	<b>Total Sewer Untied Funding</b>	<b>-26,518,435</b>	<b>-27,227,946</b>	<b>-28,144,567</b>	<b>-29,346,731</b>
<b>3,165,226</b>	<b>SEWERAGE FUND</b>	<b>2,536,225</b>	<b>1,904,125</b>	<b>-1,950,280</b>	<b>-2,695,448</b>

<b>Adopted Budget 13/14</b>		<b>Estimate 2014/2015</b>	<b>Estimate 2015/2016</b>	<b>Estimate 2016/2017</b>	<b>Estimate 2017/2018</b>
<b>COFFS COAST STATE PARK TRUST</b>					
<b>Operating Expenses</b>					
2,800,225	Park Beach Holiday Park	2,890,150	3,010,956	3,149,849	3,298,944
1,630,525	Sawtell Beach Holiday Park	1,704,075	1,788,946	1,864,070	1,956,989
242,200	Jetty & Foreshores	251,100	258,600	266,300	274,400
372,500	Contribution to Botanic Gardens	407,200	414,000	437,000	456,400
	Contribution to State Park	50,000	50,000	50,000	50,000
480,225	Other Reserves	496,910	516,270	536,340	557,300
<b>5,525,675</b>	<b>Total Operating Expenses</b>	<b>5,799,435</b>	<b>6,038,772</b>	<b>6,303,559</b>	<b>6,594,033</b>
<b>Capital Expenditure</b>					
1,596,000	Park Beach Holiday Park	451,000	1,087,000	863,000	629,500
655,000	Sawtell Beach Holiday Park	675,000	548,000	424,500	637,500
<b>2,251,000</b>	<b>Total Capital Expenditure</b>	<b>1,126,000</b>	<b>1,635,000</b>	<b>1,287,500</b>	<b>1,267,000</b>
<b>7,776,675</b>	<b>Total Program Expenditure</b>	<b>6,925,435</b>	<b>7,673,772</b>	<b>7,591,059</b>	<b>7,861,033</b>
<b>Related Revenues</b>					
-3,758,500	Park Beach Holiday Park	- 3,900,000	- 4,048,370	- 4,202,477	- 4,362,483
-2,214,500	Sawtell Beach Holiday Park	- 2,330,500	- 2,418,775	- 2,511,566	- 2,607,919
	Jetty & Foreshores		-	-	-
	Botanic Gardens				
	Other Reserves				
-1,500,000	Loan Funds from Dept Lands	-	-	-	-
-852,725	Contribution by CHCC	- 954,110	- 980,270	- 1,023,340	- 1,063,700
<b>-8,325,725</b>	<b>Total Program Revenue</b>	<b>- 7,184,610</b>	<b>- 7,447,415</b>	<b>- 7,737,383</b>	<b>- 8,034,102</b>
<b>Restricted Equity (Reserve) Transfers</b>					
	Allocated to Future Works				
1,958,275	Park Beach Holiday Park Surplus	1,009,850	1,037,414	1,052,628	1,063,539
1,083,975	Sawtell Beach Holiday Park Surplus	626,425	629,829	647,496	650,930
	Utilised for Current Works				
-1,596,000	Park Beach Holiday Park	- 451,000	- 1,087,000	- 863,000	- 629,500
-655,000	Sawtell Beach Holiday Park	- 675,000	- 548,000	- 424,500	- 637,500
-242,200	Jetty & Foreshores	- 251,100	- 258,600	- 266,300	- 274,400
<b>549,050</b>	<b>Net Restricted Equity Transfers</b>	<b>259,175</b>	<b>- 226,357</b>	<b>146,324</b>	<b>173,069</b>
<b>0</b>	<b>NET PROGRAM COST</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<i>Adopted Budget 13/14</i>		<i>Estimate 2014/2015</i>	<i>Estimate 2015/2016</i>	<i>Estimate 2016/2017</i>	<i>Estimate 2017/2018</i>
<b>WOOLGOOLGA BEACH RESERVE TRUST</b>					
<i>Operating Expenses</i>					
640,300	Woolgoolga Beach Holiday Park	760,550	798,495	833,517	868,254
360,835	Woolgoolga Lakeside Holiday Park	402,945	423,315	444,116	465,159
<b>1,001,135</b>	<b>Total Operating Expenses</b>	<b>1,163,495</b>	<b>1,221,810</b>	<b>1,277,633</b>	<b>1,333,413</b>
<i>Capital Expenditure</i>					
80,000	Woolgoolga Beach Holiday Park	270,000	530,000	420,000	170,000
825,806	Woolgoolga Lakeside Holiday Park	100,000	116,000	313,500	256,000
<b>905,806</b>	<b>Total Capital Expenditure</b>	<b>370,000</b>	<b>646,000</b>	<b>733,500</b>	<b>426,000</b>
<b>1,906,941</b>	<b>Total Program Expenditure</b>	<b>1,533,495</b>	<b>1,867,810</b>	<b>2,011,133</b>	<b>1,759,413</b>
<i>Related Revenues</i>					
-848,000	Woolgoolga Beach Holiday Park	-976,500	-1,005,465	-1,035,599	-1,066,637
-360,700	Woolgoolga Lakeside Holiday Park	-454,900	-472,521	-486,366	-500,627
	Lands Loan	0	-300,000	-300,000	0
<b>-1,208,700</b>	<b>Total Program Revenue</b>	<b>-1,431,400</b>	<b>-1,777,986</b>	<b>-1,821,965</b>	<b>-1,567,264</b>
<i>Restricted Equity (Reserve) Transfers</i>					
	Allocated to Future Works				
207,700	Woolgoolga Beach Holiday Park Surplus	215,950	506,971	502,082	198,383
-135	Woolgoolga Lakeside Holiday Park Surplus	51,955	49,206	42,250	35,468
	Utilised for Current Works				
-80,000	Woolgoolga Beach Holiday Park	-270,000	-530,000	-420,000	-170,000
-825,806	Woolgoolga Lakeside Holiday Park	-100,000	-116,000	-313,500	-256,000
<b>-698,241</b>	<b>Net Restricted Equity Transfers</b>	<b>-102,095</b>	<b>-89,824</b>	<b>-189,168</b>	<b>-192,148</b>
<b>0</b>	<b>NET PROGRAM COST</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2014/15 DRAFT BUDGETS FOR COUNCILS SECTION 355 COMMITTEES**

	<b>Coramba Community Hall</b>		<b>Lowanna Community Hall</b>		<b>Woolgoolga Community Village</b>		<b>Sportz Central</b>		<b>Bayldon Community Centre</b>	
	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>
Operating Expenditure	1,980	2,280	2,500	2,520	13,880	16,400	335,779	323,344	9,300	13,870
Capital Expenditure										
Operating Income	(1,620)	(1,990)	(3,000)	(2,200)	(14,680)	(17,178)	(336,219)	(324,230)	(9,338)	(17,656)
(Surplus) Deficit	<b>360</b>	<b>290</b>	<b>(500)</b>	<b>320</b>	<b>(800)</b>	<b>(778)</b>	<b>(440)</b>	<b>(886)</b>	<b>(38)</b>	<b>(3,786)</b>

	<b>Ayrshire Park</b>		<b>Eastern Dorrigo Showground and Hall</b>		<b>Lower Bucca Community Centre</b>		<b>Nana Glen Sports, Rec and Equestrian Centre</b>	
	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2014/15</b>
Operating Expenditure	2,500	2,500	800	800	20,975	20,975	13,707	19,730
Capital Expenditure								
Operating Income	(4,050)	(4,050)	(1,000)	(1,000)	(12,563)	(12,563)	(23,520)	(23,300)
(Surplus) Deficit	<b>(1,550)</b>	<b>(1,550)</b>	<b>(200)</b>	<b>(200)</b>	<b>8,412</b>	<b>8,412</b>	<b>(9,813)</b>	<b>(3,570)</b>

# **COFFS HARBOUR CITY COUNCIL**



## **Draft Fees & Charges 2014-2015**

Incorporating Amendments to GST Legislation from 1 July 2013

IR 3722819



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## 2014/2015 DRAFT FEES AND CHARGES

### Pricing Policy

Council provides a diverse range of services to the community. Each fee or charge is reviewed annually, and determined with consideration to the following pricing policy categories:

Code	Description
A	<b>Economic Cost</b> Total cost of providing services for private good.
B	<b>Community Service</b> Services considered to have a level of benefit to the community. Generally, benefits are not solely confined to users. Partially funded by rates.
C	<b>Regulated Charges</b> Federal or State Government set charges
D	<b>User Pays Principal</b> Services under this category are such that individual costs can be determined and met by the user of the service.
E	<b>Market Forces</b> Services which Council operates in a competitive market and needs to fix charges similar to other providers
F	<b>Cost Plus</b> Services provided on a commercial basis with an amount of risk profit included.
G	<b>Section 94 (Developer Contributions)</b> Items are priced at the level determined by the adoption of Council's Section 94 Plan. The Section 94 Plan provides for quarterly increases in these fees based on Consumer Price Index (CPI) increases.

### Goods and Services Tax (GST)

Council applies various fees, charges and fines. Many of these fees and charges are determined by legislation, and as such are not subject to amendment by Council. The GST status of these fees and charges depends on whether there is consideration for supply. Some fees and charges are exempt from GST in accordance with the Class Rulings issued by the Australian Taxation Office. The GST status of each fee or charge is noted in the right-hand column of this document's tables.

While the fee amount in this document will not alter without a resolution of Council, followed by a subsequent period of public exhibition, the applicability of the GST to the fees and charges may, depending on the interpretations and rulings of the GST legislation. Where applicable, GST is however a component of Council's cost of providing that service to the community.



## 2014/2015 DRAFT FEES AND CHARGES

### City Planning

#### Building & Development

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Development Applications</b>					Development Application Fee for Building, Works or Demolition - Exempt	
<b>Estimated Cost</b>						
To \$5,000		\$110.00	\$110.00	C		N
\$5,001 to \$50,000		\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost	\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost	C		N
\$50,001 to \$250,000		\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	C		N
\$250,001 to \$500,000		\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	C		N
\$500,001 to \$1,000,000		\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C		N
\$1,000,001 to \$10,000,000		\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	C		N
More than \$10,000,000		\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	C		N

**Note : The fees in this table incorporates the PlanFirst Levy payable to the State Government by Council, for works valued at \$50,000 or more.**



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>New Dwellings</b>					Development Application Fee for Building, Works or Demolition - Exempt	
To \$100,000		\$455.00	\$455.00	C		N
<b>Residential Flat Development</b> (Where required under SEPP 65 – Referral to Design Review Panel)		\$760.00 + Prescribed Development Application Fee	\$760.00 + Prescribed Development Application Fee	C		N
<b>Temporary Structures</b>  SEPP (Temporary Structures) 2007  <b>Stage or Platform –</b> Audience / Population / Capacity					Regulatory Function – Developmental Approval for Temporary Structure  Exempt	
- 1 to 250 persons		\$205.00	\$215.00	A		N
- 251 to 500 persons		\$280.00	\$295.00	A		N
- 501 to 750 persons		\$385.00	\$400.00	A		N
- 751 to 1,000 persons		\$515.00 plus \$100.00 for each 1,000 person capacity or part thereof	\$530.00 plus \$100.00 for each 1,000 person capacity or part thereof	A		N
<b>Tents, Marquees or Both</b>		\$100.00 per 100m <sup>2</sup> or part thereof  Maximum \$600.00	\$100.00 per 100m <sup>2</sup> or part thereof  Maximum \$600.00	A		N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Review of Development Consent (Section 82a)</b>					Review of Determination of Development Application - Exempt	
Works not involving erection of a building, the carrying out of work or the demolition of a work or building.		50% of Original D/A Fee	50% of Original D/A Fee	C		N
Erection of a Dwelling – House with an estimated cost of \$100,000 or less		\$190.00	\$190.00	C		N
Any other Development Application:						
- Up to \$5,000		\$55.00	\$55.00	C		N
- \$5,001 to \$250,000		\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	C		N
- \$250,001 to \$500,000		\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	C		N
- \$500,001 to \$1,000,000		\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C		N
- \$1,000,001 to \$10,000,000		\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	C		N
- > \$10,000,000		\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	C		N
Where an application is required to be given under Section 82A <i>Paid in addition to the fees listed above.</i>		\$620.00	\$620.00	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Unauthorised Building Work</b>					Assessment Fee for Unauthorised Works Outside Scope of Approval - Exempt	
<b>Record / Administration / Building Compliance Fee (in addition to DA Fees)</b>						
To \$20,000		\$375.00	\$390.00	A		N
- \$20,001 >		\$720.00	\$750.00	A		N
Application submitted in form of a DA to include plans and supporting documentation for assessment (i.e. engineering certification, termite management, waterproofing details etc). Retrospective approval cannot be granted.						
<b>Subdivisions (Regulatory Fee)</b>					Regulatory Function – Subdivision Certificate Fee - Exempt	
New Road		\$665 plus \$65 per additional lot	\$665 plus \$65 per additional lot	C		N
No New Road		\$330 plus \$53 per additional lot	\$330 plus \$53 per additional lot	C		N
Boundary Alteration		\$170.00	\$170.00	C		N
<b>Designated Development</b>		\$920 + fee as Per Development Application	\$920 + fee as Per Development Application	C	Regulatory – Designated Development Exempt	N
<b>Integrated Development</b>		Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	C	Regulatory – Integrated Development Exempt	N
<b>Strata Subdivision Application</b>		\$330 plus \$65 per additional lot	\$330 plus \$65 per additional lot	C	Regulatory – DA Fee for Subdivision Exempt	N
<b>Advertising Signs</b>		\$285 plus \$93 for each advertisement in excess of one (1) or as per General Applications (whichever is greater).	\$285 plus \$93 for each advertisement in excess of one (1) or as per General Applications (whichever is greater).	C	Regulatory – Development Application for Advertising Exempt	N
<b>Change of Use (No Building Work Involved)</b>		\$220.00	\$220.00	C	Regulatory Function - Exempt	N
<b>Not Involving the Erection of a Building, Carrying Out of Work or Subdivision of Land</b>		\$285.00	\$285.00	C	Regulatory – DA for development not involving Works Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Concurrence</b>		Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	Development Application Fees + \$140 (Council Fees) + \$320 (payable to approval body)	C	Regulatory Function - Exempt	N
<b>Modification of Development Consent</b>					S.96 Application – Exempt if Council is Consent Authority.	
<b>Clause 96 (1) Minor Modification</b> Minor error, misdescription or miscalculation.		\$71.00	\$71.00	C		N
<b>Variation under Clause 96 (1A) – Minimal Environmental Assessment</b> (includes minor changes to lot layout, building configuration & Internal layout)		At discretion of Manager – Land Use Management	At discretion of Manager – Building Services or Development Assessment	C		N
<b>Variation under Clause 96 (2)</b> Involving modifications that have potential environmental impacts.						
- Where the original fee < \$100		50% of original fee	50% of original fee	C		N
- Where the original fee > \$100 and does not involve the erection of a building, the carrying out of a work or the demolition of a work or building		50% of original fee	50% of original fee	C		N
- Where the original fee > \$100 and involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less		\$190.00	\$190.00	C		N
<b>Variation under Clause 96 (2)</b> Involving modifications that have potential environmental impacts.						
- Any other Development Application:						
- Up to \$5,000		\$55.00	\$55.00	C		N
- \$5,001 to \$250,000		\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	C		N





## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
- \$250,001 to \$500,000		\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	C	S.96 Application – Exempt if Council is Consent Authority.	N
- \$500,001 to \$1,000,000		\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	C		N
- \$1,000,001 to \$10,000,000		\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	C		N
- > \$10,000,000		\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	C		N
Where notice of an application is required to be given under Section 96(2) or 96AA(1) of the EPA Act <i>Paid in addition to the fees listed above – Unspent Advertising Fees to be Refunded</i>		Max \$665.00	Max \$665.00	C		N
Residential Flat Development (Where required under SEPP 65 – Referral to Design Review Panel)		\$760.00	\$760.00	C		N
Variations to consent where consent issue prior to 1/7/98		30% or original fee (Maximum \$100)	30% or original fee (Maximum \$100)	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>DA Notification</b>		\$85.00	\$85.00	D	Regulatory - Exempt	N
Where a development control plan requires adjoining property owners be notified of DA						
<b>Advertising</b>					Regulatory – Development Requiring Advertising - Exempt	
Advertising to be given to a development application or modification application		\$250.00	\$250.00	E		N
Designated Development		\$2,220.00	To \$2,220.00 (Min. \$450.00)	C		N
Advertised Development		\$1,105.00	To \$1,105.00 (Min. \$450.00)	C		N
Prohibited Development		\$1,105.00	To \$1,105.00 (Min. \$450.00)	C		N
Development for which an environmental planning instrument or development control plan requires notice to be given (refer clause 252 (i)(d) EPA Regulations 2000		\$1,105.00	To \$1,105.00 (Min. \$450.00)	C		N
<i>Unspent Advertising Fees (Statutory Charges) to be Refunded</i>						
<b>Withdrawal of Development Applications and Construction Certificates.</b>						
Where a Determination has not been made.		Refund at discretion of Manager according to Assessment Undertaken	Refund at discretion of Manager according to Assessment Undertaken	D	Dependent upon the GST status of the original charge	N/Y
If a Site Inspection has already been undertaken		+ \$125.00	+ \$130.00	D	Dependent upon the GST status of the original charge	N/ Y



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Complying Development Certificate</b>		By Quotation	By Quotation	E	Contestable Supply - Taxable	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply.						
<b>Construction Certificates</b>		By Quotation	By Quotation	E	Contestable Supply - Taxable	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply.						
<b>Variation of Construction Certificate</b>					Contestable Supply - Taxable	
Minor Variation		By Quotation	By Quotation	E		Y
Major Variation – Residential		By Quotation	By Quotation	E		Y
Major Variation – Non Residential		By Quotation	By Quotation	E		Y
<b>Principal Certifying Authority Appointment</b>		By Quotation	By Quotation	E	Contestable Supply - Taxable	Y
Package Fee discounts apply incorporating CDC / CC Assessment, Appointment of Council as PCA, supply of PCA signage, critical stage inspections and occupation certificate. Additional repeat customer discounts apply.						
<b>Bushfire Attack Level Assessment (BAL)</b>		By Quotation	By Quotation	E	Contestable Supply - Taxable	Y
Associated with CDC application lodged with Council for assessment / determination		By Quotation – Fee discount applies	By Quotation – Fee discount applies	E	Contestable Supply - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Dwelling Removal / Demolitions</b>						
Dwelling Removal Inspection		\$280.00	\$300.00	D	Regulatory – Inspection of Dwelling for Removal – Exempt	N
Bond for Removal of a Building						
For protection of Footpaths, Kerb & Guttering and other Infrastructure + clean-up of Site						
Domestic Works		\$2,000.00	\$2,000.00	D	Bond	N
Commercial Works		\$2,000.00	\$2,000.00	D	Bond	N
<b>Small Scale Demolition (over 50m<sup>2</sup>) Bond</b>		\$1,000.00	\$1,000.00	D	Bond	N
<b>Administration Fee for Bond</b>		\$115.00	\$115.00	D	No Ruling	Y
<b>Sewer Connection Fees</b>						
Dwelling		\$140.00	\$150.00	A	Connection to Council's Sewer System – GST Free	N
Dual Occupancy		\$170.00	\$180.00	A		N
Industrial, multi-residential and commercial		\$130.00 plus \$10.00 for each water closet	\$135.00 plus \$10.00 for each water closet	A		N
Amended Sewer Application		\$80.00	\$85.00	A		N
<b>Sewer Inspection Fees</b>	Each Unit	\$125.00	\$130.00	A	Connection to Council's Sewer System – GST Free	N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Subdivision Certificate (Linen Plan Release)</b>					Regulatory – Subdivision Certificate Fee - Exempt	
Subdivision		\$275 per application plus \$30 per lot	\$275 per application plus \$30 per lot	C		N
Boundary Alteration		\$240.00	\$240.00	C		N
Re-endorsement of Linen Plans		\$65.00	\$65.00	C		N
<b>Strata Subdivision Inspection Fee (Prior to Issue of Strata Certificate)</b>						
- Strata Schemes Regulations		\$260.00	\$275.00	E	Contestable Supply - Taxable	Y
<b>Other Fees (Excluded from GST)</b>						
Registration certificates submitted by private certifiers:						
- Construction Certificate		\$36.00	\$36.00	C	CR 2013/25 Archiving Fee - Exempt	N
- Occupation Certificate		\$36.00	\$36.00	C	CR 2013/25 Archiving Fee - Exempt	N
- Complying Development Certificate		\$36.00	\$36.00	C	CR 2013/25 Archiving Fee - Exempt	N
- Subdivision Certificate		\$36.00	\$36.00	C	CR 2013/25 Archiving Fee - Exempt	N
Archiving Private Certifying Authority (PCA) Applications	Per Sheet	\$1.00 (Min \$30.00)	\$1.00 (Min \$30.00)	D	CR 2013/25 Archiving Fee - Exempt	N
Plumbing & Drainage Compliance Certificate where Council is not the Principal Certifier		\$100.00	\$100.00	E	CR 2013/25 Archiving Fee - Exempt	N
Certified Copy of a Document, Map or Plan (Section 262 EPA Regulations)	Each	\$53.00	\$53.00	C	CR 2013/41 Certified Copy of Document, Map - Exempt	N
Camping Permit Temporary accommodation of shed/ caravan during course of erection of a dwelling (12 months maximum)		\$250.00	\$250.00	A	Regulatory – Permit to Occupy Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>General Enquiries</b> , including:						
- Enquiry / letter confirming activities permitted in respect to particular properties. Includes formal email responses.		\$80.00	\$85.00	A	CR 2013/25 Provision of Written Advice - Exempt	N
- Where extensive research is required.	Hour	\$100.00	\$130.00	A	CR 2013/25 Provision of Written Advice - Exempt	N
- Enquiry – Determine if a property has building rights		\$470.00	\$495.00	A	Accessing or Printing required information - Exempt	N
Building Certificate Copy Fee (statute)		\$13.00	\$13.00	C	Accessing or Printing required information - Exempt	N
Stamping of additional plans and specifications						
- Up to 3 copies		Free	Free	A	CR 2013/41 Certified Copy of Document, Map - Exempt	N
- Each additional copy after 3 copies		\$13.00	\$15.00	A	CR 2013/41 Certified Copy of Document, Map - Exempt	N
Search for Building Records	Hour	\$100.00 (Min)	\$130.00 (Min)	A	CR 2013/41 Accessing or Printing required information - Exempt	N
Monthly Development Application Returns						
- Copy of monthly return		\$45.00	\$45.00	A	CR 2013/41 Accessing or Printing required information - Exempt	N
- Copy of annual return		\$450.00	\$450.00	A	CR 2013/41 Accessing or Printing required information - Exempt	N
Transportable (Relocatable) Homes –						
- Framework Inspection Certificate		By Quotation	By Quotation	A	Regulatory – Inspection of Dwelling for Relocation - Exempt	N
- S.68 Local Government Act		By Quotation	By Quotation	A	Regulatory – Inspection of Dwelling for Relocation - Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Professional Advice - Does not include ratepayers / occupiers	Hour	\$130.00	\$130.00	E	CR 2013/25 Provision of Written Advice - Exempt	N
Check Development Consent Conditions - Check detailed plans against consent conditions (where Council is not the PCA eg Landscape Plans)	Hour	\$130.00	\$130.00	E	Regulatory – Checking of Plans Exempt	N
<b>Other Fees (Including GST)</b>						
Building Advisory Service (SEPP – Exempt & Complying Development Codes)	Hour	\$130.00	\$130.00	E	Contestable Supply - Taxable	Y
<b>Building Certificates</b>					Regulatory – Application Fee for Building Certificates	
Class 1 or Class 10 Buildings		\$250.00	\$250.00	C		N
In the case of any other class:						
- Not exceeding 200 m2		\$250.00	\$250.00	C		N
- Exceeding 200m2 but not exceeding 2,000 m2		\$250 plus 50 cents per m2 over 200m2	\$250 plus 50 cents per m2 over 200m2	C		N
- Exceeding 2,000m2		\$1,165 plus 7.5 cents m2 over 2,000m2	\$1,165 plus 7.5 cents m2 over 2,000m2	C		N
In any case where the application relates to part of a building and that part consists of an external wall or does not otherwise have a floor area		\$250.00	\$250.00	C		N
Reinspection		\$90.00	\$90.00	C		N
Additional fees may be payable where Building Certificate relates to unauthorised works.		EPA regulations	EPA regulations	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Sewer Diagrams</b>						
Sewer Only – No Stormwater						
Copies of Sewer Diagrams	Each	\$70.00	\$70.00	F	CR 2013/41 Accessing or Printing required information - Exempt	N
Contiguous Parcels		\$100.00	\$100.00	F		N
<b>Section 149 Certificates</b>						
Section 149 (2) (Includes Section 149 (5) – annexure)	Each	\$133.00	\$133.00	C	Regulatory – Application Fee for 149 Certificate Exempt	N
Section 149 (2)	Each	\$53.00	\$53.00	C		N
A maximum of five allotments can be included on any single 149 Certificate to be issued						
Duplication of 149 Certificate	Each	\$30.00	\$30.00	E	Regulatory – Application Fee for 149 Certificate Exempt	N
Fast-Track Assessment (To be Paid in addition to 149 Fee) (within 24 hrs or next working day)	Each	\$135.00	\$135.00	E	CR 2014/6 Urgency Fee Exempt	N
<b>Outstanding Notices (including health notices) Certificates Section 735A</b>		\$120.00	\$120.00	D	CR 2013/41 Regulatory Fee - Exempt	N
<b>Swimming Pools Compliance Certificate (Swimming Pool Act 1992 &amp; Swimming Pool Regulations 2008)</b>						
Registration of Swimming Pool on Statewide Register by Council on Behalf of Owner		\$10.00	\$10.00	C	CR 2013/41 Swimming Pool Register - Exempt	N
<b>Pool Exemption Fee (Section 22) Swimming Pool Act 1992</b>		\$70.00	\$70.00	C	CR 2013/41 Swimming Pool Register - Exempt	N
<b>Swimming Pool Fencing Inspection</b>						
Initial Inspection		\$150.00	\$150.00	C	CR 2013/41 Regulatory Fee - Exempt	N
Reinspection		\$100.00	\$100.00	C		N
<b>Resuscitation Charts</b>		\$20.00	\$20.00	A	CR 2013/25 Fee for Signs - Taxable	Y





## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Section 121Z Certificates (under EPA Act)</b>		\$130.00	\$130.00	D	CR 2013/41 Regulatory Fee - Exempt	N
<b>Section 88G Certificates (under Conveyancing Act, 1919)</b>		\$65.00	\$70.00	D	Regulatory – Fee for Section 88G Certificate Exempt	N
<b>S.68 Stormwater Discharge Application</b>						
Commercial / Industrial/ Public Buildings		\$170.00	\$180.00	D	Regulatory – Application to carry out stormwater drainage work Exempt	N
Domestic Dwellings		\$115.00	\$120.00	D		N
<b>Kerb &amp; Gutter / Footpath Deposits</b>						
Concrete Footpath	M2	\$140.00 (\$1,000 minimum)	\$147.00 (\$1,000 minimum)	A	Bond	N
Kerb and Guttering	Metre	\$90.00 (\$1,000 minimum)	\$95.00 (\$1,000 minimum)	A	Bond	N
Road Pavement (incl. Seal)	M2	\$465.00 (\$2,000 minimum)	\$490.00 (\$2,000 minimum)	A	Bond	N
<b>Damage Inspection Fee</b>		\$125.00	\$130.00	D	CR 2013/41 Works Inspection Fee - Exempt	N
(To be paid with Kerb & Gutter / Footpath Deposits)						
<b>Re-Inspection Fee</b>		\$125.00	\$130.00	D	CR 2013/41 Works Inspection Fee - Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Building & Development...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Fire Services Certification</b>						
Administration Fee - Submission of Annual Fire Safety Statement		\$35.00	\$35.00	A	Ruling Pending	N
Multiple buildings on same lot – Annual Statement share same date		\$35.00 + \$10.00 per each additional building	\$35.00 + \$10.00 per each additional building	A	Ruling Pending	N
Follow-up incorrect Annual Fire Safety submission		\$50.00	\$50.00	A	Ruling Pending	N
Administration Fee – Request for Extension of Time		\$50.00	\$50.00	A	Ruling Pending	N
Provide copy of Essential Fire Safety Measures recorded on premises		\$30.00	\$30.00	A	Ruling Pending	N
Issue of Overdue Annual Fire Safety Reminder		\$80.00	\$80.00	A	Ruling Pending	N
Voluntary Fire Upgrade (requiring Council input and/or inspection)						
- Commercial + Class 3/9		\$530.00	\$530.00	A	Ruling Pending	Y
- Residential (Class 1 & 2)		\$320.00	\$320.00	A	Ruling Pending	Y
<b>Amusement devices</b>	Device	\$47.50	\$50.00	E	CR 2014/6 Application to install or operate an amusement device - Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Contaminated Land Enquiry</b>					CR 2013/25	
Written response to enquiry	Hour ( or part thereof)	\$140.00	\$140.00 min	D	Provision of Written Advice - Exempt	N
<b>Sale of Information Products</b>					CR 2013/41	
State of the Environment Report						
- Supplementary		\$75.00	\$75.00	B	Fee for accessing or printing required information - Exempt	N
- Comprehensive		\$100.00	\$100.00	B		N
Onsite Sewage Management Strategy		\$75.00	\$75.00	B		N
Priority Habitats & Corridors Strategy		\$35.00	\$35.00	B		N
All documents available free at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a>						
<b>Onsite Sewage Management</b>						
Administration Fee - each onsite sewage system						
- High Risk	Each System	\$180.00	\$186.00	C	Regulatory – Approval to Operate Onsite Sewage Management System Exempt	N
- Medium Risk	Each System	\$60.00	\$62.00	C		N
- Low Risk	Each System	\$30.00	\$31.00	C		N
Additional Reinspection fee		\$125.00	\$130.00	E	Regulatory – Professional Time of Council Officer Exempt	N
OSSM Certificate (Solicitors – On Sale of Property) Includes Inspection		\$400.00	\$420.00	E	Regulatory - Exempt	N
<b>Onsite Sewage Management System Application (Installation)</b>						
Application assessment and approval to operate septic tank						
- New / Replacement / System Amendment		\$330.00	\$360.00	A	Regulatory – Application to Operate an Onsite	N
- Minor System Amendment (No alteration to tank or effluent drain field)			\$280.00	A		N
Installation Inspection of Septic tank / disposal field	Per Inspection	\$125.00	\$130.00	A	Disposal System Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Health Registration Fees</b>						
<b>Hairdressers/Beauty Salons/Skin Penetration</b>						
Annual Registration		\$205.00	\$215.00	E	Beauty Premises Inspection / Approval Exempt	N
Request for Pre-opening Inspection / New Business:						
- Low Risk (Hairdressing Only)			\$175.00	E		N
- Medium / High Risk			\$250.00	E		N
Second and Subsequent Inspection			\$130.00	E		N
Request for Inspection / Report associated with sale of a business			\$420.00	E		N
<b>Food shop (Enquiry)</b>						
Enquiry / letter confirming activities permitted in respect to particular properties. Includes formal email responses.		\$75.00	\$85.00	E	General Food Premises Permit Fee - Exempt	N
Request for Pre-opening Inspection / New Business:						
- Fit out of Low Risk Business Premises			\$175.00	E		N
Only pre-packed foods sold by a food business that are distributed from another approved vendor and does not require temperature control (heating / refrigeration / freezing) eg from a wholesaler, factory etc						
- Fit out of Medium / High Risk Business Premises			\$250.00	E		N
Distributing pre-packed goods (frozen, refrigerated or hot foods) Handling / preparing non-hazardous foods (ie that do not require refrigeration or heating) Handling or preparation of potentially hazardous foods (foods which require refrigeration or heating).						
Request for Inspection / Report associated with sale of a business		\$200.00	\$420.00	E		N
<b>Water Carrier Approval &amp; Registration Fee</b>						
	Vehicle	\$125.00	\$260.00	D	Regulatory – Fee for Registration of Vehicle subject to Microbial Control Exempt	N
Water Carrier Licence Fee (Water Services)	Vehicle	\$400.00	\$280.00	D		N
<b>Water Carrier Key Security Deposit</b> (refundable, as per agreement)						
			\$300.00	D	Bond	N



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Mobile Food Vendors</b> (including S.68 approval to operate where required – includes inspection)					General Food Premises Permit Fee - Exempt	
- Low Risk		\$125.00	\$260.00	E		N
Packaged food and drink, coffee, ice-cream – no other hazardous foods						
- High Risk		\$285.00	\$300.00	E		N
Including cooking, re-heating of foods and potentially hazardous foods						
<b>Food Premise Registration</b>					CR 2014/6 General Food Premises Permit Fee / Inspection Fee - Exempt	
- Low Risk (No Inspection Required)		\$120.00	\$130.00	E		N
Only pre-packed foods sold by a food business that are distributed from another approved vendor and does not require temperature control (heating / refrigeration / freezing) eg from a wholesaler, factory etc						
- Medium Risk & 1 Inspection		\$245.00	\$270.00	E		N
Distributing pre-packed goods (frozen, refrigerated or hot foods) Handling / preparing non-hazardous foods (ie that do not require refrigeration or heating)						
- High Risk & 1 Inspection		\$285.00	\$300.00	E		N
Handling or preparation of potentially hazardous foods (foods which require refrigeration or heating). High risk premises are subject to two inspections per annum.						
- Multi-Faceted Use *		\$360.00	\$300.00 (+ \$100 per additional food area)	E		N
* Includes outlets operating with more than one food preparation area – i.e supermarkets operating fresh produce sections, delicatessen / seafood, bakery, dairy / freezers; Clubs; Hotels; Restaurants; sporting venues and the like						
- Second & Subsequent Inspections (except multi—faceted outlets)		\$165.00	\$165.00	E		N
- Second & Subsequent Inspections – Multi-Faceted Use			\$165.00 (+ \$100 per additional food area)	E		N
- Inspection review associated with a valid compliant	Per Inspection		\$165.00	E		N
<b>Events</b>					General Food Premises Permit Fee - Exempt	
- Temporary Food Business (Registration Only)			\$150.00	E		N
- Event Registration Fee (eg Chillifest, Curryfest, World Rally & similar involving temporary food stall holders)		\$120.00	\$130.00	E		N
- Event Food Stall Holder Inspection Service Fee	Per Day	\$520.00	By Quotation	E		N



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Public Pool Registration</b>						
Registration		\$80.00	\$130.00	D	Regulatory – Application for Registration of a Public Swimming Pool or Spa	N
First Pool and/or Spa		\$125.00	\$130.00	D		N
Subsequent Pool and/or Spa		\$75.00	\$75.00	D		N
Re-Inspection		\$125.00	\$130.00	D		Exempt
<b>Burials on Private Land</b>		Quotation	Quotation	C	CR 2013/25 Private Cemetery Fee - Exempt	N
<p>Council maintains a register of all private burial grounds. As Council's objective is to protect public health, no area can be used for private burials unless Development Consent from Council has been obtained.</p> <p>In order to establish a grave on a private property, a Development Application is required to be lodged with Council prior to the time of need.</p> <p>When lodging a Development Application, the requirements of the NSW Health "Burials on Private Land – Approval by Local Authority" guidelines must be addressed. A copy of the NSW Health Guidelines can be found at <a href="http://www.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf">http://www.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf</a></p>						
<b>Health Enforcement</b>						
Protection of the Environment Operations Act 1997 - Clean up Notice - Prevention Notice - Noise Control Notice - Compliance Cost Notice		\$466.00	Prescribed Fee		CR 2013/41 Penalty Infringement Notice – Not subject to GST	N
Public Health Act Improvement Notice	Notice		Prescribed Fee	C	CR 2013/41 Food Premises Improvement Notice - Exempt	N
Public Health Act Prohibition Notice	Notice		Prescribed Fee	C		N
<b>Food Handling Operations</b>						
NSW Food Act 2003 - Improvement Notice Fee	Notice		Prescribed Fee	C	CR 2013/41 Food Premises Improvement Notice - Exempt	N
<b>Fines may also be imposed in addition to the above penalty notices.</b>						
<b>Fines</b>						
<b>Self Enforcement Infringement Notice System (SEINS)</b>						
Refer to Local Government Fixed Penalty Handbook and Street Parking Fines Fixed Penalty Handbook as published						



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Caravan Park Approvals</b>						
Initial approval to operate a Caravan Park / Camping Grounds / Manufactured Home Estate (S.68 of Local Government Act)	Site		\$5.40	C	Regulatory – Fee to Operate a Caravan Park or Camp Ground Exempt	N
Reinspection associated with an initial approval to Operate	Site		\$5.40	C		N
Application to amend an existing approval			50% of initial approval fee	C		N
<b>Festival / Event Approvals</b>						
Determine a S.68 application to operate a Caravan Park or Camp Ground for temporary purposes associated with a festival or event.						N
- With Development Consent (Consent required)	Site		\$5.40	C	Regulatory – Fee to Operate a Caravan Park or Camp Ground Exempt	N
- Without Development Consent (Consent not required)	Site		\$15.00 (\$415.00 minimum Fee)	C		N
<b>Caravan Park / Camping Ground Renewal or Continuation of Approval to Operate Fee (Includes 1 Annual Inspection)</b>						
- Category One - 1 Year Approval to Operate	Site	\$3.75	\$130.00 + \$ 4.15 per Site	C	CR 2014/6 Regulatory Inspection Fee– Fee to Operate a Caravan Park or Camp Ground Exempt	N
- Category Two – Option available to apply for 2 Year Approval to Operate	Site		\$130.00 + \$7.90 per Site	C		N
- Category Three – Option available to apply for 3 Year Approval to Operate	Site		\$130.00 + \$11.25 per Site	C		N
<p>Note: Caravan Park category determined by Council as follows:</p> <p>Category One – Not connected to Council's reticulated water or sewer system; and / or &gt; 3 matters requiring compliance or park upgrading to regulation provisions.</p> <p>Category Two – Connected to Council's reticulated water and sewer system; and/or no more than 3 matters requiring compliance or park upgrading to regulation provisions.</p> <p>Category Three - Connected to Council's reticulated water and sewer system; and / or nil or minor matters only identified to comply with regulation provisions.</p>						
Second & Subsequent Inspections associated with regulatory oversight			\$165.00	C	Regulatory – Fee to Operate a Caravan Park or Camp Ground Exempt	N
Review associated with a valid complaint (cost per inspection)			\$165.00	C		N
<b>Notice of Completion (Mobile Home)</b>		\$50.00	\$53.00	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Environmental Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Boarding House Inspections</b> Boarding House Act 2012						
Health & Building Compliance Review			\$360.00	C	CR 2014/6 Boarding house / Lodge Registration Fee	N
Second & Subsequent Inspection			\$130.00	C		N
<b>Sullage (Effluent) Collection Charge</b>						
Sullage collection charge per year		\$455.00	\$468.00	C	Regulatory – Septic Tank Effluent Disposal	N
<b>Legionella Registration</b>						
Registration		\$80.00	\$130.00	D	CR 2014/6 Regulatory – Fee for Registration of Premises subject to Microbial Control	N
Water Cooling Towers, Warm Water Mixing System Inspection		\$125.00	\$130.00	D	Exempt	N
<b>Review under Section 82 of LG Act</b>						
- Objection to application of regulations and local policies			\$620.00	E	Regulatory – Fire Hazard Reduction –	N
- Minor Variations			Quotation	E	Exempt	N





## 2014/2015 DRAFT FEES AND CHARGES

### Regulatory & Enforcement

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Companion Animals Registration - Dogs and Cats (Companion Animals Act 1998)</b>						
Not desexed animal (except kept by recognised breeder)		\$150.00	Effective from 18 <sup>th</sup> November 2013 \$182.00	C	CR 2014/6 Companion Animals Registration Regulatory Function - Exempt	N
Not desexed animal kept by recognised breeder		\$40.00	\$49.00	C		N
Working Dogs (as defined by Sec 3 of the Act)		Exempt	Exempt	C		N
Desexed animal (except owned by an eligible pensioner)		\$40.00	\$49.00	C		N
Desexed animal owned by an eligible pensioner		\$15.00	\$19.00	C		N
<b>Dog &amp; Cat Impounding Charges (RSPCA)</b>						
Impounding fee (including sustenance for up to 2 days)		\$125.00 for first 2 days	\$130.00 for first 2 days	B	Impounding Fees - Exempt	N
Second and subsequent impounding fee plus sustenance charge	Day	\$28.00 for third & consecutive days	\$29.00 for third & consecutive days	B		N
<b>Dangerous Dog Enclosure Fee</b>						
Section 58H (2)(b) of the Companion Animals Act 1998		\$100.00	\$100.00	C	CR 2014/6 Dangerous & Restricted Breed Compliance Certificate - Exempt	N
<b>Animal Impounding Charges</b>						
Pound and impounding fees, charges and damages for sustenance / day / animals. GST Exempt as a compulsory fee to collect the impounded animal – Impounding Act 1993 s.26.						
- Large beasts	Each Beast	\$70.00 plus Ranger Service Time costs.	\$73.50 plus Ranger Service Time costs.	D	CR 2014/6 Impounding Fees - Exempt	N
- Small beasts	Each Beast	\$50.00 plus Ranger Service Time costs.	\$52.50 plus Ranger Service Time costs	D		N



