

SC21/19 DRAFT 2017-2022 DELIVERY PROGRAM (YEAR 5), DRAFT 2021/22 OPERATIONAL PLAN, DRAFT 2021/22 DELIVERY PROGRAM BUDGETS AND DRAFT 2021/22 FEES AND CHARGES

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MyCoffs:	D.2 We have effective use of public resources.
Attachments:	ATT1 SC21/19 Draft 2017-2022 Delivery Program (Year 5) ATT2 SC21/19 Draft 2021/22 Operational Plan ATT3 SC21/19 Draft 2021/22 Delivery Program Budgets ATT4 SC21/19 Draft 2021/22 Fees and Charges ATT5 SC21/19 Workforce Management Plan - Status Update

EXECUTIVE SUMMARY

The Integrated Planning and Reporting framework requires Council to prepare a Delivery Program following each ordinary election which specifies the activities to be undertaken for the four-year period of the election term. The Delivery Program is reviewed annually and executed with an Operational Plan which specifies the work to be undertaken and budgeted for in that financial year. These documents are the key planning documents which enable Council to deliver on the MyCoffs Community Strategic Plan objectives. Accompanying these documents are the Draft 2021/22 Delivery Program Budgets and Draft 2021/22 Fees and Charges.

Due to COVID-19, changes were made to Integrated Planning and Reporting requirements for 2020/21 by the NSW Government and the 2020 Local Government Elections were postponed to September 2021. Subsequently, Council's existing Delivery Program is now a five-year program through until 30 June 2022.

The purpose of this report is to seek Council's endorsement to publicly exhibit the draft 2017-2022 Draft Delivery Program Year 5, 2021/22 Draft Operational Plan, the 2021/22 Draft Delivery Program Budgets and Draft 2021/22 Fees and Charges.

RECOMMENDATION:**That Council:**

- 1. Place the following documents on public exhibition for a minimum period of 28 days:**
 - 1.1. Draft 2017-2022 Delivery Program (Year 5);**
 - 1.2. Draft 2021/22 Operational Plan;**
 - 1.3. Draft 2021/22 Delivery Program Budgets; and**
 - 1.4. Draft 2021/22 Fees and Charges.**
- 2. Note that a further report will be brought back to Council to present the outcomes of the public exhibition process prior to adopting the final Delivery Program, Operational Plan, Delivery Program Budgets and Fees and Charges documents by 30 June 2021.**

REPORT**Description of Item:**

Under the Integrated Planning and Reporting (IPR) provisions of the Local Government Act, Council is required to prepare a four-year Delivery Program outlining the activities it will pursue to help

achieve the objectives of the MyCoffs Community Strategic Plan. A subsidiary of the Delivery Program is the Operational Plan, which details the actions to be undertaken in a single financial year. They are supported by four-year financial estimates, annual budgets and a one-year schedule of Council Fees and Charges. The IPR documents are informed by Council's long-term Resourcing Strategy.

Due to COVID-19, changes were made to IPR requirements for 2020/21 by the NSW Government and the 2020 Local Government Elections were postponed to September 2021. Subsequently, Council's existing Delivery Program is now a five-year program through until 30 June 2022.

Council is required to seek community feedback on its draft Delivery Program, Operational Plan, Budgets and Fees and Charges by way of a minimum 28-day public exhibition period. After considering submissions, Council is required to adopt the annual Operational Plan, budget and Revenue Policy documents by 30 June each year.

Within the IP&R Framework, the Delivery Program and Operational Plan are supported by the Resourcing Strategy (Long Term Financial Plan, Asset Management Plan and Workforce Management Plan). With the Delivery Program and Operational Plan now extending for a five year period, the current plans associated with the Resourcing Strategy will also continue through to cover the 2021/22 period. In this regard, a status update on the current Workforce Management Plan – including new actions for 2021/22 is provided in Attachment 5 Workforce Management Plan.

The purpose of this Report is to seek Council's endorsement to publicly exhibit the draft 2017-2022 Draft Delivery Program Year 5, 2021/22 Draft Operational Plan, the 2021/22 Draft Delivery Program Budgets and Draft 2021/22 Fees and Charges.

Issues:

- **COVID-19 Impacts**

COVID-19 has introduced an element of uncertainty into Council's annual planning and budgeting processes. The COVID-19 impacts are in addition to economic and social impacts felt from bushfires, floods and drought during the 2019/20 year and the 2020/21 year. Council's revenue streams have been impacted by the decisions made to support the community in response to COVID-19. During the previous year COVID-19 has impacted a number of actions in the 2020/21 Operational Plan. The draft documents being presented to Council and subsequently to the community, represent the organisation's best efforts in defining what activities and programs Council is able to progress, and the Council response to the evolving situation within the resources available.

- **Significant Expenditure 2021/22**

Council continues to focus on asset renewal whilst also striving to position itself to take advantage of the construction of new infrastructure where funding opportunities become available based on strategic alignment e.g. based on the Regional City Action Plan. The Draft 2021/22 Operational Plan, proposes budget allocations for works across a range of asset categories and regionally significant infrastructure projects.

- **Budget Impact on Ratepayers**

- **Impact on Residential Ratepayers**

In September 2020, IPART set a **2.0%** rate peg increase in 'General Income' for 2021/22. Accordingly, the 'average' residential property can expect a total rates and charges increase (including annual access charges and water usage charges) of approximately **\$79.82** per annum (or \$1.54 per week) which is a 2.1% increase from 2020/21.

The following table shows the impact on the total rates and charges payable in 2021/22 for the 'average' residential property.

The 'average' residential property has been based on a land valuation of \$244,600 and this valuation has been used in the determination of both the residential ordinary rates and the environmental levy.

Rates and Access Charges	2020/21 (\$)	2021/22 (\$)	Increase (\$)	Increase (%)
Residential Ordinary Rate	1,238.94	1,261.38	22.44	1.8
Environmental Levy	45.28	46.17	0.89	2.0
Sewerage Access Charge	922.00	958.00	36.00	3.9
Water Access Charge	149.00	152.00	3.00	2.0
Water Usage (250 KL pa)	795.00	812.50	17.50	2.2
Domestic Waste Service	695.00	695.00	0.00	0.0
Stormwater Management	25.00	25.00	0.00	0.0
Total Rates and Access Charges	3,870.23	3,950.05	79.82	2.1
Increase per Week			1.54	

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

1. The Rate Peg % does not apply to Sewer, Water, Waste or Stormwater charges.
2. Water charges include 250 KL of water usage for a year.

- **Financial Estimates**

The 2021/22 budget result forecasts an estimated underlying deficit before capital revenue, of \$2,802,000. This is comprised of estimated results of \$8.096 million deficit for the General Fund, \$3.186 million surplus for the Water Fund and \$2.108 million surplus for the Sewer Fund. A review of the financial estimates for each fund is as follows:

- **General Fund**

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

Year	Financial Estimate after Capital Revenue (\$)		Financial Estimate before Capital Revenue (\$)	
2021/22	38,909,000	Surplus	(8,096,000)	Deficit

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, \$7.11 contributions, reserves, etc.

Council's revenues are gradually increasing and savings are being realised to meet appropriate expenditure levels in relation to operations, particularly infrastructure maintenance, asset renewals and capital works.

- **Unfunded Council Resolutions – not included in draft 2017-2022 Delivery Program**

During the 2020/21 year, Council resolved to consider the following items within the 2021/22 Delivery Program which have not been included in the current draft Budget result:

Council Agenda Item	Description	Funds sought 2021/22
SC20/74	Options to Undertake Supportive Monitoring of Intensive Agricultural Industry	\$130,000
SC20/76	COVID-19 Pandemic Response and Recovery Plan	\$180,000
SC21/07	Scope of Work and Costings for Park Beach Place Manual	\$260,000

If all the above are adopted the impact will be \$570,000, which will result in a net revised operating deficit for 2021/22 of \$8,666,000.

Council Agenda Item	Description	Funds sought 2021/22	Funds sought 2022/23	Impact on draft operating result 2021/22 if included
SC21/14*	New permanent museum exhibition	\$734,606	\$1,151,719	0

*SC21/14 – This is capital expenditure and won't impact on the draft operating result for 2021/22. Additional responses for this resolution are being prepared and a report will be returned to Council as requested prior to the final adoption of the Delivery Program/Operational Plan in June.

At its Ordinary Meeting 26 November 2020, Council deferred the \$75k Moonee Beach North Investigation Project from the 2020/21 budget to the 2021/22 budget to reduce the 2020/21 budget deficit. This project was omitted in error from the Draft 2021/22 Delivery Program Budget. It is proposed to be included in the Final 2021/22 Delivery Program Budget post exhibition.

- **Water and Sewerage Funds**

Water and Sewer charges have been held to reasonable increases in recent years, despite the significant loan repayments that require to be serviced. The Delivery Program provides for operating surpluses in the Sewer and Water Funds. Details are set out below:

▪ **Water Fund**

Year	Financial Estimate (\$)		Financial Estimate before Capital Revenue (\$)	
2021/22	5,881,000	Surplus	3,186,000	Surplus

- **Sewer Fund**

Year	Financial Estimate (\$)		Financial Estimate before Capital Revenue (\$)	
2020/21	4,693,000	Surplus	2,108,000	Surplus

- **Pensioner Rebates**

Council will write off \$3.39m in pensioner rates and charges in 2021/22. Of this, Council voluntarily forgoes approximately \$650,000. Council is required to forgo the remaining \$2.74m under State Government legislation.

The amount Council is reimbursed by the State is approximately \$1.507m, leaving an overall cost to Council of approximately \$1.233m.

- **Environmental Levy for 2021/22**

The Environmental Levy (being a Special Rate) is calculated with a 'base amount' to raise approximately 47% 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.

- **Proposed Loan Borrowings for 2020/21**

It is proposed that during the 2021/22 financial year the Council will borrow funds for the Cultural and Civic Space Project of an amount of \$50,265,000.

It is proposed that Council will borrow an additional \$4,165,000 via external loan funding for the construction of the Wiigulga Sports Complex.

- **Draft 2021/22 Fees and Charges**

Council's fees and charges have increased by an average of approximately 2.00%, reflecting increases in staff delivery and administrative costs. The full Draft 2021/22 Fees and Charges document is available as Attachment 4.

Options:

This report aims to facilitate the structured roll-out of Council programs of the 2021/22 Operational Plan, as well as enabling compliance with legislative requirements. At this time, the following options are available to Council:

1. *Adopt the recommendation provided to Council*; this will enable the draft documents to be placed on public exhibition according to schedule, with the consideration of submissions and adoption of final documents to follow within the legislated timeframe.
2. *Amend the recommendation provided to Council*; depending on the nature of the amendment this may impact on the structure and content of the documents and Council's ability to finalise the budget planning process according to the set timeframe.
3. *Reject the recommendation provided to Council*; this will impact on Council's ability to finalise the budget planning process according to schedule. Failure to adopt and exhibit draft Delivery Program, Operational Plan, Budget, and Fees and Charges documents would represent a breach of the *Local Government Act 1993*.

Sustainability Assessment:**• Environment**

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

• Social

Consistent with the MyCoffs Community Strategic Plan, the draft documents include a range of strategies to enhance the social development of the Coffs Harbour LGA.

• Civic Leadership

The documents are key components of the Integrated Planning and Reporting 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. The documents have been informed by the MyCoffs Community Strategic Plan.

• Economic – Broader Economic Implications

Council has undertaken a number of initiatives to assist the community recovery due to COVID-19, flooding and bushfires and will continue to monitor the needs of the community and provide assistance where it is able to without a detrimental impact on essential service provision.

• Economic - 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 draft Delivery Program, Operational Plan, Budgets and Fees and Charges documents are a legislative requirement and will be placed on public exhibition prior to their final adoption by Council. Providing an opportunity for community engagement in the review of these documents reduces Council's risk and enables the community to provide public submissions on Council's proposed activities.

Consultation:

During the year, Councillors and staff have reviewed Council's strategic priorities and resourcing options to assist with the review of the 2017-2022 Delivery Program and the development of the Draft 2021/22 Operational Plan.

Community requests made during the year for specific works or services have been considered in the framing of the draft 2021/22 Operational Plan and Budgets. This process will be continued with the receipt of submissions received through public exhibition.

Related Policy, Precedents and / or 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).

Implementation Date / Priority:

Subject to Council approval, the draft documents will be placed on public exhibition for a 28-day period from 14 May 2021.

Conclusion:

It is recommended that Council resolve to place the draft documents on public exhibition.

The Integrated Planning and Reporting framework requires Council to prepare a Delivery Program following each ordinary election which specifies the activities to be undertaken for the four-year period of the election term. The Delivery Program is reviewed annually and executed with an Operational Plan which specifies the work to be undertaken and budgeted for in that financial year. These two documents are the key planning documents which enable Council to deliver on the MyCoffs Community Strategic Plan objectives. Accompanying these documents are the Draft 2021/22 Delivery Program Budgets and Draft 2021/22 Fees and Charges.

Endorsement of the draft documents by Council will enable public exhibition to provide opportunities for community engagement and public submissions on Council's proposed activities for the next financial year.

Endorsing the draft documents is in line with the timeframes and legislative requirements set out in the Integrated Planning and Reporting provisions of the *Local Government Act 1993*.

Helping to achieve the MyCoffs Community Vision

COFFS HARBOUR CITY COUNCIL DRAFT 2017-2022 DELIVERY PROGRAM YEAR 5 – 2021/22 (13 May 2021)



MyCOFFS

“connected – sustainable – thriving”

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COVER IMAGE: Emerald Beach



Denise Knight
Mayor
City of Coffs Harbour



Steve McGrath
General Manager

Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

Executive Message

The 2017-2022 Delivery Program which was adopted in June 2017 has now been extended to a five-year program through to 2022 due to the impact of COVID-19 and the necessity to defer the local government elections by twelve months to September 2021. In addition to the pandemic, in the 2019/20 financial year we faced devastating bushfires, drought and floods, and in the 2020/21 financial year the region experienced damage due to floods for the second year in a row.

In line with community expectations, the Delivery Program demonstrates that Council is here to serve. There is an enormous range of day-to-day services and facilities – many of them that we take for granted – that Council provides to ensure the quality of life we enjoy in the Coffs Harbour area continues uninterrupted. These include the provision of water and sewer services, waste management, development assessment services, public health and environment protection programs, tourism and economic development services, the library network, lifeguard services, community programs and sports, arts, cultural and community facilities – the list is long.

In addition, the Delivery Program oversees the roll-out of important projects for our local government area. This Delivery Program has already overseen the opening of Stage 2-4 of the Jetty4Shores Project, the completion of a new \$1.4m multi-purpose amenity building at Fitzroy Oval in Coffs Harbour’s CBD, the completion of \$6.5m upgrade works at Coffs Harbour Regional Airport, the opening of the West Coffs Park, the city centre revitalisation works under the City Centre Masterplan, the upgrade of the C.ox Coffs International Stadium, hosting major events such as the Elton John concerts and Sydney Sixers, and significant progress on the design of Cultural and Civic Space.

A number of these projects will continue in year fifth of the Delivery Program and some new items have been added into the program. Some of the priorities are the Airport Enterprise Park, a Sandy Beach Youth Space, the construction of the Wiigulga Sports Complex, the Cultural and Civic Space project, continuation of the ‘Whale Trail’, the Woolgoolga intersection at West Woolgoolga / Newmans Road, a new intersection at Centenary Drive Woolgoolga, a road upgrade at Hulberts Road Sawtell, the addition of a signalised pedestrian crossing on Harbour Drive, the design of the Hogbin Drive / Christmas Bells Road intersection in Coffs Harbour, 11 bridge renewals and some service relocations in preparation for the Coffs Harbour Bypass.

One of the key issues to emerge in the review of the whole local government sector in recent years has been the need for a long range focus on asset renewal. Councils manage a huge inventory of public infrastructure – much of it ageing – which demands an increasing share of resources to operate and maintain. Establishing the financial and operational sustainability to address this task is critical for any organisation. It’s a challenge that Coffs Harbour City Council has met through its ongoing internal business transformation program and through an approved special rate variation strategy to bridge an asset renewal funding gap. The organisation is now positioned to manage the City’s infrastructure with confidence for years to come.

Through this Delivery Program, the entire Council workforce – elected representatives, staff and volunteers – is building on the good work of the past to enhance Coffs Harbour’s reputation as one of the most desirable addresses in the world.

INTEGRATED PLANNING AND REPORTING

The Delivery Program sets out Council's commitments towards achieving the objectives of the *MyCoffs* Community Strategic Plan during its term in office. It details the broad goals and principal activities that Council will pursue in addressing the *MyCoffs* Community Strategic Plan objectives and strategies, and includes financial estimates and performance indicators. The Delivery Program was adopted by Council in June 2017. The original four-year Delivery Program has been extended to a five-year plan to reflect the current Council's term as a result of the local government elections being deferred by 12 months in response to COVID-19. This Delivery Program updates the original Program for the remaining year of its lifespan. A new Delivery Program will be developed by the incoming Council following the 2021 local government election, with its adoption by 30 June 2022.

To ensure that Council can continue to deliver the commitments of the Delivery Program, Council has reviewed its Resourcing Strategy, comprising a Long-Term Financial Plan, Asset Management Strategy and Workforce Management Strategy. The Resourcing Strategy ensures Council is positioned to achieve the objectives it has set for itself.

The 2021-22 Operational Plan is a subsidiary of this Delivery Program, and details specific projects and actions to be undertaken during the 2021-22 financial year to achieve the Delivery Program's commitments.

(More information about the Integrated Planning and Reporting Framework is available at Appendix E on page 61).

HOW TO READ THE 2017-2022 DELIVERY PROGRAM (YEAR 5) AND 2021-22 OPERATIONAL PLAN

Council's Delivery Program is structured by the Groups and Commercial Business Units that make up Council's structure. The deliverables proposed for the period are aligned with the objectives and strategies of the *MyCoffs* Community Strategic Plan (CSP).

The Operational Plan, which is structured in the same way as the Delivery Program, details the projects and ongoing tasks that Council will implement during the year. Progress on the implementation of Council's Delivery Program via the Operational Plans is reported to the community on a six-monthly basis.

The alpha-numeric codes next to the actions outlined in the Delivery Program are a unique code for that activity. Business as usual actions starts with a B, Metrics start with an M, Projects start with a P.

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COUNCIL'S STRATEGIC PRIORITIES

The MyCoffs Community Strategic Plan community vision is 'connected - sustainable - thriving'.

The *MyCoffs* Community Strategic Plan is a whole-of-community plan that sets out the long-term aspirations of the Coffs Harbour community. It reflects where we want to be in ten years and is the key reference point for decision-making impacting Coffs Harbour during this period.

The successful implementation of the *MyCoffs* Community Strategic Plan requires the involvement of all three tiers of government, and many non-government and community agencies. Council is committed to play its part in the delivery of the priorities identified through the *MyCoffs* Community Strategic Plan.

Connected

'We love having a vibrant and inclusive place.'

'We love that our leaders give us confidence in the future.'

The Coffs Harbour Local Government Area (LGA) is a diverse city with many settlements ranging from Coffs Harbour itself to beach villages and hinterland towns. The Coffs Harbour LGA also has a history of migration with the population now comprising many cultures which enrich community life. The demographic profile of the City is, as in much of Australia, changing as the population ages.

The diverse nature of the Coffs Harbour LGA makes it vibrant and provides for different lifestyle choices, and it is rich in Gumbaynggirr history. Council is working with the community to build a sense of place for its settlements and also bring to life precincts such as the City Centre, Jetty Foreshores and Woolgoolga Town Centre.

Engaging with the community is essential to ensure that Council's services are fit for purpose and responsive to community needs. This also means that Council's communications need to be clear and easily understood, so feedback can be provided by the community to inform Council decision-making.

An engaged and high-performing workforce is also critical for Council to achieve its goals. Developing workforce capacity and capability is therefore an essential part of realising the best from our people.

Sustainable

'We love having liveable neighbourhoods with a defined identity.'

'We love that our natural environment is sustained for the future.'

'We love that we have effective use of public resources.'

The community values the sub-tropical coastal and hinterland environments of the Coffs Harbour LGA. Council continues to operate a number of programs to protect and enhance the natural environment, and also takes this into account when designing enhancements to the public realm.

Council maintains \$2 billion in community infrastructure including roads, water, sewer, drainage, buildings and open spaces to enable the delivery of essential services to the community. The ongoing renewal and maintenance of this extensive asset base is necessary in order for Council to continue to deliver services to future generations.

COUNCIL'S STRATEGIC PRIORITIES *Continued*

Council provides many other essential services like planning and development, community and cultural services, economic and tourism development, compliance and enforcement, and corporate and governance services. Council is committed to at least maintaining levels of service for all its core services and also ensuring they are capable of supporting a growing community.

Council has worked hard to become financially sustainable and this effort continues through ongoing business improvement, budget discipline and service review. Technology and systems advancement enables much of the business improvement work.

Thriving

'We love having a thriving and sustainable local economy.'

'We love that our community is achieving its potential.'

'We love having an active, safe and healthy community.'

The Coffs Harbour LGA is a growing city and is identified in the North Coast Regional Plan as one of NSW's regional cities. As such, Coffs Harbour has strategic importance to NSW for economic and community development. This is demonstrated by investment activities occurring across the city, including:

- The Federal and State Governments are investing \$1.3 to \$1.5 billion in the Coffs Harbour bypass and upgrades to the Pacific Highway north and south of the city to provide efficient and safe road transport links.
- The State Government is investing in upgrading and expanding the health and education campuses to ensure they are capable of delivering current and expanded services for a growing population.
- The Federal and State Governments and Council are investing in the Coffs Coast Sport and Leisure Park Precinct to provide enhanced sporting and spectator opportunities.
- Council's Cultural and Civic Space Project plans to provide contemporary cultural facilities at a regional city scale which also activate the heart of the City.

Together, these investments will enable Coffs Harbour City to grow and for the community to thrive. There are also many other smaller initiatives and projects that Council will implement to help the Coffs Harbour LGA thrive.

Council's Priorities

The *MyCoffs* Community Strategic Plan is structured by four themes covering eight objectives. Council's priorities during the five-year Delivery Program period, including the specific programs and projects committed to for the achievement of the strategic objectives, are detailed further in this document.

COUNCIL'S STRATEGIC PRIORITIES *Continued*

Council's major areas of focus, its 'strategic priorities', arise from the Community Strategic Plan. Council will:

1. Advocate for the best Coffs Harbour bypass
2. Implement the City Centre Masterplan, including investing in the Cultural and Civic Space Project
3. Develop a framework for place-making and implement enhanced precinct planning
4. Invest in sport through the Coffs Coast Sport and Leisure Park
5. Invest in tourism and the community through the redevelopment of the Jetty Foreshores
6. Stimulate economic development through the development of the Airport Enterprise Park.

These strategic priorities will be pursued, while at the same time Council commits to:

- Protecting the environment
- Building a connected and inclusive community
- Maintaining current service levels and assets
- Maintaining Council's financial sustainability.

Council's vision is 'Committed to the pursuit of excellence'.

This vision sums up Council's aspiration for how we serve the community. We pursue excellence in all we do in the delivery of day-to-day services and in the implementation of initiatives and projects to make Coffs Harbour connected, sustainable and thriving.

Council's values are innovation, customer-centric, empowerment, collaboration and accountability.

These values drive the way we behave and work with each other within Council and with the community in everything we do.

Key corporate initiatives that enable and support Council in the delivery of its services and strategic priorities are:

1. Leading and developing our people to build organisational capacity
2. Continuing development of Council's customer service culture
3. Business improvement to streamline processes and provide online access to information
4. Information technology upgrades to provide access to software and tools on any device, anywhere and anytime
5. Improved monitoring and reporting of Council projects and services to ensure desired outcomes are achieved.

Council also operates four business units: CitySmart Solutions, Coastal Works, Coffs Coast Holiday Parks and the Coffs Harbour Laboratory, and also monitors the Coffs Harbour Airport lease. Council has moved to manage these units within a commercial hub and to support their growth and development. Their dividends are returned to Council, supplementing traditional rate income and grants, while developing opportunities and innovation in the Coffs Harbour LGA's community.

ASSUMPTIONS THAT INFORM THE 2017-2022 DELIVERY PROGRAM (YEAR 5)**Community Expectations**

In recent years, community engagement - particularly in relation to Council's service levels and financial sustainability strategies - has provided guidance on what the community wants for its future and what its priorities are. The *MyCoffs* community engagement process, undertaken in 2016 and 2017, formalised this consultation with a broader focus to develop the Community Strategic Plan. In 2022, Council will again engage with the community to provide an update on the delivery of the key strategic priority areas and to talk to the community to confirm the focus areas outlined in the *MyCoffs* Community Strategic Plan are still the most important.

The 2017-2022 Delivery Program (Year 5) encompasses Council's ongoing response to the community's expectations and strategies set out in the endorsed Community Strategic Plan.

Addressing the Funding Challenge

The 2017-2022 Delivery Program (Year 5) is based on an asset service level described as "Sustainable" in Council's Long-Term Financial Plan.

Council received approval for Special Rate Variations from 2014-17 (the 'Funding Our Future' program) to generate additional funding to bridge an annual General Fund shortfall for infrastructure maintenance and renewal.

The flood levy initiated in 2010 finished on 30 June 2020.

Infrastructure Construction and Maintenance Group

What Council Delivers

Provision of a safe and trafficable road, footpath, cycle way and bridge network

Provide safe and functional open spaces for recreational and environmental purposes

Maintenance and operation of services in the provision of drinking water and waste water facilities

Planning and implementation of public space cleaning programs

Provision of construction and maintenance services to Council and external clients

Responsible Officer - Group Leader Infrastructure Construction and Maintenance

Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i>
Liveable neighbourhoods with a defined identity	<i>We create liveable spaces that are beautiful and appealing</i>
A natural environment sustained for future generations	<i>We protect the diversity of our natural environment</i>
We have effective use of public resources	<i>We use resources responsibly to support a safe and stable climate</i>
	<i>We effectively manage the planning and provision of regional public services and infrastructure</i>
	<i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

Infrastructure Construction and Maintenance Group *Continued*

Continuing Activities

- Construction and maintenance of Council transport infrastructure such as roads, footpaths, board walks, cycle ways and bridges
- Maintenance of Council playgrounds, play parks, reserves and bushland
- Compliance with Australian drink water guidelines
- Maintenance of water reticulation system
- Maintenance of sewerage network
- EPA sewer licence compliance
- Public space cleaning
- Maintenance of public gardens
- Professional burial services at Council cemeteries
- Maintenance and development of the Botanic Gardens
- Ensuring playground equipment is serviceable

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
Increase planned maintenance and decrease reactionary maintenance through a collaborative approach to the prioritisation, planning, scheduling, allocation and closing out of all maintenance works	✓	✓	✓	✓	✓
P1269: Operational Depot Strategy – <i>subject to funding</i>				✓	✓
P1381: Pacific Highway Bypass service relocations				✓	✓

Infrastructure Construction and Maintenance Group *Continued*

Key Measures of Success

Description
An increase in planned maintenance works offset by a reduction in reactionary maintenance works
Environment Protection Authority sewer licence compliance
Customer satisfaction with maintenance of sealed and unsealed roads
Customer satisfaction with cleaning and maintenance of public toilets
Customer satisfaction with maintenance of bridges
Customer satisfaction with cleanliness of streets
Customer satisfaction with parks, reserves and playgrounds

Infrastructure Construction and Maintenance Group *Continued*

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Infrastructure Construction and Maintenance</i>	-78,000	-87,689	78,000	1,273,445	-18,000	-68,539	18,000	1,503,112
<i>Drainage infrastructure maintenance</i>	-	-	-	302,400	-	-	-	305,700
<i>Parking infrastructure maintenance</i>	-	-	-	494,300	-	-	-	509,170
<i>Footpaths, Cycle ways and Bus Shelters infrastructure maintenance</i>	-	-	-	1,266,740	-	-19,400	-	1,819,750
<i>Bridges, Jetty Structure and Boat Ramp infrastructure maintenance</i>	-	-	-	1,005,770	-	-	-	1,566,530
<i>Roads infrastructure maintenance</i>	-	-1,413,930	-	20,055,797	-	-1,379,660	-	16,501,624
<i>Open Space maintenance</i>	-	-847,740	-	7,478,182	-	-1,468,247	-	8,150,583
<i>Water treatment, and infrastructure maintenance</i>	-	-23,459,528	6,438,984	20,015,057	-	-24,113,524	5,995,361	20,100,131
<i>Sewer treatment, and infrastructure maintenance</i>	-	-32,884,699	7,803,651	27,457,213	-	-34,494,992	7,410,515	28,220,436
<i>Pumping Stations and Telemetry Operating</i>	-	-55,000	-	3,329,688	-	-	-	3,356,645
<i>Quarries</i>	-	-15,000	-	15,000	-	-15,000	-	15,000

City Prosperity Group

What Council Delivers

Encourage job creation through programs in investment attraction, entrepreneurial development, sector development in agri-food and digital (or identified sector development), and advocacy with government and industry partners for infrastructure investment

Driving the visitor economy through destination development, management and marketing for Coffs Coast, working collaboratively with the industry-led Destination Coffs Coast Committee and stakeholders

Provide and manage the C.ex Coffs International Stadium as a sporting facility capable of hosting elite sporting events that deliver significant economic impact and local community benefits to the Coffs Harbour area

Facilitate major events, champion event infrastructure improvement, and build the capacity of the area and stakeholders to deliver a year-round diverse calendar of events

Plan local sport infrastructure and build the capacity of local sport organisations to grow in our area

Responsible Officer - Group Leader City Prosperity

Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We support our community to lead healthy and active lives</i>
A Thriving and Sustainable Local Economy	<i>We champion business, innovation and technology to stimulate economic growth and local jobs</i>
A Community Achieving its Potential	<i>We attract people to work, live and visit in Coffs Harbour</i>
We have effective use of public resources	<i>We are best prepared to exploit opportunities now and in the future</i>
	<i>We effectively manage the planning and provision of regional public services and infrastructure</i>
	<i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

City Prosperity Group *Continued*

Continuing Activities

- Facilitate business networking, capacity building, recognition, information and advocacy via 6 Degrees and other innovation programs, regular education and training seminars
- Develop, implement and monitor entrepreneurial events with special focus on digital technology, agri-food and tourism and related sectors
- Deliver destination marketing and industry engagement campaigns, and visitor services
- Manage the Stadium and Leisure Park Precinct to elite sport standards, and actively attract and grow (stadium) events
- Maintain Council-managed sports grounds and infrastructure for community sport usage
- Deliver a ‘One Stop Event Shop’ service for event organisers, including tools and resources to build event and region capacity
- Deliver and contribute to the organisation of Major and Civic Events

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0405: Support the QueensBaton Relay	✓	✓			
P0407: Undertake Indoor Sports Provision Feasibility Study	✓				
P0423: Provisional new C.ex International Stadium Carpark	✓				
P0465: C.ex International Stadium EPIC Grandstand expansion project	✓	✓	✓		
P0982: Coffs Coast Sport and Leisure Park Precinct Master Plan and Plan of Management		✓	✓		
P1187: Coffs Coast Regional Sports Hub – Stage 2		✓	✓	✓	✓
P1188: Coffs Coast Regional Sports Hub – Stage 3 – <i>subject to funding.</i>			✓	✓	✓
P1263: Highway Bypass – business preparedness			✓	✓	✓
P1264: Completion of a Visitor Satisfaction and profile survey			✓	✓	✓
P1315: Wiigulga Sports Complex detailed design			✓	✓	

City Prosperity Group *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1369: Economic Development, Tourism and Event Strategies – review and update					✓
Deliver Sports Facility Plan priority projects including:	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • P0410: Tennis Facility Strategic and Business Plans • P0840: Toormina Oval amenity block • P0982: Coffs Coast Sport and Leisure Park 1 and 2 permanent canteen and storage • P1181: Sawtell/Toormina Rugby Union amenity block upgrade • P1182: Clive Joass Memorial Sports Park Woolgoolga carpark • P1304: Centennial Oval Woolgoolga installation of drop in cricket pitch • P1322: Regional Athletics Centre Site Selection • P1367: Wiiigulga Sport Complex construction • P1368: Sports Facility Plan 2020/21 – 5 year review – <i>subject to funding</i> 					
Sporting infrastructure works (section 7.11):		✓	✓	✓	✓
<ul style="list-style-type: none"> • P1126: Digital switching for Forsyth Park (McLean Street) • P1127: Toormina oval lighting • P1128: Polwarth Drive oval lighting • P1131 Coramba Recreation Field Reserve Drainage • P1203: Digital switching for Fitzroy Oval • P1303: Toormina Sports Complex Criterium Track upgrade 					
B1180: Develop and deliver place/precinct management	✓	✓	✓	✓	✓

City Prosperity Group *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0473: Implement the Economic Strategy action plan:		✓	✓	✓	✓
<ul style="list-style-type: none"> • Deliver new agri-food strategy • Development of investment attraction prospectus and campaigns • Advocacy for local education and training provision alignment with local skill gaps and employment needs 					
B0487: Implement the Coffs Coast Tourism Strategic Plan (in relation to visitors):	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • Destination marketing campaigns • Visitor services • Trade and industry • Wayfinding and Visitor Signage • Wi-fi Extension - Sawtell and Woolgoolga 					
B0487: Implement the Coffs Coast Tourism Strategic Plan (in relation to tourism business):		✓	✓	✓	✓
<ul style="list-style-type: none"> • Indigenous product development • Service quality training packages • Destination Research Program • Industry and Young Professional Awards • Visitor Accommodation and Experience Audit • Nature based product development • Nature based Tourism Strategy • Develop international self-drive campaign • Business levy consultation • Visitor Economy Risk Management Plan • Cycling Tourism soft infrastructure development • Brand review 					

Note: The delivery of these projects within the period is provisional on the future availability of funding.

City Prosperity Group *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0024: Implementation of the Event Strategy	✓	✓	✓	✓	✓
B0469: Event Strategy – Capacity Building	✓	✓	✓	✓	✓
B0470: Annual Tourism Visitation				✓	✓
B0723: Develop the Agri-food sector				✓	✓
B0724: Sports Facility Management				✓	✓
B0725: Sport Development				✓	✓
B0726: Stadium Management				✓	✓
B1323: Investigate "smart city" opportunities	✓	✓	✓	✓	
B1324: Investigate and facilitate outcomes aligning with the Regional City Action Plan					✓
B1494: Sport Facility Development					✓
B1496: New Business start-ups					✓
B1497: Delivery, support and/or promotion of major events					✓

City Prosperity Group *Continued*

Key Measures of Success

Description
Number of Entrepreneur start-ups
Major events return on investment
Annual Tourism Visitation numbers
Sport infrastructure usage
Customer satisfaction with sporting facilities
Customer satisfaction with creation/attraction of cultural and sporting events
Customer satisfaction with tourism marketing
Customer satisfaction with economic development

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Industry and Destination Development</i>	-	233,189	-	1,802,973	-	152,187	-	1,762,191
<i>Events</i>	10,898,192	164,639	10,898,192	2,282,587	-	165,806	-	2,363,702
<i>International Stadium</i>	90,000	638,500	246,918	1,682,441	-	722,350	166,460	1,949,354
<i>Local Sport</i>	6,744,569	148,000	6,779,569	724,950	16,386,006	88,000	16,468,599	763,913

Community and Cultural Services Group

What Council Delivers

Develop and deliver sustainable living and community capacity building and behaviour change programs

Manage lifeguard patrols, after hours/on call response to aquatic rescues, and deliver beach safety education

Advance regional, local and corporate sustainability

Facilitate the alignment of Council's strategic objectives with its operational activities, and provide regular and meaningful performance monitoring to support more informed decision-making

Undertake community engagement and planning that fosters a collaborative approach to priority setting, service design, and resource allocation with Council's stakeholders

Implement Council's cultural policy and associated plans

Manage Council's community and cultural facilities and services (including Jetty Memorial Theatre, Community Village and Cavanbah Centre, Community Halls, Regional Museum, Regional Gallery)

Develop and deliver community and cultural celebration and awareness events

Provide public library services via Council's library network, and deliver public learning programs

Responsible Officer - Group Leader Community and Cultural Services

Community and Cultural Services *Continued*

Community Strategic Plan objectives addressed

Objective	Strategy
A vibrant and inclusive place	<i>We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area</i> <i>We foster a sense of community, belonging, and diversity</i> <i>We enrich community life through local art and cultural endeavour</i>
An active, safe and healthy community	<i>We support our community to lead active lives</i> <i>We facilitate positive ageing</i> <i>We cultivate a safe community</i>
A natural environment sustained for the future	<i>We protect the diversity of our natural environment</i> <i>We use resources responsibly to support a safe and stable climate</i>
Our leaders give us confidence in the future	<i>We foster informed and inspired leadership in our community</i> <i>We undertake effective engagement and are informed</i>
We have effective use of public resources	<i>We effectively manage the planning and provision of regional public services and infrastructure</i> <i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

Continuing Activities

- Management of Council’s Library facilities, including lending services, reference, community information, public facilities and computers, programs and events and the development of library collections
- Planning and implementation of Jetty Memorial Theatre business plan including performance, cinema, education and information programs and venue hire
- Planning and implementation of Regional Museum exhibition, education, information and research programs, and development of the museum and local studies collection
- Planning and implementation of Regional Gallery exhibition, performance, education and information programs and development of Council’s art collection
- Planning and implementation of Creative Coffs – 2017-2022 Cultural Strategic Plan, facilitating the Cultural Reference Group and cultural grants and development activities
- Planning and implementation of Sustainable Living community education and behaviour change programs
- Management of Council’s community and cultural facilities - including the Community Village, Cavanbah Centre and s355 venues, and support their volunteer s355 facility management committees

Community and Cultural Services *Continued*

- Management of Council’s Lifeguard Service including management of patrolled beaches for all users, after hours/on call response to aquatic emergencies and delivering beach safety education and awareness programs
- Planning and delivering Community Safety programs and events
- Delivering and supporting corporate sustainability initiatives including monitoring the implementation of Council’s Renewable Energy and Emissions Reduction Plan (REERP) targets
- Delivering and supporting community engagement, capacity building initiatives and community planning including facilitation of Council’s Yandaarra Aboriginal, Multicultural and Access Committees.
- Delivering corporate planning and reporting functions

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0018: Re-launch CoffsConnect online channels and implement new community engagement online platform	✓				
P0047: Implement a community engagement platform (moved from Business Services)	✓				
P0121: 2020/21 State of Environment Report	✓	✓	✓	✓	✓
P0132: Develop a Lifeguard Service Strategic Plan	✓	✓	✓		
P0399: Develop an Aboriginal and Torres Strait Islander Awareness and Understanding Strategy	✓	✓	✓	✓	
P0400: Undertake youth needs analysis and ongoing engagement	✓	✓	✓	✓	✓
P0403: Develop and implement the REERP Action Plan and coordinate the Sustainability Advisory Committee				✓	✓
P0432: Develop a Community and Cultural Facility Plan (includes detailed S7:11 planning for Community Facilities in Growth Areas)	✓	✓	✓	✓	
P0511: Undertake advocacy for reduced use of non-biodegradable plastic bags in our community	✓	✓			

Community and Cultural Services *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0512: Develop an Ageing Strategy	✓	✓	✓	✓	
P0513: Develop Social Inclusion Policy Statements	✓	✓	✓		
P0800: Electric car charge point research project	✓	✓			
P0880: Clarify a) need, issues and options and b) feasibility for a Performance Space – <i>subject to funding</i>	✓	✓	✓	✓	✓
P0939: Community Facility Activation upgrades		✓			
P1285: Creative Coffs Library, Gallery and Museum Strategic Programs	✓	✓	✓		
P1335: Jetty Memorial Theatre Expansion Project – <i>subject to funding</i>				✓	✓
P1341: Prepare the End of Term Report and conduct the MyCoffs Community Strategic Plan review				✓	✓
P1434: Review Community Participation and Engagement Plan				✓	
P1436: Coordinate Sustainability Advisory Committee				✓	✓
P1437: Co-ordinate the Bushfire Recovery Plan and Program				✓	✓
P1446: Implement the Positive Ageing Strategy 2020-2024				✓	✓
P1458: Coordinate the Positive Ageing Strategy Committee					✓
P1483: Develop a new Disability Inclusion Action Plan 2022-2026					✓
P1531: Develop a Youth Strategy and Policy					✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					20

Community and Cultural Services *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0014: Administer the Community Capital Infrastructure Grant and Council Donations Programs	✓	✓	✓	✓	✓
B0070: Monitor the implementation of Council’s Renewable Energy and Emissions Reduction Plan	✓	✓	✓	✓	✓
B0071: Undertake Integrated Corporate Planning, Reporting and Monitoring	✓	✓	✓	✓	✓
B0132: Deliver community planning, events and capacity building initiatives (includes Council’s Yandaarra Aboriginal, Multicultural and Access Committees and related events/program s)	✓	✓	✓	✓	✓
B0198: Manage Council’s community venues and support facility management committees	✓	✓	✓	✓	✓
B0204: Deliver Community Sustainable Living Programs: <ul style="list-style-type: none"> • Nature Based Education Program • Make A Difference (MAD) Green Grants Program • Living Lightly Programs and Events • Continue ‘Our Living Coast’ initiatives Note: Some of these Programs are funded by the Environmental Levy and subject to fixed-term funding application review by the EL Committee.	✓	✓	✓	✓	✓
B0459: Implement Creative Coffs – Cultural Strategic Plan 2017-2022: <ul style="list-style-type: none"> • Walk together with the local Aboriginal community to honour, share and communicate their stories, heritage and culture • Facilitate creative industries and cultural tourism product development (in alignment with Tourism and Economic Development Strategies) • Continue to develop and maintain channels for increased community sharing of arts and cultural information and events • Continue Council's Arts and Cultural Grants Program • Actively develop audiences and engaging the wider community and visitors • Investigate partnerships and programs using the arts to improve health, in particular mental health and healthy ageing 	✓	✓	✓	✓	✓

Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

Community and Cultural Services *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
<ul style="list-style-type: none"> Investigate a cultural ambassador program and cultural schools network. Celebrate and promote our diverse/intercultural and refugee communities' stories, heritage and culture Enhance the library collection to minimum State Library standards Upgrade Regional Gallery collection storage space Deliver online cultural collection portal and websites/social media for Regional Gallery and Museum Implement a collection management software system to effectively manage and digitise museum and gallery collections 					
B0523: Monitor and update the Disability Inclusion Action Plan	✓	✓	✓	✓	✓
B0541: Prepare and implement a Community and Road Safety Plan	✓	✓	✓	✓	✓
B1190: Implement the Library, Museum and Gallery Strategy		✓	✓	✓	✓
B1359: Implement the Lifeguard Service Strategic Plan 2019-2024				✓	✓
B1450: Implement the JMT Strategic and Business Plans					✓
B1451: Implement the Community and Cultural Facilities Plan					✓
B1460: Coordinate Council's Community Engagement					✓
B1530: Support Refugee Sector Action Plan implementation					✓

Community and Cultural Services *Continued*

Key Measures of Success

Description
Jetty Memorial Theatre annual attendance numbers
Regional Art Gallery annual attendance numbers
Regional Museum annual attendance numbers
Library visitation per capita
Library collection growth per capita
Customer satisfaction with libraries
Customer satisfaction with lifeguards
Customer satisfaction with cultural facilities
Customer satisfaction with creation/attraction of cultural and sporting events
Council's CO2 emission reduction
Council's renewable energy usage

Community and Cultural Services *Continued*

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Community and Cultural Services</i>	-	-1,032,000	-	2,307,544	-	-56,250		1,383,459
<i>Library Services</i>	-59,468	-234,832	92,718	2,665,967	-59,468	-237,630	93,418	2,996,906
<i>Regional Gallery</i>	-95,000	-25,340	95,000	485,401	-95,000	-26,970	95,000	499,375
<i>Jetty Theatre</i>	-	-234,050	59,740	614,538	-	-248,549	60,940	633,889
<i>Museum</i>	-	-5,915	-	539,475	-	-50,390	-	570,927
<i>Community Venues</i>	-	-114,530	36,050	372,216	-	-100,950	31,800	364,402
<i>Cultural and Creative Industries</i>	-	-	-	138,892	-	-	-	141,179
<i>Lifeguard Services</i>	-10,000	-15,000	10,900	851,578	-116,000	-15,000	116,000	886,819
<i>Sustainable Living and Community Programs</i>	-	-106,090	-	425,177	-	-109,500	-	434,698
<i>Corporate Planning and Performance</i>	-	-25,000	-	348,858	-	-82,000	-	586,286
<i>Community Planning and Commissioning</i>	-	-42,700	-	865,299	-	-20,000	-	655,568
<i>Corporate Sustainability</i>	-	-353,975	-	477,589	-	-231,072	-	372,152

Strategic Asset Management Group

What Council Delivers

Manage and prepare infrastructure plans and implementation programs

Plan, program and undertake engineering design, survey, technical services and management of construction works

Provide waste planning, strategy, collection, processing, education and resource recovery and landfill disposal

Provide drinking water and sewer services to the community

Project manage flooding and coastal management infrastructure and asset projects

Responsible Officer - Group Leader Strategic Asset Management

Community Strategic Plan objectives addressed

Objective/s	Strategies
A vibrant, inclusive place	<i>We foster a sense of community, belonging, and diversity</i>
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i> <i>We cultivate a safe community</i>
Liveable neighbourhoods with a defined identity	<i>We create liveable spaces that are beautiful and appealing</i>
A natural environment sustained for the future	<i>We use resources responsibly to support a safe and stable climate</i>
We have effective use of public resources	<i>We effectively manage the planning and provision of regional public services and infrastructure</i> <i>We collaborate to achieve the best possible future for Coffs Harbour</i>

Strategic Asset Management *Continued*

Continuing Activities

- Manage infrastructure assets to achieve the desired level of service, ensure best whole of life cost and minimise risk
- Plan, program and undertake engineering design services
- Plan, design and manage the delivery of Council infrastructure projects
- Plan, program and undertake traffic management services
- Provide waste collection and transfer stations
- Provide landfill services for the disposal of residual material
- Process and recover materials to reduce waste to landfill
- Deliver Waste Education Program
- Abstract, store and treat water to NSW EPA and Health standards
- Provide public education, water efficiency, trade waste, technical support and compliance services for water and waste water infrastructure
- Provide sewer services

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0642 and P0833: Road upgrades: Toormina Rd, Waterloo St, Woolgoolga, Wharf St, Woolgoolga, Diamond Head Dr, Sandy Beach – road, footpath and kerb and gutter upgrade	✓	✓	✓		
P0667: Bus Stop Upgrades	✓	✓	✓	✓	✓
P0694: New District Park, West Coffs	✓	✓	✓		
P0666: Accelerate Footpath Program and Cycleway Plan rollout	✓	✓	✓	✓	
P0667: Bus Stop Upgrades		✓	✓	✓	✓
P0692: Implement Jetty Foreshores stages 2-4	✓	✓			
P0911: Brelsford Park upgrade - <i>subject to funding</i>		✓	✓	✓	✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					26

Strategic Asset Management *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1057: Roadworks Wharf St, Woolgoolga - works to facilitate holiday park entry relocation	✓	✓	✓		
P1084: Moonee Cycle ways		✓	✓	✓	
P1159: Melaleuca Bridge Woolgoolga				✓	✓
P1184: Coffs Creek Remediation Project (including development of a Coffs Creek Stormwater Management Operations Plan)		✓	✓	✓	
P1253: City Centre Masterplan - CBD CCTV Implementation		✓	✓	✓	
P1297: Emerald Beach Regional Park upgrade works		✓	✓	✓	
P1298: Sandy Beach Regional Park upgrade works – <i>project being delivered under the Regional Parks Program</i>		✓	✓	✓	
P1301: Coffs Creek Estuary Stabilisation Program - <i>subject to funding</i>		✓	✓	✓	✓
P1308: Implement the Woolgoolga WOW Masterplan – <i>will be reported under specific project from July 2021</i>		✓	✓	✓	
P1316: Woolgoolga Whale Trail – <i>subject to funding</i>			✓	✓	✓
P1343: Jetty Foreshores stage 5				✓	
P1372: Woolgoolga Beach Reserve				✓	
P1375: Riding Lane Upgrade – <i>subject to funding</i>				✓	✓
P1377: City Centre Masterplan works				✓	
P1382: Coffs Harbour Jetty Boat Ramp Precinct Upgrade				✓	
P1385: Gillibri Crescent, Sawtell playground				✓	

Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

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Strategic Asset Management *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1386: Nana Glen bypass water main				✓	✓
P1390: Sawtell Road Upgrade - Linden to Marion Place				✓	✓
P1391: Beryl St Coffs Harbour Footpath Stage 2				✓	
P1392: Hallgath Bridge Nana Glen				✓	✓
P1426: Englands Park Seawall Replacement				✓	
P1427: North Boambee Valley Detention Basin – <i>subject to funding</i>				✓	✓
P1429: Nana Glen public amenities – <i>subject to funding</i>				✓	✓
P1430: Woolgoolga Lakeside Walking Trail				✓	
P1431: Nana Glen Equestrian Earthworks				✓	✓
P1432: Woolgoolga Water Reclamation Plant Sludge Handling Facility				✓	✓
P1433: Hulberts Road rehabilitation from rail crossing to 18 th Avenue, Sawtell				✓	✓
P1507: NSIW / Centenary Drive Woolgoolga intersection					✓
P1508: Christmas Bells inter section – <i>subject to funding</i>					✓
P1509: Harbour Drive signalised pedestrian crossing					✓
P1513: Moonee Forest Cycle way					✓
P1514: Street Reconfiguration Project					✓
P1515: Boambee Creek footbridge – <i>subject to funding</i>					✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					28

