

SC22/19 DELIVERY PROGRAM AND OPERATIONAL PLAN AND SUPPORTING DOCUMENTS - DRAFTS FOR EXHIBITION

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Authoriser:	Acting Director Sustainable Communities
MyCoffs:	D.1 Our leaders give us confidence in the future
Attachments:	ATT1 SC22/19 Draft 2022-2026 Delivery Program & Draft 2022/23 Operational Plan
	ATT2 SC22/19 Draft 2022-2026 Delivery Program Budgets
	ATT3 SC22/19 Draft Long Term Financial Plan
	ATT4 SC22/19 Draft 2022/23 Fees and Charges
	ATT5 SC22/19 Draft 2022/23 Statement of Revenue Policy

EXECUTIVE SUMMARY

Council is required to prepare and adopt a Delivery Program (to cover a 4-year period) and an Operational Plan for each financial year. These documents detail the principal services, projects and budgets that Council proposes to pursue to help achieve the goals, objectives and outcomes set out in the community's MyCoffs Community Strategic Plan 2032 for the Coffs Harbour Local Government Area (LGA).

The draft 2022-2026 Delivery Program and 2022/23 Operational Plan (Attachment 1) incorporates Council's draft 2022-2026 Delivery Program Budgets (Attachment 2), draft 2022/23 Fees and Charges (Attachment 4) and 2022/23 Statement of Revenue Policy (Attachment 5). The drafts have been informed by an ongoing review of the Resourcing Strategy that addresses long-term financial, asset and workforce management.

The 2022/23 budget result forecasts an estimated underlying surplus, that is; before capital revenue of \$7.647m. This is comprised of estimated results of \$5.695m deficit for the General Fund, \$6.122m surplus for the Water Fund and \$7.220m surplus for the Sewer Fund.

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

RECOMMENDATION:**That Council:**

- 1. Place the following documents on public exhibition:**
 - 1.1. Draft 2022-2026 Delivery Program and 2022/23 Operational Plan**
 - 1.2. Draft 2022-2026 Delivery Program Budgets**
 - 1.3. Draft Long Term Financial Plan**
 - 1.4. Draft 2022/23 Fees and Charges**
 - 1.5. Draft 2022/23 Statement of Revenue Policy**
- 2. Note that the draft documents will be placed on public exhibition for a 28-day period, and the community will be encouraged to provide feedback on the documents during that time.**
- 3. Consider community submissions prior to adopting the final version of these documents by 30 June 2022.**
- 4. Resolves to apply for a permanent Additional Special Variation (ASV) of 2.5% (0.7% Rate Peg and 1.8% ASV) under Section 508(2) of the Local Government Act 1993:**

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- 4.1. due to the significant impact from the reduced 2022/23 rate peg on Council's general purpose rate revenue; and
- 4.2. Council has considered the impact of the ASV and deemed it is reasonable if approved for ratepayers and the community in 2022/23 and future years.

REPORT

Description of Item:

Under the Local Government Act and Integrated Planning and Reporting (IP&R) Framework, Council is required to prepare a 4-year Delivery Program outlining the activities it will deliver to help achieve the objectives of the Community Strategic Plan. This program is supported by the Operational Plan, which details the actions for delivery in a single financial year.

The Delivery Program and Operational Plan are supported by 4-year Budgets and a 1-year schedule of Council Fees and Charges. The IP&R documents are informed by Council's long-term Resourcing Strategy.

Council's approach to the development of the Delivery program and Operational plan has been modified through this current review cycle with a focus on providing content to the community based on the services we deliver rather than the organisational structure of Coffs Harbour City Council. It is hoped that this approach will assist in providing the community with greater clarity on the breadth and depth of the services council provides to the community, how much it costs to deliver the services, and the outcomes produced for our community.

Council is required to place the draft 2022-2026 Delivery Program, 2022/23 Operational Plan, Budget, Long Term Financial Plan, and Fees and Charges on 28-day public exhibition period. After considering community submissions, Council is required to adopt the final documents by 30 June.

Issues:

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

Each year, Council reviews its operations to ensure the organisation remains positioned to help implement Coffs Harbour's Community Strategic Plan. The services and projects identified in the draft 2022-2026 Delivery Program and 2022/23 Operational Plan are intended to help achieve the outcomes of the MyCoffs Community Strategic Plan 2032. Over time it will take many agencies and stakeholders (including the community itself) to turn the Community Strategic Plan into reality. Council is committed to working towards this outcome.

The Delivery Program is a 4-year blueprint for Council; all of the organisation's plans, services, projects and funding allocations are directly linked to the Delivery Program. The Operational Plan identifies the business of Council - through the provision of services - during the 2022/23 financial year.

The Delivery Program and Operational Plan are set out to align to the MyCoffs Community Strategic Plan 2032. Updates on the projects, ongoing activities and metrics provide the foundation for Council's operational, six-monthly and annual reporting framework.

- **Resourcing Strategy - Long Term Financial Plan**

The Resourcing Strategy incorporates a Long Term Financial Plan (Attachment 3), an Asset Management Strategy and a Workforce Management Plan. The Resourcing Strategy has been reviewed ahead of the development of the draft Delivery Program to support and reflect Council's ongoing strategy to deliver outcomes on a sustainable basis. The revised Resourcing Strategy will be presented with the final suite of IPR documents for adoption by Council prior to 30 June 2022.

The Long Term Financial Plan provides assumptions for the ongoing financial management of the organisation including revenue growth and inflation. Notwithstanding that CPI during the

2020/21 financial year was 3.8%, during the 2021 calendar year the Cordell Construction Cost Index was at the high level of 7.1% for the year and cost increases being experienced presently suggest further cost pressures will be felt by Council into the future.

Many of the input factors which are crucial to the delivery of Council's services and projects are seeing significant price increases which is outstripping Council's capacity to increase revenue to match these increases.

When constructing the previous LTFP, the Council has assumed a rate peg of 2.5% with a small amount of additional property growth of 0.5%, total 3%. This was considered reasonable at the time due to the fact that each year Council does see a small amount of growth in new properties and the long term average of the Rate Peg.

Since this time the average Rate Peg provided by IPART has been 1.93%. 1% of rates is currently valued at approximately \$480k per annum and therefore this lower than predicted Rate Peg has had a \$1.5m per annum detrimental impact on Council's General Fund bottom line.

Given the unprecedented low rate peg handed to NSW councils by the State Government this year, the Independent Pricing and Regulatory Tribunal (IPART) has made provision for all councils across NSW to apply for an Additional Special Variation (ASV).

On 7 March 2022, IPART announced the new ASV because of the impact of the delayed local government elections and 2022-23 rate peg being lower than what councils had forecast in their Long Term Financial Plans (LTFPs).

This one-off ASV is for councils that can demonstrate the need for a special rate variation to meet the obligations they set for 2022-23 in their Integrated Planning and Reporting (IP&R) documentation. The maximum Council can apply for is 2.5 per cent. This is applicable to Coffs Harbour City Council, as the LTFP (Scenario 1) factored in a 2.5 per cent increase and was only granted 0.7 per cent by IPART. This has resulted in a \$0.872m shortfall in Council's operational budget in 2022-23. Council's Delivery Program, Operational Plan and draft Budgets are based on Scenario 1 in the long term financial plan which includes the ASV.

Council meets the ASV application criteria by demonstrating that it:

- will have a \$0.872m shortfall in its 2022-23 operating budget (this estimate is based on a permissible yield of \$49.65m and 33,449 rateable properties)
- budgeted for a 2.5 per cent rate peg in 2022-23 and the future years
- publicly exhibited its LTFP through the Resourcing Strategy in 2020
- is unable to meet the increased cost of its services (for example, the staff award increase effective from 1 July 2022 is 2 per cent)

If successful, Council intends to use the additional funds to maintain essential service delivery levels to the community.

Many Councils throughout the State are making application for the ASV. The following is a list of some of the larger regional Councils who have already resolved to make an application for the ASV to IPART:

- Albury City Council;
- Armidale Regional Council;
- Bathurst Regional Council;
- Griffith City Council;
- Tamworth Regional Council; and
- Wagga Wagga City Council.

Many more Councils are expected to resolve to undertake the application during the last two weeks of April also.

It is understood that both Port Macquarie Hastings Council and Tweed Shire Council are unlikely to make an application for the ASV. Both Councils received a rate peg allowable increase of 1.7% for the 2022/23 financial year due to the growth components allowed within IPART's

calculations. This additional 1% over and above the base rate peg is considered the reason why it is unlikely either Council will require the additional special variation.

- **Statement of Revenue Policy**

Impact on Residential Ratepayers

With a 2.5% increase (0.7% rate peg plus 1.8% ASV) in 'General Income' for 2022/23, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges not capped by the rate peg increase) of approximately \$99.23 per annum (or \$1.91 per week) which is a 2.5% increase from 2021-22.

The following table shows the impact on the total rates and charges payable in 2022/23 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	2021/22	2022/23	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	1,261.38	1,293.46	9.38	2.5
Environmental Levy	46.17	47.32	0.31	2.5
Stormwater Management	25.00	25.00	0.00	0.0
Domestic Waste Service	695.00	702.50	7.50	1.1
Total General Rates and Charges	2,027.55	2,068.28	40.73	2.0
Sewerage Access Charge	958.00	996.00	38.00	4.0
Water Access Charge	152.00	155.00	3.00	2.0
Water Usage (250 KL pa)	812.50	830.00	17.50	2.2
Total Utility Charges	1,922.50	1,981.00	58.50	3.0
Totals All Rates and Charges	3,950.05	4,049.28	99.23	2.5

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.

- **2023-2026 Financial Estimates**

The financial estimates for the four years have been prepared in considerable detail, i.e. the same detail as the draft 2022/23 Budget. These estimates will be included in Council's Long Term Financial Plan which will be presented to Council as part of the Resourcing Strategy and will be in line with the fit for the future improvement proposal.

The 2022/23 budget result forecasts an estimated underlying surplus, that is; before capital revenue, of \$38.636m. This is comprised of estimated results of \$5.695m deficit for the General Fund, \$6.122m surplus for the Water Fund and \$7.220m surplus for the Sewer Fund. A review of the financial estimates for each fund over the four years is as follows:

- General Fund**

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

Year	Net Operating Before Capital Revenue (\$'000)		Net Operating After Capital (\$'000)	
2022/23	(5,695)	Deficit	\$105,000	Surplus
2023/24	(4,415)	Deficit	\$382,000	Surplus
2024/25	(3,825)	Deficit	\$455,000	Surplus
2025/26	(2,933)	Deficit	\$453,000	Surplus

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

There are significant capital works planned which are funded from rate variations, trading operations, grants, loans, S7.11 contributions, reserves, etc.

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

- Water and Sewerage Funds**

Both the Water and Sewerage Funds have undertaken massive programs of capital works in recent years. Expenditure has been in excess of \$300m. These works are essential to maintain the viability of our city.

Details of the accrual results are set out below:

Water Fund

Year	Net Operating Before Capital Revenue (\$'000)		Net Operating After Capital Revenue (\$'000)	
2022/23	6,122	Surplus	9,882	Surplus
2023/24	6,283	Surplus	9,641	Surplus
2024/25	7,167	Surplus	10,625	Surplus
2025/26	7,861	Surplus	11,389	Surplus

Sewer Fund

Year	Net Operating Before Capital Revenue (\$'000)		Net Operating After Capital Revenue (\$'000)	
2022/23	7,220	Surplus	10,267	Surplus
2023/24	8,365	Surplus	11,503	Surplus
2024/25	10,217	Surplus	13,449	Surplus
2025/26	10,921	Surplus	14,218	Surplus

These surpluses are primarily due to reducing interest repayments along with growth in assessments and increased developer contributions. Comprehensive Water and Sewer strategies are currently being developed, depending on the outcomes of these strategies further major strategic works may be required to service the needs of the community for the future.

- **Pensioner Rebates**

Council will write off about \$3.39m in pensioner rates and charges in 2022/23. 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 \$1.505m, leaving an overall cost to Council of approximately \$1.237m.

- **Environmental Levy for 2022/23**

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 2022/23**

An interim loan of \$5,250,650 will be sought to help fund the Yarrila Place project in lieu of the delayed sale of 2 Castle St Coffs Harbour. Should any borrowings from financial year 2021/22 be required in financial year 2022/23 this will occur as part of the preparation of the final Delivery Program and Operational Plan report.

- **Draft 2022/23 Fees & Charges**

Council's fees and charges have increased on average by approximately 2%, reflecting increases in staff delivery and administrative costs. The full Draft 2022/23 Fees and Charges document is available as Attachment 4.

Options:

1. Adopt the draft 2022-2026 Delivery Program and 2022/23 Operational Plan and associated draft documents for public exhibition.
2. Amend the draft 2022-2026 Delivery Program and 2022/23 Operational Plan and associated draft documents for public exhibition. Depending on the nature of the amendment this may impact on Council's ability to meet the legislated public exhibition and adoption timeframes under the Local Government Act.
3. Reject adoption for the draft 2022-2026 Delivery Program and 2022/23 Operational Plan and associated draft documents for public exhibition. This means Council will be unable to meet the legislated public exhibition and adoption timeframes under the Local Government Act.

Sustainability Assessment:

- **Environment**

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

- **Social**

The public exhibition process will assist community engagement in the finalisation of the Delivery Program and Operational Plan. Consistent with the draft MyCoffs Community Strategic Plan 2032, 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 draft MyCoffs Community Strategic Plan 2032.

- **Economic – Broader Economic Implications**

The 2022/23 budget result forecasts an estimated underlying surplus, that is; before capital revenue of \$7.647m. This is comprised of estimated results of \$5.695m deficit for the General Fund, \$6.122m surplus for the Water Fund and \$7.220m surplus for the Sewer Fund. As always, cost implications have to be balanced against the positive economic impact of maintaining and enhancing Council programs and services across the local government area.

- **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 preparation of Delivery Program, Operational Plan, Budgets, Fees and Charges, Long Term Financial Plan and Statement of Revenue Policy documents is a legislative requirement.

Consultation:

During the year, Councillors and staff have reviewed Council's strategic priorities and resourcing options to assist with the development of the Draft 2022-2026 Delivery Program and Draft 2022/23 Operational Plan. The review of Coffs Harbour's Community Strategic Plan has also informed this process.

Community requests made during the year for specific works or services have been considered in the framing of the draft Delivery Program Budgets; this process will be continued with the receipt of budget submissions during public exhibition

Related Policy, Precedents and / or Statutory Requirements:

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

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

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

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

Implementation Date / Priority:

The draft documents would be placed on exhibition for 28 days following Council's resolution. Following the exhibition period and consideration of the submissions, the documents will be returned to Council for adoption prior to 30 June 2022.