## 2014/2015 DRAFT FEES AND CHARGES

### Regulatory & Enforcement...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Impoundment Fee (Other)</b>	Each Article	\$60.00	\$63.00	D	Impounding Fees - Exempt	N
<b>Hire of Cat Trap</b>						
- Cat Trap	Per Week	\$32.00	\$34.00	D	Sale / Hire of Animal Related Equipment - Taxable	Y
- Cat Trap Deposit	Deposit	\$30.00	\$30.00	D	Bond	N
<b>Hire of Dog Trap</b>						
- Dog Trap	Per Week	\$42.00	\$70.00	D	Sale / Hire of Animal Related Equipment - Taxable	Y
- Dog Trap Deposit	Deposit	\$200.00	\$300.00	D	Bond	N
<b>Fines</b>						
<b>Self Enforcement Infringement Notice System (SEINS)</b>						
Refer to Local Government Fixed Penalty Handbook and Street Parking Fines Fixed Penalty Handbook as published						
<b>Dog Fines</b>				C	Fine for Non Compliance - Exempt	N
<b>Littering Fines</b>				C	Fine for Non Compliance - Exempt	N
<b>Parking Fines</b>				C	Fine for Non Compliance - Exempt	N
<b>Fines General</b>				C	Fine for Non Compliance - Exempt	N
<b>A-Frame Advertising Sign</b>						
Initial Application Fee (per A-Frame)	Each	\$65.00	\$68.00	A	CR 2014/6 Regulatory Fee for Advertising Signs - Exempt	N
Annual Licence Fee	Each	\$52.00	\$55.00	A	CR 2014/6 Regulatory Fee for Advertising Signs - Exempt	N
Three Year Licence Fee	Each	\$125.00	\$125.00	A	Regulatory Fee for Advertising Signs - Exempt	N
Public Liability Insurance Fee	Per Annum	\$52.00	\$55.00	A	CR 2013/25 Fee for Public Liability Insurance - Taxable	Y
Public Liability Insurance Fee - Three Year Option		\$125.00	\$125.00	A	CR 2013/25 Fee for Public Liability Insurance - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Regulatory & Enforcement...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Overgrown Land Administration and Inspection Fee</b>						
Overgrown Land (Protection of the Environment Operations Act 1997 S.100)						
- Slashing		Contractor Charge	Contractor Charge	D	CR 2013/41 Prevention Notice Administration Fee - Exempt	N
- Inspection Charge		\$125.00	\$130.00	D	Prevention Notice Administration Fee - Exempt	N
- Administration		\$65.00	\$70.00	D	Prevention Notice Administration Fee - Exempt	N
<b>Impoundment Fees</b>						
<b>Abandoned Motor Vehicle</b>						
- Removal		\$235.00	\$245.00	D	Regulatory – Impounding Fee Vehicles Exempt	N
- Serving Notice		\$90.00	\$95.00	D		N
<b>Storage</b>						
- First Day		\$45.00	\$50.00	D	Regulatory Storage Fee – Impounding Exempt	N
- Subsequent Days		\$23.00	\$25.00	D		N
<b>Unauthorised Advertising Structure Removal Fee</b>		\$55.00	\$60.00	D	Regulatory – Impounding Fee Signs Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Sustainable and Precinct Planning

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST		Proposed Fee or Charge 2014/2015 Incl. of GST		Pricing Policy	GST Classification	GST Inc.
		<u>Hardcopy</u>	<u>CD</u>	<u>Hardcopy</u>	<u>CD</u>			
<b>Sale of Documents</b> (including draft versions)							CR 2013/41	
Development Control Plans (associated with LEP 2000)	Each	\$16.00	\$10.00	\$16.00	\$10.00	B	Fee for accessing or printing required information - Exempt	N
City Centre DCP 2011	Each	\$30.00	\$15.00	\$30.00	\$15.00	B		N
LGA Wide DCP (when adopted)	Each	\$50.00	\$15.00	\$50.00	\$15.00	B		N
LEP (written document)	Each	\$30.00	\$28.00	\$30.00	\$28.00	B		N
Standard Instrument LEP (LGA Wide – when adopted)	Each	\$50.00	\$15.00	\$50.00	\$15.00	B		N
LEP (Set of maps)	Each	\$55.00	\$35.00	\$55.00	\$35.00	B		N
Standard Instrument LEP Maps (when adopted)	Each	\$50.00	\$15.00	\$50.00	\$15.00	B		N
Population Profile	Each	\$20.00	\$15.00	\$20.00	\$15.00	B		N
Information Sheets	Each	Free	N/A	Free	N/A	B		N
Koala Plan of Management	Each	\$35.00	N/A	\$35.00	N/A	B		N
Coffs Harbour Heritage Study 1997	Each	\$35.00	N/A	\$35.00	N/A	B		N
Coffs Harbour Heritage Study – Stage 2	Each	\$35.00	N/A	\$35.00	N/A	B		N
<b>Strategies</b>								
Business / Employment Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N
Industrial Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N
Our Living City Settlement Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N
Rural Residential Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N
Rural Lands Strategy	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N
Other Strategies	Each	\$35.00	\$20.00	\$35.00	\$20.00	B		N



## 2014/2015 DRAFT FEES AND CHARGES

### Sustainable and Precinct Planning...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>LEP Preparation (unscheduled)</b>	Hour	\$200.00	\$200.00	D	Regulatory – Planning Proposals (LEP) Fee Exempt	N
<b>Search Fee</b> - Supply of Information	Hour	\$130 per Hour - Minimum \$65.00	\$130 per Hour - Minimum \$65.00	D	CR 2013/25 Provision of Written Advice - Exempt	N
<b>Engagement of Consultant to Undertake Specialist Studies</b>		Actual Cost	Actual Cost	D	Contestable Supply - Taxable	Y
<b>Rezoning Applications</b> Simple Amendments – Council can consider and determine that some rezoning application matters are minor amendments, or anomalies and this includes investigation of mapping anomalies. These matters will be determined on the merits of the case.		\$5,000.00	\$5,000.00		Contestable Supply - Taxable	Y
Entrepreneurial Activities: <b>Note: Fees Payable in Advance of Each Stage</b> <i>Preliminary:</i> Consultation with Council to seek Council's requirements		Free	Free			Y
<i>Planning Proposal Stage 1: ( CHCC Peer Reviews submitted document)</i>		\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	\$5,250 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	A		Y
<i>Stage 2 (Internal Investigation):</i> Liaison with Council Departments and preparation of report.		\$10,000.00	\$10,500.00	A		Y
<i>Stage 3 (Consultation):</i> Forward Planning Proposal to Minister and consult with State Government / Commonwealth / Public Authorities and prepare any required studies		\$5,000 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	\$5,250 to 1 Hectare + \$1,500 per Hectare to 10 Hectares + \$1,000 per Hectare over 10 Hectares.	A		Y
<i>Stage 4 Exhibition of Planning Proposal</i>		Actual Cost of Advertisement & Administration Fee of \$1,000.00	Actual Cost of Advertisement & Administration Fee of \$1,000.00	A		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Sustainable and Precinct Planning...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<p><i>Stage 5 Report to Council: Prepare report assessing matters / issues raised in submissions. Report to Council.</i></p> <p><i>Stage 6 Report to Department of Planning:</i></p> <p><i>Forward report and Council resolution, provide additional information at Departments request.</i></p> <p>Alternatively, an upfront, one off, non-refundable payment (for all 6 stages of the process)</p>		Limited number of submissions (<200) and / or non contentious submissions \$2,500.00 OR Moderate number submissions (201 – 500) and / or limited contentious submissions \$5,000.00 OR Extreme number of submissions (>500) and / or contentious submissions \$10,000.00	Limited number of submissions (<200) and / or non contentious submissions \$2,500.00 OR Moderate number submissions (201 – 500) and / or limited contentious submissions \$5,000.00 OR Extreme number of submissions (>500) and / or contentious submissions \$10,000.00	A	Contestable Supply - Taxable	Y
		Administration Fee of \$1,500.00	Administration Fee of \$1,500.00	A		Y
			\$25,000.00	A		Y
<p><b>Tree Permits</b></p> <p>To remove tree/s on land subject to Tree Preservation Order</p> <p>- Simple Tree Permit 1 to 4 Trees</p> <p>- Regular Tree Permit 5 to 19 Trees</p> <p>- Complex Tree Permit 20 or more Trees not considered significant native vegetation ((see B7.3.3a) ii of the DCP 2013)</p> <p>- 20 Or More Trees within an area of significant native vegetation ((see B7.3.3a) ii of the DCP 2013)</p> <p>Inspection Costs</p>	Each Applic Each Applic Each Applic Each Each	\$120.00 \$150.00 + Inspection Cost \$300.00 + Inspection Cost \$370.00 + Inspection Cost \$125.00	\$125.00 \$155.00 + Inspection Cost \$310.00 + Inspection Cost \$450.00 + Inspection Cost \$130.00	D D D D D	Tree Lopping / Removal Application Fee - Exempt     Works Inspection Fee - Exempt	N N N N N



## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Domestic Waste, Organics &amp; Recycling Charges</b>						
<b>Vacant Land</b>	Annual	\$100.00	\$106.00	C	Exempt – CR 2013/19	N
A charge under Section 496 for each parcel of vacant, rateable land for which a domestic waste service is available.						
<b>Occupied Land (3 Bin Service)</b>	Annual	\$534.00	\$566.00	C	Exempt – CR 2013/19	N
A charge under Section 496 for each parcel of occupied, rateable land for which a domestic waste, organics and recycling service is available where the amount of such charge is derived by applying the formula: C= S x \$534.00 Where C = Annual Charge S = Number of general waste bins provided to the parcel of land for collection <b>Or</b> Where the parcel of land received a bulk waste service, the number of separate tenements.						
<b>Subsidiary General Domestic Waste Charge</b>	Annual	\$220.00	\$233.00	C	Exempt – CR 2013/19	N
A charge for provision of a 240 litre collection, and disposal from domestic premises (Fortnightly Service)						
<b>Subsidiary Domestic Recycling Charge</b>	Annual	\$82.00	\$87.00	C	Exempt – CR 2013/19	N
A charge for provision of a 240 litre collection, and disposal from domestic premises (Fortnightly Service)						
<b>Subsidiary Domestic Recycling Charge (Upgrade)</b>	Annual	\$30.00	\$32.00	C	Exempt – CR 2013/19	N
A charge for upgrading the standard 240 litre bin to a 360 litre bin – Annual Charge						
<b>Subsidiary Domestic Organic Waste Charge</b>	Annual	\$129.00	\$137.00	C	Exempt – CR 2013/19	N
A charge for provision of a 240 litre collection and disposal from domestic premises. (Weekly Service)						
<b>Subsidiary Domestic Waste Charges – 660L or 1100L Bulk Bins</b>		By Quotation	By Quotation	C	Exempt – CR 2013/19	N
A charge for provision of a 660 litre or 1100 litre collection, and disposal from domestic premises, for mixed waste, recycling or organics.						
<b>Upgrade Domestic Administration Fee</b>		\$50.00	\$50.00	C	Exempt – CR 2013/19	N
A charge for change of bin size (Red & Green Bins Only)						
<b>Mixed Waste (Non-Separated) Charge</b>	Annual	\$650.00	\$689.00	C	Exempt – CR 2013/19	N
<b>Domestic Bin Reinstatement Fee</b>		\$80.00	\$85.00	C	Exempt – CR 2013/19	N
A charge for replacement of Red, Green & Yellow Bin service collection due to suspended service.						



## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Non-Domestic Waste Charges</b>						
<b>Vacant Land</b>	Annual	\$110.00	\$116.60	C	Taxable – Competitive Market CR 2013/19	Y
<u>Commercial &amp; Industrial</u> A charge under Section 501 for each parcel of vacant, rateable land, which is not zoned for residential purposes for which a waste management service is available.						
<b>Occupied Land</b>	Annual	\$587.40	\$622.60	C	Taxable – Competitive Market CR 2013/19	Y
A charge under Section 501 for each parcel of rateable land where a waste management service is available.						
<b>Subsidiary General Waste Charge</b>	Annual	\$242.00	\$256.30	C	Taxable – Competitive Market CR 2013/19	Y
A charge for provision of a 240 litre collection (Fortnightly Service)						
<b>Subsidiary Recycling Charge</b>	Annual	\$90.20	\$95.70	C	Taxable – Competitive Market CR 2013/19	Y
A charge for provision of a 240 litre collection (Fortnightly Service)						
<b>Subsidiary Recycling Charge (Upgrade)</b>	Annual	\$33.00	\$35.00	C	Taxable – Competitive Market CR 2013/19	Y
A charge for upgrading the standard 240 litre bin to a 360 litre bin – Annual Charge						
<b>Subsidiary Organic Waste Charge</b>	Annual	\$141.90	\$150.70	C	Taxable – Competitive Market CR 2013/19	Y
A charge for provision of a 240 litre collection. (Weekly Service)						
<b>Subsidiary Waste Charges – 660L or 1100L Bulk Bins</b>		By Quotation	By Quotation	C	Taxable – Competitive Market CR 2013/19	Y
A charge for provision of a 660 litre or 1100 litre collection for mixed waste, recycling or organics.						
<b>Upgrade Administration Fee</b>		\$55.00	\$55.00	C	Taxable – Competitive Market CR 2013/19	Y
A charge for change of bin size (Red & Green Bins Only)						
<b>Mixed Waste (Non-Separated) Charge</b>	Annual	\$650.00	\$730.34	C	Taxable – Competitive Market CR 2013/19	Y
<b>Bin Reinstatement Fee</b>		\$88.00	\$93.50	C	Taxable – Competitive Market CR 2013/19	Y
A charge for replacement of Red, Green & Yellow Bin service collection due to suspended service						
<b>Private Bulk Waste</b>	Annual	\$587.40	\$622.60	C	Taxable – Competitive Market CR 2013/19	Y
A charge under Section 501 for each parcel of occupied, rateable land, which is not zoned for residential purposes, where a bulk waste management service is provided.						





## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Non Rateable Waste Management Charges</b>						
<b>Non Rateable</b> (3 Bin Service)	Annual	\$587.40	\$622.60	C	Taxable – Competitive Market CR 2013/19	Y
<p>A charge under Section 496(2) for each general waste bin collected from a parcel of non rateable land to which a waste collection service is available where the amount of such charge is derived by applying the formula:</p> <p><math>C = S \times \\$587.40</math></p> <p>Where C = Annual Charge</p> <p>S = Number of general waste bins provided to the parcel of land for collection</p> <p><b>Or</b></p> <p>Where the parcel of land received a bulk waste service, the number of separate tenements.</p>						
Subsidiary waste charges for non-rateable properties are charged at non-domestic waste rates.						



## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Englands Road CCRR Park Diverted to Processing Plant</b>						
Car / Wagon – Mixed Waste	Vehicle (up to 20 kg)	\$10.00	\$11.00	D	Taxable – CR 2013/19	Y
Car / Wagon – Mixed Waste	Vehicle (up to 60 kg)	\$19.00	\$21.50	D	Taxable – CR 2013/19	Y
Other Vehicles – Mixed Waste	Tonne	\$181.00	\$205.00	D	Taxable – CR 2013/19	Y
Car / Wagon – Organics	Vehicle (up to 60 kg)	\$13.00	\$14.00	D	Taxable – CR 2013/19	Y
Box Trailer / Ute – Organics	Vehicle (up to 150 kg)	\$19.00	\$20.00	D	Taxable – CR 2013/19	Y
Box Trailer / Ute – Organics (Voucher Redemption)	Vehicle (up to 150 kg)	\$19.00	\$20.00	D	Taxable – CR 2013/19	Y
Other Vehicles – Organics	Tonne	\$135.00	\$142.00	D	Taxable – CR 2013/19	Y
Commercial / Industrial Organics						
- Class O1 – Sorted <3% Contamination	Tonne	\$135.00	\$142.00	D	Taxable – CR 2013/19	Y
- Class O2 –<10% Contamination	Tonne	\$170.00	\$180.00	D	Taxable – CR 2013/19	Y
- Class O3 –<25% Contamination	Tonne	\$220.00	\$236.00	D	Taxable – CR 2013/19	Y
- Class O4 –<40% Contamination	Tonne	\$290.00	\$315.00	D	Taxable – CR 2013/19	Y
- Class O5 –>40% Contamination	NOT ACCEPTED – DIRECTED TO LANDFILL AT MIXED PUTRESCIBLE WASTE RATE					
Commercial / Industrial Mixed Waste	Tonne					
- Class M1 – Sorted <3% Contamination	Tonne	\$181.00	\$195.00	D	Taxable – CR 2013/19	Y
- Class M2 –<10% Contamination	Tonne	\$230.00	\$237.00	D	Taxable – CR 2013/19	Y
- Class M3 –<25% Contamination	Tonne	\$285.00	\$310.00	D	Taxable – CR 2013/19	Y
- Class M4 –<40% Contamination		\$340.00	\$367.00	D	Taxable – CR 2013/19	Y
- Class M5 –>40% Contamination	NOT ACCEPTED – DIRECTED TO LANDFILL AT MIXED PUTRESCIBLE WASTE RATE					
<p><i>Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.</i></p>						
Weighbridge Reports (Account Customers Only)	Each	\$15.00	\$15.00	D	Exempt – Provision of Information	N



## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Englands Road CCRR Park Directed to Landfill</b>					Taxable – CR 2013/19	
Car / Wagon – Mixed Dry Waste	Vehicle (up to 20 kg)	\$10.00	\$11.00	D		Y
Car / Wagon – Mixed Dry Waste	Vehicle (up to 60 kg)	\$19.00	\$21.00	D		Y
Organics – Stumps, Logs, Pallets, Timber & Palms	Tonne	\$180.00	\$200.00	D		Y
Sorted Dry Non Putrescible Waste	Tonne	\$215.00	\$236.00	D		Y
Mixed Putrescible Waste (unsorted) > 40% contamination	Tonne	\$380.00	\$410.00	D		Y
Demolition Mixed	Tonne	\$215.00	\$236.00	D		Y
Car Tyres	5 kg	\$4.50	\$5.00	D		Y
Light Truck Tyres	10 kg	\$12.00	\$13.00	D		Y
Heavy Truck Tyres	40 kg	\$22.00	\$23.00	D		Y
Motor Cycle Tyres	4 kg	\$3.00	\$3.50	D		Y
Super Single Tyres	50 kg	\$65.00	\$70.00	D		Y
Tractor Tyres	150 kg	\$200.00	\$210.00	D		Y
Shredded Tyres	Tonne	\$250.00	\$380.00	D		Y
All Recyclables		None	None	D		Y
Animal Disposal – Small	Each	\$28.00	\$32.00	D		Y
Animal Disposal – Large	Each	\$110.00	\$117.00	D		Y
Contaminated Bins – Kerbside garbage, recycling, greenwaste		None	None	D		Y
Concrete / Masonry	Tonne	\$96.00	\$110.00	D		Y
Soils (all) apart from clean clay	Tonne	\$78.00	\$110.00	D		Y
Clean Clay		\$13.00	\$30.00	D		Y
Mud, Silt & Dirty Water	Tonne	\$90.00	\$105.00	D		Y
Contaminated Soil	Tonne	\$141.00	\$160.00	D		Y
Car Body / Recyclable Material	Tonne	None	None	D		Y
Asbestos	Tonne	\$295.00	\$320.00	D		Y
Mattresses	Per Piece		\$25.00	D		Y

*Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.*



## 2014/2015 DRAFT FEES AND CHARGES

### Waste Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Truck Wash Use	Each	\$13.00	\$14.00	D		Y
Charity ( <i>Payment made by Council on behalf of Charity</i> )		Donation	Donation	D		
Waste Oil (max. 20 litres containers)	Litre	None	None	D		
Quarantine Bags	Tonne	\$245.00	\$267.00	D	Taxable – CR 2013/19	Y
RTA Weight Certificate	Each	\$25.00	\$26.00	D	Taxable – CR 2013/19	Y
Items to Waste Recovery Facility		None	None	D		Y
<b>Woolgoolga &amp; Coramba Waste Transfer Stations</b>						
Car / Wagon – Mixed Dry Waste	Vehicle – Up to 20 kg	\$10.00	\$11.00	D	Taxable – CR 2013/19	Y
Car / Wagon – Mixed Waste	Vehicle – Up to 60 kg	\$19.00	\$23.00	D	Taxable – CR 2013/19	Y
Box Trailer / Ute – Mixed Waste	Up to 100 kg	\$24.00	\$29.00	D	Taxable – CR 2013/19	Y
Box Trailer / Ute – Mixed Waste	Over 100 kg	\$71.00	\$93.00	D	Taxable – CR 2013/19	Y
Double Axle Trailer – Mixed Waste	Up to 500 kg	\$115.00	\$140.00	D	Taxable – CR 2013/19	Y
Light Truck – Mixed Waste	Up to 500 kg	\$115.00	\$140.00	D	Taxable – CR 2013/19	Y
Car / Wagon – Organics	Vehicle – Up to 60 kg	\$13.00	\$14.00	D	Taxable – CR 2013/19	Y
Box Trailer / Ute – Organics	Up to 150 kg	\$19.00	\$20.00	D	Taxable – CR 2013/19	Y
Double Axle Trailer - Organics	Up to 300 kg	\$32.00	\$34.00	D	Taxable – CR 2013/19	Y
Light Truck - Organics	Up to 300 kg	\$32.00	\$34.00	D	Taxable – CR 2013/19	Y
Car Tyres	5 kg	\$4.50	\$5.00	D	Taxable – CR 2013/19	Y
Recyclables to drop off area		None	None	D		
<i>Note: No Vehicle with more than 500kg will be accepted.</i>						
<i>Note: From 1 July 2009, waste disposed to landfill will attract a levy under Section 88 of the Protection of the Environment Operations Act 1997. This Waste and Environment Levy increases by \$10.00 each year plus CPI from 2009/10 until 2015/16 when it will be approximately \$80.00 per tonne.</i>						



2014/2015 DRAFT FEES AND CHARGES

**Corporate Business**

**Airport**

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Airport Landing Fees</b>						
<b>General Aviation</b>						
Based on maximum take-off weight (MTOW)	Pro-rata per tonne MTOW	\$9.00	\$9.50	E	CR 2013/25 Use of Facilities – Airport Taxable	Y
<b>Annual Charge (Aircraft based at Airport)</b>						
Commercial						
- Fixed Wing	Per Aircraft / Per Annum	\$460.00	\$475.00	E	Use of Facilities – Airport Taxable	Y
- Helicopter		\$360.00	\$370.00	E	Use of Facilities – Airport Taxable	Y
Private						
- All Aircraft Types		\$260.00	\$268.00	E	Use of Facilities – Airport Taxable	Y
<b>Regular Passenger Transport</b>						
Passenger Charge:	Head Tax	Passenger Movement Fees (inclusive of security) for the period 1 July 2010 to 30 June 2015, per passenger movement, shall range from \$9.35 to \$13.75.	Passenger Movement Fees (inclusive of security) for the period 1 July 2010 to 30 June 2015, per passenger movement, shall range from \$9.35 to \$13.75.	E	Use of Facilities – Airport Taxable	Y
	Per Passenger			E	Use of Facilities – Airport Taxable	Y
	Movement	Passenger Movement Fees maybe reduced or waived by negotiation for new or expanded services and/or growth incentives.	Passenger Movement Fees maybe reduced or waived by negotiation for new or expanded services and/or growth incentives.	E	Use of Facilities – Airport Taxable	Y
				E	Use of Facilities – Airport Taxable	Y
<b>Military Aircraft</b>						
Pro-rata per landing		As negotiated by Australian Airports Association	As negotiated by Australian Airports Association	C	Use of Facilities – Airport Taxable	Y



**2014/2015 DRAFT FEES AND CHARGES**

**Airport...cont'd**

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Non RPT Aircraft Using RPT Apron</b>						
Passenger / crew charge (For access through Charter Terminal)	Per Passenger / Crew Movement	\$12.00	\$12.50	E	CR 2013/25 Use of Facilities – Airport Taxable	Y
RPT apron parking fee (Turnaround):						
- Less than 9 Hours	Per Aircraft	\$70.00	\$75.00	E	Use of Facilities – Airport Taxable	Y
- Greater than 9 Hours or Overnight	Per Aircraft	\$140.00	\$150.00	E	Use of Facilities – Airport Taxable	Y
Callout Fee (Outside Operational Hours) *						
Fees as above plus a callout fee	Per movement	\$200.00	\$220.00	E	Use of Facilities – Airport Taxable	Y
<i>* Operational hours are deemed to be when an Airport Reporting Officer is on duty at the Airport</i>						
<b>Other Airport Fees</b>						
ASIC New / Renewal	Each	\$220.00	\$220.00	D	Use of Facilities – Airport Taxable	Y
ASIC Replacement	Each	\$70.00	\$70.00	D	Use of Facilities – Airport Taxable	Y
Proximity Card Replacement	Each	\$25.00	\$25.00	D	Replacement Key Fee - Taxable	Y
Abloy Key (Electronic)	Each	\$192.00	\$192.00	D	Replacement Key Fee - Taxable	Y
Abloy Key (Standard)	Each	\$33.50	\$33.50	D	Replacement Key Fee - Taxable	Y
Drug & Alcohol Testing (External)	Each	\$120.00	\$120.00	D	Use of Facilities – Airport Taxable	Y
<b>Meeting Room Hire</b>						
- ½ Day (up to 4 hours)			\$60.00	D	Use of Facilities – Airport Taxable	Y
- Full Day			\$120.00	D	Use of Facilities – Airport Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Airport...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Airport Car Parking Fees</b>					CR 2013/25	
<b>General Carpark Fees</b>						
<b>Duration</b>						
- 0 to 15 Minutes	Minutes	Free	Free	E	Use of Facilities – Airport Taxable	Y
- 15 Minutes to 1 Hour	Minutes	\$2.50	\$2.50	E		Y
- 1 to 2 Hours	Hours	\$5.00	\$5.00	E		Y
- 2 to 3 Hours	Hours	\$7.00	\$7.00	E		Y
- 3 to 4 Hours	Hours	\$9.00	\$9.00	E		Y
- 4 to 5 Hours	Hours	\$11.00	\$11.00	E		Y
- 5 to 24 Hours	Hours	\$13.00	\$13.00	E		Y
Day = 24 Hours from time of entry						
<b>Long Term Parking</b>						
- 1 Day	Day		\$13.00	E	Use of Facilities – Airport Taxable	Y
- 2 Days	Day		\$26.00	E		Y
- 3 Days	Day		\$36.00	E		Y
- 4 Days	Day		\$46.00	E		Y
- 5 Days	Day		\$54.00	E		Y
- 6 Days	Day		\$62.00	E		Y
- 7 Days	Day		\$69.00	E		Y
- 8 Days	Day		\$76.00	E		Y
Then add a maximum of \$7.00 per day						



## 2014/2015 DRAFT FEES AND CHARGES

### Airport...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Airport Car Parking Fees</b>					CR 2013/25	
<b>Premium Security Carpark</b>						
<b>Duration</b>						
Minimum 1 Day	Day		\$20.00	E	Use of Facilities – Airport Taxable	Y
Thereafter						Y
- 1 Hour	Hour		\$2.50	E		Y
- 2 Hour	Hour		\$5.00	E		Y
- 3 Hour	Hour		\$8.00	E		Y
- 4 Hour	Hour		\$11.00	E		Y
- 5 Hour	Hour		\$14.50	E		Y
- 6 Hour	Hour		\$20.00	E		Y
Day = 24 Hours from time of entry						
<b>Long Term Parking</b>						
- 1 Day	Day		\$20.00	E	Use of Facilities – Airport Taxable	Y
- 2 Days	Day		\$40.00	E		Y
- 3 Days	Day		\$60.00	E		Y
- 4 Days	Day		\$80.00	E		Y
- 5 Days	Day		\$100.00	E		Y
- 6 Days	Day		\$120.00	E		Y
- 7 Days	Day		\$120.00	E		Y
- 8 Days	Day		\$138.00	E		Y
Then add a maximum of \$18.00 per day with every 7 <sup>th</sup> Day of each week Free						





## 2014/2015 DRAFT FEES AND CHARGES

### Civic Management

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Council Delivery Program / Operational Plan</b>						
Delivery Program / Operational Plan	Copy	\$25.00	\$25.00	E	Access of Information - Exempt	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Annual Report</b>						
Summary (Part 1)	Copy	Free	Free	B	Access of Information - Exempt	N
Annual Report (Parts 1 and 2)	Copy	\$25.00	\$25.00	E	Access of Information - Exempt	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Council Business Papers</b>						
Supply of Council's Business Papers	Annual	\$1,500.00	\$1,500.00	E	Access of Information - Exempt	N
	Copy	\$100.00	\$100.00	E	Access of Information - Exempt	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Minutes of Council Meetings</b>						
Supply of Council Minutes	Copy	\$35.00	\$35.00	E	Access of Information - Exempt	N
<i>Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></i>						
<b>Hire of Plaque Stand &amp; Ceremonial Curtains</b>	Day	\$25.00	\$25.00	E	Use of General Equipment – Civic Taxable	Y
<i>Note: Hirers will be charged for the costs of repairs, should either the plaque stand or the curtains be returned in a damaged state.</i>						



## 2014/2015 DRAFT FEES AND CHARGES

### Finance

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Private Works Administration Charge</b>						
S355 Committees and grant funded road works programmes		5% plus GST	5% plus GST	F	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Other Private Works		15% plus GST	15% plus GST	F		Y
<b>Bond Administration Fee</b>		\$110.00	\$110.00	E	No Ruling Taxable	Y
Bonds Greater than \$500 – Not applicable to Non-Profit or Sporting Organisations.						
<b>Ordinary Rates</b>						
Residential Rate	Without Special Rate Variation	0.34058 cents in \$ (Base \$305.00)	0.34871cents in \$ (Base \$312.00)	C	Exempt – CR 2013/1	N
	With Special Rate Variation		0.36801 cents in \$ (Base \$330.00)			
Business Rate	Without Special Rate Variation	0.79325 cents in \$ (Minimum \$515.00)	0.81185 cents in \$ (Minimum \$526.50)	C	Exempt – CR 2013/1	N
	With Special Rate Variation		0.85745 cents in \$ (Minimum \$555.50)			
Farmland Rate	Without Special Rate Variation	0.34058 cents in \$ (Base \$305.00)	0.34871cents in \$ (Base \$312.00)	C	Exempt – CR 2013/1	N
	With Special Rate Variation		0.36801 cents in \$ (Base \$330.00)			
City Centre Business Rate (With CBD Special Variation)	Without Special Rate Variation	1.09381 cents in \$ (Minimum \$500.00)	1.11965 cents in \$ (Minimum \$511.50)	C	Exempt – CR 2013/1	N
	With Special Rate Variation		1.18235 cents in \$ (Minimum \$539.50)			
Environmental Levy		0.01016 cents in \$ (Base \$19.65)	0.01038 cents in \$ (Base \$20.15)	C	No Ruling	N
Outstanding Rates, Interest		9% (daily on a simple basis)	8.5% (daily on a simple basis)	C	Interest on Overdue Rates	N
<b>Rate &amp; Property Enquiry</b>						
Verbal (Telephone and Counter)	Assessment	Free	Free	D	Fee for accessing or printing required information - Exempt	N
Computerised Transaction Listing (Screen Dump)	Assessment	Free	Free	D		N



## 2014/2015 DRAFT FEES AND CHARGES

### Finance...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Copy of Rate / Water Notice -Available only to Property Owner	Per Notice		Free	D	Fee for accessing or printing required information - Exempt	N
<b>Special Water Meter Reading</b>  (Domestic and Non Domestic)	Assessment	\$70.00	\$75.00	E	Div 38 Special Water Meter Reading – GST Free	N
<b>Water Account Recovery Charges</b>						
Reminder Notice Penalty	Account	\$6.00	\$6.00	E	Reminder Fee for Overdue Rates – GST Free	N
Restriction / Disconnection Notice Penalty	Account	\$25.00	\$25.00	E	Disconnection from Council's water / sewer system	N
Rates and Water Debtors – Recovery Costs (involving legal action)	Per Recovery Action	All external costs incurred by Council to be levied onto the relevant rate / water account (Section 550 LGA)	All external costs incurred by Council to be levied onto the relevant rate / water account (Section 550 LGA)	D	CR 2013/25 Legal Fees recouped in the recovery of rates Exempt	N
<b>Section 605 Search (LG Act)</b>						
Expenses relating to tracing people	Account	All external costs incurred by Council to be levied onto relevant rates / water account	All external costs incurred by Council to be levied onto relevant rates / water account	E	CR 2013/41 Section 605 Expenses - Exempt	N
<b>Section 603 Certificate</b>	Each	\$70.00	\$70.00	C	CR 2013/41 S.603 Certificate - Exempt	N
Urgent Processing (Additional Fee) (within 24 hrs or next working day)	Each	\$70.00	\$70.00	C	CR 2014/6 Urgency Fee - Exempt	Y
Update of Section 603 Certificate (Verbal) – within 2 months of issue of original certificate	Each	Free	Free		CR 2013/41 S.603 Certificate - Exempt	N
<b>Dishonour Administration Fee</b> Applicable to all dishonoured payments.						
Cheque Payments	Per Payment	\$15.00	\$15.00	D	GSTD 2013/1	Y/N
Direct Debit Payments	Per Payment	\$15.00	\$15.00	D	Tax Classification depends on the status of the related fee.	Y/N
Processing and Confirmation of Direct Debit Applications	Per Request	Free	Free	D		T/N



## 2014/2015 DRAFT FEES AND CHARGES

### Finance...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Processing and Confirmation of Pensioner Rebate Applications	Per Request	Free	Free	D	Fee for accessing or printing required information - Exempt	N
<b>Credit Card Surcharge</b>						
Over the Counter Payments		0.6% of Payment	0.6% of Payment	D	GSTD 2013/1 Tax Classification depends on the status of the related fee.	N/Y
Telephone & Internet Payments		0.6% of Payment	0.6% of Payment	D		N/Y
<p>Council charges a Credit Card Surcharge Fee if Customers pay for Services with their Credit Card. This fee is charged as an additional 0.60%.</p> <p>This Credit Card Surcharge Fee will also generate a GST amount if the underlying Council Service being paid for attracts GST, otherwise GST is NOT applicable on the Credit Card Surcharge Fee.</p> <p>The Credit Card Surcharge Fees is non-refundable in the event that the original charge is refunded.</p>						
<b>Account Keeping Fee</b>						
Sundry Debtors Accounts Only – such as Conveyancing	Per Month	\$20.00	\$20.00	E	Administration Fee - Taxable	Y
<b>Sundry Debtors Account Late Fee</b>	Per Invoice	\$20.00	\$20.00	E	No Ruling - Taxable	Y
<p>Applied where there has been non compliance with the Invoice terms, other than where a suitable arrangement has been made.</p>						
<b>Street Directories</b>	Each	\$20.00	\$20.00	E	CR 2013/25 Sale of Merchandise - Taxable	Y
<b>Business Paper Subscription</b>						
Business Paper plus Minutes (per Council Committee)	Annual	\$600.00	\$600.00	E	CR 2013/41 Fee for accessing or printing required information - Exempt	N
Minutes Only (per Council Committee)	Annual	\$200.00	\$200.00	E		N
<p>Note: Available free online at <a href="http://www.coffsharbour.nsw.gov.au">www.coffsharbour.nsw.gov.au</a></p>						
<b>Refund Fee</b>		\$25.00	\$25.00	E	Dependent upon the GST status of the original charge	N/Y
<p>Fee to cover administration costs related to refunds. Not applicable in relations to deposits or water or rate payments</p>						
<b>Building Long Service Levy Contribution</b>					Taxable – GST applicable on Commission paid to Council.	N/Y
<b>Early Childhood Centre, Park Avenue – Room Hire</b>						
Non Funded	Hour	\$15.00	\$15.00	B	CR 2013/25 Use of Facilities - Taxable	Y
Funded	Hour	\$25.00	\$25.00	B		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Human Resources & Organisational Development

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Human Resources Services</b> Information leaflets attachments to pay slips (external organisations)	Each Pay	\$350.00	\$365.00	D	Service Fee for Distribution of Information - Taxable	Y
<b>Administration Fee – Section 355 Committees</b>	Per Employee Per Year	\$800.00	\$840.00	D	No Tax Ruling - Taxable	Y
<b>External Training (Conducted by Council Staff)</b>		Quotation	Quotation	F	Class / Lesson / Seminar / Workshop - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Information Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>GIS Data Preparation &amp; Administration</b>	Hour	\$40.00 (Min \$20.00)	\$60.00 (Min \$20.00)	E	CR 2013/41 GIS Fees - Exempt	N
Map / Digital GIS Data Preparation & Administration Fee to be paid in addition to Map Plots and Digital GIS Data						
<b>Map Plots</b> Cadastral Base Fabric (Road / Rail / Creek / Lot).	Per Plot / Sheet				CR 2013/41 GIS Fees - Exempt	
A4		\$7.00	\$7.50	E		N
A3		\$9.00	\$9.50	E		N
A2		\$12.00	\$12.50	E		N
A1		\$16.00	\$17.00	E		N
A0		\$22.00	\$23.00	E		N
Thematic Layers (Vector / Raster)	Per Thematic GIS Layer Group				CR 2013/41 Raster Data / Vector Data - Exempt	
A4		\$1.50	\$1.50	E		N
A3		\$2.00	\$2.00	E		N
A2		\$3.00	\$3.00	E		N
A1		\$4.00	\$4.00	E		N
A0		\$5.00	\$5.00	E		N
Imagery (Incl. Aerial Photography)	Per Plot / Sheet				CR 2013/41 GIS Fees - Exempt	
A4		\$10.00	\$10.50	E		N
A3		\$15.00	\$16.00	E		N
A2		\$20.00	\$21.00	E		N
A1		\$40.00	\$42.00	E		N
A0		\$50.00	\$52.50	E		N
<b>Supply of Maps to Council – Engaged Project Consultants</b>		Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	E	CR 2013/41 GIS Fees - Exempt	N
<b>Colour Plotter Use (Non Mapping)</b>	Per Plot / Sheet	Quotation	Quotation	E	CR 2013/25 Use of Equipment - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Information Services ...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Digital GIS Data</b>						
Includes imagery. Sold subject to copyright. Supplied in ESRI-compatible, digital formats.						
For Areas ≤ 3,000 Hectares	Per Thematic GIS Layer Group	\$70.00 + \$1.50 per Hectare	\$73.50 + \$1.55 per Hectare	E	CR 2013/41 GIS Fees - Exempt	N
For Areas > 3,000 Hectares Total		Quotation	Quotation	E	CR 2013/41 GIS Fees - Exempt	N
<b>Supply of Digital GIS Data to Council – Engaged Project Consultants</b>		Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	Under data license agreement. No charge if GIS Section is consulted prior to issue of the contract. No consultation – min. charge of \$1,000.00	E	CR 2013/41 GIS Fees - Exempt	N
<b>Professional GIS Services to other Councils</b>		Quotation	Quotation	E	CR 2013/41 GIS Fees - Exempt	N
<b>House Numbers</b>					CR 2013/25	
Templates		\$7.00	\$7.00	E	Provision of Road Number Plaque - Taxable	Y
Stickers		\$1.50	\$1.50	E	Provision of Road Number Plaque - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Information Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Copying (Black &amp; White)</b>					CR 2013/41	
A4 size	Per Sheet	\$0.50	\$0.50	E	Fee for Accessing or Printing Required Information - Exempt	N
A3 size	Per Sheet	\$1.00	\$1.00	E		N
A1 size	Per Sheet	\$10.00	\$10.00	E		N
<b>Colour Copying</b>						
A4 size	Copy	\$1.00	\$1.00	E	Fee for Accessing or Printing Required Information - Exempt	N
A3 size	Copy	\$2.00	\$2.00	E		N
GST is applicable where the information copied does not relate to a regulatory function of Council.						
<b>Soft Copies of Records</b>						
Electronic documents provided on CD or DVD.						
<i>Postage &amp; Courier charges apply where applicable to all copying charges.</i>						
< 5 mg emailed	Per mg	Free	Free	E	Fee for Accessing or Printing Required Information - Exempt	N
Per Disk	Disk	\$20.00	\$20.00	E		N
<b>Copy of Sewerage Diagrams</b>	Each	Free to Landholder or Plumber	Free to Landholder or Plumber	A	Fee for Accessing or Printing Required Information - Exempt	N
<b>Commercial Enquiries</b>						
- Additional A1 Sheets Copied	Each	\$10.00	\$10.00	A	Fee for Accessing or Printing Required Information - Exempt	N
<b>Property Owner Enquiries</b>						
Supply of plans to plumbers showing location of sewer mains / junctions	Each	Free	Free	A	Fee for Accessing or Printing Required Information - Exempt	N
Supply of drainage diagrams (to residential property owners for their own property)	Each	Free	Free	A		N
<b>DA Scanning Fees</b>					Fee for Accessing or Printing Required Information - Exempt	
- 1 to 10 Plans / Images		\$35.00	\$35.00	A		N
- 11 to 20 Plans / Images		\$100.00	\$100.00	A		N
More than 20 Plans / Images		\$220.00	\$220.00	A		N
A2 Colour Plan	Each	\$17.50	\$18.00	A		N
A1 Colour Plan	Each	\$22.00	\$23.00	A		N
A0 Colour Plan	Each	\$27.00	\$28.00	A		N
Digital Lodgement		Free	Free	A		N
To avoid being charged a scanning fee, applicants are reminded to supply a copy of their application on CD-ROM, USB or other digital format. Each document including the application form, drawings and plans must be provided in digital format.						