Strategic Asset Management *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1517: Grosspollutant traps (GPT) water quality for Coffs Creek					✓
P1518: Sandy Beach Reserve Active Youth Space					✓
P1519: Solitary Islands Way Safety Barriers					✓
P1520: West Woolgoolga / Newmans Road, Woolgoolga inter section					✓
P1521: Clarence Street cycleway, Woolgoolga – <i>formerly known as the Green Spine project</i>					✓
P1532: Jetty Strip design					✓
B0025: Footpath, cycle ways and bus shelter works – <i>separated into specific actions from July 2018</i>	✓				
B0039: Accelerate the Public Amenities Program rollout	✓	✓	✓	✓	✓
B0042: Road Renewal and Upgrade Program	✓	✓	✓	✓	✓
B0055: Waste management operations	✓	✓	✓	✓	✓
B0075: City Centre Masterplan works	✓	✓	✓	✓	✓
B0079: Open Space and Public Realm Program	✓	✓	✓	✓	✓
B0083: Traffic Committee	✓	✓	✓	✓	✓
B0124: Asset condition assessments carried out in accordance with programs	✓	✓	✓	✓	✓
B0768: Building Works	✓	✓	✓	✓	
B0770: Flooding and Drainage infrastructure		✓	✓	✓	✓
B0790: Trade Waste administration	✓	✓	✓	✓	✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					29

Strategic Asset Management *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0985: Bridge renewals and upgrades		✓	✓	✓	✓
B0986: Sewer Infrastructure Program		✓	✓	✓	✓
B0988: Water Infrastructure Program		✓	✓	✓	✓
B1310: Footpaths and Cycle ways infrastructure			✓	✓	✓
B1389: Update Asset Management Plans				✓	✓

Key Measures of Success

Description
Asset Capitalisation
Waste Environmental Protection Authority scorecard
Water abstraction licence compliance
Customer Satisfaction with sewerage
Customer Satisfaction with water supply

Strategic Asset Management *Continued*

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Sustainable Infrastructure</i>	-260,000	-292,700	260,000	2,513,498	-260,000	-381,800	260,000	2,947,865
<i>Financial Sustainability</i>	-2,469,265	-7,057,526	8,027,771	1,449,020	-774,180	-7,198,677	6,494,857	1,478,000
<i>Community Facilities</i>	-	-2,190,454	633,600	372,028	-141,000	-2,229,723	781,650	369,842
<i>Jetty Foreshores</i>	-750,000	-273,638	980,003	466,235	-1,000,000	-273,502	1,240,419	464,135
<i>CBD Masterplan</i>	-	-	-	141,436	-	-839,578	76,107	155,000
<i>Open Space infrastructure</i>	-1,817,720	-	1,817,720	-	-2,198,131	-	2,198,131	-
<i>Roads infrastructure</i>	-3,006,567	-	5,588,946	1,712,666	-8,317,981	-	10,655,931	1,801,689
<i>Bridges and Jetty Structure infrastructure</i>	-305,967	-970,793	1,236,760	40,000	1,096,917	-990,209	2,087,126	-
<i>Footpaths, Cycle ways and Bus Shelters infrastructure</i>	-2,420,000	-	2,445,000	-	-2,310,000	-	2,335,000	-
<i>Parking infrastructure</i>	-	-	20,263	-	-	-	-	-
<i>Drainage infrastructure</i>	-3,216,666	-1,087,928	7,123,176	2,998,037	-239,594	-762,716	1,941,555	2,861,387
<i>Domestic Waste Service</i>	-	-22,306,436	150,000	22,532,257	-	-24,545,654	150,000	23,099,151
<i>Non-Domestic Waste Service</i>	-	-7,752,361	150,000	6,395,246	-	-8,021,393	150,000	7,169,960
<i>Water infrastructure</i>	-2,700,000	-396,800	9,559,000	1,119,243	-2,695,000	-427,300	9,290,000	1,582,693
<i>Sewer infrastructure</i>	-2,600,000	-41,600	8,726,000	1,494,337	-2,585,000	-42,700	8,390,000	1,587,675
<i>Project Design and Survey</i>	-	-206,600	26,200	1,810,230	-	-203,200	27,342	1,946,645
<i>Asset Strategies</i>	-	-213,059	-	1,525,031	-	-219,451	-	1,508,866
<i>Asset Project Delivery</i>	-	-283,300	-	1,224,569	-	-290,400	-	1,277,823

Sustainable Places Group

What Council Delivers

Identify where the urban areas within Coffs Harbour will grow, what rules will apply to growth, and what land is to be conserved

Regulatory compliance in accordance with statutory legislation and the public interest

Develop and implement Floodplain Management Plans, Coastal and Estuary Management Plans, and Stormwater Plans

Develop strategies to enhance the long term viability and sustainability of natural resources

Responsible Officer - Group Leader Sustainable Places

Community Strategic Plan objectives addressed

Objective	Strategy
A vibrant, inclusive place	<i>We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area</i>
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i>
A thriving and sustainable local economy	<i>We cultivate a safe community</i>
Liveable neighbourhoods with a defined identity	<i>We attract people to work, live and visit in the Coffs Harbour Local Government Area</i>
A natural environment sustained for the future	<i>We create liveable spaces that are beautiful and appealing</i>
We have effective use of public resources	<i>We undertake development that is environmentally, socially and economically responsible</i>
	<i>We protect the diversity of our natural environment</i>
	<i>We effectively manage the planning and provision of regional public services and infrastructure</i>
	<i>We collaborate to achieve the best possible future for Coffs Harbour</i>

Continuing Activities

- Development assessment and advice
- Develop statutory land use controls
- Develop and review masterplans, plans of management and open space plans
- Building certification
- Fire safety
- Contaminated land management
- Biodiversity management
- Monitor regulated premises
- Onsite Sewage System Management program
- Health programs, and health education
- Ranger Services (companion animals, parking and traffic control)

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0215, P0216, P0217 and P0218: Review and prepare a Local Growth Management Strategy:					
• Residential Lands and Urban Lands Chapters	✓	✓	✓	✓	
• Rural Lands Chapters	✓	✓	✓	✓	
• Large Lot Residential Chapter					
• Employment Chapter					
P0226: Finalise the Woolgoolga WOW Town Centre Masterplan	✓	✓			
P0235: Prepare a Planning Proposal and DCP Amendment for Coastal Hazards	✓	✓	✓	✓	✓
P0408: Complete Stage 2 of the Public Realm Strategy	✓	✓	✓	✓	✓
P0413: City Centre Masterplan - Brelsford Park Precinct Analysis and revised Masterplan	✓				
P0420: Continued participation in the Ecohealth Program	✓	✓	✓	✓	✓

Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

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Sustainable Places Group *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0496: City Centre Masterplan - CBD Heights and Built Form Analysis	✓				
P0500: City Centre Masterplan - Revise and update the Masterplan to incorporate latest adopted revisions to precinct plans			✓		
P0515: Develop a Place and Movement Strategy for Coffs Harbour		✓	✓	✓	✓
P0575: <i>City Centre Masterplan</i> - Library and Gallery Precinct Analysis Plan Implementation (Riding Lane and Gordon Street enhancements)	✓				
P0576: <i>City Centre Masterplan</i> - Loveable Laneways CBD Analysis	✓	✓			
P0577: <i>City Centre Masterplan</i> - Complete a City Centre Laneways Seed Fund Project for Public Art	✓				
P0873: Prepare the Corindi River, Pipe Clay Lake and Arrawarra Creek Coastal Management Program		✓		✓	✓
P0906: Review and update the Coffs Harbour City Koala Plan of Management – <i>subject to funding</i>		✓	✓		✓
P908: Prepare a Moonee Beach Precinct / Place Plan <i>Note: The project is on hold until funding is available. Start delayed until mid-2022.</i>		✓	✓	✓	
P0915: Prepare an Aboriginal Cultural Heritage Management Plan		✓	✓	✓	✓
P1294: Pacific Highway bypass of Coffs Harbour – Rejuvenation of existing highway corridor – Planning. <i>Note: The projected delivery of this project is provisional on NSW Government advice and the future availability of funding. Funding not expected until 2023.</i>			✓	✓	
P1383: Animal Pound Facility				✓	✓
P1410: Prepare the Darkum Creek, Woolgoolga Lake, Willis Creek, Hearnes Lake Coastal Management Program				✓	✓
P1440: Undertake Moonee Beach North New Estate Access Investigations - <i>subject to funding</i>				✓	✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					34

Sustainable Places Group *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1448: Implement the Orara River Rehabilitation Strategy					✓
B0026: Develop planning place-making strategies – <i>currently unfunded in 2021/22</i>		✓	✓	✓	✓
B0028: Implement land use based growth strategies	✓	✓	✓	✓	✓
B0030: Prepare amendments to Coffs Harbour DCP 2015	✓	✓	✓	✓	✓
B0050: Undertake flood and drainage studies	✓	✓	✓	✓	✓
B0135: Prepare planning proposals to amend LEP 2013	✓	✓	✓	✓	✓
B0477: Develop natural resource strategies	✓	✓	✓	✓	✓
B0483: Develop coastal and estuary strategies	✓	✓	✓	✓	✓
B0829: Process Development Applications received	✓	✓	✓	✓	✓
B0830: Process 'Fast track' Development Applications received	✓	✓	✓	✓	✓
B0831: Process Construction Certificates received	✓	✓	✓	✓	✓
B01420: Protect and enhance Public Health and Safety				✓	✓

Sustainable Places Group *Continued*

Key Measures of Success

Description
Improvement in the health of our waterways
Scheduled inspections completed
DA processing times
Construction certificate issued
Customer Satisfaction with DA processing
Customer Satisfaction with protection of the natural environment
Customer Satisfaction with enforcement of local building regulations
Customer Satisfaction with enforcement of pet regulations
Customer Satisfaction with flood management
Customer Satisfaction with coastal management

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Development Assessment</i>	-	-1,456,040	-	2,602,109	-	-1,734,180	-	2,791,314
<i>Sustainable Places</i>	-	-	-	485,672	-	-	-	483,850
<i>Local Planning</i>	-45,000	-639,757	45,000	2,433,297	-	-537,200	-	2,369,118
<i>Compliance and Regulatory Enforcement</i>	-	-728,160	1,154,000	1,985,770	-	-680,800	4,000	2,119,680
<i>Environmental and Public Health</i>	-	-842,578	-	1,002,926	-	-719,854	-	989,017

Enabling Business Services

What Council Delivers

Business Systems Group:

- Provide information and related technology support to the organisation

Responsible Officer – Group Leader Business Systems

Customer Services Group:

- Provide the best possible service for both internal and external customers with a focus on customer resolution at the first point of contact

Responsible Officer – Group Leader Customer Services

Financial Services and Logistics Group:

- Expenditure, revenue and corporate financial support services
- Facilitate plant management to assist Council to deliver cost-effective outcomes to the community
- Provision of goods, works and services via tenders or quotations
- Property portfolio management to support service delivery

Responsible Officer – Group Leader Financial Services and Logistics

Governance Group:

- Facilitate Council's compliance with legal and governance requirements, including risk and insurance

Responsible Officer – Group Leader Governance

Organisation Development Group:

- Work with our people to ensure a positive and productive work environment
- Effective approaches to workforce resourcing, learning and development, reward and recognition, performance management, safety, health and wellbeing
- Ensure that all people matters and decisions are undertaken through fairness, transparency, consistency, equity in opportunity and confidentiality

Responsible Officer - Group Leader Organisational Development

Business Improvement Group:

- Facilitation of activities associated with Council's continuous improvement program

Responsible Officer – Group Leader Business Improvement

Executive Management:

- Provide leadership and direction for Council in delivering outcomes for Coffs Harbour local government area
- Oversee the administration of Council as a transparent and responsible organisation
- Champion Coffs Harbour at Federal, State and Regional level

Responsible Officer – General Manager

Enabling Business Services *Continued*

Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We cultivate a safe community</i>
A Thriving and Sustainable Local Economy	<i>We attract people to work, live and visit in the Coffs Harbour local government area</i> <i>We foster informed and inspired leadership in our community</i>
Our leaders give us confidence in the future	<i>We collaborate to achieve the best possible future for Coffs Harbour</i> <i>We undertake effective engagement and are informed</i>
We have effective use of public resources	<i>We collaborate to achieve the best possible future for Coffs Harbour</i> <i>We effectively manage the planning and provision of regional public services and infrastructure'</i>
A natural environment sustained for future generations	<i>We protect the diversity of our natural environment</i>

Continuing Activities

- Co-ordinate the Cultural and Civic Space including central library, regional gallery and office accommodation
- Capture, maintain and analyse spatial information
- Computer hardware and software support and investigation
- Capture, manage, retain and dispose of corporate information
- Promote and market the policies, events, services, community engagement and programs of Council through the use of available media resources and provide a reactive media response and strategic media resource
- Maintain Council's profile through the regular use of media channels
- Promote and educate customers to use self-serve and online service platforms
- Co-ordinate Council's resources and attention to Council, LGA and regional emergency response planning and resourcing
- Payroll and accounting functions
- Leasing and Property Management - leasing of Council owned / managed land and buildings
- Commercial Property - Purchase / Disposal / Development / Advice in relation to Council property
- Maintain and repair Council buildings
- Provide public swimming pool facilities
- Coordinate the 2021 Local Government Election

Enabling Business Services *Continued*

- Undertake a program of audits and provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council
- Instil risk management principles across the organisation
- Administer and process all aspects of insurance (excluding worker’s compensation)
- Act as Public Officer, general governance services including, information access, complaints, legal services, delegations, policy/procedure
- Facilitate business improvement principles across the organisation

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
Enhance Council’s stakeholder communications, engagement and reporting: <ul style="list-style-type: none"> • Implement the Customer Services Strategy • Implement new Corporate Website • Enhance Coffs Connect • Enhanced reporting materials 	✓	✓	✓	✓	✓
P0003: Implement the Property Strategy	✓	✓	✓	✓	
P0020: Cultural and Civic Space design	✓	✓	✓	✓	✓
P0452: Undertake Asset class revaluation for water and sewer	✓	✓	✓	✓	✓
P0555: Develop a Volunteer Management and Support Strategy	✓	✓			
P0799: Undertake studies, concept designs, and preliminary budgets associated with cultural development at City Hill	✓	✓	✓	✓	✓
P0853: Update security system	✓	✓	✓	✓	✓
P0892: Complete the Local Government Performance Excellence Benchmarking Program			✓	✓	✓
P1226: New pools and facilities Sawtell and Woolgoolga – <i>subject to funding</i>			✓	✓	✓

Enabling Business Services *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P1230: Property Management System			✓	✓	✓
P1244: Crown Reserve Plans of Management			✓	✓	✓
P1247: Develop revised Workforce Management Strategy				✓	✓
P1257: Implement External Communications Strategy				✓	
P1258: Implement Internal Communications Strategy				✓	
P1259: Implement Information and Data Management Strategy				✓	✓
P1275: 2021 Local Government Election			✓	✓	✓
P1293: Pacific Highway bypass of Coffs Harbour – Impact assessment, advocacy and stakeholder collaboration	✓	✓	✓		
P1317: Redevelop the Botanic Gardens Glasshouse			✓	✓	✓
P1328: Councillor Induction Program			✓	✓	✓
P1355: Content Management System (CMS)				✓	✓
P1371: Provide CCTV access to NSW Police				✓	✓
P1438: COVID-19 Recovery Planning and Programs				✓	✓
P1447: Sportz Central upgrade				✓	✓
P1463: Review Property Strategy					✓
P1529: Cultural and Civic Space construction					✓
B0096: Manage the administration of the annual Environmental Levy Program	✓	✓	✓	✓	✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)				40	

Enabling Business Services *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0100: Manage the Developer Contributions Program	✓	✓	✓	✓	✓
B0114: Annual comparison of internal versus external plant hire costs	✓	✓	✓	✓	✓
B0134: Manage the preparation and audit of the annual financial statements	✓	✓	✓	✓	✓
B0187: Swimming Pools benchmarking annual survey	✓	✓	✓	✓	✓
B0815: Audit, Risk and Improvement Committee		✓	✓	✓	✓
B0855: Condition assess Council's buildings		✓	✓	✓	✓
B1302: Review Council's Revenue Policy	✓	✓			
B1325: Highway bypass - Impact assessment, advocacy and stakeholder collaboration				✓	✓
B1443: Implement Council's Property Strategy				✓	✓
B1462: Manage the provision of public swimming pools					✓

Key Measures of Success

Description
Customer satisfaction with the way Council handles customer requests and inquiries
Customer satisfaction with Council pools
Increase in online council e-newsletter subscriptions
Increase in corporate social media subscriptions
Compliance with legislative requirements in relation to key dates
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

Enabling Business Services *Continued*

Creditor accounts paid within business terms

Suppliers responsibility for 80% of spend

Outstanding Rates and Charges ratio

Enabling Business Services *Continued*

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Business Systems</i>	-	-5,855,934	1,021,966	4,812,365	-6,000	-5,916,937	1,131,300	5,312,224
<i>Customer Services</i>	-	-77,950	-	3,705,810	-	-60,350	-	3,855,794
<i>Financial Services and Logistics</i>	-6,034,607	-69,320,950	8,501,854	23,830,787	-7,750,070	-70,077,155	8,837,872	28,658,143
<i>Organisation Development</i>	-	-5,461,645	-	4,556,347	-	-5,827,847	-	4,493,445
<i>Executive Management</i>	-40,478,951	-72,000	40,445,701	4,841,120	-65,385,825	-60,575	66,947,706	5,757,244

Commercial Business Units

What Council Delivers

Coffs Harbour Airport:

- Monitor the airport lease and consult with the lessee to ensure the airport is managed and in line with approved plans and required reports are provided.

Director Business Services

CitySmart Solutions:

- Supply and develop network infrastructure and integrate new technology

Responsible Officer - Manager Telecommunications and New Technology

Coastal Works:

- Provision of a profitable civil contracting capacity to Council

Responsible Officer - Group Leader Infrastructure Construction and Maintenance

Coffs Harbour Laboratory:

- Operation of a NATA accredited laboratory

Responsible Officer - Manager Environmental Laboratory

Coffs Coast Holiday Parks:

- Operation of tourist accommodation, services, products and facilities in holiday parks
- Strategic management, leasing and licensing of Crown Reserves

Responsible Officer - Manager Holiday Parks and Reserves

Community Strategic Plan objectives addressed

Objective	Strategy
A thriving and sustainable local economy	We champion business, innovation and technology to stimulate economic growth and local jobs
Liveable neighbourhoods with a defined identity	We create liveable spaces that are beautiful and appealing
A natural environment sustained for the future	We protect the diversity of our natural environment
We have effective use of public resources	We effectively manage the planning and provision of regional public services and infrastructure We collaborate to achieve the best possible future for Coffs Harbour

Commercial Business Units *Continued*

Continuing Activities

- Tender and undertake civil contracting works
- Monitor the airport lease and consult with the lessee to ensure the airport is managed and in line with approved plans and required reports are provided
- Develop and supply switchboards, CCTV networks and fibre optic projects and services commercially
- Coffs Harbour Laboratory testing and calibration procedures
- Operate Coffs Coast holiday park accommodation, services, products and facilities
- Leasing and licensing of Crown Reserves

Key Areas of Focus 2017-2022

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
P0031 and P0032: Coffs Harbour Airport upgrade program	✓	✓			
P0587: Former Deep Sea Fishing Club Use – Long Term	✓	✓	✓	✓	✓
P0589: Woolgoolga Beach Reserve Community Infrastructure Improvement Program	✓	✓	✓	✓	
P1283: Coffs Harbour Enterprise Park			✓	✓	✓
<hr/>					
P1388: Airport Long Term Lease				✓	✓
<hr/>					
P1395: Park Beach Holiday Park – SE Precinct pool complex				✓	✓
P1524: Sawtell Beach and Park Beach Holiday Parks site upgrade					✓
P1527: Park Beach Holiday Park installation of moveable dwelling long term					✓
Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)					45

Commercial Business Units *Continued*

Focus	2017/18	2018/19	2019/20	2020/21	2021/22
B0062: Pursue opportunities for non-RPT revenue-generation at Coffs Harbour Airport	✓	✓	✓	✓	
B0068: Review Airport Strategic Plans	✓	✓	✓	✓	
B0086: Report on Laboratory productivity increases	✓	✓	✓	✓	✓
B0089: Laboratory annual customer survey	✓	✓	✓	✓	✓
B0090: Laboratory participation in National Association of Testing Authorities (NATA) audits	✓	✓	✓	✓	✓
B0091: Laboratory participation in National Association of Testing Authorities (NATA) proficiency rounds	✓	✓	✓	✓	✓
B0109: Coffs Coast Holiday Parks Sustainable Improvement Program	✓	✓	✓	✓	✓
B0110: Existing Reserve Plans of Management	✓	✓	✓	✓	✓

Key Measures of Success

Description
Profitability in accordance with the Holiday Park's Business Plan
Increase in room nights sold
Villa occupancy across all Council-run Holiday Parks
Site occupancy across all Council-run Holiday Parks

Commercial Business Units *Continued*

Financials

	2020/21 (\$)		2020/21 (\$)		2021/22 (\$)		2021/22 (\$)	
	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense	Capital Revenue	Operating Revenue	Capital Expense	Operating Expense
<i>Coffs Harbour Airport</i>	-3,000,000	-4,552,200	4,871,487	7,575,860	-10,500,000	-40,000	11,717,947	457,809
<i>CitySmart Solutions</i>	-	-3,535,819	-	3,503,606	-	-2,930,000	-	2,930,000
<i>Coastal Works – Private Works Construction</i>	-	-13,064,351	-	11,891,988	-	-20,057,400	-	17,629,203
<i>Coffs Harbour Laboratory</i>	-	-1,094,000	50,000	772,320	-	-1,009,100	50,000	829,480
<i>Coffs Coast Holiday Parks</i>	-800,000	-7,614,290	3,390,000	8,658,934	-	9,834,196	2,455,000	9,050,051

Coffs Harbour local government area (LGA) is on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of over 77,000, the LGA 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 LGA is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.



Council Executive

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

- Councillor Denise Knight, Mayor
- Councillor George Cecato, Deputy Mayor
- Councillor Michael Adendorff
- Councillor Paul Amos
- Councillor John Arkan
- Councillor Keith Rhoades
- Councillor Tegan Swan
- Councillor Sally Townley

(Note: Councillor Jan Strom resigned on 18 March 2019)



Back row from left: Councillors Keith Rhoades, Michael Adendorff, George Cecato (Deputy Mayor), John Arkan and Paul Amos. Front row: Councillors Sally Townley, Denise Knight (Mayor), and Tegan Swan.

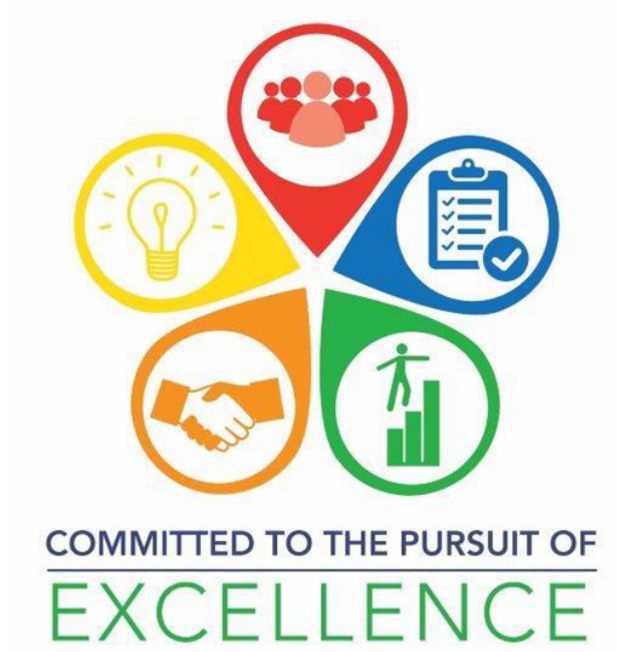
Council has four Senior Staff. They are:

- Steve McGrath - General Manager
- Andrew Beswick - Director, Business Services
- Chris Chapman - Director, Sustainable Communities
- Mick Raby - Director, Sustainable Infrastructure



From left: Chris Chapman, Steve McGrath, Andrew Beswick, Mick Raby.

Our Vision and Values



Council Vision:

Committed to the Pursuit of Excellence

To deliver excellent services that are desired and valued by our community, now and into the future.

Corporate Values

1. Innovation

We deliver excellence in our services through innovation.

2. Customer Centric

Our customers are at the heart of everything we do.

3. Collaboration

We work together to seek solutions both internally and externally.

4. Empowerment

We support our people and provide them the scope to deliver outcomes.

5. Accountability

We are transparent and responsible in all that we do.

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

Appendix A – Financial Estimates
2021/22 Financial Estimates

General Fund

The following result is projected for Council’s General Fund for 2021/22:

Year	Financial Estimate (\$)		Financial Estimate before Capital Revenue (\$)	
2020/21	38,909,000	Surplus	(8,096,000)	Deficit

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, S7:11 contributions, reserves, etc.

- 2021/22 Funding from Levies and Special Variations to General Income is detailed in Appendix B (page 52) of this Delivery Program.
- Annual Charges for 2021/22 are detailed in Appendix A (page 41) of the Operational Plan.

Water and Sewer Funds

Both the Water and Sewer Funds have undertaken substantial programs of capital works in recent years. These works have been essential to maintain the integrity of the infrastructure and liveability of our city. These programs have been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221m borrowed.

Water and Sewer charges have been held to reasonable increases in recent years, despite the significant loan repayments that require to be serviced. The Delivery Program provides for operating surpluses in the Sewer and Water Funds. Details are set out below:

Fund	Year	Financial Estimate (\$)	Result	Financial Estimate before Capital Revenue (\$)	Result
Water	2020/21	5,881,000	Surplus	3,186,000	Surplus
Sewer	2020/21	4,693,000	Surplus	2,108,000	Surplus

These surpluses are primarily due to reducing loan repayments along with growth in assessments and increased developer contributions.

Appendix A – Financial Estimates

Proposed Loan Borrowings for 2021/22

- On 25 February 2021, Council resolved to allocate an additional 4,245,000 in loan borrowings for the Cultural and Civic Space Project. This Council resolution brings the total external loan borrowings for the Cultural and Civic Space project to \$50,265,000 in 2021/22.
- Council resolved on 11 February 2021 to allocate an additional \$4,165,000 via external loan funding for the construction of the Wiigulga Sports Complex, an integrated sport and community facility, located on the northern western end of the township of Woolgoolga. The project is jointly funded by all three levels of Government.

Delivery Program Budgets

During the 2020/21 year, Council resolved to consider the following items within the 2021/22 Delivery Program which have not been included in the current draft Budget result:

1. SC20/74 – that Council consider during the preparation of the next updated Delivery Program 2021/22 the allocation of an annual amount of \$130,000 for the appointment of a 2 year fixed term Project Officer to undertake supportive monitoring of the intensive agricultural industry focused on proactive education and compliance activities.
2. SC20/76 – that Council consider the allocation of \$180,000 at the next quarterly review to commence implementation of the Community Resilience Program within the COVID-19 Pandemic Response and Recovery Plan.
3. SC21/07 – That Council prioritise Park Beach as the first Place Manual to be delivered in the Place Manual and Local Character Program and consider funding allocation of \$260,000 within the 2021/22 Council budget.
4. SC21/14 – That Council consider the allocation of funding for these two permanent museum exhibitions within Council's upcoming Delivery Program to provide a Quality Regional Museum Standard, with \$734,606 allocated within 2021/22 and \$1,151,719 allocated within 2022/23.

The full adopted Delivery Program Budgets 2021/22 can be accessed online at www.coffsharbour.nsw.gov.au

Printed copies are to be available in binders – with copies of the full suite of IPR documents – at Council's administrative centre and the branches of the library at Coffs Harbour, Woolgoolga and Toormina.

Appendix B – Allocation of Special Rate Variation and Levy Funds

2021/22 Funding from Levies and Special Variations to General Income

Over recent years, Council has secured NSW Government approval on a number of occasions for Special Rate Variations (SRVs) to generate funding for specified priority projects.

It is Council practice to identify SRV allocations each year in the Operational Plan and then account for SRV expenditure in the subsequent Annual Report.

2014/15 to 2016/17 “Financial Sustainability” Program

Council applied for a Special Rate Variation – to be phased in over three years - to help meet a \$6.2m shortfall in annual funding for asset maintenance and renewal to support the delivery of services desired by the community.

The Independent Pricing and Regulatory Tribunal (IPART) approved the SRV in two stages, the first year being 2014/15.

The approval was subject to the following conditions:

1. That Council uses the additional income for the purposes of funding the program of maintenance, rehabilitation and renewal of infrastructure.
2. Council reports in its Annual Report for the period 2014/15 to 2023/24 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.

In May 2015, IPART announced its approval of the remainder of the SRV package to be implemented in 2015/16 and 2016/17, with the following consent conditions:

1. The Council uses the additional income for the purposes of funding the proposed program of expenditure (Proposed Program) set out in Appendix A of “Coffs Harbour City Council’s application for a special variation for 2015-16”.
2. The Council reports in its Annual Report for each Year, from Year 2015-2016 to Year 2024-2025 (inclusive) on the following for that Year:
 - a. The program of expenditure that was actually funded;
 - b. Any significant differences between the Proposed Program and the program of expenditure that was actually funded and the reasons for those differences;
 - c. The outcomes achieved;
 - d. The Council’s actual revenue, expenses and operating balance;
 - e. Any significant differences between the Council’s actual revenue, expenses and operating balances and the revenues, expenses and operating balance forecasted in the Long Term Financial Plan and the reasons for those differences; and *Continued next page*

Appendix B – Allocation of Special Rate Variation and Levy Funds

Continued from previous page

f. Any corrective action taken, or to be taken, to address any differences reported.

Year	Approved SRV*
2014/15	7.90%
2015/16	8.14%
2016/17	7.75%

**Includes approved 'rate pegging' allowance*

The SRV package generates additional ordinary rate funds to address Council's annual General Fund infrastructure maintenance and renewal gap. The table on the following page shows the proposed allocation of works for these additional funds in 2020/21 across particular asset categories and expenditure. A two-year breakdown is detailed in the 2017-2022 Delivery Program (Year 5).

Appendix B – Allocation of Special Rate Variation and Levy Funds

Continued from previous page

“Financial Sustainability” Program	2021/22 (\$)
Local Road Rehabilitation Program	2,166,819
Other Transport Asset Works	
Kerbing Works	383,225
Car Park Works	182,000
Footpaths and Cycleway Works	104,740
Guard Rail Works	119,800
Other Transport Assets	264,000
Sub Total	1,053,765
Open Space Asset Works	
Fences and Access way Works	50,000
Playground Works	155,000
Vost Park Netball Court resurfacing	200,000
Skate Park Renewal	29,218
Macauleys Headland Viewing Desk Stage 1: Design	80,000
Park and Recreational Asset works	427,500
Sub Total	941,718
Building Renewal Works	
Woolgoolga and Sawtell swimming pool replacement	1,789,555
Botanic Gardens Glass Houses	543,000
Sub Total	2,332,555
Additional Asset Maintenance Expenditure	
Road Maintenance	684,670
Building Maintenance	576,010
Asset Management	217,320
Sub Total	1,478,000
Total “Financial Sustainability” Allocations	

Please Note: This is a preliminary program only based on preliminary surface investigation. Changes may be required subject to geotechnical investigation and further asset deterioration. These figures include \$543,000 of grant funds, \$66,765 in contributions and \$164,415 of unspent Special Rate funds from 2019/20.

Appendix B – Allocation of Special Rate Variation and Levy Funds

Environmental Levy for 2020/21

The Environmental Levy (a Special Rate) is calculated with a 'base amount' to raise approximately 47% 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.

	2021/22 (\$)
EL Grants Program	366,149
EL Grants Administration	64,000
EL Investigating Pesticide and Heavy Metal Distribution	41,200
EL Sustainable Living and Community Programs	109,500
EL Orara River	212,000
EL Management of Biodiversity	131,200
EL Coastal Hazard and Estuary Studies	40,000
EL Bushland Eradication	229,600
EL Management of Key Environmental Weeds	114,946
EL North Coast Regional Botanic Gardens Education Officer	21,900
EL Supporting Community Landcare Action	234,100
Sub Total	1,564,595

Please Note: These figures include \$100,000 contribution from the Water fund, grant funds, interest and the Environmental Levy Reserve.

Appendix B – Allocation of Special Rate Variation and Levy Funds

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 2010/11, to fund flood mitigation and drainage works. This SRV has now expired, however the Stormwater Management Service charge continues and will raise \$722,929 in 2020/21.

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 2013/14 by 5.43% to allow for the continuation of the CBD special rate for a further ten-year period. This additional revenue funds the ten-year City Centre capital works program which has been developed through the City Centre Masterplan to improve city streetscapes and upgrade car parking and pedestrian and traffic flows.

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 Office 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.*

On 11 February 2021 Council adopted not to recoup the 2020/21 Business City Centre Ordinary revenue previously deferred under the COVID-19 “Local Business Support Plan”. This resulted in a budgeted amount of \$806,092 in rates to be foregone.

	2021/22 (\$)
Total Special Rate Variation Revenue	823,121

Appendix C – Risk Management and Continuous Improvement

Risk Management

Coffs Harbour City Council has a Risk Maturity Plan which embeds risk registers into the early stages of the Group business planning cycle.

Using the Risk Management Framework, Governance Services works with each Group to identify risks as it develops its business plan and these are documented, with treatment plans. The risk identification process allows the delivery of a clear set of treatment plans for each Group to ensure its business strategies succeed.

Continuous Improvement

Coffs Harbour City Council is committed to the delivery of services to the community that are financially and operationally sustainable. Council's business improvement program supports the organisation to challenge the status quo and identify new and innovative ways to deliver services both internally and externally.

The business improvement program seeks to increase organisational change capability and employee commitment to continuous improvement in order to deliver improved service efficiency and ultimately improved customer satisfaction.

APPENDIX D – Community Engagement / Public Exhibition of documents

Community Engagement

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

Draft Fees and Charges 2021/22 were adopted by Council on 13 May 2021 and placed on public exhibition for 28 days (from Friday 14 May to Friday 11 June 2021). The draft documents were available for access on Council's website, with printed copies on display at Council's Administrative Centre and our three library branches.

The public exhibition process was promoted in the local media. All promotional material encouraged the community to consider the draft documents and provide feedback to Council.

Council considered all community submissions prior to the finalisation of the 2017-2022 Delivery Program (Year 5), 2021/22 Operational Plan, 2021/22 Delivery Program Budgets and Fees and Charges 2021/22 on 24 June 2021.

APPENDIX D – Community Engagement / Public Exhibition of documents

Rate Category Maps

NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2021 to 30 June 2022

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").

APPENDIX E – Integrated Planning and Reporting Framework

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Delivery Program and Operational Plan have been prepared by Coffs Harbour City Council under the Integrated Planning and Reporting (IPR) framework 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 by:

- integrating and streamlining statutory planning and reporting;
- strengthening strategic focus;
- aligning with national sustainability frameworks; and
- ensuring accountability and responsiveness to local communities.

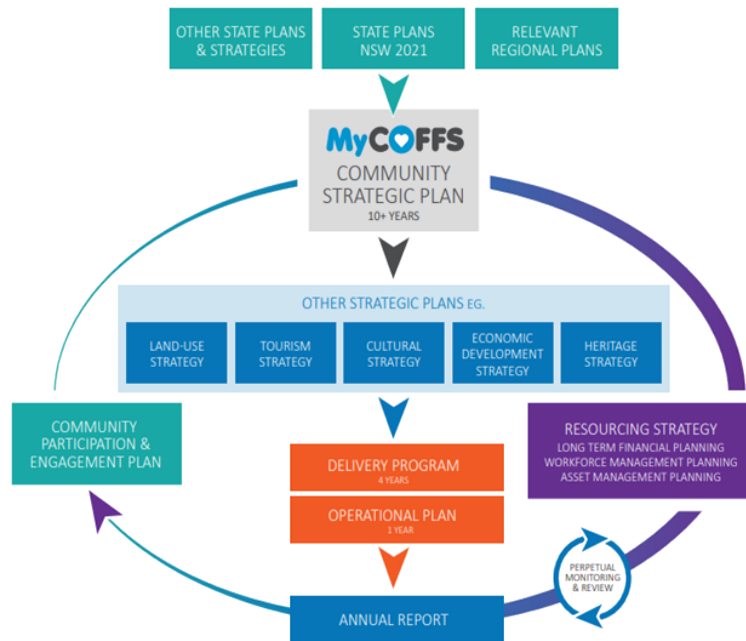
The framework requires the development, implementation and review of the following components:

- a Community Strategic Plan (CSP) – 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 are reviewed every year. Every four years (after each local government election), each council is required to review its Community Strategic Plan. Due to COVID-19, the current Delivery Program will run for five years through to 2022 due to the delay in the election to 2021.

APPENDIX E – Integrated Planning and Reporting Framework

INTEGRATED PLANNING AND REPORTING FRAMEWORK (continued)



For additional information on Integrated Planning and Reporting please see the Office of Local Government website: <https://www.olg.nsw.gov.au>

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Coffs Harbour City Council 2017-2022 Delivery Program (Year 5)

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APPENDIX E – Integrated Planning and Reporting Framework**INTEGRATED PLANNING AND REPORTING FRAMEWORK** *(continued)***Community Strategic Plan**

With extensive community consultation, Council adopted its first Community Strategic Plan – *Coffs Harbour 2030* – in 2009. The plan was reviewed following the 2012 council elections.

A comprehensive community engagement strategy was implemented following the 2016 election, identifying community aspirations and priorities for the local government area into the future. More information about the *MyCoffs Community Strategic Plan* can be viewed on Council's website. In 2022, Council will again engage with the community to provide an update on the delivery of the key strategic priority areas and to talk to the community to confirm the focus areas outlined in the *MyCoffs Community Strategic Plan* are still the most important to you.

Resourcing Strategy

Council is responsible for a range of activities aimed at helping to achieve objectives identified in the Community Strategic 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.

Delivery Program/Operational Plan

Each year, Council reviews its operations to ensure the organisation remains positioned to respond to the Community Strategic Plan. Over time, it will take many agencies – including the community itself – to turn the *MyCoffs Vision* into reality. Council is committed to making a substantial contribution to that process.

The Delivery Program is a 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.

Reporting

Council is required to regularly report on its progress in implementing its Delivery Program and Operational Plan. This reporting includes the provision of quarterly Budget Review Statements, progress reports every six months on Council's principal activities as detailed in the Delivery Program, and the tabling of an Annual Report within five months of the end of the financial year. The Annual Report must contain Council's audited financial statements and notes and any information required by legislation.



COFFS HARBOUR CITY COUNCIL
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www.coffsharbour.nsw.gov.au

COFFS HARBOUR CITY COUNCIL
DRAFT 2021/22 OPERATIONAL PLAN
(13 May 2021)



MyCOFFS

“connected – sustainable – thriving”

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Cover image: Mullaway Drive water main
November 2020

INTEGRATED PLANNING AND REPORTING

Integrated Planning and Reporting is the strategic planning framework set out in the *Local Government Act 1993*. The Delivery Program sets out Council's commitments towards achieving the objectives the MyCoffs Community Strategic Plan over the term of Council. It details the broad goals and principal activities that Council will pursue in addressing the MyCoffs objectives and strategies, and includes financial estimates and performance indicators. The four year Delivery Program was adopted by Council in June 2017. With COVID-19 occurring globally the 2020 local government elections were deferred for 12 months. The existing Delivery Program will now apply for a further twelve months and runs through to June 2022.

The 2017-2022 Delivery Program (Year 5) document reflects the current status and focus areas of Council's activities. Strategic and operational planning processes and intensive budgetary analysis will continue during 2021/22 to enable Council to develop strategies to help address the impacts of COVID-19, floods and bushfire recovery. The Delivery Program and Budgets will be reviewed regularly during 2021/22, with any necessary amendments and additions tabled with Council as part of the Quarterly Budget Review process. A Draft 2017-2022 Delivery Program (Year 5) was tabled at Council for consideration in May 2021, with adoption in June 2021. Once the election is conducted in September 2021, Council will commence its next cycle of Integrated Planning and Reporting and a new Delivery Program will be developed by the incoming Council for adoption by June 2022.

To ensure that Council can continue to deliver the commitments of the Delivery Program, Council has reviewed its Resourcing Strategy that comprises a Long-Term Financial Plan, Asset Management Strategy and Workforce Management Strategy. The overarching Resourcing Strategy ensures Council is positioned to achieve the objectives it has set for itself within the resources available.

The 2021/22 Operational Plan is a subsidiary of this Delivery Program, and details specific projects and actions to be undertaken during the 2021/22 financial year to achieve the Delivery Program's broad goals.

(More information about the Integrated Planning and Reporting Framework is available at Appendix E of the Delivery Program)

HOW TO READ THE 2017-2022 DELIVERY PROGRAM (YEAR 5) AND 2021/22 OPERATIONAL PLAN

Council's Delivery Program is set out by the Groups and Commercial Business Units that make up Council's structure. The deliverables proposed for the period are aligned with the objectives and strategies of the MyCoffs Community Strategic Plan (CSP).

The Operational Plan, which is structured in the same way as the Delivery Program, details the projects and ongoing tasks that Council will implement during the year. Progress on the implementation of Council's Operational Plan is reported to the community on a six-monthly basis.

The alpha-numeric code shown next to each action outlined in the Delivery Program and the Operational Plan is a unique code for that activity. Business as Usual (BAU) action codes start with a 'B', Metric codes start with an 'M', and Project codes start with a 'P'.

Infrastructure Construction and Maintenance Group

What Council Delivers

Provision of a safe and trafficable road, footpath, cycleway and bridge network

Provision of safe and functional open spaces for recreational and environmental purposes

Maintenance and operation of services in the provision of drinking water and waste water facilities

Planning and implementation of public space cleaning programs

Provision of construction and maintenance services to Council and external clients

Responsible Officer - Group Leader Infrastructure Construction and Maintenance

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i>
Liveable neighbourhoods with a defined identity	<i>We create liveable spaces that are beautiful and appealing</i>
A natural environment sustained for future generations	<i>We protect the diversity of our natural environment</i>
We have effective use of public resources	<i>We use resources responsibly to support a safe and stable climate</i> <i>We effectively manage the planning and provision of regional public services and infrastructure</i> <i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

Infrastructure Construction and Maintenance Group *Continued*

Continuing Activities

- Construction and maintenance of Council transport infrastructure such as roads, footpaths, cycle ways and bridges
- Maintenance of Council playgrounds, play parks, reserves and bushland
- Maintenance of water reticulation system
- Maintenance of sewerage network
- Public space cleaning
- Maintenance of public gardens
- Professional burial services at Council cemeteries
- Maintenance and development of the Botanic Gardens

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P1269: Operational Depot Strategy	<i>Group Leader Infrastructure Construction and Maintenance</i>	30/06/2022
P1381: Pacific Highway Bypass service relocations	<i>Group Leader Infrastructure Construction and Maintenance</i>	31/12/2022

Ongoing activity	Responsible Officer
B0045: Bridges, Jetty Structure and Boat Ramp Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B0151: Roads Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B0152: Water Infrastructure Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B0153: Sewer Infrastructure Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>

Infrastructure Construction and Maintenance Group *Continued*

Ongoing activity <i>Continued</i>	Responsible Officer
B0859: CBD Cleaning and Public Toilet Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B0860: Mowing Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B0861: Footpath, Cycleway and Bus Stop Maintenance Program	<i>Group Leader Infrastructure Construction and Maintenance</i>
B1183: Coastal Works Commercial Operations	<i>Group Leader Infrastructure Construction and Maintenance</i>
B1466: Compliance with Australian drink water guidelines	<i>Group Leader Infrastructure Construction and Maintenance</i>

Metric	Responsible Officer	2021/22 Target
M0044: Maintain and install signage and line-marking in accordance with Australian Standards	<i>Section Leader Roads and Open Space</i>	100%
M0060: The number of complaints received regarding street cleaning and public toilets	<i>Section Leader Roads and Open Space</i>	0
M0063: The number of bridges requiring unplanned action	<i>Section Leader Roads and Open Space</i>	0
M0069: The percentage of capital works orders completed that are issued by the Strategic Asset Management Group	<i>Group Leader Infrastructure Construction and Maintenance</i>	100%
M0070: The percentage of road network pavement that is defect free	<i>Section Leader Roads and Open Space</i>	97%
M0083: Maintain cemetery operation so that there are zero unresolved complaints	<i>Section Leader Roads and Open Space</i>	0
M0086: Maintain the number of "Friends of Parks" participants	<i>Maintenance Coordinator Recreational Spaces</i>	50

Infrastructure Construction and Maintenance Group *Continued*

Metric <i>Continued</i>	Responsible Officer	2021/22 Target
M0088: The percentage of the footpath/boardwalk network that is defect free	<i>Maintenance Coordinator Recreational Spaces</i>	97%
M0118: Compliance with the EPA sewer licence	<i>Section Leader Water and Sewer</i>	100%
M1413: The number of unserviceable items across all 68 playgrounds	<i>Maintenance Coordinator Recreational Spaces</i>	#

CITY PROSPERITY GROUP

What Council Delivers

Encourage job creation through programs in investment attraction, entrepreneurial development, sector development in agri-food and digital (or identified sector development), and advocacy with government and industry partners for infrastructure investment

Drive the visitor economy through destination development, management and marketing for Coffs Coast, working collaboratively with the industry-led Destination Coffs Coast Committee and stakeholders

Provide and manage the C.ex Coffs International Stadium as a sporting facility capable of hosting elite sporting events that deliver significant economic impact and local community benefits to the Coffs Harbour area

Facilitate major events, champion event infrastructure improvement, and build the capacity of the area and stakeholders to deliver a year-round diverse calendar of events

Plan local sport infrastructure and build the capacity of local sport organisations to grow in our area

Responsible Officer – Group Leader City Prosperity

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We support our community to lead healthy and active lives</i>
A Thriving and Sustainable Local Economy	<i>We champion business, innovation and technology to stimulate economic growth and local jobs</i>
A Community Achieving its Potential	<i>We attract people to work, live and visit in Coffs Harbour</i>
We have effective use of public resources	<i>We are best prepared to exploit opportunities now and in the future</i>
	<i>We effectively manage the planning and provision of regional public services and infrastructure</i>
	<i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

City Prosperity Group *Continued*

Continuing Activities

- Facilitate business networking, capacity building, recognition, information and advocacy via 6 Degrees and other innovation programs, regular education and training seminars
- Develop, implement and monitor business events with special focus on digital technology, agri-food and tourism and related sectors
- Deliver destination marketing and industry engagement campaigns, and visitor services
- Manage the Stadium and Leisure Park Precinct to elite sport standards, and actively attract and grow (stadium) events
- Maintain Council-managed sports grounds and infrastructure for community sport usage
- Deliver a ‘One Stop Event Shop’ service for event organisers, including tools and resources to build event and region capacity
- Deliver and contribute to the organisation of Major and Civic Events.