Conclusion:

It is recommended that Council adopt the Draft 2022-2026 Delivery Program, Draft 2022/23 Operational Plan and supporting documents at this time.

The draft documents represent a considered and responsible strategy that will enable Council to continue to meet the needs of the Coffs Harbour LGA community while securing the financial sustainability of the organisation.

Adoption of the draft documents by Council will allow their release for public exhibition to provide community engagement surrounding Council's forward planning.

Adopting the drafts is also in line with the timeframes and legislative requirements set out in the Integrated Planning and Reporting provisions of the Local Government Act.

Coffs Harbour City Council

2022–2026 Delivery Program

2022/23 Operational Plan



Acknowledgement of Country

Coffs Harbour City Council acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

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2. Foreword by the Mayor

As Coffs Harbour City Council's newly elected mayor, I am delighted to explain what Council's latest Delivery Program and Operational Plan means to us all.

This document is Council's contract with the community. Residents outlined their expectations of what they want to see achieved in their Community Strategic Plan (CSP) — and our job is to define what we can do to deliver on those expectations.

The CSP's vision is for us to be more Connected, Sustainable and Thriving in everything we do and that's our guiding focus for the coming and future years.

Some of the projects I am most excited about are:

- Making sure the community's voice is heard in the development of the NSW Government's Jetty Foreshore Precinct Masterplan and associated projects.
- Preparing for a post-bypass world that will benefit and enhance our city centre, community and local business sector.
- Supporting the drive for diverse housing opportunities.
- Helping us all adapt to change — whether it relates to waste management, climate change or emergencies.
- Providing alternative transport options for an active, safe and healthy community.

These are our broad focus areas, but we also have some major projects on the agenda for the four years. These are — Yarrila Place, our swimming pool upgrades, Stage One of the Brelford Park upgrade, deliver improvements to Centenary Drive in Woolgoolga and the Wiigulga Sports Centre.

Keen readers of our previous Delivery Programs and Operational Plans will notice major changes to how information is presented this time round.

Our aim is to give people a clearer understanding of what Council does and how we do it — whether it's business-as-usual or brand new projects.

We've drilled down into the detail to make it as transparent as possible, but in an easy-to-follow way.

This new approach will enhance how we keep you informed and allow us to improve our ability to adapt to changing conditions.

If the past three years have shown us anything, it's that we cannot predict what 'normal life' will be for us, whether as individuals or as communities.

We will continue to help our community, and Council, be adaptable to the challenges we may face and ready for the future.



Mayor Cr Paul Amos



3. Introduction

What is Integrated Planning and Reporting? Why do we do it?

Integrated Planning and Reporting (IP&R) is a system that drives business planning for local government in NSW. IP&R helps Council bring plans and strategies together to support a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. While Council leads the IP&R process, it is a journey we undertake in close consultation with communities and elected representatives.

The framework consists of:

- A Community Strategic Plan covering at least 10 years
- A Resourcing Strategy (Long Term Financial Plan, Asset Management and Workforce Management)
- A 4 year Delivery Program (generally aligned to the term of each council)
- A 1 year Operational Plan
- An Annual Report
- An ongoing monitoring and review process.

What are the Delivery Program and Operational Plan?

The Delivery Program (DP) is Council's commitment to the community about how it will work towards achieving the Community Strategic Plan outcomes during the current Council term.

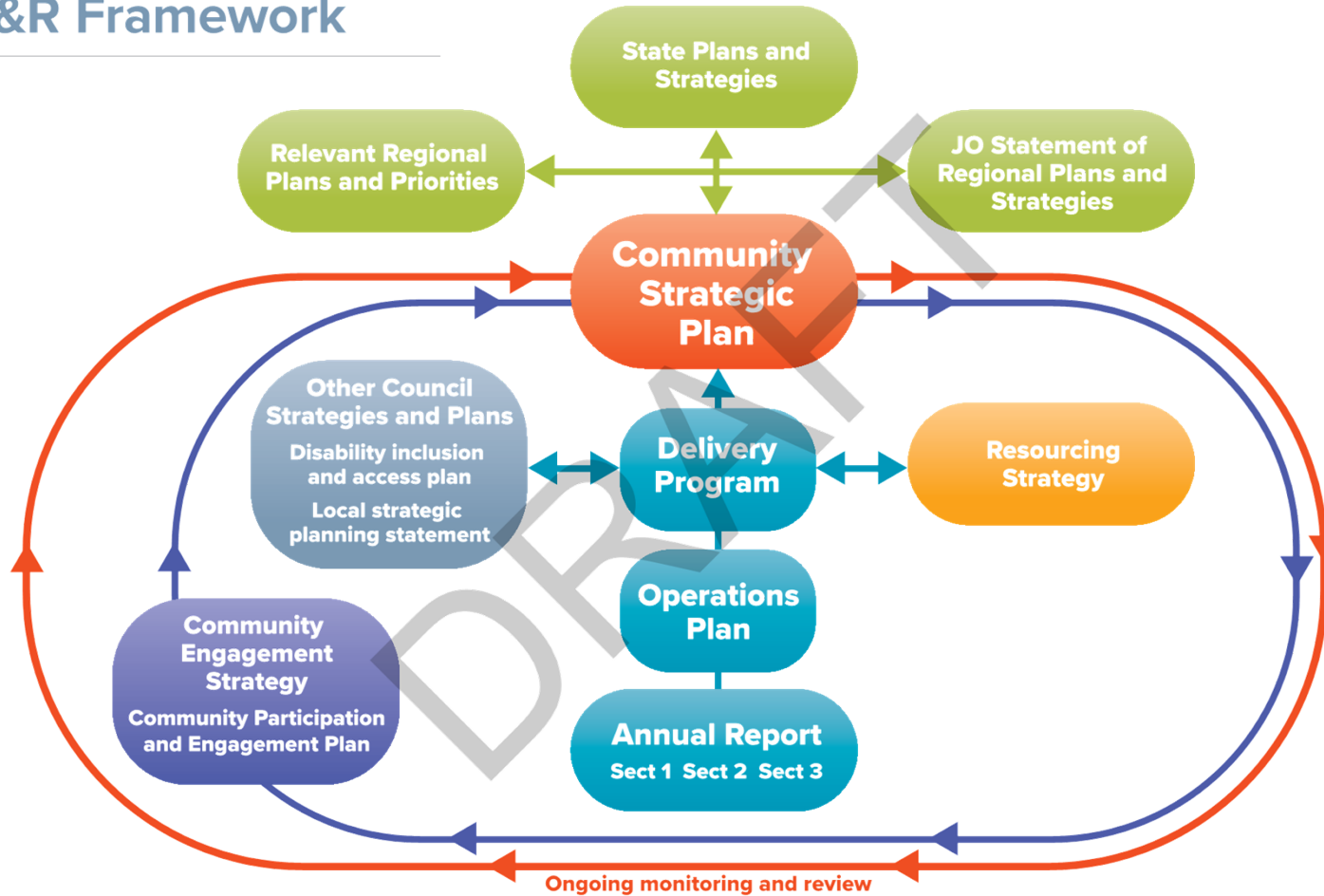
The Operational Plan (OP) shows the individual projects and activities Council will deliver in the coming financial year. It includes Council's annual budget and Statement of Revenue Policy.

Council's Delivery Program and Operational Plan have been combined to better set out Council's objectives for the next 4 years and to also outline in more detail our planned activities and projects for 2022/23.

The Delivery Program and Operational Plan are reviewed every year.

These documents are our response to the community's Plan — MyCoffs Community Strategic Plan 2032. It is our commitment to our community on what we will do.

IP&R Framework



How the DP/OP uses our Resourcing Strategy

Council's Resourcing Strategy shows how we will implement and resource the Delivery Program and Operational Plan.

It consists of 3 components:

- Long-Term Financial Plan (LTFP)
- Workforce Management Strategy
- Asset management planning

The LTFP, Asset Strategy and Asset Management Plan are adopted by Council while the Workforce Management Strategy is endorsed by Council.

Workforce Management Strategy

The Workforce Management Strategy focuses on the workforce environment and the challenges before Council.

It is a key platform for creating a positive employee experience through our core themes of:

- Attracting our people
- Leading our people
- Protecting our people
- Rewarding our people
- Developing our people
- Supporting our people

Some of the major themes covered in the strategy are the challenging labour market and increased community expectations and service demands.

Asset management planning

Asset management planning explains Council's asset management system and how to provide value to the community.

It aligns infrastructure creation, renewal and maintenance with financial planning and risk management. This planning also explains the value and known conditions of our assets.

Council currently manages 99,500 individual assets ranging from buildings and roads to water meters and road signs. These assets are valued at \$2.7 billion.

Major drivers of our current asset management are population growth, technology advances, industry pressures (rising cost of materials and lack of resources) and environment and climate change.

4. Context and strategic direction

Council's MyCoffs Community Strategic Plan (CSP) was first adopted in 2017. You told us that by 2030, your vision was for Coffs Harbour to be connected, sustainable and thriving.

A check-in of the Community Strategic Plan was done in late 2021 and early 2022.

The feedback from this review has informed the creation of this Delivery Program and Operational Plan.

We reached out to the community in many different ways:

- Online with quick polls
- Idea walls and surveys
- In person with facilitated conversations
- Targeted engagement (youth and First Nation people)
- Conversations kits

In 2022, you had new priorities to include in the CSP:





Community Wellbeing

We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area (LGA)

- Racism exists and adds to all the other stresses of life
- Not enough education at school about Gumbaynggirr culture
- Actions identified in the plan are not actually realised

We support our community to lead active and healthy lives

- Provide active transport infrastructure: footpaths, cycle ways, connections, and links
- Improve infrastructure for health and fitness activities
- Access to community activities that are low cost or free

We nurture mental health, wellbeing and social connections

- Impact of covid on mental and physical health
- Pressures from school, home and finances compounding each other (schooling, food, rent, transport, parents low wages)

We foster a sense of community, belonging and diversity

- Concerns about belonging, diversity and acceptance of different cultures
- Access to community-based activities that help connect young people from diverse backgrounds
- We address the causes of disadvantage
- Inability to access support and resources to gain meaningful employment

A Place for Community

We use resources responsibly to support a safe and stable climate

- Management of waste: recycling, re-use, disposal, and composting
- Landfill resolution
- Kerbside/ hard rubbish collection
- Actions to address climate change
- Concerns for impact of climate change on future
- Lack of action addressing environmental protection and climate change impacts

We protect the diversity of our natural environment

- Development is sustainable, responsible and protects character and environment (i.e. no more land clearing, less urban sprawl)
- Balancing development and activities with environmental/ ecological protection
- Tension between housing development needs and environmental protections

We collaborate to deliver opportunities for housing for all

- Cost of living and social issues that impact baseline living standards
- Homelessness and housing insecurity
- Housing affordability and access to secure housing tenures
- Concerns about ability to access and afford rental or long-term housing



Sustainable Community Leadership

We effectively manage the planning and provision of regional public resources and infrastructure

- Concerns about quality and maintenance of road infrastructure (kerbs, guttering, roads and bridges)
- Concerns about quality and maintenance of public realm infrastructure (landscaping, parks, playgrounds and gardens)

We undertake effective engagement and are informed

- Listening to younger voices
- Engaging with youth on their terms

We foster informed and inspired leadership in our community

- Inadequate customer service in government agencies, particularly for refugees
- Greater acknowledgement and translation of First Nations voices in the MyCoffs CSP

5. The Community Strategic Plan explained

Community Wellbeing	Community Prosperity	Place for the Community	Sustainable Community Leadership
A vibrant and inclusive place	A thriving and sustainable local economy	Liveable neighbourhoods with a defined identity	Our leaders give us confidence in the future
Objective A1.1 We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area.	Objective B1.1 We champion business, events, innovation and technology to stimulate economic growth, investment and local jobs.	Objective C1.1 We create liveable spaces that are beautiful and appealing.	Objective D1.1 We foster informed and inspired leadership in our community.
Objective A1.2 We foster a sense of community, belonging, and diversity.		Objective C1.2 We undertake development that is environmentally, socially and economically responsible.	
Objective A1.3 We address the causes of disadvantage.	Objective B1.2 We attract people to work, live and visit in the Coffs Harbour local government area.	Objective C2.3 We collaborate to deliver opportunities for housing for all.	Objective D1.2 We undertake effective engagement and are informed.
Objective A1.4 We enrich cultural life through art, learning and cultural endeavour.			
An active, safe and healthy community	A community achieving its potential	A natural environment sustained for the future	We have effective use of public resources
Objective A2.1 We support our community to lead healthy active lives.	Objective B2.1 We are best prepared to exploit opportunities now and in the future.	Objective C2.1 We protect the diversity of our natural environment.	Objective D2.1 We effectively manage the planning and provision of regional public services and infrastructure.
Objective A2.2 We facilitate positive ageing.		Objective C2.2 We use resources responsibly to support a safe and stable climate.	Objective D2.2 We collaborate to achieve the best possible future for all the Coffs Harbour area.
Objective A2.3 We nurture mental health, wellbeing and social connection.			
Objective A2.4 We cultivate a safe community.			



Council's role in delivering the CSP

Our vision is 'committed to the pursuit of excellence'.

This vision is our aspiration for how we serve the community. We pursue excellence in all we do to make Coffs Harbour connected, sustainable and thriving.

The Delivery Program and Operational Plan enable us to meet this vision by "delivering excellent services that are desired and valued by our community, now and into the future".

Council's values are:

- **Innovation** — We deliver excellence in our services through innovation
- **Customer Centric** — Our customers are at the heart of everything we do
- **Collaboration** — We work together to seek solutions both internally and externally
- **Empowerment** — We support our people and provide them the scope to deliver outcomes
- **Accountability** — We are transparent and responsible in all that we do

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

6. How to read this document

This document aligns Council's services directly to the themes, goals, objectives and outcomes found within the CSP.

For each theme, we have outlined:

- Goals and objectives under themes.
- Core Council strategies relevant to the themes.
- A summary of each service Council delivers relating to the CSP. The service summaries showcase:
 - Who is responsible for the service
 - Community satisfaction
 - CSP outcomes linked to this service
 - If the service is legislatively required
 - Staffing — this is based on full-time equivalents (FTE). For example, a service might have 12 people supporting the service but their total working hours only add up to 4 full-time roles
 - Our measures of success
 - Significant projects to be delivered over the next 4 years
 - Indicative cost of the service

Capital projects and their estimated cost and delivery timeframes are listed in Appendix 1. These are broken down by year and asset type.