## 2014/2015 DRAFT FEES AND CHARGES

### Information Services ...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Copy of a Building / Development Application Plan</b>		Refer to Copy Charges	Refer to Copy Charges	E		N
<b>Plan of Subdivision (DP) Print</b>		Refer to LPMA website	Refer to LPMA website	E		N
<b>Title Searches</b>		Refer to LPMA website	Refer to LPMA website	E		N
Applications for title searches and subdivision (DP) prints can be obtained from <a href="http://www.lpma.nsw.gov.au">www.lpma.nsw.gov.au</a>						
<b>Open Access Information under Government Information (Public Access) Act 2009</b>		Free	Free	C	CR 2013/41 Open Access Information - Exempt	N
Viewing of information		Free	Free	C	Open Access Information - Exempt	N
Copying of information		As per Copy Rates	As per Copy Rates	C	Access of Information	N
<b>Access Applications (GIPA Act)</b>					CR 2013/41	
<b>Personal Nature</b>					Formal Access Applications – Personal Information Exempt	N
- Access Application Fee (includes 20 hrs processing)		\$30.00	\$30.00	C	Formal Access Applications – Personal Information Exempt	N
- Processing Charge in excess of 20 hours	Hour	\$30.00	\$30.00	C	Processing Fee	N
- Internal Review Application Fee		\$40.00	\$40.00	C	Internal Review GIPA - Exempt	N
<b>Non- Personal Nature</b>					Formal Access Applications – Other Exempt	N
- Access Application Fee		\$30.00	\$30.00	C	Formal Access Applications – Other Exempt	N
- Processing Charge	Hour	\$30.00	\$30.00	C	Processing Fee	N
- Internal Review Application Fee		\$40.00	\$40.00	C	Internal Review GIPA - Exempt	N
<i>Note: An applicant may be entitled to a 50% reduction in the processing charge.</i>						
<b>Hourly Access Fee</b>					CR 2013/41	
Staff time including subpoena, proactive access requests – copying charges as per copy rates. Postal and courier charges may apply.	Hour	\$45.00	\$47.50	D	Information released proactively - Exempt	N
<b>Consultancy Income</b>	Hour	Quotation	Quotation	E	Professional Time - Taxable	Y
<b>Counter Enquiries – Specific Projects</b>					CR 2013/41	
Including mailing lists, ad-hoc query and report etc	Hour	\$145.00	\$150.00	E	Fee for Accessing or Printing Required Information - Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Community Development

#### Coffs Harbour Sports Unit

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Cex International Stadium</b>						
<b>Ground Hire – Day Hire</b>						
					CR 2013/25	
Major event ( <i>See Notes on Major Sporting Events</i> )	Day	By Negotiation	By Negotiation	D	Use of Facilities – Sport Taxable	Y
Weekday ( <i>Note 1</i> )				D		Y
- Full Day	First Day	\$535.00	\$560.00	D		Y
- Full Days	Consecutive Days	\$285.00	\$300.00	D		Y
Weekend ( <i>Note 1</i> )					Use of Facilities – Sport Taxable	
- Full Day	First Day	\$635.00	\$665.00	D		Y
- Full Days	Consecutive Days	\$390.00	\$410.00	D		Y
Should your event commence on a weekday and fall over a weekend, the consecutive day rate for weekend use will apply for the weekend dates used. Similarly, should your event commence on a weekend, and carryover into a weekday, the weekday will be charged at the consecutive day rate for weekdays.						
School Athletics	Per Day	\$330.00	\$345.00	B	Use of Facilities – Sport Taxable	Y
Cleaning bond – returned upon satisfactory cleaning of the grandstand and surrounds		\$190.00	\$200.00	D	Bond	N
<b>Seasonal Hire / Regular Users</b>						
<i>(Applies to seasonal fixtures only)</i>						
<b>Ground Hire</b>						
Weeknight ( <i>Note 3</i> )	Hour	\$95.00	\$100.00	D	Use of Facilities – Sport Taxable	Y
- Minimum of 3 hours @ \$85/hr	<= 3 Hours	\$285.00	\$300.00	D		Y
<b>Flood Lights Hire</b>						
Lights for any night of the week – Minimum 3 hour hire fee applies				D	Use of Facilities – Sport Taxable	Y
- 200 Lux	Hour	\$32.00	\$35.00	D		Y
- 500 Lux	Hour	\$79.00	\$80.00	D		Y
- 1,500 Lux	Hour	On Application	On Application	D		Y
A minimum 7 days notice is required for all ground usage bookings						



## 2014/2015 DRAFT FEES AND CHARGES

Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Venue Hire</b>					CR 2013/25	
Meeting Rooms and ancillary functions		By Negotiation	By Negotiation	D	Use of Facilities – Other Taxable	Y
<b>Notes – Use of Stadium</b>						
<p>1 Weekday is Monday to Friday 8am – 5 pm inclusive. Weeknight is Monday to Friday 5pm – 10 pm inclusive. Weekend is 8am – 10 pm inclusive Saturday and Sunday. Public Holiday Surcharge (50%) applies to all BCU Stadium and Coffs Coast Sports and Leisure Park hire fees, for all rates (weekday, weekend and week night) for all event days falling on a gazetted public holiday.</p> <p>2 Day hire provides for up to 8 hours of usage. The daily fee includes use of most of the Stadium's facilities such as the field, grandstand, change rooms, ticket box, referees room, meeting / sports administration room.</p> <p>3 Seasonal bookings are regular weekly activities. Winter season: April – September. Summer season: October – March. Seasonal bookings are subject to availability which may change throughout the season depending on major event bookings. Seasonal booking hire is for a minimum of three hours.</p> <p>4 Stadium is not available for training.</p> <p>5 New winter season charges will not apply until Winter 2015.</p> <p>6 Council is a participant in the Companion Card Program, whereby people with a disability who require companion support and are a registered cardholder, are entitled to a second ticket for their companion at no charge.</p>						



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Sporting Field Charges</b>						
<b>Seasonal Fixture Allocation</b>						
Senior – Day	Oval	\$3,045.00	\$3,200.00	B	CR 2013/25 Use of Facilities – Sport Taxable	Y
Senior – Half Day	Oval	\$1,515.00	\$1,590.00	B		Y
Junior – Day	Oval	\$1,515.00	\$1,590.00	B		Y
Junior – Half Day	Oval	\$790.00	\$810.00	B		Y
Composite – Day	Oval	\$2,300.00	\$2,400.00	B		Y
Composite – Half Day	Oval	\$1,145.00	\$1,200.00	B		Y
<b>Seasonal Training Allocations</b>						
(Only applies where no fixtures are charged)						
Senior – Hours per week	Oval	\$305.00	\$320.00	B	Use of Facilities – Sport Taxable	Y
Junior – Hours per week	Oval	\$155.00	\$160.00	B		Y
Composite – Hours per week	Oval	\$225.00	\$235.00	B		Y
Seasonal training fee indicates the cost of using the oval for one hour per week for the duration of the season. Multiply the fee by the number of hours required per week.						
<b>Pre- Season Training – Per Hour</b>	Oval	\$11.00	\$12.00	B		Y
Pre-season training rate only available four weeks prior to commencement of either the winter or summer season, and applies to ground hire only. This rate does not include use of amenities or flood lights. Should you require use of amenities - casual booking fees will apply.						
<b>Casual Booking – Fixture</b>						
Half Day (Senior, Junior or Composite)	Oval	\$175.00	\$185.00	B	Use of Facilities – Sport Taxable	Y
Full Day (Senior, Junior or Composite)	Oval	\$230.00	\$240.00	B		Y
Casual booking – training (Only applies where no fixtures are charged)	Per Hour	\$37.00	\$40.00	B		Y
<b>Turf Wicket Preparation Fee (Per Wicket)</b>						
- Coffs Coast Sport & Leisure Park 1		\$110.00	\$115.00	B	Use of Facilities – Sport Taxable	Y
- Coffs Coast Sport & Leisure Park 2		\$110.00	\$115.00	B		Y
<i>Note: Can vary dependent on length of cricket event</i>						
<b>Training Lights</b>						
Seasonal Allocation – Hours per Week	Oval	\$510.00	\$535.00	B	Use of Facilities – Sport Taxable	Y
Casual Booking – Per Hour	Oval	\$30.00	\$32.00	B		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Bond</b> (against lost key(s), damage to property etc)						
Club	Season	\$200.00	\$200.00	D	Bond	N
Association	Season	\$400.00	\$400.00	D	Bond	N
<b>Notes – Use of Sporting Fields</b>						
1. Half day is up to five hours. Full day is five to ten hours 2. Pre-season training rate only available four weeks prior to commencement of either the winter or summer season; and applies to ground hire only. It is only available where there is no conflict with the regular seasonal user's requirements. This rate does not include use of the any amenities including storage, change rooms, toilets (unless public toilets are open on site), canteen or flood lights. No keys are provided. Should you require use of amenities – casual booking fees will apply.						
<b>Key Deposit – Casual Hirer</b>		\$100.00	\$100.00	D	Bond	N
<b>Key Replacement Cost</b>	Per Key	\$60.00	\$60.00	D	Replacement Key Fee - Taxable	Y
Subject to increase if cost of replacement increases)						
<b>Major Sporting Events</b>						
Events of national, state or regional significance will take priority over local bookings (including seasonal allocations). Sports grounds hire fees and charges for Regional, State and National events held on sports grounds under the control of Council may be reduced or waived by negotiation with the Sports Unit Manager. A minimum bond of \$1,000 will be required for major events, with the actual amount being determined by the Sports Unit Manager dependent on the size and type of event. This amount will be drawn upon for any facility repairs and / or cleaning, if required. Event set-up costs for major events such as extra mowing or line marking are applicable and are negotiable with the Sports Unit Manager.						



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Sports Unit...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Woolgoolga Sports Council Inc</b>						
<b>Ground Fees</b>						
Cost per day per field - Seniors	Per Day	\$180.00	To Be Advised	D	Woolgoolga Sports Council is not registered for GST.	N
- Juniors	Per Day	\$90.00		D		N
Training Allocation per Season (For clubs with over 2 nights training sessions)	Per Season	\$350.00		D		N
Casual Booking Fee (Refundable Cleaning Fee Deposit of \$75 – charged with Casual Booking Fee)	Per Field	\$180.00		D		N
	Per Hour	\$32.00		D		N
<b>Key Deposits</b>						
Bond against lost keys or a charge to property	Club	\$225.00		D	Bond	N
	Assoc.	\$450.00		D	Bond	N
Key Deposit Cancellation		\$115.00		D		N
Extra Key Required	Key	\$60.00		D		N
<p><i>All posts and structures are to be removed from the facility by an agreed date (2 weeks after completion of the last competition round unless finals are in progress) otherwise a \$200 fine will be levied on the offending club or association.</i></p>						



## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Coramba Community Hall</b>						
Hall Hire – Commercial (Private)	Hourly	\$10.00	\$10.00	B	S.377 Committee not registered for GST	N
Hall Hire – Non Commercial (Non Profit)	Hourly	\$8.00	\$8.00	B		N
	Daily	\$100.00	\$100.00	B		N
Kitchen		\$20.00	\$20.00	B		N
Bond (Discretionary)		Up to \$500.00	Up to \$500.00	B	Bond	N
Equipment		\$5.00	\$5.00	B		N
Heating	Hourly	\$5.00	\$5.00	B		N
<b>Lowanna Community Hall</b>						
Hall Hire	Hourly	\$9.50	\$9.50	B	S.377 Committee not registered for GST	N
	Daily	\$95.00	\$95.00	B		N
Preschool	Weekly	\$40.00	\$40.00	B		N
Heating	Hourly	\$4.00	\$4.00	B		N
<b>Woolgoolga Community Village Hall</b>						
<b>Hall Hire – Non Commercial (Non Profit)</b>						
Including Kitchen (Rate for up to 8 hours – thereafter by negotiation)	Hourly	\$10.00	\$12.00	B	S.377 Committee not registered for GST	N
	Daily	\$50.00	\$60.00	B		N
<b>Hall Hire – Commercial (Private)</b>						
Including Kitchen (Rate for up to 8 hours – thereafter by negotiation)	Hourly	\$15.00	\$18.00	B		N
	Daily	\$75.00	\$90.00	B		N
<b>Booking Bond</b>		\$300.00	\$300.00	B	Bond	N
Key Deposit		\$50.00	\$50.00	B	Bond	N
<b>Function Booking Hire (3pm – 11pm)</b>						
51 to 100 People		\$300.00	\$300.00	B		N



## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc	
<b>Lower Bucca Community Centre</b>							
Organised Groups	Day	\$35.00	\$35.00	B	S.377 Committee not registered for GST	N	
Hall Rental	Morning	\$15.00	\$15.00	B		N	
	Full Day	\$20.00	\$20.00	B		N	
	Evening	\$30.00	\$30.00	B		N	
Crockery and Cutlery	Day	\$30.00	\$30.00	B		N	
Tennis Court	Half Day	\$10.00	\$10.00	B		N	
	Full Day	\$20.00	\$20.00	B		N	
Grounds and Tennis	Daily	\$80.00	\$80.00	B		N	
Preschool	Daily	\$25.00	\$25.00	B		N	
Playgroup	½ Day	\$10.00	\$10.00	B		N	
Campers & Caravanners	Overnight	\$5.00	\$5.00	B		N	
<b>Bayldon Community Centre</b>							
<b>Main Hall (Per Hour)</b>							
- Non Profit / Community	Hour	\$17.00	\$17.00	B	S.377 Committee not registered for GST	N	
- Private	Hour	\$25.00	\$25.00	B		N	
<b>Main Hall (Half Day)</b>							
- Non Profit / Community	Half Day	\$60.00	\$85.00	B		N	
- Private	Half Day	\$100.00	\$100.00	B		N	
<b>Conference Room (Per Hour)</b>							
- Non Profit / Community	Hour	\$12.00	\$12.00	B		N	
- Private	Hour	\$18.00	\$18.00	B		N	
<b>Conference Room (Day)</b>							
- Non Profit / Community	Day	\$40.00	\$60.00	B		N	
- Private	Day	\$72.00	\$90.00	B		N	
<b>Single Room (Per Hour)</b>							
- Non Profit / Community	Hour	\$7.00	\$10.00	B	N		
- Private	Hour	\$12.00	\$12.00	B	N		
<b>Single Room (Day) – Shown as ½ Day in 2013/2014</b>							
- Non Profit / Community	Day	\$20.00	\$50.00	B	N		
- Private	Day	\$30.00	\$60.00	B	N		
<b>Function Hire (3pm to 11pm)</b>							
			\$250.00	B		N	
Daily Rate up to 8 Hours							
Proof of Not for Profit Status Required for Discounted Fee							





## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Kitchen Facilities</b>						
Tea / Coffee Only	Day	\$10.00	Kitchen Facilities included in Hire	B	S.377 Committee not registered for GST	N
Functions under 50 People	Day	\$35.00		B		N
Functions over 50 People	Day	\$55.00		B		N
Key Deposit		\$20.00	\$20.00	B		N
<b>Security Bond</b>		\$200.00	\$200.00	B	Bond	N
<b>After Hours Surcharge</b> – Incurred for cleaning purposes		\$50.00	\$50.00	B		N
<b>Sportz Central – Coffs Harbour Indoor Stadium</b>						
<b>Irregular or Single Time Users</b>						
Courts 1 or 4 or 5 or 6	Day / Hour	\$44.00	\$45.00	D	Committee of Council Registered for GST - Taxable	Y
	Night / Hour	\$67.00	\$69.00	D		Y
Courts 2 or 3	Day / Hour	\$39.00	\$40.00	D	Use of Facilities - Sport	Y
	Night / Hour	\$56.00	\$58.00	D		Y
Whole Stadium	Day / Hour	\$140.00	\$144.00	D		Y
	Night / Hour	\$225.00	\$232.00	D		Y
<b>Regular Users</b>						
Courts 1 or 4 or 5 or 6	Day / Hour	\$35.00	\$36.00	D		Y
	Night / Hour	\$60.00	\$62.00	D		Y
Courts 2 or 3	Day / Hour	\$28.00	\$29.00	D		Y
	Night / Hour	\$46.00	\$47.00	D		Y
All Courts	Day / Hour	\$125.00	\$129.00	D		Y
	Night / Hour	\$212.00	\$218.00	D		Y
Training for CH Junior Representative Teams (including School Representative Teams) - All Courts	Day / Hour	\$27.00	\$28.00	D		Y
	Night / Hour	\$50.00	\$52.00	D		Y
Request for Out of Advertised Hours	Min.		\$60.00 + Court Hire Fee	D		Y
<b>Meeting Room</b>	Per Hour	\$14.00	\$14.00	D		Y
<b>Function Room</b>		\$24.00	\$25.00	D		Y
<b>Individual Training</b>	Per Hour	\$2.00	\$2.00	D		Y
<b>Overnight Accommodation</b>	Per Person	\$10.00	\$10.00	D		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Badminton</b>						
- Day	Per Hour	\$16.00	\$16.00	D	Committee of Council Registered for GST - Taxable	Y
- Night	Per Hour	\$21.00	\$22.00	D		Y
	Per Person	\$2.00	\$2.00	D		Y
<b>Annual Casual Training Fee</b> (Annual Membership – only when courts are vacant)	Per Person	\$48.00	\$49.00	D		Y
<b>Special Events</b>						
As for irregular or single time users, after six hours the hourly rate.	Per Hour	\$140.00	\$144.00	D	Use of Facilities - Sport	Y
Cleaning Fee – for bookings longer than six hours		\$42.00	\$43.00	D		Y
<b>Exhibitions</b>						
Minimum of forgone court hire plus 50% if resulting in competition interruption.		Subject to Negotiation	Subject to Negotiation	D		Y
<b>School Usage</b>						
Use on demand when vacant	Per Term	\$845.00	\$870.00	D		Y
Sport or other regular bookings	Per Student	\$2.00	\$2.00	D		Y
Casual Court Use	Per Person / Hour	\$2.00	\$2.00	D		Y
<b>Stage Hire</b>						
Non Profit Community Use		\$100.00	\$100.00	D		Y
Commercial Use	First Day	\$500.00	\$500.00	D		Y
	Subsequent Day	\$250.00	\$250.00	D		Y
Stage Hire Bond – Compulsory		\$500.00	\$500.00	D	Bond	N
<b>Sponsorship</b>						
Small Signage Space		\$275.00	\$275.00	D		Y
Medium Signage Space		\$550.00	\$550.00	D		Y
Large Signage Space		\$1,100.00	\$1,100.00	D		Y
<b>Cleaning Bond</b>		\$340.00	\$340.00	D	Bond	N



## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Ayrshire Park</b>						
<b>Seasonal Fixture Allocation</b>						
Composite – Oval (Includes 2 Days Training & Canteen Fees)	Season	\$2,245.00	\$2,245.00	B	Committee of Council Registered for GST - Taxable	Y
Senior Half Day – includes 1 Day Training	Season	\$1,480.00	\$1,480.00	B		Y
<b>Training</b> (Where not included in seasonal fixture allocation fee)						
Senior	Hour / Week	\$295.00	\$295.00	B	Use of Facilities - Sport	Y
Junior	Hour / Week	\$150.00	\$150.00	B		Y
Composite	Hour / Week	\$220.00	\$220.00	B		Y
Night Lighting & Electricity		At Cost	At Cost	B		Y
Training Lights – Casual Users	Per Hour	\$29.00	\$29.00	B		Y
<b>Eastern Dorrigo Showground and Community Hall</b>						
<b>Hall Hire</b>						
Hourly Rate	Hourly	\$5.50	\$5.50	B	S.377 Committee not registered for GST	N
Hourly Rate including Kitchen Facilities	Hourly	\$8.80	\$8.80	B		N
Daily Rate	Day	\$55.00	\$55.00	B		N
Daily Rate including Kitchen Facilities	Day	\$88.00	\$88.00	B		N
Commercial Hire	Day	\$100.00	\$100.00	B		N
<b>Equipment Hire</b>						
- Tables	Each	\$3.00	\$3.00	B		N
- Chairs	Per 10	\$5.00	\$5.00	B		N
- Urn	Each	\$10.00	\$10.00	B		N
- 1 Table + 8 Chairs	Each	\$6.00	\$6.00	B		N
<b>Tennis Court Hire</b>						
Membership Fee	Per Annum	\$11.00	\$11.00	B		N
Member Hire – Per Person	Hourly	\$1.10	\$1.10	B		N
Non Member Hire – Per Person	Hourly	\$3.30	\$3.30	B		N
<b>Overnight Camping – No Power</b>	Day	\$10.00	\$10.00	B		N
<b>Overnight Camping – With Showers</b>	Day	\$15.00	\$15.00	B		N
<b>Key Deposit</b>		\$55.00	\$55.00	B	Bond	N
<b>Oval Hire</b>	Day	\$66.00	\$66.00	B		N
<b>Oval Hire - Commercial</b>	Day	\$100.00	\$100.00	B		N



## 2014/2015 DRAFT FEES AND CHARGES

### Community Facilities...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Nana Glen Sports, Recreation &amp; Equestrian Centre</b>						
<b>Ground Hire for Members</b>						
Coffs Harbour Polo Crosse	Annual	\$620.00	\$630.00	B	S.377 Committee not registered for GST	N
Coffs Harbour Pony Club	Annual	\$620.00	\$630.00	B		N
North Coast Equestrian Club	Annual	\$620.00	\$630.00	B		N
<b>Ground Hire for Non Members</b>						
Equestrian Club ≥10 horses	Daily	\$170.00 + horse fee	\$180.00 + horse fee	B		N
Equestrian Club < 10 horses	Daily	\$10.00 per person + horse fee	\$10.00 per person + horse fee	B		N
<b>Use of Cross Country Course for Non Organised Events (Members Only)</b>	Per Horse	\$10.00	\$10.00	B		N
<b>Horse Fee</b>						
Events of 1 day or part thereof	Per Horse	\$4.00	\$4.00	B		N
- Overnight Stable or Yard	Per Horse	\$5.00	\$5.00	B		N
<b>Camping Site Fee</b>						
Member	Per Night	\$15.00	\$15.00	B		N
Non-Member	Per Night	\$30.00	\$30.00	B		N
<b>Other Fees</b>						
Canteen Hire	Per Day	\$50.00	\$60.00	B		N
Social Cricket		\$50.00	\$50.00	B		N
School Sports (plus canteen hire)	Per Session	\$50.00	\$60.00	B		N
Cricket Association	Annual Fee	\$800.00	\$800.00	B		N
Commercial Use by Negotiation						
Bond by Negotiation		\$200.00	\$500.00	B	Bond	N
<b>Tennis Court Hire</b>						
	Half Day	\$10.00	\$10.00	B		N
	Full Day	\$20.00	\$20.00	B		N
	Night	\$20.00	\$20.00	B		N
<i>Nana Glen Sports, Recreation &amp; Equestrian Management Committee is not registered for GST</i>						



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Library Fees</b>						
Replacement of non-returned, lost or damaged item		Replacement cost + \$9.00 processing fee	Replacement cost + \$9.00 processing fee	D	CR 2013/25 Lost or Damaged Library Item - Exempt	N
<b>Item Requests</b>						
Item Request Administration – Non Refundable		\$3.50	\$3.50	B	No Ruling	Y
<b>Inter-Library Loan / Copy</b>						
Core Service (Note: Does not apply if available from a public library or NSW State Library)		\$16.50	\$16.50	B	Inter Library Loan Processing Fee - Taxable	Y
Rush (additional to any core service charge)		\$16.50	\$16.50	B		Y
Express Postage (additional to any core service charge)		\$33.00	\$33.00	B		Y
Fax Delivery		\$3.30	\$3.30	B		Y
Non-collection of Item		\$16.50	\$16.50	B		Y
<b>Replacement Membership Card</b>						
Membership for visitors not members of other libraries (temporary residents of caravan parks)		\$50.00 Deposit (Refundable upon return of books)	\$50.00 Deposit (Refundable upon return of books)	B	Replacement of Membership Card - Exempt  Bond	N  N
Book Club Service - Subscription Service	Annually		\$100.00	B		Y
Extended Reference Enquiry	Hour	\$60.00	\$60.00	D	Utilisation of Library Staff – Taxable	Y
<b>Printing / Photocopying</b>						
Printing / Photocopying - A4 – Black & White	Per Page	\$0.20	\$0.20	E	Library Printing Cost - Taxable	Y
Printing / Photocopying - A3 – Black & White	Per Page	\$0.40	\$0.40	E	Library Printing Cost - Taxable	Y
Printing / Photocopying - A4 – Colour	Per Page	\$0.40	\$0.40	E	Library Printing Cost - Taxable	Y
Printing / Photocopying - A3 – Colour	Per Page	\$0.80	\$0.80	E	Library Printing Cost - Taxable	Y
CD-R (Blank Discs) – 700 MB	Each	\$2.75	\$2.75	E	Sale of Merchandise - Taxable	Y
USB Flash Drive – 8 GB	Each	\$10.00	\$10.00	E	Sale of Merchandise - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
Fax (Sending) – National	First Page	\$3.30	\$3.30	E	Use of General Equipment - Taxable	Y
	Add. Page	\$1.10	\$1.10	E	Use of General Equipment - Taxable	Y
Fax (Receiving)	Page	\$1.10	\$1.10	E	Use of General Equipment - Taxable	Y
Library Bags – Cloth	Each	\$3.00	\$3.00	E	Sale of Merchandise - Taxable	Y
Library Bags – Environmental	Each	\$1.00	\$1.00	E	Sale of Merchandise - Taxable	Y
'Library Lovers' Drink Holders	Each	\$3.00	\$3.00	E	Sale of Merchandise - Taxable	Y
Book Journals :						
'My Little Library' Journal (Small)	Each	\$14.95	\$14.95	E	Sale of Merchandise - Taxable	Y
'My Little Library' Lined Journal	Each	\$21.95	\$21.95	E	Sale of Merchandise - Taxable	Y
Easy Read Book Holder	Each	\$34.95	\$34.95	E	Sale of Merchandise - Taxable	Y
Notecard Box (20 Cards per box)	Each	\$24.95	\$24.95	E	Sale of Merchandise - Taxable	Y
Calendar Bookmark Pack	Each	\$6.00	\$6.00	E	Sale of Merchandise - Taxable	Y
Jack Thompson "Fine Poets" Audio CD	Each	\$20.00	\$20.00	E	Sale of Merchandise - Taxable	Y
'Library Lovers' Mugs	Each	\$16.50	\$16.50	E	Sale of Merchandise - Taxable	Y
'Ear Buds' (Earphones)	Each	\$2.00	\$2.00	E	Sale of Merchandise - Taxable	Y
<b>Sale of Second-Hand Books</b>	Each	\$1.10	\$1.10	B	Sale of Merchandise - Taxable	Y
	Three	\$2.20	\$2.20	B	Sale of Merchandise - Taxable	Y
<b>Picture Coffs Harbour Photographs</b>						
- Digital Copy	Per Image	\$10.00	\$20.00	A	Sale of Merchandise - Taxable	Y
- CD for Storage of Digital Images	Each	\$2.00	\$3.00	A	Sale of Merchandise - Taxable	Y
- Printed Copy Postcard Size	Each	\$10.00	\$20.00	A	Sale of Merchandise - Taxable	Y
- Handling and Postage		\$10.00	\$12.00	A	Postage Fee - Taxable	Y
- Non-Private / Commercial Reproduction	Each	Price on Application	Price on Application	A	Sale of Merchandise - Taxable	Y
<b>Library Workshops</b> (Includes School Holiday Programs)	Per Person	Charged at discretion of Library Manager	Charged at discretion of Library Manager	B	Class / Lesson / Seminar / Workshop - Taxable	Y
<b>Miscellaneous</b>					Sale of Merchandise - Taxable	



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Museum Fees</b>						
<b>Museum Entry</b>						
Adult		\$5.00	\$5.00	B	CR 2013/25 Admission Fee – Museum Taxable	Y
Concession				B		Y
Child				B		Y
Family Pass		\$15.00	\$15.00	B		Y
School Groups		By Negotiation	By Negotiation	B		Y
<b>Research - In Person</b>	Hour	\$50.00	\$50.00	B	Utilisation of Staff - Taxable	Y
- via mail / email (includes photocopies and postage)		\$35.00	\$35.00	B		Y
<b>Sale of Pre-Printed Photographs ( 6 x 4)</b>	Per Copy	\$5.00	\$5.00	A	Sale of Merchandise - Taxable	Y
<b>Picture Coffs Harbour Photographs</b>						
- Digital Copy	Per Image	\$10.00	\$20.00	A	Sale of Merchandise - Taxable	Y
- CD for Storage of Digital Images	Each	\$2.00	\$3.00	A		Y
- Printed Copy Postcard Size	Each	\$10.00	\$20.00	A		Y
- Handling and Postage		\$10.00	\$12.00	A	Postage Fee - Taxable	Y
- Non-Private / Commercial Reproduction	Each	Price on Application	Price on Application	A	Sale of Merchandise - Taxable	Y
<b>Photocopying</b>	Per Copy	\$0.40		A	Use of Equipment - Taxable	Y
<b>Sale of History of Coffs Harbour</b>						
- Volume 1	Each	Out of Print	Out of Print	A	Sale of Merchandise - Taxable	Y
- Volume 2	Each	\$31.00	\$31.00	A		Y
<b>Art Gallery Fees</b>						
Admission	Per Person	By Donation	By Donation		Donation	N
Art Education Workshops, specialised.	Per Student	\$5.00 to \$20.00	\$5.00 to \$20.00	A	Class / Lesson / Seminar / Workshop - Taxable	Y
Teacher In-service	Per Person	\$35.00	\$35.00	A	Class / Lesson / Seminar / Workshop - Taxable	Y
<p><i>Note: Aimed at cost recovery where materials are involved for school groups and consideration of time taken for education officer in teaching and preparation. Where guest speakers are involved, these fees will provide some cost recovery for transport and accommodation of special guest artists and educators.</i></p> <p><i>Primary schools are exempt except where large amounts of paint, paper and other materials will be used. Set at \$1 per student per hour long workshop.</i></p> <p><i>High school floor talks remain free.</i></p>						



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Art Classes</b> , Adults and Children	Per Person	\$10.00 to \$25.00	\$10.00 to \$25.00	A	Class / Lesson / Seminar / Workshop - Taxable	Y
<b>Art Workshops</b> , Adults and Children (1 to 5 Days)	Per Person	\$100.00 to \$600.00	\$100.00 to \$600.00	A	Class / Lesson / Seminar / Workshop - Taxable	Y
<b>Cultural Events</b> (Salons, Artist Talks & Performances)	Per Person	\$5.00 to \$50.00	\$5.00 to \$50.00	A	Class / Lesson / Seminar / Workshop - Taxable	Y
Touring Exhibitions	Per Person	\$5.00 to \$20.00	\$5.00 to \$20.00	A		Y
Opening Night Entry Charge	Per Person	\$5.00 to \$25.00	\$5.00 to \$25.00	A		Y
<i>Note: This may be waived or increased at the Director's discretion.</i>						
<b>Hire of Gallery</b> (at discretion of the Gallery Director)						
Daytime (Before 6 pm)	Per Hour	\$50.00	\$50.00	A	Use of Facilities – Other Taxable	Y
Evening (6pm onwards)	Per Hour	\$100.00	\$100.00	A	Use of Facilities – Other Taxable	Y
<b>Commission on Sale of Art Works</b>						
Bunker Gallery	% of Price	33%	33%	E	Commission on Sale of Goods - Taxable	Y
Art Gallery	% of Price	33%	33%	E	Commission on Sale of Goods - Taxable	Y
<b>Bunker Cartoon Gallery</b>						
<b>Bunker Cartoon Gallery Entry</b>					Admission Fee – Museum Taxable	
Single Admission	Per Person	\$2.00	\$2.00	B		Y
Children (Under 16)	Per Person	\$1.00	\$1.00	B		Y
Classes and Workshops	Per Person	\$5.00 to \$20.00	\$5.00 to \$20.00	B		Y
Admission plus Morning / Afternoon Charge (Tea / Coffee + Biscuits)	Per Person	\$5.00	\$5.00	B		Y
Venue Hire:						
Daytime (Before 6 pm)	Per Hour	\$30.00 + Cleaning Fee if Required	\$30.00 + Cleaning Fee if Required	B	Use of Facilities – Other Taxable	Y
Evening (6pm onwards)	Per Hour	\$60.00 + Mandatory Cleaning Fee	\$60.00 + Mandatory Cleaning Fee	B	Use of Facilities – Other Taxable	Y
Cleaning Fee		\$50.00	\$50.00	B	Use of Facilities – Other Taxable	Y





## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	
<b>Jetty Theatre</b>							
<b>Performance</b>							
Daily Rate:					CR 2013/25		
- Non-Profit * (see conditions below)	Day	Fees and Charges will be determined on completion of a review of operations and will be submitted in a separate report to Council	\$422.00	B	Use of Facilities – Other Taxable	Y	
- Commercial	Day		\$810.00 (or 10% of gross sales, whichever is larger)	B		Y	
Weekly Rate (7 Consecutive Days):							
- Non-Profit * (see conditions below)	Week		\$1,895.00	B		Y	
- Commercial	Week		\$3,250.00 (or 10% of gross sales, whichever is larger)	B		Y	
<b>Rehearsals</b>							
- Non-Profit * (see conditions below)	Hour		\$35.00	B	Use of Facilities – Other Taxable	Y	
- Commercial	Hour		\$77.00	-		Y	
<b>Venue</b>							
Auditorium only (no lights) (Monday to Thursday)	Day		\$265.00	B	Use of Facilities – Other Taxable	Y	
Auditorium only (no lights) (Friday to Sunday)	Day		\$320.00	B		Y	
Cinema Screening (including projector and screen use)	Day		\$380.00	B			
<b>Security Deposit</b>							
Holding Deposit:							
- Non-profit * (see conditions below)		10% of total hire	10% of total hire	B	Bond	N	
- Commercial		30% of total hire	30% of total hire				
Security Card/Key Deposit		\$100.00	\$200.00	B	Bond	N	



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Ticketing</b>						
- Non-Profit * (see conditions below) With Theatre Booking						
- Full Price	Ticket	\$1.00 / Ticket	\$2.00 / Ticket	E	Booking Fee on Tickets - Taxable	Y
- Complimentary	Ticket	\$0.45 / Ticket	\$0.50 / Ticket	E		Y
Commercial (With Theatre Booking)						
- Full Price	Ticket	\$2.50 / Ticket	\$3.00 / Ticket	E	Booking Fee on Tickets - Taxable	Y
- Complimentary	Ticket	\$1.00 / Ticket	\$1.00 / Ticket	E		Y
<b>Ticketing service only</b>						
- Non-Profit * (alternative venue used)						
- Setup Fee & Re-Editing	Hour	\$50.00	\$50.00	E	Booking Fee on Tickets - Taxable	Y
- All Tickets	Ticket	\$2.00 / Ticket	\$2.50 / Ticket	E		Y
- Web Listing		\$50.00	\$50.00	E		Y
Commercial (alternative venue used)						
- Setup Fee & Re-Editing	Hour	\$100.00	\$100.00	E	Booking Fee on Tickets - Taxable	Y
- All Tickets	Ticket	\$3.50	\$3.50 (or 6% of ticket value, whichever is greater)	E		Y
- Web Listing		\$100.00	\$100.00	E		Y
Ticket Exchange Service			\$5.00 per transaction	E		Y
<b>Sundry</b>						
Merchandise (over \$1,000 gross earnings)		10% of Gross Takings	10% of Gross Takings	D	Sale of Merchandise - Taxable	Y
Rubbish Removal – Use of Skip		At Cost + 10%	At Cost + 10%	D	Fee for Removal of Items – Owner Requested Taxable CR 2013/19	Y
Cleaning Services		At Cost + 10%	At Cost + 10%	D	Use of Facilities – Other Taxable	Y
Piano Hire Fee	Perf.	\$60.00	\$80.00	D	Use of Equipment – Other Taxable	Y
Piano Tuning	Tuning	At Cost + 10%	At Cost + 10%	D	Use of Equipment – Other Taxable	Y
Consumables (Tape, Additional Gels etc)		At Cost + 10%	At Cost + 10%	D	Use of Equipment – Other Taxable	Y
Projector	Hour	\$20.00	\$30.00	D	Use of Equipment – Other Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Community Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Theatre Staff</b>						
Theatre Manager (Ordinary Hours)		LGA Award + Oncost	LGA Award + Oncost	D	Venue Staff for hired halls, theatres, public halls - Taxable	Y
Theatre Manager O/T (min. 4 Hr Call)		LGA Award + Oncost	LGA Award + Oncost	D		Y
Technician (Ordinary Hours)		LGA Award + Oncost	LGA Award + Oncost	D		Y
Technician O/T (min 4 Hr Call)		LGA Award + Oncost	LGA Award + Oncost	D		Y
Front of House (Ordinary Hours)		LGA Award + Oncost	LGA Award + Oncost	D		Y
Front of House O/T (min 4 Hour Call)		LGA Award + Oncost	LGA Award + Oncost	D		Y
Administrative Assistant		LGA Award + Oncost	LGA Award + Oncost	D		Y
<b>Conditions of Hire</b>						
<ol style="list-style-type: none"> <li>1. Theatre hire does not include staff time, it is mandatory to have one staff present during hire times. Non-profit organisations may negotiate with regard to staff requirements.</li> <li>2. The foyer, green room and outdoor areas are available for hire, at a cost negotiated with the Theatre Manager.</li> <li>3. * Conditions apply to non-profit hirers, with the requirement that the Jetty Theatre logo be used on all promotional material, and an acknowledgement of Council's support.</li> <li>4. A minimum four hour call is required for all staff outside normal working hours.</li> <li>5. In recognition of Local Community Theatre Groups contribution to the Jetty Memorial Theatre, Members of ACCTS are entitled to inclusions in accordance with the Theatre Charter.</li> </ol>						



**2014/2015 DRAFT FEES AND CHARGES**

**Enterprise Coffs (Economic Development Unit)**

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Markets</b> (City Square, Harbour Drive and /or Other Sites)						
<b>Tents</b>						
Sale (including delivery)	Each	P.O.A	P.O.A	E	Sale of Merchandise Taxable	Y
Hire Fee	Each	\$38.00	\$40.00	E	Use of Equipment - Taxable	Y
<b>Permanents</b>						
Site Only (not including tent)	Each Site	\$30.00	\$32.00	E	CR 2013/25 Use of Facilities – Other Taxable	Y
Site with Power and / or other chargeable facilities	Each Site	\$36.00	\$38.00	E		Y
<b>City Centre Arcade Signage</b>						
Annual Fee	Per Year	\$96.00	\$100.00	E	Regulatory Fee for Advertising Signs - Exempt	N
<b>Casual Hirer’s Application</b>						
Contribution towards insurance (Maximum of 10 days pa)	Each Day	\$41.00	\$43.00	E	CR 2013/25 Fee for Public Liability Insurance - Taxable	Y
<b>Hire of Banner Stands</b>	Week / Stand	\$26.00	\$27.00	E	Permission to Erect Street Banners - Exempt	N
<b>Busking</b>						
Regular: Professional (Non Professional Use not allowed)	Per Annum	\$60.00	\$60.00	E	CR 2014/6 Buskers, Musical Bands and Other Entertainers Application Fee - Exempt	N
	3 Months	\$35.00	\$35.00	E		N
	1 Month	\$16.00	\$16.00	E		N
Occasional: Student from high school in LGA		Free	Free	E		N



## 2014/2015 DRAFT FEES AND CHARGES

### Enterprise Coffs (Economic Development Unit)...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Street Stalls</b>						
Registered local sporting clubs and local non profit charity organisations	Footway Policy	Free	Free	E	Permission to Operate Exempt	N
<b>Commercial Company Stalls</b>						
- Small	Per Day	\$190.00	\$200.00	E		N
- Large	Per Day	\$225.00	\$235.00	E		N
<b>City Centre Traders Stalls</b>						
- Small	Per Day	\$23.00	\$25.00	E		N
- Large	Per Day	\$44.50	\$47.00	E		N
<b>Displays and Promotions</b>						
Registered charitable organisations, local sporting clubs and organisations	Footway Policy	Free	Free	E	Permission to Operate Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Tourism

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Sale of Images / Website Packages</b>						
					CR 2013/25	
<b>Images</b>						
Commercial Use *	Each	Price on Application	Price on Application	E	Sale of Merchandise - Taxable	Y
Registered Non Profit Organisational Use *	Quote – Each	From \$0 to \$10.00	From \$0 to \$10.00	E		Y
Promotion Publications (Council Advantage) *	Quote – Each	From \$0 to \$10.00	From \$0 to \$10.00	E		Y
(Minimum of \$44.00 – Charges may be higher subject to usage)						
* A consent letter permits the images to be used for the specified use only						
<b>Coffs Coast Leisure Website Packages</b>						
					CR 2013/25	
Non – Bookable (not available to Accommodation Providers)	Members	Free	Free	E	Advertising of Visitor or Tourism Information - Taxable	Y
	Non-Members	\$270.00		E		Y
24 Hour Confirmation	Members	Free	Free	E		Y
	Non-Members	\$440.00		E		Y
Gold Medal – Real-Time Availability Except Bookings Due to Arrive within 24 Hours	Members	Free	Free	E		Y
	Non-Members	\$440.00		E		Y
Annual Site Hosting	Members	Free	Free	E		Y
	Non-Members	\$200.00		E		Y
Coffs Coast Conference Site Package	Members	Free	Free	E		Y
	Non-Members	\$290.00		E		Y
<b>Visitors Information Centre</b>						
Brochure Distribution for members of Coffs Coast	Annual	No Charge	No Charge	E	CR 2013/25 Advertising of Visitor or Tourism Information - Taxable	Y
Brochure Distribution for non-members of Coffs Coast	Annual	\$350.00	\$350.00	E		Y
<b>Commission</b> – Accommodation and Tours	% of Price	10%	10%	E	Commission & Booking Fee on Tourism Tours Bookings etc – Taxable	Y
<b>Commission</b> – Special events, share arrangements, performances, package sales, coach tours and freight	% of Price	% as determined and/or negotiated	% as determined and/or negotiated	E	Commission & Booking Fee on Tourism Tours Bookings etc – Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Tourism...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Administration Fee – Cancellations – General Bookings*</b>		\$20.00	\$22.00	E	Cancellation Fee – Ruling Pending GSTR 2009/3	Y
Additional Cancellation Conditions may also apply – please refer individual operator policy for full details						
<b>Administration Fee – Cancellations – Group Bookings *</b>		\$50.00	\$55.00	E	Cancellation Fee – Ruling Pending GSTR 2009/3	Y
More than 21 days prior to arrival		10% of Booking Value	10% of Booking Value	E		Y
21 – 8 days prior to arrival		50% of Full Payment	50% of Full Payment	E		Y
Within 7 days of arrival date		No Refund	No Refund	E		Y
<i>* Subject to Seasonal Variation</i>						
<b>Booking Amendment Fees (General)</b>	Per Amendment	\$20.00	\$22.00	E	Commission & Booking Fee on Tourism Tours Bookings etc – Taxable	Y
<b>Booking Amendment Fees (Group Bookings)</b>	Per Amendment	\$50.00	\$55.00	E		Y
<b>Booking Fee – Coach Tickers</b>	Per Booking	\$2.00	\$2.20	E	Commission & Booking Fee on Tourism Tours Bookings etc – Taxable	Y
<b>Advertisement on Centre's Monitors</b>		By Negotiation	By Negotiation	E	Advertising in Publication Fee - Taxable	Y
Tourism Association						Y
Accommodation Bookings						N
Bookings Commission Code					Commission & Booking Fee on Tourism Tours Bookings etc – Taxable	Y
Souvenirs					Sale of Merchandise - Taxable	Y
Miscellaneous Income					Sale of Merchandise - Taxable	Y
<i>Note: The fees for Tourism are currently under review, in consultation with the Coffs Coast Tourism Association</i>						



## 2014/2015 DRAFT FEES AND CHARGES

### City Infrastructure

#### City Parks & Reserves

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Cemetery Fees</b>						
<b>Burial Permit Fee</b>						
To be charged in addition to all Interment Fees						
Coffs Harbour Lawn Cemetery		\$80.00	\$84.00	E	CR 2013/25 Regulatory Fee Exempt	N
Woolgoolga Lawn Cemetery		\$80.00	\$84.00	E	Exempt	N
Coffs Harbour Historical Cemetery		\$80.00	\$84.00	E	Exempt	N
Woolgoolga Historical Cemetery		\$80.00	\$84.00	E	Exempt	N
Other Cemeteries		\$80.00	\$84.00	E	Exempt	N
<b>Cemetery – Refund Deposit</b>						
Administration Fee – Refund of Reservation Deposit or Cancellation / Transfer of Reservation						
		\$80.00	\$88.00	E	No Ruling	Y
<b>Lawn Cemetery</b>						
<i>Note: Woolgoolga Cemetery is single depth only</i>						
Placing of ashes into crematoria wall, including memorial plaque		\$585.00	\$610.00	E	Interment Fee – Taxable	Y
Placing of ashes into memorial garden including memorial plaque		\$585.00	\$610.00	E	Interment Fee – Taxable	Y
Land for each grave, first interment, fixing in concrete of inscribed bronze plaque and perpetual maintenance.						
Weekday interment		\$2,650.00	\$2,780.00	E	Interment Fee – Taxable	Y
Interment where grave has been reserved – prior to 1/7/93		\$1,220.00	\$1,280.00	E	Interment Fee – Taxable	Y
Children under 11 years		\$860.00	\$900.00	E	Interment Fee – Taxable	Y
Stillborn and children up to six months		\$400.00	\$420.00	E	Interment Fee – Taxable	Y
Cost of Inscribed Bronze Plaque		Cost of Plaque + 25% Administration	Cost of Plaque + 25% Administration	E	Accessories Fee – Taxable	Y
Note: Where casket exceeds 1.1 metre in length, interment to be carried out in general section of cemetery and full interment fees to apply.						