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0840: Toormina Oval – new amenity block	Senior leader Stadium and Major Events	31/12/2021
P0982: Coffs Coast Sport and Leisure Park Precinct Master Plan and Plan of Management	Section Leader Stadium and Major Events	31/12/2021
P1131: S7:11 Sport infrastructure works - Coramba Recreation Reserve field irrigation	Section Leader Stadium and Major Events	30/09/2021
P1187: Coffs Coast Regional Sports Hub – Stage 2	Section Leader Stadium and Major Events	31/12/2021
P1188: Regional indoor Sports Facility: Coffs Coast Regional Sports Hub Stage 3 – Detailed Design and Construction is subject to funding and human resources	Section Leader Stadium and Major Events	31/12/2023
P1263: Bypass preparedness – business preparedness	Group Leader City Prosperity	30/06/2023
P1264: Completion of a Visitor Satisfaction and profile survey	Section Leader Industry and Destination Development	28/02/2022
P1303: S94 Sports Infrastructure Works – Toormina Sports Complex Criterion Track Upgrade Design - Construction subject to the availability of funding	Section Leader Stadium and Major Events	30/06/2022
P1367: Wiigulga Sports Complex construction	Group Leader City Prosperity	31/12/2022

City Prosperity Group *Continued*

Project Continued	Responsible Officer	Completion Date
P1368: Sports Facility Plan 2021 - 5 year review – <i>subject to funding</i>	<i>Section Leader Stadium and Major Events</i>	30/04/2022
P1369: Economic Development, Tourism and Event Strategy review and update – <i>subject to funding</i>	<i>Section Leader Industry Development</i>	31/12/2021

Ongoing activity	Responsible Officer
B0024: Implementation of the Event Strategy	<i>Section Leader Stadium and Major Events</i>
B0469: Event Strategy – Capacity Building	<i>Section Leader Stadium and Major Events</i>
B0470: Annual Tourism Visitation	<i>Section Leader Industry and Destination Development</i>
B0473: Implementation of the Economic Development Strategy	<i>Section Leader Industry and Destination Development</i>
B0487: Implementation of the Coffs Coast Tourism Strategic Plan	<i>Section Leader Industry and Destination Development</i>
B0723: Develop the Agri-food Sector	<i>Section Leader Industry and Destination Development</i>
B0724: Sports Facility Management	<i>Section Leader Stadium and Major Events</i>
B0725: Sport Development	<i>Section Leader Stadium and Major Events</i>
B1324: Investigate and facilitate economic outcomes aligning with the Regional Action Plan	<i>Group Leader City Prosperity</i>
B0726: Stadium Management	<i>Section Leader Stadium and Major Events</i>

City Prosperity Group *Continued*

Ongoing activity <i>Continued</i>	Responsible Officer
B1496: New Business start-ups	<i>Section Leader Industry and Destination Development</i>
B1497: Delivery, support and/or promotion of major events	<i>Section Leader Stadium and Major Events</i>

Metric	Responsible Officer	2021/22 Target
M0865: Sport infrastructure usage	<i>Section Leader Stadium and Major Events</i>	100%

COMMUNITY AND CULTURAL SERVICES GROUP

What Council Delivers

Develop and deliver sustainable living and community capacity building and behaviour change programs

Manage lifeguard patrols, after hours/on call response to aquatic rescues, and deliver beach safety education

Advance regional, local and corporate sustainability

Facilitate the alignment of Council's strategic objectives with its operational activities, and provide regular and meaningful performance monitoring to support more informed decision-making

Undertake community engagement and planning that fosters a collaborative approach to priority setting, service design, and resource allocation with Council's stakeholders

Implement Council's cultural policy and associated plans

Manage Council's community and cultural facilities and services (including Jetty Memorial Theatre, Community Village and Cavanbah Centre, Community Halls, Regional Museum, Regional Gallery)

Develop and deliver community and cultural celebration and awareness events

Provide public library services via Council's library network, and deliver public learning programs

Responsible Officer – Group Leader Community and Cultural Services

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
A vibrant and inclusive place	<i>We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area</i> <i>We foster a sense of community, belonging, and diversity</i> <i>We enrich community life through local art and cultural endeavour</i>
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i> <i>We facilitate positive ageing</i> <i>We cultivate a safe community</i>
A natural environment sustained for the future	<i>We protect the diversity of our natural environment</i> <i>We use resources responsibly to support a safe and stable climate</i>
Our leaders give us confidence in the future	<i>We foster informed and inspired leadership in our community</i> <i>We undertake effective engagement and are informed</i>
We have effective use of public resources	<i>We effectively manage the planning and provision of regional public services and infrastructure</i> <i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

Continuing Activities

- Management of Council’s Library facilities, including lending services, reference, community information, public facilities and computers, programs and events and the development of library collections
- Planning and implementation of Jetty Memorial Theatre business plan including performance, cinema, education and information programs and venue hire
- Planning and implementation of Regional Museum exhibition, education, information and research programs, and development of the museum and local studies collection
- Planning and implementation of Regional Gallery exhibition, performance, education and information programs and development of Council’s art collection
- Planning and implementation of Creative Coffs – 2017-2022 Cultural Strategic Plan, facilitating the Cultural Reference Group and cultural grants and development activities
- Planning and implementation of Sustainable Living community education and behaviour change programs
- Management of Council’s community and cultural facilities - including the Community Village, Cavanbah Centre and s355 venues and support to their volunteer s355 facility management committees

Community and Cultural Services Group *Continued*

- Management of Council’s Lifeguard Service including management of patrolled beaches for all users, after hours/on call response to aquatic emergencies and delivering beach safety education and awareness programs.
- Planning and delivering Community Safety programs and events
- Delivering and supporting corporate sustainability initiatives including monitoring the implementation of Council’s Renewable Energy and Emissions Reduction Plan (REERP) targets
- Delivering and supporting community engagement, capacity building initiatives and community planning including facilitation of Council’s Yandaarra Aboriginal, Multicultural and Access and Inclusion Advisory Committees.
- Delivering corporate planning and reporting functions

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0121: Finalise 2020/21 State of the Environment Report	<i>Section Leader Community Planning and Engagement</i>	31/11/2021
P0400: Voices of Youth Project	<i>Section Leader Community Planning and Engagement</i>	30/06/2022
P0403: Develop and implement the REERP Action Plan	<i>Section Leader Community Planning and Engagement</i>	30/06/2022
P0880: Indoor and Outdoor Performing Arts Space Issues and Options Paper (Stage 2a) and Feasibility Study (Stage 2b) - <i>Stage 2b is subject to funding</i>	<i>Group Leader Community and Cultural Services</i>	31/12/2021
P1335: Jetty Memorial Theatre Expansion Project - <i>Detailed design and construction subject to funding</i>	<i>Section Leader Community Programs</i>	30/06/2023
P1341: Conduct the review of the MyCoffs Community Strategic Plan Review	<i>Section Leader Community Planning and Engagement</i>	30/06/2022
P1437: Co-ordinate the Bushfire Recovery Plan and Program	<i>Group Leader – Community and Cultural Services</i>	31/12/2021
P1446: Implement the Positive Ageing Strategy	<i>Group Leader – Community and Cultural Services</i>	31/12/2024
P1458: Coordinate the Positive Ageing Committee	<i>Section Leader Community Planning and Engagement</i>	30/06/2022
P1483: Develop a new Disability Inclusion Action Plan 2022-2026	<i>Section Leader Community Planning and Engagement</i>	30/06/2022

Community and Cultural Services Group *Continued*

Project Continued	Responsible Officer	Completion Date
P1531: Develop a Youth Strategy and Policy	<i>Section Leader Community Planning and Engagement</i>	30/06/2022

Ongoing activity	Responsible Officer
B0014: Administer the Community Capital Infrastructure Grant Program and Council Donations Program	<i>Section Leader Community Planning and Engagement</i>
B0070: Monitor the implementation of Council’s Renewable Energy and Emissions Reduction Plan (REERP)	<i>Section Leader Community Planning and Engagement</i>
B0071: Undertake Integrated Corporate Planning, Reporting and Monitoring	<i>Section Leader Community Planning and Engagement</i>
B0132: Deliver community planning, community events and capacity building initiatives (include s Council’s Yandaarra Aboriginal, Multicultural and Access Committees and related event s/program s)	<i>Section Leader Community Planning and Engagement</i>
B0198: Manage Council’s community venue s and support facility management committee s	<i>Section Leader Community Programs</i>
B0204: Deliver Community Sustainable Living Program s	<i>Section Leader Community Planning and Engagement</i>
B0459: Implement the Creative Coffs Cultural Strategic Plan 2017-2022	<i>Section Leader Community Programs</i>
B0523: Monitor and update the Disability Inclusion Action Plan	<i>Section Leader Community Planning and Engagement</i>
B0541: Plan and Deliver Community and Road Safety Program s	<i>Section Leader Community Planning and Engagement</i>
B1190: Implement the Library, Museum and Gallery (LMG) Strategy 2020-2023	<i>Section Leader Community Programs</i>
B1359: Implement the Lifeguard Service Strategic Plan 2019-2024	<i>Section Leader Community Programs</i>
B1450: implement the Jetty Memorial Theatre Strategic and Business Plans	<i>Section Leader Community Programs</i>
B1451: Implement the Community and Cultural Facilities Plan	<i>Section Leader Community Programs</i>
B1460: Coordinate Council's Community Engagement	<i>Section Leader Community Planning and Engagement</i>

Community and Cultural Services Group *Continued*

Ongoing activity <i>Continued</i>	Responsible Officer
B1530: Support Refugee Sector Action Plan implementation	<i>Section Leader Community Planning and Engagement</i>

Metric	Responsible Officer	2021/22 Target
M0056: Regional Art Gallery annual attendance	<i>Section Leader Community Programs</i>	13,000 (annual)
M0057: Regional Museum annual attendance	<i>Section Leader Community Programs</i>	2,500 (annual)
M0078: The number of preventable drownings	<i>Section Leader Community Programs</i>	0
M0103: Library visitation per capita (to meet the NSW baseline benchmark)	<i>Section Leader Community Programs</i>	4.03
M0211: Council's CO2 emissions (yearly figure)	<i>Section Leader Community Planning and Engagement</i>	50% reduction by 2025
M0213: Council's renewable energy usage	<i>Section Leader Community Planning and Engagement</i>	50% achieved by 2025
M0531: Library circulation per capita (to meet NSW baseline benchmark)	<i>Section Leader Community Programs</i>	5.64
M0539: Library collection items per capita (to meet NSW baseline benchmark)	<i>Section Leader Community Programs</i>	1.61
M0845: Jetty Memorial Theatre annual attendance	<i>Section Leader Community Programs</i>	18,000 (annual)

STRATEGIC ASSET MANAGEMENT GROUP

What Council Delivers

Manage and prepare infrastructure plans and implementation programs

Plan, program and undertake engineering design, survey, technical services and management of construction works

Provide waste planning, strategy, collection, processing, education and resource recovery and landfill disposal

Provide drinking water and sewer services to the community

Project manage flooding and coastal management infrastructure and asset projects

Responsible Officer - Group Leader Strategic Asset Management

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategies
A vibrant, inclusive place	<i>We foster a sense of community, belonging, and diversity</i>
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i>
Liveable neighbourhoods with a defined identity	<i>We cultivate a safe community</i>
A natural environment sustained for the future	<i>We create liveable spaces that are beautiful and appealing</i>
We have effective use of public resources	<i>We use resources responsibly to support a safe and stable climate</i>
	<i>We effectively manage the planning and provision of regional public services and infrastructure</i>
	<i>We collaborate to achieve the best possible future for all the Coffs Harbour area</i>

Strategic Asset Management *Continued*

Continuing Activities

- Manage infrastructure assets to achieve the desired level of service, ensure best whole of life cost, and minimise risk
- Plan, program and undertake engineering design services
- Plan, design and manage the delivery of Council infrastructure projects
- Plan, program and undertake traffic management services
- Provide waste collection and transfer stations
- Provide landfill services for the disposal of residual material
- Process and recover materials to reduce waste to landfill
- Deliver the Waste Education Program
- Abstract, store and treat water to NSW EPA and Health standards
- Provide public education, water efficiency, trade waste, technical support and compliance services for water and waste water infrastructure
- Provide sewer services

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0667: Bus Stop Upgrade	Group Leader Strategic Asset Management	16/12/2022
P0911: Brelsford Park upgrade – <i>subject to funding</i>	Group Leader Strategic Asset Management	30/06/2023
P1159: Melaleuca Bridge Woolgoolga	Group Leader Strategic Asset Management	31/08/2022
P1301: Coffs Creek Estuary Stabilisation Program – <i>subject to funding</i>	Group Leader Strategic Asset Management	30/06/2022
P1316: Woolgoolga Whale Trail	Group Leader Strategic Asset Management	01/12/2021
P1375: Riding Lane Upgrade – <i>subject to funding</i>	Group Leader Strategic Asset Management	30/06/2023
P1386: Nana Glen water main bypass	Group Leader Strategic Asset Management	30/06/2022

Strategic Asset Management *Continued*

Project Continued	Responsible Officer	Completion Date
P1390: Sawtell Road Upgrade – Linden to Marion Place	<i>Group Leader Strategic Asset Management</i>	30/06/2023
P1392: Hallgath Bridge Nana Glen	<i>Group Leader Strategic Asset Management</i>	31/07/2021
P1427: North Boambee Valley Detention basin – <i>subject to funding</i>	<i>Group Leader Strategic Asset Management</i>	31/12/2022
P1429: Nana Glen public amenities – <i>subject to funding</i>	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1431: Nana Glen Equestrian Earthworks	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1432: Woolgoolga Water Reclamation Plant Sludge Handling Facility Design	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1433: Hulberts Road rehabilitation from rail crossing to 18 th Avenue, Sawtell	<i>Group Leader Strategic Asset Management</i>	30/09/2021
P1507: NSIW / Centenary Drive, Woolgoolga intersection	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1508: Christmas Bells intersection – <i>subject to funding</i>	<i>Group Leader Strategic Asset Management</i>	30/12/2022
1509: Harbour Drive signalised pedestrian crossing	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1510: Vost Street Netball Courts surface renewal – <i>subject to funding</i>	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1513: Moonee Forest Cycleway	<i>Group Leader Strategic Asset Management</i>	31/03/2022
P1514: Street Reconfiguration project	<i>Group Leader Strategic Asset Management</i>	31/12/2021
P1517: Gross pollutant traps (GPT) water quality for Coffs Creek	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1518: Sandy Beach Reserve Active Youth Space	<i>Group Leader Strategic Asset Management</i>	30/07/2022
P1519: Solitary Islands Way Safety Barriers	<i>Group Leader Strategic Asset Management</i>	30/06/2022
P1520: West Woolgoolga / Newmans Road, Woolgoolga intersection	<i>Group Leader Strategic Asset Management</i>	30/06/2022

Strategic Asset Management *Continued*

Project Continued	Responsible Officer	Completion Date
P1521: Clarence Street cycleway, Woolgoolga	<i>Group Leader Strategic Asset Management</i>	30/11/2021
P1523: Jetty Strip design – <i>subject to funding</i>	<i>Group Leader Strategic Asset Management</i>	30/06/2022
Ongoing activity	Responsible Officer	
B0039: Pubic Amenities Upgrade Program	<i>Group Leader Strategic Asset Management</i>	
B0042: Road Renewal and Upgrade Program	<i>Group Leader Strategic Asset Management</i>	
B0055: Waste Management operations	<i>Group Leader Strategic Asset Management</i>	
B0075: Implement City Centre Masterplan works	<i>Group Leader Strategic Asset Management</i>	
B0079: Open Space and Public Realm Program	<i>Group Leader Strategic Asset Management</i>	
B0083: Traffic Committee	<i>Group Leader Strategic Asset Management</i>	
B0124: Asset condition assessments carried out in accordance with programs	<i>Group Leader Strategic Asset Management</i>	
B0770: Flooding and Drainage Infrastructure	<i>Group Leader Strategic Asset Management</i>	
B0790: Trade Waste Administration	<i>Section Leader Asset Project Delivery</i>	
B0985: Bridge Renewals and Upgrades	<i>Group Leader Strategic Asset Management</i>	
B0986: Sewer Infrastructure Program	<i>Group Leader Strategic Asset Management</i>	
B0988: Water Infrastructure Program	<i>Group Leader Strategic Asset Management</i>	
B1310: Footpaths and Cycle ways Infrastructure	<i>Group Leader Strategic Asset Management</i>	

Strategic Asset Management *Continued*

Ongoing activity <i>Continued</i>		Responsible Officer
B1389: Update Asset Management Plans		<i>Group Leader Strategic Asset Management</i>
Metric	Responsible Officer	2021/22 Target
M0126: Waste EPA Scorecard	<i>Group Leader Strategic Asset Management</i>	100%
M0144: Water abstraction licence compliance	<i>Section Leader Asset Project Delivery</i>	100%
M0221: Asset System Records	<i>Group Leader Strategic Asset Management</i>	100%
M1469: Number of sewer network complaints	<i>Group Leader Strategic Asset Management</i>	<1/1000 properties
M1470: Number of water network complaints	<i>Group Leader Strategic Asset Management</i>	<1/1000 properties

Strategic Asset Management *Continued*

Capital Expenditure Program 2021/22 by Asset Category with sample key projects <i>(See complete Group Budgets for total capital expenditure)</i>		
Asset Category	Cost Centre / Income source	Expenditure (\$)
Building		
Key Project P1447: Sportz Central Upgrade	(Cost Centre 2130) Female Facilities and Water Safety Program Grant	3,000,000
Key Project P1367: Wiigulga Sports Complex Construction	(Cost Centre 3323) Building Better Regions Fund Grant / External Loan funds	16,386,006
Flooding and Drainage		
B0770: Flooding and Drainage Infrastructure	(Cost Centre 4216) Stormwater management/Flood Mitigation Works Grant	997,486
Key Project: P1427: North Boambee Valley Detention basin	(Cost Centre 4216) Sec 7.11 funding	239,594
Open Spaces		
B0079: Open Space and Public Realm Implementation	(Cost Centre 4211) Sec 7.11 funding	1,196,431
Key Project: P1429 Nana Glen Sportsground amenities	(Cost Centre 4211) Sec 7:11 funding	341,600
Key Project: P1431 Nana Glen Equestrian Centre Earthworks	(Cost Centre 4211) Sec 7.11 funding	237,831
Key Project: P1510 Vost Street Netball Courts surface renewal	(Cost Centre 4201) SRV funding	200,000
Key Project P1518 Sandy Beach Reserve Active Youth Space	(Cost Centre 4211)	600,000

Strategic Asset Management *Continued*

Capital Expenditure Program 2021/22 by Asset Category with sample key projects <i>(See complete Group Budgets for total capital expenditure)</i>		
Asset Category	Cost Centre / Income source	Expenditure (\$)
Sewer		
BO986: Sewer Infrastructure Program	(Cost Centre 4221) Sewer levy	5,805,000
Key Project: B1373 Lining of Defective Sewer Pipes	(Cost Centre 4220) Sewer levy	2,200,000
Transport		
BO042: Road Renewal and Upgrade Program	(Cost Centre 4201) SRV funding (Cost Centre 4212) Roads including Roads Regional Repair, Safer Roads and Roads to Recovery programs	2,166,819 5,971,931
Key Project P1509 Harbour Drive signalised pedestrian crossing	(Cost Centre 4212) Safer Road grant funding	240,000
Key Project P1519 Solitary Islands Way Safety Barriers	(Cost Centre 4212) Safer Road grant funding	380,000
Key Project: P1520 West Woolgoolga / Newmans Rd, Woolgoolga intersection	(Cost Centre 4212) Sec 7.11 funding	1,060,000
Key Project: P0667: Bus Stop Upgrades	(Cost Centre 4201) Financial Sustainability	150,000
Key Project: P1390 Sawtell Road Upgrade	(Cost Centre 4212) Roads to Recovery	996,096
Key Project: P1433 Seventeenth Avenue, Sawtell, Road rehabilitation	(Cost Centre 4201) SRV funding	170,000

Strategic Asset Management *Continued*

Capital Expenditure Program 2021/22 by Asset Category with sample key projects <i>(See complete Group Budgets for total capital expenditure)</i>		
Asset Category	Cost Centre / Income source	Expenditure (\$)
Bridges		
B0985: Bridge Renewals and Upgrades		2,084,126
Key Project: P1515 Boambee Creek Footbridge	(Cost Centre 4213) SRV funding	51,224
Key Project: P1159 Melaleuca Bridge Woolgoolga	(Cost Centre 4213) SRV funding	150,000
Key Project: P1392 Hallgath Bridge	(Cost Centre 4213) SRV funding	49,312
Footpaths and Cycleways		
B1310 Footpaths and Cycle ways infrastructure	(Cost Centre 4214)	2,335,000
Key Project: P1316 Woogoolga Whale Trail	(Cost Centre 4214) Grant funding	1,000,000
Key Project P1513 Moonee Forest Cycleway	(Cost Centre 4214) Sec 7.11 funding	1,100,000
Swimming Pools		
P1226: New Pools & Facilities Sawtell & Woolgoolga	(Cost Centre 4201) Financial Sustainability	1,789,555
Water		
B0988: Reticulated Water Infrastructure	(Cost Centre 4220) Water levy	6,595,000
Key Project: P1386 Nana Glen water main bypass	(Cost Centre 4220) Water levy	2,400,000

SUSTAINABLE PLACES GROUP

What Council Delivers

Identify where the urban areas within Coffs Harbour will grow, what rules will apply to growth, and what land is to be conserved

Regulatory compliance in accordance with statutory legislation and the public interest

Develop and implement Floodplain Management Plans, Coastal and Estuary Management Plans, and Stormwater Plans

Develop strategies to enhance the long term viability and sustainability of natural resources

Responsible Officer - Group Leader Sustainable Places

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
A vibrant, inclusive place	<i>We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area</i>
An active, safe and healthy community	<i>We support our community to lead healthy active lives</i> <i>We cultivate a safe community</i>
A thriving and sustainable local economy	<i>We attract people to work, live and visit in the Coffs Harbour Local Government Area</i>
Liveable neighbourhoods with a defined identity	<i>We create liveable spaces that are beautiful and appealing</i>
A natural environment sustained for the future	<i>We undertake development that is environmentally, socially and economically responsible</i> <i>We protect the diversity of our natural environment</i>
We have effective use of public resources	<i>We effectively manage the planning and provision of regional public services and infrastructure</i> <i>We collaborate to achieve the best possible future for Coffs Harbour</i>

Sustainable Places Group *Continued*

Continuing Activities

- Development assessment and advice
- Develop statutory land use controls
- Develop and review masterplans, plans of management and open space plans
- Building certification
- Fire safety
- Contaminated land management
- Biodiversity management
- Monitor regulated premises
- Onsite Sewage System Management program
- Health programs, and health education
- Ranger Services (companion animals, parking and traffic control)

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0235: Prepare Coastal Hazard Planning Tools	<i>Section Leader Local Planning</i>	30/06/2022
P0408: Complete the Public Realm Strategy	<i>Section Leader Local Planning</i>	30/04/2022
P0420: Continue participation in the Eco Health Program	<i>Section Leader Local Planning</i>	30/06/2022
P0515: Develop Coffs Harbour Place and Movement Strategy (Transport Strategy)	<i>Section Leader Local Planning</i>	30/12/2021
P0873: Prepare the Corindi River, Pipe Clay Lake and Arrawarra Creek Coastal Management Program	<i>Section Leader Local Planning</i>	30/10/2021
P0906: Review and update the Koala Plan of Management – <i>subject to funding</i>	<i>Section Leader Local Planning</i>	31/12/2021
P0915: Prepare an Aboriginal Cultural Heritage Management Plan	<i>Section Leader Local Planning</i>	30/09/2021

Sustainable Places Group *Continued*

Project Continued	Responsible Officer	Completion Date
P1383: Animal Pound Facility	<i>Section Leader Compliance and Regulatory Enforcement</i>	31/12/2021
P1410: Undertake the Darkum Creek, Woolgoolga Lake, Willis Creek, Hearnes Lake Coastal Management Program	<i>Section Leader Local Planning</i>	30/06/2022
P1440: Undertake Moonee Beach North New Estate Access Investigations	<i>Section Leader Local Planning</i>	30/06/2022
P1448: Implement the Orara River Rehabilitation Strategy	<i>Section Leader Local Planning</i>	30/06/2023
Ongoing activity	Responsible Officer	
B0026: Develop planning place-making strategies – <i>subject to funding</i>	<i>Section Leader Local Planning</i>	
B0028: Implement land-use based growth strategies	<i>Section Leader Local Planning</i>	
B0030: Prepare amendments to Coffs Harbour DCP 2015	<i>Section Leader Local Planning</i>	
B0050: Undertake flood and drainage studies	<i>Section Leader Local Planning</i>	
B0135: Prepare planning proposals to amend LEP 2013	<i>Section Leader Local Planning</i>	
B0477: Develop natural resource strategies	<i>Section Leader Local Planning</i>	
B0483: Develop coastal and estuary strategies	<i>Section Leader Local Planning</i>	
B0829: Process Development Applications received	<i>Section Leader Development Assessment</i>	
B0830: Process 'Fast track' Development Applications received	<i>Section Leader Development Assessment</i>	
B0831: Process Construction Certificates received	<i>Section Leader Development Assessment</i>	
B1420: Protect and enhance Public Health and Safety	<i>Section Leader Compliance and Regulatory Enforcement</i>	

Sustainable Places Group *Continued*

Metric	Responsible Officer	2021/22 Target
M0013: Fast Track Development Applications (DAs)	<i>Section Leader Development Assessment</i>	80%
M0172: Construction Certificates issued by Council (as a percentage of total for the LGA)	<i>Section Leader Development Assessment</i>	70%
M0200: Development Applications (DAs) processed	<i>Section Leader Development Assessment</i>	90%

ENABLING BUSINESS SERVICES

What Council Delivers

Business Systems Group:

- Provide information and related technology support to the organisation

Responsible Officer – Group Leader Business Systems

Customer Services Group:

- Provide the best possible service for both internal and external customers with a focus on customer resolution at the first point of contact

Responsible Officer – Group Leader Customer Services

Financial Services and Logistics Group:

- Provide expenditure, revenue and corporate financial support services
- Facilitate plant management to assist Council to deliver cost-effective outcomes to the community
- Provide goods, works and services via tenders or quotations
- Undertake property portfolio management to support service delivery

Responsible Officer – Group Leader Financial Services and Logistics

Governance Group:

- Facilitate Council's compliance with legal and governance requirements, including risk and insurance

Responsible Officer – Group Leader Governance

Organisation Development Group:

- Ensure that the skills, knowledge and abilities of the workforce meet the current and future organisational needs
- Facilitate employee learning, health and wellbeing, performance management, recruitment and retention, employee relations, and health and safety

Responsible Officer - Group Leader Organisational Development

Business Improvement Group

- Facilitate activities associated with Council's continuous improvement program

Responsible Officer – Group Leader Business Improvement

Executive Management:

- Provide leadership and direction for Council in delivering outcomes for Coffs Harbour local government area
- Oversee the administration of Council as a transparent and responsible organisation
- Champion Coffs Harbour at Federal, State and Regional level

Responsible Officer – General Manager

Enabling Business Services *Continued*

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
An active, safe and healthy community	<i>We cultivate a safe community</i>
A Thriving and Sustainable Local Economy	<i>We attract people to work, live and visit in the Coffs Harbour local government area</i> <i>We foster informed and inspired leadership in our community</i>
Our leaders give us confidence in the future	<i>We collaborate to achieve the best possible future for Coffs Harbour</i> <i>We undertake effective engagement and are informed</i>
We have effective use of public resources	<i>We collaborate to achieve the best possible future for Coffs Harbour</i> <i>We effectively manage the planning and provision of regional public services and infrastructure'</i>
A natural environment sustained for future generations	<i>We protect the diversity of our natural environment</i>

Continuing Activities

- Co-ordinate the Cultural and Civic Space in the *Heart of the City* project - including central library, regional gallery and office accommodation
- Capture, maintain and analyse spatial information
- Provide computer hardware and software support and investigation
- Capture, manage, retain and dispose of corporate information
- Promote and market the policies, events, services, community engagement and programs of Council through the use of available media resources and provide a reactive media response and strategic media resource
- Maintain Council's profile through the regular use of media channels
- Promote and educate customers to use self-serve and online service platforms
- Co-ordinate Council's resources and attention to Council, LGA and regional emergency response planning and resourcing
- Provide payroll and accounting functions
- Oversee Leasing and Property Management - leasing of Council owned / managed land and buildings
- Oversee Commercial Properties - Purchase / Disposal / Development / Advice in relation to Council property
- Maintain and repair Council buildings
- Provide public swimming pool facilities

Enabling Business Services *Continued*

- Coordinate the 2021 Local Government Election
- Undertake a program of audits and provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council
- Instil risk management principles across the organisation
- Administer and process all aspects of insurance (excluding worker’s compensation)
- Act as Public Officer, general governance services including, information access, complaints, legal services, delegations, policy/procedure
- Facilitate business improvement principles across the organisation
- Deliver a positive and complete employee experience

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0020: Cultural and Civic Space design	<i>Cultural and Civic Space Project Lead</i>	30/09/2021
P0452: Undertake Asset class revaluation for water and sewer	<i>Group Leader Financial Services and Logistics</i>	30/06/2022
P0799: Undertake studies, concept designs, and preliminary budgets associated with cultural development at City Hill	<i>Group Leader Financial Services and Logistics</i>	31/12/2021
P0853: Upgrade security system	<i>Group Leader Financial Services and Logistics</i>	30/06/2025
P0892: Complete the Local Government Performance Excellence Benchmarking	<i>Group Leader Business Improvement</i>	30/11/2021
P1226: New pools and facilities at Sawtell and Woolgoolga	<i>Group Leader Financial Services and Logistics</i>	30/06/2022
P1230: Property Management System	<i>Group Leader Financial Services and Logistics</i>	60/06/2022
P1244: Crown Reserve Plans of Management	<i>Group Leader Finance and Logistics</i>	31/12/2021
P1247: Develop revised Workforce Management Strategy	<i>Group Leader Organisational Development</i>	30/06/2022
P1259: Implementation of Information Management Strategy	<i>Group Leader Customer Services</i>	30/06/2022

Enabling Business Services *Continued*

Project <i>Continued</i>	Responsible Officer	Completion Date
P1275: 2021 Local Government Election	<i>General Manager</i>	28/02/2022
P1317: Redevelop the Botanic Gardens Glasshouse	<i>Group Leader Financial Services and Logistics</i>	31/12/2021
P1355: Content Management System	<i>Group Leader Customer Services</i>	31/12/2021
P1371: Provide CCTV access to NSW Police	<i>Group Leader Business Systems</i>	31/12/2021
P1438: COVID-19 Recovery Planning and Programs	<i>General Manager</i>	30/06/2022
P1447: Sportz Central upgrade	<i>Group Leader Financial Services and Logistics</i>	30/06/2022
P1502: Implementation of a quarterly customer sentiment / brand tracking process	<i>Group Leader Customer Services</i>	31/08/2021
P1529: Cultural and Civic Space construction	<i>Cultural and Civic Space Project Lead</i>	31/12/2022

Ongoing activity	Responsible Officer
B0096: Manage the administration of the annual Environmental Levy Program	<i>Section Leader Financial Planning</i>
B0100: Manage the Developer Contributions Program	<i>Section Leader Financial Planning</i>
B0114: Annual comparison of internal versus external plant hire costs	<i>Group Leader Financial Services and Logistics</i>
B0134: Manage the preparation and audit of the annual financial statements	<i>Group Leader Financial Services and Logistics</i>
B0187: Swimming Pools benchmarking annual survey	<i>Group Leader Financial Services and Logistics</i>
B0815: Audit, Risk and Improvement Committee	<i>Group Leader Governance Services</i>
B0855: Condition assess Council's buildings	<i>Group Leader Financial Services and Logistics</i>
B1325: Highway bypass - Impact assessment, advocacy and stakeholder collaboration	<i>Group Leader Sustainable Places</i>
B1443: Implement Council's Property Strategy	<i>Group Leader Financial Services and Logistics</i>
B1462: Manage the provision of public swimming pools	<i>Group Leader Financial Services and Logistics</i>
B1463: Review Property Strategy	<i>Group Leader Financial Services and Logistics</i>

Enabling Business Services *Continued*

Metric	Responsible Officer	2021/22 Target
M0164: Outstanding Rates and Charges ratio	<i>Section Leader Financial Support</i>	6.5
M0220: Suppliers responsible for 80% of spend	<i>Section Leader Financial Planning</i>	20%
M0530: Customer Request Response	<i>Group Leader Customer Services</i>	90%
M0533: Customer Request Resolution – First Point of Contact	<i>Group Leader Customer Services</i>	80%
M0534: Customer satisfaction with level of customer service	<i>Group Leader Customer Services</i>	90%
M0971: Contact Centre Performance (Abandoned Calls)	<i>Group Leader Customer Services</i>	5%
M1163: Contact Centre Performance (Average Speed of Answer)	<i>Group Leader Customer Services</i>	80%
M1164: Contact Centre Performance (Average Handling Time)	<i>Group Leader Customer Services</i>	< 5 minutes

COMMERCIAL BUSINESS UNITS

What Council Delivers

Coffs Harbour Airport:

- Monitor the airport lease and consult with the lessee to ensure the airport is managed and in line with approved plans and required reports are provided

Director Business Services

CitySmart Solutions:

- Supply and develop network infrastructure and integrate new technology

Responsible Officer - Technical Manager City Smart Solutions

Coastal Works:

- Provision of a profitable civil contracting capacity to Council

Responsible Officer - Group Leader Infrastructure Construction and Maintenance

Coffs Harbour Laboratory:

- Operation of a NATA accredited laboratory

Responsible Officer – Manager Environmental Laboratory

Coffs Coast Holiday Parks:

- Operation of tourist accommodation, services, products and facilities in Coffs Coast holiday parks

Responsible Officer – Manager Holiday Parks

Financial Services and Logistics:

- Strategic Management, leasing and licensing of Crown Reserves

Group Leader Financial Services and Logistics

MyCoffs Community Strategic Plan objectives addressed

Objective	Strategy
A thriving and sustainable local economy	We champion business, innovation and technology to stimulate economic growth and local jobs
Liveable neighbourhoods with a defined identity	We create liveable spaces that are beautiful and appealing
A natural environment sustained for the future	We protect the diversity of our natural environment
We have effective use of public resources	We effectively manage the planning and provision of regional public services and infrastructure We collaborate to achieve the best possible future for Coffs Harbour

Commercial Business Units *Continued*

Continuing Activities

- Tender and undertake civil contracting works
- Provide Coffs Harbour Airport infrastructure and services required for domestic air services and general aviation operations
- Develop and supply switchboards, CCTV networks and fibre optic projects and services commercially
- Undertake Coffs Harbour Laboratory testing and calibration procedures
- Operate Coffs Coast holiday park accommodation, services, products and facilities
- Oversee leasing and licensing of Crown Reserves

Deliverables 2021/22

Project	Responsible Officer	Completion Date
P0587: Former Deep Sea Fishing Club Use – Long Term	<i>Group Leader Financial Services and Logistics</i>	30/09/2021
P1283: Coffs Harbour Airport Enterprise Park	<i>Manager Airport</i>	30/04/2022
P1388: Airport Long Term Lease	<i>Director Business Services</i>	31/10/2021
P1395: Park Beach Holiday Park – SE Precinct pool complex	<i>Manager Holiday Parks</i>	30/06/2022
P1402: Sawtell Beach Holiday Park- Old Camp Kitchen demolition	<i>Manager Holiday Parks</i>	30/09/2021
P1524: Sawtell Beach and Park Beach Holiday Parks site upgrade	<i>Manager Holiday Parks</i>	31/12/2021
P1527: Park Beach Holiday Park installation of moveable dwelling long term	<i>Manager Holiday Parks</i>	30/06/2022
Ongoing activity	Responsible Officer	
B0086: Report on Coffs Harbour Laboratory productivity increases	<i>Manager Environmental Laboratory</i>	
B0089: Coffs Harbour Laboratory annual customer survey	<i>Manager Environmental Laboratory</i>	
B0090: Coffs Harbour Laboratory participation in National Association of Testing Authorities (NATA) audits	<i>Manager Environmental Laboratory</i>	
B0091: Coffs Harbour Laboratory participation in National Association of Testing Authorities (NATA) proficiency rounds	<i>Manager Environmental Laboratory</i>	
B0109: Implement Coffs Coast Holiday Parks Sustainable Improvement Program	<i>Manager Holiday Parks</i>	
B0110: Existing Reserve Plans of Management	<i>Manager Holiday Parks</i>	

Commercial Business Units *Continued*

Metric	Responsible Officer	2021/22 Target
M0777: Profitability achieved in accordance with Coffs Coast Holiday Parks Business Plan	<i>Manager Holiday Parks</i>	100%
M0779: Revenue growth across all business operations	<i>Manager Holiday Parks</i>	4.5%
M0780: Increase in room nights sold across all products	<i>Manager Holiday Parks</i>	1.5%
M0781: Villa occupancy across all holiday parks	<i>Manager Holiday Parks</i>	66%
M0782: Site occupancy across all holiday parks	<i>Manager Holiday Parks</i>	44%

Coffs Harbour local government area (LGA) is on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of more than 77,000 as at 2020, the LGA 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 LGA is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.



Council Executive

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

- Councillor Denise Knight, Mayor
- Councillor George Cecato, Deputy Mayor
- Councillor Michael Adendorff,
- Councillor Paul Amos,
- Councillor John Arkan,
- Councillor Keith Rhoades,
- Councillor Tegan Swan,
- Councillor Sally Townley.

(Note: Councillor Jan Strom resigned on 18 March 2019)



Back row from left: Councillors Keith Rhoades, Michael Adendorff, George Cecato (Deputy Mayor), John Arkan, and Paul Amos. Front row: Councillors Sally Townley, Denise Knight (Mayor), and Tegan Swan.

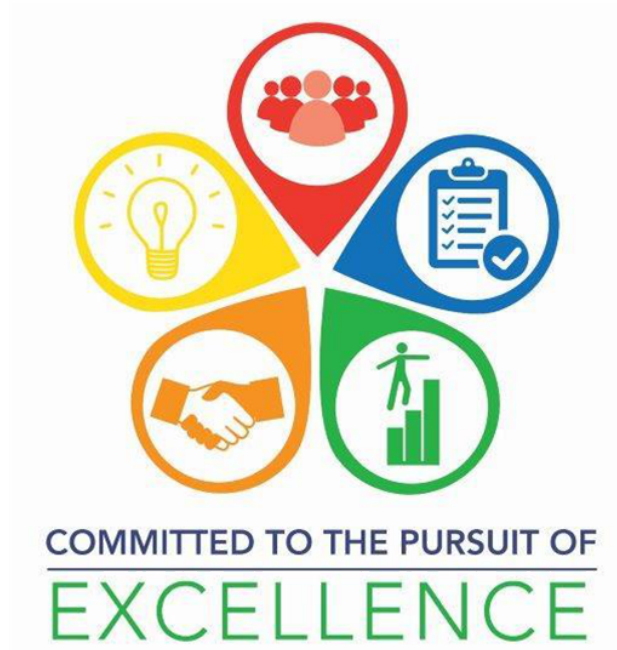
Council has four Senior Staff. They are:

- Steve McGrath - General Manager
- Andrew Beswick - Director, Business Services
- Chris Chapman - Director, Sustainable Communities
- Mick Raby - Director, Sustainable Infrastructure



From left: Chris Chapman, Steve McGrath, Andrew Beswick, Mick Raby.

Our Vision and Values



Council Vision:

Committed to the Pursuit of Excellence

To deliver excellent services that are desired and valued by our community, now and into the future.

Corporate Values

1. Innovation

We deliver excellence in our services through innovation.

2. Customer Centric

Our customers are at the heart of everything we do.

3. Collaboration

We work together to seek solutions both internally and externally.

4. Empowerment

We support our people and provide them the scope to deliver outcomes.

5. Accountability

We are transparent and responsible in all that we do.

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

Appendix A – 2021/22 Statement of Council's Revenue Policy

Statement of Council's Revenue Policy 2021/22

2021/22 Rating Structure

– **Variation to General Income – 2.0% 'Rate Pegging' Increase**

The 2021/22 Operational Plan allows for the implementation of a 2.0% increase in 'General Income' (income from ordinary and special rates), announced by the Independent Pricing and Regulatory Tribunal (IPART) in September 2020 under the Local Government 'Rate Pegging' legislation.

– **Impact on Residential Ratepayers**

With a 2.0% increase in 'General Income' for 2021/22, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges) of approximately \$79.82 per annum (or \$1.54 per week) which is a 2.1% increase from 2020-21.

The following table shows the impact on the total rates and charges payable in 2021/22 for the 'average' residential property.

The 'average' residential property has been based on a land valuation of \$244,600 and this valuation has been used in the determination of both the residential ordinary rates and the environmental levy.

Rates and Charges	2020/21	2021/22	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	1,238.94	1,261.38	22.44	1.8
Environmental Levy	45.28	46.17	0.89	2.0
Sewerage Access Charge	922.00	958.00	36.00	3.9
Water Access Charge	149.00	152.00	3.00	2.0
Water Usage (250 KL pa)	795.00	812.50	17.50	2.2
Domestic Waste Service	695.00	695.00	7.00	0.0
Stormwater Management	25.00	25.00	0.00	0.0
Totals	3,870.23	3,950.05	79.82	2.1
Increase per Week			1.54	

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

1. The Rate Peg % does not apply to Sewer, Water, Waste or Stormwater charges.
2. Water charges include 250 KL of water usage for a year.

Appendix A – 2021/22 Statement of Council's Revenue Policy

2021/22 Rating Structure *(continued)*

– **Impact on Non-Residential Ratepayers**

The following table shows the impact on the 'Ordinary Rate' payable for the 'average' non-residential (Farmland and Business) property in 2021/22 with a 2.0% IPART Rate Peg increase in 'General Income' for 2021/22.

- The Ordinary Rate for Farmland properties has been based on an average land valuation \$520,600.
- The Ordinary Rate for Business properties (outside of the Coffs Harbour CBD) has been based on an average land valuation of \$485,500.
- The Ordinary Rate for City Centre Business properties has been based on an average land valuation of \$653,400.
- The Flood Mitigation and Drainage Works Special Rate Variation expired on 30 June 2020, resulting in a reduction of Council's rating income.
- On 11 February 2021 Council adopted not to recoup the previously deferred 2021/21 Business City Centre Ordinary revenue. The increase in the City Centre Business rate is to bring the rate back into line if the rate was raised in 2020/21.

Ordinary Rate	2020/21	2021/22	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	2,172.04	2,211.89	39.85	1.8
Business Ordinary Rate	4,136.22	4,213.34	77.09	1.9
Business - City Centre Ordinary Rate	5,566.64	5,821.92	255.28	4.6

Appendix A – 2021/22 Statement of Council's Revenue Policy

2021/22 Rating Structure *(continued)*

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2021/22 with the IPART Rate Peg in place.

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 2021/22

Rating Category / Sub-Category	Number of Properties	Ad Valorem Rate (\$)	Base Amount (\$)	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Residential	31,001.18	0.0034439	419.00	n/a	n/a	7,563,630,873	n/a	39,037,882.80
Farmland	420.00	0.0034439	419.00	n/a	n/a	216,051,300	n/a	920,039.07
Business	1,538.22	0.0086783	n/a	661.00	294	730,041,218	11,989,091	6,425,805.78
Business (Business City Centre)	328.60	0.0089102	n/a	661.00	11	214,514,952	483,864	1,914,330.81
Totals	33,288.00	n/a	n/a	n/a	305	8,724,238,343	12,472,955	48,298,058.46

Special Rate		Ad Valorem Rate (\$)	Base Amount (\$)	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Environmental Levy	33,288	0.0000972	22.39	n/a	n/a	8,724,238,343	n/a	1,593,312.98

Appendix A – 2021/22 Statement of Council's Revenue Policy

Annual Charges for 2021/22

A charge structure applies to annual Water, Sewer, Storm water, 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 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. Secondary dwellings, such as Granny Flats, will be charged separate to the main dwelling, irrespective of the number of services on 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 Government.

The policy has a user-pays focus. NSW Government guidelines set a Sewer Discharge Factor (SDF) for Non-Residential properties; the SDF determines 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. Secondary dwellings, such as Granny Flats, will be charged separate to the main dwelling, irrespective of the number of services on the property.

- **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 NSW Government, recognising the backlog of necessary stormwater management works, made amendments to the *Local Government Act 1993* to allow councils to raise a stormwater management service charge on occupied land in urban areas. These funds for 2021/22 will be used towards a program of stormwater works across urban areas.

Appendix A – 2021/22 Statement of Council's Revenue Policy

Annual Charges for 2021/22 *(continued)*

- **Waste Management Charges**

These 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.
- Residential properties are charged a 3-bin service per occupation. Secondary dwellings, such as Granny Flats, will be charged separate to the main dwelling, irrespective of the number of services on the property.

- **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 2021/22.

Appendix A – 2021/22 Statement of Council's Revenue Policy

Annual Charge Structure for 2021/22

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Water Access Charges				
Residential	152.00	Per occupation	4,234,024	
Vacant Land	152.00	Per assessment	120,536	
Non Residential	152.00	Per occupation	692,208	
Non Residential Water Backflow	66.00	For first device	16,236	
Non Residential Water Backflow	16.50	Per additional device	1,052	
Sewer Access Charges				
Residential	958.00	Per occupation	25,640,870	
Residential – Vacant	661.00	Per assessment	452,785	
Non Residential	938.00	SDF x MF x \$938.00	3,381,130	<i>SDF = Sewer Discharge Factor, MF = Meter Factor (Min \$661.00)</i>
Private Pump Stations Management Charge	147.00	Per station	3,822	
Stormwater Management Charges				
Residential Properties - Non Strata	25.00	Per assessment	450,175	
Residential Properties - Strata	12.50	Per assessment	79,650	
Business Properties - Non Strata	25.00	Per 350 sq. m (or part of)	199,140	<i>Based on impervious land area</i>
Business Properties - Strata Units	12.50	Per 350 sq. m (or part of)	8,751	<i>Determined by unit entitlement (Min of \$5.00)</i>
Trade Waste Annual Charges				
1 Generator	226.00	Number of Generators	89270	
2 to 4 Generators	452.00	Number of Generators	20,792	
5 to 9 Generators	1,073.50	Number of Generators	5,368	
10 to 14 Generators	2,090.50	Number of Generators	4,181	
15 to 19 Generators	3,107.50	Number of Generators	3,108	
20 to 24 Generators	4,068.00	Number of Generators	4,068	
25 to 29 Generators	4,972.00	Number of Generators	4,972	
30 to 34 Generators	5,876.00	Number of Generators	0.00	
> 34 Generators	6,780.00	Number of Generators	0.00	
Dump Point	455.00	Per Dump Point	0.00	

Table continues next page

Appendix A – 2021/22 Statement of Council's Revenue Policy

Annual Charge Structure for 2021/22 *(continued)*

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Onsite Sewage Charges				
Onsite - Low Risk	36.50	Per system	126,436	
Onsite - Medium Risk	73.00	Per system	156,512	
Onsite - High Risk	219.00	Per system	38,106	
Sullage / Effluent Charges				
Effluent Collection Charge	557.00	Per service	3,342	
Sullage Collection Charge	958.00	Per service	49,816	
Waste Charges (Domestic)				
Domestic Waste	695.00	Per service or tenement	21,489,400	<i>3 Bin Service</i>
Domestic Waste – Vacant	176.00	Per assessment	146,784	
Subsidiary Waste – General	312.00	Per service	151,632	
Subsidiary Waste – Organics	198.00	Per service	26,928	
Subsidiary Waste – Recycling	115.00	Per service	20,815	
Subsidiary Waste - Recycling Upgrade	42.00	Per service	11,088	<i>Upgrade to 360 litre service</i>
Waste Charges (Non-Domestic)				
Non Domestic Waste	695.00	Per service or tenement	1,374,710	
Non Domestic Waste - Vacant	176.00	Per assessment	17,248	
Non Domestic Waste - Non Rateable	695.00	Per service	519,860	
Non Domestic Subsidiary General Charge	312.00	Per service	237,744	
Non Domestic Subsidiary Organics Charge	198.00	Per service	45,144	
Non Domestic Subsidiary Recycling Charge	115.00	Per service	65,550	
Non Domestic Subsidiary Recycling Upgrade Charge	42.00	Per service	2,016	<i>Upgrade to 360 litre service</i>

Appendix A – 2021/22 Statement of Council's Revenue Policy

Usage Charges for 2021/22

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

Water Usage Charges

Residential Customers

The water usage charge for residential customers is based on a two-step tariff, using the consumption recorded on the water meter(s).

- Tariff Step 1: For water usage less than 1 Kilolitre (KL) per day
- Tariff Step 2: For water usage greater than 1 KL per day

Non-Residential Customers

The water usage charge for non-residential customers is based on a single tariff, using the consumption recorded on the water meter(s).

Sewer Usage Charges

Sewer Usage Charges are levied in accordance with the mandated NSW Government Pricing Policy. The policy has a user pays focus. Non-Residential properties have been inspected and, using NSW 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 NSW 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.

Appendix A – 2021/22 Statement of Council's Revenue Policy

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 and the level of compliance with Trade Waste regulations.

The following table shows the proposed usage charge structure (with approximate yields) for 2021/22:

Usage Charge	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Water Usage Charges				
Residential - Tier 1	3.25	per kilolitre	13,287,414	<i>Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1</i>
Residential - Tier 2	4.88			
Non-Residential				
Non-Rateable - Tier 1	3.25	per kilolitre	76,430	<i>Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1</i>
Non-Rateable - Tier 2 (Residential in nature)	4.88			
Non-Rateable (Non-Residential in nature)	3.25	per kilolitre	1,355,494	
Fire Service				
Raw Water - Tier 1	1.63	per kilolitre	23,888	<i>Applied to usage not used for firefighting purposes Tier 1: 1KL per day per access charge Tier 2: Usage over Tier 1</i>
Raw Water - Tier 2	2.44			
Sewer Usage Charges				
Non-Residential	2.41	SDF x KLS x \$2.41	847,718	<i>SDF = Sewer Discharge Factor, KLS = Water Usage</i>
Non-Rateable	2.41	SDF x KLS x \$2.41	1,831,600	<i>SDF = Sewer Discharge Factor, KLS = Water Usage</i>
Trade Waste Usage (Category 1)				
Non-Compliant Charge	1.99	TWDF x KLS x \$1.99	12,318	<i>TWDF = Trade Waste Discharge Factor, KLS = Water Usage</i>
Trade Waste Usage (Category 2)				
Compliant Charge	1.99	TWDF x KLS x \$1.99	337,192	<i>TWDF = Trade Waste Discharge Factor, KLS = Water Usage</i>
Non-Compliant Charge	18.15	TWDF x KLS x \$18.15	85,305	<i>TWDF = Trade Waste Discharge Factor, KLS = Water Usage</i>

Appendix A – 2021/22 Statement of Council's Revenue Policy

Pensioner Rebates for 2021/22

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
- Council will write off about \$3.39m in pensioner rates and charges in 2021/22. Of this, Council voluntarily forgoes approximately \$650,000. Council is required to forgo the remaining \$2.74m under NSW Government legislation.
- The amount Council is reimbursed by the NSW Government is approximately \$1.507m, leaving an overall cost to Council of approximately \$1.233m.

Sewerage Access Charging – Granny Flat Exemption

Council has been providing an exemption to water and sewer access charges for a number of properties that have a secondary dwelling. These properties have not benefited from changes to contribution of works for developers enabled by the State Environment Planning Policy (Affordable Rental Housing) 2009. For the exemption to apply, the owner is required to live at the property, the 'Granny Flat' is to be occupied by an elderly or disabled relative or infrequently by a family member and pays minimal or no rent.

Council will continue to provide the exemption to the current ratepayers only until such time as the property is either sold or the "Granny Flat" is rented.

Appendix B – 2021/22 Financial Estimates

2021/22 Financial Estimates

General Fund

The following result is projected for Council's General Fund for 2021/22:

Year	Financial Estimate (\$)		Financial Estimate before Capital Revenue (\$)	
2021/22	38,909,000	Surplus	(8,096,000)	Deficit

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, S7:11 contributions, reserves, etc.

- 2021/22 Funding from Levies and Special Variations to General Income is detailed in Appendix C (page 50) of this Operational Plan.
- Annual Charges for 2021/22 are detailed in Appendix A (page 41) of this Operational Plan.

Water and Sewer Funds

Both the Water and Sewer Funds have undertaken substantial programs of capital works in recent years. These works have been essential to maintain the integrity of the infrastructure and liveability of our city. These programs have been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221m borrowed.

Water and Sewer charges have been held to reasonable increases in recent years, despite the significant loan repayments that require to be serviced. The Delivery Program provides for operating surpluses in the Sewer and Water Funds. Details are set out below:

Fund	Year	Financial Estimate (\$)	Result	Financial Estimate before Capital Revenue (\$)	Result
Water	2021/22	5,881,000	Surplus	3,186,000	Surplus
Sewer	2021/22	4,693,000	Surplus	2,108,000	Surplus

These surpluses are primarily due to reducing loan repayments along with growth in assessments and increased developer contributions.

Appendix B – 2021/22 Financial Estimates

Proposed Loan Borrowings for 2021/22

- On 25 February 2021, Council resolved to allocate an additional 4,245,000 in loan borrowings for the Cultural and Civic Space Project. This Council resolution brings the total external loan borrowings for the Cultural and Civic Space project to \$50,265,000 in 2021/22.
- Council resolved on 11 February 2021 to allocate an additional \$4,165,000 via external loan funding for the construction of the Wiigulga Sports Complex, an integrated sport and community facility, located on the northern western end of the township of Woolgoolga. The project is jointly funded by all three levels of Government.