Unfunded capital projects that are priorities for Council are listed in Appendix 2.

See note under Appendix 3 regarding unfunded operational projects.

This is the position that is responsible for the service.

These are the results from the community satisfaction survey — how satisfied the community is with this service.

These are the outcomes from the Community Strategic Plan the service is delivering

A brief description of what this service is, what we deliver.

Deliver library services

Responsible officer: Section Leader Community Programs
Does legislation require us to provide this service? Yes
2020 Community Satisfaction low importance / high satisfaction

CSP outcomes met by this service

- our community supports lifelong learning
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times
- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities
- we value the contribution of arts, heritage and culture to our wellbeing, economy and in creating livable and vibrant communities
- our education, training and library service provision meets the needs of our growing population (Community Prosperity)

How is it delivered?

Council provides a library service through three branches, Coffs Harbour (the Harry Bailey Memorial Library), Woolgoolga and Toomine, and an outreach service to those who cannot make it to a branch. It offers a range of programs and events to support learning (eg author talks, support for students doing the HSC, story time sessions).

Our online services offer research and learning opportunities, as well as entertainment options. Access to public computers, internet, wifi, printing, copying and scanning is provided in all branches. Membership is free.

Staffing: about 15 full-time equivalent, about 400 volunteers.

How many full-time equivalent staff needed to deliver the service.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Library circulation per capita (to meet the LGA population culture needs benchmark)	per capita	5.04*	5.04	5.04	5.04
Physical library visits per capita (to meet the NSW LGA population culture needs benchmark)	per capita	5.04*	4.00	4.00	4.00

*Library will only be open for part of the year

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Transition library services to Tumbi Place	✓	✓	✓	✓
Outreach service (eg programs and activities in accordance with endorsed service level)	✓	✓	✓	✓

How is the service funded?



How this service is paid for and how much this service costs to deliver.

Specific projects we plan to deliver for the community within resourcing constraints.

These are the council's metrics, the targets we aim to meet in providing the service.

7. What we plan to deliver

The 2022-2026 Delivery Program is based on an asset service level which allows Council to transition all funds (general, water and sewer) into surplus in the longer term (see Council's Draft Long-Term Financial Plan).

Our major areas of focus arising from the CSP are:

- Working with the NSW Government in developing the NSW Government's Jetty Foreshore Precinct masterplan, and projects that emerge from it, to create vibrant and inclusive places.
- Preparing for post-bypass Coffs Harbour through urban design and planning outcomes, supporting the community and businesses through the transition.
- Helping drive new housing opportunities by facilitating residential release areas and urban renewal.
- Supporting the community and Council to better adapt to change — everything from waste and recycling, renewables, climate change through to a solid foundation to sustain us all before, during and after disasters and emergencies.
- Deliver active transport options to help foster an active, safe and healthy community.

We commit to reviewing current service levels and assets to meet community needs while maintaining and improving Council's financial sustainability.

What happens if we need to change our plan?

We need to be able to adapt to new issues and opportunities. To make sure we can continue to deliver the commitments of the Delivery Program, we will review the Resourcing Strategy every year.

We have also included for the first time a list of unfunded priority capital projects. If funding becomes available, Council could choose to add these projects to the Delivery Program. This could also mean other projects are placed on hold or their timeframe shifted to be able to deliver the extra work.

Council will be open and transparent around changes to Delivery Program. For further information on how this could be done, see Section 13.

8. Theme — Community Wellbeing



We love the vibrant, inclusive place we call home. We welcome refugees and respect the traditional custodians of this land, the Gumbaynggirr people. Our diversity is our strength.

We love having an active, safe and healthy community. Our physical and mental health, wellbeing and safety supports our social connection and resilience.

CSP goals

- A vibrant, inclusive place
- An active, safe and healthy community

CSP objectives

- We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area (A1.1)
- We foster a sense of community, belonging, and diversity (A1.2)
- We address the causes of disadvantage (A1.3)
- We enrich cultural life through art, learning and cultural endeavour (A1.4)
- We support our community to lead healthy active lives (A2.1)
- We facilitate positive ageing (A2.2)
- We nurture mental health, wellbeing and social connection (A2.3)
- We cultivate a safe community (A2.4)

Council's core strategies

- Creative Coffs — Cultural Strategic Plan
- CHCC LMG Strategy
- Lifeguard Service Strategic Plan

- Jetty Memorial Theatre Strategic Business Plan
- Public Realm Strategy (in progress)
- Street Tree Masterplan
- Open Space Strategy
- Pedestrian Access and Mobility Plan
- Swimming Pool Strategy
- Sports Facility Plan
- Community & Cultural Facilities Plan

Services

- Deliver library services
- Deliver lifeguard services
- Deliver museum and art gallery services
- Deliver theatre services
- Maintain and operate cemeteries
- Maintain active recreational assets
- Maintain walking and cycling assets
- Maintain maritime assets
- Maintain and operate public swimming pools
- Manage sports facilities and development
- Operate community facilities
- Protect public health and safety

Deliver library services

Responsible officer: Section Leader Community Programs

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: low importance / high satisfaction

CSP outcomes met by this service

- our community supports lifelong learning
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times
- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities
- we value the contribution of arts, heritage and culture to our wellbeing, economy and in creating liveable and vibrant communities
- our education, training and library service provision meets the needs of our growing population (Community Prosperity)

How is it delivered?

Council provides a library service through three branches, Coffs Harbour (the Harry Bailey Memorial Library), Woolgoolga and Toormina, and an outreach service to those who cannot make it to a branch. It offers a range of programs and events to support learning (eg author talks, support for students doing the HSC, story time sessions).

Our online services offer research and learning opportunities, as well as entertainment options. Access to public computers, internet, wifi, printing, copying and scanning is provided in all branches. Membership is free.

Staffing: about 15 full-time equivalent; about 40 volunteers.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Library circulation per capita (to meet NSW LGA population cohort median benchmark)	per capita	5.04*	5.04	5.04	5.04
Physical library visits per capita (to meet the NSW LGA population cohort median benchmark)	per capita	4.03*	4.03	4.03	4.03

* Library will only be open for part of the year

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Transition library services to Yarrila Place	✓	✓		
Deliver service uplift programs and activation in accordance with endorsed service level	✓	✓	✓	✓

How is the service funded?



Deliver lifeguard services

Responsible officer: Section Leader Community Programs

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our community is supported to make healthy lifestyle choices
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times

How is this service delivered?

Beach safety and patrol services (flagged beaches) are provided in partnership with Council's lifeguards and 4 Surf Lifesaving Clubs during peaks periods (generally September to April). Park Beach is patrolled all year, and 6 beaches are patrolled during peak periods. This is about 764 patrol days across 7 patrolled beaches each year.

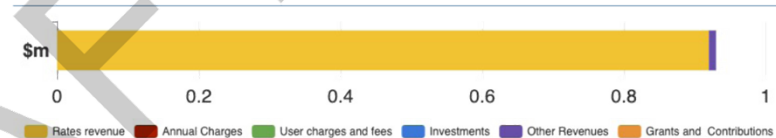
The lifeguard service provides extensive local beach and water safety education programs for schools and culturally and linguistically diverse communities. We respond to in-shore emergency call-outs events within the our LGA.

Staffing: about 5 full-time equivalent; a pool of casual staff members.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Drownings between the flags	Number of drownings	0	0	0	0
Education programs attendees	Number of people	3200	3200	3200	3200

How is the service funded?



Deliver museum and art gallery services

Responsible officer: Section Leader Community Programs

Does legislation require us to provide this service? No

2020 Community Satisfaction: low importance / low satisfaction

CSP outcomes met by this service

- Gumbaynggirr culture and heritage is honoured and acknowledged
- We walk together with our local Aboriginal community to hear, share and acknowledge their stories, heritage and culture
- our community and our events are inclusive and we celebrate together
- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities
- we value the contribution of arts, heritage and culture to our wellbeing, economy and in creating liveable and vibrant communities
- we recognise the need for enhanced cultural precincts, venues and public art within our region
- we recognise how valuable art is to our health, positive ageing and social connections in our community
- our region is a leader for provision of art and health programs within aged, community and health care settings
- our key places and spaces are activated to be vibrant and welcoming at all times
- the growth of cultural tourism is supported (Community Prosperity)

How is this service delivered?

The Yarrila Arts and Museum is the new art gallery and museum space within Yarrila Place on Gordon Street, Coffs Harbour. Exhibitions are developed, installed and delivered by the team and supported by contractors as required. Public programs

are centred on the permanent and temporary exhibitions and include educational programs for schools in the LGA. Staff use their expertise to manage the art and social history collections and respond to collection-related queries. We have a comprehensive digital collection and manage significant art and museum collections.

Staffing: about 8 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
YAM annual visitation	Number of people	45,000*	45,000	45,000	45,000

* Museum and art gallery only open for part of the year

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Transition of museum and gallery services to YAM	✓	✓		
Design, construct and install new permanent museum exhibitions	✓	✓		
Establish YAM retail facility	✓	✓		
Deliver service uplift programs and activation in accordance with endorsed service level	✓	✓	✓	✓

How is the service funded?



Deliver theatre services

Responsible officer: Section Leader Community Programs

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- our community and our events are inclusive and we celebrate together
- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities
- we value the contribution of arts, heritage and culture to our wellbeing, economy and in creating liveable and vibrant communities
- we recognise the need for enhanced cultural precincts, venues and public art within our region
- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our senior residents are supported in participating in all aspects of community life
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times
- the growth of cultural tourism is supported (Community Prosperity)

How is this service delivered?

The Jetty Memorial Theatre's (JMT) model balances community and commercial performance hire as well as presenting its own annual program of shows. The venue is also available for event hire.

Cultural experiences on offer include theatre (professional and community), comedy, dance, film, music, eisteddfod and children's performances. Alternative venues are used for larger shows or to provide cultural experiences across the LGA.

Staffing: about 3 full-time equivalent; volunteers in delivering shows.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
People attending the Jetty Memorial Theatre annually	Number of ticket sales	21,460	22,530	23,320	24,140

How is the service funded?



Maintain and operate cemeteries

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? No

2020 Community Satisfaction: High Importance / High Satisfaction

CSP outcomes met by this service

- we enjoy safe and inclusive community spaces and activities that bring people together

How is this service delivered?

We have 7 cemeteries and we manage interment rights, registers, burials and interments, organise plinths and plaques. Maintaining the cemetery grounds includes mowing, gardening, weed and pest control, furniture maintenance, rubbish removal, turf, tree and bush land management. Buildings and structures are maintained to be clean, safe and functional. Maintenance work is coordinated to avoid conflict with burial services.

Staffing: about 3 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Grassed areas are mown to meet usage needs (on average every two weeks)	%	100	100	100	100
Carry out weekly risk and maintenance inspections	%	100	100	100	100
Planned tree maintenance activities carried out	Number of planned maintenance checks	2	2	2	2

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Create Cemeteries Strategic Management Plan	✓			
Cemetery administration improvements	✓	✓		

How is the service funded?



Maintain active recreational assets

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times
- public infrastructure continues to meet our community and business requirements (Sustainable Community Leadership)

How is this service delivered?

This service covers a range of maintenance work that keeps outdoor spaces that contain public infrastructure such as the Coffs Harbour Jetty, parks, playgrounds, skate parks and gardens, fit for use by residents and visitors alike. This includes:

- Gardens (weekly to 8-week cycles)
- Parks mown (weekly to up to three weeks)
- Public toilets cleaned and inspected (daily)
- Weekly maintenance and monthly safety and defect inspections on parks and playgrounds
- Barbecues cleaned weekly at a minimum
- Annual major cleans on outdoor shelters.

In addition, weeds are managed, streets are cleaned (including public bins) and the Sawtell Rockpool is maintained and checked for issues.

Maintenance is proactive and based on defects inspections. Some work is done in response to customer requests and scheduled in the maintenance program. All tree work is reactive.

Staffing: about 19 full-time equivalent.

Measure of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Number of items of playground equipment that are not available (unserviceable) during the reporting period	No increase on previous financial year	Neutral or decrease	Neutral or decrease	Neutral or decrease	Neutral or decrease

How is the service funded?



Maintain walking and cycling assets

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / low satisfaction

CSP outcomes met by this service

- our community is supported to make healthy lifestyle choices
- active transport is encouraged through an integrated network of cycleways and footpaths that connect our key spaces
- public infrastructure continues to meet our community and business requirements (Sustainable Community Leadership)

How do we deliver this service?

There are several types of footpaths and cycleways used for active transport: shared paths, high traffic footpath, low traffic footpaths, regional bicycle routes, local bicycle routes. Bus stops also fall within this service as they connect pedestrians to public transport.

To maintain the network we carry out routine inspections and action customer requests. To balance limited resources, we use a risk based methodology to prioritise customer requests and routine inspections.

Staffing: about 5 full-time equivalent

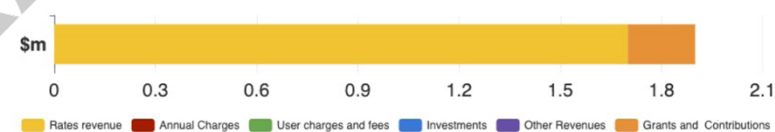
Measure of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Percentage of the footpath/ cycleway network defect free	%	97	97	97	97
Percentage of bus stops DDA compliant	%	97	97	97	97

Significant projects for Delivery Program:

Projects	2022-23	2023-24	2024-25	2025-26
Bus stop improvement program	✓			
Connecting communities (footpaths)	✓			

How is the service funded?



Maintain maritime assets

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: No measure

CSP outcomes met by this service

- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our community is supported to make healthy lifestyle choices
- the amenities at our popular destinations are enhanced (Community Prosperity)
- public infrastructure continues to meet our community and business requirements (Sustainable Community Leadership)

How is this service delivered?

There are 24 platforms, 16 boat ramps, 8 jetties and 2 pontoons. There are monthly safety and defect inspections of boat ramps and weekly maintenance. There are quarterly safety and defect inspections for jetties and weekly maintenance. We also carry out sand excavation at Jetty Harbour.

Staffing: about 2 full-time equivalent

Measure of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Unresolved complaints received	Number of complaints	0	0	0	0

How is the service funded?

Please refer to 'Maintain active recreational assets'.