## 2014/2015 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
After hours rate, <b>in addition</b> , will apply to all burials on weekends, public holidays		\$400.00	\$420.00	E	Interment Fee – Taxable	Y
After hours rate, <b>in addition</b> , will apply to all burials after 3.30pm weekdays	Min 1 hour	\$135.00 per hour or part thereof	\$140.00 per hour or part thereof	E	Interment Fee – Taxable	Y
Reopening of grave for second interment		\$1,220.00	\$1,280.00	E	Interment Fee – Taxable	Y
Grave site for burial of ashes including placement of ashes and fitting of plaque		\$1,220.00	\$1,280.00	E	Interment Fee – Taxable	Y
Interment of ashes into grave where burial has already occurred		\$300.00	\$315.00	E	Interment Fee – Taxable	Y
<b>Reservation Columbarium Wall Deposit</b>		\$200.00	\$220.00	E	Burial Site Reservation Fee – Taxable	Y
<b>Reservation (Cemetery Plot) Deposit</b>		\$800.00	\$880.00	E	Burial Site Reservation Fee – Taxable	Y
<b>Cemeteries Other Than Lawn Cemetery</b>						
Land for each grave, first interment and perpetual maintenance:						
Weekday interment		\$1,770.00	\$1,855.00	E	Interment Fee – Taxable	Y
Second interment ( Includes reopening of grave with monument or slab or both)		\$1,320.00	\$1,385.00	E	Interment Fee – Taxable	Y
Interment where grave has been reserved prior to 1/7/93 is calculated on the reservation fee paid		Quotation	Quotation	E	Interment Fee – Taxable	Y
Interment where grave has been reserved since 1/7/93		\$1,320.00	\$1,385.00	E	Interment Fee – Taxable	Y
Cost of Inscribed Bronze Plaque		Cost of Plaque + 25% Administration	Cost of Plaque + 25% Administration	E	Accessories Fee – Taxable	Y
After hours rate, <b>in addition</b> , will apply to all burials on weekends, public holidays		\$400.00	\$420.00	E	Interment Fee – Taxable	Y
After hours rate, <b>in addition</b> , will apply to all burials after 3.30pm weekdays	Min 1 hour	\$135.00 per hour or part thereof	\$140.00 per hour or part thereof	E	Interment Fee – Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
Removal of corpse from one part of cemetery to another		Quotation	Quotation	E	Fee for Conveyance of a Body – Taxable	Y
Removal of corpse to any other cemetery		Quotation	Quotation	E	Fee for Conveyance of a Body – Taxable	Y
Interment in children's section of cemetery:						
Children under 11 years		\$860.00	\$900.00	E	Interment Fee – Taxable	Y
Stillborn and children up to six months		\$400.00	\$420.00	E	Interment Fee – Taxable	Y
Note: Where casket exceeds 1.1m in length, interment to be carried out in general section of cemetery and full interment fees to apply.						
Interment of ashes into grave where burial has already occurred		\$300.00	\$315.00	E	Interment Fee – Taxable	Y
Application for monumental work		\$60.00	\$63.00	E	Monument or Headstone Permit Fee - Exempt	N
<b>Reservation (Cemetery Plot) Deposit</b>		\$300.00	\$330.00	E	Burial Site Reservation Fee – Taxable	Y
<b>Search of Cemetery Records</b>						
Single Search of Records		Free	Free			
Complex Search of Records – Application Other than 'Open Access Information'	Hour	\$100 (Min)	\$100 (Min)	A	Provision of Information - Exempt	N
<b>Burials on Private Land</b>		Quotation	Quotation	C	Private Cemetery Fee - Exempt	N
Council maintains a register of all private burial grounds. As Council's objective is to protect public health, no area can be used for private burials unless Development Consent from Council has been obtained. In order to establish a grave on a private property, a Development Application is required to be lodged with Council prior to the time of need. When lodging a Development Application, the requirements of the NSW Health "Burials on Private Land – Approval by Local Authority" guidelines must be addressed. A copy of the NSW Health Guidelines can be found at <a href="http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf">http://www0.health.nsw.gov.au/policies/gl/2006/pdf/GL2006_008.pdf</a>						
<b>Private Works – Tree Services</b>						
Hire of Elevated Work Platform		Quotation	Quotation	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Tree Service (Removal of Trees and Arborist Services)		Quotation	Quotation	E		Y
<b>Noxious Weeds</b>						
Noxious Weeds Certificate (Section 64 Noxious Weeds Act)		\$125.00	\$130.00	E	Regulatory – Noxious Weeds Certificate	N
Noxious Weeds Re-Inspection Fee	Hour	\$125.00	\$130.00	E	Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Contribution to Works		Quotation	Quotation	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Hire Plant to External Users		Quotation	Quotation	E		Y
Boom Spraying						
- Giant Parramatta Grass	Hectare	\$150.00	\$157.50	E		Y
- Fireweed	Hectare	\$115.00	\$120.00	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
- Thistles	Hectare	\$110.00	\$115.00	E		Y
Roundup ('Blackout' Jobs)	Hectare	\$105.00	\$110.00	E		Y
Note: Roundup (Glyphosate) is subject to price variations, and thus Council's rate may vary due to these price fluctuations. Travel costs and additional costs as per quotation.						
Boom Spraying (chemical supplied by owner)						
- 1 man plus vehicle	Hour	\$90.00	\$94.50	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Hand Spraying						
- 2 Men plus vehicle	Hour	\$140.00 plus chemical	\$147.00 plus chemical	E		Y
- 1 Man plus vehicle	Hour	\$90.00 plus chemical	\$94.50 plus chemical	E		Y
Other User Charges		Quotation	Quotation	E		Y
<b>Botanic Gardens</b>						
Plant Identification Fee (applies where identification exceeds 5 plants from one person, over a three month period)	Hour	\$75.00	\$80.00	E	Utilisation of Staff for Various Activities Taxable	Y
Donation to North Coast Regional Botanic Garden for Wedding <i>- Includes either the use of the Pavilion or up to 3 return trips in the people mover</i>		\$300.00	\$300.00	E	Donation – No Supply	N
Donation to North Coast Regional Botanic Garden for Wedding <i>- Use of Japanese Garden, Waterside Pavilion</i>		Price on Application	Price on Application	E	Donation – No Supply	N
Hire of People Mover:						
- Wedding	First Hour	\$60.00	\$60.00	E		Y
- Subsequent Hour	Hour	\$40.00	\$40.00	E	Plant & Equipment Hire Taxable	Y
- General Use (Minimum of 4 People or Minimum of \$15)	Per Person	\$7.00	\$7.00	E		Y
	Pensioner	\$3.00	\$3.00	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### City Parks & Reserves...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Seed Testing		\$30.00	\$33.00	E		Y
Community Events		Quotation	Quotation	E	Utilisation of Staff for Various Activities	Y
Corporate Events		Quotation	Quotation	E	Taxable	Y
<b>Crown Reserves</b>						
<b>Use of Reserves – Administration Fee (2 Days Maximum)</b>						
State Park Reserves	Each Applic.	\$115.00	\$120.00	E	Use of Facilities – Other Taxable	Y
- Second Day	Day	\$85.00	\$90.00	E		Y
Regional Park Reserves	Each Applic.	\$115.00	\$120.00	E		Y
- Second Day	Day	\$85.00	\$90.00	E		Y
<b>Bond (Conditional)</b>		Quotation	Quotation	E	Bond	N
<i>Bond to be determined at the discretion of Parks Manager on application</i>						
Bond Administration Fee <i>(Applied where the bond is greater than \$500).</i>		\$110.00	\$110.00	E		Y
<b>Film &amp; Television Fees</b>						
Use of Council Facilities for Filming		Quotation	Quotation	E	CR 2013/25 Use of Facilities – Other Taxable	Y
Bond (Optional)		Quotation	Quotation	E	Bond	N
Bond Administration Fee <i>(Applied where the bond is greater than \$500).</i>		\$110.00	\$110.00	E		Y
Public Liability Insurance Cover		To Be Determined By Council	To Be Determined By Council		CR 2013/25 Fee for Public Liability Insurance - Taxable	Y
<b>Parking</b>		\$50.00	\$50.00	E	Permission to Occupy Space on a Roadway - Exempt	N
<i>(No application fee &amp; no charge outside normal signposted hours)</i>						
<b>Temporary Road Closure</b>		On Application	On Application		Permission to Occupy Space on a Roadway - Exempt	N
<b>Cancellation Fee</b>		\$120.00	\$120.00	E	GSTR 2009/3	N



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Laboratory Fees</b>			Located: 38 Gordon Street, Coffs Harbour Phone: 6648 4460			
<b>NATA Accreditation: 12359 (Chemical) &amp; 14565 (Microbiological)</b>						
Minimum Charge \$80.00 for any invoiced work. Discounts on listed prices are available dependent on sample volumes & analytical techniques required. Batch discounts do not apply to subcontracted analyses. <b>The following prices are indicative only. Prices may vary in accordance with various programs undertaken.</b> <b>Confidentiality is an integral part of our NATA certification so no results will be issued to a third party without client consent.</b> <b>Turn around times are 7-10 days for most projects and results are supplied in Excel and PDF format by email, posted or faxed if required.</b>						
<b>Chemical Non-Metals</b>						
Acidity	Per Sample	\$18.10	\$18.10	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y
Alkalinity	Per Sample	\$18.10	\$18.10	E		Y
Bromide	Per Sample	\$11.30	\$11.30	E		Y
Calcium	Per Sample	\$11.30	\$11.30	E		Y
Chloride	Per Sample	\$25.00	\$25.00	E		Y
Chlorine Free	Per Sample	\$11.30	\$11.30	E		Y
Chlorine Total	Per Sample	\$11.30	\$11.30	E		Y
Fluoride	Per Sample	\$30.40	\$30.40	E		Y
Hardness (Total)	Per Sample	\$18.10	\$18.10	E		Y
Hardness (Calcium)	Per Sample	\$18.10	\$18.10	E		Y
Hardness (Magnesium)	Per Sample	\$18.10	\$18.10	E		Y
Biochemical Oxygen Demand	Per Sample	\$55.00	\$55.00	E		Y
Chemical Oxygen Demand	Per Sample	\$48.00	\$48.00	E		Y
<b>FIA Tests</b>						
Individual Components:						
Nitrogen (Ammonia)	Per Sample	\$27.50	\$27.50	E		Y
Nitrogen (Nitrate)	Per Sample	\$27.50	\$27.50	E		Y
Nitrogen (Nitrite)	Per Sample	\$27.50	\$27.50	E		Y
Nitrogen (Total Kjeldahl)	Per Sample	\$27.50	\$27.50	E		Y
Phosphorus (Total)	Per Sample	\$27.50	\$27.50	E		Y
Phosphate (Ortho)	Per Sample	\$27.50	\$27.50	E		Y
Total Nitrogen & Total Phosphorus	Per Sample	\$55.00	\$55.00	E		Y
Dissolved Nutrients (Nitrate, Nitrite, Phosphate & Ammonia)	Per Sample	\$55.00	\$55.00	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
Magnesium	Per Sample	\$11.30	\$11.30	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y
Potassium	Per Sample	\$11.30	\$11.30	E		Y
Sodium	Per Sample	\$11.30	\$11.30	E		Y
Sulphate	Per Sample	\$17.00	\$17.00	E		Y
Sulphide	Per Sample	\$11.30	\$11.30	E		Y
Surfactants	Per Sample	\$55.00	\$55.00	E		Y
Total Organic Carbon	Per Sample	\$35.00	\$35.00	E		Y
Chlorophyll A	Per Sample	\$50.00	\$50.00	E		Y
Oil & Grease	Per Sample	\$65.00	\$65.00	E		Y
<b>Physical Analysis</b>						
Total Solids	Per Sample	\$10.50	\$10.50	E		Y
Total Dissolved Solids	Per Sample	\$10.50	\$10.50	E		Y
Conductivity	Per Sample	\$10.50	\$10.50	E		Y
pH	Per Sample	\$10.50	\$10.50	E		Y
Salinity	Per Sample	\$10.50	\$10.50	E		Y
Colour	Per Sample	\$10.50	\$10.50	E		Y
Oxygen Levels	Per Sample	\$10.50	\$10.50	E		Y
Suspended Solids	Per Sample	\$19.00	\$19.00	E		Y
Volatile Suspended Solids	Per Sample	\$38.00	\$38.00	E		Y
Turbidity	Per Sample	\$10.50	\$10.50	E		Y
UV Transmittance	Per Sample	\$10.50	\$10.50	E		Y
Dust Monitoring	Per Sample	\$60.00	\$60.00	E		Y
<b>Chemical Metals ICP (Complete Metal Scan)</b>						
Metal Scan – Ca, Cd, Cr, K, Mg, Na, Ni, Pb, Zn, Cu, As, Fe, Mn, Al)	Per Sample	\$70.00	\$70.00	E		Y
Metal Preparation	Per Sample	\$15.00	\$15.00	E		Y
Individual Metal Prices:						
Aluminium	Per Sample	\$11.30	\$11.30	E		Y
Arsenic	Per Sample	\$11.30	\$11.30	E		Y
Cobalt	Per Sample	\$17.00	\$17.00	E		Y
Copper	Per Sample	\$11.30	\$11.30	E		Y
Cadmium	Per Sample	\$11.30	\$11.30	E		Y
Chromium	Per Sample	\$11.30	\$11.30	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
Iron	Per Sample	\$11.30	\$11.30	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y
Lead	Per Sample	\$11.30	\$11.30	E		Y
Manganese	Per Sample	\$11.30	\$11.30	E		Y
Mercury	Per Sample	\$11.30	\$11.30	E		Y
Molybdenum	Per Sample	\$11.30	\$11.30	E		Y
Nickel	Per Sample	\$11.30	\$11.30	E		Y
Selenium	Per Sample	\$11.30	\$11.30	E		Y
Silver	Per Sample	\$11.30	\$11.30	E		Y
Zinc	Per Sample	\$11.30	\$11.30	E		Y
Low Level Metals < 1ppb	Per Sample		P.O.A	E		Y
<b>Salts Suite</b>						
Includes pH, EC, Sodium, Potassium, Calcium, Magnesium, Sulphate, Chloride, Alkalinity, Hardness, SAR	Per Sample	\$85.00	\$85.00	E		Y
<b>Algal Inspection</b>						
Algal Inspection	Per Sample	\$55.00	\$66.00	E		Y
Algal Inspection plus count	Per Sample	\$75.00	\$132.00	E		Y
All other microbial tests	Per Sample	On Application	On Application	E		Y
<b>Biological</b>						
Pseudomonas (membrane presumptive)	Per Sample	\$33.00	\$33.00	E		Y
Total Coliforms (membrane presumptive)	Per Sample	\$33.00	\$33.00	E		Y
Faecal Coliforms (membrane presumptive)	Per Sample	\$33.00	\$33.00	E		Y
Total Bacteria	Per Sample	\$33.00	\$33.00	E		Y
Enterococcus (membrane presumptive)	Per Sample		\$33.00	E		Y
Confirmed Faecal Coliforms, Total Coliforms, Enterococcus & Pseudomonas	Per Individual Component		\$66.00	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
E.Coli in Oyster Meat	Per Sample	\$60.00	\$60.00	E		Y
E.Coli Confirmed	Per Sample	\$55.00	\$55.00	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y
Microscopic Inspection	Per Sample	\$55.00	\$55.00	E		Y
Biotoxins	Per Sample	\$260.00	\$260.00	E		Y
Individual Biotoxins	Per Sample		\$135.00	E		Y
<b>Basic Water Quality</b> Includes pH, conductivity, total dissolved solids, hardness, alkalinity, turbidity and faecal coliforms.	Per Sample	\$75.00	\$75.00	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y
<b>Short Water Analysis (Basic Water Quality)</b> Includes pH, conductivity, salinity, turbidity, total dissolved solids, calcium hardness, alkalinity, metal scan, faecal coliforms and langlier index	Per Sample	\$105.00	\$105.00	E		Y
If low level arsenic required with tests listed above.	Per Sample	\$25.00	\$25.00	E		Y
<b>Comprehensive Water Quality</b> Includes tests for Short Water Analysis plus nitrogen / phosphorus and metal scan	Per Sample	\$235.00	\$235.00	E		Y
<b>Irrigation Suitability</b> Nitrate, ammonia, phosphate, sodium, potassium, calcium, magnesium, chloride, sulphate, sodium absorption ratio, aluminium, arsenic, cadmium, chromium, copper, iron, manganese, nickel, lead, zinc, pH, TDS and conductivity	Per Sample	\$165.00	\$165.00	E		Y
<b>Agricultural Stock Use</b> pH, conductivity, total dissolved solids, hardness, alkalinity, nitrate, ammonia, phosphate, metal scan, faecal coliforms	Per Sample	\$125.00	\$125.00	E		Y
<b>EPA Suite</b> pH, conductivity, total dissolved solids, total suspended solids, nitrate, nitrite, phosphate, ammonia, total nitrogen, total phosphate, Biochemical Oxygen Demand, faecal coliforms	Per Sample	\$125.00	\$155.00	E		Y
<b>Comprehensive Waters Package</b> pH, conductivity, total dissolved solids, alkalinity, total suspended solids, total nitrogen, total phosphorus, nitrate, nitrite, phosphate and ammonia, metal scan, sulphate, chloride, alkalinity, hardness, sodium absorption ratio, faecal coliforms	Per Sample	\$225.00	\$225.00	E		Y





## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc	
<b>Dust Ashing Analysis</b> Volatile suspended solids, total suspended solids, total dissolved solids.	Per Sample	\$55.00	\$55.00	E		Y	
<b>Langliers Index</b> (Used as a general indication of potential corrosion. It provides a useful assessment of water) Includes pH, conductivity, turbidity, total dissolved solids, total hardness, alkalinity	Per Sample	\$55.00	\$55.00	E		Y	
<b>Miscellaneous</b>							
Pool Water Package (Includes Total Bacteria, Pseudomonas, Faecal Coliform, Chlorine plus sampling)	Per Sample		\$120.00	E		Y	
Pesticide Screen in Water	Per Sample	\$125.00	\$125.00	E	CR 2013/41 Private Works Charge – Owner Initiated Taxable	Y	
Polycyclic Aromatic Hydrocarbons (PAH)	Per Sample	\$77.00	\$77.00	E		Y	
Total Petroleum Hydrocarbons	Per Sample	\$55.00	\$55.00	E		Y	
BTEX	Per Sample	\$44.00	\$44.00	E		Y	
Phenolics	Per Sample	\$65.00	\$65.00	E		Y	
Volatile Fatty Acids	Per Sample	\$55.00	\$55.00	E		Y	
<b>Sample Preparation</b>							
Sample Preparation	Per Sample	\$15.00	\$15.00	E			Y
Filtration	Per Sample	\$6.00	\$6.00	E			Y
Digestion for Total Recoverable Metals	Per Sample	\$15.00	\$15.00	E			Y
Drying	Per Sample	\$15.00	\$15.00	E		Y	
<b>Sample Containers</b>							
Sterile (250 ml)	Each	\$3.00	\$3.00	E		Y	
Plastic (1 litre)	Each	\$3.50	\$3.50	E		Y	
Glass (1 litre)	Each	\$4.50	\$4.50	E		Y	
Glass (Solvent Rinsed)	Each	\$5.00	\$5.00	E		Y	



## 2014/2015 DRAFT FEES AND CHARGES

### Coffs Harbour Laboratory...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Soil Tests</b>						
Sample Preparation	Per Sample	\$17.00	\$17.00	E		Y
Conductivity	Per Sample	\$17.00	\$17.00	E		Y
pH 1:5 Extract	Per Sample	\$17.00	\$17.00	E		Y
Pocas (tpa & taa)	Per Sample	\$150.00	\$150.00	E		Y
Acid Sulphate Water pH, EC, TDS, iron (dissolved), aluminium (dissolved), chloride, sulphate	Per Sample	\$76.00	\$76.00	E		Y
<b>Administration</b>						
Sample Dispatch (for subcontracted analyses)		\$60.00	\$60.00	E		Y
Administration Fee		\$30.00	\$30.00	E		Y
Quotations		No Charge	No Charge	E		N
Extensive Report	Per Batch	\$57.00	\$57.00	E		Y
Re-Issue of Report	Each	\$25.00	\$25.00	E		Y
Urgent Work incurs a surcharge			P.O.A	E		Y
Sampling (Minimum Charge – 2 Hrs)	Hour	\$100.00	\$100.00	E		Y
Sampling Weekend Surcharge		P.O.A	P.O.A	E		Y
Analysis Weekend Surcharge		P.O.A	P.O.A	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Certificate as to Classification of Land</b>		\$45.00	\$70.00	F	Regulatory - Exempt	N
<b>Preparing a Residential Site Agreement or Movable Dwelling Agreement</b>	Each	\$15.00	\$15.00	C	CR 2013/41 Fee for Utilisation of Staff for Various Activities - Taxable	Y
<b>Professional Advice</b>	Hour	\$130.00	\$130.00	E	CR 2013/25 Provision of Written Advice - Exempt	N
<b>Lease and Licence Administration</b>						
Processing of utility charges on behalf of lessees / licensees	Per invoice		\$110.00	C	Use of Facilities – Other Taxable	Y
Provision of additional keys / key cutting	Key		\$55.00 + Cost of Key	C		Y
Notice of Infringement	Per Letter		\$27.50	C		N
Notice to affected tenants of Customer's special event	Per Event		Fee to be determined by Property Manager	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Use of Public Land</b>						
Including Outdoor Dining & Display of Goods on Council Footpaths						
<b>Application Fees:</b>						
Initial application	Per Application	\$260.00	\$273.00	F	Fee for Occupying Council Footpaths – Exempt S.125 Roads Act 1993	N
Variation	Per Application	\$155.00	\$162.00	F		N
<b>Licence Fee:</b>						
Coffs Harbour CBD (under Council Arbours)	Per m2 pa	\$183.00	\$192.00	F	CR 2014/6 Fee for Occupying Council Footpaths – Exempt S.125 Roads Act 1993	N
Coffs Harbour CBD (Harbour Drive & West High St)	Per m2 pa	\$154.00	\$161.00	F	S.125 Roads Act 1993	N
Coffs Harbour CBD (other areas)						
- Vernon Street	Per m2 pa	\$120.00	\$125.00	F	CR 2014/6 Fee for Occupying Council Footpaths – Exempt S.125 Roads Act 1993	N
- Park Avenue	Per m2 pa	\$120.00	\$125.00	F		N
- Moonee Street	Per m2 pa	\$99.00	\$104.00	F		N
- Grafton Street	Per m2 pa	\$99.00	\$104.00	F		N
- Far End of West High Street	Per m2 pa	\$77.00	\$80.00	F		N
Coffs Harbour Jetty	Per m2 pa	\$110.00	\$115.00	F		N
Sawtell, Woolgoolga	Per m2 pa	\$77.00	\$80.00	F		N
Other Areas	Per m2 pa	Fee to be determined by Property Manager	Fee to be determined by Property Manager	F		N
<i>Note: Fees are payable for the whole year and no pro-rata reduction for suspended use will be granted. If a licence is cancelled, then re-issued for the same location, the application fee for the new licence will be equivalent to the licence fees for the period of cancellation, or as above, whichever is greater.</i>						
<b>Use of Council Land</b>						
<b>Application Fee</b>	Per Application		\$500.00	E	Use of Facilities – Other Exempt Issue of Licence	N
Preparation of Legal Document	Each Agreement		\$500.00			Y
Licence Fee / Rental	Each Agreement		Fee to be determined by Property Manager	E	Use of Facilities – Other Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Council Reserve, Crown Reserves or Regional Park</b>					CR 2013/25	
Temporary Licence Application Fee (issue temporary licence for use of Crown Reserve in accordance with Crown Lands Act and Regulations or National Parks and Wildlife Act and Regulations) – To be applied where usage is more than 7 days.						
<b>Application Fee:</b>						
Application Fees to be applied towards licence fees upon submission of all required paperwork within prescribed timeframe.						
Coffs Coast State Park and other Crown Reserves	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989. (\$499.40 as at 22/1/14)	E	Use of Facilities – Other Exempt Issue of Licence	N
Coffs Coast Regional Park	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989. (\$499.40 as at 22/1/14)	E	Use of Facilities – Other Exempt Issue of Licence	N
<b>Licence Fee:</b>						
Coffs Coast State Park and other Crown Reserves	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989. (\$499.40 as at 22/1/14)	E	Use of Facilities – Other Exempt Issue of Licence	N
Coffs Coast Regional Park	Each Application	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989.	Not less than equivalent to the Statutory Minimum Rental applicable to tenures under the Crown Lands Act 1989. (\$499.40 as at 22/1/14)	E	Use of Facilities – Other Exempt Issue of Licence	N
Coffs Coast State Park and other Crown Reserves – Additional Charges for Commercial Activity		Fee to be determined by Property Manager	Fee to be determined by Property Manager (Minimum \$1,575.00)	E	Use of Facilities – Other Taxable	Y
Coffs Coast Regional Park – Additional charges for Commercial Activity.		Fee to be determined by Property Manager	Fee to be determined by Property Manager (Minimum \$1,575.00)	E	Use of Facilities – Other Taxable	Y
A reduction in licence fees may be granted where an activity is conducted on two adjoining Reserves / Parks						



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14		Proposed Fee or Charge 2014/2015		Pricing Policy	GST Classification	GST Inc.
		Incl. of GST		Incl. of GST				
<b>Community Village Charges</b>		Weekday	Weekend & Evening	Weekday	Weekend & Evening		CR 2013/25	
<b>Community Village Meeting Room Hire Charges (Including Cavanbah Centre &amp; 189B Harbour Drive)</b>								
Weekend and evening rates (apply from 7pm onwards)								
<b>Three Rooms (per hour)</b>								
- Non Funded	Hour	\$19.50	\$28.00	\$20.50	\$29.00	B	Use of Facilities – Other Taxable	Y
- Part Funded	Hour	\$39.00	\$45.50	\$41.00	\$48.00	B		Y
- Commercial	Hour	\$92.00	\$114.50	\$96.50	\$120.00	B		Y
<b>Three Rooms (per day)</b>								
- Non Funded	Day	\$102.50	\$130.00	\$107.50	\$136.50	B		Y
- Part Funded	Day	\$178.00	\$200.00	\$187.00	\$210.00	B		Y
- Commercial	Day	\$200.00	\$227.00	\$210.00	\$238.50	B		Y
<b>Two Rooms (per hour)</b>								Y
- Non Funded	Hour	\$14.50	\$19.00	\$15.00	\$20.00	B		Y
- Part Funded	Hour	\$32.50	\$38.00	\$34.00	\$40.00	B		Y
- Commercial	Hour	\$78.00	\$92.00	\$82.00	\$96.50	B		Y
<b>Two Rooms (per day)</b>								
- Non Funded	Day	\$81.00	\$105.00	\$85.00	\$110.00	B		Y
- Part Funded	Day	\$140.50	\$167.50	\$147.50	\$176.00	B		Y
- Commercial	Day	\$194.50	\$221.50	\$204.00	\$232.50	B		Y
<b>Single Room (per hour)</b>								
- Non Funded	Hour	\$10.25	\$16.25	\$11.00	\$17.00	B		Y
- Part Funded	Hour	\$19.50	\$27.00	\$20.50	\$28.50	B		Y
- Commercial	Hour	\$39.00	\$45.50	\$41.00	\$48.00	B		Y
<b>Single Room (per day)</b>								
- Non Funded	Day	\$65.00	\$86.50	\$68.00	\$91.00	B		Y
- Part Funded	Day	\$113.50	\$140.50	\$119.00	\$147.50	B		Y
- Commercial	Day	\$189.00	\$216.00	\$198.50	\$227.00	B		Y
<b>Private Function</b>	Day	\$330.00	\$330.00	\$345.00	\$346.50	B		Y
- Private Function (3 Room) Deposit			\$300.00		\$300.00	B		N
<b>189B Harbour Drive</b>								
Room Hire	Hour		\$12.00		\$12.50	B		N
<b>Cavanbah Centre</b>								
Room Hire	Day		\$550.00		\$575.00	B		Y
Bond (Refundable)			\$750.00		\$750.00	B	Bond	N



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Community Village Equipment</b>					CR 2013/25	
<b>Hire of Kitchen Utensils &amp; Equipment</b>						
All Cutlery	Item	\$0.20	\$0.20	B	Use of General Equipment - Taxable	Y
Plates / Cups	Item	\$0.30	\$0.30	B		Y
Wine / Beer Glasses	Item	\$0.30	\$0.30	B		Y
Water / Juice Jugs	Item	\$0.30	\$0.30	B		Y
Large Plastic Tubs	Item	\$2.35	\$2.50	B		Y
Tablecloths	Item	\$3.50	\$3.50	B		Y
Candle Holders	Item	\$0.65	\$0.70	B		Y
Salt & Pepper Sets	Set	\$0.30	\$0.30	B		Y
Bain-Marie	Item	\$13.00	\$13.00	B		Y
Small Refrigerator	Item	\$13.00	\$13.00	B		Y
<b>Community Village – Other Services</b>					CR 2013/25	
Blank A3 Paper	Sheet	\$0.15	\$0.15	E	Use of General Equipment - Taxable	Y
Scanning	Photo	\$1.50	\$1.50	E		Y
Scanning	Slide / Neg	\$1.00	\$1.00	E		Y
Envelopes (All Sizes)	Each	\$0.30	\$0.30	E		Y
Typing Service	Page	\$3.75	\$4.00	E		Y
Showers	Use	\$3.30	\$3.50	E		Y
<b>Scanner – Village Tenants</b>						
Scanning	Photo	\$0.75	\$0.75	E		Y
Scanning	Slide / Neg	\$0.50	\$0.50	E		Y
<b>Shredder Use – Village Tenants</b>						
Shedding Documents (Minimum 5 Minutes)	Per 5 mins.	\$1.20	\$1.50	E		Y
<b>Photocopying – Public</b>						
Photocopying – A4 page	Page	\$0.20	\$0.20	E		Y
Photocopying – A4 page (D/Side)	Page	\$0.30	\$0.30	E		Y
Photocopying – Own Paper	Page	\$0.15	\$0.15	E		Y
Photocopying – A3 page	Page	\$0.40	\$0.40	E		Y
Photocopying – A3 page (D/Side)	Page	\$0.50	\$0.50	E		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Photocopying – Village Tenants</b>						
Photocopying – Plain Paper	A4 Page	\$0.10	\$0.10	E	CR 2013/25 Use of General Equipment - Taxable	Y
Photocopying – Coloured Paper	A4 Page	\$0.12	\$0.12	E		Y
Photocopying – Plain (D/Side)	A4 Page	\$0.15	\$0.15	E		Y
Photocopying – Iridescent (D/Side)	A4 Page	\$0.20	\$0.20	E		Y
Photocopying – Own Paper (D/Side)	A4 Page	\$0.05	\$0.05	E		Y
Photocopying – Plain Paper (D/Side)	A4 Page	\$0.10	\$0.10	E		Y
Photocopying – Plain Paper	A3 Page	\$0.20	\$0.20	E		Y
Photocopying – Plain Paper (D/Side)	A3 Page	\$0.25	\$0.25	E		Y
Photocopying – Own Paper	A3 Page	\$0.15	\$0.15	E		Y
Photocopying – Own Paper (D/Side)	A3 Page	\$0.20	\$0.20	E		Y
<b>Facsimile Use – Public</b>						
Facsimile – Local /STD	First Page	\$3.50	\$3.50	E		Y
- Subsequent Pages	Page	\$1.20	\$1.20	E		Y
Facsimile – Overseas	First Page	\$7.00	\$7.00	E		Y
- Subsequent Pages	Page	\$2.35	\$2.35	E		Y
Facsimile – Incoming	Page	\$0.60	\$0.60	E		Y
<b>Facsimile Use – Village Tenants</b>						
Facsimile – Local Area	Page	\$0.60	\$0.60	E		Y
Facsimile – Outside Local Area	First Page	\$1.20	\$1.20	E		Y
- Subsequent Pages	Page	\$0.60	\$0.60	E		Y
Facsimile – Incoming	Page	\$0.12	\$0.12	E		Y
<b>Laminating - Public</b>						
Business Cards	Card	\$0.50	\$0.50	E		Y
Photos (up to 13cm x 18cm)	Item	\$2.15	\$2.15	E		Y
A4 Page	Page	\$2.15	\$2.15	E		Y
A3 Page	Page	\$3.20	\$3.20	E		Y
<b>Laminating – Village Tenants</b>						
Business Cards	Card	\$0.30	\$0.30	E		Y
Photos (up to 13cm x 18cm)	Item	\$1.20	\$1.20	E		Y
A4 Page	Page	\$1.20	\$1.20	E		Y
A3 Page	Page	\$2.35	\$2.35	E		Y





## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Swimming Pools</b>						
<b>Sawtell Pool Charges</b>						
Adult		\$4.20	\$4.50	B	CR 2013/25  Use of Facilities – Aquatic Centre Taxable	Y
Children		\$3.20	\$3.50	B		Y
Spectator		\$1.20	\$1.00	B		Y
Book of 10 Entries Adult			\$40.50	B		Y
Book of 10 Entries Child			\$31.50	B		Y
<b>Coffs Harbour Pool Charges</b>						
Adult		\$5.00	\$5.00	B	Use of Facilities – Aquatic Centre Taxable	Y
Children (1 to 16 years old)		\$4.50	\$4.50	B		Y
Babies to 1 year old		Free	Free	B		Y
Family (2 Adults + 2 Children + \$3.50 for add. child) *		\$18.00	\$18.00			
Concession		\$4.50	\$4.50	B		Y
Spectator		\$1.50	\$1.50	B		Y
School Children (Groups or Swimming Carnival)		\$4.00	\$4.00	B		Y
Book of 10 Entries Adult		\$45.00	\$45.00	B		Y
Book of 20 Entries Adult		\$85.00	\$85.00	B		Y
3 Month Upfront Entry Adult		\$149.00	\$149.00	B		Y
12 Month Upfront Entry Adult		\$499.00	\$499.00	B		Y
Book of 10 Entries Child		\$40.50	\$40.50	B		Y
Book of 20 Entries Child		\$76.50	\$76.50	B		Y
3 Month Upfront Entry Child		\$138.50	\$138.50	B		Y
12 Month Upfront Entry Child		\$460.35	\$460.35	B		Y
Book of 10 Entries Family		\$162.00	\$162.00	B		Y
Book of 20 Entries Family		\$306.00	\$306.00	B		Y
Book of 10 Entries Concession **		\$40.50	\$40.50	B		Y
Book of 20 Entries Concession **		\$76.50	\$76.50	B		Y
3 Month Upfront Entry Concession **		\$138.50	\$138.50	B		Y
12 Month Upfront Entry Concession **		\$460.35	\$460.35	B	Y	
* Family members must be listed on medicare card						
** Concession – on presentation of Senior Card, Veterans Affairs, Centrelink Health Card or Student Card						



## 2014/2015 DRAFT FEES AND CHARGES

### Infrastructure Program Management...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Orara Valley Community Pool Charges</b>						
Adult		\$4.00	\$4.00	B	CR 2013/25 Use of Facilities – Aquatic Centre Taxable	Y
Child		\$3.00	\$3.00	B		Y
Spectator		\$1.50	\$1.50	B		Y
Multi Pass Adult		\$64.00	\$64.00	B		Y
Multi Pass Child		\$48.00	\$48.00	B		Y
<b>Woolgoolga Pool Charges</b>						
Adult		\$4.00	\$4.50	B	Use of Facilities – Aquatic Centre Taxable	Y
Children		\$3.00	\$3.00	B		Y
Spectator		\$1.00	\$1.00	B		Y
Water Slide		\$2.50	\$2.50	B		Y
Book of Adult Tickets for 20 entries		\$63.00	\$72.00	B		Y
Book of Child Tickets for 50 entries			\$120.00	B		Y
Note: Fees are maximum charges only and may be reduced in some cases at the discretion of the pool lessee.						