Delivery Program Budgets

During the 2020/21 year, Council resolved to consider the following items within the 2021/22 Delivery Program which have not been included in the current draft Budget result:

1. SC20/74 – that Council consider during the preparation of the next updated Delivery Program 2021/22 the allocation of an annual amount of \$130,000 for the appointment of a 2 year fixed term Project Officer to undertake supportive monitoring of the intensive agricultural industry focused on proactive education and compliance activities.
2. SC20/76 – that Council consider the allocation of \$180,000 at the next quarterly review to commence implementation of the Community Resilience Program within the COVID-19 Pandemic Response and Recovery Plan.
3. SC21/07 – That Council prioritise Park Beach as the first Place Manual to be delivered in the Place Manual and Local Character Program and consider funding allocation of \$260,000 within the 2021/22 Council budget.

The full adopted Delivery Program Budgets 2021/22 can be accessed online at www.coffsharbour.nsw.gov.au

Printed copies are to be available in binders - with copies of the full suite of IPR documents – at Council’s administrative centre and the branches of the library at Coffs Harbour, Woolgoolga and Toormina.

Appendix C – Allocation of Special Rate Variation and Levy Funds

2021/22 Funding from Levies and Special Variations to General Income

Over recent years, Council has secured NSW Government approval on a number of occasions for Special Rate Variations (SRVs) to generate funding for specified priority projects.

It is Council practice to identify SRV allocations each year in the Operational Plan and then account for SRV expenditure in the subsequent Annual Report.

2014/15 to 2016/17 “Financial Sustainability” Program

Council applied for a Special Rate Variation – to be phased in over three years - to help meet a \$6.2m shortfall in annual funding for asset maintenance and renewal to support the delivery of services desired by the community.

The Independent Pricing and Regulatory Tribunal (IPART) approved the SRV in two stages, the first year being 2014/15.

The approval was subject to the following conditions:

1. That Council uses the additional income for the purposes of funding the program of maintenance, rehabilitation and renewal of infrastructure.
2. Council reports in its Annual Report for the period 2014/15 to 2023/24 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.

In May 2015, IPART announced its approval of the remainder of the SRV package to be implemented in 2015/16 and 2016/17, with the following consent conditions:

1. The Council uses the additional income for the purposes of funding the proposed program of expenditure (Proposed Program) set out in Appendix A of “Coffs Harbour City Council’s application for a special variation for 2015-16”.
2. The Council reports in its Annual Report for each Year, from Year 2015-2016 to Year 2024-2025 (inclusive) on the following for that Year:
 - a. The program of expenditure that was actually funded;
 - b. Any significant differences between the Proposed Program and the program of expenditure that was actually funded and the reasons for those differences;
 - c. The outcomes achieved;
 - d. The Council’s actual revenue, expenses and operating balance;

Continued next page

Appendix C – Allocation of Special Rate Variation and Levy Funds

Continued from previous page

- e. *Any significant differences between the Council’s actual revenue, expenses and operating balances and the revenues, expenses and operating balance forecasted in the Long Term Financial Plan and the reasons for those differences; and*
- f. *Any corrective action taken, or to be taken, to address any differences reported.*

Year	Approved SRV*
2014/15	7.90%
2015/16	8.14%
2016/17	7.75%

**Includes approved ‘rate pegging’ allowance*

The SRV package generates additional ordinary rate funds to address Council’s annual General Fund infrastructure maintenance and renewal gap. The table on the following page shows the proposed allocation of works for these additional funds in 2021/22 across particular asset categories and expenditure. A breakdown is detailed in the 2017-2022 Delivery Program (Year 5).

Appendix C – Allocation of Special Rate Variation and Levy Funds

Continued from previous page

“Financial Sustainability” Program	2021/22 (\$)
Local Road Rehabilitation Program	2,166,819
Other Transport Asset Works	
Kerbing Works	383,225
Car Park Works	182,000
Footpaths and Cycleway Works	104,740
Guard Rail Works	119,800
Other Transport Assets	264,000
Sub Total	1,053,765
Open Space Asset Works	
Fences and Access way Works	50,000
Playground Works	155,000
Vost Park Netball Court resurfacing	200,000
Skate Park Renewal	29,218
Maccauleys Headland Viewing Desk Stage 1: Design	80,000
Park and Recreational Asset works	427,500
Sub Total	941,718
Building Renewal Works	
Woolgoolga and Sawtell swimming pool replacement	1,789,555
Botanic Gardens Glass Houses	543,000
Sub Total	2,332,555
Additional Asset Maintenance Expenditure	
Road Maintenance	684,670
Building Maintenance	576,010
Asset Management	217,320
Sub Total	1,478,000
Total “Financial Sustainability” Allocations	7,972,857

Please Note: This is a preliminary program only based on preliminary surface investigation. Changes may be required subject to geotechnical investigation and further asset deterioration. These figures include \$543,000 of grant funds, \$66,765 in contributions and \$164,415 of unspent Special Rate funds from 2019/20.

Appendix C – Allocation of Special Rate Variation and Levy Funds

Environmental Levy for 2021/22

The Environmental Levy (a Special Rate) is calculated with a ‘base amount’ to raise approximately 47% 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.

	2021/22 (\$)
EL Grants Program	366,149
EL Grants Administration	64,000
EL Investigating Pesticide and Heavy Metal Distribution	41,200
EL Sustainable Living and Community Programs	109,500
EL Orara River	212,000
EL Management of Biodiversity	131,200
EL Coastal Hazard and Estuary Studies	40,000
EL Bushland Eradication	229,600
EL Management of Key Environmental Weeds	114,946
EL North Coast Regional Botanic Gardens Education Officer	21,900
EL Supporting Community Landcare Action	234,100
Sub Total	1,564,595

Please Note: These figures include \$100,000 contribution from the Water fund, grant funds, interest and the Environmental Levy Reserve

Appendix C – Allocation of Special Rate Variation and Levy Funds

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 2010/11, to fund flood mitigation and drainage works. This SRV has now expired, however the Stormwater Management Service charge continues and will raise \$722,929 in 2021/22.

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 2013/14 by 5.43% to allow for the continuation of the CBD special rate for a further ten-year period. This additional revenue funds the ten-year City Centre capital works program which has been developed through the City Centre Masterplan to improve city streetscapes and upgrade car parking and pedestrian and traffic flows.

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 Office 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.*

On 11 February 2021 Council adopted not to recoup the 2020/21 Business City Centre Ordinary revenue previously deferred under the COVID-19 “Local Business Support Plan”. This resulted in a budgeted amount of \$806,092 in rates to be foregone.

	2021/22 (\$)
Total Special Rate Variation Revenue	823,121

Appendix D – Risk Management and Continuous Improvement

Risk Management

Council has a Risk Maturity Plan which embeds risk registers into the early stages of the Group business planning cycle.

Using the Risk Management Framework, Governance Services works with each Group to identify risks as it develops its business plan and these are documented, with treatment plans. The risk identification process allows the delivery of a clear set of treatment plans for each Group to ensure its business strategies succeed.

Continuous Improvement

Council is committed to the delivery of services to the community that are financially and operationally sustainable. Council's business improvement program supports the organisation to challenge the status quo and identify new and innovative ways to deliver services both internally and externally.

The business improvement program seeks to increase organisational change capability and employee commitment to continuous improvement in order to deliver improved service efficiency and ultimately improved customer satisfaction.

Appendix E – Community Engagement and Public Exhibition of Documents

Community Engagement and Public Exhibition

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

The Draft 2017-2022 Delivery Program (Year 5), Draft 2021/22 Operational Plan, Draft 2021/22 Delivery Program Budgets, and Draft 2021/22 Fees and Charges were tabled at Council on 13 May 2021 and placed on public exhibition for 28 days (from Friday 14 May to Friday 11 June 2021). The draft documents will be made available for access on Council's website. Printed copies were placed on display at Council's Administrative Centre and at the three branches of the City Library (Coffs Harbour, Woolgoolga and Toormina).

The public exhibition process was promoted on Council's website and in the local media. All promotional material encouraged the community to consider the draft documents and provide feedback to Council.

Council will consider all community submissions prior to the finalisation of the 2017-2022 Delivery Program (Year 5), 2021/22 Operational Plan, 2021/22 Delivery Program Budgets and 2021/22 Fees and Charges, with adoption planned for 24 June 2021.

Appendix E – Community Engagement and Public Exhibition of Documents

Rate Category Maps

NOTICE UNDER SECTION 405(4) - Local Government Act 1993 for the Rating Period - 12 months: 1 July 2021 to 30 June 2022.

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”.

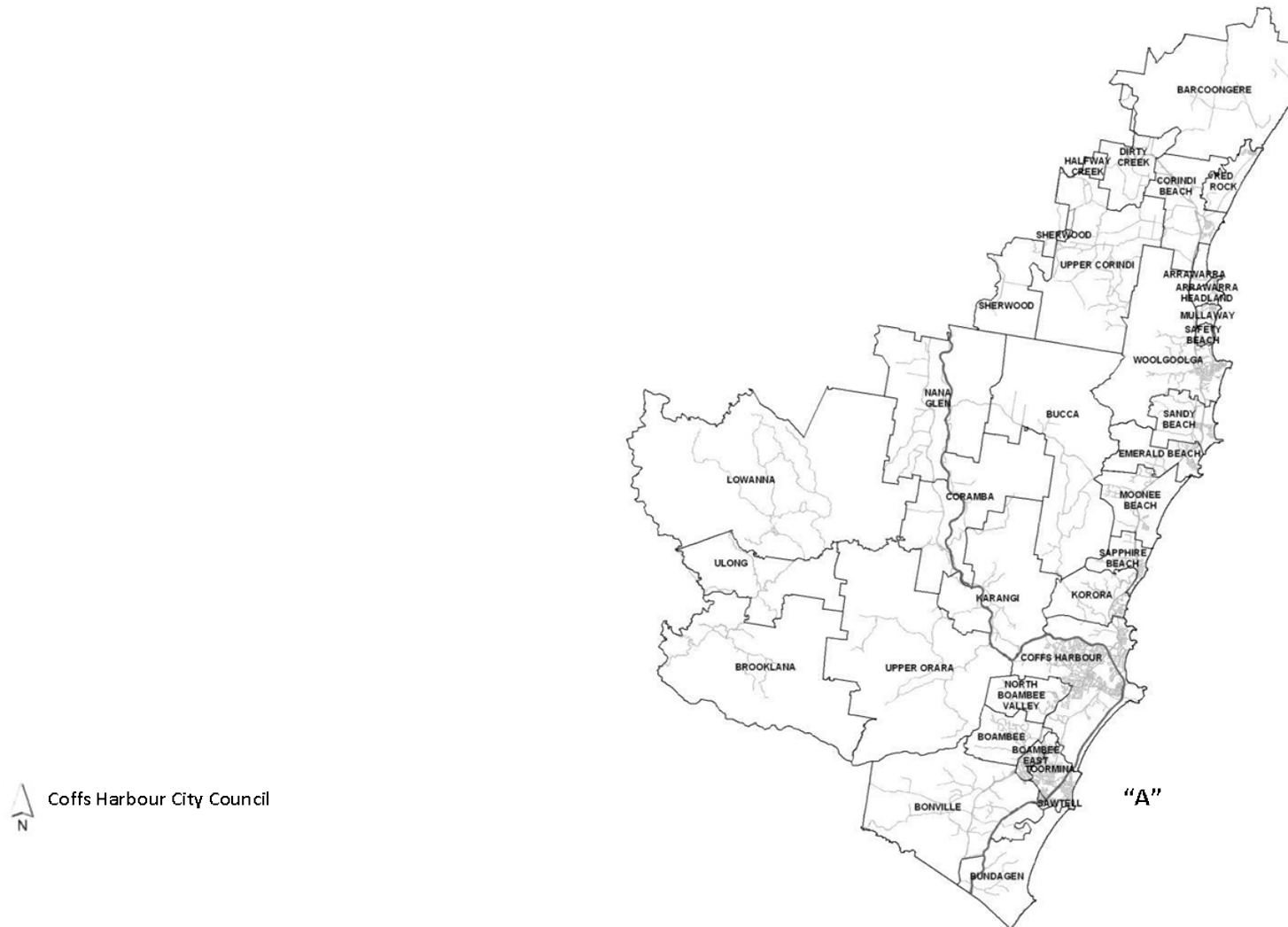
ORDINARY RATE - FARMLAND

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”).

Appendix E – Community Engagement and Public Exhibition of Documents





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

COFFS HARBOUR
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DRAFT DELIVERY PROGRAM
BUDGETS
(13 May 2021)



Helping to achieve the MyCoffs Community Vision

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Total	105



2021/2022 Consolidated Income Statement

2020/21 Budget \$'000	Description	2021/22		
		Budget \$'000	Variance \$'000	Var %
Recurrent Revenue				
100,348	Rates & Annual Charges	104,870	4,522	4%
53,006	User Charges & Fees	61,000	7,994	13%
5,265	Interest & Investment Revenue	5,068	(197)	(4%)
9,451	Other Revenues	7,855	(1,596)	(20%)
15,166	Grants & Contributions provided for Operating Purposes	14,472	(694)	(5%)
\$183,236	RECURRENT REVENUE	\$193,265	\$10,029	5%
Recurrent Expenditure				
59,886	Employee Benefits & Oncosts	63,042	3,156	5%
7,782	Borrowing Costs	6,879	(903)	(13%)
177,324	Materials & Contracts	207,601	30,277	15%
47,335	Depreciation & Amortisation	45,755	(1,580)	(3%)
10,606	Other Expenses	16,317	5,711	35%
(114,639)	Less: Capitalised Expenses	(143,527)	(28,888)	20%
\$188,294	RECURRENT EXPENDITURE	\$196,067	\$7,773	4%
(\$5,058)	NET OPERATING (DEFICIT)	(\$2,802)	\$2,256	(81%)
Capital Revenue				
53,669	Capital Grants, Subsidies, Contributions and Donations	52,285	(1,384)	(3%)
\$53,669	CAPITAL REVENUE	\$52,285	(\$1,384)	(3%)
\$48,611	NET SURPLUS	\$49,483	\$872	2%



2021/2022 Fund Income Statement and Funding Sources

<i>Description</i>	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Recurrent Revenue				
Rates & Annual Charges	71,201	4,605	29,064	104,870
User Charges & Fees	39,813	17,850	3,337	61,000
Interest & Investment Revenue	2,674	937	1,457	5,068
Other Revenues	7,703	87	65	7,855
Grants & Contributions provided for Operating Purposes	13,860	358	254	14,472
TOTAL RECURRENT REVENUE	\$135,251	\$23,837	\$34,177	\$193,265
Recurrent Expenditure				
Employee Benefits & Oncosts	52,999	3,834	6,209	63,042
Borrowing Costs	795	2,850	3,234	6,879
Materials & Contracts	186,224	9,937	11,440	207,601
Depreciation & Amortisation	27,009	7,135	11,611	45,755
Other Expenses	13,655	721	1,941	16,317
Less: Capitalised Expenses	(130,586)	(6,595)	(6,346)	(143,527)
TOTAL RECURRENT EXPENDITURE	\$150,096	\$17,882	\$28,089	\$196,067
Interfund Transactions				
Income Tax Equivalents	(129)	36	93	0
Overheads Allocation	(6,620)	2,733	3,887	0
TOTAL INTERFUND TRANSACTIONS	(\$6,749)	\$2,769	\$3,980	\$0
NET OPERATING SURPLUS (DEFICIT)	(\$8,096)	\$3,186	\$2,108	(\$2,802)
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	47,005	2,695	2,585	52,285
TOTAL CAPITAL REVENUE	\$47,005	\$2,695	\$2,585	\$52,285
NET SURPLUS (DEFICIT)	\$38,909	\$5,881	\$4,693	\$49,483



2021/22 Consolidated Statement of Cash Flows

	2021/22			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	71,201	4,605	29,064	104,870
User Charges & Fees	39,813	17,850	3,337	61,000
Interest & Investment Revenue Received	2,674	937	1,457	5,068
Other	7,703	87	65	7,855
Grants & Contributions	13,860	358	254	14,472
Capital Grants and Contributions	47,005	2,695	2,585	52,285
	<u>182,256</u>	<u>26,532</u>	<u>36,762</u>	<u>245,550</u>
Payments:				
Employee Benefits & On-Costs	(52,999)	(3,834)	(6,209)	(63,042)
Borrowing Costs	(795)	(2,850)	(3,234)	(6,879)
Materials & Contracts	(186,224)	(9,937)	(11,440)	(207,601)
Other	(13,655)	(721)	(1,941)	(16,317)
Capitalised Expenses	130,586	6,595	6,346	143,527
	<u>(123,087)</u>	<u>(10,747)</u>	<u>(16,478)</u>	<u>(150,312)</u>
Net Cash provided by (or used in) Operating Activities	<u>59,169</u>	<u>15,785</u>	<u>20,284</u>	<u>95,238</u>
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	40,210	15,107	15,527	70,844
Sale of Investment Property				0
Sale of Real Estate Assets				0
Sale of Infrastructure, Property, Plant & Equipment				0
	<u>40,210</u>	<u>15,107</u>	<u>15,527</u>	<u>70,844</u>
Payments:				
Purchase of Investment Securities	(41,000)	(19,000)	(20,000)	(80,000)
Purchase of Investment Property				0
Purchase of Infrastructure, Property, Plant & Equipment	(130,586)	(6,595)	(6,346)	(143,527)
Purchase of Real Estate Assets				0
	<u>(171,586)</u>	<u>(25,595)</u>	<u>(26,346)</u>	<u>(223,527)</u>
Net Cash provided by (or used in) Investing Activities	<u>(131,376)</u>	<u>(10,488)</u>	<u>(10,819)</u>	<u>(152,683)</u>
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	57,270	0	0	57,270
	<u>57,270</u>	<u>0</u>	<u>0</u>	<u>57,270</u>
Payments:				
Repayment of Borrowings & Advances	(2,664)	(5,995)	(6,870)	(15,529)
	<u>(2,664)</u>	<u>(5,995)</u>	<u>(6,870)</u>	<u>(15,529)</u>
Net Cash Flow provided by (or used in) Financing Activities	<u>54,606</u>	<u>(5,995)</u>	<u>(6,870)</u>	<u>41,741</u>
Net Increase/(Decrease) in Cash & Cash Equivalents	<u>(17,601)</u>	<u>(698)</u>	<u>2,595</u>	<u>(15,704)</u>
Cash, Cash Equivalents & Investments - beginning of year	153,022	29,146	43,060	225,228
Cash & Cash Equivalents - end of the year	<u>135,421</u>	<u>28,448</u>	<u>45,655</u>	<u>209,524</u>

OPERATING DELIVERY PROGRAM 2021/22

		OPERATING Revenue	OPERATING Expenditure
		2021/22	2021/22
Business Services			
2000	Business Services	0	493,685
2110	Financial Planning	-20,649,300	4,583,792
2120	Financial Support	-38,506,769	4,998,137
2130	Financial Logistics Property	-2,214,486	5,976,819
2131	Plant & Fleet Management	-7,805,940	11,128,662
2133	Swimming Pools	-900,660	1,477,048
2230	Business Systems	-5,916,937	5,312,224
2300	Organisational Development	-5,827,847	4,493,445
2400	Customer Services	-60,350	3,855,794
Business Services		-81,882,289	42,319,606
Sustainable Communities			
3000	Sustainable Places	0	483,850
3100	Community and Cultural Services	-56,250	1,383,459
3112	Library Service	-237,630	2,996,906
3113	Regional Gallery	-26,970	499,375
3114	Jetty Theatre	-248,549	633,889
3115	Museum	-50,390	570,927
3116	Community Venues	-100,950	364,402
3117	Cultural & Creative Industries Development	0	141,179

OPERATING DELIVERY PROGRAM 2021/22

		OPERATING Revenue	OPERATING Expenditure
		2021/22	2021/22
3118	Lifeguards	-15,000	886,819
3119	Sustainable Living & Community Programs	-109,500	434,698
3121	Corporate Planning & Performance Reporting	-82,000	586,286
3122	Community Planning & Commissioning	-20,000	655,568
3123	Corporate Sustainability	-231,072	372,152
3210	Local Planning	-537,200	2,369,118
3220	Development Assessment	-1,734,180	2,791,314
3230	Compliance & Regulatory Enforcement	-680,800	2,119,680
3231	Environmental & Public Health	-719,854	989,017
3310	Industry & Destination Development	-152,187	1,762,191
3320	Events	-165,806	2,363,702
3322	International Stadium	-722,350	1,949,354
3323	Local Sport	-88,000	763,913
Sustainable Communities		-5,978,688	25,117,799
Sustainable Infrastructure			
4000	Sustainable Infrastructure	-381,800	2,947,865
4100	Infrastructure Construction & Maintenance	-68,359	1,503,112
4111	CW Commercial Works	-20,057,400	17,629,203
4120	Infrastructure Maintenance Water	-24,113,524	20,100,131
4121	Infrastructure Maintenance Sewer	-34,494,992	28,220,436
4131	Open Space Maintenance	-1,468,247	8,150,583

OPERATING DELIVERY PROGRAM 2021/22

		OPERATING Revenue	OPERATING Expenditure
		2021/22	2021/22
4132	Roads Maintenance	-1,379,660	16,501,624
4133	Bridges, Jetty Structures & Boat Ramps Maint	0	1,566,530
4134	Footpaths, Cycleways & Bus Shelters Mainten	-19,400	1,819,750
4135	Parking Maintenance	0	509,170
4136	Drainage Maintenance	0	305,700
4138	Quarries	-15,000	15,000
4143	Pumping Stations & Telemetry Operating	0	3,356,645
4200	Strategic Asset Management	0	345,551
4201	Financial Sustainability	-7,198,677	1,478,000
4202	Community Facilities	-2,229,723	369,842
4203	CBD Masterplan Works	-839,578	155,000
4204	Jetty Foreshores Project	-273,502	464,135
4212	Roads Infrastructure	0	1,801,689
4213	Bridges, Jetty Structures and Boat Ramps Infra	-990,209	0
4216	Drainage Infrastructure	-762,716	2,861,387
4218	Domestic Waste Service Planning&Delivery	-24,545,654	23,099,151
4219	Non Dom Waste Service Planning&Delivery	-8,021,393	7,169,960
4220	Water	-427,300	1,582,693
4221	Sewer	-42,700	1,587,675
4231	Project Design & Survey	-203,200	1,946,645
4232	Asset Strategies	-219,451	1,163,315

OPERATING DELIVERY PROGRAM 2021/22

		OPERATING Revenue	OPERATING Expenditure
		2021/22	2021/22
4233	Asset Project Delivey	-290,400	1,277,823
Sustainable Infrastructure		-128,042,885	147,928,615
General Manager			
5000	Office of the General Manager	0	1,935,337
5100	Business Improvement	0	457,895
5200	Governance Services	-60,575	3,364,012
General Manager		-60,575	5,757,244
Commercial Business Unit:			
6100	Holiday Parks & Reserves	-21,000	609,060
6110	Park Beach Holiday Park (PBHP)	-4,610,310	4,317,899
6120	Sawtell Beach Holiday Park (SBHP)	-3,176,842	2,595,558
6130	Woolgoolga Beach Holiday Park (WBHP)	-1,050,674	789,592
6140	Woolgoolga Lakeside Holiday Park (WLHP)	-975,370	737,942
6200	Coffs Harbour Airport	-40,000	457,809
6300	CitySmart Solutions	-2,930,000	2,930,000
6400	Coffs Harbour Laboratory	-1,009,100	829,480
Commercial Business Units		-13,813,296	13,267,340
Total		-229,777,733	234,390,605

CAPITAL DELIVERY PROGRAM 2021/22

		CAPITAL Revenue	CAPITAL Expenditure
		2021/22	2021/22
Business Services			
2110	Financial Planning	-3,321,070	3,321,070
2130	Financial Logistics Property	-3,000,000	3,168,702
2131	Plant & Fleet Management	-1,429,000	2,348,100
2230	Business Systems	-6,000	1,131,300
Business Services		-7,756,070	9,969,172
Sustainable Communities			
3112	Library Service	-59,468	93,418
3113	Regional Gallery	-95,000	95,000
3114	Jetty Theatre	0	60,940
3116	Community Venues	0	31,800
3118	Lifeguards	-116,000	116,000
3230	Compliance & Regulatory Enforcement	0	4,000
3322	International Stadium	0	166,460
3323	Local Sport	-16,386,006	16,468,599
Sustainable Communities		-16,656,474	17,036,217
Sustainable Infrastructure			
4000	Sustainable Infrastructure	-260,000	260,000
4100	Infrastructure Construction & Maintenance	-18,000	18,000
4120	Infrastructure Maintenance Water	0	5,995,361

CAPITAL DELIVERY PROGRAM 2021/22

		CAPITAL Revenue	CAPITAL Expenditure
		2021/22	2021/22
4121	Infrastructure Maintenance Sewer	0	7,410,515
4201	Financial Sustainability	-774,180	6,494,857
4202	Community Facilities	-141,000	781,650
4203	CBD Masterplan Works	0	76,107
4204	Jetty Foreshores Project	-1,000,000	1,240,419
4211	Open Space Infrastructure	-2,198,931	2,198,931
4212	Roads Infrastructure	-8,317,981	10,655,931
4213	Bridges, Jetty Structures and Boat Ramps Infra	-1,096,917	2,087,126
4214	Footpaths, Cycleways & Bus Shelters Infrastru	-2,310,000	2,335,000
4215	Parking Infrastructure	0	0
4216	Drainage Infrastructure	-239,594	1,941,555
4218	Domestic Waste Service Planning&Delivery	0	150,000
4219	Non Dom Waste Service Planning&Delivery	0	150,000
4220	Water	-2,695,000	9,290,000
4221	Sewer	-2,585,000	8,390,000
4231	Project Design & Survey	0	27,342
Sustainable Infrastructure		-21,636,603	59,502,794
General Manager			
5000	Office of the General Manager	-65,385,825	66,947,706
General Manager		-65,385,825	66,947,706
Commercial Business Unit:			

CAPITAL DELIVERY PROGRAM 2021/22

		CAPITAL Revenue	CAPITAL Expenditure
		2021/22	2021/22
6110	Park Beach Holiday Park (PBHP)	0	1,650,000
6120	Sawtell Beach Holiday Park (SBHP)	0	635,000
6130	Woolgoolga Beach Holiday Park (WBHP)	0	55,000
6140	Woolgoolga Lakeside Holiday Park (WLHP)	0	115,000
6200	Coffs Harbour Airport	-10,500,000	11,717,947
6400	Coffs Harbour Laboratory	0	50,000
Commercial Business Units		-10,500,000	14,222,947
Total		-121,934,972	167,678,836

BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT	
Adopted Cost Centre / Descriptor 2020/21	Draft 2021/22
<u>Financial Planning</u>	
15,783 Hockey Association Loan Repayments	23,204
18,591 Toorina Community Preschool Loan Repays	
3,257,231 T2S Savings	3,257,231
2,500,000 Developer Contributions Income	3,300,000
3,427 Interest on Investments - Environmental Levy	
624,700 Interest on Investments - Reserves	606,000
515,000 Interest on Investments - Sec 7.11	500,000
6,934,732 Total	7,686,435
<u>Financial Support</u>	
1,326,802 Environmental Levy Rate Income	1,464,596
1,326,802 Total	1,464,596
<u>Plant & Fleet Management</u>	
141,029 Surplus in Program	108,124
141,029 Total	108,124
<u>Business Systems</u>	
120,000 IT Conference Profit	120,000
120,000 Total	120,000
<u>Local Planning</u>	
100,000 Water contribution to Environmental Levy reserve	100,000
100,000 Total	100,000
<u>Coastal Works</u>	
1,172,363 Surplus in Program	2,428,197
1,172,363 Total	2,428,197
<u>Corporate Sustainability</u>	
83,333 REERP Internal Loan Repayment (Water)	96,379
	2,684
17,143 REERP Interest	
100,476 Total	99,063
<u>Community Facilities</u>	
1,184,826 Surplus in Program	1,219,231
1,184,826 Total	1,219,231
<u>CBD Masterplan</u>	
	415,083
	193,388
0 Total	608,471
<u>Waste Planning & Delivery</u>	
1,207,115 Non Domestic Waste Planning & Delivery Surplus in Program	701,433
18,347 T2S Savings - Domestic	18,347
0 Domestic Waste Planning & Delivery Surplus in Program	1,333,556
1,225,462 Total	2,053,336
<u>Holiday Parks</u>	
	187,578
	275,023
19,007 Surplus in Program - Woolgoolga Lakeside Holiday Park	191,369
19,007 Total	653,970
<u>Coffs Harbour Regional Airport</u>	
0 Total	0
<u>CitySmart Solutions</u>	
32,213 Surplus in Program	
32,213 Total	0
<u>Environmental Laboratory</u>	
304,360 Surplus in Program	269,883
304,360 Total	269,883
12,661,270 Total Income to be Restricted	16,811,306

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT	
Adopted Cost Centre / Descriptor	Draft
2020/21	2021/22
<u>Financial Planning</u>	
54,360 S7.11 IT Module Improvements & Consulting	54,360
57,700 S7.11 Working Group contribution to salaries	57,700
448,706 Environmental Levy Funded Projects	471,349
50,876 Developer Contributions Coordinator	51,473
611,642 Total	634,882
<u>Financial Logistics & Property</u>	
118,500 Nana Glen Pool Operating	122,900
118,500 Total	122,900
<u>Regional Gallery</u>	
95,000 Regional Gallery Art Storage	95,000
95,000 Total	95,000
<u>Community Venues</u>	
63,000 Bunker Cartoon Gallery Upgrade	
63,000 Total	0
<u>Cultural & Creative Industries Development</u>	
City Hill Cultural Dev Studies / Concept Desig	45,000
0 Total	45,000
<u>Lifeguard Services</u>	
10,000 Beach Patrol Equipment	10,000
S7.11 Woolgoolga Beach Lifeguard Storage Facilities	106,000
S7.11 Jetty Beach Lifeguard Storage Facilities	
S7.11 Emerald Beach Lifeguard Storage Facilities	
10,000 Total	116,000
<u>Corporate Planning & Reporting</u>	
106,090 Environmental Levy Sustainable Living and Community Programs	109,500
106,090 Total	109,500
<u>Corporate Planning & Reporting</u>	
Community Strategic Plan	82,000
17,500 Community Satisfaction Survey	
7,500 Community Wellbeing Survey	
25,000 Total	82,000
<u>Community Planning & Commissioning</u>	
Positive Ageing Strategy Implementation	20,000
20,000 Youth Needs Analysis	
20,000 Total	20,000
<u>Corporate Sustainability</u>	
15,000 Corporate Emissions Reporting	
22,434 Regional State of Environment Reporting	
60,000 REERP Review	
30,000 Sustainable Advisory Committee Report	
100,000 REERP - Renewable Energy Fund Allocation	100,000
1,395 REERP - Deficit in Program	
228,829 Total	100,000
<u>Local Planning</u>	
15,000 Aboriginal Cultural Heritage Management Plan	
85,000 Public Realm Strategy	
15,000 LEP Review	
20,000 Darkum Wga Mliis Heames CMP	20,000
20,000 Moonee Coffs Boambee Newports Scoping Study	20,000
205,449 Environmental Levy Orara River Rehabilitation Project	212,000
127,308 Environmental Levy Management of Diversity	131,200
15,000 Middle Creek Flood Study	
502,757 Total	383,200

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT	
Adopted Cost Centre / Descriptor	Draft
2020/21	2021/22
<u>International Sports Stadium</u>	
97,883 Coffs Coast Regional Hub (S7.11 Fwd Funded)	
1,453,873 Coffs Coast Regional Hub (Infrastructure Reserve)	
90,000 CEX Stadium & CC-SLP 1 Sand Grooving	
1,641,756 Total	0
<u>Local Sport</u>	
374,000 Toormina Oval New Amenities	
108,000 SCCF - Sawtell BMX	
1,127,950 Northern Beaches Multi Purpose Centre	
West Woolgoolga Sports Complex Construction	89,100
60,000 Tennis Facility Strategic & Business Plans	
1,669,950 Total	89,100
<u>Open Space Maintenance</u>	
Environmental Levy Open Space Maintenance Programs	600,546
0	600,546
<u>Roads Maintenance</u>	
200,720 S2WRoads Maintenance	150,200
SH 10 Korora Bus Bay	10,100
71,560 Solitary Islands Way Handover Works - Conditioning Maint	50,400
43,650 Pine Ck Way Handover Wks-Conditioning Maintenance	44,960
315,930 Total	255,660
<u>Financial Sustainability</u>	
Richardson Park Car Park Upgrade	77,000
Minorie Drive - Daycare Ct to Toormina Rd	11,415
328,000 York St Amenities	
Lyons Rd New Kerbing	76,000
2,065,445 Sawtell and Woolgoolga Pools replacement	
2,393,445 Total	164,415
<u>Jetty Foreshores Project</u>	
600,000 Stage 5 Jetty Foreshores Car Park	
150,000 Stage 6 Consultation and Design	
Jetty Strip Detailed Design	1,000,000
750,000 Total	1,000,000
<u>Open Space SAM</u>	
24,000 S7.11 Maclean St Digital Lighting	
18,000 S7.11 Sandy Beach BMX Track	
10,000 S7.11 Combine St Oval Earthworks	
S7.11 West Coffs Community Park	200,000
268,600 S7.11 Criterion Track Upgrade	
391,020 S7.11 Nana Glen Sportsground Amenities	341,600
273,600 S7.11 Nana Glen Equestrian Centre Earthworks	237,831
81,000 S7.11 Coramba Recreation Reserve car parking	
S7.11 Moonee Beach Rd Playground	250,000
20,000 S7.11 Playground Pearce Dr (West Coffs)	
54,000 S7.11 Sandy Beach Playground	
10,000 S7.11 Toormina Sports Complex Works	
S7.11 North Boambee Highlander Dr Neighbourhood Park	105,000
S7.11 Hearn Lake Open Space	
S7.11 Park Beach Amenities (near Hoey Moey)	
22,500 S7.11 West Woolgoolga Open Space	225,000
S7.11 Moonee Community Facility	
S7.11 North Boambee Community Facility	
S7.11 North Boambee Koala Management	
S7.11 Moonee District Park and Canoe Facility	37,000
1,172,720 Total	1,396,431

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT	
Adopted Cost Centre / Descriptor	Draft
2020/21	2021/22
<u>Roads SAM</u>	
S7.11 Park Beach Traffic Facilities	15,000
300,000 S7.11 North Bonville Collector Roads	
60,000 S7.11 West Wga Traffic Intersection Newmans Rd	1,060,000
Centenary Drive Woolgoolga Intersection Upgrade	300,000
360,000 Total	1,375,000
<u>Bridges, Jetty Structures & Boat Ramps</u>	
230,000 Metaleuca Footbridge	
10,000 Lees Bridge Karangi	
240,000 Total	0
<u>Footpaths, Cycleways, Bus Shelters SAM</u>	
60,000 S7.11 Sandy Beach Reserve Footpath & Bridge	
600,000 Footpaths Program	600,000
600,000 S7.11 Moonsee Forest Cycleway	500,000
S7.11 West Woolgoolga Pedestrian / Cycleway Bridge	210,000
1,200,000 Total	1,310,000
<u>Parking</u>	
S7.11 Park Beach Car Parking	
0 Total	0
<u>Drainage</u>	
30,000 S7.11 North Bonville Stormwater Drainage	
S7.11 North Boambee (West) Flood Mitigation	239,594
3,918,419 Flood Mitigation Works	1,484,872
3,948,419 Total	1,724,466
<u>Waste Planning & Delivery</u>	
337,578 Domestic Waste Planning & Delivery Deficit in Program	
Non Domestic Waste Planning & Delivery Deficit in Program	
337,578 Total	0
<u>Business Improvement</u>	
390,850 Ongoing Business Improvement	399,545
390,850 Total	399,545
<u>Holiday Parks & Reserves</u>	
200,000 S7.11 Recoup Woolgoolga Beach Reserve Improvements	
21,000 Manne Rescue - Arrawarra VMP	21,000
160,000 PB Villas (New)	
280,000 WB Villas (New)	
160,000 WL Villas (New)	
1,214,025 Deficit in Program - Park Beach Holiday Park	1,047,353
791,911 Deficit in Program - Sawtell Beach Holiday Park	
431,160 Deficit in Program - Wga Beach Holiday Park	
Deficit in Program - Wga Lakeside Holiday Park	
3,258,096 Total	1,068,353
<u>Coffs Harbour Regional Airport</u>	
Enterprise Park Land Development	4,500,000
2,795,597 Deficit in Program	1,115,756
2,795,597 Total	5,615,756
<u>Office of General Manager</u>	
3,309,793 Library & Art Gallery Additional Capital Services	
3,309,793 Total	0
25,594,952 Total Expenditure from Restricted	16,707,754

BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT	
Adopted Cost Centre / Descriptor 2020/21	Draft 2021/22
<u>Water</u>	
90,284 T25 Savings	90,284
90,284 Total	90,284
<u>Water Infrastructure Maintenance</u>	
2,700,000 Developer Contributions - S64	2,695,000
2,700,000 Total	2,695,000
<u>Untied Funding Program</u>	
421,000 Interest on Investments - Reserves	412,000
4,000 Interest on Investments - S64	3,550
425,000 Total	415,550
3,215,284 Total Income to be Restricted	3,200,834
BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT	
Adopted Cost Centre / Descriptor 2020/21	Draft 2021/22
<u>Water Infrastructure Maintenance</u>	
1,555,153 Capital Infrastructure - Unexpended Loan	425,340
2,700,000 Capital Infrastructure - S64	2,350,000
4,255,153 Total	2,775,340
4,255,153 Total Expenditure from Restricted	2,775,340

BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT

A dopted Cost Centre / D escriptor 2020/21	D raft 2021/22
Sewer	
474,882 T2S Savings	474,882
474,882 Total	474,882
Sewer Infrastructure Maintenance	
342,385 Unexpended Loan	1,731,034
2,600,000 Developer Contributions - Sec 64	2,585,000
2,942,385 Total	4,316,034
Untied Funding Program	
667,000 Interest on Investments - Reserves	646,000
1,500 Interest on Investments - S64	1,500
668,500 Total	647,500
4,085,767 Total Income to be Restricted	5,438,416

BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT

A dopted Cost Centre / D escriptor 2020/21	D raft 2021/22
Sewer Infrastructure Maintenance	
2,600,000 Capital Infrastructure - S64	2,350,000
2,600,000 Total	2,350,000
2,600,000 Total Expenditure from Restricted	2,350,000

BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT

Adopted 2020/21 Reserve	Draft 2021/22
0 Airport - Surplus in Program	0
32,213 CitySmart Solutions - Surplus in Program	0
0 CBD - Surplus in Program	193,388
351,709 Coastal Works	728,459
1,184,826 Community Facilities - Surplus in Program	1,219,231
1,207,115 Non Domestic Waste - Surplus in Program	701,433
0 Domestic Waste - Surplus in Program	1,333,556
34,374 Employees Leave Entitlement	438,287
304,360 Environmental Lab - Surplus in Program	269,883
1,430,229 Environmental Levy	1,564,595
19,007 Holiday Parks - Surplus in Program	653,970
820,654 Infrastructure Renewal Fund	1,699,738
624,700 Interest on Reserves	606,000
141,029 Plant	108,124
0 Renewable Energy Fund	2,684
3,015,000 Section 7.11	3,800,000
120,000 Strategic Initiatives Fund	120,000
3,257,231 T2S Savings - General Fund	3,257,231
18,347 T2S Savings - Waste Fund	18,347
100,476 Unexpended Loan	96,379
12,661,270	16,811,306

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT

2,795,597 Airport	1,115,756
2,656,450 Community Facilities	1,322,900
22,434 Contributions Received in Previous Years	0
337,578 Domestic Waste - Deficit in Program	0
927,553 Environmental Levy	1,564,595
2,458,096 Holiday Parks	1,068,353
1,917,873 Infrastructure Renewal Fund	0
10,000 Plant	4,810,000
43,650 Pine Ck Way Handover Funds	44,960
191,395 Renewable Energy Fund	100,000
915,000 Revotes Reserve	197,000
2,633,445 SRV Revotes Reserve	164,415
272,280 Sappire to Woolgoolga Handover funds	210,700
331,539 Section 7.11	3,779,658
83,000 Strategic Initiatives	445,000
3,700,643 T2S	399,545
3,918,419 Unexpended Loan	1,484,872
0 Non Domestic Waste - Deficit in Program	0
23,214,952	16,707,754

BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT

425,000 Interest on Reserves	415,550
2,700,000 Section 64 - Water	2,695,000
90,284 T2S Savings - Water Fund	90,284
3,215,284	3,200,834

BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT

1,555,153 Unexpended Loan - Water	425,340
2,700,000 Section 64 - Water	2,350,000
4,255,153	2,775,340

BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT

668,500 Interest on Reserves	647,500
2,600,000 Section 64 - Sewer	2,585,000
342,385 Unexpended Loan - Sewer	1,731,034
474,882 T2S Savings - Sewer Fund	474,882
4,085,767	5,438,416

BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT

0 Unexpended Loan - Sewer	0
2,600,000 Section 64 - Sewer	2,350,000
2,600,000	2,350,000

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Business Services		2021/22
Cost Centre	2000	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2000101	Business Services General	420,200
2000125	Business Services Recruitment Costs	18,700
2000497	Overheads Allocation	54,785
Total Operating Expense		493,685
OPERATING RESULT		493,685
2000	Business Services	493,685

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Financial Planning		2021/22
Cost Centre	2110	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2110101	Financial Planning General	916,007
2110102	Procurement Salaries	510,359
2110117	Contribution to Fire & Rescue NSW	644,800
2110118	Contribution to SES	182,550
2110135	EL Grants Programs	366,149
2110140	Stores Operating Expenses	13,040
2110141	Developer Contributions Plan Coordinator	219,353
2110142	EL Financial Planning Projects	105,200
2110497	Overheads Allocation	489,400
2110711	Hockey Assoc Loan Interest Repays	2,134
2110713	Interest on Investments - General	28,800
2110714	Interest on Investments - Reserves	606,000
2110717	Interest on Investments - Sec 94	500,000
Total Operating Expense		4,583,792
Operating Revenue		
<u>Lineitem</u>		
2110101	Financial Planning General	-72,700
2110135	EL Grants Programs	-366,149
2110140	Stores Operating Expenses	-12,800
2110141	Developer Contributions Plan Coordinator	-219,077
2110142	EL Financial Planning Projects	-105,200
2110497	Overheads Allocation	-3,951,180
2110702	S7:11 Recoupment	-25,000
2110711	Hockey Assoc Loan Interest Repays	-2,134
2110713	Interest on Investments - General	-400,000
2110714	Interest on Investments - Reserves	-606,000
2110716	Administration Contributions Revenue	-4,971,592
2110717	Interest on Investments - Sec 94	-500,000
2110718	Financial Assistance Grant	-8,049,007
2110719	Dividend Revenue	-1,360,431

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Financial Planning		2021/22
Cost Centre	2110	ESTIMATE
2110730	Building Long Service Levy Income	-8,030
Total Operating Revenue		-20,649,300
OPERATING RESULT		-16,065,508
Capital Expense		
<u>Lineitem</u>		
2110812	Hockey Assoc Loan Principal Repayments	21,070
2110817	Developer Contributions Income (General Fund)	3,300,000
Total Capital Expense		3,321,070
Capital Revenue		
<u>Lineitem</u>		
2110812	Hockey Assoc Loan Principal Repayments	-21,070
2110817	Developer Contributions Income (General Fund)	-3,300,000
Total Capital Revenue		-3,321,070
CAPITAL RESULT		0
Reserve Expense		
<u>Lineitem</u>		
2110799	Transfer to and from Reserves	3,257,231
Total Reserve Expense		3,257,231
Reserve Revenue		
<u>Lineitem</u>		
Total Reserve Revenue		0
RESERVE MOVEMENTS		3,257,231
2110	Financial Planning	-12,808,277

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Financial Support		2021/22
Cost Centre	2120	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2120101	Financial Support General	1,643,566
2120140	Valuation Fees	195,490
2120141	Asset Revaluation Fees	100,000
2120142	Australia Post - Agency Arrangement	57,120
2120143	Meter Reading	408,115
2120144	Rates Notices Printing & Stationery	145,460
2120498	Financial Support - Depreciation	883,790
2120720	General Fund Rates	100,000
2120741	EL Revenue	1,464,596
Total Operating Expense		4,998,137
Operating Revenue		
<u>Lineitem</u>		
2120101	Financial Support General	-24,600
2120143	Meter Reading	-408,115
2120720	General Fund Rates	-35,344,185
2120721	General Rates - Pensioner Subsidy	-954,349
2120741	EL Revenue	-1,593,463
2120743	Extra Charges	-182,057
Total Operating Revenue		-38,506,769
OPERATING RESULT		-33,508,632
2120	Financial Support	-33,508,632

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Financial Logistics Property		2021/22
Cost Centre	2130	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2130101	Financial Logistics General	769,942
2130111	Loan Interest Repayments	27,276
2130141	Community Village Properties Operating	193,966
2130142	Buildings Operations	1,246,153
2130145	Bunker Cartoon Gallery Operating	60,000
2130146	City Hill Masterplan	45,000
2130150	Sawtell Toormina Sport/Rec Club Maint Cont'n	17,000
2130151	Coramba Sportsground Maint Cont'n	25,000
2130153	Morgans Rd Farm Operations	1,000
2130170	Furniture /Office Equip Minor Purchases	3,000
2130180	Pool Contractors Lease	122,900
2130497	Overheads Allocation	204,452
2130498	Depreciation	2,766,280
2130516	Public Amenities Expenses	491,350
2130743	Property Rentals	3,500
Total Operating Expense		5,976,819
Operating Revenue		
<u>Lineitem</u>		
2130141	Community Village Properties Operating	-200,300
2130142	Buildings Operations	-496,740
2130146	City Hill Masterplan	-45,000
2130153	Morgans Rd Farm Operations	12,500
2130180	Pool Contractors Lease	-122,900
2130497	Overheads Allocation	-624,796
2130740	Mall Kiosk Table Rental	-30,600
2130742	State Park Admin Fees	-4,800
2130743	Property Rentals	-699,300
2130745	Outdoor Dining Income	-2,550
Total Operating Revenue		-2,214,486
OPERATING RESULT		3,762,333

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Financial Logistics Property		2021/22
Cost Centre 2130		ESTIMATE
Capital Expense		
<u>Lineitem</u>		
2130512	Loan Principal Repayments	143,702
2130513	Sportz Central 6.3M Upgrade	3,000,000
2130518	Implement Masterplan for master key system	25,000
Total Capital Expense		3,168,702
Capital Revenue		
<u>Lineitem</u>		
2130513	Sportz Central 6.3M Upgrade	-3,000,000
Total Capital Revenue		-3,000,000
CAPITAL RESULT		168,702
2130	Financial Logistics Property	3,931,035

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Plant & Fleet Management		2021/22
Cost Centre	2131	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2131101	Plant and Fleet General	599,963
2131119	Dividend Payable to General a/c	783,050
2131140	Workshop Operating	54,750
2131141	Small Tools Operating	26,200
2131145	Major Plant Operating	5,956,100
2131146	Minor Plant Operating	73,014
2131147	Plant Safety Costs Operating	9,200
2131152	Contribution to Depot Expenses	34,159
2131497	Overheads Allocation	317,126
2131498	Depreciation	3,269,100
2131802	Contribution to Depot Upgrade	6,000
Total Operating Expense		11,128,662
Operating Revenue		
<u>Lineitem</u>		
2131140	Workshop Operating	-2,100
2131145	Major Plant Operating	-6,015,200
2131146	Minor Plant Operating	-110,500
2131714	Interest on Investments	-300,000
2131731	Plant Recoveries Oncost Levy	-774,240
2131732	Rebates	-176,000
2131733	Leased Vehicle Recoveries	-427,900
Total Operating Revenue		-7,805,940
OPERATING RESULT		3,322,722
Capital Expense		
<u>Lineitem</u>		
2131540	Plant Replacement	2,348,100
Total Capital Expense		2,348,100
Capital Revenue		
<u>Lineitem</u>		
2131540	Plant Replacement	-1,327,100
2131541	Contributions to Additional Plant Purch.	-101,900

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Plant & Fleet Management		2021/22
Cost Centre	2131	ESTIMATE
Total Capital Revenue		-1,429,000
CAPITAL RESULT		919,100
Reserve Expense		
<u>Lineitem</u>		
2131799	Transfer to and from Reserves	108,124
Total Reserve Expense		108,124
Reserve Revenue		
<u>Lineitem</u>		
Total Reserve Revenue		0
RESERVE MOVEMENTS		108,124
2131	Plant & Fleet Management	4,349,946

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Swimming Pools		2021/22
Cost Centre	2133	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2133100	Coffs - Swimming Pools Salaries	492,250
2133101	Coffs - Pool Operating	410,040
2133103	Coffs - Pool Pump & Equipment R&M	13,670
2133200	Sawtell - Swimming Pools Salaries	142,710
2133201	Sawtell - Pool Operating	103,020
2133203	Sawtell - Pool Pump & Equipment R&M	6,830
2133300	Wlga - Swimming Pools Salaries	159,030
2133301	Wlga - Pool Operating	99,960
2133303	Wlga - Pool Pump & Equipment R&M	6,835
2133497	Overheads Allocation	42,703
Total Operating Expense		1,477,048
Operating Revenue		
<u>Lineitem</u>		
2133105	Coffs - Pool Retail	-363,120
2133205	Sawtell - Pool Retail	-20,400
2133701	Coffs - Pools Income	-290,700
2133731	Sawtell - Pools Income	-111,180
2133761	Wlga - Pools Income	-115,260
Total Operating Revenue		-900,660
OPERATING RESULT		576,388
2133	Swimming Pools	576,388