Maintain and operate public swimming pools

Responsible officer: Property Strategy Project Manager

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our community is supported to make healthy lifestyle choices
- local sport is supported to encourage active lifestyles at all ages
- we enjoy safe and inclusive community spaces and activities that bring people together
- our key places and spaces are activated to be vibrant and welcoming at all times

How is the service delivered?

Public swimming pool services at Coffs Harbour, Woolgoolga and Sawtell are delivered by Council staff while Nana Glen's pool is operated by lease.

Activities offered across the pool centres include: learn to swim programs, aqua fitness programs, swim squad access, school access (swimming carnivals).

Staffing: about 10 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Annual increase in attendance across all activities	% increase on previous year	5%	10%	5%	5%
Increase in annual turnover	% increase on previous year	7%	10%	7%	7%

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Strategic review of pool operations	✓	✓		

How is the service funded?



Manage sports facilities and sport development

Responsible officer: Section Leader Stadium and Major Events

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our community is supported to make healthy lifestyle choices
- local sport is supported to encourage active lifestyles at all ages
- we enjoy safe and inclusive community spaces and activities that bring people together
- year round tourism and event opportunities are on offer (Community Prosperity)
- the promotion of our natural tourism and sport tourism offerings is maintained (Community Prosperity)
- the amenities at our popular destinations are enhanced (Community Prosperity)
- a diverse calendar of events drives year round visitation and economic benefit to the region (Community Prosperity)

How is it delivered?

We manage 20 sports grounds that are used for a range of sports. These range from district fields around the LGA as well as the Coffs Coast Sport and Leisure Park, a 20 hectare regional sporting complex which includes 2 synthetic multi-sport surfaces, and our 10,000 capacity C.ex Coffs International Stadium.

We manage and maintain sports facilities and infrastructure, and coordinate bookings. We liaise and engage with the local sports community and state sporting organisations and agencies for sport development opportunities and identifying growth strategies.

Staffing: about 8 full-time equivalent

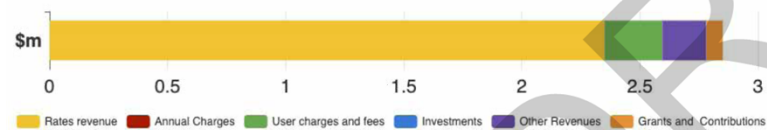
Measure of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Best peak usage range for local sports (on local and regional sport fields and facilities)	Hours of use	15 – 25	15 – 25	15 – 25	15 – 25
Best peak usage range for the synthetic multi-sport surfaces	Hours of use	18 – 30	18 – 30	18 – 30	18 – 30
Attendees for events at the C.ex Coffs International Stadium (increase on previous year)	% increase on previous year	15%	5%	5%	5%
Statistic — number of day visits and overnight stays	Statistic				

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Sports Facility Plan 2021: 5-year review	✓			
Sports Facility Plan implementation	✓	✓	✓	✓
Regional Athletics Centre Site Selection Study	✓			
Construction of Wiigulga Sports Complex	✓			
Lighting of Clive Joass Memorial Sports Park	✓			
Len Towells Oval	✓	✓		
Toormina Sports Complex — New Field	✓	✓		
York St local athletics and football facility Upgrade	✓			

How is the service funded?



Operate community facilities

Responsible officer: Section Leader Community Programs

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- our community and our events are inclusive and we celebrate together
- the richness of our diverse backgrounds is appreciated and there are opportunities for people to connect
- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities
- our community is supported to make healthy lifestyle choices
- our senior residents are supported in participating in all aspects of community life
- we enjoy safe and inclusive community spaces and activities that bring people together

How is the service delivered?

There are a range of council-managed and committee-managed venues. All spaces can be hired by members of the public, and are predominately booked by community groups at a reduced rate. We have 6 community halls, an equestrian centre, 2 sports facilities and venues located within the Community Village precinct — including the Cavanbah Centre.

Staffing: about 3 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Planned Facility Management Committee meetings held	%	90%	90%	90%	90%
Discount to lower booking fees for not-for-profits and community groups	\$ discounted				

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Service Metric project	✓			

How is the service funded?



Protect public health and safety

Responsible officer: Section Leader Compliance Regulatory Enforcement

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- we enjoy safe and inclusive community spaces and activities that bring people together
- through collaboration, we protect and enhance our natural environment (A Place for Community)
- pollution from human activities is minimised (A Place for Community)
- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way (Sustainable Community Leadership)

How is this service delivered?

The service spans development control, building control, swimming pool safety, unauthorised vegetation removal, pollution control, environmental health, public health and safety, water and sewer (including septic systems), animal control, food safety, fire safety, unauthorised use of council managed land, parking and vehicle offences, sediment and erosion, and noxious weeds.

Response times to these issues are covered in the Compliance Response Framework and range from:

- Extreme (4 hours),
- High (within 2 working days)
- Medium (within 7 working days)
- Minor (Information only)
- No Action.

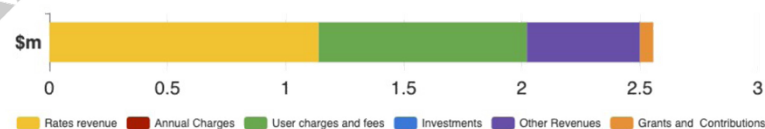
Response time is based on the risk defined in the framework. For example, some extreme risks are dog attacks, pick up of seized dogs, stock on high-use road, footpath or parking hazards, and air pollution caused by the burning of prohibited items.

Staffing: about 19 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Meet Compliance Response Timeframes	%	95	95	95	95
Dogs and cats impounded at Animal Management Centre	Total number				

How is the service funded?



9. Theme — Community Prosperity

Our businesses both small and large are going from strength to strength, building on the natural advantages of our LGA. We can live and work or run a successful business right here. As a destination, visitors enjoy a diverse range of experiences fostered by our natural beauty.

We have an eye on the future and can see the opportunities available to provide prosperity for all. We can learn and build a vibrant career right here.

CSP goals

- A thriving and sustainable local economy
- A community achieving its potential

CSP objectives

- Building on the natural advantages of our LGA, we champion business, events, sustainability, innovation and technology to stimulate economic growth, investment and local jobs
- We attract people to work, live and visit in the Coffs Harbour local government area
- We are best prepared to take advantage of opportunities now and in the future (updated)

Council's core strategies

- Coffs Harbour Event Strategy
- Creative Coffs — Cultural Strategic Plan
- Library Museum Gallery Strategy
- Plans of Management
- Coffs Harbour Economic Development Strategy
- Coffs Coast Tourism Strategic Plan

Services

- Attract and deliver events
- Deliver CitySmart technology services
- Deliver construction services
- Deliver cultural and creative industries services
- Operate Coffs Harbour laboratory
- Operate Coffs Coast Holiday Parks
- Support economic development
- Support tourism and destination management

Attract and deliver events

Responsible officer: Section Leader Stadium and Major Events

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- year-round tourism and event opportunities are on offer
- the promotion of our natural tourism and sport tourism offerings is maintained
- investment in new tourism product, and event and tourism infrastructure is encouraged
- a diverse calendar of events drives year-round visitation and economic benefit to the region

How is the service delivered?

We facilitate, sponsor, support and manage events by:

- build capability and support event organisers via Coffs Coast Events. This includes assisting event promoters with information on approvals, permits and licenses for events
- invest in creating or acquiring new events, or support existing events
- attract, deliver, support and promote a diverse calendar of events throughout the year across the LGA

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Support and attract new events to start up or run	Number of events	16	16	16	16
Visits linked to Council-supported events	Visitor numbers				

Significant projects for Delivery program

Projects	2022-23	2023-24	2024-25	2025-26
Event Strategy review	✓			
Deliver Event Strategy		✓	✓	✓

How is the service funded?



Deliver CitySmart Solutions technology services

Responsible officer: Business Manager — CitySmart Solutions

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- the local economic and commercial base is more diversified
- a culture of entrepreneurship is facilitated
- local employers provide more training and work experience opportunities

How do we deliver this service?

CitySmart Solutions is a business unit of Council. Clients are predominantly other local governments across regional NSW and southern Queensland.

CitySmart Solutions provides technology services including:

- Smart Switchboard** — award-winning technology in water supply and wastewater management
- Smart CCTV** — advanced security surveillance systems
- Optic Fibre** — design and deliver fibre network and communication solutions

Staffing: about 7 full-time equivalent

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Business operational costs are met by revenue generated (or prior year Business Unit reserves)	Revenue > operational costs	Cost Neutral	Cost Neutral	Cost Neutral	Cost Neutral
Fibre network is operational for 99% of time, with no unscheduled outages and impact to Council operations, emergency repairs are completed in timely manner to ensure no impact to Business Continuity Plan.	%	99%	99%	99%	99%

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
CitySmart Business Premises Identification	✓	✓		
Resolve Auto Locking Box Data Capture and Reporting	✓	✓	✓	✓

How is the service funded?



Deliver construction services

Responsible officer: Section Leader Infrastructure Construction (Coastal Works)

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- the local economic and commercial base is more diversified
- local employers provide more training and work experience opportunities
- our public infrastructure is maintained for its current purpose and for future generations (Sustainable Community Leadership)
- public infrastructure continues to meet our community and business requirements (Sustainable Community Leadership)
- best practice and innovation are used to deliver value for money (Sustainable Community Leadership)

How is this service delivered?

Coastal Works is a business unit of Council. We are 1 of only 2 local pre-qualified operators that can tender for projects with Transport for NSW. Coastal works only bids for projects outside the LGA so that it does not directly compete against contractors from Coffs Harbour. It is also able — and does — employ local sub-contractors to carry out work on projects.

Coastal Works provides the following civil contracting services for clients (including Council):

- Roads, bridges, drainage including precast components
- Water and sewer reticulation and pump station construction
- Mechanical and electrical maintenance of water and sewer infrastructure
- Vegetation maintenance and weed spraying services

Staffing: about 37 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
% capital work orders issued by Council completed on time	%	100%	100%	100%	100%
% change in value (\$) of work delivered	%	1%	1%	1%	1%

How is the service funded?



Develop cultural and creative industries

Responsible officer: Group Leader Community and Cultural Service

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

Staffing: about 0.5 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
All funding is allocated to projects that meet the Arts and Cultural Grants Program criteria	%	100	100	100	100
No. of committee meetings and attendance	Number	2	2	2	2

CSP outcomes met by this service

- the local economic and commercial base is more diversified
- there is greater support for innovation in targeted sectors where there is growth potential
- support is maintained for small and microbusiness start-ups
- the experience and skills of all groups in our community are better utilised
- a culture of entrepreneurship is facilitated
- the growth of cultural tourism is supported
- a diverse calendar of events drives year round visitation and economic benefit to the region
- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities (Community Wellbeing)
- we value the contribution of arts, heritage and culture to our wellbeing, economy and in creating liveable and vibrant communities (Community Wellbeing)

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Coffs Harbour Entertainment Venue Scoping Study	✓			
Develop a strategy to encourage artists with disabilities to participate in Council's cultural program.	✓	✓		

How is the service funded?



How is the service delivered?

We are the principal provider of cultural facilities to the community. We create strategies that support the cultural and creative industries. We enhance new public spaces with cultural activities and commissioned public art. We fund local arts and community groups wanting to create new projects via the Arts and Cultural Grants Program.

Operate Coffs Harbour Laboratory

Responsible officer: Manager Coffs Harbour Laboratory

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- the local economic and commercial base is more diversified
- support is maintained for small and microbusiness start-ups
- our area is a leader in sustainable agriculture

How do we deliver this service?

Coffs Harbour Laboratory is NATA-accredited and carries out testing for us and other councils, government departments, oyster growers, developers, business and residential customers. Testing analysis covers water, wastewater, food, and soil. Testing turnaround times range from overnight for microbiological results to 5 to 7 days for standard testing and 7 to 10 days for large sample batches.

Staffing: about 4 full-time equivalent

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Client satisfaction with services	Net Promoter Score	Increase from baseline	Increase	Increase	Increase
Financial operating profit actual is greater than planned profit	Trend	Neutral	Positive	Positive	Positive

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Implement equipment replacement plan	✓	✓		
Laboratory facility upgrades	✓			

How is the service funded?



Operate Coffs Coast Holiday Parks

Responsible officer: Operations Manager Holiday Parks

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- the amenities at our popular destinations are enhanced
- investment in new tourism product, and event and tourism infrastructure is encouraged
- we have facilities that support affordable options for people to be active through a wide range of sport and recreation activities (Community Wellbeing)
- our key places and spaces are activated to be vibrant and welcoming at all times (Community Wellbeing)

How is the service delivered?

Council operates 4 holiday parks, 1 each at Park Beach and Sawtell and 2 at Woolgoolga. They feature 116 cabins, 570 short-term sites and 128 long-term sites. Revenue generated is invested back into the parks and the surrounding reserves for the benefit of visitors and the local community.

Staffing: about 28 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Revenue growth across all business operations	%	4.5	4.5	4.5	4.5
Increase on room nights sold across all products	%	1.5	1.5	1.5	1.5

Significant project for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
BIG4 Park Beach Holiday Park upgrades	✓	✓	✓	✓
BIG4 Sawtell Beach Holiday Park upgrades	✓	✓	✓	✓
Coffs Coast Holiday Parks villa upgrades	✓		✓	
Development of Plans of Management and Master plans	✓			
BIG 4 Park Beach Holiday Park: install moveable long term dwelling	✓			✓
Woolgoolga Beach Holiday Park Upgrades	✓	✓		✓
Woolgoolga Lakeside Holiday Park upgrades		✓		✓

How is the service funded?



Support economic development

Responsible officer: Section Leader Industry and Destination Development

Does legislation require us to provide this service? No

2020 Community Satisfaction: high importance / low satisfaction

CSP outcomes met by this service

- the local economic and commercial base is more diversified
- there is greater support for innovation in targeted sectors where there is growth potential
- support is maintained for small and microbusiness start-ups
- funding is increased for innovation investment within the Coffs Harbour local government area
- strategic planning for economic sustainability is better coordinated
- the experience and skills of all groups in our community are better utilised
- a culture of entrepreneurship is facilitated
- our area is a leader in sustainable agriculture
- our urban and business centres offer the amenity, connectivity and lifestyle and liveability options that encourage businesses and professionals to relocate to our area

How is the service delivered?

We are a provider, advocate and partner for targeted sectors where Council can make a positive difference to their success. Some of our core focuses are:

- providing opportunity for agrifood industry by delivering relevant research projects and agri-tourism opportunities.
- developing and delivering activities and programs to facilitate skill, technology and product development for current and future industry sectors.
- supporting industry and business networking, capacity building, recognition, and advocacy via communication, programs and information.
- city Centre activation and marketing to support businesses.
- develop resident and investment attraction prospectuses and campaigns in relationship to destination marketing.
- advocate for local education and training provision aligned with local skill gaps.
- place-based activations aligned to the NSW government's Regional City Action Plan.