## 2014/2015 DRAFT FEES AND CHARGES

### Liquid Trade Waste

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	
<b>Liquid Trade Waste Application Fee</b>					GSTR 2000/25		
Classification AA as defined by Policy	Generator	\$130.00	\$130.00	D/F	Permission to Dispose of Trade Waste into Sewer or Drain controlled by Council - Exempt	N	
Classification A as defined by Policy	Generator	\$260.00	\$260.00	D/F		N	
Classification B as defined by Policy	Generator	\$525.00	\$525.00	D/F		N	
Classification C as defined by Policy	Generator	\$700.00	\$700.00	D/F		N	
Classification S as defined by Policy	Transporter	\$525.00	\$525.00	D/F		N	
<b>Trade Waste Annual Charges</b>	Number of Waste Generators				GSTR 2000/25		
	1	\$185.00	\$190.00	D/F	S.501 LGA Annual Compulsory Service Availability Charge - Exempt	N	
	2 to 4	\$370.00	\$380.00	D/F		N	
	5 to 9	\$832.50	\$855.00	D/F		N	
	10 to 14	\$1,480.00	\$1,520.00	D/F		N	
	15 to 19	\$2,220.00	\$2,280.00	D/F		N	
	20 to 24		\$3,230.00	D/F		N	
	> 24		\$4,180.00	D/F		N	
<b>Trade Waste Usage Charges</b>							
<b>Food Waste Disposal Unit</b>	Per Bed / Annum	\$26.50	\$27.00	C	GST-Free	N	
<b>Re-Inspection Fee</b>	Hour	\$125.00	\$130.00	D	Relates to Permission to Dispose of Trade Waste - Exempt	N	
<b>Re-Inspection Lab Testing Fee</b>	Per Test	At Cost	At Cost	D		N	
<b>Category 1</b>					GSTR 2000/25		
- With appropriate pre-treatment	Kilolitre	Free	Free	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N	
- With inappropriate pre-treatment	Kilolitre	\$1.58	\$1.63	C		N	
<b>Category 2</b>							
- With appropriate pre-treatment	Kilolitre	\$1.58	\$1.63	C		N	
- With inappropriate pre-treatment	Kilolitre	\$14.54	\$14.98	C	N		



## 2014/2015 DRAFT FEES AND CHARGES

### Liquid Trade Waste...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	
<b>Category 2S</b>							
Chemical Toilet (Portable)	Kilolitre	\$15.87	\$16.25	C	GSTR 2000/25 S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N	
Leachate	Kilolitre	\$2.00	\$2.06	D		N	
Septage (Effluent & Sludge)	Kilolitre	\$60.53	\$62.16	D		N	
Septage (Other than Effluent & Sludge)	Kilolitre	Quotation	Quotation	D		N	
<b>Category 3 (Mass Charges)</b>							
<b><u>Substance / Pollutant</u></b>	<b><u>Threshold Limit (mg/L)</u></b>				GSTR 2000/25  S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free		
Biochemical Oxygen Demand (BOD <sub>5</sub> )	300	\$0.714	\$0.731	C		N	
Suspended Solids (SS)	300	\$0.92	\$0.94	C		N	
Temperature	<38°C					N	
pH Range (Factor)	7.0 to 9.0	0.397	0.406	C		N	
Oil & Grease (Total O & G)	100	\$1.28	\$1.31	C		N	
Detergents - Methylene Blue Active Substances (MBAS)	50	\$0.714	\$0.731	C		N	
Total Dissolved Solids (TDS)	4,000	\$0.06	\$0.06	C		N	
<b>Heavy metals</b>							
Aluminium	100	\$0.71	\$0.73	C		N	
Cadmium	1	\$330.28	\$338.05	C		N	
Chromium* (Cr <sup>3+</sup> )	3	\$23.80	\$24.36	C		N	
Cobalt	5	\$14.54	\$14.88	C		N	
Copper	5	\$14.54	\$14.88	C		N	
Iron	100	\$1.46	\$1.49	C		N	
Lead	1	\$35.70	\$36.54	C		N	
Manganese	10	\$7.14	\$7.31	C		N	
Mercury	0.01	\$2,379.61	\$2,435.64	C		N	
Molybdenum	5	\$0.714	\$0.731	C		N	
Nickel	3	\$23.80	\$24.36	C		N	
Selenium	1	\$50.24	\$51.42	C	N		
Silver	2	\$1.32	\$1.35	C	N		
Tin	5	\$7.14	\$7.31	C	N		
Zinc	5	\$14.54	\$14.88	C	N		



## 2014/2015 DRAFT FEES AND CHARGES

### Liquid Trade Waste...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Other Substances</b>	<b>Threshold Limit (mg/L)</b>		<b>Price /kg above Threshold #</b>		GSTR 2000/25	
Ammonia (as N)	50	\$2.11	\$2.16	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
Arsenic	1	\$71.40	\$73.08	C		N
Benzene	0.1	Price on Application	Price on Application	C		N
Boron	25	\$0.714	\$0.731	C		N
Bromine	5	\$14.28	\$14.61	C		N
Chlorine	10	\$1.46	\$1.49	C		N
Cyanide	5	\$71.40	\$73.08	C		N
Ethylbenzene	1	Price on Application	Price on Application			
Fluoride	20	\$3.57	\$3.65	C		N
Formaldehyde	30	\$1.46	\$1.49	C		N
Pesticides General (Excludes Organochlorides and Organophosphates)	0.1	\$714.46	\$731.28	C		N
Petroleum Hydrocarbons (Non-Flammable)	30	\$2.39	\$2.44	C		N
Phenolic Compounds (Non-Chlorinated)	10	\$7.14	\$7.31	C		N
Polynuclear Aromatic Hydrocarbons (PAHs)	5	\$14.54	\$14.88	C		N
Nitrogen (total Kjeldahl - TKN)	100	\$0.185	\$0.189	C		N
Sulphate (SO <sub>4</sub> )	500	\$0.15	\$0.15	C		N
Sulphide (S)	1	\$1.46	\$1.49	C		N
Sulphite (SO <sub>3</sub> )	15	\$1.58	\$1.62	C		N
Phosphorous (Total P)	20	\$1.46	\$1.49	C		N
Toluene	0.5	Price on Application	Price on Application	C		N
Xylene	1	Price on Application	Price on Application	C	N	
# For Equations to calculate excess mass charges refer to Council's Trade Waste Policy. * Discharge of hexavalent chromium (Cr <sup>6+</sup> ) from chromate compounds is not permitted.						
Note: Fees are charged in accordance with the Best Practice Water Supply, Sewer and Trade Waste Pricing Guidelines.						



## 2014/2015 DRAFT FEES AND CHARGES

### Sewerage Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Council Subsidised Effluent Charges</b> Sullage collection charge per year (Nana Glen / Coramba)		\$783.00	\$806.00	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
<b>Sewerage Access Charge (Residential Properties)</b> House or strata unit = 1 ET	ET	\$783.00	\$806.00	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
<b>Sewerage Access Charge – Vacant Land (Sewer Available)</b>	Per Property	\$540.00	\$556.00	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
<b>Sewerage Access Charge (Non Residential Properties)</b>		Result	Result	C	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
= $SDF \times MF \times AC$ Where SDF = Sewer Discharge Factor; MF = Total Water Meter Factor and AC Factor = Access Charge @ \$789.00						
<b>Sewerage Usage Charge (Non Residential Properties)</b>		Result	Result	C	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
= $SDF \times KLS \times \$2.06$ Where SDF = Sewer Discharge Factor and KLS = Volume of water used.						
<b>Non-Rateable Sewerage Charges</b>		Result	Result	C	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
= $SDF \times KLS \times \$2.06$ Where SDF = Sewer Discharge Factor and KLS = Volume of water used.						
<b>Private Pump Station Management Charge</b>	Per Station		\$120.00	C	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free	N
<b>Pump-Out Effluent Disposal</b>	Kilolitre	\$0.81	\$0.83	C	Septic Tank Effluent Disposal S.55 Section 38-295 – GST-Free	N
Charge to contractor for disposal of effluent (price determined by contract provisions) – CPI increase from a base of \$0.60 from July 2005.						



## 2014/2015 DRAFT FEES AND CHARGES

### Sewerage Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Charge to contractor for disposal of trade waste at Coffs Harbour Water Reclamation Plant</b>					GSTR 2000/25	
- Septage (Effluent & Sludge)	Kilolitre	Refer to Liquid Trade Waste	Refer to Liquid Trade Waste	D	Septic Tank Effluent Disposal S.55 Section 38-295 – GST-Free	N
- Septage (Other than Effluent & Sludge)	Kilolitre	Quotation	Quotation	D		N
<b>Contribution in Lieu of Rates</b>						
<b>Private Works</b> (includes 15% charge)		At Cost, plus GST	At Cost, plus GST	A	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
<b>Contribution To Works</b>						
Subdivision Cut In and Testing		Quotation	Quotation	D	GSTR 2000/25 Fee to Carry Out Water Supply, Sewerage and Stormwater Drainage Work – GST Free	Y
Other		Quotation	Quotation	D		Y
Work on Sewer Extensions, Junction, Manholes and Inspections Cover Raising		Quotation	Quotation	D		Y
All work on Council infrastructure is GST-Free. Sewerage work means the construction, alteration, extension, disconnection, removal, ventilation, flushing, cleansing, maintenance, repair, renewal, or clearing of any sewerage service pipes or fittings or fixtures communicating or intended to communicate, directly or indirectly with: a) a septic tank, an effluent or a sullage disposal system, or b) any sewer of a council.						
<b>Administration Charges Income</b>						
<b>Developer Contributions (Sec 64)</b>		As per Council approved Contribution Plans	As per Council approved Contribution Plans	G	CR 2013/13 Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Sewerage Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Camera / Jetter (CCTV)</b> (Test / find leaks, blockages, locations etc)						
- First and second hour (1hr min.)	Per Hour	\$215.00	\$225.00	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
- Each subsequent hour	Per Hour	\$155.00	\$160.00	E		Y
Subdivision Condition Inspection Report: Initial Report						
- Establishment		\$215.00	\$225.00	E		Y
- Metre Rate	Per Metre	\$3.50	\$3.70	E		Y
Call Back						
- Re-establishment		\$435.00	\$455.00	E		Y
- Metre Rate	Per Metre	\$3.50	\$3.70	E		Y
<b>Sykes Pump</b>						
- First Hour		\$220.00	\$230.00	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
- Each subsequent hour	Per Hour	\$155.00	\$160.00	E		Y
<b>Private Pump Stations</b>						
New Application Lodgement Fee	Per Lodgement		\$210.00	E	CR 2013/39 Operate a Sewerage System GST Free	N
Amended Application Fee	Per Lodgement		\$130.00	E		N
New Application Site Inspection Fee	Per Lodgement		\$210.00	E		N
<b>Reuse Water Connection Fees</b>						
All Services			Quotation	E	GSTR 2000/25 Fee to Carry Out Water Supply, Sewerage and Stormwater Drainage Work – GST Free	N





## 2014/2015 DRAFT FEES AND CHARGES

### Subdivision & Contracts

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc.
<b>Construction Certificate for Subdivision and Development Works</b>						
Assessment & Inspection of Engineering Design Plans					CR 2014/6 Regulatory Function – Subdivision Engineering Construction Certificate	
Urban Road Works	Metre	\$14.10	\$14.80	D		N
Rural Residential Road Works	Metre	\$6.60	\$6.90	D		N
Rural Road Works	Metre	\$5.50	\$5.75	D		N
Stormwater Drainage	Metre	\$8.30	\$8.70	D		N
Inter-allotment Drainage	Metre	\$8.30	\$8.70	D		N
Pipe Culverts	Metre	\$8.30	\$8.70	D		N
Sewer Reticulation Mains	Metre	\$5.75	\$6.05	D		N
Water Reticulation Mains	Metre	\$4.05	\$4.25	D		N
Sedimentation & Erosion Control	Metre of Site Perimeter	\$2.45	\$2.60	D		N
Other Engineering Works						
- Bulk Earthworks						
- Culverts (Other than Pipes)						
- Earth Retaining Structures						
- Bridges						
- Sewer Pump Stations						
- Trunk Drainage Works						
- WSUD / Retarding / Detention Basins						
- Parking Areas						
Minimum Fee <b>(All Works Above)</b>		\$620.00	\$650.00	D		N
<i>Note: Assessment and Inspection Fees have increased due to a phased Introduction of full cost recovery over three years from 2010.</i>						



## 2014/2015 DRAFT FEES AND CHARGES

### Subdivisions & Contracts...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>AUS-SPEC #1 Development Specifications</b>						
<b>CHCC Design Specifications</b>						
- One Off Hard Copy	Set	\$240.00	\$250.00	D	CR 2013/41 Fee for Accessing or Printing Required Information - Exempt	N
- Electronic Copy in PDF Format on CD	Per CD	\$55.00	\$60.00	D		N
- Electronic Copy in PDF Format on Internet		Free	Free	D		N
<b>CHCC Construction Specifications</b>						
- One Off Hard Copy	Set	\$290.00	\$300.00	D	CR 2013/41 Fee for Accessing or Printing Required Information - Exempt	N
- Electronic Copy in PDF Format on CD	Per CD	\$55.00	\$60.00	D		N
- Electronic Copy in PDF Format on Internet		Free	Free	D		N
<b>AUS SPEC #1 Annual Update Fee for Access by Internet</b>		Free	Free	D		N
<b>Security Bonds</b>						
Bond Administration & Acceptance Fee – Non-Refundable		\$110.00	\$110.00	D	No Ruling Taxable	Y
Maintenance of Engineering Works		10% of cost of water & sewer works + 5% of balance of eng. works	10% of cost of water & sewer works + 5% of balance of eng. works	D	Bond	Y
Completion of Outstanding Works at Issue of Subdivision Certificate		Estimated Cost of Works + 20%	Estimated Cost of Works + 20%	D	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
<b>Rechecking of Engineering Plans</b>						
(a) Prior to Issue of Construction Certificate						
- Major Revision	Per Lot	\$19.40	\$20.35	D	Regulatory Function – Subdivision Engineering Construction Certificate	N
	Minimum	\$160.00	\$170.00	D		N
- Minor Revision	Per Lot	\$10.40	\$10.90	D		N
	Minimum	\$91.00	\$95.00	D		N
(b) After Issue of Construction Certificate						
	Per Hour	\$86.40	\$90.70	D		N
	Minimum	\$100.00	\$105.00	D		N



## 2014/2015 DRAFT FEES AND CHARGES

### Subdivisions & Contracts...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Checking of Works as Executed Drawings</b>						
(a) Wax drawings submitted in electronic CAD format	Per Lot	\$27.50	\$29.00	D	Regulatory Function – Subdivision Engineering Construction Certificate	Y
(b) Wax drawings submitted in a format other than electronic CAD	Per Lot	\$57.00	\$60.00	D		Y
	Minimum	\$114.00	\$120.00	D		Y
<b>Checking of Drawings Submitted by Private Certifiers - Engineering</b>						
	Hour	\$130.00	\$130.00	D	Regulatory Function – Subdivision Engineering Construction Certificate	Y
	Minimum	\$130.00	\$130.00	D		Y
<b>Search Fees - Engineering</b>						
	Hour	\$130.00	\$130.00	D	CR 2013/41 Fee for Accessing or Printing Required Information	Y
	Minimum	\$130.00	\$130.00	D		Y
<b>Valuation Fee</b>						
Valuation fee		As quoted (\$350.00 minimum)	As quoted (\$350.00 minimum)	E	CR 2013/25 Land Leasing Fee - Taxable	Y
Road closure / purchase application fee		\$450.00	\$450.00	A	CR 2014/6 Application Fee to Close Road or Landway - Exempt	N
Road enclosure licence fee		Determined on an individual basis	Determined on an individual basis	F	Permit Fee to Carry out activities in relation to roads under Section 138 Roads Act - Exempt	N
<b>Sale of Roads</b>						
					Sale of Land - Taxable	
<b>New Road Naming</b>						
Application for New Road Name						
One Road		\$580.00	\$610.00	D	Regulatory – Application for New Road Name Exempt	N
More than one road		\$710.00	\$745.00	D		N
<b>Professional Advice</b>						
	Hour	\$130.00	\$130.00	E	CR 2013/25 Provision of Written Advice - Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Survey & Design

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Design Work Undertaken for Other Organisations</b>		Quotation	Quotation	F	CR 2013/41 Private Works Charge – Owner / Developer Initiated  Taxable	Y
<b>Flood Level Information Fees</b> Per development or property						
- Landowner		\$50.00	\$52.50	E	CR 2013/41 Flood Level Report Fee - Exempt	N
- Applicant other than landowner		\$95.00	\$100.00	E	CR 2013/41 Flood Level Report Fee - Exempt	N
<b>Flood Study Checking Fee</b>						
Consultant submits compatible model data files with draft		\$530.00	\$555.00	E	CR 2013/41 Regulatory Function – Professional Time - Exempt	N
Consultant submits incompatible or no model data with draft		\$1,060.00	\$1,110.00	E		N
<b>Private Footpath Crossing (Driveway Applications)</b>						
Application for approval to install footpath crossing and inspection.	Each	\$160.00	\$168.00	E	Approval to Engage in Road Construction Exempt	N
Plus, if levels are not provided by the applicant	Additional	\$120.00	\$125.00	E		N
Application for approval to install stormwater and inspection - Kerb connection		\$120.00	\$125.00	E		N
<b>Hire of GPS Equipment / Services</b>						
Raw Data	Annual	\$3,200.00	\$3,360.00	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Equipment Hire with Operator						
- Minimum 1 Day	Day	\$1,500.00	\$1,575.00	E		Y
- Minimum 1 Week	Week	\$6,500.00	\$6,825.00	E		Y
Specific Projects		Quotation	Quotation	E		Y
<b>Directional Signage</b>		Quotation	Quotation	E	Supply of Street Sign - Taxable	Y



## 2014/2015 DRAFT FEES AND CHARGES

### Water Services

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
New Subdivision / Mains – Initial Water Main Pressure Test (Council to undertake all testing works over 6 Hrs)	Lot	\$14.20	\$14.90	E	Regulatory – Water Pressure Testing GST-Free	N
	Minimum	\$455.00	\$475.00	E		N
Second & Subsequent visits (where the first test fails or alterations have been carried out) – 6 Hour Retest	Lot	\$7.50	\$7.90	E		N
	Minimum	\$455.00	\$475.00	E		N
Water & Sewer Main Pressure Tests where Council monitors contractors test	Lot	\$7.50	\$7.90	E		N
	Minimum	\$298.00	\$313.00	E		N
<b>Water Pressure Reading</b>						
Instantaneous		\$72.00	\$75.00	E	Regulatory – Water Pressure Testing GST-Free	N
Chart Recorder		\$100.00	\$100.00	E		N
Fire Flow Test – Inside City Boundary		\$225.00	\$235.00	E		N
Fire Flow Test – Outside City Boundary		Quotation	Quotation	E		N
<b>Water Meter Testing Requests</b>						
(Fee refundable if meter is more than 3% in error to the disadvantage of the consumer)					Ruling Pending – GST Free to the extent that the meter is Council's infrastructure	
20 mm (on-site)		\$82.00	\$85.00	E		Regulatory function of Council to ensure accuracy of water meter
20 mm (on test rig)		\$165.00	\$173.00	E		N
25 mm (on-site)		\$82.00	\$85.00	E		N
25 mm ( on test rig)		\$165.00	\$173.00	E		N
40 mm (on test rig)		\$175.00	\$183.00	E		N
50 mm (on test rig)		\$275.00	\$290.00	E		N
100 mm (sent away)		Quotation	Quotation	E		N



## 2014/2015 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Water Meter Disconnection / Reconnection</b>					GSTR 2000/25	
<b>For Non Payment of Account</b>					Penalty for Non Payment of Account - Exempt	
Restrictor installation and removal fee		\$132.00	\$135.00	E		N
Replacement Restrictor (If Illegally removed)		\$65.00	\$68.00	E		N
Disconnection of Water Supply		\$92.00	\$97.00	E		N
Reconnection of Water Supply		\$92.00	\$97.00	E		N
Additional fee for out-of-hours reconnection – 20 & 25 mm		\$55.00	\$60.00	E		N
<b>Consumer Request</b>						
Disconnection – 20 & 25 mm		\$97.00	\$100.00	E	Relates to Permission to Disconnect / Reconnect from Council's Water Supply System	N
Disconnection – Other Sizes		Quotation	Quotation	E		N
Reconnection – 20 & 25 mm		\$97.00	\$100.00	E		N
Reconnection – Other Sizes		On application	On application	E		N
Service Abandon Fee (Subdivisions post 2003)		\$240.00	\$250.00	E		N
<b>Water Connection Fees – First Service</b>					GSTR 2000/25	
(20/25 mm – complete with backflow prevention)						
20 mm water service (first) long or short		\$575.00	\$630.00	E	Relates to Permission to Disconnect / Reconnect from Council's Water Supply System	N
20 mm water service (second) short		\$575.00	Quotation	E		N
20 mm water service underbore fee		Quotation	Quotation	E		N
25 mm water service (first) long or short		\$930.00	\$975.00	E	Para 24 "Activities performed by the supplier of water up to and including the point of supply to the recipient of the water as GST-Free if they are integral to the physical delivery of water to the recipient"	N
25 mm water service (second) short		\$930.00	Quotation	E		N
25 mm water service underbore fee		Quotation	Quotation	E		N
Non-standard services (eg meter requiring footpath box)		Quotation	Quotation	E		N
Meter Installation Inconvenience Charge (applicable when meter cannot be installed as the block is unidentifiable or the footpath is covered)		\$95.00	\$100.00	E		N



## 2014/2015 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc	
<b>Other Water Connection Fees</b>							
(Plumber to supply backflow prevention)							
40 mm water service – Short		\$1,800.00	\$1,890.00	E	GSTR 2000/25  Relates to Permission to Disconnect / Reconnect from Council's Water Supply System	N	
40 mm water service – Long		Quotation	Quotation	E		N	
50 mm water service – Short (combination meters)		\$3,200.00	\$3,360.00	E		N	
50 mm water service – Long		Quotation	Quotation	E		N	
Over 50 mm – On the basis of CTW		Quotation	Quotation	E		N	
Subsidiary Meter Kit							
- Standard		\$100.00	\$100.00	E		N	
- Electronic / Remote Kit		Quotation	Quotation	E	N		
- Transfer of Private Sub Meters to Council (Administration Fee)			\$85.00	E	N		
<b>Mains Locations</b>							
Telstra & Non Council Mains (eg House Service)	Hour	\$100.00 + \$25.00 / 15 minutes thereafter	\$105.00 + \$26.00 / 15 minutes thereafter	F	Location of Water Mains – Relates to Provision of Information - Exempt	N	
Other authorities, first location free, thereafter as per above.							
Leak testing or leak finding	Hour	\$100.00 + \$25.00 / 15 minutes thereafter	\$105.00 + \$26.00 / 15 minutes thereafter	F	Taxable to the extent that it performed on the ratepayers property and not Council's Infrastructure	Y	
<b>Water Backflow Prevention</b>							
<b>Commercial</b>							
Lodgement Fee	Per Lodgement	\$105.00	\$110.00	E	Backflow Prevention Device Application - GST Free	N	
Assessment (if requested)		\$170.00	\$180.00	E		N	
Overdue Registration (with 2nd reminder letter)		\$65.00	\$68.00	E		N	
<b>Domestic</b>							
Lodgement Fee	Per Lodgement	\$20.00	\$20.00	E		N	
The domestic fees apply to rainwater tank installations where the tank is below ground and a testable backflow device is required.							
<b>Backflow Prevention Testing Fee</b>		\$170.00	\$180.00	E	Taxable	Y	
(Parts for repairs are at an additional cost to the customer)							
Backflow Inspection & Maintenance Report Books		\$24.00	\$25.00	E	Not Council's Infrastructure	Y	



## 2014/2015 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Contribution To Works</b>						
General		Quotation	Quotation	F	GSTR 2000/25	N
Subdivision Cut In and Testing		Quotation	Quotation	F	Fee to Carry Out Water Supply, Sewerage and Stormwater Drainage Work – GST Free	N
Repairs to Damaged Infrastructure		Actual Cost, plus GST	Actual Cost, plus GST	D		N
Mobile Chlorine Dosing Unit		Quotation	Quotation	F	Taxable	Y
Contestable service performed prior to handover of subdivision assets.						
<b>Service Raising / Alteration Fees</b>						
- Service Raising Fee – 20/25 mm (Site clear of concrete & Other Obstructions etc)		\$140.00	\$145.00	E	Fee to Carry Out Water Supply, Sewerage and Stormwater Drainage Work – GST Free	N
Service Raising Fee – other sizes		Quotation	Quotation	E		N
Alteration to Service		Quotation	Quotation	E		N
<b>Water Sales – Consumption Charges</b>						
<b>Residential Consumption Charges</b>						
Tier 1 – Usage of up to the equivalent to 1kl per day (for each billing period)	Kilolitre	\$2.55	\$2.63	D	Water Usage Charge S.502 GST Free	N
Tier 2 – Usage in excess of up to the equivalent to 1 kl per day (for each billing period)	Kilolitre	\$3.83	\$3.95	D		N
<b>Dialysis Users</b>						
Tier 1 - usage of up to the equivalent to 0.438 kl per day (for each billing period)	Kilolitre	\$0.00	\$0.00	D		N
Tier 2 - usage in excess of up to the equivalent to 0.438 kl per day (for each billing period)	Kilolitre	\$2.55	\$2.63	D		N
<b>Non-Residential Consumption Charges</b>						
Metered Consumption Charge (all consumption apart from fire fighting usage).	Kilolitre	\$2.55	\$2.63	D		N
Meter Fire Service Consumption Charge (apart from usage, supported by evidence, relating to fire fighting)	Kilolitre	\$7.65	\$7.89	D		N
<b>Non-Rateable</b>						
Non – Residential in Nature	Kilolitre	\$2.55	\$2.63	D		N
Tier 1 – Usage of up to the equivalent to 1kl per day (for each billing period)	Kilolitre	\$2.55	\$2.63	D		N
Tier 2 – Usage in excess of up to the equivalent to 1 kl per day (for each billing period)	Kilolitre	\$3.83	\$3.95	D		N





## 2014/2015 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Water Access Charge</b>					Water Access Charge –GST Free	
Water Access Charge – Residential	Tenement	\$139.00	\$143.00	C		N
Water Access Charge – Vacant		\$139.00	\$143.00	C		N
Water Access Charge – Non Residential Properties	Per Meter Factor - see table below	\$139.00	\$143.00	C		N
<b>Meter Factors:</b>						
<b>Meter (mm)</b>	<b>Factor</b>	<b>Amount</b>	<b>Meter (mm)</b>	<b>Factor</b>	<b>Amount</b>	
015	1.0	\$143.00	065	10.6	\$1,515.80	
020	1.0	\$143.00	080	16.0	\$2,288.00	
025	1.6	\$228.80	100	25.0	\$3,575.00	
032	2.6	\$371.80	150	56.3	\$8,050.90	
040	4.0	\$572.00	200	100.0	\$14,300.00	
050	6.3	\$900.90				
Water Access Charge – Vacant Land (where water available)		\$139.00	\$143.00	C		N
Residential Properties - Testable Water Back Flow Devices	Per Device	\$15.00	\$15.50	C		N
Non-Residential Properties - Charge for Properties with Testable Backflow	First Device	\$60.00	\$62.00	C		N
Non-Residential Properties - Additional Testable Water Back Flow Devices	Per Device	\$15.00	\$15.50	C		N
Non-Rateable Properties – Charge for Properties with Testable Backflow	First Device		\$62.00	C		N
Non-Rateable Properties – Additional Testable Water Back Flow Devices	Per Device		\$15.50	C		N
<b>Standpipe Water Sales – Carriers</b>					Water Usage Charge – Standpipe GST Free	
Water Carrier Water Sales	Kilolitre	\$2.55	\$2.63	D		N
Water Carrier Licence Fee	Vehicle	\$400.00	\$280.00	D		N
<b>Water Carrier Approval &amp; Registration Fee</b> (Environmental Services)	Vehicle	\$125.00	\$260.00	D	Regulatory – Fee for Registration of Vehicle subject to Microbial Control Exempt	N
<b>Water Carrier Key Security Deposit</b> (refundable, as per agreement)			\$300.00	D	Bond	N



## 2014/2015 DRAFT FEES AND CHARGES

### Water Services...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Water Sales - Hydrant</b>						
Hire of Metered Standpipe to Allow Sale of Water from Hydrants	First Week	\$107.00	\$112.00	E	Relates to Permission to draw water from Council's water supply or sell water so drawn	N
	Second Week	\$69.00	\$72.00	E		N
	> Second Week	\$37.00	\$39.00	E		N
Deposit - Refundable		\$1,850.00	\$1,950.00	E	Bond	N
Water Sales	Kilolitre	\$2.55	\$2.63	D	Water Usage Charge – Standpipe GST Free	N
<b>Vac-u-digga</b>						
First Hour (Minimum 1 Hour)	Per Hour	\$225.00 + Disposal Costs if applicable	\$235.00 + Disposal Costs if applicable	E	CR 2013/25 Plant / Machinery Hire Taxable	Y
Each subsequent 15 mins ( after first hour)	Per 15 Mins	\$56.00	\$60.00	E		Y
<b>Raw Water Consumers (eg Regional Water Supply)</b>						
Water Access Charge	Assessment	\$139.00	\$143.00	C	Water Usage Charge – Standpipe GST Free	N
Metered Water Usage (Other than non-rateable properties) – 50% of Treated Water Usage Charge	Kilolitre	\$1.28	\$1.32	D		N
Step 1 – Allowance of 1 kl per day per access charge	Kilolitre	\$1.28	\$1.32	D		N
Step 2 – Usage in excess of allowance of 1 kl per day per access charge (>365kl per annum)	Kilolitre	\$1.91	\$1.97	D		N
<b>Developer Contributions (S64)</b>						
		As per contribution plans	As per contribution plans	G	CR 2013/13 Exempt	N



## 2014/2015 DRAFT FEES AND CHARGES

### Works

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Road Opening or Other Private Work on Public Road</b>						
<b>Initial Application Fee</b>						
Less than 1 week	< 1 Week	\$134.00	\$140.00	E	Road Opening Permit Fee - Exempt	N
Greater than 1 Week (plus initial application fee)	Per Week	\$77.00	\$80.00	E		N
<b>Footpath Occupancy</b>						
Less than 1 week (plus initial application fee)		\$123.60	\$130.00	E	Footpath Hoarding Fee - Exempt	N
Greater than 1 Week (plus initial application fee)	Per m2 per week	\$19.00	\$20.00	E	Footpath Hoarding Fee - Exempt	N
<b>Road Occupancy</b>						
Up to 30m length (plus initial application fee)	Per lane per day	\$98.90	\$105.00	E	Road Occupancy Permit - Exempt	N
<b>Skip Bins</b>						
Placed on Road Reserves	Annual Licence Fee	\$267.80	\$280.00	E	Permission to place a skip bin - Exempt	N
Skip bin companies are required to register with Council before placing bins in public areas. They are also required to place bins in accordance with Council's conditions. Registration Fee Per Calendar Year (Non-refundable)						
Non-registered companies will be required to submit application for road occupancy or attract infringement notices.						
<b>Construction Zones</b>						
<b>Application Fee</b>		\$134.00	\$140.00	E	CR 2013/25 Supply of Services related to Traffic Control Barriers - Exempt	N
<b>Construction Zone Parking</b>						
CBD Area (plus application fee)	Metre / Month	\$37.00	\$39.00	E	Supply of Services related to Traffic Control Barriers - Exempt	N
All Other Areas (plus application fee)	Metre / Month	\$18.50	\$19.50	E		N
A Construction Zone is a parking area on the carriageway, adjacent to a construction site for the exclusive use by vehicles engaged in the construction works.						
<b>Construction Zone Footpaths</b> (Hoardings, scaffolding or construction materials on footpath)						
Min 1 Month Duration						
A Class Hoarding (Walls Only) (plus application fee)	Metre / Month	\$18.50	\$19.50	E	CR 2013/25 Footpath Hoarding Fee - Exempt	N
B Class Hoarding (Walls and Roof) (plus application fee)	Metre / Month	\$27.75	\$29.00	E	Footpath Hoarding Fee - Exempt	N
Footpath Closure – Long Term (plus application fee)	Metre / Month	\$33.00	\$35.00	E	Footpath Hoarding Fee - Exempt	N
<i>Note: Fee based on number of weeks in estimated construction period.</i>						



## 2014/2015 DRAFT FEES AND CHARGES

Works...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Kerb &amp; Gutter / Footpath Deposits</b>						
Concrete Footpath	M <sup>2</sup>	\$140.00 (\$1,000 minimum)	\$147.00 (\$1,000 minimum)	A	Bond	N
Kerb and Guttering	Metre	\$91.00 (\$1,000 minimum)	\$95.00 (\$1,000 minimum)	A	Bond	N
Road Pavement (incl. Seal)	M <sup>2</sup>	\$469.00 (\$2,000 minimum)	\$490.00 (\$2,000 minimum)	A	Bond	N
<b>Damage Inspection Fee</b>		\$125.00	\$130.00	D	CR 2013/41 Works Inspection Fee - Exempt	N
<i>Note: To be paid with Kerb &amp; Gutter / Footpath Deposits</i>						
<b>Re-Inspection Fee</b>		\$125.00	\$130.00	D	CR 2013/41 Works Inspection Fee - Exempt	N
<b>Crossings</b>		Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	F	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
<b>Kerb &amp; Gutter and Footpath Contributions</b>						
<i>Roads Act 1993 Section 217 (1)</i>						
Barrier Kerb	Metre	\$88.00	\$92.00	B	CR 2013/41 Works Charge - Exempt	N
Mountable Kerb	Metre	\$88.00	\$92.00	B		N
Foot Paving Contributions						
- 1.2 Metres Wide	Metre	\$84.00	\$88.00	B		N
- 2.0 Metres Wide	Metre	\$140.00	\$147.00	B		N
<i>Note: Above charges refer to frontages. Side alignments are charged at half cost.</i>						



## 2014/2015 DRAFT FEES AND CHARGES

### Works...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Private Works / Grant Funded Programs</b>						
<b>Rate A – Grant Funded Road Works Programs</b> (eg Regional Roads Block, Traffic Facilities, 3 x3 Block)						
Plant Hire				D		Y
Wages				D		Y
Materials				D		Y
<b>Rate B – Other Grant Funded Works</b>						
Either:						
Quotation / contract price (to cover cost + contingencies)		Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	D		Y
Or:						
Plant Hire				D		Y
Wages				D		Y
Materials				D		Y
<b>Rate C – Private Works for Government Departments, Companies, other organisations and Individuals</b>						
Plant Hire				F	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Wages				F		Y
Materials				F		Y
Supervision / Administration				F		Y



## 2014/2015 DRAFT FEES AND CHARGES

### Works...cont'd

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Road Restoration Charges</b>				F	CR 2013/41 Restoration Fees under Roads Act Exempt	N
<b>Quarry Charges</b>	}	Price on Application			CR 2013/25 Supply of Building Materials – Taxable to parties other than Council	Internal Only N
Bellbird (excluding loadings)						
Gundarene						
Wedding Bells (excluding loadings)						
Two Mile (excluding loadings)						
River Gravel (excluding loadings)						
- From stockpile						
- Direct from river						
<b>Soil Tests</b>						
Density Test	Hour Establish	Quotation in accordance with Private Works Rates	Quotation in accordance with Private Works Rates	E	CR 2013/41 Private Works Charge – Owner / Developer Initiated Taxable	Y
Benklemen Beam Testing (Not including Traffic Control)				E		Y
Gravel:				E		Y
With Mouldings				E		Y
Without Mouldings				E		Y
CBR				E		Y
Soaked				E		Y
Unsoaked				E		Y
Sieve analysis				E		Y
Field Work Technician				Hour		
<b>Stormwater Management Services (eligible properties)</b>					S.501 Annual Charge for Stormwater Management GST Free	
House or block of flats (non strata)		\$25.00	\$25.00	C		N
Strata Unit (residential)		\$12.50	\$12.50	C		N
Business Properties						
- based on impervious land area	Per 350 m <sup>2</sup>	\$25.00	\$25.00 (Min \$5.00)	C		N



## 2014/2015 DRAFT FEES AND CHARGES

### Engineering Works

Description of Fee or Charge	Unit	Fee or Charge 2013/14 Incl. of GST	Proposed Fee or Charge 2014/2015 Incl. of GST	Pricing Policy	GST Classification	GST Inc
<b>Engineering Works - Private Plant Hire</b>						
Excavator, Komatsu PC220	}	Price on Application	Price on Application		CR 2013/25 Plant & Machinery Hire - Taxable	Y
Long Reach Excavator, 22 metre boom						Y
Loader, Komatsu WA250PZ-6 Wheeled Loader						Y
Loader, Caterpillar Track 247B Skid Steer Loader						Y
Loader, Bobcat, Clark Skid Steer, Wheeled Loader						Y
Elevated Work Platform (Cherry Picker), 23 metre boom						Y
Road Grader, Caterpillar 12 metre Motor Grader						Y
12T Smooth Drum Road Roller, Caterpillar, CAS						Y
Backhoe, Caterpillar						Y
Water Cart, Bogie Axle – 12,000 litre						Y
Street Sweeper, McDonald 605						Y
Tractor and Slasher, John Deere 6210 Tractor						Y
Woodchipper, Bandit 1590XP Woodchipper						Y
Prime Mover and Float, Volvo FM12 and triaxle trailer	Y					
<i>Note: Plant will only be hired with an approved Council operator.</i>						

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**MONTHLY BUDGET REVIEW FOR FEBRUARY 2014**

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**Purpose:**

To report on the estimated budget position as at 28 February 2014.

**Description of Item:**

Estimated budget position as at 28 February 2014:

	<b>General Account \$</b>	<b>Water Account \$</b>	<b>Sewer Account \$</b>
Original budget adopted 13 June 2013	426,307 (D)	4,553,442 (D)	3,165,226 (D)
Approved variations to 31 January 2014	(408,707) (S)	(556,076) (S)	(300,000) (S)
Recommended variations February 2014	15,000 (D)	Nil	Nil
Estimated result as at 28 February 2014	<u>32,600 (D)</u>	<u>3,997,366 (D)</u>	<u>2,865,226 (D)</u>

**General Account**

**Deficit/(Surplus)**

Revision of waste operational and capital works program budgets:

- Pensioner Rebates Abandoned	2,000 (D)
- Woolgoolga Transfer Station Working Expenses	82,000 (D)
- Waste Education and Promotion	(100,000) (S)
- Greenwaste Processing Service	3,486 (D)
- Public Place Recycling Expenditure	(60,006) (S)
- Public Place Recycling Bins	60,000 (D)
- Waste Charges Income	(2,000) (S)
- Pensioner Rebates Subsidy	(1,978) (S)
- Scrap Metal Sales	(35,000) (S)
Net deficit of program adjustments funded from waste reserve	51,498 (D)

Revision of anticipated income from property rentals	(61,000) (S)
Revised subdivision construction certificate fees	(34,500) (S)
Surplus commercial property staff costs subsequent to restructure of organisation	(60,000) (S)
Shortfall in anticipated rental received for Rigby House building due to long term tenant vacating premises	155,500 (D)

Development Assessment and Building Services staff cost savings due to vacancies within the Division throughout the year	(62,000) (S)
Customer Services Manager position vacancy	(117,000) (S)
Increased audit fees for additional services	20,000 (D)
Resourcing required to complete digitisation of cemetery records	10,000 (D)
Additional resourcing for asset accounting	41,400 (D)
GIS Team Leader position vacancy	(93,800) (S)
Revised museum renovation costs in line with accepted tender	201,400 (D)

Woolgoolga netball courts resurfacing project, grant funds approved to supplement the \$141,000 set aside currently from Community Facilities Reserve	25,000 (D)
Department of Sport and Recreation grant funds approved	(25,000) (S)
Botanic Gardens Volunteer Coordinator one day per week, funded \$5,000 from Council with matching funding of \$5,000 from the Friends of the Botanic Gardens	10,000 (D)
Contribution from the Friends of the Botanic Gardens group towards coordinator	(5,000) (S)
Friends of the Parks Program Coordinator 1 day per week to coordinate volunteer groups park maintenance across the Local Government Area.	10,000 (D)
- See Council report from Ordinary meeting 13 March 2014 – CIS 14/6	
<b>Total</b>	<b>15,000 (D)</b>

**Water Account**

**Total** **Nil**

**Sewer Account**

**Total** **Nil**

**Sustainability Assessment:**

- **Environment**

There are no perceived short or long term environmental impacts.