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Business Systems		2021/22
Cost Centre	2230	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2230101	Business Systems General	2,058,664
2230140	Consultancy Costs	41,100
2230141	Computer Hardware Maintenance	66,500
2230142	Computer Software Operating	2,392,360
2230161	Rural House Numbering	300
2230162	Telephone Charges	133,500
2230498	Depreciation	499,800
2230702	IT Conference	120,000
Total Operating Expense		5,312,224
Operating Revenue		
<u>Lineitem</u>		
2230497	Overheads Allocation	-5,787,437
2230701	Business System Income	-9,500
2230702	IT Conference	-120,000
Total Operating Revenue		-5,916,937
OPERATING RESULT		-604,713
Capital Expense		
<u>Lineitem</u>		
2230530	Computer Hardware and Software	881,300
2230541	Corporate Software Investment Fund	250,000
Total Capital Expense		1,131,300
Capital Revenue		
<u>Lineitem</u>		
2230530	Computer Hardware and Software	-6,000
Total Capital Revenue		-6,000
CAPITAL RESULT		1,125,300
2230	Business Systems	520,587

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Organisational Development		2021/22
Cost Centre	2300	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2300101	Organisational Development General	1,432,224
2300140	Health & Wellbeing Program	54,000
2300141	Occupation Health & Safety Act Exp	25,000
2300142	Recognition of Service/Incentives	12,300
2300143	Employee Assistance Program	25,625
2300144	Organisational Development Consulting	66,600
2300145	WHS/ Hazard & Risk Management	7,500
2300148	Oncost Recovery OD	2,870,196
Total Operating Expense		4,493,445
Operating Revenue		
<u>Lineitem</u>		
2300148	Oncost Recovery OD	-4,240,070
2300497	Overheads Allocation	-1,462,777
2300706	Contn to Allianz OH&S Projects	-125,000
Total Operating Revenue		-5,827,847
OPERATING RESULT		-1,334,402
2300	Organisational Development	-1,334,402

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Customer Services		2021/22
Cost Centre	2400	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
2400101	Customer Services General	2,891,077
2400140	Cemetery Plaques Administration	27,000
2400141	Postage, Office and Advertising Costs	142,750
2400142	Sundry Administration	27,800
2400150	Records Repository Project	22,000
2400497	Overheads Allocation	745,167
Total Operating Expense		3,855,794
Operating Revenue		
<u>Lineitem</u>		
2400101	Customer Services General	-20,000
2400140	Cemetery Plaques Administration	-40,000
2400142	Sundry Administration	-350
Total Operating Revenue		-60,350
OPERATING RESULT		3,795,444
2400	Customer Services	3,795,444

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Coffs Harbour City Council

Sustainable Places		2021/22
Cost Centre 3000		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3000101	Sustainable Communities General	416,752
3000125	Sustainable Communities Recruitment Costs	15,000
3000497	Overheads Allocation	52,098
Total Operating Expense		483,850
OPERATING RESULT		483,850
3000	Sustainable Places	483,850

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Coffs Harbour City Council

Community and Cultural Services		2021/22
Cost Centre	3100	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3100101	Community/ Cultural Services General	503,700
3100102	MyCoffsConnect Subscription	20,900
3100114	Bushfire Community Resilience & Recovery Fund Stream 1	56,250
3100497	Overheads Allocation	802,609
Total Operating Expense		1,383,459
Operating Revenue		
<u>Lineitem</u>		
3100114	Bushfire Community Resilience & Recovery Fund Stream 1	-56,250
Total Operating Revenue		-56,250
OPERATING RESULT		1,327,209
3100	Community and Cultural Services	1,327,209

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Library Service		2021/22
Cost Centre	3112	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3112101	Library General	1,555,661
3112140	Toormina Branch Library Operating	40,602
3112141	Woolgoolga Branch Library Operating	41,440
3112142	City Centre Library Operating	60,810
3112143	Library IT Systems Operating	68,800
3112144	Library Book Purchases	228,700
3112150	Library & Art Gallery Additional Operating Services	1,000,893
Total Operating Expense		2,996,906
Operating Revenue		
<u>Lineitem</u>		
3112144	Library Book Purchases	-194,230
3112731	Library Fees and Charges	-43,400
Total Operating Revenue		-237,630
OPERATING RESULT		2,759,276
Capital Expense		
<u>Lineitem</u>		
3112510	Library Asset Purchases	33,950
3112512	Local Priority Projects	59,468
Total Capital Expense		93,418
Capital Revenue		
<u>Lineitem</u>		
3112512	Local Priority Projects	-59,468
Total Capital Revenue		-59,468
CAPITAL RESULT		33,950
3112	Library Service	2,793,226

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Coffs Harbour City Council

Regional Gallery		2021/22
Cost Centre	3113	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3113101	Regional Art Gallery Operating	381,375
3113120	Regional Art Gallery Collections Management	5,000
3113125	Regional Art Gallery Exhibition Program	53,000
3113141	STILL Operating	60,000
Total Operating Expense		499,375
Operating Revenue		
<u>Lineitem</u>		
3113101	Regional Art Gallery Operating	-11,970
3113141	STILL Operating	-15,000
Total Operating Revenue		-26,970
OPERATING RESULT		472,405
Capital Expense		
<u>Lineitem</u>		
3113505	Regional Gallery Art Storage	95,000
Total Capital Expense		95,000
Capital Revenue		
<u>Lineitem</u>		
3113505	Regional Gallery Art Storage	-95,000
Total Capital Revenue		-95,000
CAPITAL RESULT		0
3113	Regional Gallery	472,405

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Coffs Harbour City Council

Jetty Theatre		2021/22
Cost Centre	3114	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3114142	JMT Operations	633,889
Total Operating Expense		633,889
Operating Revenue		
<u>Lineitem</u>		
3114142	JMT Operations	-248,549
Total Operating Revenue		-248,549
OPERATING RESULT		385,340
Capital Expense		
<u>Lineitem</u>		
3114520	JMT Improvements	60,940
Total Capital Expense		60,940
CAPITAL RESULT		60,940
3114	Jetty Theatre	446,280

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Museum		2021/22
Cost Centre	3115	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3115145	Museum Operating	411,627
3115146	Off-Site Storage for Museum Collection	100,000
3115147	Museum Operating Grants	44,300
3115149	Museum Systems	15,000
Total Operating Expense		570,927
Operating Revenue		
<u>Lineitem</u>		
3115145	Museum Operating	-6,090
3115147	Museum Operating Grants	-44,300
Total Operating Revenue		-50,390
OPERATING RESULT		520,537
3115	Museum	520,537

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Community Venues		2021/22
Cost Centre	3116	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3116101	Community Venues General	276,902
3116143	Community Village Operating	87,500
Total Operating Expense		364,402
Operating Revenue		
<u>Lineitem</u>		
3116143	Community Village Operating	-100,950
Total Operating Revenue		-100,950
OPERATING RESULT		263,452
Capital Expense		
<u>Lineitem</u>		
3116504	Community Village Capital Works	31,800
Total Capital Expense		31,800
CAPITAL RESULT		31,800
3116	Community Venues	295,252

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Cultural & Creative Industries Development		2021/22
Cost Centre	3117	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3117101	Cultural & Creative Industries Development General	85,073
3117144	Arts & Cultural Development Grants	40,356
3117145	Arts Mid North Coast Contribution	15,750
Total Operating Expense		141,179
Operating Revenue		
<u>Lineitem</u>		
Total Operating Revenue		0
OPERATING RESULT		141,179
3117	Cultural & Creative Industries Developm	141,179

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Coffs Harbour City Council

Lifeguards		2021/22
Cost Centre	3118	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3118140	Lifeguards Expenses	782,636
3118141	Lifeguard Strategic Plan	4,370
3118142	Lifeguard Structures & Facilities Maintenance	17,500
3118143	Remote Supervision	11,825
3118144	Beach Safety Education	20,000
3118146	Surf Life Saving Club Subsidies	50,488
Total Operating Expense		886,819
Operating Revenue		
<u>Lineitem</u>		
3118144	Beach Safety Education	-15,000
Total Operating Revenue		-15,000
OPERATING RESULT		871,819
Capital Expense		
<u>Lineitem</u>		
3118505	S7.11 Beach Storage Facilities & Sail	106,000
3118506	Beach Patrol Equipment	10,000
Total Capital Expense		116,000
Capital Revenue		
<u>Lineitem</u>		
3118505	S7.11 Beach Storage Facilities & Sail	-106,000
3118506	Beach Patrol Equipment	-10,000
Total Capital Revenue		-116,000
CAPITAL RESULT		0
3118	Lifeguards	871,819

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Coffs Harbour City Council

Sustainable Living & Community Programs		2021/22
Cost Centre	3119	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3119101	Sustainable Living & Community General	132,029
3119110	Road Safety Program RSO Salary & On-costs	73,280
3119112	Community Safety Program	1,120
3119140	EL Sustainable Living & Community Programs	109,500
3119145	Multicultural Programs	30,015
3119146	Indigenous Programs	1,530
3119147	Seniors Programs	4,895
3119148	Youth Programs	7,135
3119149	Awareness & Education Programs	2,450
3119150	Sustainable Living Programs	71,114
3119152	Disability Inclusion Programs	1,630
Total Operating Expense		434,698
Operating Revenue		
<u>Lineitem</u>		
3119140	EL Sustainable Living & Community Programs	-109,500
Total Operating Revenue		-109,500
OPERATING RESULT		325,198
3119	Sustainable Living & Community Progra	325,198

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Coffs Harbour City Council

Corporate Planning & Performance Reporting		2021/22
Cost Centre	3121	ESTIMATE
Operating Expense		
<u>Line Item</u>		
3121101	Community Planning & Perform General	292,886
3121140	Community Strategic Plan	82,000
3121141	Community Satisfaction Survey	46,000
3121142	Community Wellbeing Survey	26,000
3121497	Overheads Allocation	139,400
Total Operating Expense		586,286
Operating Revenue		
<u>Line Item</u>		
3121140	Community Strategic Plan	-82,000
Total Operating Revenue		-82,000
OPERATING RESULT		504,286
3121	Corporate Planning & Performance Repor	504,286

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Coffs Harbour City Council

Community Planning & Commissioning		2021/22
Cost Centre	3122	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3122101	Community Plan & Commission General	383,238
3122142	Access and Inclusion Planning	46,580
3122144	Multicultural Planning	1,690
3122145	Indigenous Planning	12,550
3122146	Social Planning	20,000
3122151	Disability Access Plan & Audit	45,000
3122155	Community Services Projects	21,660
3122156	Donations Program	124,850
Total Operating Expense		655,568
Operating Revenue		
<u>Lineitem</u>		
3122146	Social Planning	-20,000
Total Operating Revenue		-20,000
OPERATING RESULT		635,568
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
CAPITAL RESULT		0
3122	Community Planning & Commissioning	635,568

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Coffs Harbour City Council

Corporate Sustainability		2021/22
Cost Centre	3123	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3123101	Corporate Sustainability General	108,343
3123140	Regional State of the Environment Reporting	0
3123141	Corporate Emissions Reporting	15,000
3123142	REERP	232,009
3123143	Corporate Sustainability Initiatives	16,800
Total Operating Expense		372,152
Operating Revenue		
<u>Lineitem</u>		
3123142	REERP	-231,072
Total Operating Revenue		-231,072
OPERATING RESULT		141,080
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
Capital Revenue		
<u>Lineitem</u>		
Total Capital Revenue		0
CAPITAL RESULT		0
Reserve Expense		
<u>Lineitem</u>		
3123799	Transfer to and from Reserves	99,063
Total Reserve Expense		99,063
Reserve Revenue		
<u>Lineitem</u>		
3123799	Transfer to and from Reserves	-100,000
Total Reserve Revenue		-100,000
RESERVE MOVEMENTS		-937
3123	Corporate Sustainability	140,143

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Coffs Harbour City Council

Local Planning		2021/22
Cost Centre	3210	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3210101	Local Planning General	1,476,780
3210105	Flood subscriptions / licences	10,400
3210141	Heritage Program	19,750
3210145	Planning Studies	55,000
3210160	EL Local Planning Projects	100,000
3210161	EL Orara River Rehab Project	212,000
3210162	EL Planning - Management of Biodiversity	131,200
3210190	Coastal Hazard & Estuary Studies	130,000
3210497	Overheads Allocation	233,988
Total Operating Expense		2,369,118
Operating Revenue		
<u>Lineitem</u>		
3210101	Local Planning General	-8,000
3210141	Heritage Program	-6,000
3210160	EL Local Planning Projects	-100,000
3210161	EL Orara River Rehab Project	-212,000
3210162	EL Planning - Management of Biodiversity	-131,200
3210190	Coastal Hazard & Estuary Studies	-80,000
Total Operating Revenue		-537,200
OPERATING RESULT		1,831,918
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
Capital Revenue		
<u>Lineitem</u>		
Total Capital Revenue		0
CAPITAL RESULT		0
3210	Local Planning	1,831,918

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Coffs Harbour City Council

Development Assessment		2021/22
Cost Centre	3220	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3220101	Development Assessment General	2,489,490
3220497	Overheads Allocation	301,824
Total Operating Expense		2,791,314
Operating Revenue		
<u>Lineitem</u>		
3220101	Development Assessment General	-41,500
3220730	Development Assessment Income	-1,692,680
Total Operating Revenue		-1,734,180
OPERATING RESULT		1,057,134
3220	Development Assessment	1,057,134

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Compliance & Regulatory Enforcement		2021/22
Cost Centre	3230	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3230101	Compliance & Regulatory Enforcement General	1,354,938
3230140	Animal Impounding	222,100
3230141	Parking Operating & Fines	142,003
3230497	Overheads Allocation	400,639
Total Operating Expense		2,119,680
Operating Revenue		
<u>Lineitem</u>		
3230140	Animal Impounding	-151,400
3230141	Parking Operating & Fines	-350,100
3230721	Ordinance Inspection Fines	-71,300
3230722	Pool Inspections & Certifications	-75,500
3230723	Fire Services Certifications	-32,500
Total Operating Revenue		-680,800
OPERATING RESULT		1,438,880
Capital Expense		
<u>Lineitem</u>		
3230520	Equipment Purchases	4,000
Total Capital Expense		4,000
CAPITAL RESULT		4,000
3230	Compliance & Regulatory Enforcement	1,442,880

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Coffs Harbour City Council

Environmental & Public Health		2021/22
Cost Centre	3231	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3231101	Environmental & Public Health General	651,340
3231144	Domestic Sewage Systems Supervision	250,809
3231732	Sewer Fees	86,868
Total Operating Expense		989,017
Operating Revenue		
<u>Lineitem</u>		
3231101	Environmental & Public Health General	-21,600
3231144	Domestic Sewage Systems Supervision	-408,754
3231721	Miscellaneous Income	-3,500
3231723	Caravan Park/ Camping Ground Renewals	-10,400
3231725	Contribution Water Sampling fr Water	-31,900
3231731	Licence Fees	-80,000
3231732	Sewer Fees	-85,100
3231733	Drainage Diagram Fees	-78,600
Total Operating Revenue		-719,854
OPERATING RESULT		269,163
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
CAPITAL RESULT		0
3231	Environmental & Public Health	269,163

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Coffs Harbour City Council

Industry & Destination Development		2021/22
Cost Centre	3310	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3310101	Industry & Destination Development General	1,091,002
3310142	Trade Engagement & Famils	21,200
3310143	Collateral	25,700
3310146	Campaigns - Destination	191,100
3310148	Campaigns - Co-op	11,800
3310150	Database - CRM - Website	29,900
3310151	Sawtell & Woolgoolga Chamber of Commerce	23,500
3310154	Tourism Strategy 2020 Implementation	50,000
3310155	Economic Development Strategy	21,200
3310159	Food Sector	33,700
3310163	Enterprise Development	60,400
3310164	Social Media E-News	10,000
3310165	Six Degrees Co-Working Hubs	20,000
3310497	Overheads Allocation	172,689
Total Operating Expense		1,762,191
Operating Revenue		
<u>Lineitem</u>		
3310159	Food Sector	-10,700
3310165	Six Degrees Co-Working Hubs	-9,000
3310720	Economic Development Special Rate Variation	-132,487
Total Operating Revenue		-152,187
OPERATING RESULT		1,610,004
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
CAPITAL RESULT		0
3310	Industry & Destination Development	1,610,004

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Coffs Harbour City Council

Events		2021/22
Cost Centre	3320	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3320101	Major Events General	1,135,371
3320141	Events	36,300
3320142	Business Events Support	70,000
3320144	Events Marketing	623,000
3320145	Events Support	79,506
3320497	Overheads Allocation	419,525
Total Operating Expense		2,363,702
Operating Revenue		
<u>Lineitem</u>		
3320141	Events	-36,300
3320142	Business Events Support	-70,000
3320145	Events Support	-59,506
Total Operating Revenue		-165,806
OPERATING RESULT		2,197,896
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
Capital Revenue		
<u>Lineitem</u>		
Total Capital Revenue		0
CAPITAL RESULT		0
3320	Events	2,197,896

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Coffs Harbour City Council

International Stadium		2021/22
Cost Centre	3322	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3322112	Loan 475 Interest Repayments	206,066
3322140	Food & Beverage	372,885
3322141	Stadium Operating Costs	1,027,003
3322142	Stadium Sponsorship & Signage	52,800
3322143	The Hub Operating Costs	77,600
3322145	Regional Sports Hub Operating Costs	153,000
3322148	CCSLP Precinct Master Plan / Plan of Management	60,000
3322498	Depreciation	0
Total Operating Expense		1,949,354
Operating Revenue		
<u>Lineitem</u>		
3322140	Food & Beverage	-460,400
3322141	Stadium Operating Costs	-21,100
3322142	Stadium Sponsorship & Signage	-91,600
3322143	The Hub Operating Costs	-79,500
3322145	Regional Sports Hub Operating Costs	-69,750
Total Operating Revenue		-722,350
OPERATING RESULT		1,227,004
Capital Expense		
<u>Lineitem</u>		
3322513	Loan 475 Principal Repayments	166,460
3322520	CEX Stadium & CCSLP 1 Sand Grooving	0
Total Capital Expense		166,460
Capital Revenue		
<u>Lineitem</u>		
3322520	CEX Stadium & CCSLP 1 Sand Grooving	0
Total Capital Revenue		0
CAPITAL RESULT		166,460
3322	International Stadium	1,393,464

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Local Sport		2021/22
Cost Centre	3323	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
3323143	Sport Facilities & Ovals	563,215
3323144	Wigulga Sports Complex Operating	0
3323148	Sports Facility Plan	75,000
3323150	Woolgoolga Sports Council Inc Contrib.	77,800
3323825	Proposed Loan Drawdown - Wigulga Sports Complex	47,898
Total Operating Expense		763,913
Operating Revenue		
<u>Lineitem</u>		
3323143	Sport Facilities & Ovals	-88,000
3323144	Wigulga Sports Complex Operating	0
Total Operating Revenue		-88,000
OPERATING RESULT		675,913
Capital Expense		
<u>Lineitem</u>		
3323515	Wigulga Multi Purpose Centre	16,386,006
3323825	Proposed Loan Drawdown - Wigulga Sports Complex	82,593
Total Capital Expense		16,468,599
Capital Revenue		
<u>Lineitem</u>		
3323515	Wigulga Multi Purpose Centre	-12,221,006
3323825	Proposed Loan Drawdown - Wigulga Sports Complex	-4,165,000
Total Capital Revenue		-16,386,006
CAPITAL RESULT		82,593
3323	Local Sport	758,506

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Sustainable Infrastructure		2021/22
Cost Centre	4000	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4000101	Sustainable Infrastructure General	512,010
4000125	Sustainable Infrastructure Recruitment Costs	25,000
4000151	Contribution to RFS	1,035,130
4000152	Brigade Stations Operating	76,697
4000200	Fire Attend by Council Volunteer Staff	1,200
4000201	Bushfire Vehicle Operating	205,420
4000202	Equipment R. & M	2,000
4000497	Overheads Allocation	122,108
4000498	Depreciation - RFS	968,300
Total Operating Expense		2,947,865
Operating Revenue		
<u>Lineitem</u>		
4000151	Contribution to RFS	-381,800
Total Operating Revenue		-381,800
OPERATING RESULT		2,566,065
Capital Expense		
<u>Lineitem</u>		
4000530	Rural Fire Equip Issues	119,000
4000531	New Vehicles Rural Fire Service	141,000
Total Capital Expense		260,000
Capital Revenue		
<u>Lineitem</u>		
4000530	Rural Fire Equip Issues	-119,000
4000531	New Vehicles Rural Fire Service	-141,000
Total Capital Revenue		-260,000
CAPITAL RESULT		0
4000	Sustainable Infrastructure	2,566,065

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Coffs Harbour City Council

Infrastructure Construction & Maintenance		2021/22
Cost Centre		ESTIMATE
4100		
Operating Expense		
<u>Lineitem</u>		
4100101	Infrastructure Constructn & Maint General	1,061,534
4100142	Emergency Management	5,700
4100144	Depot Expenses	297,944
4100497	Overheads Allocation	137,934
Total Operating Expense		1,503,112
Operating Revenue		
<u>Lineitem</u>		
4100143	Building Activities within Road Reserves	-34,200
4100722	Contrib from Plant for Depot Expenses	-34,159
Total Operating Revenue		-68,359
OPERATING RESULT		1,434,753
Capital Expense		
<u>Lineitem</u>		
4100521	Depot Improvements	18,000
Total Capital Expense		18,000
Capital Revenue		
<u>Lineitem</u>		
4100821	Contrib to Depot Upgrade	-18,000
Total Capital Revenue		-18,000
CAPITAL RESULT		0
4100	Infrastructure Construction & Maintenance	1,434,753

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CW Commercial Works		2021/22
Cost Centre	4111	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4111119	Dividend Payable to General a/c	415,684
4111141	Coastal Works Operating	17,128
4111142	External Plant Hire	2,000
4111143	Coastal Works Bridges Activities	5,500,000
4111144	Coffs Bypass Water Utilities Relocation	10,000,000
4111145	Coastal Works Business Activities (CWBA)	750,000
4111146	RFS Heavy Vehicle Servicing Expenses	139,450
4111148	Mechanical / Electrical Commercial Works Operations	60,500
4111497	Overheads Allocation	443,741
4111521	Howard St Quarry	300,700
Total Operating Expense		17,629,203
Operating Revenue		
<u>Lineitem</u>		
4111142	External Plant Hire	-2,200
4111143	Coastal Works Bridges Activities	-6,545,000
4111144	Coffs Bypass Water Utilities Relocation	-12,000,000
4111145	Coastal Works Business Activities (CWBA)	-900,000
4111146	RFS Heavy Vehicle Servicing Expenses	-180,000
4111148	Mechanical / Electrical Commercial Works Operations	-70,200
4111521	Howard St Quarry	-360,000
Total Operating Revenue		-20,057,400
OPERATING RESULT		-2,428,197
Reserve Expense		
<u>Lineitem</u>		
4111799	Transfer to and from Reserves	2,428,197
Total Reserve Expense		2,428,197
RESERVE MOVEMENTS		2,428,197
4111	CW Commercial Works	0

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Infrastructure Maintenance Water		2021/22
Cost Centre	4120	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4120101	Infrastructure Maintenance Water General	1,145,100
4120111	Water Loan Interest Repayments	2,849,861
4120116	Meter Reading Contn to Finance	311,715
4120119	Dividend	1,601,867
4120141	Dams Operations	221,813
4120142	Water Reservoirs	350,330
4120143	Water Pump Stations	200,000
4120144	Water Mains	1,000,000
4120145	Water Services	870,200
4120148	Water Efficiency	6,000
4120149	RWS - Operation & Maintenance	543,500
4120150	Water Quality Monitoring	64,303
4120151	Meter Disconnect / Reconnections / R&M	111,200
4120152	Contribution to Works	60,000
4120155	Standpipe Water	175,700
4120156	Pressure Testing	10,000
4120157	Retic Pump Stations & Chlorination Plant	20,000
4120159	Water Treatment Plant	1,852,311
4120161	Meter Exchange Program	300,000
4120172	Cont'n to EL Orara River Project	100,000
4120174	Contribution to Developer Services Plan	27,772
4120497	Overheads Allocation	727,809
4120498	Depreciation	7,135,100
4120714	Water Interest on Investments - Reserves	412,000
4120717	Water Interest on Investments - S64	3,550
Total Operating Expense		20,100,131
Operating Revenue		
<u>Lineitem</u>		
4120151	Meter Disconnect / Reconnections / R&M	-9,500
4120152	Contribution to Works	-60,000

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Coffs Harbour City Council

Infrastructure Maintenance Water		2021/22
Cost Centre	4120	ESTIMATE
4120155	Standpipe Water	-199,900
4120156	Pressure Testing	-10,000
4120713	Water Interest on Investments - Revenue	-716,000
4120714	Water Interest on Investments - Reserves	-212,000
4120717	Water Interest on Investments - S64	-8,550
4120722	Occupational Lease Revenue	-86,700
4120734	Water Access Charges	-4,584,068
4120735	Water Rates Pensioner Subsidy	-298,414
4120736	Water Usage Charges	-17,928,392
Total Operating Revenue		-24,113,524
OPERATING RESULT		-4,013,393
Capital Expense		
<u>Lineitem</u>		
4120512	Water Loan Principal Repayments	5,995,361
Total Capital Expense		5,995,361
CAPITAL RESULT		5,995,361
4120	Infrastructure Maintenance Water	1,981,968

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Infrastructure Maintenance Sewer		2021/22
Cost Centre	4121	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4121101	Infrastructure Maintenance Sewer General	1,259,074
4121103	Infrastructure Maintenance Sewer Other Operating	71,800
4121104	House Sewer Connection Inflow - Operating	749,748
4121111	Sewer Loan Interest Repayment	3,234,315
4121119	Dividend	2,643,458
4121142	Sewer Operations	1,488,900
4121143	Reuse Pipework	152,875
4121144	External Works	35,000
4121149	Biosolids Disposal	623,300
4121150	Pump Out Sullage Collection	121,100
4121154	Cont'n to Developer Services Plan Admin	27,772
4121157	Sewer Treatment Works Operating	4,768,101
4121497	Overheads Allocation	786,793
4121498	Depreciation	11,610,700
4121714	Water Interest on Investments - Reserves	646,000
4121717	Water Interest on Investments - S64	1,500
Total Operating Expense		28,220,436
Operating Revenue		
<u>Lineitem</u>		
4121141	Sullage Collection	-3,342
4121144	External Works	-35,000
4121145	Sewer Rental Properties	-36,400
4121713	Water Interest on Investments - Revenue	-741,000
4121714	Water Interest on Investments - Reserves	-696,000
4121717	Water Interest on Investments - S64	-20,000
4121720	Sewer EPL Loan Interest Income	-360,150
4121721	Effluent Collection & Disposal Revenue	-82,300
4121722	Private Pump Station Application & Manag	-5,200
4121738	Sewer Access Charge	-30,844,035
4121739	Sewer Rates Pensioner Subsidy	-254,293

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Infrastructure Maintenance Sewer		2021/22
Cost Centre	4121	ESTIMATE
4121742	Sewer Non Rateable Charges	-847,718
4121744	Trade Waste Annual & Usage Charges	-569,554
Total Operating Revenue		-34,494,992
OPERATING RESULT		-6,274,556
Capital Expense		
<u>Lineitem</u>		
4121158	Contribution to Amenity Pump Stations	141,000
4121512	Sewer Loan Principal Repayments	6,869,515
4121520	House Sewer Connection Inflow - Capital	400,000
Total Capital Expense		7,410,515
CAPITAL RESULT		7,410,515
4121	Infrastructure Maintenance Sewer	1,135,959

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Open Space Maintenance		2021/22
Cost Centre 4131		ESTIMATE
Operating Expense		
Lineitem		
4131101	Open Space General	797,310
4131120	Litter Bin Collections - Streets & Parks	517,300
4131141	Regional Parks Operating	369,870
4131142	State Parks Operating	539,020
4131145	General Parks Operating	1,572,710
4131148	Botanic Gardens Operating	468,434
4131151	Cemeteries Operating	356,932
4131154	Parks Depot Operating	113,860
4131155	FOP Program Coordinator	15,100
4131159	Noxious Weeds Control	406,700
4131180	RMS Highway Gardens Lyons to Sapphire	120,100
4131181	SH10 Corridor Maintenance	28,500
4131182	External Business Activities	196,100
4131189	Greenery for our Grey Nomads (part grant)	74,201
4131201	EL Bushland Weed Eradication	229,600
4131202	EL Manag Key Environmental Weeds within Cnd Manag Land	114,946
4131203	EL Supporting Community Action in Coffs LGA	234,100
4131207	EL Nth Coast Regional Bot Garden Education Officer	21,900
4131498	Depreciation	1,973,900
Total Operating Expense		8,150,583
Operating Revenue		
Lineitem		
4131142	State Parks Operating	-7,400
4131145	General Parks Operating	-56,200
4131151	Cemeteries Operating	-294,400
4131159	Noxious Weeds Control	-140,100
4131180	RMS Highway Gardens Lyons to Sapphire	-120,100
4131182	External Business Activities	-175,300
4131189	Greenery for our Grey Nomads (part grant)	-74,201
4131201	EL Bushland Weed Eradication	-229,600

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Coffs Harbour City Council

Open Space Maintenance		2021/22
Cost Centre 4131		ESTIMATE
4131202	EL Manag Key Environmental Weeds within Cnd Manag Land	-114,946
4131203	EL Supporting Community Action in Coffs LGA	-234,100
4131207	EL Nth Coast Regional Bot Garden Education Officer	-21,900
Total Operating Revenue		-1,468,247
OPERATING RESULT		6,682,336
4131	Open Space Maintenance	6,682,336

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Coffs Harbour City Council

Roads Maintenance		2021/22
Cost Centre	4132	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4132139	Traffic Committee & Road Naming	89,700
4132141	Local Road Maintenance	4,566,582
4132144	Local Road Traffic Facilities Block Grant	184,000
4132147	Regional Road Block Grant	705,068
4132150	Harbour Drive R&M	233,700
4132160	SH10 Handover Works	10,100
4132162	Pine Creek Way Handover Works (Maint/Op)	44,960
4132163	Solitary Islands Way Handover Works	200,600
4132170	Transfer Bins Delivery/Emptying	56,900
4132171	Street Cleaning	359,364
4132498	Depreciation	10,050,650
Total Operating Expense		16,501,624
Operating Revenue		
<u>Lineitem</u>		
4132144	Local Road Traffic Facilities Block Grant	-184,000
4132147	Regional Road Block Grant	-940,000
4132160	SH10 Handover Works	-10,100
4132162	Pine Creek Way Handover Works (Maint/Op)	-44,960
4132163	Solitary Islands Way Handover Works	-200,600
Total Operating Revenue		-1,379,660
OPERATING RESULT		15,121,964
4132	Roads Maintenance	15,121,964

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Bridges, Jetty Structures & Boat Ramps Maintenance		2021/22
Cost Centre 4133		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4133141	Bridge Maintenance	160,100
4133142	Boat Ramp & Fixtures Operating & Maint	108,200
4133143	Historical Jetty Operating & Maint	66,330
4133498	Depreciation	1,231,900
Total Operating Expense		1,566,530
OPERATING RESULT		1,566,530
4133	Bridges, Jetty Structures & Boat Ramps	1,566,530

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Coffs Harbour City Council

Footpaths, Cycleways & Bus Shelters Maintenance		2021/22
Cost Centre	4134	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4134101	Footpaths, Cycleways & Bus Shelters General	5,400
4134141	Street Furniture Operating & Maint	84,100
4134142	Footpaths Operating & Maintenance	237,250
4134143	Cycleways Operating & Maintenance	95,150
4134498	Depreciation	1,392,850
4134710	Bus Shelter advertising revenue	5,000
Total Operating Expense		1,819,750
Operating Revenue		
<u>Lineitem</u>		
4134710	Bus Shelter advertising revenue	-19,400
Total Operating Revenue		-19,400
OPERATING RESULT		1,800,350
4134	Footpaths, Cycleways & Bus Shelters Ma	1,800,350

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Parking Maintenance		2021/22
Cost Centre		ESTIMATE
	Operating Expense	
	<u>Lineitem</u>	
4135141	General Carpark Operating & Maint	342,270
4135142	Multi-story Carpark Operating & maint	138,700
4135143	Ground Level Carparks Operating & Maint	28,200
Total Operating Expense		509,170
OPERATING RESULT		509,170
4135	Parking Maintenance	509,170

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Drainage Maintenance		2021/22
Cost Centre 4136		ESTIMATE
<u>Operating Expense</u>		
<u>Lineitem</u>		
4136141	Drainage Operating & Maintenance	305,700
Total Operating Expense		305,700
OPERATING RESULT		305,700
4136	Drainage Maintenance	305,700

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Quarries		2021/22
Cost Centre 4138		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4138142	Quarries Operations	15,000
Total Operating Expense		15,000
Operating Revenue		
<u>Lineitem</u>		
4138142	Quarries Operations	-15,000
Total Operating Revenue		-15,000
OPERATING RESULT		0
4138	Quarries	0

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Coffs Harbour City Council

Pumping Stations & Telemetry Operating		2021/22
Cost Centre	4143	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4143143	Pumping Station Operating	2,737,894
4143144	Telemetry Operating	237,955
4143497	Overheads Allocation	380,796
Total Operating Expense		3,356,645
Operating Revenue		
<u>Lineitem</u>		
Total Operating Revenue		0
OPERATING RESULT		3,356,645
4143	Pumping Stations & Telemetry Operating	3,356,645

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Strategic Asset Management		2021/22
Cost Centre 4200		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4200101	Strategic Asset Management General	312,000
4200497	Overheads Allocation	33,551
Total Operating Expense		345,551
Operating Revenue		
<u>Lineitem</u>		
Total Operating Revenue		0
OPERATING RESULT		345,551
4200	Strategic Asset Management	345,551

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Coffs Harbour City Council

Financial Sustainability		2021/22
Cost Centre	4201	ESTIMATE
<hr/>		
Operating Expense		
<u>Lineitem</u>		
4201142	Roads Maintenance	684,670
4201143	Asset Management Expenditure	217,320
4201144	Buildings Maintenance	576,010
Total Operating Expense		1,478,000
<hr/>		
Operating Revenue		
<u>Lineitem</u>		
4201721	Funding - 15/16 SRV Revenue	-4,821,115
4201722	Funding - 14/15 SRV Revenue	-2,377,562
Total Operating Revenue		-7,198,677
OPERATING RESULT		-5,720,677
<hr/>		
Capital Expense		
<u>Lineitem</u>		
4201521	Road Pavement Renewals	2,166,819
4201522	Open Space Assets	941,718
4201523	Building Renewals	2,332,555
4201524	Other Transport Assets New/Upgrade	264,000
4201525	Car Park Assets New/Upgrade	182,000
4201526	Guardrail Assets New/Upgrade	119,800
4201527	Kerb Assets New/Upgrade	383,225
4201528	Footpath & Cycleway Assets New/Upgrade	104,740
Total Capital Expense		6,494,857
<hr/>		
Capital Revenue		
<u>Lineitem</u>		
4201521	Road Pavement Renewals	-78,180
4201523	Building Renewals	-543,000
4201525	Car Park Assets New/Upgrade	-77,000
4201527	Kerb Assets New/Upgrade	-76,000
Total Capital Revenue		-774,180
CAPITAL RESULT		5,720,677
<hr/>		
4201	Financial Sustainability	0
<hr/>		

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Coffs Harbour City Council

Community Facilities		2021/22
Cost Centre	4202	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4202143	City Park (Brelsford) Operations	96,280
4202148	Cont'n to Loan Repayments for Jetty Foreshores Project	273,562
Total Operating Expense		369,842
Operating Revenue		
<u>Lineitem</u>		
4202714	Interest on Investments	-74,000
4202720	Rate Variation Additional Revenue	-2,155,723
Total Operating Revenue		-2,229,723
OPERATING RESULT		-1,859,881
Capital Expense		
<u>Lineitem</u>		
4202521	Community Grants Funding Pool	340,650
4202522	Public Amenities Upgrade Program	441,000
Total Capital Expense		781,650
Capital Revenue		
<u>Lineitem</u>		
4202801	Amenities cont from Water & Sewer	-141,000
Total Capital Revenue		-141,000
CAPITAL RESULT		640,650
Reserve Expense		
<u>Lineitem</u>		
4202799	Transfer to and from Reserves	1,219,231
Total Reserve Expense		1,219,231
RESERVE MOVEMENTS		1,219,231
4202	Community Facilities	0

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Coffs Harbour City Council

CBD Masterplan Works		2021/22
Cost Centre	4203	ESTIMATE
<hr/>		
Operating Expense		
<u>Lineitem</u>		
4203142	Marketing	50,000
4203143	Saturday Markets	105,000
4203144	Activation Operating	0
Total Operating Expense		155,000
<hr/>		
Operating Revenue		
<u>Lineitem</u>		
4203143	Saturday Markets	-10,000
4203720	CBD Special Rate Variation	-829,578
Total Operating Revenue		-839,578
<hr/>		
OPERATING RESULT		-684,578
<hr/>		
Capital Expense		
<u>Lineitem</u>		
4203525	Street Furniture	50,000
4203531	Shade Sail	0
4203534	Park Avenue upgrade and landscaping	0
4203536	Contingency (Capital)	26,107
Total Capital Expense		76,107
<hr/>		
Capital Revenue		
<u>Lineitem</u>		
Total Capital Revenue		0
<hr/>		
CAPITAL RESULT		76,107
<hr/>		
Reserve Expense		
<u>Lineitem</u>		
4203799	Transfer to and from Reserves	608,471
Total Reserve Expense		608,471
<hr/>		
Reserve Revenue		
<u>Lineitem</u>		
4203799	Transfer to and from Reserves	0
Total Reserve Revenue		0
<hr/>		
RESERVE MOVEMENTS		608,471
<hr/>		
4203	CBD Masterplan Works	0
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Coffs Harbour City Council

Jetty Foreshores Project		2021/22
Cost Centre 4204		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4204111	Loan Interest Repayments	33,083
4204143	Jetty Walkway Maintenance Costs	431,052
Total Operating Expense		464,135
Operating Revenue		
<u>Lineitem</u>		
4204716	Cont'n from Comm Facilities Program - Loan Repayments	-273,502
Total Operating Revenue		-273,502
OPERATING RESULT		190,633
Capital Expense		
<u>Lineitem</u>		
4204512	Loan Principal Repayment	240,419
4204530	Jetty Strip Detailed Design	1,000,000
Total Capital Expense		1,240,419
Capital Revenue		
<u>Lineitem</u>		
4204530	Jetty Strip Detailed Design	-1,000,000
Total Capital Revenue		-1,000,000
CAPITAL RESULT		240,419
4204	Jetty Foreshores Project	431,052

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Open Space Infrastructure		2021/22
Cost Centre	4211	ESTIMATE
Capital Expense		
<u>Lineitem</u>		
4211501	Regional Parks Capital	50,000
4211527	SCCF - Open Spaces	600,000
4211557	S7:11 Community Facilities	0
4211558	S7:11 Open Space	1,196,431
4211559	S7:11 West Coffs Community Park	200,000
4211560	S7:11 Beach Protection Works	0
4211574	S7:11 Combine St Oval Earthworks	0
4211578	S7:11 Polwarth Drive Sportsground Works	0
4211579	S7:11 Coramba Recreation Reserve Drainage	0
4211580	Graff Ave, Toormina Rec Res Upgrade	152,500
Total Capital Expense		2,198,931
Capital Revenue		
<u>Lineitem</u>		
4211501	Regional Parks Capital	-50,000
4211527	SCCF - Open Spaces	-600,000
4211557	S7:11 Community Facilities	0
4211558	S7:11 Open Space	-1,196,431
4211559	S7:11 West Coffs Community Park	-200,000
4211560	S7:11 Beach Protection Works	0
4211574	S7:11 Combine St Oval Earthworks	0
4211580	Graff Ave, Toormina Rec Res Upgrade	-152,500
Total Capital Revenue		-2,198,931
CAPITAL RESULT		0
4211	Open Space Infrastructure	0

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Coffs Harbour City Council

Roads Infrastructure		2021/22
Cost Centre	4212	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4212497	Overheads Allocation	1,801,689
Total Operating Expense		1,801,689
OPERATING RESULT		1,801,689
Capital Expense		
<u>Lineitem</u>		
4212522	Regional Roads Repair Program	443,770
4212523	3 X 3 RMS Block Grant	0
4212532	Road Intersection	4,984,000
4212540	Sealed Road Reseals	1,902,230
4212541	Unsealed Rds Gravel Resheet	244,835
4212543	Sealed Roads Rehabilitation (R2R)	1,386,096
4212545	Road Safety Projects	620,000
4212551	S7:11 Local Collector Roads - West Coffs	0
4212553	S7:11 Corindi Roads	0
4212554	S7:11 Park Beach Traffic Facilities	15,000
4212555	S7:11 Hearnes Lake Transport & Traffic	0
4212556	S7:11 South Coffs Roads	0
4212559	S7:11 West Wlga Traffic Facilities	0
4212560	S7:11 North Bonville Roads & Cycleways	0
4212562	S7:11 West Korora Traffic Facilities	0
4212564	S7:11 West Woolgoolga Roads	1,060,000
Total Capital Expense		10,655,931
Capital Revenue		
<u>Lineitem</u>		
4212522	Regional Roads Repair Program	-352,885
4212523	3 X 3 RMS Block Grant	0
4212532	Road Intersection	-2,143,600
4212543	Sealed Roads Rehabilitation (R2R)	-1,286,096
4212545	Road Safety Projects	-620,000
4212551	S7:11 Local Collector Roads - West Coffs	0
4212553	S7:11 Corindi Roads	0

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Roads Infrastructure		2021/22
Cost Centre	4212	ESTIMATE
4212554	S7:11 Park Beach Traffic Facilities	-15,000
4212555	S7:11 Hearnes Lake Transport & Traffic	0
4212556	S7:11 South Coffs Roads	0
4212559	S7:11 West Wlga Traffic Facilities	0
4212560	S7:11 North Bonville Roads & Cycleways	0
4212562	S7:11 West Korora Traffic Facilities	0
4212564	S7:11 West Woolgoolga Roads	-1,060,000
4212801	Proposed Loan Drawdown - Centenary Dr WOO Intersection	-2,840,400
Total Capital Revenue		-8,317,981
CAPITAL RESULT		2,337,950
4212	Roads Infrastructure	4,139,639

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Bridges, Jetty Structures and Boat Ramps Infrastructure		2021/22
Cost Centre	4213	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
Total Operating Expense		0
Operating Revenue		
<u>Lineitem</u>		
4213720	Special Rate Variation	-990,209
Total Operating Revenue		-990,209
OPERATING RESULT		-990,209
Capital Expense		
<u>Lineitem</u>		
4213521	Bridge Capital Works	1,538,141
4213523	Fixing Country Bridges	548,985
Total Capital Expense		2,087,126
Capital Revenue		
<u>Lineitem</u>		
4213521	Bridge Capital Works	-1,096,917
Total Capital Revenue		-1,096,917
CAPITAL RESULT		990,209
4213	Bridges, Jetty Structures and Boat Ramp	0

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Footpaths, Cycleways & Bus Shelters Infrastructure		2021/22
Cost Centre	4214	ESTIMATE
Capital Expense		
<u>Lineitem</u>		
4214524	RMS - Pedestrian Access Man Plan (PAMPS)	25,000
4214529	Wlga Whale Trail	1,000,000
4214540	Footpaths Construction	0
4214560	S7:11 Moonee Cycleways	1,100,000
4214561	S7:11 South Coffs Cycleways	0
4214562	S7:11 Cycleway - West Coffs	0
4214565	S7:11 Cycleway - West Woolgoolga	210,000
Total Capital Expense		2,335,000
Capital Revenue		
<u>Lineitem</u>		
4214529	Wlga Whale Trail	-1,000,000
4214540	Footpaths Construction	0
4214560	S7:11 Moonee Cycleways	-1,100,000
4214561	S7:11 South Coffs Cycleways	0
4214562	S7:11 Cycleway - West Coffs	0
4214565	S7:11 Cycleway - West Woolgoolga	-210,000
Total Capital Revenue		-2,310,000
CAPITAL RESULT		25,000
4214	Footpaths, Cycleways & Bus Shelters Inf	25,000

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Parking Infrastructure		2021/22
Cost Centre	4215	ESTIMATE
Capital Expense		
<u>Lineitem</u>		
4215521	Carpark Capital Works	0
4215560	S7:11 Carpark Capital Works	0
Total Capital Expense		0
Capital Revenue		
<u>Lineitem</u>		
4215560	S7:11 Carpark Capital Works	0
Total Capital Revenue		0
CAPITAL RESULT		0
4215	Parking Infrastructure	0

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Drainage Infrastructure		2021/22
Cost Centre	4216	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4216111	Loan Interest Repayments	66,961
4216135	Stormwater Planning Studies	478,666
4216498	Depreciation	2,315,760
Total Operating Expense		2,861,387
Operating Revenue		
<u>Lineitem</u>		
4216714	Interest On Investments	-25,000
4216723	Stormwater Management Service Charge	-737,716
Total Operating Revenue		-762,716
OPERATING RESULT		2,098,671
Capital Expense		
<u>Lineitem</u>		
4216130	S7:11 Drainage Investigations	0
4216512	Loan Principal Repayment	352,782
4216520	Flood Mitigation Capital Works	1,349,179
4216523	S7.11 Flood Mitigation	239,594
4216525	FMW Investigation & Design (part grant funded)	0
Total Capital Expense		1,941,555
Capital Revenue		
<u>Lineitem</u>		
4216130	S7:11 Drainage Investigations	0
4216523	S7.11 Flood Mitigation	-239,594
4216525	FMW Investigation & Design (part grant funded)	0
Total Capital Revenue		-239,594
CAPITAL RESULT		1,701,961
Reserve Revenue		
<u>Lineitem</u>		
4216799	Transfer to and from Reserves	-1,484,872
Total Reserve Revenue		-1,484,872
RESERVE MOVEMENTS		-1,484,872
4216	Drainage Infrastructure	2,315,760

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Domestic Waste Service Planning&Delivery		2021/22
Cost Centre	4218	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4218101	Domestic Waste Service General	372,688
4218119	Dividend Payable to General a/c	696,786
4218142	State Landfill Levy Liability - Domestic	1,600,000
4218143	Midwaste Contribution	17,480
4218144	Kerbside Collection Contract	6,731,625
4218145	Englands Rd Tip Operating	1,423,778
4218146	Tipping Vouchers - Domestic	559,760
4218147	MRF Recycling	212,280
4218148	Waste Processing Contract	8,337,860
4218149	Transfer Stations Operating	590,717
4218150	Waste Education & Promotion	26,520
4218151	Truck Turning Areas Public Roads	24,000
4218153	Greenwaste Processing	6,350
4218154	Tip Rehabilitation (reinstatement provns)	1,345,560
4218155	Mattress Recycling	125,000
4218156	Strategic Projects	357,121
4218157	Contract Management Expenses	256,250
4218497	Overheads Allocation	359,976
4218498	Depreciation	55,400
Total Operating Expense		23,099,151
Operating Revenue		
<u>Lineitem</u>		
4218142	State Landfill Levy Liability - Domestic	-1,350,000
4218144	Kerbside Collection Contract	-200,000
4218145	Englands Rd Tip Operating	-125,000
4218149	Transfer Stations Operating	-20,000
4218714	Interest on Investments - Domestic	-388,000
4218721	Domestic Waste Charges	-21,842,487
4218722	Pensioner Rebate Subsidy	530,000
4218725	Tipping Fees - Domestic	-36,210

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Domestic Waste Service Planning&Delivery		2021/22
Cost Centre	4218	ESTIMATE
4218731	Waste Contract Cont'n-Bellingen & Nambucca	-1,113,957
Total Operating Revenue		-24,545,654
OPERATING RESULT		-1,446,503
Capital Expense		
<u>Lineitem</u>		
4218521	Englands Rd Capital Works	150,000
Total Capital Expense		150,000
CAPITAL RESULT		150,000
Reserve Expense		
<u>Lineitem</u>		
4218799	Transfer to and from Reserves	1,351,903
Total Reserve Expense		1,351,903
Reserve Revenue		
<u>Lineitem</u>		
4218799	Transfer to and from Reserves	0
Total Reserve Revenue		0
RESERVE MOVEMENTS		1,351,903
4218	Domestic Waste Service Planning&Delive	55,400

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Non Dom Waste Service Planning&Delivery		2021/22
Cost Centre	4219	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4219101	Non Dom Waste General	328,589
4219119	Dividend Payable to General a/c	140,241
4219142	State Landfill Levy Liability Non Domestic	1,900,000
4219144	Kerbside Collection Contract	566,125
4219145	Englands Road Tip Operating	990,631
4219147	MRF Recycling	18,460
4219148	Waste Processing Contract	2,456,460
4219149	Transfer Stations Operating	65,120
4219150	Waste Education & Promotion	27,600
4219151	Truck Turning Areas Public Roads	2,200
4219152	Hazardous Waste Disposal	28,000
4219153	Greenwaste Processing	6,350
4219156	Strategic Projects	153,121
4219157	Contract Management Expenses	70,490
4219200	Landfill Gas Extraction Management	86,350
4219201	Concrete Crushing	20,730
4219205	EPA Better Waste & Recycling Fund - Operating	107,000
4219497	Overheads Allocation	202,493
Total Operating Expense		7,169,960
Operating Revenue		
<u>Lineitem</u>		
4219205	EPA Better Waste & Recycling Fund - Operating	-107,480
4219714	Interest on Investments - Non Domestic	-200,000
4219721	Non Domestic Waste Charges	-2,257,918
4219725	Tipping Fees - Non Domestic	-4,285,343
4219726	Englands Rd - Biosolids Income	-522,156
4219731	Waste Contract Cont'n-Bellingen & Nambucca	-363,080
4219751	Scrap Metal Sales	-145,000
4219752	Lease Income	-140,416
Total Operating Revenue		-8,021,393

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Coffs Harbour City Council

Non Dom Waste Service Planning&Delivery		2021/22
Cost Centre	4219	ESTIMATE
OPERATING RESULT		-851,433
Capital Expense		
<u>Lineitem</u>		
4219521	Englands R.d Capital Works	150,000
Total Capital Expense		150,000
CAPITAL RESULT		150,000
Reserve Expense		
<u>Lineitem</u>		
4219799	Transfer to and from Reserves	701,433
Total Reserve Expense		701,433
Reserve Revenue		
<u>Lineitem</u>		
4219799	Transfer to and from Reserves	0
Total Reserve Revenue		0
RESERVE MOVEMENTS		701,433
4219	Non Dom Waste Service Planning&Deliv	0