Staffing: about 3 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Business Numbers	Trend	Increase	Increase	Increase	Increase
Number of activities for business provided through 6 Degrees	Number	10	12	12	12
Investment attraction enquiry	Number	2	2	2	2

How is the service funded?



Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Review and update the Economic Development Strategy	✓			
Implement Economic Development Strategy	✓	✓	✓	✓
Inform business in preparation for highway bypass	✓	✓	✓	✓
Collaborate with Future Food Systems Cooperative Research Centre partners to implement sustainability within the Coffs Agri-food economy	✓	✓	✓	✓

Support tourism and destination management

Responsible officer: Section Leader Industry and Destination Development

Does legislation require us to provide this service? No

2020 Community Satisfaction: low importance / high satisfaction

CSP outcomes met by this service

- year-round tourism and event opportunities are on offer
- a regional approach to tourism promotion is maintained
- the promotion of our natural tourism and sport tourism offerings is maintained
- the growth of cultural tourism is supported
- the amenities at our popular destinations are enhanced
- investment in new tourism product, and event and tourism infrastructure is encouraged
- a diverse calendar of events drives year round visitation and economic benefit to the region

How is the service delivered?

This service is focused on delivering a strong brand which can be marketed to consumers, the media, trade and industry. We, in partnership with industry, provide advice on strategic direction, advocate on behalf of the tourism industry and deliver an industry development and engagement program, destination marketing and visitor information services.

Staffing: about 3 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Visitation numbers	Number	1.7m	1.8m	1.9m	1.9m
Tourism economic value	\$	\$450m	\$455m	\$460m	\$460m
Visitor satisfaction levels	%	80%	82%	85%	90%

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Review and update the Tourism Strategic Plan	✓			
Implement Tourism Strategic Plan	✓	✓	✓	✓
Implement and review Destination Marketing Plan	✓	✓	✓	✓
Tourism sentiment index reporting and review	✓	✓		✓
Bushfire Local Economic Recovery Funding — digital marketing Coffs Coast	✓			✓

How is the service funded?



10. Theme — Place for the Community



Our neighbourhoods and villages are connected — to nature, to places and to each other. Our homes and communities are designed and created to meet the needs of everyone now and into the future.

From Cascade National Park to the Solitary Island Marine Park, we are blessed with a diverse natural environment we want to protect and enjoy. We are aware of the footprint we leave and look to use our resources responsible to live lightly.

CSP goals

- Liveable neighbourhoods with a defined identity
- A natural environment sustained for the future

CSP objectives

- We create liveable spaces that are beautiful and appealing (C1.1)
- We undertake development that is environmentally, socially and economically responsible (C1.2)
- We collaborate to deliver opportunities for housing for all (C1.3)
- We protect the diversity of our natural environment (C2.1)
- We use resources responsibly to support a safe and stable climate (C2.2)

Council's core strategies

- Heritage Strategy
- Local Growth Management Strategy
- Local Environmental Plan 2013
- Development Control Plan
- Coffs Coast Region Resource Recovery and Waste Management Strategy

- Public Realm Strategy (in progress)
- Street Tree Masterplan
- Open Space Strategy
- Weeds Action Plan
- Plans of Management
- Asset Management Strategy
- Property Strategy

Services

- Assess development
- Certify buildings
- Handle and process waste
- Maintain and operate sewer assets
- Maintain and operate water assets
- Maintain natural area assets
- Maintain stormwater and flood mitigation assets
- Manage botanic gardens
- Land use and natural resource planning

Assess development

Responsible officer: Section Leader Development Assessment

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: low importance / low satisfaction

CSP outcomes met by this service

- our neighbourhoods have a strong sense of identity and are actively shaped by the local community
- we reflect our beautiful natural setting throughout our built environment
- development meets the changing needs and expectations of the community
- sustainable design and best practice development provide quality housing options
- local heritage is protected and the stories behind it shared
- population growth is focussed within the existing developed footprint
- we have the ability to access, afford and secure rental or long-term housing

How is this service delivered?

We provide development advice to help customers better meet legislative planning requirements. This is available face to face and via email and phone. We also have user-pay Technical Liaison Committee meetings to offer advice for larger, more complex applications.

We assess applications in a timely manner and make sure they meet legislative requirements and result in an appropriate development outcome.

Applications are submitted through the NSW Planning portal.

Staffing: about 20 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
New single dwelling DAs determined within 40 days	%	90%	90%	90%	90%
Complying Development Certificates determined within 20 days	%	100%	100%	100%	100%

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Develop and implement a development application continuous improvement program	✓			

How is the service funded?



Certify buildings

Responsible officer: Section Leader Development Assessment

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- sustainable design and best practice development provide quality housing options
- development meets the changing needs and expectations of the community

How is this service delivered?

The team provides a professional building certification service that is competitive and meets all legislative requirements. We aim to improve public safety and reduce risk by providing market-competitive building certifying to the public.

Staffing: about 4 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Construction Certificates issued by Council (as 70% of total for the LGA)	%	70%	70%	70%	70%

How is the service funded?

Please see 'assess development'

Handle and process waste

Responsible officer: Group Leader Strategic Asset Management

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / low satisfaction

CSP outcomes met by this service

- we understand the challenges to our natural environment and act to mitigate them
- pollution from human activities is minimised
- resource consumption is reduced and waste minimised
- the use of renewable resources increases and the use of non-renewable resources decreases
- the reuse and recycling of resources increases
- we are adapting for climate change and we work collaboratively to mitigate our impacts

How is this service delivered?

We collect domestic, commercial and industrial waste from business and homes. People can bring their waste to our collections points.

In Coffs Harbour there is the Coffs Coast Resource Recovery Park and a Recycling Centre. There are also transfer stations at Woolgoolga, Coramba, Lowanna. Recycling is free.

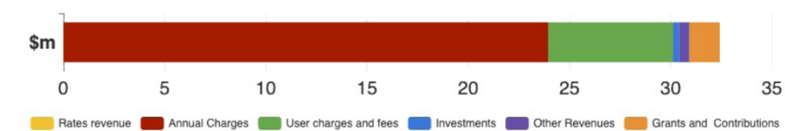
We source and use recycling processes to minimise waste disposal and process waste to be made into products. We make sure only what needs to be is disposed to limit the use of landfill.

Staffing: about 10 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
EPA Licence Compliance (target: 100%)	%	100%	100%	100%	100%

How is the service funded?



Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Review and update 'Resource Recovery and Waste Management Strategy 2015-2027'	✓			
Investigate Future waste disposal sites	✓	✓	✓	✓
Investigate Recovery of waste transfer station	✓	✓	✓	✓
Investigate Alternate waste treatment options	✓	✓	✓	✓
Implement the updated strategy	✓	✓	✓	✓
Development application for landfill extension	✓			
Finalise Forward Operations and Future Infrastructure Plans	✓			
Review operations of Woolgoolga Waste Transfer Station	✓			
Collaborate with North Coast and Mid-North Coast councils for strategic directions and future opportunities	✓			
Landfill Gas system operation review	✓			
Review waste service data management and systems capability	✓			

Maintain and operate sewer assets

Responsible officer: Section Leader Water and Sewer
Does legislation require us to provide this service? Yes
2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- the reuse and recycling of resources increases
- water-use and water-cycle management is sustainable and meets current and future demand
- we are adapting for climate change and we work collaboratively to mitigate our impacts

How is this service delivered?

Our service goal is to protect the community, its health and the environment. We operate 3 sewerage schemes at Coffs Harbour, Woolgoolga and Moonee. Each scheme has a water reclamation plant, treating sewage before returning the treated effluent to the environment or for non-potable uses.

We have scheduled maintenance programs and targeted renewal work. We use a system of remote control and monitoring via pre-set alarms to react quickly to issues within the system. Our day-to-day operations include trade waste management, backflow prevention work, managing private sewer pumps, recycled water connections and effluent pump-out.

Staffing: about 70 full-time equivalent.

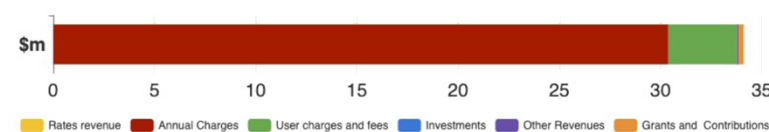
Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Breaches of Environmental Protection License	Number per year	0	0	0	0
Odour complaints	Number per year	<10	<10	<10	<10

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Implement new Northern Sewer Strategy	✓			
Complete new Southern Sewer Strategy	✓	✓		
Project to enhance liquid trade and septic waste tracking		✓	✓	✓
Investigate technology to improve backflow management		✓	✓	✓
Improve management of subsidised effluent pump-out program		✓		
Trade Waste enhancement project		✓		

How is the service funded?



Maintain and operate water assets

Responsible officer: Section Leader Water and Sewer
Does legislation require us to provide this service? Yes
2020 Community Satisfaction: high importance / low satisfaction

CSP outcomes met by this service

- the reuse and recycling of resources increases
- water-use and water-cycle management is sustainable and meets current and future demand
- we are adapting for climate change and we work collaboratively to mitigate our impacts

How is this service delivered?

We supply long-term sustainable and reliable water supply to the community, which meets legislative, statutory and best-practice management requirements. These services protect the community, its health and the environment.

We provide drinking water to all urban areas along the coastal strip from Corindi in the north to Sawtell in the south as well as inland to Coramba and Nana Glen. Some of our usual activities includes delivering water efficiency programs, managing raw water connections, new water service connections and meter exchanges. The service is also responsible for creating new, and renewing, water infrastructure.

Staffing: about 66 full-time staff.

Measure of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Compliance with Australian drink water guidelines	%	100	100	100	100
Drinking water quality test compliance	%	100	100	100	100
Main breaks per 100km	National median				
Water quality complaints (odour, colour, taste)	Number of complaints	<10	<10	<10	<10

Significant projects for Delivery program

Projects	2022-23	2023-24	2024-25	2025-26
Implement new Integrated Water Cycle Management Strategy	✓			
Complete Integrated Water Cycle Management Strategy plan	✓	✓		
Investigate Smart Metering				✓

How is the service funded?



Maintain natural area assets

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- through collaboration, we protect and enhance our natural environment
- we understand the challenges to our natural environment and act to mitigate them
- we manage public access to natural areas to enhance environmental experience and preserve ecological values

How is the service delivered?

We manage natural areas such as reserves, beach access points, creeks and trees, and includes 24 hectares of asset protection zones (fire breaks), that stretch 44km along the boundary between natural areas and developed land. We maintain assets such as boardwalks, bridges, fences, seats and tables, and shelters.

Maintenance centres around weekly activities, quarterly inspections (safety and defect checks) and customer requests. All tree work is reactive.

Mowing is done every 5-6 weeks, mid-August to mid-May. Chemical wick wiping is carried out in reserves through November/December. Removing litter from beaches is done monthly plus a one-off clean January 1 of every year.

Staffing: about 26 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Number of customer enquiries that remain unresolved every quarter	Number	0	0	0	0

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Reserve Restoration New Ports Creek	✓	✓	✓	✓
Revegetation Loaders Lane Reserve	✓	✓	✓	✓
Bush Regeneration (Fox Control)	✓	✓	✓	✓
Save Our Species (SOS) Boambee and Bonville Headlands	✓	✓	✓	✓
Save Our Species (SOS) Greenery for Grey Nomads (Flying Fox)	✓	✓	✓	✓
Improving Diversity within CHCC Bushland Reserves	✓	✓		
Manage Key Environmental Weeds within Council Managed Lands	✓	✓		
Supporting Community Landcare Actions in the Coffs Harbour LGA	✓	✓		

How is the service funded?



Maintain stormwater and flood mitigation assets

Responsible officer: Section Leader Water and Sewer
Does legislation require us to provide this service? Yes
2020 Community Satisfaction: high importance / high satisfaction

CSP outcomes met by this service

- pollution from human activities is minimised
- water-use and water-cycle management is sustainable and meets current and future demand
- we are adapting for climate change and we work collaboratively to mitigate our impacts

How is this service delivered?

We manage storm water when it is discharged onto public land (roads or reserves). We have also built detention basins to reduce the volume of water flow to be able to release it slowly into the storm water network to reduce the impact flooding.

The urban storm water network is underground in urban areas and above ground in rural areas. Maintenance is done by cleaning pipes, inspecting pipes and box culverts by CCTV, mowing grass (detention basins), cleaning, repairing filter materials and managing vegetation (bio-retention basins), creek and channel clearing, and lastly dredging.

Staffing: about 6 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Maintain detention basins — complaints or defects	Number of unresolved complaints/ defects quarterly	0	0	0	0

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Prepare and review existing Dam Safety Operation and Maintenance Plans	✓	✓	✓	✓
Prepare and review existing Dam Safety Emergency Plans	✓	✓	✓	✓

How is the service funded?



Manage botanic gardens

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? No

2020 Community Satisfaction: High Importance / High Satisfaction

CSP outcomes met by this service

- the Coffs Harbour area is a place we are proud to call home
- through collaboration, we protect and enhance our natural environment
- we manage public access to natural areas to enhance environmental experience and preserve ecological values

How is this service delivered?

Work at the North Coast Regional Botanic Gardens is carried out by staff and volunteers (members of the Friends of the Botanic Garden). The garden is open 9am – 5pm seven days a week (except public holidays) and can be booked for weddings or larger events such as concerts. There is a café for visitors, education programs and guided tours. There is also a seed bank, a herbarium, and a service to help identify plants. Entry is free.

Staffing: about 2 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Deliver curriculum-based school activities with school children visiting gardens	Number of students in education programs	1,500	1,500	1,500	1,500

How is the service funded?



Land use and natural resource planning

Responsible officer: Section Leader Local Planning

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our neighbourhoods have a strong sense of identity and are actively shaped by the local community
- our neighbourhoods are people-friendly and liveable environments
- our public places and spaces are activated through good planning and design
- sustainable development enhances the Jetty Foreshores as a landmark destination in Coffs Harbour
- we reflect our beautiful natural setting throughout our built environment
- land use planning and development protects the value and benefits provided by our natural environment
- population growth is focussed within the existing developed footprint
- sustainable design and best practice development provide quality housing options
- local heritage is protected and the stories behind it shared
- our neighbourhoods are designed and maintained to meet the needs of the people who live there
- housing is affordable

- development meets the changing needs and expectations of the community
- we have the ability to access, afford and secure rental or long-term housing
- through collaboration, we protect and enhance our natural environment
- our post Pacific Highway bypass future enhances the connectivity, liveability and economy of Coffs Harbour (Sustainable Community Leadership)

How is the service delivered?