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget cash position by 30 June 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 that a healthy financial position is maintained to ensure ongoing viability of the organisation.

**Delivery Program/Operational Plan Implications**

The Original budget for the General Account adopted on the 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 of Corporate Business has provided guidelines to staff regarding their responsibilities relating to effective and transparent budget review and assessment processes. This framework provides guidance in achieving the objective of a year end balanced budget in the General Fund.

**Statutory Requirements:**

Under local government regulations Council is required to submit a quarterly budget review to Council. Therefore Council is under no obligation to provide monthly reviews but has recommended they be completed as part of prudent financial management.

The Responsible Accounting Officer believes this report indicates the financial position of the Council is satisfactory, having regard to the original estimate of Income and Expenditure.

**Issues:**

Currently, any major budget issues are collated and addressed on a monthly basis via a separate report to the Corporate Development Team.

**Implementation Date / Priority:**

Management will continue to monitor the organisation's performance with a view to improving service delivery.

**Recommendation:**

**That the budget adjustments be approved and the current budget position be noted.**

**Estimated Budget Position as at 28 February 2014:**

	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 January 2014	(408,707) (S)	(556,076) (S)	300,000 (S)
Recommended variations February 2014	15,000 (D)	Nil	Nil
Estimated result as at 28 February 2014	<u>32,600 (D)</u>	<u>3,997,366 (D)</u>	<u>2,865,226 (D)</u>

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## DEVELOPER CONTRIBUTION PLAN REVIEW

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### **Purpose:**

To present to Council a draft amended Road Network Developer Contributions Plan 2014. This report recommends that the draft Plan be placed on public exhibition for a period of 28 days.

### **Description of Item:**

Council, at its meeting on 4 March 2004 resolved to adopt the Coffs Harbour Road Network Developer Contributions Plan. The plan levies contributions to enable the recoupment of part of the costs associated with the Hogbin Drive extension and upgrade works, construction of Stadium Drive, and the future upgrade of Mastracolas Road.

Prior to this, on 4 December 2003 Council resolved to exhibit a draft road network plan, with the resolution including the following:

*That a Road Network Reserve be established and recoupment funds from this Contributions Plan be accumulated in this reserve for future funding of the Mastracolas Road and Hogbin Drive extension works.*

Therefore the Draft Contributions Plan has been amended by the deletion of the proposed upgrade to Mastracolas Road. The Draft Plan continues to collect funds for the recoupment of other completed works.

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues associated with this report

- **Social**

The completion of the works that are included in the draft Contributions plan have had a positive effect in providing increased connectivity and reduced traffic congestion.

- **Civic Leadership**

The provision of adequate transport infrastructure is consistent with Council's Coffs Harbour 2030 Plans objective MA1 – Moving around.

- **Economic**

#### **Broader Economic Implications**

Recoupment of part of the costs of construction of Hogbin Drive and Stadium Drive allows the recovery of that part of the cost of the works that relates to development resulting in additional population.

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

There are no delivery Program/Operational Plan implications associated with this report.

### **Risk Analysis:**

There is generally no risk associated with this report. The Draft Plan seeks to recoup past expenditure on transport infrastructure.

### **Consultation:**

Council's Developer Contributions Internal Working Group was consulted in the review of the Contributions Plan.

### **Related Policy and / or Precedents:**

Council has been recouping a portion of the cost of works since first adoption of the Coffs Harbour Road Network Contributions Plan in 2004. The recouped funds have, to date been held in a reserve to accumulate to facilitate further road upgrades, in particular Hogbin Drive, in the future.

### **Statutory Requirements:**

Section 26(4) of the Environmental Planning and Assessment Regulation 2000 provides that draft contributions plans must be exhibited for at least 28 days. A notice of exhibition is required to be placed in the local newspaper.

### **Issues:**

With the deferral of progress on the rezoning of areas along Mastracolas Road, the requirement for upgrading this road has reduced. Further, the upgrade of Mastracolas Road is deemed not cost effective given the constraints associated with the proposal and, therefore, the previously proposed upgrade works should not remain in the Contributions Plan.

Traffic modeling has shown that further upgrades to Hogbin Drive are required, particularly at the major roundabouts. This will require lane duplication to provide for satisfactory traffic movement in the future. Therefore continuation of the recouped funds being accumulated in the road reserve should continue in order to assist with funding of the future works.

### **Implementation Date / Priority:**

The Draft Plan will be placed on public exhibition immediately should Council adopt the recommendations of this report.

### **Recommendation:**

- 1. That the Draft Road Network Contributions Plan 2014 be placed on exhibition for a period of 28 days and the community be invited to make submissions.**
- 2. That funds recouped under the Road Network Developer Contributions Plan continue to be accumulated in the Future Road Network Reserve for future funding of Hogbin Drive works.**



# COFFS HARBOUR ROAD NETWORK

Developer Contributions  
Plan 2014

DRAFT





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## PART 1 - SUMMARY SCHEDULES

### EXECUTIVE SUMMARY

This contributions plan enables Coffs Harbour City Council to levy contributions under Section 94 of the Environmental Planning and Assessment Act 1979 where anticipated land use development will increase the demand for traffic infrastructure.

The Coffs Harbour Settlement Strategy 2006 identifies the preferred location and expected type of future urban expansion within the City, and the associated requirements for public facilities.

As a consequence of this anticipated development, and having regard to the level of facilities currently available and the expected profile of the new population, it has been necessary to provide road network improvements titled the "Road Network". The roading improvements that make up the Road Network are shown graphically in Figure 1.

### SUMMARY OF WORKS SCHEDULE

A schedule of works, construction timing, staging priorities and expenditures for the Road Network is summarised at Table 2.

### TYPE OF DEVELOPMENT TO WHICH THIS PLAN APPLIES

This plan applies to all future residential development within the Local Government Area.

### AREA TO WHICH THIS PLAN APPLIES

This contributions plan applies to all land parcels within the Coffs Harbour Local Government Area (LGA).

Figure 2 shows the division of the Coffs Harbour LGA into 2 broad sectors. The purpose of this is to equitably apportion contributions for all development within each given sector.

### SUMMARY OF CONTRIBUTION RATES

Table 1 summarises the contribution rates applying to residential development, by sector. Appendix "B" includes additional contribution rates that apply to various other forms of development.

### DATE OF COMMENCEMENT OF THIS PLAN

This contributions plan came into operation on 4 March 2004. This contributions plan was amended on 24 August 2005, on 7 May 2007, on 24 April 2008, 8 May 2013, 18 December 2013, and further on XX/XX/XXXX

**Table 1 –Road Network: Sector Contribution Rates**

RESIDENTIAL CONTRIBUTIONS					
Sector (see figure 2)	Weighting	Net Cost to be Levied \$	Per person	Per Lot/Large Dwelling \$	Per Small Dwelling \$
A	66.5%	1,765,092	\$307.47	\$799.42	\$559.59
B	33.5%	883,208	\$197.70	\$514.01	\$359.81

**Notes:**

1. *In addition to the above the relevant contribution rates associated with all other current regional developer contributions plans, regional, district and neighbourhood open space and community facilities, and water and sewer, also apply.*
2. *Contribution rates will be applied as follows:*
  - *The first lot in a residential subdivision is exempt from contributions*
  - *The first dwelling on a residential lot is exempt from contributions*
  - *The contribution rate for a dual occupancy, villa, townhouse or residential flat development is the number of dwellings multiplied by the appropriate dwelling rate minus one lot rate.*
3. *A small dwelling is deemed to be any dwelling with a floor area less than 100 square metres (excluding garages and balcony areas).*
4. *The lot rate/large dwelling rate applies to all types of dwelling with a floor area equal to or exceeding 100 square metres (excluding garages and balcony areas).*
5. *Additional contribution rates for various other types of development are included in this plan at appendix "B"*

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## PART 2

# ADMINISTRATION AND ACCOUNTING

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### NAME OF THE PLAN

This contributions plan has been prepared in accordance with the provisions of Section 94 of the Environmental Planning and Assessment Act 1979 and Part 4 of the Environmental Planning and Assessment Regulation 1994 and may be referred to as the **Coffs Harbour Road Network Developer Contribution Plan 2014**.

### PURPOSE OF THE PLAN

The primary purpose of this plan is to satisfy the requirements of the Environmental Planning and Assessment Act and Regulation to enable Council to require a contribution towards the provision, extension or augmentation of traffic infrastructure that has been provided in anticipation of or to facilitate future development.

Other purposes of the plan are to:

- (i) Ensure that an adequate level of traffic infrastructure is provided as development occurs, in order to ensure that existing traffic operating conditions are maintained at the level experienced currently;
- (ii) Enable Council to recoup funds that it has spent in the provision of traffic infrastructure in anticipation of future development;
- (iii) Ensure that the existing community is not burdened by the provision of traffic infrastructure required as a result of future development; and
- (iv) Provide a comprehensive strategy for the assessment, collection, expenditure, accounting and review of development contributions on an equitable basis throughout the Coffs Harbour LGA.

### RELATIONSHIP TO OTHER PLANS AND POLICIES

This plan is consistent with the Coffs Harbour Settlement Strategy 2006 and the Coffs Harbour City Council Urban Land Capacity Assessment 2004. This contribution plan should be read in conjunction with all other current developer contribution plans, including the Coffs Harbour Water Supply Development Servicing Plan and the Coffs Harbour Wastewater Development Servicing Plan (Section 64 of the Local Government Act 1993).

Furthermore, this contributions plan provides necessary means for the implementation of the council-adopted Road Network plan.

## HOW THE PLAN OPERATES

In determining a development application Council may impose a condition requiring the payment of a monetary contribution and/or the dedication of land in accordance with the provisions of this Plan.

The Road Network methodology document identifies growth traffic that demands the Road Network upgrades as “relevant” traffic to be used in the determination of contribution amounts. Of such traffic growth, it can be either a direct consequence of residential development, or not. Due to the inherent difficulty in forecasting non-residential growth, this plan only serves to charge residential growth. However, almost exactly 50% of “relevant” traffic growth is a function of growth that cannot be sourced to residential growth. This 50% of other relevant traffic growth is a result of either:

- Commercial activity
- External growth and through traffic growth
- Growth that is a consequence of demographic/residential growth but which cannot be linked geographically to such growth

Coffs Harbour City has contributed 50% of costs of the Road Network not funded elsewhere; this 50% has funded the costs associated with these identified 50% of “relevant” trips, the costs associated with such which cannot be easily ascribed elsewhere.

## FORMULAE FOR DETERMINING CONTRIBUTIONS

Contribution rates have been determined for each of the sectors shown in figure 2. The different weightings for each sector have been determined having consideration to the location and intensity of activity, and the behavioural patterns of road network users.

The formulae to be used for the calculation of contributions under Section 94 of the Environmental Planning and Assessment Act are set out as follows:

Contribution per lot for development in the relevant sector =

$$\frac{(C - O - L) \times W}{F}$$

### Where:

C = total cost of works to provide the Road Network assigned to the relevant sector as displayed in figure 2, including land acquisition, survey and design and construction costs.

O = Funds from other sources

L = Funds levied or collected to date

W = Weighting assigned to each sector as shown in table 1

F = Future lot yield of relevant sector

For a complete treatment of these equations and their basis, please refer to the “*Coffs Harbour Road Network Developer Contributions Plan 2002 Supplementary Document: Traffic Modelling Methodology*”, the “Modelling Methodology” document.

## CALCULATION OF CONTRIBUTION RATES

### Sector ‘A’

$$\frac{(C - O - L) \times W}{F}$$

$$\frac{(\$26,947,910 - \$19,366,527 - \$4,933,083) \times .665}{2,203}$$

= \$799.42 per lot

**Attachment**

**SECTOR 'B'**

$$\frac{(C - O - L) \times W}{F}$$

$$\frac{(\$26,947,910 - \$19,366,527 - \$4,933,083) \times .335}{1,726}$$

= \$514.01 per lot

**TIMING OF PAYMENT OF CONTRIBUTIONS**

Payment of financial contributions should be finalised at the following stages:

- **Development consents involving subdivisions** – prior to release of the subdivision certificate
- **Development consents involving building work** – prior to the release of the construction certificate
- **Development consents where no construction certificate is required** – at the time of issue of the notification of consent, or prior to the commencement of approved development as may be determined by Council.

**DEFERRED OR PERIODIC PAYMENTS**

Where the applicant can demonstrate that the settlement of the contribution, in terms of the above, is unreasonable in the circumstances of the case, the Council may accept deferred or periodic settlement. In such a case, the applicant needs to make a written request and satisfy Council in accordance with the following:

- there are valid reasons for deferred or periodic payment;
- no prejudice will be caused to the community deriving benefits from the infrastructure required by the proposed development;
- no prejudice will be caused to the operation of this plan;

- The provision of the infrastructure or service in accordance with the adopted work schedule will not be adversely affected.

Applications for deferment of payments will be subject to the following conditions:

- (i) The deferment will be for a fixed period not exceeding 6 months from the date the contribution becomes due;
- (ii) The applicant must agree to pay the Council interest on contributions or on so much thereof as shall remain outstanding from time to time computed from the date that the contribution becomes due at the appropriate rate of interest;
- (iii) Payment of the contributions and the interest must be secured by delivery to the Council of a guarantee in writing issued by an appropriate institution.

Deferments will not be granted based on progressive land sales.

*Note: for the purposes of this provision, "appropriate rate of interest", means the seven year local government interest borrowing rate applicable from time to time, and "appropriate institution" means a licensed bank or other institution where securities comprise authorised investments under the Trustee Act 1925.*

**WORKS IN KIND**

Council may accept an applicant's offer to make a contribution by way of a works in kind contribution (for an item included on the works schedule) or a material public benefit (for an item not included on the works schedule) as referred to in Section 94(5b) of the Environmental Planning and Assessment Act.

Applicants should consult Councils current Works in Kind Policy prior to making an application for the undertaking of Works in Kind.

Council may accept the offer of a works in kind contribution if the applicant, or any other person entitled to act upon the relevant consent, satisfies the consent authority that:

- (a) payment of the contribution in accordance with the provisions of the plan is unreasonable or unnecessary in the circumstances of the case;
- (b) the in kind contribution will not prejudice the timing or the manner of the provision of the public facility for which the contribution was required;
- (c) the value of the works to be undertaken is at least equal to the value of the contribution assessed in accordance with this plan.

## EXEMPTIONS

Council may consider exempting developments, or components of developments from the requirement for a contribution for developments that include aged care accommodation where the residents require in house care, and developments that are specifically exempted under directions that may be made from time to time by the NSW Minister for Planning.

## POOLING OF FUNDS

This plan expressly authorises monetary S94 contributions paid for different purposes to be pooled and applied (progressively or otherwise) for those purposes.

## INDEXING OF CONTRIBUTION RATES

Council will review the contribution rates to ensure that the monetary contributions reflect the costs associated with the provision of the public facility.

The contribution rates will be reviewed on the basis of movements in the Consumer Price Index, All Groups (A) Sydney, as published by

the Australian Bureau of Statistics in accordance with the following formula:

$$RC = \frac{C \times \text{Current index}}{\text{Previous index}}$$

where

RC = Revised contribution rate per ET applicable at the time of payment

C = Previous contribution rate

*Current index* is the Consumer Price Index at the date of review of the contribution

*Previous index* is the Consumer Price index as listed in Appendix "A" or applicable at the time of issue of the consent.

The Council may also review the works schedule, the estimate of costs of the various public facilities and services, population projections, land acquisition costs or other aspects relating to this contribution plan.

## PART 3 – STRATEGY PLANS

### RELATIONSHIP BETWEEN DEVELOPMENT AND DEMAND FOR TRAFFIC INFRASTRUCTURE

The following information outlines the basis for establishing the relationship, the nexus between the expected residential development and its location in the Coffs Harbour LGA and the increased demand for the traffic infrastructure required to meet that development.

### EXPECTED DEVELOPMENT

The following documents establish the location and extent of expected residential development.

**The Coffs Harbour “Our Living City” Settlement Strategy** identifies the preferred location and expected type of future urban expansion within the City, and the associated requirements for public facilities.

**The Coffs Harbour Land Capacity Assessment 2004** establishes the level of existing development and estimates a population of 100,408 by the year 2030. The estimates are based on 1994 Department of Urban Affairs and Planning medium population projections, occupancy rates derived from the 2001 census and residential densities permitted under Coffs Harbour Local Environmental Plan.

**The Coffs Harbour LEP 2013** makes provision for residential expansion in a number of areas throughout the Local Government Area.

### TRAFFIC MODELLING

Extensive traffic modeling was undertaken over a 2-year period in 1997 and 1998. This was in response to the perceived need for additional traffic infrastructure arising from both existing and anticipated development through to the year 2021. Such modeling firstly established that to ‘do nothing’ would result in unacceptable traffic operating conditions by the forecast year 2021; secondly, the modeling work undertaken examined a broad range of roading options and indicated the optimal traffic works as identified in Table 1.

Given the expected development to 2021 and the results of extensive traffic modeling, we are in a position to establish nexus.

### FUTURE POPULATION & DENSITIES

The 2011 Census data has been analysed by **.id Consulting Pty Ltd**, specialist population forecasting consultants. This analysis indicates that the 2014 population of the Coffs Harbour Local Government Area is 72,431 and the population is expected to be 94,896 in 2031.

An analysis of future development on lands currently zoned for development has revealed that an additional population of approximately 10,212 people can be accommodated. This figure does not include lands that are subject to a current development consent. Contributions for approved developments have been allowed for in contribution calculations in the figure labelled “Funds levied or collected to date”..

### OCCUPANCY RATES

The projected overall population will be a consequence of the dwelling yield and varying occupancy rates for the different type of residential dwellings.



Average occupancy rates in Coffs Harbour in 2006 were as follows:-

**Occupancy Rates**

DWELLING TYPE	OCCUPANCY RATE
Lot/ Large Dwelling	2.6
Small Dwelling	1.8

**Source:** ABS census figures

**Notes:**  
*A small dwelling is deemed to be any dwelling with a floor area less than 100 square metres (excluding garages and balcony areas).*  
*The lot rate/large dwelling rate applies to all types of dwelling with a floor area equal to or exceeding 100 square metres (excluding garages and balcony areas).*

**CAUSAL NEXUS**

There exists a causal nexus between anticipated new residential development to 2021, the consequential increased demand for all types of roads in the road hierarchy, and the need for the Road Network component works to be complete by 2021. This nexus, along with all following nexus types, is revealed fully in the supplementary "Modeling Methodology" document.

**GEOGRAPHICAL NEXUS**

There exists a geographical nexus or link between the locations of anticipated new residential development and the need for the identified locations of the Road Network upgrade components.

**TEMPORAL NEXUS**

Traffic modelling based on the estimated timing of anticipated new development alongside the location and intensity of the existing development establishes the staging priorities and construction dates of the components of the Road Network as shown in Table 2.

The Road Network will be provided in a timely manner to benefit those who contribute towards it.

**MODELLING METHODOLOGY SUMMARY**

**MODEL HISTORY**

The type of model used in determination of residential contributions is known as an area-wide land use-network model, using the standard sequential analysis of:

- Trip Generation
- Trip Distribution
- Trip Assignment
- Evaluation

The models used in Coffs Harbour have their ultimate origins in research undertaken in the 1950's and 1960's, and modern traffic theory has significantly advanced on these beginnings. The exact models chosen, parameter values, assumptions and structural form have been calibrated extensively over time and regularly tested against observation, being validated against locally observed traffic counts at both the road midblock level and intersection turning movement level, reproducing observed flows, travel speeds and select journey times within industry accepted standards of accuracy.

**METHODOLOGY OUTLINE**

The traffic software enables a Select-link analysis (SELINC) to be run on trips of interest. SELINC provides the Origins and Destinations, in the form of OD matrices, of traffic from any selected network link. The purpose of this SELINC modelling method is to extract such SELINC matrices for all 11 Road Network links as identified in Table 2. Complete treatment of the modelling process is given in the "Modelling Methodology" document which can be viewed at Councils administration building.

Figure 1 – The Road Network – Relevant Road upgrades are in red

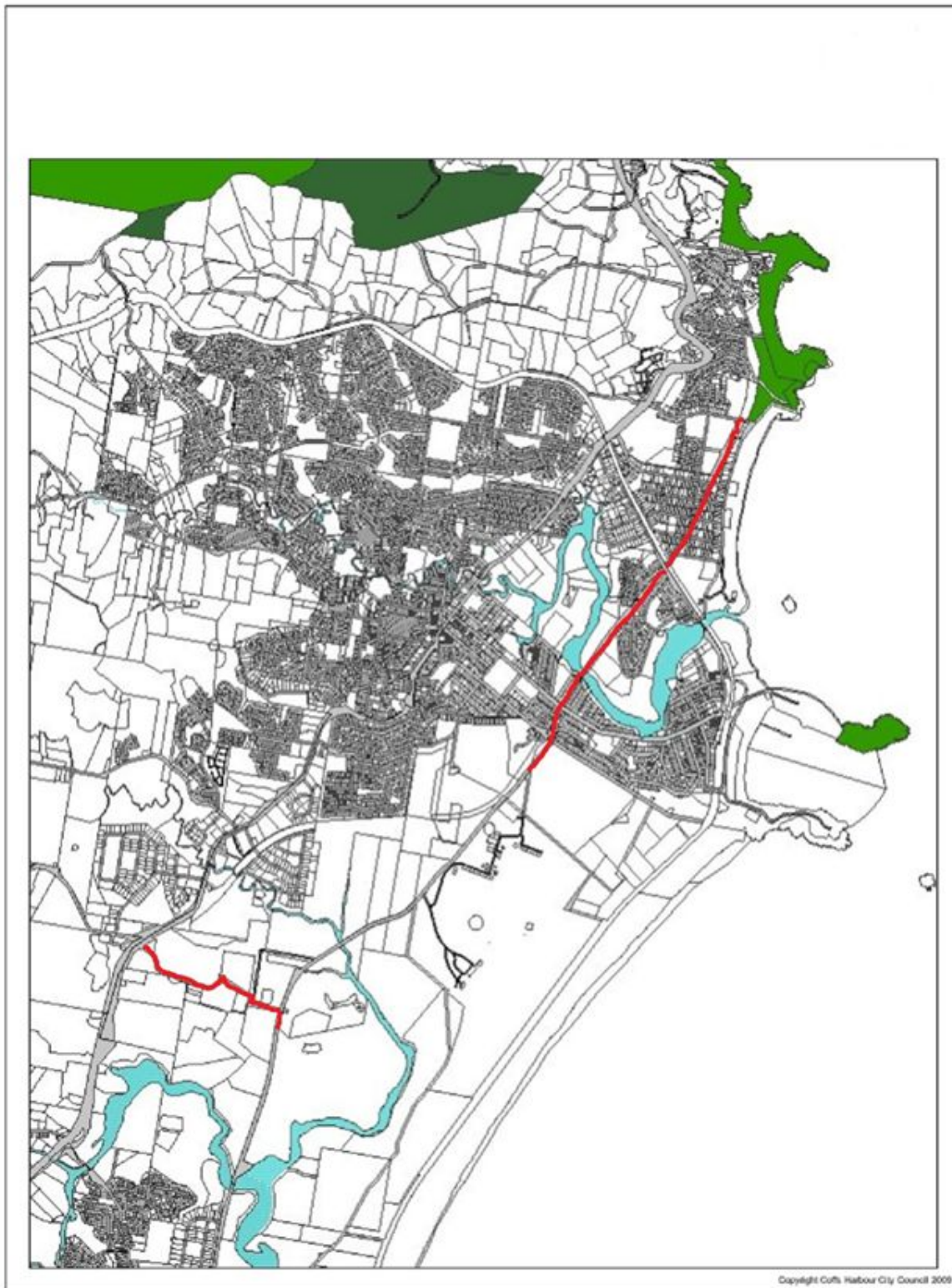
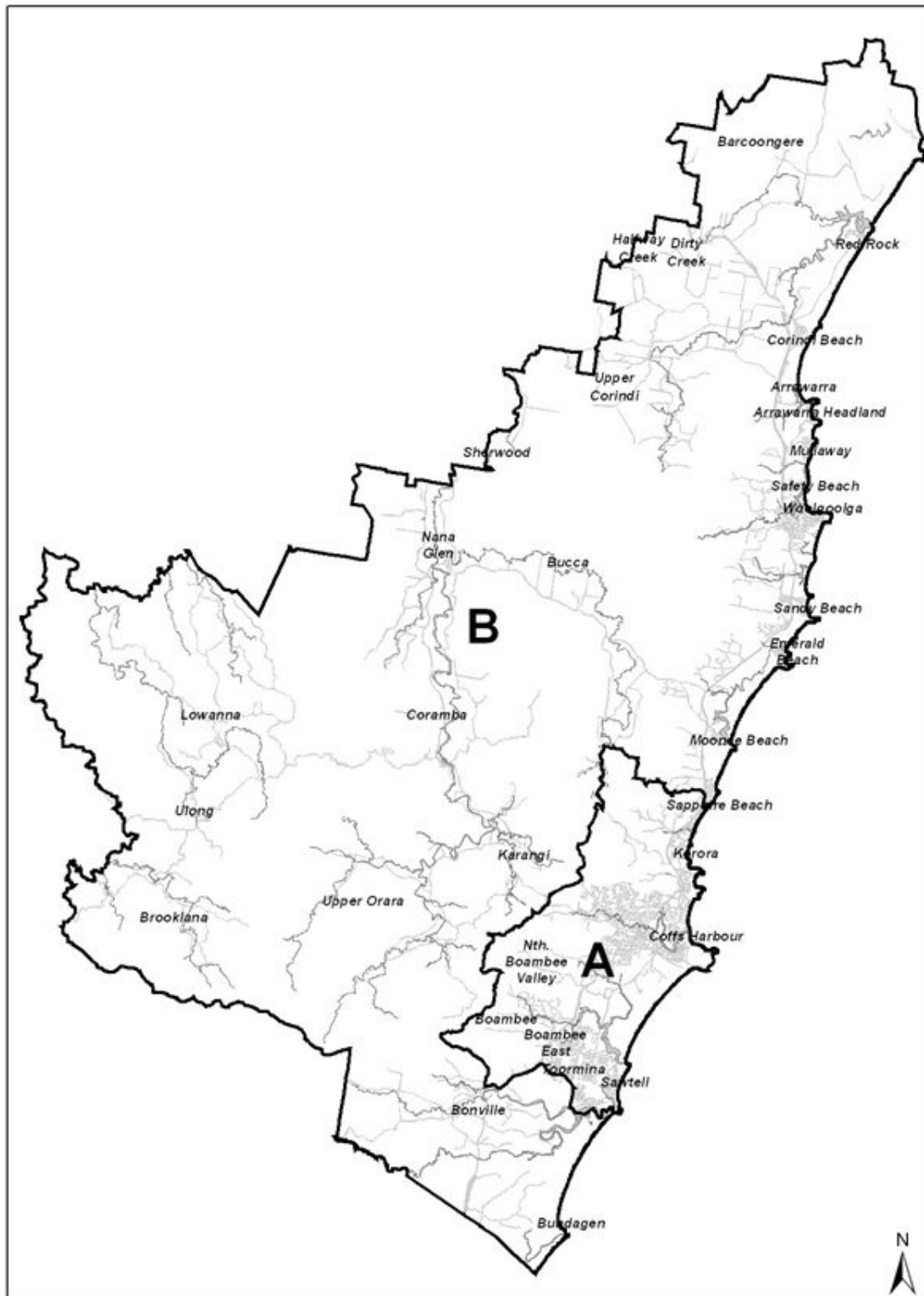


Figure 2 – Area to which this plan applies: the Sector Divisions - Sectors A and B



**Table 2 – Schedule of Works, Construction Timing, Staging Priorities and Summary Costs**

Priority	Description of Works	Timing of Works	Total Cost \$	Grant Funds or Other Income \$	Contrib.'s collected or levied as at 31-12-2013 \$	Net Cost to be Levied \$
1	Stadium Drive – Hogbin Drive to Pacific Highway	Works Complete	1,020,593	Council cont 510,297	4,933,083	2,648,300
2	Hogbin Drive Extension – Stage 1 Orlando Street to Park Beach Road	Works Complete	5,774,721	Council cont 2,887,360		
3	Hogbin Drive Extension – Stage 2 Howard Street to Orlando Street	Works Complete	18,384,825	Govt cont 11,785,144. Council cont 3,299,840		
4	Hogbin Drive Widening – Howard Street to Aviation Drive	Works Complete	707,109	Council cont 353,554		
5	Hogbin Drive Widening – Stadium Drive to Boambee Creek	Works Complete	1,060,663	Council cont 530,331		
<b>TOTALS</b>			<b>26,947,910</b>	<b>19,366,526</b>	<b>4,933,083</b>	<b>2,648,300</b>

## APPENDIX A - INDICES APPLYING TO CONTRIBUTIONS FOR THE ROAD NETWORK

Contribution Type	Index	Date Applied	Indexation Basis
Roads/Traffic Management	105	December 2013	Consumer Price Index – All Groups (A) for Sydney

**APPENDIX B – STANDARD EQUIVALENT TENEMENT FIGURES**

CLASSIFICATION	Unit Rate per ET	Unit Rate per ET	Unit Rate per ET
	Section 94 Contribution Plans	Water DSP	Waste Water DSP
<b>RESIDENTIAL</b>			
Subdivision lot	1	1	1
Small Dwelling*	0.7 per dwelling	0.7 per dwelling	0.7 per dwelling
Large Dwelling**	1 per dwelling	1 per dwelling	1 per dwelling
Boarding House	0.35 per bed	0.35 per bed	0.35 per bed
Seniors Living (SEPP)	0.55 per dwelling	0.55 per dwelling	0.55 per dwelling
Nursing Home	0.35 per bed	0.35 per bed	0.35 per bed
Self Care retirement unit	0.55 per unit	0.55 per unit	0.55 per unit
Granny Flats (Affordable Rental Housing SEPP)	0.4 per dwelling	0.4 per dwelling	0.4 per dwelling
Hostel	0.35 per bed	0.35 per bed	0.35 per bed
Group Home	0.35 per bed	0.35 per bed	0.35 per bed
<b>TOURIST AND VISITOR ACCOMMODATION</b>			
Motel / hotel / resort room	0.35 per room	0.35 per room	0.35 per room
Serviced apartments	0.35 per room	0.35 per room	0.35 per room
Backpackers accommodation per room	0.2 per room	0.2 per room	0.2 per room
Bed & Breakfast Accommodation	0.35 per room	0.35 per room	0.35 per room
Guest House/Hostel	0.35 per room	0.35 per room	0.35 per room
Caravan/Camp/cabin site - Permanent	0.6 per site	0.6 per site	0.6 per site
Caravan/ Cabin site temporary	0.35 per site	0.35 per site	0.35 per site
Camp/Tent Site temporary	0.25 per site	0.25 per site	0.25 per site
<b>BUSINESS PREMISES</b>			
Shop	N/A	0.3 per 100m2	0.3 per 100m2
General Store	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
Convenience Store	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
Supermarket	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
Bulky Goods Premises	N/A	0.2 per 100m2	0.2 per 100m2
Hairdressing/beauty salon	N/A	0.5 per 100m2	0.5 per 100m2
Laundromat	N/A	0.5 per machine	0.5 per machine
Office Premises	N/A	0.65 per 100m2 GFA	0.65 per 100m2 GFA
Warehouse/distribution centre	N/A	0.1 per 100m2 GFA	0.1 per 100m2 GFA
Industrial Premise***	N/A	0.1 per 100m2 GFA	0.1 per 100m2 GFA
Self Storage Premises***	N/A	0.1 per 100m2 GFA (admin area )	0.1 per 100m2 GFA (admin area )
Car Wash	N/A	Determined on Application	Determined on Application
Plant nursery	N/A	Determined on Application	Determined on Application
Service Station	N/A	0.6 per lane	0.6 per lane
Car Sales Showroom ( indoor)	N/A	Determined on Application	Determined on Application
Car Sales Showroom ( outdoor)	N/A	Determined on Application	Determined on Application

	Unit Rate per ET	Unit Rate per ET	Unit Rate per ET
CLASSIFICATION	Section 94 Contribution Plans	Water DSP	Waste Water DSP
<b>FOOD AND DRINK PREMISES</b>			
Café / Coffee Shop	N/A	1.0 per 100m2 GFA	1.0 per 100m2 GFA
Convenience Store	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
Fast Food/Snack Bar No amenities	N/A	1.0 per 100m2 GFA	1.0 per 100m2 GFA
Fast Food/Snack Bar with amenities	N/A	1.5 per 100m2 GFA	1.5 per 100m2 GFA
Restaurant	N/A	1.0 per 100m2 GFA	1.0 per 100m2 GFA
Hotel Public Bar	N/A	1.4 per 100m2 GFA	1.4 per 100m2 GFA
Lounge/beer garden	N/A	1.3 per 100m2 GFA	1.3 per 100m2 GFA
Registered Club - Licensed	N/A	0.6 per 100m2 GFA	0.6 per 100m2 GFA
Registered Club - Unlicensed	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
<b>COMMUNITY FACILITIES</b>			
Child care without Laundry - per child	N/A	0.04 per child	0.04 per child
Child care with Laundry - per child	N/A	0.07 per child	0.07 per child
Marina per berth -	N/A	Determined on Application 1 per 80 seats (pro-rata)	Determined on Application 1 per 80 seats (pro-rata)
Place of worship	N/A	0.3 per 100m2 GFA	0.3 per 100m2 GFA
Cultural Establishment	N/A	0.5 per bed	0.5 per bed
Correctional Centre	N/A		
<b>Educational Establishment</b>			
- Primary/Secondary School	N/A	.04 per student	.04 per student
- Tertiary	N/A	.04 per student	.04 per student
- Boarding School	0.35 per resident student	0.35 per resident student	0.35 per resident student
Eco Tourism facility			
Passenger Transport Terminal	N/A	0.15 per 100m2 GFA	0.15 per 100m2 GFA
<b>HEALTH SERVICE FACILITIES</b>			
Hospital	N/A	1 per bed	1 per bed
Medical Centre	N/A	0.5 per consultancy room	0.5 per consultancy room
Dental Surgery	N/A	0.5 per consultancy room	0.5 per consultancy room
Veterinary Clinic	N/A	0.5 per consultancy room	0.5 per consultancy room
<b>ENTERTAINMENT</b>			
Bowling Alley	N/A	0.2 per alley	0.2 per alley
Brothel	N/A	0.4 per room	0.4 per room
Swimming Pool - Commercial	N/A	7 per ML	7 per ML
Recreational centre - indoor	N/A	0.3 per 100m2	0.3 per 100m2
Function/Conference Centre	N/A	0.3 per 100m2	0.3 per 100m2

*\*A small dwelling is deemed to be any dwelling with a floor area less than 100 square metres (excluding garages and balcony areas).*

*\*\*The lot rate/large dwelling rate applies to all types of dwelling with a floor area equal to or exceeding 100 square metres of floor area (excluding garages and balcony areas).*

*\*\*\* For onsite caretaker facilities refer to the residential rate applicable*

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## **PROPOSED LEASE TO AIR SERVICES AUSTRALIA TO ESTABLISH AIRPORT RESCUE AND FIRE FIGHTING SERVICES**

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### **Purpose:**

Seeking authority for the execution of a lease between Coffs Harbour City Council (Lessor) and Air Services Australia (Lessee) to facilitate the provision of aviation and fire fighting services at Coffs Harbour Regional Airport.

### **Description of Item:**

Council is the owner of Lot 146 in DP 1131927 which is land that makes up, in part, the airside component of the Coffs Harbour Regional Airport (CHRA).

Airport operations are subject to rigid Civil Aviation Safety Authority accreditation standards.

These standards are prescribed in the Civil Aviation Safety Regulation 1998 (CASR) and include, amongst other things, a requirement for Aerodrome Rescue and Fire Fighting services (ARFF's) to be provided when passenger numbers exceed 350,000.

CHRA has exceeded this threshold and is now required to provide ARFF services to ensure ongoing operational accreditation.

Airservices Australia staff have been liaising with CHRA staff to identify an appropriate site within the CHRA to construct the ARFF facility. An area of approximately 6300m<sup>2</sup> immediately to the north of the current freight terminal has been identified as the optimum site.

Under the current funding model Council is not required to contribute to the construction, establishment and operational cost of the service. Airservices Australia raises the required funds through levies raised against all Regular Public Transport (RPT) airlines operating in Australia.

To facilitate the establishment of the ARFF facility Airservices Australia require a ground lease for an initial term of 20 years and two further terms of 10 years. A peppercorn lease fee is payable under the proposed lease agreement. Airservices Australia reports that this is consistent with all ARFF facilities in Australia.

Airservices will meet all costs associated the preparation and registration of the lease including the preparation and registration of lease plans.

### **Sustainability Assessment:**

- **Environment**

The Development will be subjected to the relevant planning and development consent approvals. As the established site is within an area which has already been substantially developed the environmental impact is deemed to be negligible.

Services provided by the ARFF are aimed at mitigating any adverse impact arising from aircraft accidents at the airport.



- **Social**

This lease proposal augments the current airport operation and as such there is no perceived change in regard to social sustainability and impact.

- **Civic Leadership**

As the airport owner it is Council's responsibility to conform with regulatory requirements and to support continued growth of the airport business.

In addition to the airport's role as a transport hub for the Coffs Coast it is also a significant economic driver for the city and is consistent with the objectives of Council's 2030 Strategic Plan.

- **Economic**

**Broader Economic Implications**

The establishment of an ARFF represents a significant construction project estimated to cost in the order of \$15 million – 16 million dollars and will ultimately accommodate more than 15 full time employees, all of whom it is anticipated will reside in Coffs Harbour.

**Delivery Program/Operational Plan Implications**

There will be no negative impacts on the Delivery Program/Operational Plan.

**Risk Analysis:**

There will be no additional risk exposure to Council as rescue and fire fighting support is already a function of the airport operation. In fact, specialised airport rescue and fire fighting services on site will enhance response times and the effectiveness of this service thus reducing potential risk in future.

**Consultation:**

Airport Manager  
Airservices Australia – Property Management.

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

**Statutory Requirements:**

The property is classified as Operational Land in accordance with provisions of the Local Government Act 1993. Therefore, there are no impediments to pursuing this lease arrangement in accordance with normal leasing procedures and practices under the NSW Real Property Act 1900 and the Conveyancing Act 1919.

Regulation 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.

**Issues:**

There are three overarching issues to consider with this lease proposal.

1. The requirement to establish ARFF services and the repercussion for failing to do so.
2. The proposed term of the lease (20 years with two 10 year options)
3. The proposed peppercorn rental.

**1. Establishment of ARFF services**

Is Council, as the airport operator, legally required to establish ARFF's and are they compelled to provide a site for the facility?

CASR at subpart 139.H specifies the requirements for the provision of ARFF's and specifically refers to the legal framework for the Manual of Standards (MOS). The MOS reflects the International Civil Aviation Organization (ICAO) service standards and recommended practices and the Standard Operating Procedures applicable to the provision of an ARFF's.

The MOS provides that ARFF's must be established in any aerodrome where more than 350,000 passengers pass through on transport flights during the previous financial year. (MOS Part 139H -2.1.1.1). Passenger throughput at the Coffs Harbour Regional Airport has now exceeded the statutory threshold requiring the provision of Aerodrome Rescue and Fire Fighting services (ARFF).

CASR states who is able to provide ARFF services in Australia. Whilst the regulations provides for the potential for more than one service provider Airservices Australia is the only authority which currently oversees the establishment and operation of ARFF's. The limited market, high establishment and operational cost and air transport industry funding model serves to limit , both now and into the foreseeable future, service providers to the single government owned monopoly.

Under the current model Airservices Australia funds the construction, operation and maintenance of the ARFF facility. Such facilities include:

- (a) a fire station;
- (b) communications facilities;
- (c) facilities for the maintenance of vehicles and equipment;
- (d) training facilities;
- (e) storage facilities;

There is no express and direct requirement for airport owners to provide land (in the same way Local Government is required to provide premises for State Emergency Services and Rural Fire Service). Failure to provide an ARFF service however breaches the CASR's. A regime of penalties is found throughout the regulations.

Further, failure to provide an ARFF service within the mandated response time is also a breach of the CASR's. An inability to locate an ARFF service in an appropriate position within an aerodrome would necessarily trigger a failure to meet response times.

Provision of a suitable piece of land within the airport for an ARFF service is therefore mandatory.

## 2. The proposed term of the lease

Airservices Australia have requested tenure for 20 years plus two further ten year options in consideration for the substantial investment required to construct, establish and then operate the ARFF.

Without details or knowledge of the ARFF operation and funding it is difficult to comment on the necessity for such long term tenure. Arguably in consideration for the certainty of continued ARFF services for so long as the airport exceeds the prescribed threshold and provided the ongoing operational cost continue to be funded through the current (or like) industry funding model, tenure of this term is not contrary to the airport's operations.