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Water		2021/22
Cost Centre	4220	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4220101	Water SAM General	620,458
4220102	Water Network Analysis & Strategic Planning Water	180,000
4220103	Water Efficiency	219,635
4220104	Decommission Facilities	280,000
4220105	Backflow Prevention	20,500
4220526	New Services - Connections	262,100
Total Operating Expense		1,582,693
Operating Revenue		
<u>Lineitem</u>		
4220103	Water Efficiency	-1,400
4220105	Backflow Prevention	-20,500
4220526	New Services - Connections	-405,400
Total Operating Revenue		-427,300
OPERATING RESULT		1,155,393
Capital Expense		
<u>Lineitem</u>		
4220519	S64 & Water Supply Strategy	40,000
4220520	Water Mains Extension	625,000
4220521	Headworks	350,000
4220522	Water Reservoirs	400,000
4220524	Water Mains Renewals	4,730,000
4220527	Water Plant Assets	0
4220530	Water Telemetry & Monitoring	0
4220531	Water Efficiency	0
4220532	Water Treatment Plant	450,000
4220817	Developer Contributions Income (Water)	2,695,000
Total Capital Expense		9,290,000
Capital Revenue		
<u>Lineitem</u>		
4220817	Developer Contributions Income (Water)	-2,695,000
Total Capital Revenue		-2,695,000

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Water	2021/22
Cost Centre 4220	ESTIMATE
<hr/>	
CAPITAL RESULT	6,595,000
<hr/>	
Reserve Expense	
Lineitem	
4220799 Transfers to and from Reserves	90,284
<hr/>	
Total Reserve Expense	90,284
<hr/>	
Reserve Revenue	
Lineitem	
4220799 Transfers to and from Reserves	-2,775,340
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Total Reserve Revenue	-2,775,340
<hr/>	
RESERVE MOVEMENTS	-2,685,056
<hr/>	
4220	Water 5,065,337
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DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Sewer		2021/22
Cost Centre	4221	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4221101	Sewer SAM General	569,501
4221102	Network Analysis & Strategic Planning (Sewer)	320,000
4221103	Sewer Trade Waste	228,174
4221537	Sewer Infrastructure Condition Assessment	470,000
Total Operating Expense		1,587,675
Operating Revenue		
<u>Lineitem</u>		
4221103	Sewer Trade Waste	-42,700
Total Operating Revenue		-42,700
OPERATING RESULT		1,544,975
Capital Expense		
<u>Lineitem</u>		
4221521	Water Reclamation Plant	1,320,000
4221522	Reclaimed Water Pipeline	0
4221523	Pumps, Mechanical Equip & Rising Mains	1,085,000
4221524	Sewer Mains	270,000
4221525	Reclaimed Water Mains	150,000
4221527	Sewer Telemetry	50,000
4221529	Sawtell Water Reclamation Plant	0
4221530	Minor Treatment Works	100,000
4221532	Sewer Plant Assets	0
4221535	Sewer Rehabilitation	2,500,000
4221536	Sewer Rising Mains	330,000
4221538	S64 Sewer Pump Station Upgrades	0
4221598	S64 Works (Sewer)	0
4221817	Developer Contributions Income (Sewer Fund)	2,585,000
Total Capital Expense		8,390,000
Capital Revenue		
<u>Lineitem</u>		
4221817	Developer Contributions Income (Sewer Fund)	-2,585,000
Total Capital Revenue		-2,585,000

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Sewer	2021/22
Cost Centre 4221	ESTIMATE
<hr/>	
CAPITAL RESULT	5,805,000
<hr/>	
Reserve Expense	
Lineitem	
4221799 Transfers to and from Reserves	2,205,916
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Total Reserve Expense	2,205,916
<hr/>	
Reserve Revenue	
Lineitem	
4221799 Transfers to and from Reserves	-2,350,000
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Total Reserve Revenue	-2,350,000
<hr/>	
RESERVE MOVEMENTS	-144,084
<hr/>	
4221 Sewer	7,205,891
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DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Project Design & Survey		2021/22
Cost Centre	4231	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4231140	Traffic Facilities Signage & Improvements	42,024
4231141	Design Investigations	971,429
4231147	Roads - Survey/Resumptions	3,230
4231149	Street Lighting Operating	650,900
4231497	Overheads Allocation	258,262
4231724	Private Footpath Crossings	20,800
Total Operating Expense		1,946,645
Operating Revenue		
<u>Lineitem</u>		
4231149	Street Lighting Operating	-148,000
4231724	Private Footpath Crossings	-55,200
Total Operating Revenue		-203,200
OPERATING RESULT		1,743,445
Capital Expense		
<u>Lineitem</u>		
4231570	Traffic Facilities Signage & Improvements	4,800
4231590	New Street Lights	22,542
Total Capital Expense		27,342
CAPITAL RESULT		27,342
4231	Project Design & Survey	1,770,787

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Coffs Harbour City Council

Asset Strategies		2021/22
Cost Centre	4232	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4232101	Project Planning	955,398
4232497	Overheads Allocation	207,917
Total Operating Expense		1,163,315
Operating Revenue		
<u>Lineitem</u>		
4232101	Project Planning	-219,451
Total Operating Revenue		-219,451
OPERATING RESULT		943,864
4232	Asset Strategies	943,864

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Coffs Harbour City Council

Asset Project Delivey		2021/22
Cost Centre 4233		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
4233101	Project Delivery General	594,273
4233102	Construct. Cert. for Subdiv - Assessment	3,100
4233497	Overheads Allocation	680,450
Total Operating Expense		1,277,823
Operating Revenue		
<u>Lineitem</u>		
4233102	Construct. Cert. for Subdiv - Assessment	-290,400
Total Operating Revenue		-290,400
OPERATING RESULT		987,423
4233	Asset Project Delivey	987,423

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Coffs Harbour City Council

Office of the General Manager		2021/22
Cost Centre	5000	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
5000101	Office of the General Manager	814,098
5000160	Councillor Induction Expenses	20,000
5000161	Sister City Youth Exchange Program	8,200
5000162	Councillor Allowances & Expenses	341,670
5000164	LG NSW Subscription	59,500
5000165	Civic Receptions	5,400
5000166	Naturalisations	9,200
5000168	Sister City Visit - Sasebo	0
5000169	Australia Day Committee	6,000
5000171	Wlga Senior Citizens Centre Operating Co	1,600
5000182	Regional Subscriptions	18,100
5000183	National Subscriptions	10,000
5000190	Loan Interest Repayments - Library & Art Gallery	287,500
5000200	Strategic Projects Officer Operating Expenses	0
5000497	Overheads Allocation	354,069
Total Operating Expense		1,935,337
OPERATING RESULT		1,935,337
Capital Expense		
<u>Lineitem</u>		
5000501	Cultural and Civic Space Project	66,247,297
5000502	Library & Art Gallery Additional Capital	700,409
Total Capital Expense		66,947,706
Capital Revenue		
<u>Lineitem</u>		
5000501	Cultural and Civic Space Project	0
5000801	Proposed Loan Drawdown - CCS	-50,265,000
5000802	Proposed Sale of Properties - CCS	-15,120,825
Total Capital Revenue		-65,385,825
CAPITAL RESULT		1,561,881
5000	Office of the General Manager	3,497,218

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Coffs Harbour City Council

Business Improvement		2021/22
Cost Centre 5100		ESTIMATE
Operating Expense		
<u>Lineitem</u>		
5100101	Business Improvement General	316,716
5100130	Business Improvement Initiatives	100,000
5100497	Overheads Allocation	41,179
Total Operating Expense		457,895
Operating Revenue		
<u>Lineitem</u>		
Total Operating Revenue		0
OPERATING RESULT		457,895
Reserve Revenue		
<u>Lineitem</u>		
5100799	Transfer to and from Reserves	-399,545
Total Reserve Revenue		-399,545
RESERVE MOVEMENTS		-399,545
5100	Business Improvement	58,350

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Coffs Harbour City Council

Governance Services		2021/22
Cost Centre	5200	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
5200101	Governance Services General	791,538
5200125	Internal Audit	141,500
5200126	Consulting Costs	38,100
5200128	Legal Expenses	514,400
5200131	Prosper Coffs Harbour Ltd Operating	70,575
5200133	Insurance Costs	1,063,200
5200180	2016 Election Expenses	563,625
5200497	Overheads Allocation	181,074
Total Operating Expense		3,364,012
Operating Revenue		
<u>Lineitem</u>		
5200131	Prosper Coffs Harbour Ltd Operating	-60,575
Total Operating Revenue		-60,575
OPERATING RESULT		3,303,437
5200	Governance Services	3,303,437

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Coffs Harbour City Council

Holiday Parks & Reserves		2021/22
Cost Centre	6100	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6100105	Reserve Operating	88,400
6100108	Marine Rescue - Arrawarra	21,000
6100197	Crown Reserves non depn asset adjustment	499,660
Total Operating Expense		609,060
Operating Revenue		
<u>Lineitem</u>		
6100108	Marine Rescue - Arrawarra	-21,000
Total Operating Revenue		-21,000
OPERATING RESULT		588,060
Capital Expense		
<u>Lineitem</u>		
Total Capital Expense		0
Capital Revenue		
<u>Lineitem</u>		
Total Capital Revenue		0
CAPITAL RESULT		0
6100	Holiday Parks & Reserves	588,060

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Coffs Harbour City Council

Park Beach Holiday Park (PBHP)		2021/22
Cost Centre	6110	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6110105	PE Cabin Operating Expense	1,178,187
6110112	PE Amenities Operating Expense	200,680
6110113	PE Camp Kitchen Operating Expense	40,201
6110114	PE BBQ Operating Expense	18,752
6110115	PE Recreation Precinct Expense	125,769
6110116	PE Grounds / Infra Expense	241,340
6110117	PE Tourist Site Expense	674,561
6110120	PE Hall Operating Expense	26,156
6110141	PE Reservation Operating Expense	919,583
6110142	PE Guest Relations Expense	19,688
6110143	PE Marketing Expense	113,438
6110144	PE Shop Operating Exp	80,641
6110145	PE Other Operating Exp	16,320
6110147	PE Admin Exp	349,453
6110190	PE Loan Int Repays - PRMF F518925	15,090
6110201	PE Permanent Residents Exp	66,760
6110497	PE Overheads Allocation	231,280
Total Operating Expense		4,317,899
Operating Revenue		
<u>Lineitem</u>		
6110105	PE Cabin Operating Expense	-2,167,000
6110112	PE Amenities Operating Expense	-43,340
6110117	PE Tourist Site Expense	-1,684,000
6110144	PE Shop Operating Exp	-120,360
6110145	PE Other Operating Exp	-40,800
6110201	PE Permanent Residents Exp	-554,810
Total Operating Revenue		-4,610,310
OPERATING RESULT		-292,411
Capital Expense		
<u>Lineitem</u>		
6110506	PE Villas Capital Exp	190,000

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Park Beach Holiday Park (PBHP)		2021/22
Cost Centre	6110	ESTIMATE
<hr/>		
6110565	PB Other Capital	1,310,000
6110570	PB Loan Princ Repays - PRMF F518925	150,000
Total Capital Expense		1,650,000
<hr/>		
Capital Revenue		
<u>Lineitem</u>		
6110506	PB Villas Capital Exp	0
Total Capital Revenue		0
<hr/>		
CAPITAL RESULT		1,650,000
<hr/>		
Reserve Expense		
<u>Lineitem</u>		
Total Reserve Expense		0
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Reserve Revenue		
<u>Lineitem</u>		
6110799	Transfer to and from Reserves	-1,047,353
Total Reserve Revenue		-1,047,353
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RESERVE MOVEMENTS		-1,047,353
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6110	Park Beach Holiday Park (PBHP)	310,236
<hr/>		

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Sawtell Beach Holiday Park (SBHP)		2021/22
Cost Centre	6120	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6120105	SE Cabin Operating Expense	759,167
6120112	SE Amenities Operating Expense	191,107
6120113	SE Camp Kitchen Operating Expense	16,251
6120114	SE BBQ Operating Expense	13,032
6120115	SE Recreation Precinct Expense	4,657
6120116	SE Grounds / Infra Expense	131,485
6120117	SE Tourist Site Expense	479,143
6120120	SE Hall Operating Expense	2,295
6120141	SE Reservation Operating Expense	445,630
6120142	SE Guest Relation Expense	3,672
6120143	SE Marketing Expense	54,614
6120144	SE Shop Operating Exp	35,468
6120145	SE Other Operating Exp	8,874
6120147	SE Admin Exp	232,048
6120190	SE Loan Int Repays - PRMF F518925	7,433
6120201	SE Permanent Residents Exp	30,798
6120497	SE Overheads Allocation	179,884
Total Operating Expense		2,595,558
Operating Revenue		
<u>Lineitem</u>		
6120105	SE Cabin Operating Expense	-1,491,000
6120112	SE Amenities Operating Expense	-29,820
6120117	SE Tourist Site Expense	-1,271,000
6120144	SE Shop Operating Exp	-52,938
6120145	SE Other Operating Exp	-37,740
6120201	SE Permanent Residents Exp	-294,344
Total Operating Revenue		-3,176,842
OPERATING RESULT		-581,284
Capital Expense		
<u>Lineitem</u>		
6120505	SE Cabin Capital Exp	135,000

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Coffs Harbour City Council

Sawtell Beach Holiday Park (SBHP)		2021/22
Cost Centre	6120	ESTIMATE
6120506	SB Villas Capital Exp	0
6120510	SB Tourist Sites Capital Exp	50,000
6120520	SB Hall Capital Exp	50,000
6120565	SB Other Capital Exp	400,000
Total Capital Expense		635,000
CAPITAL RESULT		635,000
Reserve Expense		
<u>Lineitem</u>		
6120799	Transfer to and from Reserves	187,578
Total Reserve Expense		187,578
Reserve Revenue		
<u>Lineitem</u>		
Total Reserve Revenue		0
RESERVE MOVEMENTS		187,578
6120	Sawtell Beach Holiday Park (SBHP)	241,294

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Coffs Harbour City Council

Woolgoolga Beach Holiday Park (WBHP)		2021/22
Cost Centre	6130	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6130105	WB Cabin Operating Expense	142,331
6130112	WB Amenities Operating Expense	54,136
6130113	WB Camp Kitchen Operating Expense	3,402
6130114	WB BBQ Operating Expense	2,643
6130116	WB Grounds / Infra Expense	48,700
6130117	WB Tourist Site Expense	154,804
6130141	WB Reservation Operating Expense	242,786
6130142	WB Guest Relations Expense	1,020
6130143	WB Marketing Expense	10,730
6130147	WB Admin Exp	70,142
6130190	WB Loan Int Repays - PRMF F519046	3,002
6130201	WB Permanent Residents Exp	4,500
6130497	WB Overheads Allocation	51,396
Total Operating Expense		789,592
Operating Revenue		
<u>Lineitem</u>		
6130105	WB Cabin Operating Expense	-450,000
6130112	WB Amenities Operating Expense	-9,000
6130117	WB Tourist Site Expense	-550,000
6130145	WB Other Operating Exp	-1,200
6130201	WB Permanent Residents Exp	-40,474
Total Operating Revenue		-1,050,674
OPERATING RESULT		-261,082
Capital Expense		
<u>Lineitem</u>		
6130506	WB Villas Capital Exp	0
6130562	WB Holiday Park Capital	55,000
6130565	WB Other Capital	0
Total Capital Expense		55,000
Capital Revenue		
<u>Lineitem</u>		

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Coffs Harbour City Council

Woolgoolga Beach Holiday Park (WBHP)		2021/22
Cost Centre 6130		ESTIMATE
Total Capital Revenue		0
CAPITAL RESULT		55,000
Reserve Expense		
<u>Lineitem</u>		
6130799	Transfer to and from Reserves	275,023
Total Reserve Expense		275,023
Reserve Revenue		
<u>Lineitem</u>		
6130799	Transfer to and from Reserves	0
Total Reserve Revenue		0
RESERVE MOVEMENTS		275,023
6130	Woolgoolga Beach Holiday Park (WBHP)	68,941

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Coffs Harbour City Council

Woolgoolga Lakeside Holiday Park (WLHP)		2021/22
Cost Centre	6140	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6140105	WL Cabin Operating Expense	181,966
6140112	WL Amenities Operating Expense	54,172
6140113	WL Camp Kitchen Operating Expense	150
6140114	WL BBQ Operating Expense	4,386
6140116	WL Grounds / Infra Expense	31,038
6140117	WL Tourist Site Expense	139,860
6140141	WL Reservation Operating Expense	194,904
6140142	WL Guest Relations Expense	1,632
6140143	WL Marketing Expense	17,080
6140147	WL Admin Exp	55,942
6140190	WL Loan Int Repays - PRMF F519046	3,002
6140201	WL Permanent Residents Exp	2,414
6140497	WL Overheads Allocation	51,396
Total Operating Expense		737,942
Operating Revenue		
<u>Lineitem</u>		
6140105	WL Cabin Operating Expense	-342,000
6140112	WL Amenities Operating Expense	-6,840
6140117	WL Tourist Site Expense	-607,000
6140145	WL Other Operating Exp	-1,530
6140201	WL Permanent Residents Exp	-18,000
Total Operating Revenue		-975,370
OPERATING RESULT		-237,428
Capital Expense		
<u>Lineitem</u>		
6140506	WL Villas Capital Exp	0
6140510	WL Tourist Sites Capital Exp	115,000
6140565	WL Other Capital	0
Total Capital Expense		115,000
Capital Revenue		
<u>Lineitem</u>		

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Coffs Harbour City Council

Woolgoolga Lakeside Holiday Park (WLHP)		2021/22
Cost Centre 6140		ESTIMATE
Total Capital Revenue		0
CAPITAL RESULT		115,000
Reserve Expense		
<u>Lineitem</u>		
6140799	Transfer to and from Reserves	191,369
Total Reserve Expense		191,369
Reserve Revenue		
<u>Lineitem</u>		
6140799	Transfer to and from Reserves	0
Total Reserve Revenue		0
RESERVE MOVEMENTS		191,369
6140	Woolgoolga Lakeside Holiday Park (WLI	68,941

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Coffs Harbour City Council

Coffs Harbour Airport		2021/22
Cost Centre	6200	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6200111	Loan Interest Repayments	457,809
Total Operating Expense		457,809
Operating Revenue		
<u>Lineitem</u>		
6200726	EPL Property Lease Income	-40,000
Total Operating Revenue		-40,000
OPERATING RESULT		417,809
Capital Expense		
<u>Lineitem</u>		
6200512	Loan Principal Repayment	1,217,947
6200541	Enterprise Park Land Development	10,500,000
Total Capital Expense		11,717,947
Capital Revenue		
<u>Lineitem</u>		
6200541	Enterprise Park Land Development	-10,500,000
Total Capital Revenue		-10,500,000
CAPITAL RESULT		1,217,947
Reserve Expense		
<u>Lineitem</u>		
Total Reserve Expense		0
Reserve Revenue		
<u>Lineitem</u>		
6200799	Transfer to and from Reserves	-1,115,756
Total Reserve Revenue		-1,115,756
RESERVE MOVEMENTS		-1,115,756
6200	Coffs Harbour Airport	520,000

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

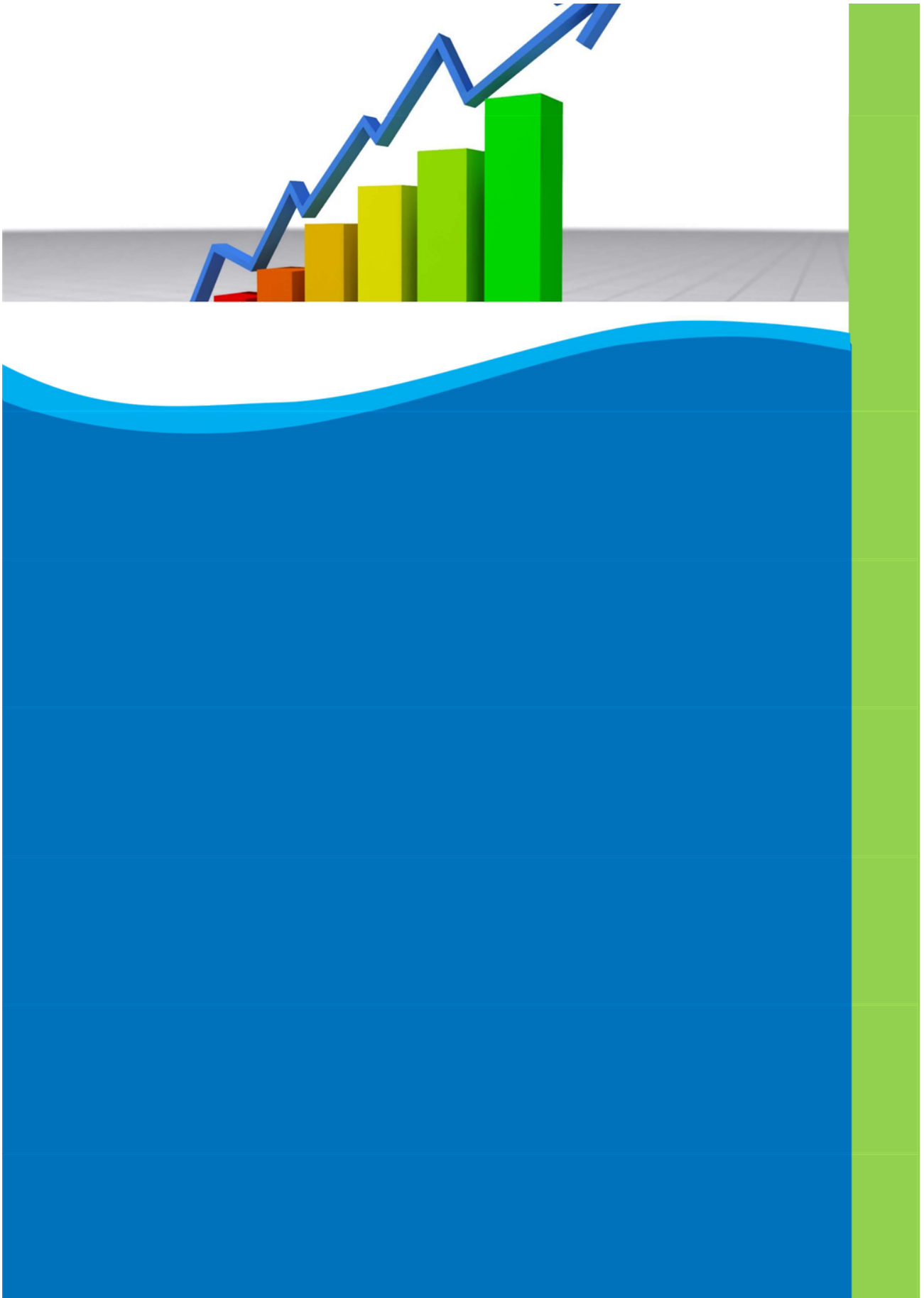
CitySmart Solutions		2021/22
Cost Centre	6300	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6300101	CitySmart Solutions General	526,897
6300119	Dividend Payable	32,658
6300141	Switchboard Assembly & Installation	648,150
6300143	CCTV Sales & Installation	666,700
6300144	Other CitySmart Solution Projects	162,960
6300146	Internet of Things (IOT)	44,440
6300147	Fibre Optic Cabling	648,150
6300148	CitySmart Solutions Consulting	69,300
6300149	Public Wireless Network	20,000
6300497	Overheads Allocation	110,745
Total Operating Expense		2,930,000
Operating Revenue		
<u>Lineitem</u>		
6300141	Switchboard Assembly & Installation	-875,000
6300143	CCTV Sales & Installation	-900,000
6300144	Other CitySmart Solution Projects	-220,000
6300146	Internet of Things (IOT)	-60,000
6300147	Fibre Optic Cabling	-875,000
Total Operating Revenue		-2,930,000
OPERATING RESULT		0
Reserve Expense		
<u>Lineitem</u>		
Total Reserve Expense		0
Reserve Revenue		
<u>Lineitem</u>		
Total Reserve Revenue		0
RESERVE MOVEMENTS		0
6300	CitySmart Solutions	0

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Coffs Harbour Laboratory		2021/22
Cost Centre	6400	ESTIMATE
Operating Expense		
<u>Lineitem</u>		
6400101	Coffs Harbour Laboratory General	443,417
6400145	Coffs Harbour Laboratory - Water Testing Consumables	202,000
6400146	Coffs Harbour Laboratory Building M&R	14,800
6400147	Property 38 Gordon Street Operating Costs	29,000
6400497	Overheads Allocation	105,243
6400498	Depreciation	35,020
Total Operating Expense		829,480
Operating Revenue		
<u>Lineitem</u>		
6400714	Interest on Investments	-22,000
6400725	Coffs Harbour Laboratory Fees - Internal	-295,500
6400726	Coffs Harbour Laboratory Fees - External	-691,600
Total Operating Revenue		-1,009,100
OPERATING RESULT		-179,620
Capital Expense		
<u>Lineitem</u>		
6400521	Coffs Harbour Laboratory Equipment	50,000
Total Capital Expense		50,000
CAPITAL RESULT		50,000
Reserve Expense		
<u>Lineitem</u>		
6400799	Transfer to and from Reserves	269,883
Total Reserve Expense		269,883
RESERVE MOVEMENTS		269,883
6400	Coffs Harbour Laboratory	140,263

DRAFT 1 YEAR DETAILED BUDGET
Coffs Harbour City Council

Coffs Harbour Laboratory	2021/22
Cost Centre 6400	ESTIMATE
<hr/>	
Grand Total	54,077,576
<hr/>	



**COFFS HARBOUR
CITY COUNCIL**
INTEGRATED PLANNING
AND REPORTING

MyCOFFS
love it!



DRAFT 2021/22 FEES AND CHARGES
(13 May 2021)



Helping to achieve the MyCoffs Community Vision



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Pricing Policy

The legislative basis for these fees may be found in Section 608 of the Local Government Act 1993 which provides that Council may charge and recover an approved fee for services it provides, including the following: -

- | supplying a service, product or commodity;
- | giving information;
- | providing a service in connection with the exercise of the council’s regulatory functions – including receiving an application for approval, granting an approval, making an inspection and issuing a certificate;
- | allowing admission to any building or enclosure.

Under the principle of “user pays”, fees are introduced to offset the cost of service provision, or in the case of commercial activities to realise a reasonable rate of return on asset employed by the Council, in order to support the provision of services and to alleviate the burden that would otherwise be unfairly placed upon ratepayers.

Council has given due consideration to the following factors in determining the appropriate price for each fee: -

- | the cost of providing the service;
- | whether the goods or service are supplied under a commercial basis;
- | the importance of the service to the community;
- | the capacity of the user to pay;
- | the impact of the activity on public amenity;
- | competitive market prices; and
- | prices dictated by legislation.

Council discloses its pricing policy by showing a pricing code against each individual fee within the attached Schedule of Fees and Charges 2021-22, as: -

Pricing Code	Description
	<i>Community Service</i>
A	Services may have a level of benefit to the community. Generally, benefits are not confined to users. Partially funded by rates
	<i>Regulated Charges</i>
B	Federal or State Government set charges
	<i>User Pays Principal</i>
C	Services where individual costs can be determined and met by the user of the service
	<i>Market Forces</i>
D	Services which Council operates in a competitive market
	<i>Section 7.11 (Developer Contributions)</i>
E	Item priced at the level determined by the adoption of Council’s Section 7.11 Plan [formerly Section 94]. The Section 7.11 Plan provides for quarterly increases in the fees based on the Consumer Price Index (CPI) increases



All fees quoted are "GST Inclusive", as this is the relevant price to the customer, however it should be recognised that within the schedule there are many fees that do not attract GST. These fees have either been specifically exempted by the GST legislation or deemed that the customer does not actually receive a taxable supply in consideration for the fee. The latter excludes many fees for regulatory services and other forms of information that are provided on a non-commercial basis.

Waiving, Discounting or Reducing Fees

Section 610E of the Local Government Act 1993 allows Council to waive payment of, or reduce a fee in a particular case if it is satisfied that the case falls within a category of hardship or any other category that Council has determined it may consider waiving payment, or reducing a fee.

Council has determined the following categories:

- | Hardship – where there is evidence that the payment of the fee or charge will impose unreasonable financial hardship on the applicant given their particular circumstances;
- | Pensioner - where the applicant holds a valid Commonwealth Social Security Act 1991 Pension Card;
- | Not for Profit – where the applicant is an organisation that holds "not for profit" status;
- | Seasonal – where the applicant uses the requested facility on a seasonal / multiple basis;
- | Grants & Sponsorships – where the Council has provided reduction in fees as a basis of Council grants or sponsorships;
- | Non-Provision of Service - where the Council is unable to provide a service or venue that has been previously agreed upon and an appropriate discount, fee waiver or substitution is required as compensation;
- | Bush Fire Recovery – where Council has waived fees and charges relating to the recovery of fire effected properties within the LGA;

The following principles will be considered when applying any reduction or waiver of a fee or charge.

- | Compliance with statutory requirements;
- | Fairness and consistency;
- | Integrity;
- | Equity;
- | Transparency; and
- | Commercial imperatives.

The Council will directly, or through delegated authority, assess and make determinations on requests for reduction or waiver of fees in accordance with these principles.



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Council Information Services					
Copying Service (part of Information Request)					
Black and White Copying A4	1	Sheet	1.00	No	D
Black and White Copying A3	1	Sheet	2.00	No	D
Black and White Copying A1	1	Sheet	20.00	No	D
Colour Copying A4	1	Sheet	2.00	No	D
Colour Copying A3	1	Sheet	4.00	No	D
Supply of records on a CD or similar	1	Each	25.00	No	C
Government Information Public Access Act (GIPA Act)					
Access Application Fee (GIPA Act) - Personal & Non-Personal Nature	1	Each	Prescribed	No	B
Access Application Processing Charge (GIPA Act 2009) - Personal Nature (in excess of 20 hours) or Non-Personal Nature per hourly rate	1	Hour	Prescribed	No	B
Internal Review Access Application Fee (GIPA Act)	1	Each	Prescribed	No	B
Open Access Information under the GIPA Act or Regulation	1	Copy	Refer Copying Service	No	D
Informal Release of Information under the GIPA Act (excludes Open Access Information) Processing Charge	1	Hour	30.00	No	C
Informal Release of Information under the GIPA Act (excludes Open Access Information) Copying Service	1	Copy	Refer Copying Service	No	D
Proactive release of information under the GIPA Act	1	Each	Quotation	No	C
Subpoena/Summons Information					
Conduct money on initial lodgement of Subpoena/Summons represents 1st 2 hours of processing charge (where Council is not party to proceedings)	1	Each	120.00	No	C
Subpoena/Summons Processing Charge	1	Hour	60.00	No	C
Copying Services	1	Copy	Refer Copying Service	No	D
Postage or Courier of Information	1	Each	Cost	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Native Title					
Native Title Research & Reporting Fee - Staff time	1	Hour	65.00	No	D
Native Title Research Application Fee	1	Each	65.00	No	D
Geospatial Information Services (GIS)					
GIS - Spatial Data Extraction Fees	1	Hour	69.23	No	D
Map Prints/Plots - Cadastral Base Fabric A4	1	Each	9.25	No	D
Map Prints/Plots - Cadastral Base Fabric A3	1	Each	11.35	No	D
Map Prints/Plots - Cadastral Base Fabric A2	1	Each	14.92	No	D
Map Prints/Plots - Cadastral Base Fabric A1	1	Each	20.07	No	D
Map Prints/Plots - Cadastral Base Fabric A0	1	Each	27.11	No	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A4	1	Each	1.68	No	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A3	1	Each	2.31	No	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A2	1	Each	3.47	No	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A1	1	Each	4.62	No	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A0	1	Each	5.78	No	D
Map Prints/Plots - Imagery A4	1	Each	12.40	No	D
Map Prints/Plots - Imagery A3	1	Each	18.91	No	D
Map Prints/Plots - Imagery A2	1	Each	24.90	No	D
Map Prints/Plots - Imagery A1	1	Each	49.27	No	D
Map Prints/Plots - Imagery A0	1	Each	61.67	No	D
Colour Plotter Prints	1	Quote	Quotation	Yes	D



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Digital Spatial Data Set (less than 3000 Hectares)	1	Each	83.31 + 1.73 per hectare	No	D
Digital Spatial Data Set (more than 3000 Hectares)	1	Quote	Quotation	No	D
GIS - Professional Services	1	Quote	Quotation	No	D
Sale of Images					
Sale of Image from Coffs Coast Image Library	1	Each	Quotation	Yes	C
Other Professional Services					
Professional Compliance Service Fee - for services not specified elsewhere within Fees and Charges	1	Hour	158.00	Yes	C
Rates & Property Enquiry - Copies of Notices - Greater than one year old	1	Each	50.00	No	D
Planning & Development Assessments					
Development Information					
Development Enquiry - Response by confirming activities permitted in respect to particular properties	1	Each	100.00	No	C
Development Enquiry - where extensive research is required	1	Hour	160.00	No	C
Development Enquiry - determine if a property has building rights (Permissibility of a dwelling)	1	Hour	550.00	No	C
Building Certificate Copy Fee	1	Each	Prescribed	No	B
Certified Copy of a Document, Map or Plan	1	Each	Prescribed	No	B
Transportable (Relocatable) Homes Certificates and Advice	1	Each	Quotation	Yes	C
Building Advisory Service	1	Hour	160.00	Yes	D
Technical Liaison Committee	1	Hour	200.00	Yes	D
Search of Building Records	1	Hour	160.00	No	C
Copy of Monthly Development Application Returns	1	Each	60.00	No	C
Copy of Annual Development Application Return	1	Each	490.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Development Assessment Scanning & Archive Fee					
Development Application Scanning Fee - Works under \$10,000	1	Each	25.00	No	C
Development Application Scanning Fee - Works between \$10,000 & \$200,000	1	Each	50.00	No	C
Development Application Scanning Fee - Works over \$200,000	1	Each	100.00	No	C
Local Environment Plan Amendments					
Request to Amend LEP/DCP Pre-Lodgement Meeting	1	Each	239.70	No	A
Request to Amend LEP Information Search for Pre-Lodgement Meeting	1	Hour	160.00	No	C
Minor LEP Anomaly Corrections	1	Each	0.00	No	C
Minor LEP Amendment Peer Review, Planning Proposal - Step 1 & 2	1	Each	6303.60	No	C
Minor LEP Amendment Advertising & Submissions - Step 3	1	Each	2406.18	No	C
Minor LEP Amendment Legal Drafting - Step 4 & 5	1	Each	1832.94	No	C
Major LEP Amendment A, B & C Pre-Gateway - Step 1	1	Each	9402.36	No	C
Major LEP Amendment A, B, C, Planning Proposal - Step 2	1	Each	12922.38	No	C
Major LEP Amendment A, B & C Advertising & Submissions - Step 3	1	Each	2406.18	No	D
Major LEP Amendment A Post Gateway - Step 4	1	Each	5967.00	No	C
Major LEP Amendment B Post Gateway - Step 4	1	Each	9402.36	No	C
Major LEP Amendment C Post Gateway - Step 4	1	Each	14338.14	No	C
Major LEP Amendment A, B & C Legal Drafting - Step 5	1	Each	1832.94	No	C
Major LEP Amendment Discounted One Off Payment	1	Each	30971.28	No	C
Development Control Plan Amendments					
DCP Amendment Peer Review and Drafting - Step 1	1	Each	5410.08	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
DCP Amendment Advertising & Submissions - Step 2	1	Each	2406.18	No	C
DCP Amendment Finalisation- Step 3	1	Each	5100.00		
Planning Information					
Planning Queries - Supply of Information - Search Fee	1	Hour	102.00 + Quotation	No	C
Pre-DA Lodgement Heritage Advice	1	Hour	151.98	No	C
Engagement of Technical Assistance	1	Each	Quotation	Yes	D
Flood Level					
Flood Certificate/Flood Level Information Fee	1	Each	112.20	Yes	C
Flood Model					
Supply of Council's flood model	1	Each	2550.00	Yes	D
Development Applications - Structure					
Development Application	1	Each	Prescribed	No	B
Complying Development Certificate	1	Each	Quotation	Yes	D
Development Application - Other					
Development Application - Advertising	1	Each	Prescribed (Min Fee \$450.00)	No	B
Development Application - Designated Development		Each	Prescribed	No	B
Development Application - Integrated Development	1	Each	Prescribed	No	B
Development Application - Change of use not involving Building Work	1	Each	Prescribed	No	B
Development Application - Review					
Development Application - Review of Determination	1	Each	Prescribed	No	B
Development Application - Notifications					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Notification to Adjoining Property Owners	1	Each	90.00	No	C
Development - Subdivision					
Development Application - Subdivision of Land	1	Each	Prescribed	No	B
Development Application - Subdivision - Boundary Alteration	1	Each	250.00	No	C
Development Application - Strata Subdivision	1	Each	Prescribed	No	B
Strata Subdivision - Inspection fee	1	Each	310.00	Yes	C
Subdivision - Linen Plan Release	1	Each	275.00 + 30.00 per lot	No	C
Subdivision - Boundary Alteration	1	Each	240.00	No	C
Subdivision - Re-endorsement of Linen Plan	1	Each	65.00	No	C
Subdivision - Endorsement of Section 88B Instrument	1	Each	260.00	No	C
Development - Modification					
Development Consent - Modification	1	Each	Prescribed	No	B
Development Compliance					
Building Information Certificates	1	Each	Prescribed	No	B
Review under Section 82					
Application seeking review under Section 82 of LGAct - Major Review	1	Each	710.00	No	C
Application seeking review under Section 82 of LGAct - Minor Variations	1	Hour	158.00	No	C
Temporary Development					
Temporary Structure Application Fee - Stage or Platform - up to 250 persons	1	Each	250.00	No	A
Temporary Structure Application Fee - Stage or Platform - between 251 and 500 persons	1	Each	350.00	No	A
Temporary Structure Application Fee - Stage or Platform - between 501 and 750 persons	1	Each	500.00	No	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Temporary Structure Application Fee - Stage or Platform - between 751 and 1,000 persons	1	Each	600.00	No	A
Temporary Structure Application Fee - Stage or Platform - over 1,000 persons	1	Each	600.00 + 100.00 per 1000 additional people	No	A
Temporary Structure Application Fee - Tents, marquees or booths	1	Each	500.00	No	A
Temporary accommodation of shed/caravan during course of erection of a dwelling (12 months maximum)	1	Each	280.00	No	A
Unauthorised Building Work					
Building Compliance for unauthorised building works under \$20,000 - Application	1	Each	436.00	No	C
Building Compliance for unauthorised building works over \$20,000 - Application	1	Each	453.00	No	C
Construction Certificate					
Construction Certificate	1	Each	Quotation	Yes	D
Construction Certificate - Variation	1	Each	Quotation	Yes	D
Contaminated Land					
Contaminated Land Enquiry (requiring written response)	1	Hour	158.00	No	D
Bushfire Assessment					
Bushfire Attack Level Assessment (BAL)	1	Each	Quotation	Yes	D
Fire Certification					
Submission of Annual Fire Safety Statement - First Building	1	Each	44.00	Yes	C
Submission of Annual Fire Safety Statement - Subsequent Buildings	1	Each	13.50	Yes	C
Follow-up incorrect Annual Fire Safety Statement Submission	1	Each	75.00	Yes	C
Request for Extension of Time to Submit Annual Fire Safety Statement - Administration Fee	1	Each	90.00	Yes	C
Provide Copy of Essential Fire Safety Measures Recorded on Premises	1	Each	36.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Request Review of Essential Services Schedule	1	Each	168.00	Yes	C
Voluntary Request to Upgrade Fire Safety of Class 2 to 9 building	1	Each	1730.00	Yes	C
Voluntary Request to Upgrade Fire Safety of Class 1 to 10 building	1	Each	416.00	Yes	C
Building Removal / Demolition					
Dwelling Removal / Demolition - Inspection Fee	1	Each	300.00	No	C
Building Removal / Demolition - BOND	1	Each	2000.00	No	C
Small Scale Removal / Demolition - BOND - over 50m2	1	Each	1000.00	No	C
Building Removal / Demolition - BOND - Administration Fee	1	Each	122.00	No	C
Tree Removal					
Tree Removal Permit - where no VMP or Ecological Assessment Report Required	1	Each	130.00	No	C
Tree Removal Permit - where a VMP or Ecological Assessment Report Required	1	Each	480.00 + Inspection Cost	No	C
Tree Removal - Inspection Cost	1	Each	140.00	No	C
Private Certifiers					
Principal Certifying Authority Appointment	1	Each	Quotation	Yes	D
Construction Certificate - Lodgement Fee	1	Each	Prescribed	No	B
Occupation Certificate - Lodgement Fee	1	Each	Prescribed	No	B
Complying Development Certificate - Lodgement Fee	1	Each	Prescribed	No	B
Subdivision Certificate - Lodgement Fee	1	Each	Prescribed	No	B
Planning Certificates					
Planning Certificate & Advice under Section 10.7 (2) & (5)	1	Each	Prescribed	No	B
Planning Certificate under Section 10.7 (2)	1	Each	Prescribed	No	B



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Duplication of Section 10.7 Certificate	1	Each	40.00	No	C
Fast Track Administration Fee - Assessment under Section 10.7 - In addition to Prescribed Fees	1	Each	150.00	No	C
Other Certificates					
Certificate for outstanding notices and orders issued under the Local Government Act 1993 (Section 735A)	1	Each	150.00	No	C
Certificate for amount due Section 88 G, issued under the Conveyancing Act 1919	1	Each	Prescribed	No	B
Stormwater Discharge					
Commercial / Industrial / Public buildings - Application Fee	1	Each	200.00	No	D
Domestic Dwellings - Application Fee	1	Each	130.00	No	D
Swimming Pool					
Compliance Certificate - Application, including First Inspection	1	Each	150.00	No	B
Compliance Certificate - Subsequent Inspections	1	Each	100.00	No	B
Registration on State-wide Register - Request	1	Each	10.00	No	B
Barrier Exemption - Application	1	Each	250.00	No	B
Resuscitation Chart	1	Each	20.00	Yes	C
Caravan Parks and Manufactured Homes					
Caravan Park, Approval to Operate - New Application - Caravan Park, Camping Grounds, Manufactured Home Estate	1	Each	438 + 9.70 per site	No	C
Caravan Park, Approval to Operate - Changes to Approval	1	Each	50% of New Application	No	C
Caravan Park, Approval to Operate - Renewal - Category 1	1	Year	158 + 5.55 per site	No	C
Caravan Park, Approval to Operate - Renewal - Category 2	2	Year	158 + 9.70 per site	No	C
Caravan Park, Approval to Operate - Renewal - Category 3	3	Year	158 + 13.90	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Caravan Park Compliance - Reinspection	1	Each	185.00	No	C
Caravan Park Review - Associated with a Valid Complaint (per inspection)	1	Each	185.00	No	C
Caravan Park, Certificate of Completion - Inspection and Issue for Manufactured Home (within Estate)	1	Each	295.00	No	C
Caravan Park, Install Relocatable Home and/or Rigid Annexe on flood liable land - Application	1	Each	265.00	No	C
Caravan Park, Certificate of Completion - Relocatable Home and/or Rigid Annexe	1	Each	58.00	No	C
Caravan Park, Approval to Operate a Temporary Camp Ground for a Festival or Event - where development consent is required	1	Each	295 + 6.80 per site	No	C
Caravan Park, Approval to Operate a Temporary Camp Ground for a Festival or Event - where development consent is not required	1	Each	17 per site min 465	No	C
Design Engineering & Services - Developments					
Construction Certificate for Subdivision and Development work					
Assessment Fees - Road Works	1	Metre	5.00	No	C
Assessment Fees - Footpath	1	Metre	1.00	No	C
Assessment Fees - Rural Road Works	1	Metre	2.00	No	C
Assessment Fees - Drainage	1	Metre	3.00	No	C
Assessment Fees - Interallotment Drainage	1	Metre	3.00	No	C
Assessment Fees - Pipe Culvert	1	Metre	3.00	No	C
Assessment Fees - Sewer Reticulation Mains	1	Metre	3.00	No	C
Assessment Fees - Water Reticulation Mains	1	Metre	3.00	No	C
Assessment Fees - Sedimentation & Erosion Control	1	Metre	1.00	No	C
Assessment Fees - Bulk Earthworks - cubic metre	1	Metre	0.05	No	C
Assessment Fees - Culverts (Not Pipes) per square metre	1	Metre	15.00	No	C
Assessment Fees - Earth Retaining Structures per square metre	1	Metre	8.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Assessment Fees - Bridges per square metre	1	Metre	15.00	No	C
Assessment Fees - Sewer Pump Stations	1	Each	1000.00	No	C
Assessment Fee - Trunk Drainage Works	1	Metre	8.00	No	C
Assessment Fees - WSUD / Retarding / Detention Basins - square metre	1	Metre	4.50	No	C
Assessment Fees - Parking Areas - square metre	1	Metre	1.00	No	C
Assessment Fees - Minimum Fee (All Above Works)	1	Each	500.00	No	C
Inspection of Assets - Road Works	1	Metre	16.50	No	C
Inspection of Assets - Footpath	1	Metre	3.30	No	C
Inspection of Assets - Rural Road Works	1	Metre	6.60	No	C
Inspection of Assets - Drainage	1	Metre	9.90	No	C
Inspection of Assets - Interallotment Drainage	1	Metre	9.90	No	C
Inspection of Assets - Pipe Culvert	1	Metre	9.90	No	C
Inspection of Assets - Sewer Reticulation Mains	1	Metre	9.90	No	C
Inspection of Assets - Water Reticulation Mains	1	Metre	9.90	No	C
Inspection of Assets - Sedimentation & Erosion Control	1	Metre	3.30	No	C
Inspection of Assets - Bulk Earthworks - cubic metre	1	Metre	0.14	No	C
Inspection of Assets - Culverts (Not Pipes) - squared metre	1	Metre	66.00	No	C
Inspection of Assets - Earth Retaining Structures - squared metre	1	Metre	27.50	No	C
Inspection of Assets - Bridges - squared metre	1	Metre	66.00	No	C
Inspection of Assets - Sewer Pump Stations	1	Metre	4400.00	No	C
Inspection of Assets - Trunk Drainage Works	1	Metre	27.50	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Inspection of Assets - WSUD / Retarding / Detention Basins - squared metre	1	Metre	13.75	No	C
Inspection of Assets - Parking Areas - squared metre	1	Metre	3.30	No	C
Inspection of Assets - Minimum Fee (All Above Works)	1	Each	1100.00	No	C
Reinspection Fee	1	Each	330.00	No	C
Bond - Maintenance of Engineering Works	1	Each	10% of Water & Sewer works 5% of Balance Engineering Works	No	C
Maintenance of Engineering Works - Bond - Administration Fee	1	Each	134.20	Yes	C
Completion of Outstanding Works at Issue of Subdivision Certificate	1	Each	Cost of Works + 50%	No	C
Development Specifications					
CHCC Design Specifications - One Off Hard Copy	1	Each	345.00	No	C
CHCC Design Specifications - Electronic Copy in PDF Format on CD	1	Each	85.00	No	C
CHCC Design Specifications - Electronic Copy in PDF Format on Internet	1	Each	0.00	No	C
CHCC Construction Specifications - One Off Hard Copy	1	Each	400.00	No	C
CHCC Construction Specifications - Electronic Copy in PDF Format on CD	1	Each	85.00	No	C
CHCC Construction Specifications - Electronic Copy in PDF Format on Internet	1	Each	0.00	No	C
AUS SPEC #1 Annual Update Fee for Access by Internet	1	Each	0.00	No	C
Plans and Drawings - Services					
Rechecking of Engineering Plans and Bond Estimates - Prior to Issue of Construction Certificate	1	Hour	150.00 Minimum 600.00	No	C
Rechecking of Engineering Plans and Bond Estimates - After Issue of Construction Certificate	1	Hour	150.00 Minimum 150.00	No	C
Checking Works as Executed Drawings (Charged @ Linen) - electronic CAD format & PDF	1	Each	42.00 per Lot Minimum 150.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Checking Works as Executed Drawings (Charged @ Linen) - other than electronic CAD	1	Each	85.00 per Lot Minimum 150.00	No	C
Checking of Drawings Submitted by Private Certifiers - Engineering	1	Hour	Minimum 150.00	Yes	C
Search Fees - Engineering	1	Hour	Minimum 150.00	Yes	C
Other					
New Road Naming - Application - Single Road	1	Each	770.00	No	C
New Road Naming - Application - More than one Road	1	Each	1200.00	No	C
Professional Advice & Services	1	Hour	150.00	No	D
Design Work Undertaken for Other Organisations	1	Hour	Quotation	No	D
Hire of GPS Equipment / Services - Raw Data	1	Year	4000.00	Yes	D
Hire of GPS Equipment / Services - Equipment Hire with Operator	1	Day	2000.00	Yes	D
Hire of GPS Equipment / Services - Equipment Hire with Operator	1	Week	8000.00	Yes	D
Hire of GPS Equipment / Services - Specific Projects	1	Each	Quotation	Yes	D
Private Footpath Crossing (Driveway Application) - Approval footpath and Inspections	1	Each	230.00	No	C
Private Footpath Crossing (Driveway Application) - Approval stormwater and Inspections	1	Each	230.00	No	C
Private Footpath Crossing (Driveway Application) - Kerb connection	1	Each	150.00	No	C
Rates & Charges					
Ordinary Rates					
Residential Rate	1	Year	0.34439 cents in \$ (Base 419.00)	No	B
Business Rate	1	Year	0.86783 cents in \$ (Minimum 661.00)	No	B
FarmLand Rate	1	Year	0.34439 cents in \$ (Base 419.00)	No	B