We create strategies and planning controls that aim to "shape place", creating a future which is sustainable and aligned with the community's needs. These strategies guide sustainable growth, developing quality places and space, protecting natural environment, reducing the risk and impacts of climate change and more. We also provide strategic planning and place-making advice.

Staffing: about 12 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Develop and implement studies, policies, strategies, plans and amend planning controls that "shape place" and protect the natural environment	Number of studies, policies, strategies, plans and amendments delivered per year	5	5	5	5

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Flooding Implementation Program <ul style="list-style-type: none"> Complete Northern LGA FRMSP (ie Management Study and Plan) Complete Moonee Creek FRMSP (ie Management Study and Plan) 	✓	✓	✓	✓
Biodiversity Implementation Program	✓	✓	✓	✓
Coastal Implementation Program	✓	✓	✓	✓
Growth Strategy Implementation Program	✓	✓	✓	✓
Place Manual and Local Character Program	✓			
Place and Movement Implementation Program	✓			
Affordable and Social Housing Policy	✓			
Argyll Estate planning proposal	✓	✓		

How is the service funded?



11.Theme — Sustainable Community Leadership

We can all be leaders in our community and be empowered to make positive changes in our LGA. We are in engaged in our future and give voice to the key issues impacting us.

Collaboration is at the heart of how we work creating our future. By working as a community, we are able to use our collective resources effectively.

CSP goals

- Our leaders give us confidence in the future
- We have effective use of public resources

CSP objectives

- We foster informed and inspired leadership in our community (D1.1)
- We undertake effective engagement and are informed (D1.2)
- We effectively manage the planning and provision of regional public services and infrastructure (D2.1)
- We collaborate to achieve the best possible future for all the Coffs Harbour area (D2.2)

Council's core strategies

- Resourcing Strategy — Long Term Financial Plan
- Resourcing Strategy — Workforce Management Strategy
- Resourcing Strategy — Asset Management Strategy
- Disability Inclusion Action Plan
- External Communications Strategy
- Customer Service Strategy
- Property Strategy
- Information, Communication and Technology Strategy

Services

- Communicate Council activities and services
- Coordinate customer service requests
- Deliver a positive employee experience
- Design and deliver capital projects
- Facilitate business improvement initiatives
- Maintain car parks
- Maintain roads, bridges and drains
- Manage buildings and property
- Manage corporate information
- Manage Council and provide leadership
- Manage Council governance
- Manage financial resources
- Manage information and communications technology
- Manage plant and fleet
- Plan for asset needs
- Plan and coordinate sustainability, community engagement and planning
- Provide mapping data services

Communicate Council activities and services

Responsible officer: Group Leader Customer Services

Does legislation require us to provide this service? No

2020 Community Satisfaction: low importance / high satisfaction

CSP outcomes met by this service

- our leaders seek to engage and consult with the whole community to capture and consider all viewpoints
- there is greater awareness of the key issues impacting our community

How is the service delivered?

We manage social media, websites, email newsletters and traditional channels such as advertisements and media releases to keep the community informed and up to date with our activities, events and programs. We respond to media enquiries, write speeches and manage the content on Council's website.

Staffing: about 4 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Online corporate newsletter subscriptions	% trend quarter on quarter	Increase	Increase	Increase	Increase
Corporate social media audiences	% trend quarter on quarter	Increase	Increase	Increase	Increase

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Develop key performance measures for communication channels	✓			
Implement refreshed Council brand identity	✓	✓		
Graphic design publications guidelines — accessibility for people with disability	✓			
Integrate Communication processes into project life-cycle	✓			
Develop staff intranet instructional videos	✓			
Facilitate improvements to internal communications	✓	✓	✓	✓
Develop and deliver new website for Yarrila Place	✓			
Facilitate the use of plain English into Council communications, publications and other content	✓	✓	✓	✓
Establish and facilitate Social Media working group	✓	✓	✓	✓

How is the service funded?

Please refer to 'Coordinate customer service requests'.

Coordinate customer service requests

Responsible officer: Group Leader Customer Services

Does legislation require us to provide this service? No

2020 Community Satisfaction: Overall satisfaction > 80%

This service accesses different customer satisfaction figures

	Telephone	Front Counter
Customer service benchmarking — overall satisfaction	86%	98%

CSP outcomes met by this service

- our community continues to have access to high quality public services
- we embrace the introduction of new technology to help deliver better outcomes for the community

How is the service delivered?

We aim to resolve 80% of customer enquiries or requests at the first point of contact. This can be done on the phone, at our front counter, by letters or emails or on our website (online forms).

Written requests via email or traditional mail will be responded to within 7 working days of receiving it. Service requests received from customers are logged and allocated a priority level (with an associated response time):

- Extreme (within 4 hours)
- High (within 2 working days)
- Medium (within 7 working days)
- Low (within 7 working days)

We determine the priority level based on the details of the request received.

Staffing: about 18 full-time equivalent.

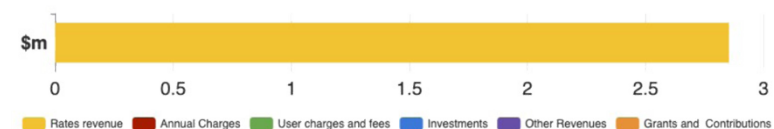
Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Customer resolution at the first point of contact (front counter and contact centre services).	%	80%	80%	80%	80%
Calls made to the Contact Centre are abandoned.	%	<5%	<5%	<5%	<5%

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Training program for the Customer Resolution Team	✓	✓	✓	✓

How is the service funded?



Deliver a positive employee experience

Responsible officer: Group Leader Organisation Development

Does legislation require us to provide this service? Partially

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our community continues to have access to high quality public services
- our limited resources are targeted to where they are needed most

How is the service provided?

We build our organisation's capability and excellence through effective workforce resource planning. We support our people leaders, work towards zero harm, develop people so they have the right mix of capabilities, foster lifelong learning, and reward and recognise our staff to support organisational performance.

Staffing: about 13 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Staff turnover is less than benchmarked percentage	%	12	12	12	12
WHS Lost days to injury per 100 employees is less than benchmarked days	Days	65	65	65	65

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Review employee onboarding program	✓			
Implement new Human Resources modules	✓	✓	✓	✓
Implement Safety Management Systems	✓	✓	✓	✓
Review reward and recognition framework	✓			
Prepare for negotiating an updated Enterprise Agreement	✓			
Employee engagement survey	✓	✓	✓	✓
Develop and implement remote working procedure	✓			
Develop and implement Leadership Framework		✓		
Other projects identified by Workforce Management Strategy		✓	✓	✓

How is the service funded?



Design and deliver capital projects

Responsible officer: Group Leader Strategic Asset Management

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our public infrastructure is maintained for its current purpose and for future generations
- public infrastructure continues to meet our community and business requirements
- our community continues to have access to high quality public services
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money
- we are adapting for climate change and we work collaboratively to mitigate our impacts (A Place for Community)

How is the service delivered?

We deliver infrastructure projects that are new or renewing existing assets. We aim to provide the community with the facilities and services it needs.

Staffing: about 33 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Projects are fully compliant with the project management framework	%				100
Infrastructure projects at detailed design stage in Operational Plan (OP)	%	30	60	100	100
Capital projects listed in the OP delivered on time and budget	%	80	85	95	100

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Embed risk management at all levels of project management	✓			
Development and implementation of project management framework with associated systems and processes, including staff training and change management	✓	✓	✓	
Incorporate new software for project management into business as usual activities and processes	✓			
Build formal review process for all infrastructure projects	✓	✓		

How is the service funded?



Facilitate business improvement initiatives

Responsible officer: Group Leader Business Improvement

Does legislation require us to provide this service? Partially

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way
- accurate data is collated and used to help effectively and strategically plan for future community needs
- we embrace the introduction of new technology to help deliver better outcomes for the community
- our community continues to have access to high quality public services
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is this service delivered?

We aim to drive innovation (including digitisation), build capability in business improvement techniques, conduct service reviews annually, and support process mapping to improve customer service.

We are responsible for the continuous improvement and change management frameworks and toolkits, and the Ideas Pipeline. We deliver improvement projects as required by the organisation.

Staffing: about 2 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Service health checks delivered in accordance with agreed schedule (2 a year)	%	100%	100%	100%	100%

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Local Government Performance Excellence Benchmarking program	✓	✓	✓	✓
Integrated Planning & Reporting Join the Dots Project (initial project)	✓			
Integrated Planning & Reporting Join the Dots Project (continuous improvement project)	✓	✓	✓	✓
Service review — business systems	✓			
Service review — maintain and operate public swimming pools	✓			
Service review — support economic development		✓		
Service review — maintain and operate cemeteries (inclusive of customer service component)		✓		
Service review — coordinate customer service requests			✓	

Projects	2022-23	2023-24	2024-25	2025-26
Service review — handle and process waste			✓	
Service review — deliver a positive employee experience				✓
Service review — deliver museum and gallery services				✓
Implement online bookings for spaces within Yarrila Place	✓			

How is the service funded?



Maintain car parks

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: high importance / low satisfaction

CSP outcomes met by this service

- our public infrastructure is maintained for its current purpose and for future generations
- public infrastructure continues to meet our community and business requirements

How is the service delivered?

We maintain 30 off-street dedicated public car parking areas (this excludes multiple storey car parks). The car parks are treated as low urban traffic areas and are managed accordingly.

Staffing: about 6 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Unresolved complaints regarding the cleanliness of the multi-storey car parks quarterly	Number	0	0	0	0

How is the service funded?

Please see 'Maintain roads, bridges and drains'.

Maintain roads, bridges and drains

Responsible officer: Section Leader Roads and Open Spaces

Does legislation require us to provide this service? Yes

2020 Community Satisfaction:

	Local Satisfaction	Local Importance	Regional Satisfaction	Regional Importance	
Maintenance of bridges	95%	80%	N/A	N/A	
Maintenance of sealed roads	78%	87%	58%	93%	
Maintenance of unsealed roads	72%	57%	55%	77%	

- Carry out emergency work to keep roads trafficable during weather events and accidents.
- Carry out planned maintenance work (e.g. patching potholes) to restore an asset to useable standard.
- Carry out unplanned maintenance work when the issue is higher risk (e.g. a tree across a road needs clearing).
- Maintain bridges (road, pedestrian and footpath).
- Maintained road signage and road marking.

Staffing: about 46 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Defect-free road network pavement	%	97%	97%	97%	97%

CSP outcomes met by this service

- our public infrastructure is maintained for its current purpose and for future generations
- public infrastructure continues to meet our community and business requirements
- infrastructure is planned for the long-term and without imposing an unfair burden on future generations
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is the service provided?

We:

- Maintain and upgrade roads based on Council's operational and delivery programs.

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Bus Shelter maintenance and repairs program		✓	✓	✓

How is the service funded?



Manage buildings and property

Responsible officer: Property Strategy Project Manager

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our public infrastructure is maintained for its current purpose and for future generations
- public infrastructure continues to meet our community and business requirements
- infrastructure is planned for the long-term and without imposing an unfair burden on future generations
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is the service provided?

We manage over 1000 individual land title parcels with the majority relating to public open space and roads. We also manage Crown Lands in the Coffs Harbour LGA on behalf of the NSW government. Parcels are categorised as community land, multiple use or roads, and operational land.

There are 278 buildings with uses ranging from Council offices, work depots and service facilities, halls, clubrooms, public amenities and commercial premises. We manage tenancy arrangements covering community, social, recreational or commercial purposes on Council owned or managed land. We also look to develop land to further Council's strategies for the LGA. We also manage surplus or vacant land.

We maintain properties, using Council staff or contractors, manage access systems for buildings and the purchase and sale of property.

Staffing: about 9 full-time equivalent.

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Occupancy rate across all Council owned/managed properties	%	90%	90%	90%	90%
Crown Reserve Plans of Management completed	%	100			

Significant projects for Delivery Program

Projects	2022–23	2023–24	2024–25	2025–26
Property Strategy Project	✓			
Upgrade security system	✓			
Former Deep Sea Fishing Club — Long Term Use	✓	✓		
Community and Cultural Services transition	✓			
Building Capital Improvement Program	✓	✓	✓	✓
Crown Reserve Plans of Management	✓			
Investigate offsite storage building (including cultural storage)	✓			

How is the service funded?



Manage corporate information

Responsible officer: Group Leader Customer Services

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way
- our leaders seek to engage and consult with the whole community to capture and consider all viewpoints
- decision-making processes are open and transparent

How do we deliver this service?

We manage the day-to-day running of the Records Management Program. Through the Records Management Program we create records, capture records, manage confidential records, store, protect and secure records, archive and dispose of records.

All staff (and Councillors) are responsible for managing their records in accordance with all policies and procedures.

Staffing: about 3 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Corporate information distributed/referred to Council service areas for action/information — within 2 business days of receipt	%	95%	95%	95%	95%

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Hardcopy corporate record digitalisation and storage	✓	✓		
Implementation of Data and Information Management Strategy	✓	✓	✓	✓

How is the service funded?

Please see 'coordinate customer services requests'

Manage Council and provide leadership

Responsible officer: General Manager

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way
- our leaders advocate on our behalf, promote the area's interests, and secure resources and investment
- our leaders seek to engage and consult with the whole community to capture and consider all viewpoints
- decision-making processes are open and transparent
- the Gumbayngirr nation is an integral part of planning the future of the Coffs Harbour LGA

How is this service delivered?

- good governance is key to delivering services valued by the community. We have an important role in advocating on behalf of our community to the NSW and Federal governments and other stakeholders. Councillors and Council's executive team all play a part in this work.
- we also drive engagement and communication efforts so that when decisions are made there is a strong understanding of the community's position.

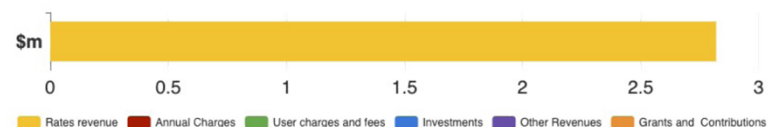
- the leadership team makes sure Council meets all of our responsibilities including our legislative requirements.
- council also conducts citizenship ceremonies on behalf of the Minister for Home Affairs and other significant civic events such as Australia Day awards.