Council should retain the right to terminate the agreement should any changes to the funding require Council to directly fund the operations of the ARFF

## 3. Peppercorn lease

Airservices Australia advises that they have peppercorn rent arrangements at all ARFF sites without exception.

Where a greenfield site is provided by the airport for an 'operational site' and Airservices Australia meet construction and establishment, peppercorn rental is always applied. The CHRA ARFF station will be in the order of \$15 million - \$16 million.

Airservices advise that should commercial rates apply to their leasehold facilities there would need to be a review of the industry tariff charges to meet the increase operating costs.

The proposed lease provided a rent review clause in the event the lessee ceases to be Airservices Australia.

Council should retain the right to review the rent payable to market at least every five years irrespective of the lessee entity noting that a peppercorn lease basis will apply for so long as the current funding regime is retained.

### Implementation Date / Priority:

The lease document will be executed under seal following completion of drafting by Council's solicitor and subject to authority being granted by Council.

### Recommendation:

1. **The Council as registered proprietor Lot 146 in DP 1131927 (the demised premises) authorises the lease at a commencing rent of \$1.00 per annum an area of approximately 6300m<sup>2</sup> within the airport perimeter to Airservices Australia ABN 56 698 886 for a period of 20 (twenty) years and an option for two further periods of ten (10) years for the purposes of constructing, establishing and operating an Aerodrome Rescue and Fire Fighting service in accordance with the Civil Aviation Safety Regulation 1998.**
2. **That any necessary documents required to give effect to the lease of part Lot 146 in DP1131927 to Airservices Australia ABN 56 698 886 be executed under the common seal of Council.**

3. That all costs associated with the preparation, lodgment and registration of the lease and associated plans be the responsibility of Airservices Australia.

<b>Premises</b>	<b>Part lot 146 in DP 1131927</b>
<b>Lessee:</b>	<b>Airservices Australia</b>
<b>ABN:</b>	<b>56 698 886</b>
<b>Lessee Address:</b>	<b>Tower Road, Tullamarine, Victoria 3043</b>
<b>Guarantor</b>	<b>N/A</b>
<b>Lease Term:</b>	<b>20 years plus 2 x 10 year options. Total lease period 40 years.</b>
<b>Commencement</b>	<b>To be advised</b>
<b>Use:</b>	<b>Provisions of Aviation Rescue and Fire Fighting services.</b>
<b>Rental:</b>	<b>\$1.00 per annum</b>
<b>Bank Guarantee</b>	<b>N/A</b>
<b>GST:</b>	<b>Not included</b>
<b>Outgoings:</b>	<b>Lessee responsible for all outgoings</b>
<b>Insurances:</b>	<b>Public Liability \$20 million</b>
<b>Lease Costs:</b>	<b>All lease costs to be met by the lessee including registration and plan survey lodgment and registration costs.</b>
<b>Maintenance and Repairs</b>	<b>Ground lease only. Lessee responsible for all general and structural M &amp; R to facility</b>
<b>Other:</b>	<b>Other terms and conditions as required by Council's legal representative.</b>

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## **TENDER RFT-606-TO - ADVERTISING SERVICES AT COFFS HARBOUR REGIONAL AIRPORT**

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### **Purpose:**

To report back to Council on options for the advertising at Coffs Harbour Regional Airport and recommend a way forward.

### **Description of Item:**

In 2007 Airport Management decided to offer high value space in the terminal for advertising purposes in order to increase non-aviation revenue and enhance the ambience of the terminal building. Expressions of interest were sought from specialist airport advertising companies to provide that service and an appropriate organization was appointed and has produced high quality advertising product and a regular income stream for the airport in the intervening period.

At the expiry of that agreement in July 2013 it was decided to call tenders for a similar service for a further period of five years.

A previous report was presented to Council at its ordinary meeting on 28 November 2013 with a recommendation to accept the most advantageous tender received following the application of Council's Tender Value Selection Policy.

However, at the meeting it was resolved:

1. *That Council not accept any of the tenders received for Contract No. RFT-606-TO Provision of Advertising Services at Coffs Harbour Regional Airport.*
2. *That a report be brought back to Council prior to 30 June 2014 providing further information and recommendations regarding investigations into options for the advertising at the Coffs Harbour Regional Airport.*

Council has also recently received advice that 'local preference' cannot be used as a criterion for assessing tenders called under the Local Government Regulations.

### **Sustainability Assessment:**

- **Environment**

This operation will have no adverse effect on the environment.

- **Social**

The overall social benefit is the enhancement of non-aviation income for the airport which contributes to the long term sustainability of the airport.

- **Civic Leadership**

As the airport owner it is Council's responsibility to support continued growth of the airport business.

In addition to the airports role as a transport hub for the Coffs Coast it is also a significant economic driver for the city and is consistent with the objectives of Council's 2030 Strategic Plan.

- **Economic**

**Broader Economic Implications**

The continued operation and growth of the airport has a significant economic impact on the local economy.

The airport provides a vital service to the business and tourism sectors and its level of services puts Coffs Harbour in a strong competitive position in both sectors.

**Delivery Program/Operational Plan Implications**

This will provide an additional source of income to the airport. There are no negative impacts on the delivery program/operational plan.

**Risk Analysis:**

There would be no additional risk exposure to Council as this is already a function of the current airport operation. However, Council needs to ensure that all issues related to this function are fully understood to mitigate risks. Council also needs to ensure that the procurement process in line with regulation and policy is duly followed.

**Consultation:**

Extensive consultation with other regional airports on the east coast has been undertaken.

**Related Policy and / or Precedents:**

Tendering was carried out in accordance with Council policy.

**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:**

Airport Advertising is a very specialised field and is now widely recognized as an important income stream in airports around the world including an increasing number of smaller regional airports.

In order to maintain industry benchmarks airport advertising requires a mix of local, national and international product of high quality and the provider must have the ability and resources to identify and attract clients at those levels.

Council has also recently received advice that 'local preference' cannot be used as a criterion for assessing tenders called under the Local Government Regulations. Council's Procurement Policy is currently being amended to reflect this advice.

After due consideration there are four possible options to address the provision of advertising services at the airport, being:

1. Remove paid advertising from the airport

This is not considered to be a desired option as it would result in loss of revenue to the airport and possibly detract from the aesthetics of the terminal building. It would also significantly impact the ability for the airport to be used as a tourism promotion channel for the local industry.

2. Manage this function within the airport operation or another service area of Council

It is assessed that the airport and/or Council staff do not currently have the capability or resources to undertake this role without incurring additional costs, which would outweigh the income received by the airport. Based on current sales it is estimated that the net income from the contract would be in the vicinity of \$35,000 - 40,000 dollars per annum. Airport advertising is also a specialised field and locally based staff would not have access to the sales and distribution network of a national organisation.

3. Reconsider the original tender report received

The recommended tenderer had contracts in place with 14 other regional airports in Australia and there is a consensus amongst other regional airport operators that this is specialised field and does not fit into the core business of day to day airport operations.

Ballina, Port Macquarie, Gold Coast, Hervey Bay and Mackay airports all recommended this company as a provider of quality advertising supported by a robust sales and service operation.

This is the preferred option as it would result in the best financial return to the airport from a specialist operator with a proven track record. It also ensures that the compliant tender process followed is concluded appropriately.

4. Call new tenders

A decision to call new tenders will incur an additional cost. The market has already been tested through tender process RFT-606-TO. This was conducted through an open tender process. The decision to call for new tenders may compromise the previous tenderers and may well result in a similar outcome.

**Implementation Date / Priority:**

If approved by Council the tender will commence on 1 May 2014 for a period of five years, subject to the consent of the recommended tenderer.

**Recommendation:**

**That following the provision and consideration of the additional information on options for Provision of Advertising Services at Coffs Harbour Regional Airport, Contract No RFT-606-TO, Council now resolves as detailed in the confidential attachment.**

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## ENTERTAINMENT/PERFORMING ARTS FACILITY - COMMUNITY ENGAGEMENT PLAN

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### **Purpose:**

The purpose of this report is to establish Council's commitment to undertake a comprehensive community engagement program to assess the community's interest and willingness to pay for the provision and operation of a cultural facility/ies.

### **Description of Item:**

In March 2013 Council adopted the CBD Master Plan. There are three community/cultural facilities which Council has identified in this Master Plan as being necessary to ensure the continued growth and development of the City. These have been highlighted to be situated in the central area of the city and the facilities are:

- Entertainment/Performance Centre
- New Central Library
- New Regional Art Gallery

A number of proposals for these facilities have been considered in the past and this is outlined later in this report. The most recently adopted position of Council being that which is contained in the CBD Master Plan.

The CBD Master Plan adopted by Council contains the following information in relation to

#### 1. *City Square - Cultural Building:*

*Principle: Cultural and civic facilities reflect a city's identity and character and contribute to its unique sense of place. They provide opportunities to foster and showcase local talent and can become a key component of a broader tourism strategy. The closer that a cultural building is to the core of the City Centre, the more tourism, commercial and social benefits it will have.*

*Finding: The City Centre civic and cultural facilities are currently sited on the edge of the City Centre. An entertainment centre does not exist. A strategy for the development of a mixed use cultural building at the heart of the City Centre is required.*

#### **Benefits:**

- *To support the City Centre Strategies for Key Connections, City Centre Legibility, City Centre Management, Development Incentive Policy, Strategic Sites, Parking, Resilience and Flood Master planning, Rear Lane Activation and Brand Positioning;*
- *To provide a key destination, add life to the City Centre and establish a key point of difference;*
- *To deliver a modern, iconic, mixed and multi- use development to Coffs Harbour at the heart of the City Centre which may include a library, art gallery, civic functions, entertainment centre, commercial and retail;*
- *To further activate the City Square, Park Avenue and Park Avenue Lane by incorporating ground floor retail which could hide any parking behind it to ensure a quality pedestrian streetscape experience; and*



- *To provide an integrated parking solution at a key location in the City Centre to assist in alleviating parking capacity.*

*The following components are included in the Master Plan:*

- Investigate amalgamation of sites adjoining the Park Ave Car Park to facilitate a multipurpose mixed use building and to provide additional parking to the City Centre.
- The Park Ave Car Park should be redeveloped as the Coffs Harbour Cultural Building including a mix of uses and parking.
- Activate the laneways and buildings along the City Square interface as part of public/private partnership.

## 2. *Entertainment Centre (P- EC)*

*Principle: The economic benefits that cultural events can have on the local economy are well documented. In addition, recent research has concluded that Entertainment Centres, located within, or on the edge, of walkable City Centres, will attract significant numbers of people boosting patronage, and hence the viability of, surrounding restaurants, bars and similar uses.*

*Finding: Based on research into Entertainment Centre successful precedents in cities comparable to Coffs Harbour, it is recommended that the facility should accommodate 600-700 seats, requiring a site of approximately 2,000sqm, and be located within the City Centre. Potential locations for the Entertainment Centre are shown opposite. (the sites shown opposite are Park Avenue, Gordon Street or Castle Street).*

*Benefits:*

- *To support the City Centre Strategies for Key Connections, City Centre Legibility, City Centre Management, Development Incentive Policy, Strategic Sites, Parking, Resilience and Flood Plan, Rear Lane Activation and Brand Positioning;*
- *To provide a key destination, add life to the City Centre and establish a key point of difference;*
- *To provide critical night activities and purpose to improve safety within the City Centre and contribute to night time economy;*
- *To pursue the opportunity to benefit from co- locating complimentary uses within the City Centre; and*
- *To provide an integrated parking solution at a key location in the City Centre to assist in alleviating parking capacity issues.*

*The following component is included in the Master Plan:*

- Investigate the opportunity to accommodate the entertainment centre use into the Park Avenue Cultural Building Redevelopment OR consider the Gordon Street site for a stand-alone entertainment centre OR consider the Castle Street carpark as an integrated development opportunity OR consider the entire Castle Street block as a future redevelopment site.

In February 2012, Council considered a report in relation to the grant funds, opportunities for loan funds and also projected operating costs for an entertainment/performing arts facility. At that time Council resolved the following:

1. *The report on the costs of financing the construction and operation of an Entertainment / Performance Centre be noted.*
2. *The information contained in the report be retained and used to inform future strategic planning and possible funding of an Entertainment / Performance Centre.*

A copy of that report is attached for information.

The issue regarding the provision of a performance centre for Coffs Harbour has been considered a number of times by successive Councils over many years. One of the fundamental issues is the capacity and willingness of the community to fund such a facility both from a capital perspective and also from an ongoing operational perspective.

Related to this facility is the provision of a new central library to meet current and future needs of Coffs Harbour residents. Again this has been considered over a number of years. Most recently in October, 2013, Council resolved the following

1. *That Council adopt the Coffs Harbour City Library Strategic Plan 2012-16 as appended.*
2. *That funding sources and partnerships for a new library be identified as soon as practicable.*

The Coffs Harbour City Library Strategic Plan identified a number of areas of strategic focus. One of these was infrastructure and includes the following:

***Infrastructure*** – *the need for a new central library is considered a key priority in the plan, due to the inadequacies of the current facility.*

*The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. Library Council of NSW guidelines for a central library, for the population of Coffs Harbour LGA, provides floor space planning figures of between 2,413 to 2,574 m<sup>2</sup>, whereas the floor space of the current facility is 986 m<sup>2</sup>.*

*The plan does not commit Council to building a facility, but rather preparatory / concept planning to enable it to be taken further at a later stage, as well as increasing Council's readiness to take advantage of funding opportunities if/when they arise.*

In relation to a purpose built Regional Art Gallery, this has also been considered from time to time since the provision of a 'temporary' Art Gallery in 2001, where it remains. This facility is provided in a converted office building with limited opportunities for programming, exhibitions and related activities. Options for the provision of a purpose built gallery space have suggested the co-location with other facilities such as a performance space and a library have been considered.

Coffs Harbour City Council's current and future financial position has been considered in detail of late and there has been a comprehensive community engagement process for the Special Rate Variation. It is timely therefore to consider the next steps in relation to some of the aspirational facilities which have been highlighted as needs within the community.

Should Council consider it appropriate to commence 'a discussion' with the community in relation to the provision of such facilities there are a number of issues to consider and these are discussed in detail in the issues sections of this report.

For affordability purposes it has been assumed, in the past, that these facilities would be provided one at a time. The CBD Master Plan includes the concept to provide a multi-purpose mixed use facility.

Regardless of the nature of any such significant civic building, a high level of community consultation and engagement would be required. The purpose of this report therefore is to outline the nature of such a process and establish Council's willingness to undertake that consultation and engagement.

#### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts of undertaking the type of consultation / engagement proposed in this report.

- **Social**

The need to involve the community in such decision making is fundamental as the community will need to embrace and value any facilities provided. The way to achieve such social outcomes is to make the engagement as inclusive and as comprehensive as possible.

- **Civic Leadership**

Civic leadership is shown through the ongoing implementation of the Coffs Harbour 2030 which contains the following objectives:

LP 2 We have a strong and diverse economy

*LP 2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people*

LP 3 Our city centre is a place where people can live, work and play

*LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour*

LC 4 We have many opportunities to enjoy life together

*LC 4.2 Support opportunities for artistic and cultural growth and enjoyment*

- **Economic**

#### **Broader Economic Implications**

The broader economic implications of a performing arts centre were considered in detail in the 2012 report to Council.

If Council were to consider the development of such a facility, it will require significant long term financial and development planning, however this would need to commence with a community consultation and engagement process.

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

There would be costs associated with the engagement strategy outlined in the Issues section. These costs would include staffing, electronic tools, graphic design, advertising and catering. These could be covered from the reallocation of funds in this financial year from the civic management area.

Should Council decide to proceed with the engagement, then the overall cost implications for the facility will need to be considered in detail. For the purposes of this report the scenario put forward in the 2012 report has been used as the basis for updating the approximate figures in relation to cost to Council in 2014. There would be an annual cost (management, operations, depreciation, loan repayments, etc) of \$3,700,000 which represents an 11% general purpose rate variation. *(Please note these figures were calculated on the basis of 1/3 each of the capital costs for the project being met by Coffs Harbour City Council and State and Federal grants. Should these grants not be available, this will increase the overall cost to Council.)*

Due to the fact that present indications are that significant grants from State and Federal governments seem unlikely the approximate costs have been reworked for 2014. These figures show an approximate annual cost of \$5,286,000 which represents a 16% general purpose rate variation.

The following assumptions have been made for the purposes of providing a set of current approximate figures only. These assumptions are:

- Inflation 3%
- Cost estimate of Centre \$25.5m (previously \$24m)
- Interest rate 7% (previously 8%)
- Loan \$25,500,000 (previously \$8,000,000 because of expectations for 2/3 from grants)

Using the above assumptions the below provides a breakdown of the approximate costs:

**Revised operating costs:**

Management, operational and maintenance costs	3,400,000
Operational income	<u>1,800,000</u>
<b>Net day to day operational costs</b>	<b>1,600,000</b>

<b>Loan repayments</b> (over 20 years)	<b>2,379,000</b>
<b>Depreciation</b> (buildings, fittings, equipment)	<b><u>1,307,000</u></b>

<b>Total forecast operational (and loan) cost per annum</b>	<b>5,286,000</b>
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**Risk Analysis:**

There is a reputational risk associated with undertaking any community consultation and engagement processes, although these would be mitigated through a risk assessment.

**Consultation:**

Consultation has been undertaken in the past in relation to this type of facility.

**Related Policy and / or Precedents:**

There are no related policies or precedents, not covered elsewhere in this report

**Statutory Requirements:**

A CAPEX Review would be required for a project of the magnitude envisaged and the requirements of this review would form the basis of the consultation and engagement strategy. This is addressed in detail below in the Issues section of this report.

**Issues:**

The Division of Local Government's Capital Expenditure Guidelines provide a clear outline of what Council needs to do in relation to a project of this nature. One of the issues is in relation to community engagement and public consultation.

The guidelines require Councils to *undertake public consultation and engagement processes prior to making any commitment to the project. Like other aspects of council business, councils are strongly encouraged to involve the community in decision making around capital projects. It is a requirement under these guidelines, that councils prepare a report on the public consultation process undertaken to bring the project to the review state as well as providing details on the process, for ongoing reporting on the project to the council and the community. The report should include:*

- *How council conveyed the social, economic, employment, financial and environmental impacts of the project to the community.*
- *Confirmation that the project is included in the council's community strategic plan, delivery program and operational plan.*
- *Details of the consultation processes council has in place to allow participation by affected groups and consideration of their views.*
- *A public interest evaluation showing a positive outcome for the broader community, which includes but is not limited to; effectiveness, accountability and transparency, equity, public access, consumer rights, security and privacy.*
- *Details of the methods used by council to inform the broader community of the proposed project, its key elements and decisions made in relation to the project. This may include community newsletters, community surveys, newspaper or radio advertisements, etc.*
- *Council's planning process to enable the community be provided with sufficient information to be adequately informed. To be considered sufficient the delivery program and operational plan should include:*
  - *purpose of project and benefits to the community*
  - *costs and funding sources, and*
  - *construction time frames*
- *Details of the public reaction to the proposal including any statistics on the outcome of surveys, any correspondence received from the community, etc.*
- *Details on any public meetings held in regard to the proposal.*

The following examines some of the issues to be considered in relation to this proposal.

**SUGGESTED PROCESS**

A clear and comprehensive engagement and consultation process needs to be developed. It is proposed, that should Council resolve to undertake such a 'discussion' with the community that aspects of the processes used for past engagement would be utilised.

For example an approach similar to that used for the Jetty Foreshores project, with elements of the engagement for the Special Rate Variation along with tools used in the development of the Cultural Plan may be combined to develop a comprehensive engagement strategy. This type of strategy would also address the CAPEX and other requirements of the Division.

The clear and comprehensive engagement strategy would include Council representatives (elected and staff) in a number of different ways. The strategy could include:

- The development of key messages to be delivered about the need and value for such a facility/ies along with the costs and therefore rate implications.
- A moderated on line ‘discussion’ (similar to that used for the development of the Cultural Plan).
- Presence at community events, markets and forums.
- Formalised presentations to peak organisations, service clubs and community groups.
- A budget allocator type process (similar to that used for the recent Special Rate Variation considerations).
- Use of the online reference group.
- Establishment of reference/steering committee.
- Focus group sessions.

It is suggested that there needs to be two steps. Those steps would be:

Step 1. Council resolves to engage with the community

Before any detailed work was undertaken in the development of such a strategy it is important to establish if Council supports this and is looking to engage with the community on this matter at this time.

Step 2. A comprehensive engagement strategy is developed

The development of a detailed engagement strategy to ‘discuss’ the provision of such facilities with the community would be developed and reported back to Council for determination. This would include time lines, the nature of the engagement and specific information regarding financial implications.

**COSTS FOR CONSULTATION/ENGAGEMENT**

There will be costs associated with a significant engagement process and these will be able to be more accurately predicted, if and when Council resolves to undertake such a process. As an estimate only of the costs, the following would be included:

<b>Item</b>	<b>Approx. Costs</b>
Staffing – .5 of position for 3 months (depending on qualifications & exp.	\$25,000
Electronic engagement tools	\$10,000
Graphic Design	\$ 2,000
Advertising	\$ 1,000
Catering	\$ 1,000
Equipment Hire	\$ 500
<b>TOTAL</b>	<b>\$39,500</b>

### NEED TO ESTABLISH PRELIMINARY INFORMATION

Prior to the engagement process being implemented it is recommended that a number of specific issues would need to be determined by Council. These would inform the vision to be provided to the community and would include:

- Budget for the capital works,
- Estimated operating costs,
- Nature,
- Site,
- Size,
- Timing,
- Expected fees and charges for use.

Previous studies and work on this will be used to inform many of the above issues. No additional works have been undertaken pending Council's resolution of this report. It is proposed that existing staff would commence work on the draft engagement strategy which would include development of the 'key messages'. To assist with the development of those messages some 'assumptions' would need to be made regarding the above matters. It is expected that a Councillor workshop would be undertaken in relation to the development of the vision. It is therefore proposed that this work only proceed following resolution of Council.

### TIMING OF CONSULTATION/ENGAGEMENT

As mentioned above a draft engagement strategy would be developed for Council approval prior to it being implemented. This would outline the specific timing of such a strategy to ensure maximum opportunities for engagement across the community.

### MANAGEMENT OF EXPECTATIONS

One of the issues in relation to an engagement process such as this is to manage community expectations. This is often twofold. For example there is an expectation when questions are asked of the community about issues such as this that a decision has already been made to provide the facility. The strategy needs to be clear in its intention. It is to ask the community about the issue and that the information gathered will inform future decision making.

In conclusion there are a number of options in relation to the provision of such facilities with three being considered below:

#### *OPTION 1 – DO NOTHING*

The issues regarding the provision of cultural facilities are well known with a range of options having been considered often over a number of years. To continue to identify the need for these facilities strategically and not set in place a long term strategy for the actual provision of them is not seen as viable option.

#### *OPTION 2 – CONSULT AND ENGAGE TO ESTABLISH NEED, NATURE AND WILLINGNESS TO PAY*

To establish the community's need, the nature of the facilities required and the interest, willingness and capacity to pay for such facilities is fundamental to the process. If this is not done, it is not possible to plan financially for the provision of the facilities or to answer the questions about why Coffs Harbour does not have such facilities.

This fundamental step has not been taken in the past in a comprehensive, planned and resourced manner. This has resulted in an ongoing circular discussion about the provision of such facilities.

To address state government requirements and to also 'qualify' for any state or federal funding which may come available in the future, the level and nature of engagement must be clearly demonstrated.

*OPTION 3 – COMMENCE PLANNING THE FACILITY*

This is not seen as a viable or wise option. Previous works undertaken over a number of years have resulted in Council having a body of information it could draw on to commence the planning of such facilities.

This will not meet State government requirements nor is it in line with Council's commitment and policy in relation to engaging with the community to effectively provide input into its decision making.

**Implementation Date / Priority:**

The work on the development of the engagement strategy would commence immediately, should Council resolve as per the resolution.

**Recommendation:**

**That**

- 1. Council undertakes a clear comprehensive community engagement process regarding the provision of an Entertainment Centre, Central Library and Regional Art Gallery.**
- 2. A draft engagement strategy be developed and reported to Council for adoption.**



**CB12/3 ENTERTAINMENT / PERFORMANCE CENTRE PROPOSAL**

**Purpose:**

Report on the availability of grant funds, likely cost of loan funds and an estimate of net operating costs.

**Description of Item:**

On 27 October 2011 Council resolved that:

1. *A detailed report be brought back to Council outlining the financing structures in obtaining a loan/grant fund for facilitating a performing arts centre at an estimated cost of between \$20 and \$25 million.*
2. *The report also to outline the costs associated on a yearly basis, based on the facilities completion which would include all overheads and operational costs.*

In relation to the availability of grant funds, apart from special grant funding programs, there is a history of the State Government providing maximum grants of about \$200,000, under the NSW Arts Program, for such facilities. The Federal Government grants rarely exceed \$2 million towards such facilities. There have been exceptions to these grant amounts in the past, but they have been rare and usually politically motivated.

At the current time, there are no special grant programs available apart from the RDA Program. Given the current requirements for the RDA and Council's priorities, this is not considered a likely source of grant funds.

Council is unlikely to obtain significant grant funds in relation to a project of this magnitude in the foreseeable future.

In relation to loan funding, the following table outlines the potential cost of borrowing related to varying amounts, at 7.5% or 8% over varying period of time. At the current time, the likely borrowing rate, depending on amount and period would range between the 7.5% and 8%.

Amount Borrowed	Annual Loan Repayments					
	At 7.5%			At 8%		
	15 years	20 years	25 years	15 years	20 years	25 years
\$m	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
7.5	837.1	727.0	666.5	863.0	754.8	696.1
10.0	1,116.2	969.3	888.7	1,150.7	1,006.4	928.1
12.5	1,395.2	1,211.6	1,110.8	1,438.4	1,258.0	1,160.1
15.0	1,674.2	1,454.0	1,333.0	1,726.1	1,509.6	1,392.2
17.5	1,953.3	1,696.3	1,555.2	2,013.8	1,761.2	1,624.2
20.0	2,232.3	1,938.6	1,777.3	2,301.4	2,012.9	1,856.2

From the table, as an example, for a borrowing of \$10 million, at 8% over 20 years, the loan repayments would be \$1.006 million per annum.

**Cont'd**

**CB12/3 Entertainment / Performance Centre Proposal ...(Cont'd)**

The annual cost of operating such a facility, apart from loan repayments, is difficult to forecast. The cost may vary significantly from facility to facility, depending on:

1. Its site location.
2. Its size and complexity.
3. The standard (and cost) of performances.
4. The amount of use.
5. The size of the town or city and catchment area and success in attracting patrons.

Such facilities are not cheap to operate, given the hours of operation with evening and weekend pay rates. Maintaining it to the standard required, particularly in relation to fittings and equipment, is costly.

As an indication of what it might cost to operate an entertainment centre at Coffs Harbour, set out below is information in relation to the Glasshouse at Port Macquarie and the Regional Theatre and Convention Centre at Dubbo

In relation to the Glasshouse, set out below is a summarised budget for 2011/12 extracted from a 123 page report titled "Glasshouse Business Plan Review" in the Port Macquarie-Hastings Council Business Paper of 15 December 2010. The information provided does not include depreciation, loan repayments and capital expenditures. Nor does it include revenues and expenditures related to the Art Gallery, Museum and Tourist Information Centre, which are part of the facility.

Expenditure:	
Operating	\$ 999,800
Management	1,466,829
Performing Arts	460,987
Events	415,736
<b>Total Operating</b>	<b>\$3,343,352</b>
Revenue:	
Management	\$ 74,300
Catering	174,400
Performing Arts	592,601
Events	507,500
<b>Total Revenue</b>	<b>\$1,348,801</b>
<b>Net Operating Cost</b>	<b>\$1,994,551</b>

The budget includes a net return of \$174,400 from catering which would be possible due to the central location of the Glasshouse. The loan repayments are an additional \$2,614,668. Depreciation of buildings, plant and equipment has been budgeted at \$2,000,000 per annum in 2011/12.

In relation to the Centre at Dubbo, which opened in April 2010, the capital cost, apart from land, was \$18 million. A summarised budget for 2011/12, extracted from information provided by the Dubbo City Council, is set out below, exclusive of loan repayments and depreciation:

**Cont'd**

**CB12/3 Entertainment / Performance Centre Proposal ...(Cont'd)**

Expenditure:	
Maintenance	\$ 105,756
Management and Operations	1,416,153
Promotion	59,024
Show Expenditure	1,077,385
<b>Total Operating</b>	<b>\$2,658,318</b>
Revenue:	
Venue Hire and Rentals	\$ 196,695
Bar Sales	75,000
Sponsorships	21,600
Show income	1,210,135
<b>Total Revenues</b>	<b>\$1,503,430</b>
<b>Net Operating Cost</b>	<b>\$1,154,888</b>

Depreciation is budgeted to be an additional \$644,388 and loan repayments are allowed at \$1,089,086.

Regional theatres would usually have a gross floor area between 4,000m<sup>2</sup> and 5,000m<sup>2</sup>. Construction costs would be between \$3,800/m<sup>2</sup> (Glasshouse) and \$4,500/m<sup>2</sup> (Dubbo and Shoalhaven). This would see construction costs between \$15.2 million to \$22.5 million in today's dollars. On top of construction costs would be design costs, development application fees, fit-out costs and any land acquisition costs.

**Sustainability Assessment:**

- **Environment**

Environmental impacts would need to be addressed when a site is selected for an entertainment centre. Impacts may vary significantly depending on whether it is a green fields site or an existing developed site or somewhere in between.

- **Social**

The construction of an entertainment centre would result in increased employment, being staff to manage, operate, maintain and promote the facility. It would potentially provide a source of quality entertainment for the city that otherwise would not come to Coffs Harbour.

- **Civic Leadership**

This proposal works towards achieving the outcomes identified within the Coffs Harbour 2030 Community Strategic Plan and is directly connected to the themes "Places for Living" and "Looking after our Community".

Relevant strategies include:

- Build pride and identity in Coffs Harbour as a community and a place;
- Create facilities and services that allow the community to reach its full development potential;

**Cont'd**

**CB12/3 Entertainment / Performance Centre Proposal ...(Cont'd)**

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- Develop inclusive community, sporting and recreational activities;
- Promote healthy living;
- Encourage the provision of facilities, services and resources which attract and support young people;
- Provide opportunities for all, including the Aboriginal community, to contribute to the local economy.
- Facilitate shared learning and skill sharing opportunities across generational and cultural groups.
- Create youth friendly places in all community hubs.
- Create community structures which capitalise on intergenerational knowledge, experience and capacity.
- Create facilities and services that allow the community to reach its full development potential.
- Create opportunities for enhancement of the community's sense of well being.

• **Economic**

**Broader Economic Implications**

It is expected that there would be a stimulation of the local economy. An entertainment centre of the size and quality envisaged should attract people from other regions and a number would include accommodation and other activities into a visit.

**Delivery Program/Operational Plan Implications**

There would be a considerable cost impact on the Delivery Program and Operational Plan of Council. An accurate forecast can only be made when a definite proposal is put forward. However, on the assumptions as set out in the Council resolution, the following impact on council's annual budget is put forward in relation to a Centre costing \$24 million of which \$16 million is provided by the State and Federal governments, necessitating a loan of \$8 million;

Management, operational and maintenance costs	\$ 3,200,000
Operational income	<u>1,700,000</u>
Net operational cost	1,500,000
Loan repayments (\$8 million at 8% over 20 years)	805,000
Depreciation (for building, fittings and equipment replacement)	1,250,000
Total forecast operational cost per annum	<b>\$3,555,000</b>

Ignoring depreciation, the cost is estimated to be \$2,305,000. It is unrealistic to not include costs related to depreciation, particularly in regard to the replacement of fittings and equipment which would have to be kept up to current standards in such a centre.

Mentioned previously in this report is a concern that significant contributions from other levels of government may not be forthcoming. Additional borrowings would increase annual costs.

It has also been assumed that the entertainment centre would be constructed on Council owned land. Should this not turn out to be the case, significant additional cost may be involved.

**Cont'd**

**CB12/3 Entertainment / Performance Centre Proposal ...(Cont'd)**

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**Consultation:**

Information from the web sites of the Port Macquarie-Hastings Council and the Dubbo City Council have been reviewed. The finance managers from each Council have been consulted.

The report has been viewed by the Executive Manager, Cultural and Community, who during the course of the recent service review undertook a similar examination of such facilities, with the findings of that process being in line with those contained in this report.

**Related Policy and / or Precedents:**

Council has constructed and improved community facilities in the past.

**Statutory Requirements:**

A CAPEX Review would be required for a project of the magnitude envisaged.

**Issues:**

The cost related to the construction and operation of an entertainment centre is huge and beyond the capacity of Council to afford at this time, even with significant Government grants towards construction.

Council has a large backlog in existing infrastructure renewal works. As well, it is unable to meet the cost required for annual infrastructure renewal and maintenance works. A number of services are under cost pressures relative to appropriated levels of service as well.

Given the current economic climate, it is difficult to envisage how Council could get the necessary support to address both the existing infrastructure issue and the construction and operation of an entertainment centre. Both are likely to require a large general purpose rate variation to address, which requires the overall support of the community and a positive decision by IPART.

In the scenario put forward under the heading "Delivery Program/Operational Plan Implications", an annual cost (management, operations, depreciation, etc) of \$3,555,000 represents an 11% general purpose rate variation, in today's dollars.

If Council were to consider the development of an entertainment and performance centre, it will require significant long term planning with a horizon of ten plus years.

**Implementation Date / Priority:**

This report provides information only.

**Recommendation:**

**That the report be noted.**

**COFFS HARBOUR CITY COUNCIL  
ORDINARY MEETING**

**9 FEBRUARY 2012**

**RESOLUTION NO. 23**

Minutes confirmed at Council meeting: 23 February 2012  
To view Report, double-click on Agenda Report link below

[Agenda Report](#)

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**CB12/3 ENTERTAINMENT / PERFORMANCE CENTRE PROPOSAL**

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Report on the availability of grant funds, likely cost of loan funds and an estimate of net operating costs.

**23 RESOLVED** (Arkan/Hines) that:

1. The report on the costs of financing the construction and operation of an Entertainment / Performance Centre be noted.
2. The information contained in the report be retained and used to inform future strategic planning and possible funding of an Entertainment / Performance Centre.

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## MANAGEMENT OF SPORTZ CENTRAL, BRAY STREET, COFFS HARBOUR - UPDATE AND OPTIONS

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### **Purpose:**

To provide Council with further information regarding investigations into options for the ongoing management of Sportz Central.

### **Description of Item:**

This matter has now been before Council on several occasions with the history of the matter summarized as follows;

- Council advertised for tenders in April 2012 as a management agreement and no tenders were received.
- As a result of receiving no tenders an internal review process was undertaken.
- Reports were presented to Council on 27 March 2013 and 24 April 2013 which provided relevant information to allow the matter to be considered in terms of accepted industry practices, key challenges for the future of the facility, legislation and suggested processes to enable the most appropriate model for the management of the facility to be assessed.
- At the 24 April Council meeting it was resolved that Council seek fresh tenders for the management of Sportz Central based on previously advertised conditions but also invite alternative proposals.
- The tender was re-advertised in September 2013 inviting tenders based on two distinct models which were the management agreement under the supervision of a Section 355 Management Committee or an alternative management model.
- This resulted in the tender attracting two submissions being from PCYC and YMCA. Both tenders received were offering to operate under an alternative management model. The tender assessment panel agreed that the process failed to yield an acceptable tender as a result of issues around cost implications, unfeasible timeframes and unclear information. This resulted in Council resolving to not accept any of these tenders.

At the 28 November 2013 Council meeting it was resolved that Council not accept any of the tenders received for Contract No. RFT-599-TO Management of Sportz Central and that a report be brought back outlining investigations into options for the ongoing management of the facility.

Further to this, legal advice was sought through Council's legal panel, with a view to informing the most appropriate mechanism for the management of this facility. This resulted in a table of options as outlined in the confidential attachment 1.

Negotiations have occurred with the existing contractor Sportsrite Pty Ltd who has agreed to the extension of the existing management contract with Council until the 30 June 2014.

The Section 355/377 Management Committee have continued to be informed and consulted on the matter as it progresses.

**Sustainability Assessment:**

- **Environment**

When considering management models Council's Sportsgrounds Plan of Management and Bray Street Recreational Area Plan of Management were examined and both advise that Council may consider entering into a lease or license for this facility in accordance with the provisions of the Local Government Act. They also state that multi use "sportsgrounds" be leased on the condition that shared use is accommodated.

- **Social**

This proposal aims to provide for the continued effective management of a highly used and valuable community facility which facilitates significant health and social benefit to a broad range of community members.

- **Civic Leadership**

This proposal supports the themes of the Coffs Harbour 2030 Strategic Plan specifically "Places for Living" and "Looking After Our Community" by addressing the specific strategies of: "provide public spaces and facilities that are accessible and safe for all" and "promote healthy living".

Under the current management agreement the Section 355/377 Management Committee are delegated with the care, control and management of the facility on behalf of Council and provide a mechanism for community engagement/civic leadership. Should Council pursue an alternate model it is recommended that the role of this committee be amended to an advisory committee, advising on fees, prioritisation of maintenance, competing hirers and other matters as they arise.

- **Economic**

**Broader Economic Implications**

Broadening of the operating model for this facility may enhance opportunities for service delivery and cost efficiency or cost reductions to Council dependent on the nature of the offer.

Council could also consider increasing the management fee offered to the operator however given that one of the key challenges identified for Sportz Central is the increasing cost to Council both in terms of its operations and requirements for asset management. Should this option be considered, then it is important to note that a new tender process would need to be commence. This is not recommended.

**Delivery Program/Operational Plan Implications**

Implications in terms of the Delivery Program/Operational Plan are dependent on how Council resolves to proceed and under what model the facility operates.

Should Council endorse this proposal and the attached conditions, the following would apply;

- Council continue to contribute current funding of \$30,000 to internal maintenance.
- Council's cleaning contribution of \$25,000 will cease and these funds be used to offset the existing loan for which Council would assume responsibility. This loan is due for completion on the 3/4/19. Annual current loan repayments are \$27,708.



- Maintenance of the carpark to be funded by Council
- Dependent upon the nature of the proposals received, Council may also be able to generate a rental income.
- Under these conditions Council's current funding contribution of \$55,000 would continue as outlined above. There are no additional delivery/operational plan implications.

**Risk Analysis:**

The risks associated with this proposal including reputational risk, continuity of services, community access, affordability and asset maintenance have all been considered and wherever possible measures to mitigate included in the proposed conditions for the facilities ongoing management.

**Consultation:**

Consultation and discussion has occurred with relevant sections of Council staff, the Section 355/377 Management Committee and the existing contractor.

A face to face meeting was also held on 21 February 2014 between representatives of Council's legal panel and Council staff.

Along with other meetings with representatives of the Committee, Council staff also attended the Sportz Central Management Committee meeting of 17 March 2014 to update the Committee on investigations into future operational options and present the proposed conditions as attached and seek feedback.

As a result the committee proposed some minor inclusions which have been incorporated otherwise they have indicated support of this proposal.

**Related Policy and / or Precedents:**

Council already leases/licences a range of community and sporting facilities.

**Statutory Requirements:**

Should Council decide to proceed with a lease or license it would need to comply with Section 47 of the Local Government Act (1993) which requires any lease/license on community land to be public advertised.

**Issues:**

As noted in previous reports, as a result of no tenders being received in April 2012 for the management of this facility a review of the facilities operations and its management model was undertaken.

In considering any future instrument or operating model the following areas which were identified in the facility review process as key challenges have been given due consideration. These are:

- Insufficient court space – ability to meet demand in peak times
- Increasing cost to Council – recent and potential future increases
- Event attraction – ability to attract premium competition and cultural events
- Asset Management- maintenance and renewal of infrastructure
- Stakeholder Engagement – continuing to facilitate the input of community stakeholders

- Equity of Access – equity and affordability of the facility

Based on feedback provided by Council's legal panel the following options have been identified in relation the future management of Sportz Central and these are discussed below.

**1. Management Agreement**

No tenders have been offered under this model during the last two tender processes which would appear to indicate relatively little interest from the marketplace under this structure.

Given this response and having received no applications from the current operator under this structure and both previous tenders being offered as alternative models it would not appear viable to continue to pursue this option.

**2. Lease**

A lease provides the right of exclusive use of the premises. Under a lease agreement a leaseholder has effective control of the leased area and generally pays the lessor for the benefit of the lease. A lease can extend a registered interest in the land. It is a formal written agreement for a precisely defined area. Termination of a lease must be in strict accordance with the lease provisions.

During the most recent tender assessment process an interest was expressed for a lease arrangement and this option may be considered more attractive in the marketplace due to the enhanced level of autonomy provided to the operator.

Legal advice indicates that a lease could be developed that would address the key challenges and objectives for this facility.

Under Section 47 of the Local Government Act (1993) it is a requirement that any lease on community land be subject to an EOI process which would be publicly advertised.