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
City Centre Business Rate	1	Year	0,89102 cents in \$ (Minimum 661.00)	No	B
Environmental Levy	1	Year	0,00972 cents in \$ (Base 22.39)	No	B
Outstanding Rates - Interest on overdue amounts calculated daily			Prescribed	No	B
Stormwater Management Services (eligible properties)					
House or Block of flats (non strata) - Residential	1	Year	25.00	No	B
Strata Unit - Residential	1	Year	12.50	No	B
Strata Unit - Non-Residential, Per 350m2 impervious land area by unit entitlement	1	Year	Result Minimum 5,00	No	B
Non-Residential - Per 350m2 impervious land area	1	Year	25.00	No	B
Other Finance Charges					
Section 603 Search (LG Act)	1	Each	Prescribed	No	B
Section 603 Search (LG Act) - Urgent Processing Additional Fee (Within next working day)	1	Each	85.00	No	C
Section 603 Search (LG Act) - Verbal Update of provided Certificate within 2 months	1	Each	0.00	No	C
Section 605 Search (LG Act)	1	Each	Cost	No	C
Rates Debt Recovery Costs (including Legal Action)	1	Each	Cost	No	C
Dishonour Payment Administration Fee	1	Each	15.00	Yes/No	C
Account Keeping Fee (Sundry Debtors Accounts Only)	1	Month	22.00	Yes	C
Sundry Debtors Account Late Fee	1	invoice	22.00	Yes	C
Refund Fee	1	Each	25.00	Yes/No	C
Water Services					
Water Usage Charges					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Residential Consumption Charges - Tier 1 – Usage of up to the equivalent to 1kl per day (for each billing period)	1	Kilolitre	3.25	No	C
Residential Consumption Charges: Tier 2 – Usage in excess of up to the equivalent to 1 kl per day (for each billing period)	1	Kilolitre	4.88	No	C
Dialysis Users - Tier 1 - usage of up to the equivalent to 0.438 kl per day (for each billing period)	1	Kilolitre	0.00	No	C
Dialysis Users - Tier 2 - usage in excess of up to the equivalent to 0.438 kl per day (for each billing period)	1	Kilolitre	3.25	No	C
Non-Residential Consumption Charges - Metered Consumption Charge (all consumption apart from fire fighting usage).	1	Kilolitre	3.25	No	C
Non-Residential Consumption Charges - Meter Fire Service Consumption Charge (apart from usage, supported by evidence, relating to fire fighting)	1	Kilolitre	9.75	No	C
Non-Rateable - Residential in Nature: Tier 1 – Usage of up to the equivalent to 1kl per day (for each billing period)	1	Kilolitre	3.25	No	C
Non-Rateable - Residential in Nature: Tier 2 – Usage in excess of up to the equivalent to 1 kl per day (for each billing period)	1	Kilolitre	4.88	No	C
Non-Rateable - Non Residential in Nature	1	Kilolitre	3.25	No	C
Special Water Meter Reading	1	Each	75.00	No	C
Water Access Charge					
Residential	1	Tenement	152.00	No	C
Vacant Property (Residential & Non-Residential)	1	Property	152.00	No	C
Non Residential Properties (per Meter Factor) - 15mm	1.0	Factor	152.00	No	C
Non Residential Properties (per Meter Factor) - 20mm	1.0	Factor	152.00	No	C
Non Residential Properties (per Meter Factor) - 25mm	1.6	Factor	243.20	No	C
Non Residential Properties (per Meter Factor) - 32mm	2.6	Factor	395.20	No	C
Non Residential Properties (per Meter Factor) - 40mm	4.0	Factor	608.00	No	C
Non Residential Properties (per Meter Factor) - 50mm	6.3	Factor	957.60	No	C
Non Residential Properties (per Meter Factor) - 65mm	10.6	Factor	1611.20	No	C
Non Residential Properties (per Meter Factor) - 80mm	16.0	Factor	2432.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Non Residential Properties (per Meter Factor) - 100mm	25.0	Factor	3800.00	No	C
Non Residential Properties (per Meter Factor) - 150mm	56.3	Factor	8557.60	No	C
Non Residential Properties (per Meter Factor) - 200mm	100.0	Factor	15200.00	No	C
Raw Water					
Water Access Charge	1	Tenement	152.00	No	C
Usage Charge (Other than non-rateable properties) 50% of Treated Water Usage Charge Tier 1 – Allowance of 1 kl per day per access charge	1	Kilolitre	1.63	No	C
Usage Charge - Tier 2 – Usage in excess of allowance of 1 kl per day per access charge (>365kl per annum)	1	Kilolitre	2.44	No	C
Water Disconnections and Reconnections					
Reminder Notice Penalty	1	Each	7.00	No	C
Restriction / Disconnection Notice Penalty	1	Each	27.00	No	C
Water Debt Recovery Costs (including Legal Action)	1	Each	Cost	No	C
Restrictor Installation and Removal Fee	1	Each	171.36	No	C
Replacement of Restrictor (If Illegally removed)	1	Each	84.66	No	C
Replacement of Anti Tamper Device (if damaged or illegally removed)	1	Each	428.40	No	C
Additional fee for out-of-hours restrictor removal	1	Each	84.66	No	C
Disconnection of Reconnection of Water Supply	1	Each	Cost + 15%	No	C
Disconnection/Reconnection - Underground Restriction of Service for ongoing tampering	1	Each	Cost + 15%	No	C
Water Service Connection					
Standard New Water Service Application Fee	1	Each	797.64	No	C
Non Standard New Water Service Fee	1	Each	Quotation	No	C
Meter Installation Inconvenience Charge	1	Each	177.48	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Rectification of illegal access to locked meter point	1	Each	Cost +15%	No	C
Subsidiary Meter Kit - Standard	1	Each	123.42	No	C
Subsidiary Meter Kit - Electronic/Remote Kit	1	Each	Quotation	No	C
Transfer of Private Sub Meters to Council - Administration Fee	1	Each	100.98	No	C
Water Pressure Reading - Fire Flow Test	1	Each	336.60	No	C
Water Meter Testing					
Water Meter Testing Requests	1	Each	Quotation	No	C
Water Backflow Prevention					
Lodgement Fee Per Device	1	Each	85.00	No	C
Overdue Registration	1	Each	84.66	No	C
Testing Fee (parts & repairs additional)	1	Each	Quotation	No	C
Tag Replacement Fee	1	Each	20.00	No	C
Water - Contribution to Works					
Works on Council owned Water Infrastructure Requested by Owner/Developer	1	Each	Quotation	No	C
Repairs to Damaged Water Infrastructure	1	Each	Cost + 15%	No	C
Developer Contributions (\$64) Water					
Developer Contributions (\$64) Water	1	Each	As per Contribution Plans	No	E
Testable Water Back Flow Devices					
Residential Properties	1	Each	16.50	No	C
Non-Residential Properties - First Device	1	Each	66.00	No	C
Non-Residential Properties - Second & Subsequent Devices	1	Each	16.50	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Non-Rateable Properties – First Device	1	Each	66.00	No	C
Non-Rateable Properties – Second & Subsequent Devices	1	Each	16.50	No	C
Water Fill Station					
Water Fill Station - Water Sales	1	Kilolitre	4.88	No	C
Water Fill Station - Water Carter Approval Fee	1	Vehicle	360.06	No	C
Water Fill Station - Key Fob Replacement	1	Each	59.16	No	C
Water Fill Station - Key Fob Re-activation Fee	1	Each	29.58	No	C
Water Hydrant Standpipe					
Hire/Sales - Weekly Hire (1st Week)	1	Week	147.90	No	C
Hire/Sales - Weekly Hire (2nd Week)	1	Week	92.82	No	C
Hire/Sales - Weekly Hire (>2nd Week)	1	Week	49.98	No	C
Hire/Sales - Weekly Hire (>27th week)	1	Week	27.54	No	C
Hire/Sales - Standpipe Deposit	1	Each	1700.00	No	C
Hire/Sales - Water Sales	1	Kilolitre	4.87	No	C
Water - Commercial Works					
Water Commercial Works	1	Each	Quotation	Yes	D
Sewer Services					
Access Charges					
Council Subsidised Effluent Charges - Sullage collection charge per year (Nana Glen / Coramba Council arranged pump out)	1	Year	958.00	No	C
Sewerage Access Charge (Residential Properties) - House or strata unit = 1 ET	1	Tenement	958.00	No	B
Sewerage Access Charge (Residential & Non-Residential Property) - Vacant Land (Sewer Available)	1	Property	661.00	No	B



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Sullage (Effluent) Collection Charge	1	Year	557.00	No	C
Sewerage Access Charge (Non Residential Properties) - Sewer Discharge Factor by Meter Factor by \$938.00, Minimum \$661.00	1	Property	Result	No	B
Usage Charges					
Sewerage Usage Charge (Non Residential Properties) - Sewer Discharge Factor x Water Use by \$2.41	1	Kilolitre	Result	No	C
Sewer - Commercial Works					
Sewer Commercial Works	1	Each	Quotation	Yes	D
Electrical and Mechanical Commercial Works	1	Each	Quotation	Yes	D
Sewer - Contribution to Works					
Works on Council owned Sewer Infrastructure Requested by Owner/Developer	1	Each	Quotation	No	C
Repairs to Damaged Sewer Infrastructure	1	Each	Cost + 15%	No	C
Developer Contributions (Sec 64) - Sewer					
Developer Contributions (S64) Sewer	1	Each	Council approved Contribution Plans	No	E
Onsite Sewer Management System (OSSM)					
Onsite Sewer Management System - Application	1	Each	478.00	No	C
Renew Septic Tank with no change to effluent disposal field - Application	1	Each	255.00	No	C
Approval to Operate an OSSM – Renewal or Change of Ownership	1	Year	68.00	No	C
HIGH risk - Administration, including Inspection Fee	1	Year	219.00	No	C
MEDIUM risk - Administration, including Inspection Fee	1	Year	73.00	No	C
LOW risk - Administration, including Inspection Fee	1	Year	36.50	No	C
Second Inspection to resolve a compliance issue	1	Each	185.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Third & Subsequent Inspection to resolve a compliance issue	1	Each	215.00	No	C
Existing - Inspection and Compliance Report - Pre-purchase	1	Each	460.00	No	C
Plumbing & Drainage					
Single Dwelling - Application	1	Each	468.00	No	C
Dual Occupancy - Application	1	Each	495.00	No	C
Multi Residential, Commercial, Industrial - Application	1	Each	460.00	No	C
Changes to an existing building - Application	1	Each	255.00	No	C
Additional Inspection	1	Each	158.00	No	C
Commercial Enquiries - Sewer Diagrams	1	Each	75.00108.00 Contiguous Parcels	No	C
Private Pump Station					
Private Pump Stations - New Application Fee (NSW Health Approved) - Single ET	1	Each	258.06	No	C
Private Pump Stations - New Application Fee (NSW Health Approved) - Multiple ET	1	Each	Quotation	No	C
Private Pump Stations - Amended Application Fee	1	Each	167.28	No	C
Private Pump Stations - New Application Site Inspection Fee	1	Each	251.94	No	C
Private Pump Stations - Management Charge per Pump Station	1	Each	147.00	No	C
Pressure Sewer System					
Sewer - Supply and Installation of Pressure Sewer Unit and Property Discharge Line in developments approved for these systems - Single Pump Unit Only	1	Each	14932.80	No	C
Sewer - Future installation of Pressure Sewer Units - BOND	1	Bond	14932.80	No	C
Sewer - Annual Maintenance of Pressure Sewer Unit	1	Each	480.00	No	C
Sewer - Breakdown Callout (During normal Council business hours) for Pressure Sewer Unit	1	Hour	120.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Sewer - Other Maintenance costs for Pressure Sewer unit	1	Each	Cost + 15% administration Fee	No	C
Sewer - Pump Replacement for Pressure Sewer unit	1	Each	2500.00	No	C
Recycled Water					
Recycled Water Access and Licencing Charge	1	Each	447.00	No	C
Recycled Water Consumption Charge (Over allocated supply volume)	1	Kilolitre	2.00	No	C
Recycled Water Consumption Charge (Up to allocated supply volume)	1	Kilolitre	0.20	No	C
Other					
Recycled Water Service Connection Fees - All Services	1	Each	Quotation	No	C
Traffic & Road Safety					
Directional Signs					
Directional signage on Street Blade signs	1	Each	Quotation	Yes	C
Road Management					
Oversize or Overmass Vehicles on Council Roads - Application fee	1	Each	90.00	No	C
Oversize Overmass Vehicles Route Assessment	1	Each	Quotation	No	C
Special Event Closure - Application Fee - Commercial event	1	Each	92.00	Yes	C
Special Event Closure - Application Fee - Community event	1	Each	0.00	Yes	A
Special Event Closure - Advertising Fee	1	Each	Cost	Yes	A
Use of Public Road, Reserves, Footpaths - Application Fee	1	Each	207.00	Yes	C
Use of Footpath - Bond	1	Metre squared	195.00	No	C
Use of Kerb & Gutter - Bond	1	Lineal metre	195.00	No	C
Use of Public Road, Reserves, Footpaths - Bond Administration Fee	1	Each	128.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Footpath Occupancy Less Than One Week for 30 Metres in Length per foot path	1	Day	30.00	Yes	C
Footpath Occupancy Greater Than One Week for 30 Metres in Length per foot path	1	Week	26.00	Yes	C
Footpath Closure Long Term (minimum 1 week), per Metre	1	Week	10.00	Yes	C
Use of Road Pavement, including Seal - Bond	1	Metre squared	600.00	No	C
Lane Occupancy, for 30 Metres in Length per Lane	1	Day	135.00	Yes	C
Construction Zone - Application Fee	1	Each	207.00	No	C
Construction Zone Parking Fees CBD areas, per metre	1	Week	19.00	Yes	C
Construction Zone Parking Fees non CBD areas, per metre	1	Week	10.00	Yes	C
Construction Zone Footpath A Class Hoarding (Walls only), per square metre	1	Week	10.00	Yes	C
Construction Zone Footpath B Class Hoarding (Includes Roof), per metre	1	Week	19.00	Yes	C
Damage Inspection Fee or Reinspection Fee	1	Each	166.00	No	C
Skip Bin on Road Reserve	1	Day	29.00	Yes	C
Skip bin Operator - Annual Registration Fee	1	Year	380.00	No	C
Roads Works					
Roads - Crossings	1	Each	Quotation	Yes	C
Roads - Kerb & Gutter or Footpath Contributions	1	Lineal metre	120.00	No	A
Private Works or Grant Funded Road Works	1	Each	Quotation	Yes	D
Grant Funded Road Works Administration Charge	1	Each	5% of Works + GST	Yes	C
Private Works - Road Restoration	1	Each	Quotation	Yes	D
Abandoned Motor Vehicle					
Impound Fee - Abandoned Motor Vehicle - Removal	1	Each	422.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Impound Fee - Abandoned Motor Vehicle - Serving Notice	1	Each	160.00	Yes	C
Impound Fee - Abandoned Motor Vehicle - Storage (First day)	1	Each	70.00	Yes	C
Impound Fee - Abandoned Motor Vehicle - All subsequent days	1	Each	40.00	Yes	C
Quarry Charges					
Quarry Charges Bellbird Quarry excludes loading	1	Tonne	Quotation	Yes	D
Quarry Charges Gunderene Quarry excludes loading	1	Tonne	Quotation	Yes	D
Quarry Charges Wedding bells Quarry excludes loading	1	Tonne	Quotation	Yes	D
Quarry Charges Two-mile Quarry excludes loading	1	Tonne	Quotation	Yes	D
Quarry Charges River gravel Quarry excludes loading	1	Tonne	Quotation	Yes	D
Other Works					
Soil Testing					
Soil Testing - Density Test	1	Hour	Quotation	Yes	D
Soil Testing - Benkelman Beam Testing	1	Hour	Quotation	Yes	D
Soil Testing - Gravel	1	Each	Quotation	Yes	D
Soil Testing - Field Work Technician	1	Hour	Quotation	Yes	D
Noxious Weeds					
Noxious Weeds - Certificate	1	Each	170.00	No	C
Noxious Weed - Reinspection Fee	1	Hour	170.00	No	C
Noxious Weeds - Contributions to Works	1	Each	Quotation	Yes	D
Tree Services					
Tree Services - Works	1	Each	Quotation	Yes	D



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Food Business Compliance					
Food Business					
Health and Food related General Enquiry	1	Each	105.00	No	D
New - Assessment Review of Premise fit out Pre-construction	1	Each	316.00	No	D
New - Inspection and Compliance Report Pre-opening	1	Each	460.00	No	D
Assessment Package - Pre-construction and pre-opening Inspections	1	Each	495.00	No	D
Existing - Inspection and Compliance Report	1	Each	460.00	No	D
Small, less than five FTE employees - Administration Fee	1	Year	300.00	No	B
Medium, five to 50 FTE employees - Administration Fee	1	Year	400.00	No	B
Large, greater than 50 FTE employees - Administration Fee	1	Year	500.00	No	B
Non-Fixed S68 Approval - 1 Year	1	Each	171.00	No	C
Non-Fixed S68 Approval - 2 Years	2	Each	315.00	No	C
Routine Inspection Fee - First Food Preparation Area	1	Each	158.00	No	C
Routine Inspection Fee - Additional Food Preparation Areas within multi faceted business	1	Each	107.00	No	C
Second Inspection Fee and / or Review of Complaint	1	Each	185.00	No	C
Third & Subsequent Inspections Fee	1	Each	215.00	No	C
Health Enforcement - Protection of the Environment Operations Act	1	Each	Prescribed	No	B
Health Enforcement - Public Health Act - Improvement Notice	1	Each	Prescribed	No	B
Health Enforcement - NSW Food Act - Prohibition Notice	1	Each	Prescribed	No	B
Scores on Doors					
Scores on Doors - Request for Review of rating outcome	1	Each	298.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Private Water Supply System					
Quality Assurance Review of Private Water Supply System - Non Programmed Inspection	1	Each	298.00	No	C
Quality Assurance Review of Private Water Supply System - Programmed Inspection	1	Each	77.00	No	C
Health Compliance Review					
Skin Services					
Skin Penetration Services	1	Each	298.00	No	C
Skin Penetration Services - Programmed Inspection Review	1	Each	158.00	No	C
Skin Penetration Services - Request for Review of rating outcome	1	Each	298.00	No	C
Skin Penetration Services - Second Inspections	1	Each	185.00	No	C
Skin Penetration Services - Third & Subsequent Inspection	1	Each	215.00	No	C
Legionella Control					
Audit Water Cooling Tower, Legionella Control	1	Each	298.00	No	C
Inspect Water Cooling Tower, Legionella Control	1	Each	158.00	No	C
Warm Water Mixing System, Legionella Control	1	Each	292.00	No	C
Additional Warm Water Mixing System, Legionella Control	1	Each	107.00	No	C
Second Inspection, Legionella Control	1	Each	185.00	No	C
Third & Subsequent Inspection, Legionella Control	1	Each	215.00	No	C
Swimming Pool					
Health Compliance Review- First Public or Guest Swimming Pool or Spa	1	Each	298.00	No	C
Health Compliance Review- Additional Public or Guest Swimming Pool or Spa	1	Each	92.00	No	C
Health Compliance Review- Swimming Pool or Spa - Programmed Inspection Review	1	Each	158.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Second Inspection, Swimming Pool or Spa	1	Each	185.00	No	C
Each Inspection Third & Subsequent, Swimming Pool or Spa	1	Each	215.00	No	C
Boarding House					
Boarding House	1	Each	425.00	No	C
Boarding House - Second Inspection	1	Each	185.00	No	C
Boarding House - Third & Subsequent Inspection	1	Each	215.00	No	C
Water Carrier					
Water Carrier First Vehicle	1	Each	298.00	No	C
Water Carrier Additional Vehicles	1	Each	27.00	No	C
Water Carrier - Second Inspection	1	Each	189.00	No	C
Water Carrier - Third & Subsequent Inspection	1	Each	215.00	No	C
Petroleum Storage					
Petroleum Storage - Audit Review of Underground Petroleum Storage System	1	Each	377.00	No	C
Petroleum Storage - Additional inspections	1	Each	215.00	No	C
Other Health Compliance Reviews					
Burial/Exhumation on Private Land	1	Hour	158.00	No	A
Sampling of Water for Analysis (Assessment Public Health Risk)	1	Each	Cost - NATA accredited laboratory	No	D
Use of Council Managed Land & Buildings					
Council Owned and Managed Land & Buildings					
Application Fee	1	Each	577.50	Yes/No	C
Rental Fee	1	Each	Quotation	Yes/No	C/D



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Notice of Infringement Fee	1	Each	32.00	No	C
Processing fee for Refund of Prepaid Rental/Licence Fees	1	Each	125.00	Yes	C
Sale of Roads					
Road Closure and Sale - Valuation Fee	1	Each	Cost	Yes	D
Road Closure and Sale - Road Status Report	1	Each	Cost	Yes	D
Road Closure - Purchase Application Fee	1	Each	3200.00	No	C
Road enclosure Licence fee	1	Each	Quotation	No	C
Waste Management					
Waste Service					
Domestic Waste Service Charge - Vacant Land	1	Year	176.00	No	C
Domestic Waste Service Charge - Occupied Land (Three Bin Service)	1	Year	695.00	No	C
Domestic Waste Additional General Waste Fortnightly 240L Bin	1	Year	312.00	No	C
Domestic Waste Additional Recycling Fortnightly 240L Bin	1	Year	115.00	No	C
Domestic Waste Additional Organic Waste Weekly 240L	1	Year	198.00	No	C
Domestic Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	Year	42.00	No	C
Bulky Clean-Up Service Charge (Book-In Service)	1	Each	54.00	No	C
Domestic Waste Provision of Bins to New Occupied Residence (3 in set)	1	Each	125.00	No	C
Domestic Waste Provision of 660L, 1100L or larger size Mobile Garage Bins	1	Each	Quotation	No	C
Domestic Waste Mixed (non-separated) Service Charge	1	Year	915.00	No	C
Domestic Waste Reinstatement of Bin after Improper Use (per bin)	1	Each	105.00	No	C
Non-domestic Waste Service Charge - Vacant Land	1	Year	175.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Non-domestic Waste Service Charge - Occupied Land (Three Bin Service)	1	Year	695.00	No	C
Non-domestic Waste Additional General Waste Fortnightly 240L Bin	1	Year	312.00	No	C
Non-domestic Waste Additional Recycling Fortnightly 240L Bin	1	Year	115.00	No	C
Non-domestic Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	Year	42.00	No	C
Non-domestic Waste Additional Bin - Trim Program Recycling Charge	1	Year	0.00	No	C
Non-domestic Waste Additional Organic Waste Weekly 240L Bin	1	Year	198.00	No	C
Non-domestic Waste Provision of Bins to New Business Address (3 in set)	1	Each	125.00	No	C
Non-domestic Waste Provision of 660L, 1100L or larger size Mobile Garage Bins	1	Each	Quotation	No	C
Non-domestic Waste Mixed (non-separated) Service Charge	1	Year	915.00	No	C
Non-domestic Waste Reinstatement of Bin after Improper Use (per bin)	1	Each	105.00	No	C
Non-rateable Waste Additional General Waste Fortnightly 240L Bin	1	Year	312.00	No	C
Non-rateable Waste Additional Recycling Fortnightly 240L Bin	1	Year	115.00	No	C
Non-rateable Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	Year	42.00	No	C
Non-rateable Waste Additional Bin - Trim Program Recycling Charge	1	Year	0.00	No	C
Non-rateable Waste Additional Organic Waste Weekly 240L Bin	1	Year	195.00	No	C
Non-rateable Waste Provision of Bins to New Business Address (3 in set)	1	Each	125.00	No	C
Non-rateable Waste Mixed (non-separated) Service Charge	1	Year	915.00	No	C
Non-rateable Waste Reinstatement of Bin after Improper Use (per bin)	1	Each	105.00	No	C
Non-rateable Waste Service Charge (Three Bin Service)	1	Year	695.00	No	C
England's Road Waste Facility					
Domestic mixed wet waste (not contaminated) 40kg or less	1	Load	16.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Domestic mixed wet waste (not contaminated) 60kg or more	1	Tonne	295.00	Yes	C
Domestic organics 40kg or less	1	Load	9.00	Yes	C
Domestic organics 60kg or more	1	Tonne	168.00	Yes	C
Domestic organics Green Waste Voucher redemption	1	Voucher	23.00	Yes	C
Commercial / Industrial Organics - Class 01 - Sorted <3% Contamination	1	Tonne	168.00	Yes	C
Commercial / Industrial Organics - Class 02 - >3% to <10% Contamination	1	Tonne	219.00	Yes	C
Commercial / Industrial Organics - Class 03 - >10% - <25% Contamination	1	Tonne	285.00	Yes	C
Commercial / Industrial Organics - Class 04 - >25% - <40% Contamination	1	Tonne	380.00	Yes	C
Commercial / Industrial Organics - Class 05 - >40% Contamination - Landfill	1	Tonne	505.00	Yes	C
Commercial / Industrial Mixed Waste - Class M1 - Sorted <3% Contamination	1	Tonne	261.00	Yes	C
Commercial / Industrial Mixed Waste - Class M2 - >3% to <10% Contamination	1	Tonne	333.00	Yes	C
Commercial / Industrial Mixed Waste - Class M3 - >10% - <25% Contamination	1	Tonne	430.00	Yes	C
Commercial / Industrial Mixed Waste - Class M4 - >25% - <40% Contamination	1	Tonne	485.00	Yes	C
Commercial / Industrial Mixed Waste - Class M5 - >40% Contamination	1	Tonne	505.00	Yes	C
Diverted to the Processing Plant (Biomass) Other Vehicles - Mixed Waste (Contract RFT-658-TO related - suitable 'Residual Material' only) (per Tonne)	1	Tonne	295.00	Yes	C
Domestics or Commercial / Industrial - sorted dry waste 40kg or less	1	Load	16.00	Yes	C
Domestics or Commercial / Industrial - sorted dry waste 60kg or more	1	Tonne	310.00	Yes	C
Domestic Bulky Household Goods Voucher Redemption 200kg or less	1	Voucher	62.00	Yes	C
Large organic materials (e.g. stumps, palms, logs, pallets) 40kg or less	1	Load	14.00	Yes	C
Large organic materials (e.g. stumps, palms, logs, pallets) 60kg or more	1	Tonne	249.00	Yes	C
Mixed Putrescible Waste (C&I wet waste unsorted and contaminated) - >40% Contamination	1	Tonne	505.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Motorcycle tyres (up to 4kg each)	1	Each	5.00	Yes	C
Car tyres (off rim up to 5kg each)	1	Each	6.00	Yes	C
Car tyres (and rim up to 10g each)	1	Each	14.00	Yes	C
4x4 / light trucks tyres (off rim and up to 10kg each)	1	Each	9.00	Yes	C
4x4 / light trucks tyres (on rim and up to 20kg each)	1	Each	24.00	Yes	C
Heavy truck tyres (off rim and up to 40kg)	1	Each	26.00	Yes	C
Super single tyres (off rim and up to 50kg)	1	Each	78.00	Yes	C
Tractor tyres (off rim and up to 150kg)	1	Each	220.00	Yes	C
Shredded tyres 60kg or less	1	Load	37.00	Yes	C
Shredded tyres 80kg or more	1	Tonne	470.00	Yes	C
Tyres contaminated with soil/mud/concrete etc. 60kg or less	1	Load	37.00	Yes	C
Tyres contaminated with soil/mud/concrete etc. 80kg or more	1	Tonne	470.00	Yes	C
Dead animal disposal 40kg or less	1	Load	23.00	Yes	C
Dead animal disposal 60kg or more	1	Tonne	387.00	Yes	C
Concrete/stone/bricks/blocks sorted 100kg or less	1	Load	15.00	Yes	C
Concrete/stone/bricks/blocks sorted 120kg or more	1	Tonne	144.00	Yes	C
Soils except clean clay 100kg or less	1	Load	15.00	Yes	C
Soils except clean clay 120kg or more	1	Tonne	144.00	Yes	C
Clean Clay (VNM) 100kg or less	1	Load	10.00	Yes	C
Clean Clay (VNM) 120kg or more	1	Tonne	93.00	Yes	C
Contaminated soil (general solid waste) 100kg or less	1	Load	29.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Contaminated soil (general solid waste) 120kg or more	1	Tonne	258.00	Yes	C
Asbestos wrapped 40kg or less	1	Load	23.00	Yes	C
Asbestos wrapped 60kg or more	1	Tonne	387.00	Yes	C
Mattress or mattress base (per piece)	1	Each	25.00	Yes	C
All recyclables	1	Each	0.00	Yes	
Recyclable metal material (clean-sorted but not car bodies)	1	Each	0.00	Yes	
Truck wash use	1	Each	22.00	Yes	C
Domestic waste oil up to 20 litres	1	Each	0.00	Yes	
Quarantine Bags	1	Tonne	387.00	Yes	C
RTA Weight Certificate	1	Each	38.00	Yes	C
Sludge Cake from treatment plants	1	Tonne	387.00	Yes	C
Mud, silt and dirty water (CHCC Vac truck Only)	1	Tonne	150.00	Yes	C
Weighbridge Reports for account customers	1	Each	25.00	Yes	C
Transfer Stations					
Sedan/Hatch/Wagon/SUV (No Trailer) - Mixed Dry Waste (up to 40kg)	1	Load	18.00	Yes	C
Sedan/Hatch/Wagon/SUV (No Trailer) - Mixed Waste (over 40kg)	1	Load	31.00	Yes	C
Box Trailer / Ute - Mixed Waste (up to 100kg)	1	Load	47.00	Yes	C
Box Trailer / Ute - Mixed Waste (over 100kg)	1	Load	125.00	Yes	C
Double Axle Trailer - Mixed Waste (up to 500kg)	1	Load	180.00	Yes	C
Light Truck - Mixed Waste (up to 500kg)	1	Load	180.00	Yes	C
Sedan/Hatch/Wagon/SUV (No Trailer) - Organics (up to 50kg)	1	Load	18.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Box Trailer / Ute - Organics (up to 150kg)	1	Load	32.00	Yes	C
Double Axle Trailer - Organics (up to 300kg)	1	Load	51.00	Yes	C
Light Truck - Organics (up to 300kg)	1	Load	51.00	Yes	C
Car Tyre (off rim)	1	Each	10.00	Yes	C
4x4 Tyre (off rim)	1	Each	15.00	Yes	C
Motorcycle Tyre	1	Each	5.00	Yes	C
Mattress or mattress base (per piece)	1	Each	30.00	Yes	C
Recyclables to drop-off area	1	Kilogram	0.00		C
Trade Waste					
Administration Charges					
Liquid Trade Waste Application Fee per Application	1	Each	303.96	No	C
Liquid Trade Waste Approval Fee per Approval - Classification A (Included in Application Fee)	1	Each	0.00	No	C
Liquid Trade Waste Approval Fee per Approval - Classification B	1	Each	308.04	No	C
Liquid Trade Waste Approval Fee per Approval - Classification C	1	Each	511.02	No	C
Liquid Trade Waste Approval Fee per Approval - Classification S	1	Each	308.04	No	C
Annual Charges					
Trade Waste Annual Charges - Single Waste Generators	1	Each	226.00	No	C
Trade Waste Annual Charges - 2 to 4 Waste Generators	1	Each	452.00	No	C
Trade Waste Annual Charges - 5 to 9 Waste Generators	1	Each	1073.50	No	C
Trade Waste Annual Charges - 10 to 14 Waste Generators	1	Each	2090.50	No	C
Trade Waste Annual Charges - 15 to 19 Waste Generators	1	Each	3107.50	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Trade Waste Annual Charges - 20 to 24 Waste Generators	1	Each	4068.00	No	C
Trade Waste Annual Charges - 25 to 29 Waste Generators	1	Each	4972.00	No	C
Trade Waste Annual Charges - 30 to 34 Waste Generators	1	Each	5876.00	No	C
Trade Waste Annual Charges - Over 34 Waste Generators	1	Each	6780.00	No	C
Trade Waste Annual Charges - Waste Generators - Dump Point	1	Each	455.00	No	C
Usage Charges					
Food Waste Disposal Unit - Per Bed	1	Year	32.74	No	B
Re-Inspection Fee	1	Hour	160.14	No	C
Re-Inspection Laboratory Test Fee	1	Each	Cost	No	C
Category 1 - With Appropriate Pre-treatment	1	Kilolitre	0.00	No	B
Category 1 - With Inappropriate Pre-treatment	1	Kilolitre	1.99	No	B
Category 2 - With Appropriate Pre-treatment	1	Kilolitre	1.99	No	B
Category 2 - With Inappropriate Pre-treatment	1	Kilolitre	18.15	No	B
Category 3 - Biochemical Oxygen Demand (BOD5) Above 300 mg/L	1	Result	0.88	No	C
Category 3 - Suspended Solids (SS) - Above 300 mg/L	1	Result	1.13	No	C
Category 3 - pH Range Outside 7.0 to 9.0	1	Result	0.48	No	B
Category 3 - Oil & Grease (Total O & G) - Above 100 mg/L	1	Result	1.59	No	C
Category 3 - Detergents - Methylene Blue Active Substances (MBAS) - Above 50 mg/L	1	Result	0.88	No	C
Category 3 - Total Dissolved Solids (TDS) - Above 4000 mg/L	1	Result	0.06	No	C
Category 3 - Aluminium - Above 100 mg/L	1	Result	0.88	No	C
Category 3 - Cadmium - Above 1 mg/L	1	Result	408.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Category 3 - Chromium* (Cr3+) - Above 3 mg/L	1	Result	29.48	No	C
Category 3 - Cobalt - Above 5 mg/L	1	Result	18.05	No	C
Category 3 - Copper - Above 5 mg/L	1	Result	18.05	No	C
Category 3 - Iron - Above 100 mg/L	1	Result	1.80	No	C
Category 3 - Lead - Above 1 mg/L	1	Result	44.27	No	C
Category 3 - Manganese - Above 10 mg/L	1	Result	8.85	No	C
Category 3 - Mercury - Above 0.01 mg/L	1	Result	2947.80	No	C
Category 3 - Molybdenum - Above 5 mg/L	1	Result	0.89	No	C
Category 3 - Nickel - Above 3 mg/L	1	Result	29.48	No	C
Category 3 - Selenium - Above 1 mg/L	1	Result	62.22	No	C
Category 3 - Silver - Above 2 mg/L	1	Result	1.63	No	C
Category 3 - Tin - Above 5 mg/L	1	Result	8.85	No	C
Category 3 - Zinc - Above 5 mg/L	1	Result	18.05	No	C
Category 3 - Ammonia (as N) - Above 50 mg/L	1	Result	2.61	No	C
Category 3 - Arsenic - Above 1 mg/L	1	Result	88.43	No	C
Category 3 - Benzene - Above 0.1 mg/L	1	Result	Quotation	No	C
Category 3 - Boron - Above 25 mg/L	1	Result	0.89	No	C
Category 3 - Bromine - Above 5 mg/L	1	Result	17.65	No	C
Category 3 - Chlorine - Above 10 mg/L	1	Result	1.80	No	C
Category 3 - Cyanide - Above 5 mg/L	1	Result	88.43	No	C
Category 3 - Ethylbenzene - Above 1 mg/L	1	Result	Quotation	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Category 3 - Fluoride - Above 20 mg/L	1	Result	4.42	No	C
Category 3 - Formaldehyde - Above 30 mg/L	1	Result	1.80	No	C
Category 3 - Pesticides General (Excludes Organochlorides and Organophosphates) - Above 0.1 mg/L	1	Result	885.36	No	C
Category 3 - Petroleum Hydrocarbons (Non-Flammable) - Above 30 mg/L	1	Result	2.96	No	C
Category 3 - Phenolic Compounds (Non-Chlorinated) - Above 10 mg/L	1	Result	8.85	No	C
Category 3 - Polynuclear Aromatic Hydrocarbons (PAHs) - Above 5 mg/L	1	Result	18.05	No	C
Category 3 - Nitrogen (Total Kjeldahl - TKN) - Above 100 mg/L	1	Result	0.23	No	C
Category 3 - Sulphate (SO4) - Above 500 mg/L	1	Result	0.19	No	C
Category 3 - Sulphide (S) - Above 1 mg/L	1	Result	1.80	No	C
Category 3 - Sulphite (SO3) - Above 15 mg/L	1	Result	1.97	No	C
Category 3 - Phosphorous (Total P) - Above 20 mg/L	1	Result	1.80	No	C
Category 3 - Toluene - Above 0.5 mg/L	1	Result	Quotation	No	C
Category 3 - Xylene - Above 1 mg/L	1	Result	Quotation	No	C
Usage Charges - Tanker Disposal					
Category 2S - Chemical Toilet (Portable)	1	Kilolitre	19.69	No	C
Category 2S - Leachate	1	Kilolitre	2.40	No	C
Category 2S - Septage (Effluent & Sludge)	1	Kilolitre	72.32	No	C
Category 2S - Pump-Out Effluent Disposal (Contract Only)	1	Kilolitre	1.02	No	C
Category 2S - Effluent Disposal	1	Kilolitre	10.15	No	C
Category 2S - Other	1	Kilolitre	Quotation	No	C
Other					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Tag Replacement Fee	1	Each	20.00	No	C
Cemeteries					
Interment Rights - Reservations					
Reservation Grave Site Deposit - Woolgoolga, Bucca and Coramba Monumental Cemeteries	1	Each	379.00	Yes	C
Reservation Grave Site Deposit - Coffs Harbour & Woolgoolga Lawn Cemetery	1	Each	1081.00	Yes	C
Reservation Wall Deposit - Columbarium Wall (Coffs Harbour & Woolgoolga Lawn Cemetery)	1	Each	257.00	Yes	C
Monumental Cemetery Burials - Coffs Harbour & Woolgoolga Monumental, Bucca, Coramba					
Application Fee to Undertake Monumental Works	1	Each	101.00	Yes	C
First Interment, Adult, Weekday before 3.30pm	1	Each	2330.00	Yes	C
First Interment, Child Under 11 years, Weekday before 3.30pm	1	Each	1172.00	Yes	C
First Interment, Reserved Site Before 1/7/2000, Adult, Weekday before 3.30pm	1	Each	1773.00	Yes	C
First Interment, Stillborn or Child Under 6 months, Weekday before 3.30pm	1	Each	636.00	Yes	C
Second interment, Weekday before 3.30pm	1	Each	1773.00	Yes	C
Lawn Cemetery Burials - Coffs Harbour & Woolgoolga Lawn Cemeteries					
First Interment, Adult, Weekday before 3.30pm	1	Each	4198.00	Yes	C
First Interment, Child under 11 years, Weekday before 3.30pm	1	Each	1917.00	Yes	C
First Interment, Site Reserved before 1/7/2000, Adult, Weekday before 3.30pm	1	Each	1570.00	Yes	C
First Interment, Stillborn or Child under 6 months, Weekday before 3.30pm	1	Each	1294.00	Yes	C
Second Interment, Weekday before 3.30pm	1	Each	1906.00	Yes	C
Ash Interments - Coffs Harbour & Woolgoolga Lawn Cemetery (Columbarium Walls and Memorial Garden)					
Placing Ashes in Wall 1 & 2 (Woolgoolga Lawn)	1	Each	836.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Placing Ashes in Wall 1,2,3,4 Memorial Garden (Coffs Harbour Lawn)	1	Each	836.00	Yes	C
Placing Ashes in Wall 6 (Coffs Harbour Lawn)	1	Each	1435.00	Yes	C
Ash Interments - Coffs Harbour & Woolgoolga Lawn Cemeteries					
First Interment, Ashes, Weekday before 3.30pm (Grave Site)	1	Each	1906.00	Yes	C
Second Interment, Ashes, Weekday before 3.30pm	1	Each	479.00	Yes	C
Ash Interments (historical) - Coffs Harbour and Woolgoolga Monumental, Bucca, Coramba					
First Interment, Ashes into gravesite, includes cost of gravesite	1	Each	1773.00	Yes	C
Second Interment, Ashes, Weekday before 3.30pm	1	Each	479.00	Yes	C
After Hours (Additional Charges) - Coffs Harbour Historical Cemetery, Coffs Harbour & Woolgoolga Lawn Cemetery, Woolgoolga, Bucca & Coramba Monumental Cemeteries					
Interment After 3.30pm on Weekdays - Additional Charge	1	Hour	168.00 (Min 168.00)	Yes	C
Interment on Weekends or Public Holidays - Additional Charge	1	Each	506.00	Yes	C
Miscellaneous					
Administration Fee (transfer/refund of reservation or other deposits)	1	Each	106.00	Yes	C
Bronze Plaque Refurbishment	1	Each	Quotation	Yes	C
Bronze Plaques/Bronze Vases/Ceramic Photo Tiles	1	Each	Quotation	Yes	C
Burials on Private Lands	1	Each	Quotation	No	C
Complex Search of Records	1	Hour	117.00	No	C
Single Search of Records	1	Each	Quotation	No	C
Exhumation/Relocation/Disinterment of Ashes	1	Each	Quotation	Yes	C
Library					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Membership					
Replacement membership card	1	Each	2.00	No	C
Temporary Visitor Membership Bond	1	Each	50.00	No	C
Library Fees					
Book Club Membership	1	Year	140.00	Yes	C
Interlibrary loans - Core Service	1	Each	18.50	Yes	C
Interlibrary loans - Rush, in addition to Core Service	1	Each	18.50	Yes	C
Interlibrary loans - Express Postage, in addition to Core Service	1	Each	37.00	Yes	C
Replacement of non-returned, lost or damaged item	1	Each	Cost of Item + \$10.00	Yes	C
Item Request Administration Fee	1	Each	4.00	Yes	C
Extended Reference Enquiry					
Extended Reference Enquiry	1	Hour	60.00	Yes	D
Self Service Photocopying					
Printing/Photocopying A4	1	Each	0.20	Yes	D
Printing/Photocopying A3	1	Each	0.40	Yes	D
Printing/Photocopying Colour A4	1	Each	0.50	Yes	D
Printing/Photocopying Colour A3	1	Each	0.80	Yes	D
Other Library Services					
Hire of Library Premises - during business hours	1	Hour	90.00	Yes	C
Hire of Library Premises - outside business hours	1	Hour	185.00	Yes	C
Regional Museum					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Entry Fees					
Entry Fee	1	Person	0.00	Yes	A
Entry Fee - School Group	1	Person	5.00	Yes	A
Entry Fee - Community Group	1	Person	5.00	Yes	A
Banner Display					
Banner display (at the discretion of museum management)	1	Week	100.00	Yes	D
Picture Copies					
Picture Coffs Harbour Digital image	1	Copy	10.00	Yes	C
Picture Coffs Harbour CD for storage	1	Copy	5.00	Yes	C
Picture Coffs Harbour Handling and postage	1	Copy	12.00	Yes	C
Other Museum Services					
Research	1	Hour	60.00	Yes	C
Regional Gallery					
Entry Fees					
Entry Fees	1	Person	0.00	No	A
Programs & Events					
Art Education Workshops	1	Person	5.00 to 60.00	Yes	C
Teacher In-Service	1	Person	36.00	Yes	C
Art Classes	1	Hour	5.00 to 60.00	Yes	C
Art workshops (1-5 days)	1	Day	100.00 to 600.00	Yes	C
Cultural events	1	Person	5.00 to 50.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Touring exhibitions	1	Person	5.00 to 20.00	Yes	C
Other Gallery Services					
Commission on Sale of Art Work	1	Each	0.33	Yes	D
Hire of Gallery Premises - During Business hours	1	Hour	90.00	Yes	C
Hire of Gallery Premises - Outside Business hours	1	Hour	185.00	Yes	C
Hire of Gallery Piano	1	Each	200.00	Yes	C
Entry Fees	1	Each	5.00 to 20.00	Yes	A
Jetty Memorial Theatre					
Hire for Performances					
Daily Rate - Not-For-Profit Organisation	1	Day	475.00	Yes	A
Daily Rate - General	1	Day	10% Goss Sales (Min Fee 900)	Yes	C
Rehearsals - Not-For-Profit Organisation	1	Hour	45.00	Yes	A
Rehearsals - General	1	Hour	90.00	Yes	C
Weekly Rate - Not-For-Profit Organisation	1	Week	2140.00	Yes	A
Piano Hire (Baby Grand) - Per Performance	1	Each	275.00	Yes	C
Standard Projector for Performance	1	Each	40.00	Yes	C
DCP Projector for Performance	1	Each	60.00	Yes	C
DCP Projector - Theatre Technician	1	Hour	60.00	Yes	C
Hire for Non Performances					
Non Performance Hire - Monday to Thursday	1	Day	300.00	Yes	A
Non Performance Hire - Friday to Sunday	1	Day	365.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Non Performance - Foyer/Outside Space	1	Hour	80.00	Yes	A
Cinema Screening (including projector & screen use)	1	Day	430.00	Yes	A
DCP Cinema Screening (including projector & screen use)	1	Day	535.00	Yes	A
DCP Cinema Screening - Theatre Technician	1	Hour	60.00	Yes	C
Hire for Cinema Screening					
Mobile DCP Projector for Cavanbah Centre	1	Day	750.00	Yes	C
Mobile DCP Projector for all other venues	1	Day	2000.00	Yes	C
Mobile DCP Projector for outdoor performances	1	Day	2500.00	Yes	C
Hire for Performances- Venue set up Cabaret Style					
Daily Rate - Not-For-Profit Organisation	1	Day	775.00	Yes	A
Daily Rate - General	1	Day	1200.00	Yes	C
Hire - Other Fees					
Security Deposit- Not-For-Profit Organisation	1	Each	30% of hire fee	No	A
Security Deposit- General	1	Each	30% of hire fee	No	C
Security Card/Key Deposit	1	Each	200.00	No	C
Merchandise (over \$1,000 gross takings)	1	Each	10% of Gross Takings	Yes	C
Rubbish Removal	1	Each	Cost + 10%	Yes	C
Cleaning Services	1	Each	Cost + 10%	Yes	C
Consumables (Tape, Additional Gels, Lights, etc.)	1	Each	Cost + 10%	Yes	C
Theatre Staff - Front of House, Technician & Merchandise Staff (Ordinary Hours)	1	Hour	60.00	Yes	C
Theatre Staff - Outside operational hours (3 Hour Minimum)	1	Hour	60.00 (Min fee \$180)	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Hire of tarkett flooring	1	Each	500 up to 7 days	Yes	C
Security Bond for Hire of Tarkett Flooring	1	Each	1000.00	No	C
Haze machine- Per Performance	1	Each	50.00	Yes	C
Hire of Staging	1	Week	25 per piece	Yes	C
Security Bon for Hire of Staging	1	Each	200.00	No	C
Ticketing					
Tickets with a face value under \$30.00 - Full Price	1	Ticket	2.00	Yes	C
Tickets with a face value under \$30.00 - Complimentary	1	Ticket	0.50	Yes	C
Tickets with a face value of \$30.00 and over -Full Price	1	Ticket	3.00	Yes	C
Tickets with a face value of \$30.00 and over - Complimentary	1	Ticket	1.00	Yes	C
Ticketing Service Only - Tickets with a face value under \$30.00 - Full Price	1	Ticket	2.50	Yes	C
Ticketing Service Only - Tickets with a face value of \$30.00 or over - Full Price	1	Ticket	6% Gross Ticket (Min 3.00)	Yes	C
Ticketing Only Events - Web Listing	1	Each	120.00	Yes	C
Ticket Listing Adjustment Fee	1	Hour	65.00	Yes	C
Ticket Exchange Service	1	Ticket	5.00	Yes	C
Lifeguard Services					
Lifeguard Programs					
Provision of School Education Programs	1	Program	Quotation	No	C
Provision of Private Beach Patrols	1	Program	Quotation	Yes	D
Botanic Gardens					
North Coast Regional Botanic Gardens - Events	1	Each	Quotation	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
North Coast Regional Botanic Gardens - Hire of People Mover	1	Hour	55.00	Yes	C
North Coast Regional Botanic Gardens - Plant Identification	1	Hour	95.00	Yes	C
North Coast Regional Botanic Gardens - Seed identification or testing	1	Hour	40.00	Yes	C
Parks & Reserves					
Crown Reserves					
Crown Reserves - Use of - Administration fee	1	Each	0.00		A
Crown Reserve - Bond	1	Each	Quotation	No	C
Crown Reserve - Bond Administration Fee	1	Each	130.00	Yes	C
State Park Reserves					
State Park Reserves - Private Event - Application and First Day	1	Each	160.00	Yes	C
State Park Reserves - Private Event - Second & Subsequent Days	1	Each	120.00	Yes	C
State Park Reserves - Community Event - Application and First Day	1	Each	Quotation	Yes	A
State Park Reserves - Community Event - Second & Subsequent Days	1	Each	Quotation	Yes	A
Regional Park Reserves					
Regional Park Reserves - Private Event - Application and First Day	1	Each	162.00	Yes	C
Regional Park Reserves - Private Event - Second & Subsequent Days	1	Each	120.00	Yes	C
Regional Park Reserves - Community Event - Application and First Day	1	Each	Quotation	Yes	A
Regional Park Reserves - Community Event - Second & Subsequent Days	1	Each	Quotation	Yes	A
General Parks					
General Parks - Use of - Application Fee	1	Each	152.00	No	C
General Parks - Brelford Park - Seasonal Activities (Junior)	1	Each	138.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
General Parks - Use for Film or Television - Bond	1	Each	Quotation	No	C
General Parks - Use for Film or Television - Bond Administration Fee	1	Each	130.00	Yes	C
General Parks - Use for Film or Television	1	Each	Quotation	Yes	C
General Parks - Use for Film or Television - Parking - during normal signposted hours	1	Day	60.00	Yes	C
General Parks - Used for Film or Television, Road closure within reserve	1	Each	Quotation	Yes	C
General Parks - Used for Film or Television, Cancellation fee	1	Day	138.00	Yes	C
General Parks - Key Deposit	1	Each	100.00	No	C
General Parks - Replacement Key Cost	1	Each	75.00	Yes	C
International Stadium					
C.ex Coffs International Stadium - Access Pass Replacement	1	Each	25.00	Yes	C
C.ex Coffs International Stadium - South Event Space 1	0.5		150.00	Yes	C
C.ex Coffs International Stadium - South Event Space 1	1	Day	200.00	Yes	C
C.ex Coffs International Stadium - South Event Space 2 or 3	0.5	Day	50.00	Yes	C
C.ex Coffs International Stadium - South Event Space 2 or 3	1	Day	80.00	Yes	C
C.ex Coffs International Stadium - South Event Space 4	0.5	Day	50.00	Yes	C
C.ex Coffs International Stadium - South Event Space 4	1	Day	80.00	Yes	C
C.ex Coffs International Stadium - South Event Space 5, 6 or 7	0.5	Day	40.00	Yes	C
C.ex Coffs International Stadium - South Event Space 5, 6 or 7	1	Day	70.00	Yes	C
C.ex Coffs International Stadium - Central Event Space 5 or 6	0.5	Day	60.00	Yes	C
C.ex Coffs International Stadium - Central Event Space 5 or 6	1	Day	100.00	Yes	C
C.ex Coffs International Stadium - North Event Space 1	0.5	Day	150.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
C.ex Coffs International Stadium - North Event Space 1	1	Day	200.00	Yes	C
C.ex Coffs International Stadium - North Event Space 2 or 3	0.5	Day	50.00	Yes	C
C.ex Coffs International Stadium - North Event Space 2 or 3	1	Day	80.00	Yes	C
C.ex Coffs International Stadium - North Event Space 4	0.5	Day	50.00	Yes	C
C.ex Coffs International Stadium - North Event Space 4	1	Day	80.00	Yes	C
C.ex Coffs International Stadium - North Event Space 5, 6 or 7	0.5	Day	40.00	Yes	C
C.ex Coffs International Stadium - North Event Space 5, 6 or 7	1	Day	70.00	Yes	C
The Hub @ C.ex Coffs International Stadium Hot Space	1	Day	15.00	Yes	C
The Hub @ C.ex Coffs International Stadium Hot Space - Multi-day Packages	1	Quotation	Quotation	Yes	C
C.ex Coffs International Stadium - School Athletics Carnivals	1	Day	425.00	Yes	C
C.ex Coffs International Stadium - Tier 1 Event	1	Day	750.00	Yes	C
C.ex Coffs International Stadium - Tier 2 Event	1	Day	Quotation	Yes	C
C.ex Coffs International Stadium - Seasonal Fixture Competition	1	Hour	120.00	Yes	C
C.ex Coffs International Stadium - Casual Floodlight - 200 Lux	1	Hour	45.00	Yes	C
C.ex Coffs International Stadium - Casual Floodlight - 500 lux	1	Hour	95.00	Yes	C
C.ex Coffs International Stadium - Casual Floodlight Hire - 1500 lux	1	Hour	Quotation	Yes	C
C.ex Coffs International Stadium - Carpark Hire	1	Day	360.00	Yes	C
C.ex Coffs International Stadium - Central Event Space 1&2 Combined	0.5	Day	150.00	Yes	C
C.ex Coffs International Stadium - Central Event Space 3&4 combined	1	Day	200.00	Yes	C
C.ex Coffs International Stadium - Onsite AV Personnel	1	Each	Cost	Yes	C
Sportz Central					