Staffing: about 9 full-time equivalents and our 9 Councillors

Measures of success

KPI	Measure	2022–23	2023–24	2024–25	2025–26
Improvement to service in the high importance/low satisfaction quadrant for the community satisfaction survey	Number in quadrant	Decrease	Decrease	Decrease	Decrease
Community wellbeing survey — quality of life	%	Increase	Increase	Increase	increase
Councillors attend 75% of Councillor briefings and Council meetings	% of attendance	75	75	75	75
Number of citizenship ceremonies held	Number of ceremonies	3	3	3	3

How is the service funded?



Manage Council governance

Responsible officer: Group Leader Governance Services

Does legislation require us to provide this service? Yes

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way
- decision-making processes are open and transparent

How is the service delivered?

We coordinate and manage audit and risk improvement, policies, procedures, high-level complaints, and delegations. We manage enterprise risk through Council's risk management framework with the aim of reducing risk. We also manage the organisation's insurance portfolio.

We coordinate legal issues and litigation affecting the organisation by providing access to legal advice and expertise. We make sure the community can access information as required under legislation and offer support for queries from staff and external stakeholders.

We support Councillors to carry out their duties.

Staffing: about 6 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Formal GIPA applications finalised in accordance with legislative requirements	%	100	100	100	100

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Plan and implement the revised Audit, Risk and Improvement Committee (ARIC) Guidelines following their release from the Office of Local Government. Co-ordination and provision of ARIC agendas and business papers.	✓	✓		
Facilitate the organisational review of all policies within 12 months of council election	✓	✓	✓	✓
Coordinate Local Government election			✓	

How is the service funded?



Manage financial resources

Responsible officer: Group Leader Financial Services and Logistics

Does legislation require us to provide this service? Partially

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- decision-making processes are open and transparent
- there is greater awareness of the key issues impacting our community
- accurate data is collated and used to help effectively and strategically plan for future community needs
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is this service delivered?

We manage our investments and loan portfolios, provide finance reporting to Councillors and managers and deliver statutory reporting. We drive strategic financial planning, manage grants, buying processes to meet legal requirements, developer contributions, Council revenue and expenditure processes, credit cards, and manage payroll.

Staffing: about 36 full-time equivalent.

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Compliance with procurement guidelines	%	100	100	100	100
Return on investment (> current benchmark return)	%	Positive	Positive	Positive	Positive
Return on 'at call' accounts (above the Reserve Bank cash rates)	Number	< Official cash rates	< Official cash rates	< Official cash rates	< Official cash rates
Percentage of overdue rates	%	<7	<7	<7	<7

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Deliver Contracts Administration System	✓			
Implement Contributions Roadmap	✓	✓	✓	✓
Revaluation of Assets Project	✓	✓	✓	✓
Review of Rating Structure	✓	✓		
Financial Reports Review	✓		✓	✓

How is the service funded?



Manage information and communications technology

Responsible officer: Group Leader Business Systems

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our community continues to have access to high quality public services
- accurate data is collated and used to help effectively and strategically plan for future community needs
- we embrace the introduction of new technology to help deliver better outcomes for the community
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is this service delivered?

We deliver new technology products and support existing services. There is a project delivery team and a support team (computer hardware and software support and investigation). We also manage information security in accordance with Council policies, legislation and relevant laws and regulations. We manage information security risks and controls.

The service manages mobile devices, printers, telephony, phones, VOIP. Our service is 24/7 and support is priority-based.

Staffing: about 13 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Positive customer satisfaction is 80% or higher	%	80	80	85	85

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Unified Communications	✓			
Yarrila Place Information Communication Technology environment	✓			
Customer Requests	✓			
Contracts	✓			
Facility Security System Upgrade	✓	✓	✓	
Network upgrades	✓	✓		
Passwordless Access	✓			
Wifi system upgrades	✓	✓	✓	✓
Fleet Review		✓		
Enterprise Cash Receipting		✓		
Property and rating transition	✓	✓	✓	
Australian Cyber Security Centre Compliance	✓	✓	✓	
Virtualise Legacy Applications	✓	✓	✓	✓
Conduct Penetration Test		✓		✓
CCTV System upgrades	✓	✓	✓	✓

How is the service funded?



Manage plant and fleet

Responsible officer: Group Leader Financial Services and Logistics

Does legislation require us to provide this service? No

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our community continues to have access to high quality public services
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is this service delivered?

We purchase and maintain vehicles to provide a pool of cars for day-to-day business needs. We also provide machinery and vehicles needed to deliver services across the organisation (eg lawn mowers, trucks, front end loaders). We have a team managing the fleet and plant, which includes a mechanical workshop where repairs and maintenance is carried out.

Three goals of the service are to reduce car fleet costs, keep specialist vehicle costs low and make sure vehicles and machinery are available when needed.

Staffing: about 13 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Fleet services within 30 days of due date	%	90	90	90	90

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Assess and implement software programs to do regular plant and fleet checks and maintenance schedules	✓	✓		
Investigate Navman System functions	✓		✓	

How is the service funded?



Plan for asset needs

Responsible officer: Group Leader Strategic Asset Management

Are we required to provide this service? Partially

2020 Community Satisfaction: Not applicable

CSP outcomes met by this service

- our public infrastructure is maintained for its current purpose and for future generations
- public infrastructure continues to meet our community and business requirements
- there is collaborative planning to address needs associated with projected population growth
- accurate data is collated and used to help effectively and strategically plan for future community needs
- infrastructure is planned for the long-term and without imposing an unfair burden on future generations
- our limited resources are targeted to where they are needed most
- best practice and innovation are used to deliver value for money

How is this service delivered?

We plan, design and oversee the ongoing operation of infrastructure assets. Our goal is to provide the services needed by the community. We manage the community's assets responsibly, focussing on best value, risk and sustainability.

We develop, implement and maintain the asset management system including the Asset Management Strategy, Asset Management Plans for Water, Sewer, Transport, Drainage, Open Spaces and Buildings, and the Asset Register.

We are responsible for developing, implementing and maintaining the project management system including the 10-year capital projects list and capital data for the Delivery Program and Operational Plan. We also prepare projects to concept design stage and ensure compliance with legislation, standards and guidelines.

Staffing: about 14 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Projects are fully compliant with the asset management framework	%	30	60	80	100
Infrastructure projects at concept design stage in Operational Plan	%	30	60	100	100
Asset Management Steering Group meets as scheduled	Number of meetings	6	4	4	4

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Embed risk management at all levels of asset management with new processes	✓	✓		
Maintain risk management processes			✓	✓
Develop and implement project management framework with associated systems and processes, including staff training and change management	✓	✓		
Maintain project management framework			✓	✓
Implement of new software for asset management	✓			
Monitor and improve use of software for asset management		✓	✓	✓
Develop and review levels of service frameworks for infrastructure portfolios	✓	✓		
Maintain levels of service framework for infrastructure portfolios			✓	✓
Initiate Asset Management Steering Group	✓			
Maintain Asset Management Steering Group		✓	✓	✓
Develop data to provide leadership with a clear 10-year window of requirements and unfunded prioritised works	✓			
Review unfunded prioritised works processes and data		✓	✓	✓

How is the service funded?



Plan and coordinate sustainability, community engagement and planning

Responsible officer: Section Leader Community Planning and Engagement

Does legislation require us to provide this service? Partially

CSP outcomes met by this service

- Gumbaynggirr culture and heritage is honoured and acknowledged (Community Wellbeing)
- we walk together with our local Aboriginal community to honour, share and acknowledge their stories, heritage and culture. (Community Wellbeing)
- our community and our events are inclusive and we celebrate together. (Community Wellbeing)
- the richness of our diverse backgrounds is appreciated and there are opportunities for people to connect. (Community Wellbeing)
- collaborative approaches, based on evidence, are used to best reduce disadvantage (Community Wellbeing)
- we address the challenges of family violence, child protection, addiction and road safety (Community Wellbeing)
- community involvement in actively protecting the natural environment is increased (A Place for Community)
- pollution from human activities is minimised (A Place for Community)
- as informed consumers, we reduce our impact on the environment without affecting quality of life (A Place for Community)
- communities and community leaders are empowered to make positive change
- decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way

- our strategic directions are inclusive and reflect the views of the community
- our leaders advocate on our behalf, promote the area's interests, and secure resources and investment
- all groups in our community are valued and have the opportunity to shape our future
- our leaders seek to engage and consult with the whole community to capture and consider all viewpoints
- decision-making processes are open and transparent
- there is greater awareness of the key issues impacting our community
- accurate data is collated and used to help effectively and strategically plan for future community needs

How is this service delivered?

We engage with the community and stakeholders, we plan for the community, sustainability, cultural facilities and develop integrated community strategies and plans. We report Council's progress to the community and stakeholders, we advocate for the community's benefit and are working towards reconciliation with our First Nation people. We also run community programs and events to support sustainability and our planning needs. Some of our core activities are:

- monitoring and driving the Coffs Harbour City Council Renewable Energy and Emissions Reduction Plan (REERP)
- delivering integrated corporate planning and reporting in compliance with regulated requirements
- providing strategic advice to work collaboratively with our aboriginal community and traditional custodians

- providing strategic advice and coordination of Council's community engagement
- drive continuous improvement across the organisation through corporate planning and reporting
- deliver community focused sustainability and social cohesion programs and events.

Staffing: about 10 full-time equivalent

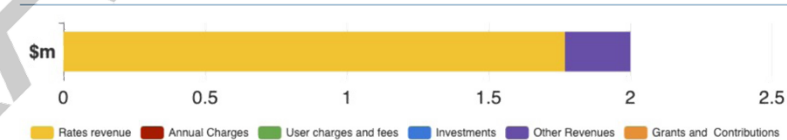
Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Decrease in CO2 emissions generated through Council operations compared to previous year	%	-	-	-	50
Council's energy that is from a renewable source	%	-	-	-	50
Participants satisfaction with community sustainability programs	Net Promoter Score	20 or above	20 or above	20 or above	20 or above

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Develop community planning strategies, policy, plans and actions for priority community sectors	✓	✓	✓	✓
Develop Council's Reconciliation Action Plan	✓			
Develop clear Council direction to support community resilience in our LGA	✓	✓		
Develop and deliver biannual overarching community calendar of events and programs aligned to priority community sectors	✓	✓	✓	✓
Implement homelessness sector action plan	✓	✓	✓	✓

How is the service funded?



Provide mapping data services

Responsible officer: Group Leader Business Systems

Does legislation require us to provide this service? No

2020 Community Satisfaction: Low Importance / High Satisfaction

CSP outcomes met by this service

- accurate data is collated and used to help effectively and strategically plan for future community needs
- we embrace the introduction of new technology to help deliver better outcomes for the community

How is this service delivered?

Our online mapping system allows everyone to access property information such as connected to sewer, rating category, zoning, property address, latest annual rate levy, postponed rates and property area. This data is maintained by us to meet legislative requirements. We provide mapped historical data on our cemeteries for all burials and we also manage new rural house numbers.

Staffing: about 3 full-time equivalent

Measures of success

KPI	Measure	2022-23	2023-24	2024-25	2025-26
Subdivision updates in GIS processed within 5 days	%	95%	95%	95%	95%
Percentage of spatial layers with metadata records	%	100%	100%	100%	100%

Significant projects for Delivery Program

Projects	2022-23	2023-24	2024-25	2025-26
Deliver Spatial Projects	✓	✓	✓	✓
Obtain new LIDAR data		✓		
Obtain new Aerial Photography		✓		
Investigate use of technology within asset management processes	✓			✓

How is the service funded?



12. Forecast

Please see our attachments for our four-year budget forecasts

DRAFT

13. Evaluation

How will we measure success of the Delivery Program and the Operational Plan?

Our measurements of success will be obtained through our KPIs found through this document. We call them 'measures of success' and they are found in the service summary pages.

Progress framework

Coffs Harbour City Council is required to report on its progress in implementing actions in the Delivery Program and Operational Plan. The Delivery Program is reported on in our six-monthly progress reporting, which will outline our measures of success and how we are tracking. The Operational Plan is reported on quarterly and will include changes and updates to the plan and make sure this information aligns with Quarterly Budget Review Statements presented to Council. As well as this, there is an Annual Report which is placed on our website within 5 months of the end of the financial year.

Overall progress in contributing to the achievement of the Community Strategic Plan is reported every 4 years in a State of City Report.

Any changes to the Delivery Program will be reviewed on continuous basis. Changes will be reported to Council regularly and will be updated in the Delivery Program.

Assessment methods

To assess progress in implementing the Delivery Program a range of measures will be used within each service. These measures should deliver on the CSP outcomes linked to the service.

We also assess progress using:

- Council's annual Community Survey measuring resident perception of Council performance and satisfaction and importance ratings for service delivery and for directly meeting CSP outcomes.
- the condition and fitness for purpose of Council's built assets.
- other results-based progress measures found within the Community Strategic Plan.

We have a range of output and input measures that determine if the Council has achieved its planned activities effectively.

These measures include:

- number of project or programs completed on time and within budget
- extent to which customer service standards are met

Council is committed to enhancing its metrics base through new technology and projects to gather better data and new metrics and data will be added to the DP and OP as they are created.