**3. Licence**

A licence is essentially a permit to occupy a space and conduct an activity. Several licences can be granted for activities within the same premise or in this case an exclusive licence is being suggested. A licence is different to a lease in that it does not incur a registerable interest in the land and is generally speaking more easily terminated.

Legal advice has indicated that a licence would provide more flexibility in terms than a lease potentially allowing Council to include more prescriptive provisions but still allowing for a large degree of autonomy by the operator.

**4. Sell the business**

Given the significance of this facility and level of community investment this is not considered an appropriate option.

**5. Council runs the complex**

Previous reports presented to Council have discussed that the direct management by Council is not a financially feasible option.

Based on the legal advice provided, it is recommended that Council pursue an exclusive licence for the management of Sportz Central. It is envisaged that this instrument would allow for more autonomy of operations and potentially attract more interest from the marketplace. While a licence is not as prescriptive as the management agreement, legal advice indicates that sufficient core conditions could be included to ensure that key operational priorities for the facility are maintained. At this point a licence is the preferred instrument rather than a lease as it allows Council to provide a reasonable level of autonomy to the operation but retain greater control and prescribe more specific conditions than with a lease.

Further detail is provided in Attachment 2 however the following key operational priorities and proposed core conditions are summarised below:

Key Operational Priorities;

- \* Management – continue to provide access to a community facility in line with current standards and usage while addressing the key challenges outlined above.
- \* Fees & Charges – to continue to be approved by Council to ensure affordability and equity of access
- \* Operating Hours – to be maintained at current levels
- \* Maintenance- to ensure effective asset management Council to continue to provide current financial contribution to the provider and Council is responsible for the external, structural and car park maintenance.
- \* Community Committee – current Section 355 management committee become an advisory committee.

Proposed Conditions:

- Term 3 years with further 3 year option
- Rental – to be submitted by operator
- Internal Maintenance responsibility of operator
- Audited accounts to be provided annually
- Operator retains all profits and will be responsible for any loss
- Existing fixtures, furnishings equipment to be maintained by operator and returned to Council at termination
- Kiosk to be operated in conjunction with stadium.

These priorities and conditions have been developed by relevant Council staff and incorporating input from the Management Committee.

The conditions aim to address the key challenges identified for this facility, provide benchmarks for service provision while also allowing for greater autonomy of operations.

Should Council choose to progress with a licence legal assistance will be sought to develop the instrument.

As mentioned earlier, should Council proceed with a licence it is recommended that the role and delegations of the current management committee be amended. This proposed change has been discussed with the existing committee who have indicated a desire to continue their involvement in an advisory capacity.

**Implementation Date / Priority:**

The contract with the existing contractor Sportsrite Pty Ltd has been extended until 30 June 2014. It is intended that pending Council's resolution a licence be developed with a view to calling for EOI asap with a view to identifying a successful contractor to begin in July 2014.

**Recommendation:**

1. That Council calls for Expressions of Interest from interested parties for the operation of Sportz Central using an exclusive licencing instrument.
2. Council continue to provide the current financial contribution of \$55,000 to Sportz Central of which \$30,000 be provided to the operator for internal maintenance and the remainder used to offset the existing loan commitment for the facility.
3. That upon commencement of the licence the Section 355/377 Management Committee delegations be amended and the Committee continue to operate as an advisory committee for the facility.

## Attachment 2

### Sportz Central Proposed Licence

#### Five Key Risk Areas

##### 1. Management

###### Licensee agrees to

- (a) promote and provide for a broad, impartial range of leisure, sporting, fitness and cultural and community activities at the Stadium for all ages, skill levels and abilities;
- (b) adapt recreational opportunities and activities to meet changing community needs;
- (c) efficiently manage the Stadium so as to ensure its viability;
- (d) promote and facilitate the development of the Stadium through derived income and other funding sources;
- (e) co-ordinate the marketing and promotion of the Stadium;
- (f) assist the Council in strategic planning for the Stadium;
- (g) assist user groups with the development and expansion of their activities;
- (h) initiate activities and programs to increase the occupancy and use of the Stadium.
- (i) initiate activities and programs that ensure user groups provide risk assessments annually for the conduct of their respective programs or as per each significant event at the Stadium

##### 2. Fees & Charges

The Fees & charges are to be approved by Council given no alternative venue.

Licensee agrees that fees & charges should:-

- (a) Reflect the purposes for which the facility is provided;
- (b) Improve relative equality and affordability;
- (c) Encourage use rather than exclusive use;
- (d) Be in the low range where the public benefit is high;
- (e) Be simple and straightforward;
- (f) Avoid using price as a substitute for management
- (g) Prevent price gauging (price gouging is pricing above the market price when no alternative venue is available.

##### 3. Operating Hours

Licensee to maintain Minimum operating hours set by Council.

##### 4. Facility Management Committee becomes Council Advisory Committee

Committee no longer have a bank account and approve payments, Council Advisory Committee meet quarterly and advise on fees, prioritisation of operational maintenance & matters as they arise.

##### 5. Maintenance

Licensee responsible for operational maintenance, Council will provide a contribution of \$30,000 per annum.

Council will be responsible for external, structural & car park maintenance.

#### KEY Licence Agreement Conditions

1. **Designated licence area** – Sportz Central building & surrounding gardens
2. **Carpark** – Council responsibility to be funded from Public Car park budget
3. **Term** – 3 years
4. **Option** – 3 years
5. **Rent** – Licensee to submit rental plus GST per annum
6. **Rental Review** – Annual CPI
7. **Hours of Operation** – maintained as per schedule 1

**Attachment 2**

- 8. Internal Maintenance** - Licensee responsible for internal operational maintenance, Council shall contribute \$30,000 per annum towards internal operational maintenance. Floor maintenance to be carried out annually.
- 9. External Maintenance** – Council responsible for external maintenance and structural maintenance
- 10. Fees & Charges** - Licensee to recommend Fees & Charges to be approved by Council
- 11. Budget** – No budget required
- 12. Advisory Committee** – Licensee to maintain the Council Advisory Committee to advise on the prioritisation of maintenance expenditure, advise on fees & charges, advise on competing hirers and issues as they arise
- 13. Audited accounts** - Licensee to provide Audited accounts each year at own cost, accounts for Sportz Central to stand alone.
- 14. Existing Stadium Fixtures, furnishings & equipment** – Licensee to ensure that the Stadium fixtures, furnishings and equipment are well maintained or replaced & these remain in the ownership of Council at the termination of the lease.
- 15. Loan** – Council responsible for loan of \$27, 950 per annum.
- 16. Cleaning** – Licensee responsible for cleaning costs
- 17. Councils Maintenance contribution** - \$30,000 will continue
- 18. Council's cleaning contribution** - \$25,000 will cease, these funds will be used to cover the loan commitment of \$27,950, (Council will need to reduce the repayments to \$25,000 by extending the term or supplement of \$3,000.
- 19. Council's external & structural maintenance** – Council will need to provide for asset management of stadium external building, structural maintenance & car park maintenance
- 20. Annual Profit/loss** – Licensee retains 100% of profit and will be responsible for any loss.
- 21. Sinking Fund** – Nil
- 22. Rent (if any)** – Could be utilised to fund external & structural maintenance or major equipment/internal maintenance of Stadium..
- 23. Kiosk** – Licensee to operate in conjunction with stadium.

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## 395 CORAMBA ROAD, COFFS HARBOUR - BENNETTS ROAD DETENTION BASIN

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### **Purpose:**

To update Council on the progress of property acquisition issues at 395 Coramba Road, Coffs Harbour.

### **Description of Item:**

Council resolved on 12 December 2013 to enter negotiations with Mr and Mrs Mackay at 395 Coramba Road, Coffs Harbour. The negotiations were intended to reach agreement on a purchase by Council of the freehold land impacted upon by the recently acquired easement for inundation over the property.

The resolution was as follows

*"That –*

- 1. 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. 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. Councillors be advised of the process and outcome of the negotiations."*

The easement for inundation was recently acquired by Council under the compulsory acquisition process and as highlighted above was gazetted on 26 April 2013. The compensation determined by the process, plus the required statutory interest was paid into a trust account and is currently available to Mr and Mrs Mackay. As such all legal requirements of Council in relation to the easement matter have been completed.

In line with Council's resolution of 12 December 2013, negotiations have been undertaken and correspondence has been entered into with the Mackays regarding the purchase. A copy of the various correspondence to date is included as Confidential Attachment 1 to this report.

### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts associated with the matter in relation to acquisition that have not been addressed as part of the Bennett's Road detention project.

- **Social**

There are no social consequences as a result of the acquisitions.

- **Civic Leadership**

In line with the Coffs Harbour 2030 Plan, Council needs to take a leadership role addressing flooding and drainage issues for the betterment of the city. Council should treat all citizens fairly within the confines of the law.

- **Economic**

**Broader Economic Implications**

There is a substantial risk that should Council proceed with the purchase of the land it may then set a precedent for the other three affected land owners at Bennetts Road and possibly other future acquisitions. This would result in stress to Council's budget and staff resources.

**Delivery Program/Operational Plan Implications**

Monies required to negotiate the acquisition are unfunded and Council would likely need to access any payments from the General Reserve.

**Statutory Requirements:**

Council can acquire land under the Local Government Act 1993 subject to a formal resolution being passed.

**Implementation Date / Priority:**

The matter can be actioned immediately upon Council resolution.

**Recommendation:**

**That Council adopt the recommendation in the confidential attachment to this report.**



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## ACQUISITION OF LAND FOR RECONSTRUCTION OF SECOMBS BRIDGE, DAIRYVILLE ROAD, UPPER ORARA

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### **Purpose:**

Report seeking Council approval for the acquisition of land required for the reconstruction of Secombs Bridge on Dairyville Road at Upper Orara.

### **Description of Item:**

Council has recently undertaken to upgrade Secombs Bridge on Dairyville Road by constructing a new single lane bridge parallel to the existing bridge which is in a poor state of repair. The new bridge will be an improvement and will realign the Dairyville Road approaches.

The new works encroach on private land owned by Mr and Mrs McQuaker which comprises a small rural hobby farm zoned E2 Environmental Conservation and RU2 Rural Landscape under LEP 2013.

Council's staff have agreed with the owners to purchase part of their land and have it dedicated as public road on the terms contained within the Confidential attachment to this report.

The land being acquired forms part of Lot 72 DP752852 and comprises approximately 476 square metres as shown on the plan attached to this report.

Once the acquisition and dedication has been finalised, the works, including realigning Dairyville Road and construction of the bridge will be contained correctly within road reserve.

### **Sustainability Assessment:**

- **Environment**

The acquisition of the land will in itself have little impact on the environment. All environmental issues were considered as part of the physical construction of the bridge which is now completed.

- **Social**

The acquisition of the land will allow the reconstruction of Secombs Bridge which will improve the quality of the local road network. The new bridge will have improved access alignments which will improve safety issues.

- **Civic Leadership**

Council's 2030 Community Strategic Plan promotes continued investment and improvement to infrastructure and the road network. The acquisition is integral to the road and bridge improvement works.

- **Economic**

**Broader Economic Implications**

There will be minimal impact as a result of this acquisition by Council.

**Delivery Program/Operational Plan Implications**

Council has allocated an amount within the current budget for road maintenance and upgrading of Secombs Bridge. The total cost of the acquisitions, including legal, survey and registration, will be in the order of \$8,000.

Council's qualified valuation staff have negotiated the acquisition and consider the agreement fair and reasonable to both parties.

**Risk Analysis:**

The risk in relation to this matter is assessed as minor and insignificant.

**Consultation:**

Council's Works Branch have been primarily involved in the road and bridge improvements and have advised on the land required to contain this new work.

**Issues:**

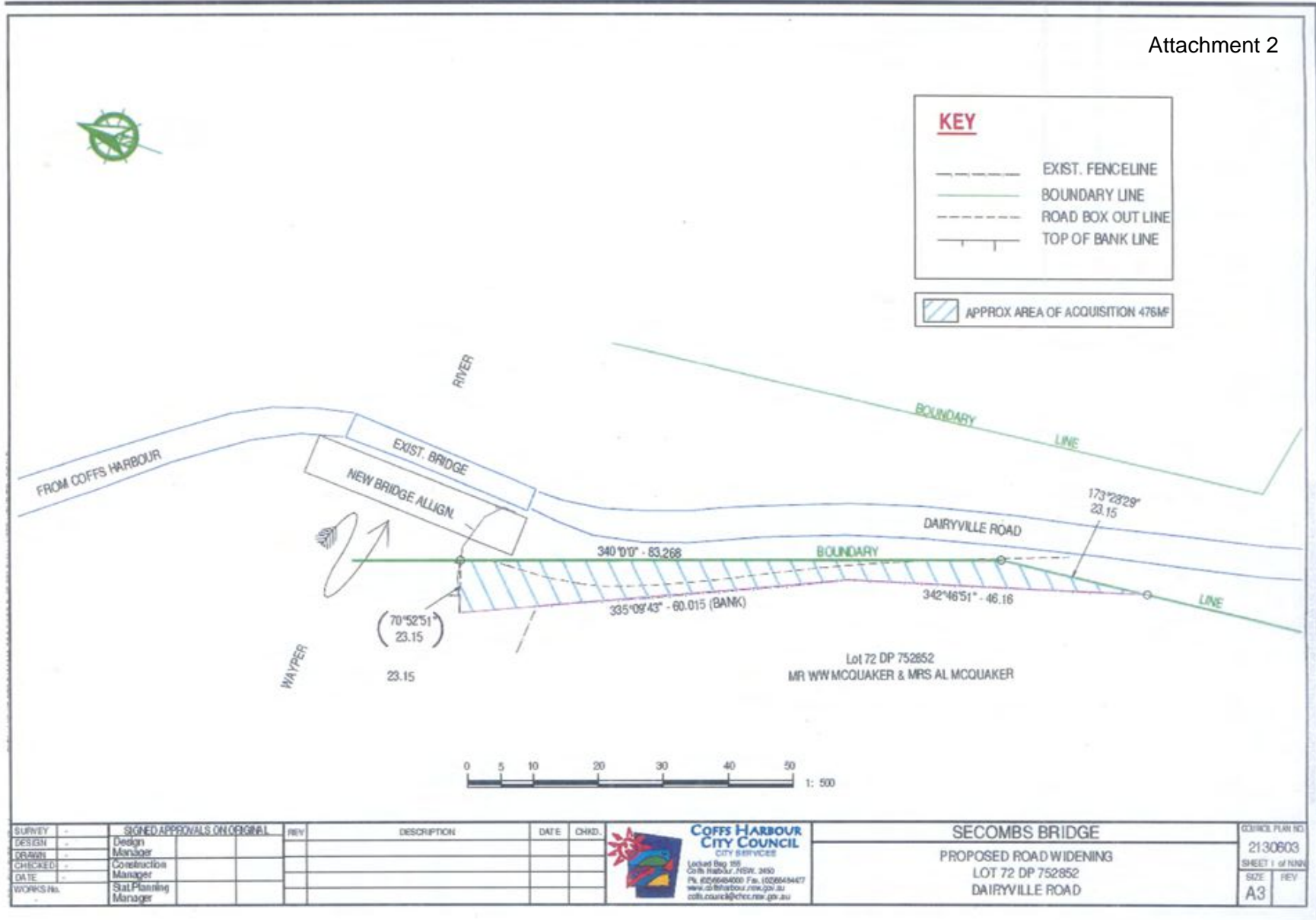
Without acquisition of the land, Council will have constructed public infrastructure comprising the bridge approaches on private land. Without the acquisition proceeding there would be no alternative but to reconstruct the road in a different location which would not be optimal in terms of the road alignment, safety and cost.

**Implementation Date / Priority:**

The matter will be actioned immediately.

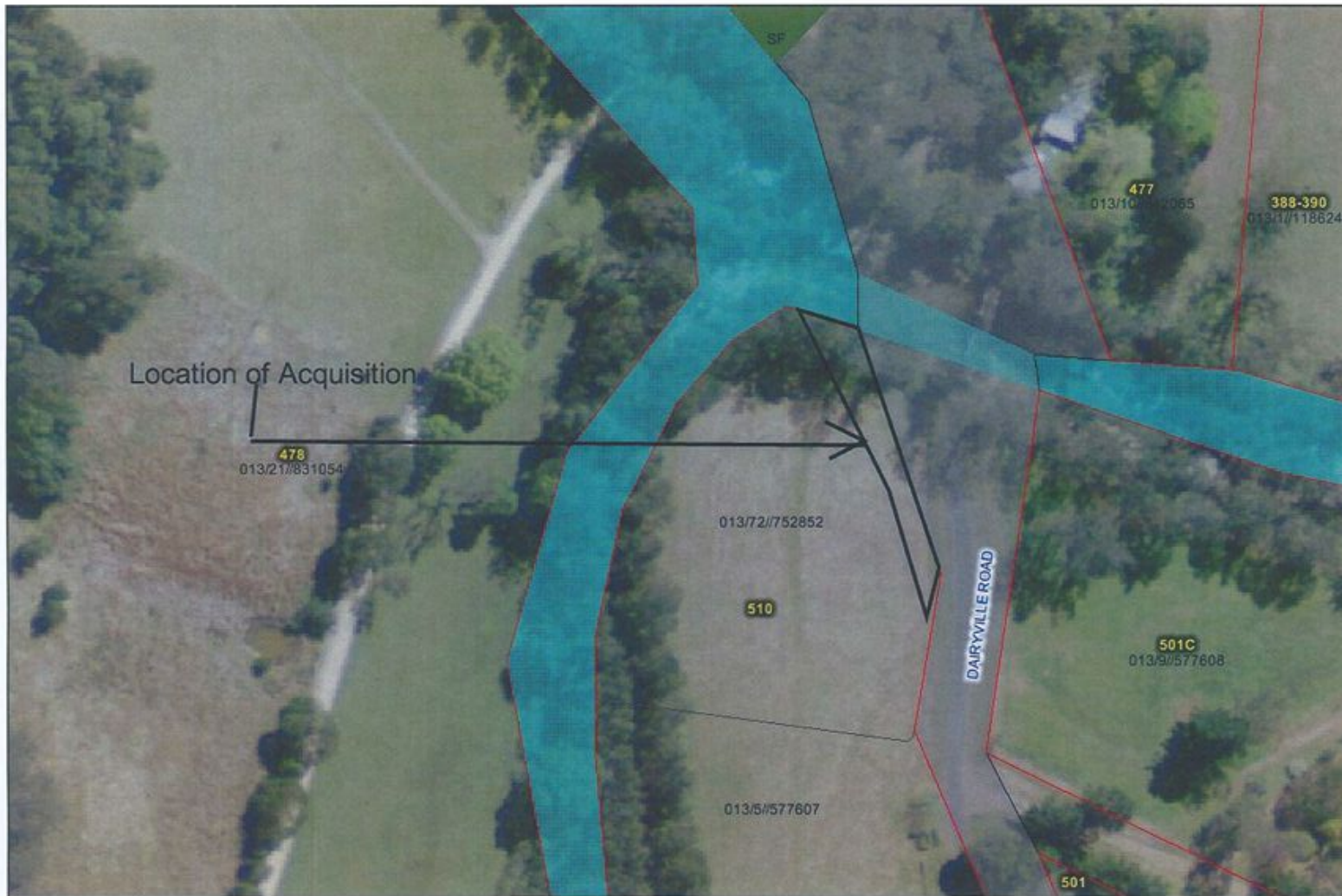
**Recommendation:**

1. **That Council proceed to acquire the land as described in the report on the terms contained within the confidential attachment.**
2. **That all necessary documents associated with the acquisition of the land be executed under the common seal of Council.**
3. **That the land acquired by Council be dedicated as public road.**



Attachment 2

-  Property House Numbers
-  Land Parcels
-  Road Names
-  Roads
-  Creeks
-  State Forest
-  National Parks
-  2009 50cm



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Projected Coordinate System- GDA 1994, MGA Zone 56



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## UPDATE ON BOAT RAMP AND BROADER ISSUES WITH SAND INFILLING OF COFFS HARBOUR

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### **Purpose:**

To inform Council of the current status of actions to upgrade the Coffs Harbour Boat Ramp, and to discuss the broader issue of sand infilling that will continue to impact on the long term sustainable operation of the facility.

### **Description of Item:**

Council engineers have been working with the Coffs Harbour Boat Ramp Working Party since May 2013 on a plan to upgrade the boat ramp utilising funds from the Better Boating Program. Under the 2012/13 Better Boating Program Council was funded a \$40,000 grant to undertake a study utilising consultants Water Technology to identify the seiching/surging action at the boat ramp basin and develop potential options to mitigate these actions to improve safety when launching and retrieving vessels.

The *Water Technology* study shows that total elimination of wave motion/surging within the boat ramp basin is not practically achievable and recommended two options for further investigation:

- Breakwater extension: the extension of the breakwater to the east of the boat ramp (to deflect wave action before it reached the boat ramp basin) and
- Basin extension: an energy dissipater within the basin itself (to dampen the surge once it gets to the basin).

Of these two, it was estimated that the breakwater extension would be beyond the available funds, and work progressed on the basin extension.

The factors contributing to surge issues within Coffs Harbour are complex: surge comes not only from waves directly off the ocean (short period waves, every few seconds), but also from "seiching" within the harbour, an effect like a bath tub sloshing back and forth (long period waves, with a frequency of around 2 minutes). While conceptual modelling has been undertaken to increase the confidence that the proposed solution will work, experts have suggested that it would be preferable that actual physical modelling also be undertaken. This needs to be seriously considered before progressing.

Since the NSW Government announcement that it had allocated up to \$1M for more extensive works at the Boat Ramp in January 2014, further work has been undertaken exploring the breakwater extension option. Geotechnical investigations have been completed that will facilitate final designs. Following consultation on the final design proposal, necessary environmental and planning approvals will follow with the objective of starting work prior to September 2014, following NSW Government approval of the final design and estimate.

It is important to note that whilst extending the breakwater and basin will help to mitigate surge action at the boat ramp, the problems currently being experienced as a result of sand infilling will remain.

Council has undertaken dredging campaigns focused on the boat ramp area in 1999, 2001 and 2008 with 50% contribution from the NSW Government. In the 2008 campaign, around 28,000 cubic metres of sand was removed at a cost of around \$455,000.

After 2008, Council actually purchased a long reach excavator to remove sand in between dredging campaigns. Council allocates around \$60,000 per annum to this work. It is a cheaper and more targeted way to remove sand at the boat ramp itself (around 3,200 cubic metres was removed in the 2012/13 financial year at a cost of \$61,800) however due to the limited reach of the excavator, it is not a solution on its own. The problem is that the hole the excavator digs quickly fills in (given the right conditions) in the same way that a hole dug at the beach fills in with wave action.

Another dredging campaign similar in size to the 2008 one (i.e. removal of around 30,000 cubic metres) is required. There are no funds currently available in Council's budget to undertake these works, which will be at least \$500,000.

Council staff are currently preparing an application for funding under the *Reclaiming our Waterways* program (which is generally on a 50/50 basis). It is recommended that a grant application for the \$500,000 project include a funding commitment of \$100,000 from Council. Some of the \$60,000 annual allocation for sand dredging will be able to be utilised given the expected reduction in need for the long reach excavator at least in the short term.

It is important to note that a major dredging campaign should not be undertaken until after the boat ramp upgrade is completed. Assuming that a breakwater extension will be part of the work, any sand removed will have to be replaced by rock, increasing the cost of the project which is already expected to be difficult to deliver within the funds available.

However it is also clear that some dredging must be undertaken as an interim prior to the upgrade works at least in the mouth of the boat ramp beyond the reach of the long-reach excavator. A small-scale dredge has been arranged with the objective of removing around 2,500 cubic metres. This will require an increase in the budget allocation, depending on weather conditions and sand movement for the remainder of the year, in the order of \$40,000 to \$50,000.

The sand infilling problem is clearly getting worse. Even with the removal of something in the order of 20,000 to 30,000 cubic metres of sand (should Council allocate \$100,000 and be successful in obtaining \$400,000 in grant funds from the *Rescuing our waterways* program) it is certain that similar dredging campaigns will be required with increasing frequency in future years.

The issue is bigger than Council alone. Further information on the sand infilling problems and a possible opportunity to work with the NSW Government in addressing this is outlined in the issues section of this report.

#### **Sustainability Assessment:**

- **Environment**

All detailed designs for the boat ramp will include full investigation into environmental impacts and mitigation measures and require relevant approvals prior to commencement.

An environmental assessment will be completed and all relevant approvals will be obtained prior to any dredging being undertaken.

- **Social**

The proposed upgrade works at the boat ramp will reduce the degree of surge and associated risk, and restore confidence in the boating community in the safe operation of the facility. There are a wide range of social impacts associated with beach erosion to the north of the harbour. Options for the upgrade of the northern breakwall will also have social impacts, particularly in terms of amenity for some options.

- **Civic Leadership**

The issues surrounding the infilling of sand in the harbour are of concern to a wide cross section of the community – not only boat ramp users, but other users of the harbour and those who live adjacent to or use the beaches to the north of the harbour.

- **Economic**

**Broader Economic Implications**

The boat ramp is an important attractor for tourism and the local economy for recreational fishers. Beach erosion to the north of the harbour has significant economic implications arising from risks to public and private infrastructure.

**Delivery Program/Operational Plan Implications**

Council currently allocates around \$60,000 p.a. for boat ramp dredging which funds work with the long-reach excavator. It is likely that this year, works at the boat ramp will exceed the budgeted amount by \$40,000 to \$50,000 (dependent upon weather) including funding a small scale dredging campaign in the near future.

Upgrade works to the boat ramp are to be funded by a \$1M grant from NSW Government. Council staff time for design and project management is covered by existing budgets.

Council needs to consider allocating at least \$100,000 in the 2014/15 budget and then sufficient funds every three to five years thereafter for major dredging campaigns. The amount required depends on the extent of continuing support (matching funds) from the NSW Government. Whilst some of the \$60,000 annual allocation may be able to be utilised in the short term to match State funds for dredging, work with the long reach excavator is still expected to be required over and above this, particularly as the harbour infilling continues to worsen.

**Risk Analysis:**

There are clearly significant risks to boat ramp users arising from the lack of protection from surge and also sand infilling of the mouth of the boat ramp basin.

The risks associated with surge will be reduced by the proposed upgrade of the facility, made possible by the \$1M funding commitment from NSW Government. At present, signs warning of the hazards associated with the facility are in place.

The risks associated with sand infilling are being managed by Council undertaking regular inspections of the facility, undertaking regular dredging with the long-reach excavator, provision of signs warning boat ramp users of the dangers and, where necessary, closing the facility. Regular major dredging campaigns are the only way to substantially reduce this risk. Council needs to consider an ongoing funding allocation for such works, but also pursue other alternatives (such as those discussed in the issues section) to manage the sand infilling sustainably and within Council's available resources.

**Consultation:**

Council staff are working with boat ramp users, represented by the Boat Ramp Working Party, in the development of plans for upgrading the boat ramp. A wider engagement with other stakeholders will be undertaken as part of the detailed design process for the boat ramp breakwater extension and basin extension works.

Council has staff representatives on the Harbour Working Group facilitated by Crown Lands.

Council staff have made submissions to the Crown Lands northern breakwall project during the consultation process.

**Related Policy and / or Precedents:**

Nil.

**Statutory Requirements:**

Council has legal protections under the Civil Liabilities Act 2002 Part 5 Liability of public and other authorities. Sec 42 recognises Council's limited financial and other resources. The allocation of those resources is not open to challenge.

There are also protections under the Act (Div 4 sec 5L & 5M) from liability for injuries related to the use of the boat ramp. Fishing and boating are generally acknowledged as dangerous recreational activities.

Sec 5L No liability for harm suffered from obvious risks of dangerous recreational activities.

Sec 5M No duty of care for recreational activity where a risk warning (such as signage) is given.

**Issues:**

Council's Coastal Processes and Hazards Definition Study (section 2.8.2.2, available on Council's website) reference scientific studies that found that the breakwaters and land reclamation associated with Coffs Harbour intercept virtually all of the 75,000 cubic metres of sand that previously travelled north via "longshore drift".

This sand is creating two issues: infilling of the harbour (including the problems associated with the boat ramp) and the "flip side", the loss of sand from beaches north of the harbour. Each of these is discussed below.

*Infilling of the Harbour*

Council's Coastal Processes and Hazards Definition Study (Volume 1 section 2.8.2.2 Effects of the Construction of Coffs Harbour Breakwaters) references a number of scientific studies, noting that infilling of the harbour has increased from 25,000 cubic metres / year in 1981 up to 50,000 cubic metres / year in 1999.

The impacts of sand infilling are of concern from the perspectives of navigability of the entrance to the inner harbour as well as the boat ramp basin. This effects the operations of the commercial fishing fleet, Authorities and the International Marina as well as tourism.



NSW Crown Lands have undertaken their own dredging campaigns to maintain navigability of the channel, the last major one being 2009 when 30,000 cubic metres was dredged. Last December, around 6,000 cubic metres was dredged to enable deeper draught vessels to access the inner harbour. A new campaign to take another 30,000 cubic metres is planned for the near future.

A sustainable solution to address sand infilling is clearly needed for the harbour generally, not just the boat ramp.

*Loss of sand transport north of the Harbour and associated coastal erosion*

The “flip side” of the sand infilling issue is the loss of this sand for beaches to the north of the harbour.

Shoreline modelling results (section 4.7 of the Coastal Zone Management Plan) indicated that Park Beach has experienced up to 100m of recession since 1930 (the Northern Breakwater was completed in 1924 – section 2.8.2.2). This appears to be stabilising, however Council recently spent around \$45,000 extending the rock protection on North Wall beach, even though this will only move the problems further north in the longer term.

The effects of sea level rise will further exacerbate this issue. The Coastal Processes and Hazard Definition Study (which informed the Management Plan) predicted that under a sea level rise scenario of 0.4m at 2050, South Park Beach will experience a recession of up to 55m, grading to 20m at the north. By 2100 (sea level rise of 0.9m), the recession could be as high as 115m on South Park Beach and 50m at the northern end.

Further, the Study found that given the lack of sediment within the beach systems adjacent to the harbour, the migration of the harbour impact to Sapphire, Moonee and beyond will continue and is added to the recession due to sea level rise.

Whilst the harbour is a great asset to the community, so are our beaches to the north.

Significant numbers of public and private assets situated on the coast have been identified as being at risk due to coastal erosion. One of the primary methods proposed to address this in Council’s Coastal Zone Management Plan is beach and dune nourishment i.e. adding sand to the beaches. Effectively, the re-establishment of significant volumes of sand transport north will help achieve this result.

*Opportunity arising from Northern Breakwater Project*

Whilst a “sand bypass” at the harbour entrance has the potential to reduce the volumes of sand coming into the harbour and keep it moving north around the eastern side of Muttonbird Island, this would necessitate major infrastructure works that are simply beyond the capacity of Council, and arguably beyond Council’s role in relation to the harbour.

There may be an opportunity to achieve the same result by approaching the solution to another problem, the northern breakwater project, from a different perspective.

In November last year, the NSW Government undertook consultation regarding options being explored to reduce the safety and property risks due to waves overtopping the northern breakwater of the harbour. Four options were identified, three of which involved increasing the bulk of the breakwater itself.

In a media release dated 20 March 2014, the Deputy Premier, Andrew Stoner informed the community that the fourth option, construction of an artificial reef, was no longer under consideration due to the complexity and cost of the proposal, despite being popular amongst public submissions, particularly the surfing community.

Mr Stoner advised that an option raised in a submission from Council staff (during the consultation) to place sand dredged from the harbour off the northern breakwater as a means of reducing wave energy before it reached the breakwater was now also being considered. It is noted that this proposal has a similar potential to create favourable surfing conditions as an artificial reef at times.

Council's submission also raised concerns with two of the remaining three options under consideration for the northern breakwater as they involved raising the height of the breakwater by approximately 1.5 to 2 metres, with consequent impacts on visual amenity, tourism and access for the thousands of people that walk along the breakwater each year.

Member for Coffs Harbour, Andrew Fraser, advised in the release that "the Government will facilitate an expert panel including GHD consultants, Crown Lands, Council, industry specialists and the local surfing community. Each option will be considered against criteria including overtopping reduction, social impacts, environmental impacts, long-term coastal processes, impacts during construction, ongoing maintenance requirements, constructability, time to construct and, of course, cost. Given the breakwater is extremely popular with the public for access and visual amenity, the potential impacts on these will be an important consideration in further assessment. It is anticipated the study will be completed by early to mid this year, depending on the refinement of the options and physical modelling program."

Whilst the idea of sand dredging and placement shows promise, with the potential to address three problems in one – sand infilling, beach erosion and reduction in the risk of wave overtopping of the northern breakwater – its feasibility is still to be determined and also subject to approval from the NSW Government.

#### *Other options – purchasing a dredge and commercial sand extraction*

For completeness, another two options to address the sand infilling issue are here discussed.

The option of Council purchasing a dredge in conjunction with NSW Government or other councils has been discussed for many years. Discussions are continuing, and the outcome of the feasibility study for the northern breakwater (if sand dredging and placement is the most advantageous option) may prove a catalyst to pursue this further.

Another option that has been discussed for many years is the commercial extraction of dredged sand from the harbour and processing for local sale. Investigations suggest that the sand is unsuitable due to its grading (particle size) and the need to process it to remove other materials. Perhaps a more significant commercial challenge is that around 16,000 cubic metres per year is extracted from Boambee Beach under license to NSW Crown Lands. This sand requires little or no processing, and is thus far cheaper than dredged sand would be, given the expected processing cost.

#### *Slipway remediation*

As an aside, an issue also related to Harbour Management is the end of lease and site remediation required at the Coffs Harbour Slipway. Attached is a letter from Crown Lands detailing the temporary closure, site remediation and interim emergency management proposal for the Slipway.

*Conclusion*

Whilst the boat ramp upgrade will reduce safety issues associated with wave action (surge), the current problems arising from sand infilling will continue.

Given the increasing volume of sand accumulating in the harbour, Council faces substantial and increasing costs to keep the boat ramp in operation as does Crown Lands to keep the inner harbour navigable. A long term solution must address sand infilling of the harbour generally, an issue that is important to the NSW Government as well as Council.

The opportunity to place sand dredged from the harbour off the northern breakwater has the potential to address three problems in one: reducing the risk of waves overtopping the breakwater, reducing sand infilling in the harbour and replenishing sand for beaches to the north that is currently trapped by the harbour, however the feasibility of this option is yet to be assessed.

Council will be kept informed as the issue progresses.

**Implementation Date / Priority:**

Boat ramp upgrade is programmed to commence by September 2014.

A major dredging campaign is proposed to be undertaken following the completion of the upgrade, forecast at this stage for early to mid 2015.

**Recommendation:**

**That Council:**

1. **Note progress with the boat ramp upgrade**
2. **Note that a further \$40,000 will be sought for Boat Ramp Dredging in the monthly budget review when it next reported to Council.**
3. **Note the broader issues associated with sand infilling in the harbour**
4. **Receive a further report regarding outcomes of the feasibility study into the option of a sand dredging / local sand placement program for the northern breakwater project.**
5. **Endorse the submission of a grant application to the Reclaiming Our Waterways program for a \$500,000 dredging campaign with a funding commitment of \$100,000 from Council.**
6. **Note the Crown Lands temporary closure, site remediation and interim emergency management proposal for the Coffs Harbour Slipway.**



Trade & Attachment  
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DOC14/046763  
20 March 2014

Dear Mr McGrath

**Re: Coffs Harbour Slipway – Lease Expiry – Site Remediation**

This letter sets out the department's intentions regarding temporary closure of the Coffs Harbour slipway to enable site remediation.

By way of background the slipway site and the sediments in the adjacent western mooring area have been found to contain Tributyl Tin (TBT) and other heavy metals at levels requiring remediation. The contaminant of most concern is the TBT, which was used as an anti-foulant on vessels for some decades before finally being banned in Australia and other countries in 2008 due to concerns about bio-accumulation and long term impacts on marine life.

The lease for the Coffs Harbour Slipway expires on 31 July 2014. To allow remediation works to be undertaken the department has decided that the slipway business must cease and the site must be vacated. It is anticipated that the department will receive vacant possession of the site on or before 31 August 2014. The department is working with the lessee towards an exit strategy.

The Environment Protection Authority (EPA) has been formally notified of the contamination and they have directed that the following works be undertaken as a matter of priority:

- Further dry area and wet area sediment sampling and analysis.
- Development of a remediation action plan.
- Remediation works, and.
- Ongoing environmental monitoring.

The department is in the process of engaging contractors to undertake the above work. The remediation works are likely to take up the whole of the slipway lease area.

The department acknowledges the importance of slipway services in the Port of Coffs Harbour and will endeavour to ensure that any disruption to services is minimised. However, the works are likely to take some time and the Port will be without slipping services until the site is certified as safe to re-occupy.

The department recognises that it is essential to have slipway or similar services in the Port of Coffs Harbour and the department will request proposals for a new slipway operator by open tender in due course. This call will be ~~being~~ undertaken in parallel with the remediation works.

Vessel owners will need to ensure where possible that maintenance and repairs are undertaken before 31 July 2014, thereafter vessel owners will need to find other suitable slipway facilities.

The department is working on an 'Incident Management Plan' to enable vessels in distress to be pulled from the water.

Key stakeholders have been briefed and the department will update Council and stakeholders via its quarterly Harbour User Group meetings.

I would be pleased to provide further information as required. In regard to media inquiries about the slipway it would be helpful if these be directed to the department. My contact details are 6691 9611 or 0413 852 544.

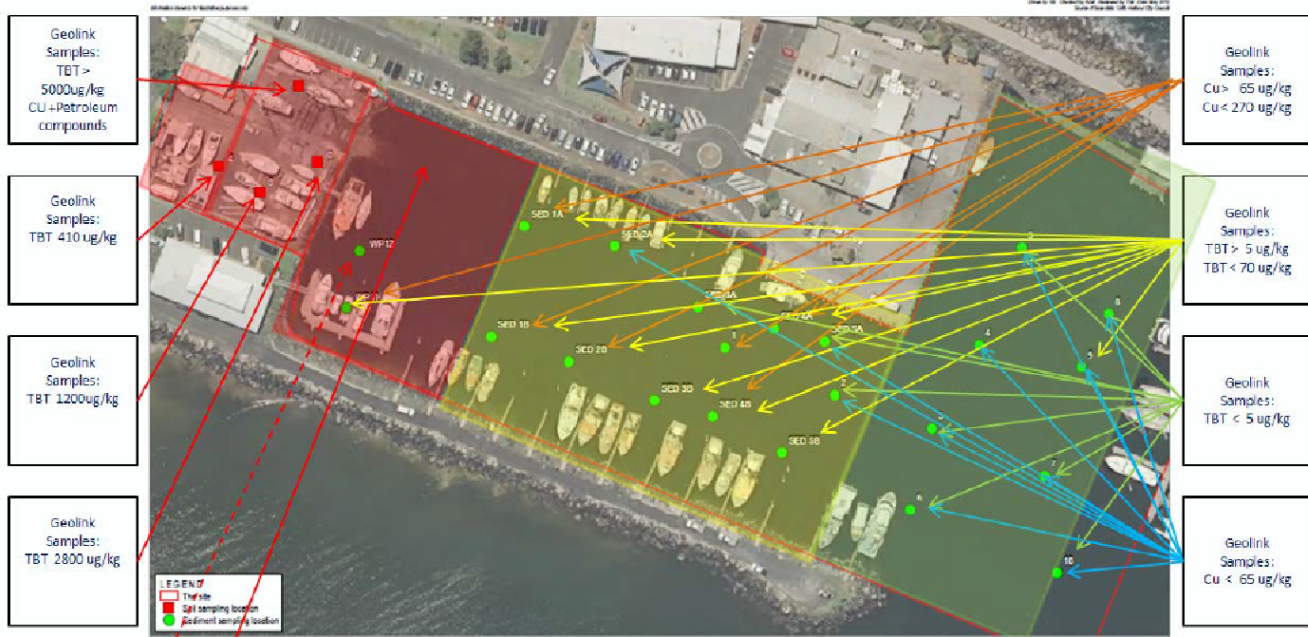
Yours sincerely

A handwritten signature in black ink, appearing to read 'P. Fogarty', with a long, sweeping tail stroke extending to the right.

Phil Fogarty  
Project Manager  
Regional Projects



DRAFT ONLY



Geolink Samples:  
TBT 50 ug/kg  
Cu 310 ug/kg @ 200mm  
Cu 72 ug/kg @ 1000 mm

EPA SM1:  
TBT - 120 ug/kg  
Cu - 350 ug/kg

LEGEND  
■ This site  
● Soil sampling location  
● Sediment sampling location

### Coffs Harbour Slipway



Port of Coffs Harbour

Approximate spatial distribution of high, moderate and low level contamination is shown above. Sediment samples were taken at a range of depths on the hard stand and in the Western Mooring Basin – but further sampling and analysis may be needed to more accurately identify the zones of high, moderate and low levels of contamination.

Contaminant	ANZECC Thresholds	
	Lower Trigger Level	Upper Trigger Level
TBT	5 ug/kg	70 ug/kg
CU	65 ug/kg	270ug/kg

More images are available in DOC13/167774.