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Irregular or Single Time Users - Courts 1 or 4 or 5 or 6 (Day)	1	Hour	56.00	Yes	C
Irregular or Single Time Users - Courts 1 or 4 or 5 or 6 (Night)	1	Hour	83.00	Yes	C
Irregular or Single Time Users - Courts 2 or 3 (Day)	1	Hour	49.00	Yes	C
Irregular or Single Time Users - Courts 2 or 3 (Night)	1	Hour	73.00	Yes	C
Irregular or Single Time Users - Whole Stadium (Day)	1	Hour	180.00	Yes	C
Irregular or Single Time Users - Whole Stadium (Night)	1	Hour	280.00	Yes	C
Regular Users - Courts 1 or 4 or 5 or 6 (Day)	1	Hour	44.00	Yes	C
Regular Users - Courts 1 or 4 or 5 or 6 (Night)	1	Hour	74.00	Yes	C
Regular Users - Courts 2 or 3 (Day)	1	Hour	36.00	Yes	C
Regular Users - Courts 2 or 3 (Night)	1	Hour	58.00	Yes	C
Regular Users - Whole Stadium (Day)	1	Hour	165.00	Yes	C
Regular Users - Whole Stadium (Night)	1	Hour	265.00	Yes	C
Training for CH Junior Representative Teams (ind. school representative team) any court (Day)	1	Hour	36.00	Yes	C
Training for CH Junior Representative Teams (ind. school representative team) any court (Night)	1	Hour	62.00	Yes	C
Request for Out of Advertised Hours hire	1	Hour	74.00	Yes	C
Meeting Room	1	Hour	21.00	Yes	C
Function Room	1	Hour	33.00	Yes	C
Individual Training	1	Hour	3.50	Yes	C
Overnight Accommodation	1	Person	15.00	Yes	C
Badminton - Day	1	Hour	22.00	Yes	C
Badminton - Night	1	Hour	27.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Badminton - Competition	1	Person	4.00	Yes	C
Annual Casual Training Fee	1	Person	100.00	Yes	C
Special Events - As for single time or irregular users, after six hours the hourly rate	1	Each	175.00	Yes	C
Special Events - Cleaning Fee - for bookings longer than 6 hours	1	Each	60.00	Yes	C
Special Events - Exhibitions - minimum of forgone court hire plus 50% if resulting in competition interruption	1	Each	Quotation	Yes	C
School usage - Use on demand when vacant per term	1	Each	1075.00	Yes	C
School usage - Sport or other regular bookings	1	Person	4.00	Yes	C
School usage - Casual court use	1	Hour	4.00	Yes	C
Sponsorship - Small Signage Space	1	Year	350.00	Yes	C
Sponsorship - Medium Signage Space	1	Year	625.00	Yes	C
Sponsorship - Large Signage Space	1	Year	1225.00	Yes	C
Cleaning Bond	1	Each	340.00	No	C
Sporting Fields					
Administration & Other Fees					
Cleaning Cost	1	Each	Cost	Yes	C
Key Replacement	1	Each	Cost	Yes	C
Bruce Barnier Field (CCSLP East)					
Bruce Barnier Field (CCSLP East) - Junior Season	1	Season	900.00	Yes	A
Bruce Barnier Field (CCSLP East) - Senior Season	1	Season	1800.00	Yes	A
Bruce Barnier Field (CCSLP East) - Seasonal Training	1	Hour	165.00	Yes	A
Bruce Barnier Field (CCSLP East) - Casual Hire	1	Hour	50.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Bruce Barnier Field (CCSLP East) - Casual Floodlight Hire	1	Hour	35.00	Yes	A
Bruce Barnier Field (CCSLP East) - New Line Marking	1	Field	130.00	Yes	A
Bruce Barnier Field (CCSLP East) - Turf Wicket Preparation	1	Wicket	130.00	Yes	A
Bruce Barnier Field (CCSLP East) - Casual Day Hire	1	Day	300.00	Yes	A
Bruce Barnier Field (CCSLP East) - Seasonal Floodlight Hire	1	Season	500.00	Yes	A
Coffs Coast Sport & Leisure Park					
Coffs Coast Sport & Leisure Park Field 1 - Seasonal Floodlights	1	Season	600.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Casual Floodlight Hire	1	Hour	40.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Junior Season	1	Season	1080.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Senior Season	1	Season	2160.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Seasonal Training	1	Hour	200.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Turf Wicket Preparation Fee	1	Wicket	130.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Casual Hire	1	Hour	60.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - New Line Marking	1	Field	130.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Seasonal Floodlights	1	Season	600.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Casual Floodlight Hire	1	Hour	40.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Junior Season	1	Season	1080.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Senior Season	1	Season	2160.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Seasonal Training	1	Hour	200.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Turf Wicket Preparation Fee	1	Wicket	130.00	Yes	A
Coffs Coast Sport & Leisure Park Field 2 - Casual Hire	1	Hour	60.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Coffs Coast Sport & Leisure Park Field 2 - New Line Marking	1	Field	130.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - Junior Season	1	Season	1080.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - Senior Season	1	Season	2160.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - Seasonal Training	1	Hour	200.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - Casual Hire	1	Hour	60.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - New Line Marking	1	Field	130.00	Yes	A
Coffs Coast Sport & Leisure Park Field 1 - Casual Day Hire	1	Day	360.00	Yes	A
Coffs Coast Sport & Leisure Park Field 3 - Casual Day Hire	1	Day	360.00	Yes	A
Coffs Coast Sport & Leisure Park North Field - Casual Day Hire	1	Day	300.00	Yes	A
Coffs Coast Sport & Leisure Park North Field - Casual Hire	1	Hour	50.00	Yes	A
Coffs Coast Sport and Leisure Park - Turf Training Net Preparation	1	Wicket	65.00	Yes	A
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 CASUAL RATE/FULL FIELD	1	Hour	75.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 CASUAL RATE/HALF FIELD	1	Hour	55.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 CASUAL RATE/MINI FIELD	1	Hour	55.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 FLOODLIGHT HIRE	1	Hour	45.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 JUNIOR SEASONAL FULL	1	Hour	55.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 JUNIOR SEASONAL HALF	1	Hour	40.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 JUNIOR SEASONAL MINI	1	Hour	40.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 OUT OF LGA/COMMERCIAL FULL	1	Hour	160.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 OUT OF LGA/COMMERCIAL HALF	1	Hour	130.00	Yes	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 OUT OF LGA/COMMERCIAL MINI	1	Hour	130.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 SENIOR SEASONAL FULL	1	Hour	55.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 SENIOR SEASONAL HALF	1	Hour	40.00	Yes	C
Coffs Coast Sport & Leisure Park Synthetic Fields - CCSLP Fields 4 and 5 SENIOR SEASONAL MINI	1	Hour	40.00	Yes	C
Coffs Coast Sport and Leisure Park - The Hub 2 CONFERENCE ROOM 1 and 2	1	DAY	200.00		
Coffs Coast Sport and Leisure Park - The Hub 2 CONFERENCE ROOM 3	1	DAY	120.00	Yes	C
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) CASUAL FLOODLIGHT HIRE	1	Hour	40.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) CASUAL HIRE	1	Hour	60.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) JUNIOR SEASON	1	Hour	1080.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) New Line Marking	1	Field	130.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) SEASONAL FLOODLIGHTS	1	Season	600.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) SEASONAL TRAINING	1	Season	200.00	Yes	
Coffs Coast Sport & Leisure Park CCSLP Field 6 (TURF FIELD) SENIOR SEASON	1	Hour	2160.00	Yes	
Fitzroy Oval					
Fitzroy Oval - Junior Season	1	Season	900.00	Yes	A
Fitzroy Oval - Senior Season	1	Season	1800.00	Yes	A
Fitzroy Oval - Seasonal Floodlight	1	Season	600.00	Yes	A
Fitzroy Oval - Seasonal Training	1	Hour	165.00	Yes	A
Fitzroy Oval - Casual Hire	1	Hour	50.00	Yes	A
Fitzroy Oval - Casual Floodlight Hire	1	Hour	40.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Fitzroy Oval - Casual Day Hire	1	Day	300.00	Yes	A
Forsythe Park (McLean St)					
Forsythe Park (McLean St) - Junior Season	1	Season	900.00	Yes	A
Forsythe Park (McLean St) - Senior Season	1	Season	1800.00	Yes	A
Forsythe Park (McLean St) - Seasonal Floodlight	1	Season	600.00	Yes	A
Forsythe Park (McLean St) - Seasonal Training	1	Hour	165.00	Yes	A
Forsythe Park (McLean St) - Casual Hire	1	Hour	50.00	Yes	A
Forsythe Park (McLean St) - Casual Floodlight Hire	1	Hour	40.00	Yes	A
Forsythe Park (McLean St) - Casual Day Hire	1	Day	300.00	Yes	A
Jetty Oval					
Jetty Oval - Junior Season	1	Season	720.00	Yes	A
Jetty Oval - Senior Season	1	Season	1440.00	Yes	A
Jetty Oval - Seasonal Training	1	Hour	132.00	Yes	A
Jetty Oval - Casual Hire	1	Hour	40.00	Yes	A
Jetty Oval - Casual Floodlight Hire	1	Hour	35.00	Yes	A
Jetty Oval - Casual Day Hire	1	Day	240.00	Yes	A
Jetty Oval - Seasonal Floodlight Hire	1	Season	500.00	Yes	A
Korora Oval					
Korora Oval - Junior Season	1	Season	900.00	Yes	A
Korora Oval - Senior Season	1	Season	1800.00	Yes	A
Korora Oval - Seasonal Training	1	Hour	165.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Korora Oval - Casual Hire	1	Hour	50.00	Yes	A
Korora Oval - Casual Day Hire	1	Day	300.00	Yes	A
Len Towels Oval					
Len Towels Oval - Junior Season	1	Season	720.00	Yes	A
Len Towels Oval - Senior Season	1	Season	1440.00	Yes	A
Len Towels Oval - Seasonal Training	1	Hour	132.00	Yes	A
Len Towels Oval - Casual Hire	1	Hour	40.00	Yes	A
Len Towels Oval - Casual Day Hire	1	Day	240.00	Yes	A
Reg Ryan Oval (Bray St)					
Reg Ryan Oval (Bray St) - Junior Season	1	Season	900.00	Yes	A
Reg Ryan Oval (Bray St) - Senior Season	1	Season	1800.00	Yes	A
Reg Ryan Oval (Bray St) - Seasonal Training	1	Hour	165.00	Yes	A
Reg Ryan Oval (Bray St) - Casual Hire	1	Hour	50.00	Yes	A
Reg Ryan Oval (Bray St) - Casual Day Hire	1	Day	300.00	Yes	A
Richardson Park Oval					
Richardson Park Oval - Seasonal Floodlights	1	Season	600.00	Yes	A
Richardson Park Oval - Junior Season	1	Season	900.00	Yes	A
Richardson Park Oval - Senior Season	1	Season	1800.00	Yes	A
Richardson Park Oval - Seasonal Training	1	Hour	165.00	Yes	A
Richardson Park Oval - Casual Hire	1	Hour	50.00	Yes	A
Richardson Park Oval - Casual Floodlight Hire	1	Hour	40.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Richardson Park Oval - Casual Day Hire	1	Day	300.00	Yes	A
Sawtell Oval					
Sawtell Oval - Junior Season	1	Season	720.00	Yes	A
Sawtell Oval -Senior Season	1	Season	1440.00	Yes	A
Sawtell Oval - Seasonal Training	1	Hour	132.00	Yes	A
Sawtell Oval - Casual Hire	1	Hour	40.00	Yes	A
Sawtell Oval - Casual Day Hire	1	Day	240.00	Yes	A
Toormina Oval					
Toormina Oval - Seasonal Floodlights	1	Season	600.00	Yes	A
Toormina Oval - Junior Season	1	Season	900.00	Yes	A
Toormina Oval - Senior Season	1	Season	1800.00	Yes	A
Toormina Oval - Seasonal Training	1	Hour	165.00	Yes	A
Toormina Oval - Casual Hire	1	Hour	50.00	Yes	A
Toormina Oval - Casual Floodlight Hire	1	Hour	40.00	Yes	A
Toormina Oval - Casual Day Hire	1	Day	300.00	Yes	A
Toormina Velodrome					
Toormina Velodrome - Seasonal Floodlights	1	Season	600.00	Yes	A
Toormina Velodrome - Junior Season	1	Season	900.00	Yes	A
Toormina Velodrome - Senior Season	1	Season	1800.00	Yes	A
Toormina Velodrome - Seasonal Training	1	Hour	165.00	Yes	A
Toormina Velodrome - Casual Hire	1	Hour	50.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Toormina Velodrome - Casual Floodlight Hire	1	Hour	40.00	Yes	A
Toormina Velodrome - Casual Day Hire	1	Day	300.00	Yes	A
York Street Oval					
York Street Oval - Seasonal Floodlights	1	Season	600.00	Yes	A
York Street Oval - Junior Season	1	Season	900.00	Yes	A
York Street Oval - Senior Season	1	Season	1800.00	Yes	A
York Street Oval - Seasonal Training	1	Hour	165.00	Yes	A
York Street Oval - Casual Hire	1	Hour	50.00	Yes	A
York Street Oval - Casual Floodlight Hire	1	Hour	40.00	Yes	A
York Street Oval - Casual Day Hire	1	Day	300.00	Yes	A
Community Halls & Facilities					
Cavanbah Centre & Community Village					
Cavanbah Centre (Entire Centre: Hall + A + B) - General	1	Day	750.00	Yes	D
Cavanbah Hall Hire - General (Day/Evening Rate)	1	Hour	50.00	Yes	D
Cavanbah Hall Hire - Not-For-Profit Organisation & Seniors (Day Rate)	1	Hour	17.00	Yes	A
Cavanbah Hall Hire - Not-For-Profit Organisation & Seniors (Evening Rate)	1	Hour	24.00	Yes	A
Cavanbah Centre Room Hire (A or B) - General (Day/Evening Rate)	1	Hour	35.00	Yes	D
Cavanbah Centre Room Hire (A or B) - Not-For-Profit Organisation & Seniors (Day Rate)	1	Hour	17.00	Yes	B
Cavanbah Centre Room Hire (A or B) - Not-For-Profit Organisation & Seniors (Evening Rate)	1	Hour	24.00	Yes	B
Refundable Security Deposit - Cavanbah Centre (Entire Centre)	1	Each	600.00	No	D
Refundable Security Deposit - Cavanbah Centre (Hall)	1	Each	300.00	No	D



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Refundable Security Deposit - Cavanbah Centre (Room A or B)	1	Each	150.00	No	D
Seminar Hut Hire - General (Day/Evening Rate)	1	Hour	30.00	Yes	D
Seminar Hut Hire - Not-For-Profit Organisation (Day Rate)	1	Hour	17.00	Yes	B
Seminar Hut Hire - Not-For-Profit Organisation (Evening Rate)	1	Hour	24.00	Yes	B
Village Rooms Hire - General (Day/Evening Rate)	1	Hour	30.00	Yes	D
Village Rooms Hire - Not-For-Profit Organisation (Day Rate)	1	Hour	17.00	Yes	B
Village Rooms Hire - Not-For-Profit Organisation (Weekend & Evening Rate)	1	Hour	24.00	Yes	B
Refundable Security Deposit - Village Rooms	1	Each	150.00	No	D
189B Harbour Drive Room Hire - General (Day/Evening Rate)	1	Hour	30.00	Yes	D
189B Harbour Drive Room Hire - Not-For-Profit Organisation (Day Rate)	1	Hour	17.00	Yes	B
189B Harbour Drive Room Hire - Not-For-Profit Organisation (Evening Rate)	1	Hour	24.00	Yes	B
Staff Call In - Out of Operational Hours	1	Hour	60.00 (Min 120.00)	Yes	D
Room Reset or Cleaning Fee - During Operational Hours	1	Hour	60.00	Yes	D
Large Storage Cupboard Hire	1	Week	10.00	Yes	D
Small Storage Cupboard Hire	1	Week	5.00	Yes	B
Toormina Community Centre					
Main Hall or Double Room Hire - General	1	Hour	25.00	No	A
Main Hall or Double Room Hire - Not-For-Profit Organisation	1	Hour	17.00	No	A
Function Hire 3pm - 11pm	1	Each	250.00	No	C
Ayrshire Park					
Junior Season	1	Season	900.00	Yes	A



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Senior Season	1	Season	1800.00	Yes	A
Seasonal Training	1	Hour	265.00	Yes	A
Casual Hire	1	Hour	45.00	Yes	A
Casual Floodlight Hire	1	Hour	40.00	Yes	A
Coramba Community Hall					
Hall Hire - General	1	Hour	16.00	No	A
Hall Hire - Not-For-Profit Organisation	1	Hour	12.00	No	A
Function Hire 3pm - 11pm	1	Each	160.00	No	C
Security Deposit (Discretionary)	1	Each	300.00	No	C
Eastern Dorrigo Community Hall & Showground (Ulong)					
Hall Hire - General	1	Hour	10.00	No	A
Hall Hire - Function 3pm - 11pm	1	Each	100.00	No	A
Security Deposit	1	Each	200.00	No	C
Key Deposit	1	Each	50.00	No	C
Overnight Camping with Shower Facilities	1	Day	5.00	No	A
Lowanna Community Hall					
Hall Hire - General	1	Hour	10.00	No	A
Hall Hire - Function 3pm - 11pm	1	Each	100.00	No	A
Security Deposit (Discretionary)	1	Each	250.00	No	C
Key Deposit	1	Each	30.00	No	C
Heating	1	Hour	4.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Lower Bucca Community Hall					
Hall Hire - General	1	Hour	10.00	No	A
Tennis Court	1	Day	10.00	No	A
Preschool - Full Day Hire	1	Each	25.00	No	A
Playgroup - Half Day Hire	1	Each	10.00	No	A
Nana Glen Sports, Recreation & Equestrian Centre					
Ground Hire for members - Coffs Harbour Polo Crosse	1	Year	690.00	No	A
Ground Hire for members - Coffs Harbour Pony Club	1	Year	690.00	No	A
Ground Hire for members - North Coast Equestrian Club	1	Year	690.00	No	A
Ground Hire for non-members (per person)	1	Day	25.00	No	C
Horse Fees - Events daily rate	1	Each	6.00	No	A
Horse Fees: Overnight stable or yard	1	Day	6.00	No	C
Horse Fees - Stallion Box	1	Day	30.00	No	C
Ground hire for non-equestrian events	1	Day	300.00	No	C
Cross Country Course for non-organised events (per horse)	1	Each	10.00	No	A
Camping fee	1	Day	15.00	No	A
Canteen hire	1	Day	60.00	No	A
Commercial Use	1	Day	Quotation	No	A
School Sports (plus canteen hire)	1	Day	100.00	No	A
Security Bond (discretionary)	1	Each	500.00	No	C
Tennis Court Hire: Half Day	1	Each	10.00	No	A



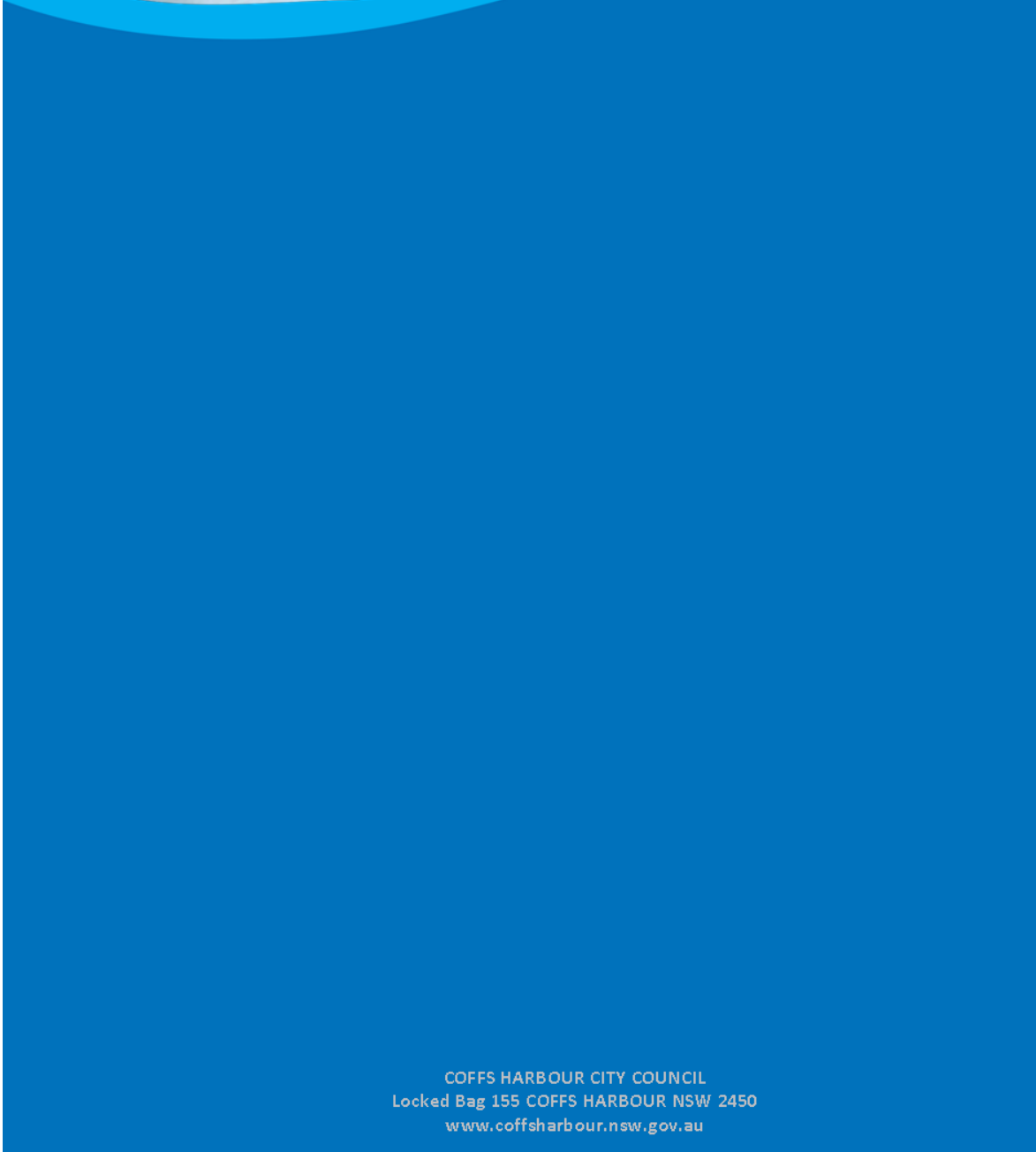
Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Tennis Court Hire: Full Day	1	Each	20.00	No	A
Tennis Court Hire: Night	1	Each	20.00	No	A
Woolgoolga Community Village Hall					
Hall Hire - General	1	Hour	15.00	No	A
Hall Hire - Function 3pm - 11pm	1	Each	300.00	No	A
Security Bond (discretionary)	1	Each	600.00	No	C
Key Deposit	1	Each	50.00	No	C
Playgroup outside area	1	Month	50.00	No	A
Meals on Wheels single room	1	Month	120.00	No	A
Waratah single room	1	Month	173.00	No	C
Other Fees & Charges					
Burning Off					
Burning off within Residential Zone - Application to Burn-Off	1	Each	235.00	No	C
Fireworks Display					
Fireworks Displays - Application to conduct	1	Each	235.00	No	C
Amusement Devices					
Amusement Devices - Application to Install Devices at Event - up to three devices	1	Each	158.00	No	C
Amusement Devices - Application to Install Devices at Event - after three devices	1	Hour	158.00	No	C
Growers Market					
Site Fee - Business Development Program Member	1	Each	35.00	Yes	D
Site Fee - Non-Business Development Program Member	1	Each	77.00	Yes	D



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Powered Site Fee - Business Development Program Member	1	Each	41.00	Yes	D
Powered Site Fee - Non-Business Development Program Member	1	Each	83.00	Yes	D
Tent Hire	1	Each	25.00	Yes	D
Table Hire	1	Each	10.00	Yes	D
Tent Sale (Including Delivery)	1	Each	Quotation	Yes	D
Animals					
Companion Animals - Hire of Dog Trap (BOND)	1	Each	357.00	Yes	C
Companion Animals - Hire of Dog Trap	1	Week	163.00	Yes	D
Companion Animals - Registration	1	Each	Prescribed	No	B
Companion Animals - Impounding Charges for Dogs and Cats - First Two Days	1	Each	153.00	No	C
Companion Animals - Impounding Charges for Dogs and Cats - Third & Subsequent Days	1	Day	37.00	No	C
Companion Animals - Review Dangerous Dog Enclosure	1	Each	158.00	No	C
Animal Impound - Large Beast - Impounding charges for livestock and similar	1	Each	85.00 + Ranger Time + 5.50 per day	No	D
Animal Impound - Small Beast - Impounding charges for livestock and similar	1	Each	63.00 + Ranger Time + 5.50 per day	No	D
Overgrown Land					
Overgrown Land - Slashing Land When Owner Fails to Comply with Direction - Administration Fee	1	Each	239.00	No	C
Overgrown Land - Slashing Land When Owner Fails to Comply with Direction - Cost of Works	1	Each	Cost	No	C
Abandoned Articles					
Abandoned Articles - Release Fee for Return of Impounded Articles	1	Each	76.00	No	C
Abandoned Articles - Release fee for Return of Impounded Shopping Trolley	1	Each	107.00	No	C



Fee Description	Qty	Type	2021-2022 \$	GST	Pricing Policy
Bike Cage					
Bike Cage Hire - Castle Street Carpark	1	Year	100.00	Yes	D
Bike Cage Hire - Castle Street Carpark - Key Security Deposit	1	Each	50.00	No	D
Bonds					
Bond Administration Fee	1	Each	122.00	Yes	D
Fines					
Fines - Dog, Littering, Parking, General	1	Each	Prescribed	No	B







COFFS HARBOUR CITY COUNCIL
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WORKFORCE MANAGEMENT PLAN







2017 - 2021





Status Update




	Complete
	In progress or Ongoing
	Not Yet Commenced
	New action scheduled for 21/22





Build - Investing in a great and sustainable workforce prepared to meet the challenges of the future			
Organisational Development <ul style="list-style-type: none"> Identify and Manage Competencies Leadership Development Analyse Learning and Development Needs and Investments Design and Implement Learning and Development Solutions 		Strategic Workforce Planning <ul style="list-style-type: none"> Manage Workforce and Succession planning process Talent Management Manage People Strategy Recruitment, Selection and Appointment 	
Strategies and Objectives	Actions	Status	Comments
Excelling our Learning and Development Opportunities <i>Strategy Objectives:</i> Ensuring that the skills, knowledge and abilities of the workforce meet current and future organisational needs. Development and execution of activities and programs addressing employee learning, performance management, and career planning	Identify and manage competencies and embed in Organisational Training Needs Analysis		An annual CHCC training plan is developed, which identifies the high level learning needs of staff. In addition, Council's Performance Excellence Program facilitates the identification of learning needs across the organisation.
	Rollout of the CHCC Learning and Development Strategy Development of Leadership Development Programs in line with Organisational values and Learning and Development Strategy	 	



Strategies and Objectives	Actions	Status	Comments
	Roll out a Learning Management System for greater accessibility to cost effective learning solutions		Council has actively utilised an online training platform for the past three years. Following review, a transition is occurring to the TechOne partner product, Velpic. The Velpic platform will provide the capacity to integrate with Council's HRIS, which will result in greater visibility of online learning progress and improve reporting mechanisms.
	Identify external funding opportunities for training and education		Funding opportunities are sought as specific training needs are identified. Council has benefited from participation in a number of identified programs, including; the Elsa Dixon Aboriginal Employment funding program for School based apprentices and trainees, Smart and Skilled funding, NSW Health Aboriginal Environmental Health Education Funding and the Boosting Apprenticeship Commencements (BAC).
	Review the current CHCC Employee Onboarding Program and implement enhancements to ensure a positive employee experience		

Strategies and Objectives	Actions	Status	Comments
<p>Enhancing our Recruitment and Selection capabilities and capacity</p> <p><i>Strategy Objectives</i> Ensuring an efficient, transparent and unbiased recruitment and selection process that results in the appointment of quality candidates.</p>	Review current Recruitment Strategy		A revised Recruitment Procedure has been endorsed. The Procedure identifies a principles based approach being applied to all recruitment and specific actions undertaken for each recruitment campaign depending on the specific circumstances of the role.
	Embed the vision and values into recruitment activities		All Position Descriptions contain the CHCC Values. Interview questions are behavioural based and focused around the CHCC Values.
	Expand the variety of media, including social media, used to attract candidates		Recruitment marketing activities are undertaken relevant to the nature, scope and profile of the position. This includes the use of a range of electronic media, including social media and professional networks.
	Improve Council's positions vacant webpage		Council's careers page has been updated with fresh and current images, along with information about Council and the Coffs Coast.
	Develop an employment brand to promote CHCC as a great place to work		Development of an employment brand has not yet commenced and will be aligned with the outcomes of the broader CHCC Brand review to ensure a consistent and holistic approach is taken.
	Implement the Recruitment module of HR system, allowing for process efficiencies and the development of talent pipeline data		Council has continued to use existing Recruitment software while the Technology One e-Recruitment product was improved based on pilot client feedback. The project of implementing the new system is scheduled for completion in 21/22.







Strategies and Objectives	Actions	Status	Comments
<p><i>Continued</i> Enhancing our Recruitment and Selection Capabilities and Capacity</p> <p><i>Strategy Objectives</i> Ensuring an efficient, transparent and unbiased recruitment and selection process that results in the appointment of quality candidates.</p>	Streamline administration practices in relation to recruitment		The administrative aspects of our recruitment processes have been improved through: <ul style="list-style-type: none"> • Standardised letters • Use of technology to deliver offer and manage an efficient and professional onboarding process • Online forms, with appropriate workflows and approvals in place as per Delegations • Improved practices for sourcing labour hire • Implemented more cost effective and efficient pre-employment medical process and provider
	Embed the use of psychometric and ability testing as part of the recruitment process		With the new endorsed Recruitment Procedure and supporting documents, Hiring Managers and OD are better placed to identify specific actions undertaken for each recruitment campaign depending on the specific circumstances of the role. Providers of testing have been identified and are used where the activity is deemed to add value to the recruitment process.
	Review all position descriptions to align with corporate branding and to reinforce values, accreditation and safety responsibilities		Position descriptions are reviewed when a role becomes vacant or a new role is established, with the documents now reflecting a consistent CHCC brand, format as well as Council's Values. As part of our continuous improvement approach, the Position Description template will continue to be refined to ensure the requirements including qualifications, licences and key criteria reflect the role and to facilitate effective job evaluation.
	Refine and track Recruitment cycle metrics		Recruitment cycle metrics will be available through the e-Recruitment module once it is implemented in 2021/2022.




Strategies and Objectives	Actions	Status	Comments
<p>Increasing our Talent pipeline</p> <p><i>Strategy Objectives</i> Seeking out talent, both internally and externally, to address critical roles or gaps in the organisation. Encourage recent secondary and tertiary graduates to consider a career in local government</p>	<p>Explore the feasibility of Graduate Programs</p>		<p>Council currently provides Scholarship opportunities through the university sector, with a combination of on and off the job training over the course of the Degree.</p>
	<p>Strengthen relationships with local high schools, universities, TAFE and other source organisations</p>		<p>Council has built a strong communication network with local High Schools, Tafe and Southern Cross University. In addition, relationships with key stakeholders have been established, including; Training Services NSW and local employment support services.</p>
	<p>Increase involvement in student work experience programs</p>		<p>Council has seen a steady increase in supporting work placements. This has been achieved through streamlining the application process, and providing better guidance to CHCC leaders to support placement opportunities. We have also seen an increase in supporting vocational and tertiary work placement projects and internships through the strengthened relationship with Southern Cross University.</p>








Strategies and Objectives	Actions	Status	Comments
<p>Enabling effective Succession Planning</p> <p><i>Strategy Objectives</i> Taking a proactive approach to identifying and planning for the potential vacancy of critical roles. Provide a framework to identify potential people and/or recruitment efforts required to fill critical positions. Identify development needs and address through targeted training and/or mentor programs.</p>	Develop a formal succession planning process		Development of a formal Framework has not yet commenced – however there are numerous succession management activities currently in place across CHCC, including; internal secondments, higher duties, leave management and engagement of apprentices/trainees.
	Develop and embed knowledge management processes		CHCC utilises Promapp to document processes (both Team specific and organisational wide). The new intranet also provides an enhanced platform for the sharing of information and knowledge.
	Develop coaching and mentoring program Develop Strategic Talent Management Framework	 	Work has not yet commenced on this program – and will likely form part of a future Leadership Framework. Development of a formal Framework has not yet commenced, however there are a number of current approaches to managing talent with CHCC, including; the Performance Excellence Program, as well as identified development opportunities and our Education Assistance process.





Strategies and Objectives	Actions	Status	Comments
<p>Optimising the utilisation of our workforce</p> <p><i>Strategy Objectives</i> Understanding service delivery commitments and maximising the usage of all workforce components to deliver cost effective outcomes to Council and excellent service to the community.</p>	<p>Seasonal resource mapping to investigate opportunities to multi-skill seasonal staff</p>		<p>A review of seasonal opportunities within Council was undertaken and it was identified that multi-skilling staff across seasonal based roles would not be effective given the differing capability requirements for the various roles.</p>
	<p>Volunteer Management Review</p>		<p>A Volunteer Strategic Review was undertaken and the outcomes endorsed by ELT. A part time Volunteer Coordinator was engaged for 12 months to deliver upon the outcomes, which included improved Volunteer Lifecycle management as well as the implementation of an online Volunteer Management System.</p>





Equip – Optimising Systems and Practices for Operational Excellence			
Organisation Design <ul style="list-style-type: none"> Partner with business leaders in determining optimal organisational structures, systems and processes to support ongoing business needs and strategies 	HR Analytics <ul style="list-style-type: none"> Provision of HR Analytical services to business leaders 	Change Management <ul style="list-style-type: none"> Partner with leaders to support organisational changes 	
Strategies and Objectives	Actions	Status	Comment
Facilitating the Leadership capability to drive sustainable change <i>Strategy Objective</i> Embedding change management processes, tools and techniques in organisational initiatives to effectively manage people, system, and process impacts to successfully adopt change in order to drive organisation success and outcomes.	Develop Organisational Change Management Toolkit	●	A Change Management Framework and Toolkit has been developed. This has been supported through the ChangeFit capability development program which is being provided to all CHCC employees.

Strategies and Objectives	Actions	Status	Comment
<p>Increasing our Analytical Capabilities</p> <p><i>Strategy Objectives</i> Enhanced development, administration and execution of employee data structures and information. Management and execution of data analysis with the objective of providing the organisation with insights to aid decisions, drive initiatives and visibility to achieve goals.</p>	Developing a culture of data driven insights and decisions		The Executive, Group Leaders and Business Managers are provided with regular reporting capturing key people metrics and associated trends.
	Developing leaders analytical capabilities and access to HR data		The implementation of Technology One solutions across Council, has enabled our leaders to increase their skills through access to real time data and to use this in making informed people related decisions.
	Grow our HR Analytical services to business leaders		Increased reporting is now available through CiAnywhere and will continue to be enhanced as more content becomes available. Regular reporting is also provided to ELT, Group Leaders and Business Unit Managers capturing key people metrics.
	Agree and track Organisational and Group targets in line with the strategic workforce planning process and business priorities		Targets on key people metrics have been identified and are tracked through a range of reporting mechanisms, including; the Council Dashboard, the Australian LG Performance Excellence Program and the bi-monthly People Pack presented to ELT.
<p>Innovating and Optimising Organisational Design</p> <p><i>Strategy Objectives</i> Allow for continuous planning, development and delivery of organisational assessments and support for senior management in determining optimal structures, systems and processes to support ongoing business needs. Organisational development efforts needed to support change, reinforce the culture, and recognize behaviour.</p>	Embed process improvements and efficiencies delivered through new Human Resources Information System		Technology One as a product continues to be enhanced and these developments (where relevant) are then delivered to Council. It's a journey of continuous improvement to ensure our systems meet our internal OD needs as well as our employees and leaders.
	Review Organisational Development policies and procedures		The following procedures have been reviewed/introduced to align with the Enterprise Agreement: <ul style="list-style-type: none"> • Career Break Procedure • Salary Progression Procedure • First Aid procedure • Flexible Work procedure • Grievance and Dispute Procedure • Higher Duties procedure • Job Evaluation Procedure • Performance Excellence Procedure • Sick and Carers Leave Bonus procedure

Strategies and Objectives	Actions	Status	Comments
	Embed New Salary System processes and tools including the Position Evaluation Methodology and Classification Structure		A new salary structure and job evaluation methodology were implemented with the Enterprise Agreement.
	Implement new Enterprise Agreement and/or repeal all redundant Organisational Development policies and procedures		<p>A key component of the ratification of Councils Enterprise Agreement 2017 was that a number of redundant policies were either rescinded and replaced or superseded by the content of the EA.</p> <p>Policies and Procedures are reviewed on an ongoing basis in accordance with the relevant review dates to ensure they remain both relevant and contemporary.</p>
	Develop a revised Enterprise Agreement and facilitate negotiations, endorsement and implementation		





Connect – Engaging and Empowering a High Performing Workforce			
Strategies and Objectives	Actions	Status	Comments
<p>Employee Engagement</p> <ul style="list-style-type: none"> Partner with leaders to facilitate effective employee engagement activities <p>Employee Relations</p> <ul style="list-style-type: none"> Partner with leaders to support employee & industrial relations processes <p>Performance Management</p> <ul style="list-style-type: none"> Partner with business leaders to deliver effective employee performance management processes 	<p>Launch Council's Employee Engagement Strategy</p>		<p>Development of a formal strategy has not yet commenced. However, an Employee Engagement Survey was undertaken in 2018 which showed positive results. Additional identified improvement actions have been implemented over recent years. CHCC's Reward and Recognition Program has been progressively expanded beyond the previous salary focus and now encompasses employee driven recognition/awards for Pursuit of Excellence and Safety Excellence. Employees are also recognised for continued Service to CHCC.</p>
	<p>Continue and grow Council's Reward and Recognition Program</p>		<p>This action has been further reviewed and it has been determined that a formal Employee Relations Strategy is not required, given the current Award and Enterprise Agreement platform that exists, along with the People and Culture Framework (see below).</p>
	<p>Develop Employee Relations Strategy</p>		<p>A People and Culture Framework has been developed and rolled out across CHCC. The Framework identified a suite of principles and elements that guide all of our people decisions and initiative.</p>
	<p>Develop CHCC People Strategy</p>		<p>Development of an Employee Value Proposition will be undertaken in conjunction with the employment brand (see earlier) and this will follow the outcomes of the broader CHCC Brand review to ensure a consistent and holistic approach is taken.</p>
	<p>Develop an Employee Value Proposition</p>		<p>An EEO Management Plan was developed in 2018 with a number of identified actions/initiatives. See below for a status update on this plan.</p>
	<p>Develop and implement a revised EEO Strategy and Plan</p> <p>Rollout Performance Excellence Program and embed new performance management processes</p>	 	<p>The Performance Excellence Program has been implemented and is ongoing on an annual basis. An update for new employees is provided through the onboarding process.</p>




Strive – Continually Elevating Safety as a Personal and Organisational Priority			
Safety Vision and Strategy <ul style="list-style-type: none"> Development and Management of the Safety Management Plan (WHS) Safety Leadership direction and culture Management of WHS Consultation 		Employee Health and Wellbeing <ul style="list-style-type: none"> Managing Health and Wellbeing Programs Organisational Health and Safety Awareness 	
Injury Management <ul style="list-style-type: none"> Injury Prevention Programs Injury Intervention and Recover at Work Programs 		Safety Systems and Compliance <ul style="list-style-type: none"> Fitness for Work monitoring Safety compliance, auditing and inspection Emergency Preparedness Managing workers compensation WHS Risk and Hazard Management Health/Occupational Hygiene monitoring Facilitating WHS training and competence 	
Strategies and Objectives	Actions	Status	Comments
Establishing a strong Safety Vision and Culture <i>Strategy Objectives</i> Promoting a Zero Harm Safety Culture where everyone understands, and is accountable for, their own safety and that of others.	Design and roll out of a WHS Leadership and Culture Program		WHS Leadership has been promoted at CHCC through a range of actions and aligned activities, including; the WHS awareness program, the annual Performance Excellence Program, the Senior Leadership Safety Inspection Program, as well as broad leader representation at Safety Champions meetings.
	Embedding WHS Consultation practices including the Safety Champions		A corporate WHS Communication and Consultation Procedure has been developed ensure a consistent approach to communication and consultation regarding WHS matters. As part of this process, the Safety Champions model has been revised and implemented, along with an updated Terms of Reference.
	Develop and rollout WHS training and competency program		A review of the verification of competency process was undertaken and resulted in the implementation of a new verification of competency program. Identification and delivery of relevant WHS training is ongoing.
	Develop and rollout Organisational Health and Safety Awareness program		The Health and Safety Awareness program is aimed at ensuring that all CHCC employees and leaders are aware of their WHS responsibilities and WHS Due Diligence through training, and the implementation of the WHS Responsibilities Procedure.







Strategies and Objectives	Actions	Status	Comments
<p>Building Safety and Compliance systems for Excellence</p> <p><i>Strategy Objectives</i> To establish safety as a top organisational priority, the definition and plans to achieve Council's safety goals and creating a leading safety culture.</p>	<p>Implementation of new Safety Management Plan (WHS)</p>		<p>The WHS Management Plan has been superseded by the Safety Management System. This system contains corporate procedures, tools and templates, that cover a range of safety related areas across CHCC. A road map has been prepared to guide the ongoing development and implementation of the system.</p>
<p>Focusing in on our Employee Health and Wellbeing</p> <p><i>Strategy Objectives</i> Optimising our programs and practices to boost our employee health and welfare; Facilitating a multidisciplinary approach to proactive health, injury prevention, early intervention and recovery at work</p>	<p>Implementation of revised Safety compliance, auditing and inspection program</p>		<p>The Safety compliance program forms part of the Safety Management System project (see above).</p>
	<p>Implement revised fit for work program</p>		<p>The Fit for Work program form part of the Safety Management System project and consist of four Health procedure, including the Recovery at work procedure, Alcohol and Other Drug procedure, the Health Monitoring procedure, and the Medical procedure.</p>
	<p>Review of health and wellbeing programs</p>		<p>A review of the program has been undertaken and a number of opportunities for enhancement have been identified. These will be progressively implemented while the current elements of the program (flu vaccination, Fitness Passport etc) continue to be provided to CHCC employees.</p>



EQUAL EMPLOYMENT OPPORTUNITY ACTION PLAN




Status Update


	Complete
	In progress or Ongoing
	Not Yet Commenced
	New action scheduled for 21/22


Communication and Awareness			
Objective	Action	Status	Comment
Ensure that management and all employees are aware of the EEO Management Plan	Conduct EEO Awareness training for all employees (Learn@Coffs module – mandatory)		Diversity and Inclusion and the EEO Management Plan are included in Council's new employee induction training for all new starters. A follow up Diversity and Inclusion module will be rolled out across CHCC in June 2021.
	EEO Management Plan is accessible to all staff		EEO Plan is published on CHCC Intranet and is available for all employees to access from their leader
	Include diversity question in the Employee Engagement Survey		The 2018 Employee Engagement Survey covered diversity and this aspect will be further explored in future surveys.
	Include diversity question in the Employee Exit Survey		The opportunity to explore a range of issues including diversity, is provided as part of the CHCC exit process. This approach has been taken to allow individuals the opportunity to better outline their thoughts and experiences.


Recruitment, Selection and Retention			
Objective	Action	Status	Comment
Recruitment practices conform to EEO principles, are fair and transparent	Ensure language used in recruitment advertisements is gender neutral and non discriminatory		Recruitment advertisements are contemporary in nature and do not contain gender based or discriminatory language
	Use a variety of imagery in recruitment advertisements and Council's Careers Webpage		Recruitment advertising does not contain stereotypical imagery
	Review Selection Panel training and panel templates to ensure panels members are aware of obligations, follow due process and appoint based on merit		Interview panel members complete training that covers principles around Merit Based and Behavioural Based interviewing that align with EEO principles. Recruitment forms align with these same principles to ensure merit based selection occurs
	Work with targeted employment agencies / relevant networks to reach EEO groups		Identified employment agencies have been engaged to participate on Council's preferred suppliers list. Relevant community agencies are identified when considering potential recruitment advertising mediums.
	Partner with local universities and training organisations offering work placements		Council has built a strong communication network with local High Schools, Tafe and Southern Cross University. In addition, relationships with key stakeholders have been established, including; Training Services NSW and local employment support services.
Development and implementation of an Aboriginal and Torres Strait Islander employment program		Council has participated in Elsa Dixon Aboriginal Employment Program for the employment of School Based Apprentices and Trainees. Council is an active partner in an MOU with NSW Health for the Aboriginal Environmental Health Employment Program.	

Induction			
Objective	Action	Status	Comment
Ensure that all new employees are aware of the EEO Management Plan	Incorporate EEO Awareness training into new starter modules		Diversity and Inclusion and the EEO Management plan are embedded as modules in Council's Induction program for new starters.
	Conduct Cultural Awareness Training for all new employees		Diversity and Inclusion Module incorporated into mandatory learning modules for new starters. Further Cultural Awareness training will be incorporated into the induction package following the delivery of Council's Aboriginal Awareness program in FY 2021-22.

Policies and Procedures			
Objective	Action	Status	Comment
Ensure that all Council Policies and Procedures are gender neutral	Review Council Policies and Procedures		All policies and procedures contain language that is gender neutral
Ensure that all staff are aware of EEO responsibilities	Inclusion of relevant EEO statement into Position Descriptions		Position descriptions are reviewed and amended as positions become vacant to include a clear statement around EEO responsibilities. In addition, the review ensures that there are no artificial barriers contained within the essential and desirable selection criteria
Promote flexible work arrangements	Continue to promote flexible work arrangements and leave provisions to actively encourage work/family life balance across Council, and meeting cultural/religious needs		The CHCC Enterprise Agreement provides for flexible working opportunities to cover a broad range of individual needs. These are in addition to those provided for in the Award. Further work is being undertaken to consider future opportunities to provide flexible working into the future – including remote working

Objective	Action	Status	Comment
Ensure the workplace is accessible for all current and future employees	Implementation of relevant Disability Inclusion Action Plan activities		Disability Inclusion Action Plan activities delivered include; <ul style="list-style-type: none"> • Implementation of flexible work arrangements that support employment of people with a disability and carers of people with a disability. • Alterations to Council administration building to facilitate improved access for employees with a disability • Endorsement of the EEO management plan as a workplace planning framework • On-going support for current and future employees to support individual requirements

Learning and Development			
Objective	Action	Status	Comment
Ensure that all employees are aware of Diversity and Inclusion	Conduct Cultural Awareness Training for all employees		<p>Diversity and Inclusion Module is a component of Council's Induction program.</p> <p>Frontline staff have undergone Fundamentals of Cultural Awareness training which focused on Cultural and Linguistically Diverse (CALD) Cultural Awareness and covers anti-discrimination, trauma aware support and communication principles.</p> <p>Aboriginal Cultural awareness training has been developed and is planned for delivery from June 2021 for all staff.</p> <p>The Respecting the Difference (Aboriginal and Torres Strait Islander Culture awareness) online module, developed by NSW Health is currently being updated for a Council and will be incorporated into mandatory learning modules for new starters from June 2021</p>

Data and Statistics			
Objective	Action	Status	Comment
Ensure that the quality of Council's EEO permits accurate, complete and timely reports to enable action to be taken to further Council's progress in EEO matters	Continue to capture EEO data during onboarding		New starters at CHCC have the opportunity to provide EEO data – however this is not compulsory – due to privacy requirements.