14. Appendix 1

Capital asset projects for each year of the Delivery Program

Capital asset projects 2022/23

Name of Project	22/23 Budget	Asset Type	Name of Project	22/23 Budget	Asset Type
Upgrade Sawtell Pool*	\$4,005,730	Buildings	Wiigulga Sports Complex Construction	\$6,388,570	Sporting Facilities
Upgrade Woolgoolga Pool	\$3,994,430	Buildings	York St — Football and Athletics Facility	\$1,020,000	Sporting Facilities
Sportz Central 6.3M Upgrade (grant funded)	\$6,382,524	Buildings	Rural Fire Equipment	\$119,000	RFS
Major Plant Purchases	\$2,395,100	Plant and Fleet	New Vehicles Rural Fire Service	\$141,000	RFS
Coffs — Pool Heating	\$200,000	Buildings	Woolgoolga Depot Improvements	\$9,000	Buildings
Computer Hardware and Software New / Upgrade	\$405,500	ICT	Woolgoolga Pool Precinct WOO Road Upgrade	\$30,000	Transport
Computer Hardware and Software Renewal	\$1,153,760	ICT	Norman Hill Dr KOR Road Upgrade	\$30,000	Transport
Corporate Software Investment Fund	\$275,000	ICT	Glennifer Rd BON Surface Upgrade	\$10,000	Transport
Infrastructure (Fibre) Renewal	\$10,000	Fibre Network	Christmas Bells Rd / Hogbin Dr Roundabout	\$2,692,940	Transport
Museum and Gallery Storage	\$95,000	Cultural and Community Buildings	Pollack Esplanade WOO curve widening upgrade	\$20,000	Transport
Stories of Coffs — Museum and Gallery Permanent Exhibition	\$1,551,325	Cultural and Community Buildings	Toormina Rd TOO Community Hall	\$100,000	Buildings
Library IT and Digital Assets	\$33,950	Cultural and Community Buildings	Contribution to R2R projects	\$270,000	Transport
Local Priority Projects 2019/20 and 2020/21	\$59,468	Cultural and Community Buildings	DDA Bus Stop Compliance Works	\$30,000	Transport
Library and Art Gallery Additional Capital Services	\$37,048,000	Cultural and Community Buildings	Harbour Dr/Dibbs St Upgrade	\$20,000	Transport
Library and Art Gallery Additional Library Collections	\$200,000	Cultural and Community Buildings	Englands Park Seawall Replacement Stage 1	\$50,000	Open Spaces
Library and Art Gallery Additional Library Equipment	\$132,159	Cultural and Community Buildings	Sawtell Rd TOO Kerb New	\$481,905	Transport
JMT Improvements — Plant and Equipment	\$60,940	Cultural and Community Buildings	Kerbing New/Upgrade Works	\$80,000	Transport
Community Village Capital Renewal	\$31,800	Cultural and Community Buildings	Footpaths and Cycleway New/Upgrade Works	\$105,840	Transport
Beach Patrol Equipment	\$10,000	Lifeguard Services	Park and Recreational Asset New/Upgrade	\$200,000	Open Spaces
Equipment Purchases	\$4,000	Lifeguard Services	Building Renewals	\$280,100	Buildings

Name of Project	22/23 Budget	Asset Type
Woolgoolga Sports Field SPS Renewal	\$60,000	Sporting Facilities
Lifeguard Towers Renewal	\$100,000	Lifeguard Services
Eastern Dorrigo Way culvert extension	\$650,000	Transport
Minorie Dr TOO Velodrome Resurfacing	\$30,000	Sporting Facilities
Jetty Structure Refurb Detailed Design	\$80,000	Open Spaces
Transport Investigation and Planning	\$280,000	Transport
Lowanna Rd LOW Multi-use/Tennis renewal	\$186,045	Open Spaces
York St Amenities	\$652,000	PAUP
Community Grants Funding Pool	\$343,700	Cultural and Community Buildings
Brelsford Masterplan Works	\$4,750,000	Open Spaces
Beach Rd ARR Mullawarra Reserve Upgrade	\$50,000	Open Spaces
Park Avenue upgrade and landscaping	\$220,000	City Centre
Shade Sails	\$247,000	City Centre
Jetty Strip Detailed Design	\$820,000	Jetty
Coffs Coast Regional Park Day Use Areas	\$100,000	Open Spaces
High St WOO Clive Joass Lighting renewal	\$281,000	Open Spaces
S7.11 Moonee District Park and Canoe Facility	\$355,000	Open Spaces
SCCF — Sandy Beach Active Youth Space	\$750,000	Open Spaces
Pitt St CH Multipurpose Court	\$113,832	Open Spaces
Hogbin Drive Koala Fence	\$400,000	Biodiversity
Regional Roads Repair Program	\$427,208	Transport
3 X 3 RMS Supplementary Block Grant	\$131,000	Transport
Sealed Road Reseals — Flush Seals	\$1,980,835	Transport
Sealed Roads Rehabilitation (R2R)	\$1,482,096	Transport
Unsealed Rds Gravel Resheet	\$237,735	Transport
S7.11 Intersection and Cycleway along Lyons Rd, North Bonville	\$50,000	Transport
S7.11 Hearnese Lake West	\$134,600	Transport
R2R — Sawtell Road	\$1,000,000	Transport
Harbour Dr Pedestrian Crossing	\$270,000	Transport
Centenary Dr Woolgoolga Intersection Upgrade	\$4,730,000	Transport
Boambee Creek Foot Bridge	\$200,000	Bridges
Melaleuca Foot Bridge	\$80,000	Bridges

Name of Project	22/23 Budget	Asset Type
Bridge Upgrades	\$767,140	Bridges
West Coffs CYC New	\$100,000	Footpaths and Cycleways
Footpath Program — Newmans Rd to Wiilgulga Cycleway	\$500,000	Footpaths and Cycleways
Flood Warning System	\$15,000	Flooding and Drainage
Nth Boambee Valley Detention Basin	\$1,000,000	Flooding and Drainage
Hogbin Dr Culvert Renewal	\$320,000	Flooding and Drainage
Englands Rd Capital Works	\$350,000	Waste
Englands Rd Capital Works — Non Domestic	\$350,000	Waste
Karangal Water Treatment Plant Refurbishment	\$430,000	Water
Shephards Ln to Pearce Dr 250WM	\$80,000	Water
Lindsay Bros to Lindsays Rd BOA 200WM	\$5,000	Water
Orlando St Coffs Creek Bridge 300WM	\$35,000	Water
Karangal Dam 750mm Scour Valve	\$65,000	Water
Roselands Drive — from existing hydrant to Coramba Rd WM	\$35,000	Water
Shephards Ln COF Res and Booster Pump	\$50,000	Water
RHBT COF Additional 17ML Storage	\$40,000	Water
Roselands Dr Connect 250WM to 300WM Spagnollos Rd	\$280,000	Water
Campbells CI KOR DN250 Crossing	\$30,000	Water
Red Hill Balance Tank No.2 Refurbishment	\$600,000	Water
Karangal Dam Works	\$50,000	Water
Toormina Reservoir 2 Refurbishment	\$600,000	Water
Roberts Hill Reservoir Renew/Refurbishment	\$1,800,000	Water
Arthur St COF DN300 WM Construction	\$400,000	Water
Woolgoolga WRP — Dewatering/Sludge	\$100,000	Sewer
Sewer PSs Telemetry and Radio Renewals	\$200,000	Sewer
Woolgoolga WRP Refurbishment	\$420,000	Sewer
Fishermans Dr EME DN225 Sewer Main Upgrade	\$180,000	Sewer
Jack Ladd DN150 Sewer Main Renewal	\$130,000	Sewer
Adelines Way COF DN375 Sewer Renewal	\$180,000	Sewer
Coffs Water Reclamation Plant Refurbishment	\$75,000	Sewer
Wiigulga to Poundyard Ck WOP New Sewer	\$300,000	Sewer
Lining of Defective Sewer Manholes	\$300,000	Sewer

Name of Project	22/23 Budget	Asset Type
Lining of Defective Sewer Pipes	\$500,000	Sewer
Replace 600 dia AC Mains From Coffs WRP to Fishing Club	\$1,840,000	Sewer
Airport Sewer Main relocation	\$1,564,759	Sewer
S64 Pacific St, Corindi SPS 1 — Upgrade	\$340,000	Sewer
600 dia SRM 14A renewal — Marina Dr to Coffs WRP	\$3,600,000	Sewer
Moonee WRP Upgrade	\$145,000	Sewer
Coffs WRP Replace Fibreglass Walkways	\$150,000	Sewer
Arrawarra Rd — SM Renewal	\$100,000	Sewer
Sewer Main Relocation Ocean and Queen Sts Wiga	\$180,000	Sewer
Nile Lane DN150 Sewer Renewal	\$20,000	Sewer
MHL Dosing at various Pump Stations	\$100,000	Sewer
Brodie Dr COF PS1014 Impellers and VSDs	\$90,000	Sewer
House Service Connection Infrastructure Renewal	\$300,000	Sewer
RM 2001a Sawtell — Renew Railway Crossing	\$300,000	Sewer
Coffs WRP Drying beds for liquid waste	\$600,000	Sewer
Marcia St PH to Coffs 100WM	\$150,000	Water
Panorama Pde Safety beach 100WM Retic Renewal	\$70,000	water
Buchanans Rd 600WM William Sharpe to Roberts Hill	\$750,000	Water
Pacific Bay — Highway 450WM Replacement	\$200,000	Water
Pacific Bay — Highway 200WM Replacement	\$150,000	Water
Solitary Islands Way MULL — No.2258 to Arrawarra Bch Rd	\$750,000	Water
Arthur St 150WM — Manning Ave to No.45	\$235,000	Water
Karangal Dam Piezometer Equipment Upgrade	\$150,000	Water
Airport Water Main Relocation Contrn	\$662,285	Airport
Woolgoolga Whale Trail	\$1,000,000	Open Spaces
Traffic Facilities Signage and Improvements	\$4,900	Traffic
S7.11 Flood Mitigation and Drainage Resv West Coffs	\$240,000	Flooding and Drainage
New Street Lights	\$22,500	Street lights
S7.11 Nth Boambee S/Water Man	\$83,000	Flooding and Drainage
S7.11 Nth Bonville S/Water Drainage	\$30,000	Flooding and Drainage
PB General Capital Purchases	\$1,135,000	Holiday Parks
PB Pool Complex SE Precinct	\$750,000	Holiday Parks

Name of Project	22/23 Budget	Asset Type
PB Tourist Sites Capital Purchase — General	\$80,000	Holiday Parks
SB WiFi	\$150,000	Holiday Parks
SB Villa Refurbishment	\$150,000	Holiday Parks
SB Roads Refurbishment	\$150,000	Holiday Parks
WB Amenity Block Renovation	\$250,000	Holiday Parks
WL Camp Kitchen	\$250,000	Holiday Parks
WL Tourist Sites Capital Purch — General	\$50,000	Holiday Parks
Enterprise Park Land Development	\$2,227,044	Enterprise Park
Coffs Harbour Laboratory Equipment	\$158,000	Laboratory
	\$120,783,720	

Abbreviations

Suburbs abbreviated to 3 characters eg TOO = Toormina

WM	water main
WRP	Water reclamation plant
S7.11	Developer Contributions
SPS	Sewer Pump Station
SRV	Special Rate Variation
RM	Rising Main
PV	Photovoltaic
PAUP	Public Amenity Upgrade Program

Capital asset projects 2023/24

Name of Project	23/24 Budget	Asset Type
Upgrade Sawtell Pool	\$2,649,389	Buildings
Upgrade Woolgoolga Pool	\$2,649,389	Buildings
Major Plant Purchases	\$2,463,000	Plant and Fleet
Computer Hardware and Software Renewal	\$801,835	ICT
Corporate Software Investment Fund	\$275,000	ICT
Library IT and Digital Assets	\$34,280	Cultural and Community Buildings
Local Priority Projects 2019/20 and 2020/21	\$59,468	Cultural and Community Buildings
Library and Art Gallery Additional Capital Services	\$26,391	Cultural and Community Buildings
Library and Art Gallery Additional Library Collections	\$202,000	Cultural and Community Buildings
JMT Improvements — Plant and Equipt	\$61,550	Cultural and Community Buildings
Community Village Capital Renewal	\$32,100	Cultural and Community Buildings
Beach Patrol Equipment	\$10,000	Lifeguard Services
S7.11 Emerald Beach Lifeguard Storage Facility	\$106,000	
S7.11 Wiga Beach Lifeguard Storage Facility	\$106,000	
S7.11 Jetty Beach Lifeguard Storage Facility	\$106,000	
Equipment Purchases	\$4,000	Lifeguard Services
Rural Fire Equip Issues	\$119,000	RFS
New Vehicles Rural Fire Service	\$141,000	RFS
Woolgoolga Depot Improvements	\$9,000	Buildings
Other Asset Minor Renewal	\$226,501	Other
Pollack Esplanade WOO curve widening upgrade	\$145,000	Transport
Arwarra Rd, Headland Rd to Fuller St	\$424,764	Transport
Minorie Dr TOO — Daycare Ct to Toormina Rd	\$350,000	Transport
Building Minor Renewal	\$600,344	Buildings
Transport Minor Renewal	\$635,426	Transport
Englands Park Seawall Replacement Stage 1	\$1,926,000	Open Spaces
Road Pavement Renewals	\$1,949,421	Transport
Car Park New/Upgrade Works	\$111,780	Transport
Guardrail New/Upgrade Works	\$424,390	Transport
Kerbing New/Upgrade Works	\$315,675	Transport
Footpaths and Cycleway New/Upgrade Works	\$185,265	Transport

Name of Project	23/24 Budget	Asset Type
Park and Recreational Asset New/Upgrade	\$358,915	Open Spaces
Building Renewals	\$57,908	Buildings
Boundary St WOO Community Amen Renewal	\$100,000	PAUP
Community Hall Renewals	\$100,000	Cultural and Community Buildings
MacNamara Park Playground Renewal	\$100,000	Open Spaces
Transport Investigation and Planning	\$250,000	Transport
Community Grants Funding Pool	\$346,800	Cultural and Community Buildings
Public Amenities Upgrade Program	\$300,000	PAUP
Beach Rd ARR Mullawarra Reserve Upgrade	\$350,000	Open Spaces
Jetty Strip Detailed Design	\$1,000,000	Jetty
CCRP Day Use Areas	\$200,000	Open Spaces
LRCI High St WOO Clive Joass Lighting renewal	\$121,040	Open Spaces
S7.11 Nana Glen Sportsground Amenities	\$310,000	Open Spaces
S7.11 Nana Glen Equestrian Centre Earthworks	\$220,000	Open Spaces
S7.11 Hearn Lake Playground	\$15,000	Open Spaces
S7.11 Nth Boambee Highlander Dr N.hood Park	\$105,000	Open Spaces
S7.11 Hearn Lake N.Hood Open Space	\$49,500	Open Spaces
S7.11 Moonee Community Facility	\$1,500,000	Open Spaces
S7.11 Nth Boambee Community Facility	\$500,000	Open Spaces
Diggers Beach Rd CH Path and Park Renewal	\$150,000	Open Spaces
Regional Roads Repair Program (RRRP)	\$427,208	Transport
3 X 3 RMS Supplementary Block Grant	\$131,000	Transport
Sealed Road Reseals — Flush Seals	\$2,000,643	Transport
S7.11 Corindi Roads	\$15,196	Transport
S7.11 Park Beach Traffic Facilities	\$130,000	Transport
S7.11 South Coffs Roads	\$100,000	Transport
Unsealed Rds Gravel Resheet	\$240,112	Transport
S7.11 Intersection and Cycleway along Lyons Rd, North Bonville	\$550,000	Transport
S7.11 West Korora Traffic Facilities	\$30,000	Transport
S7.11 Hearn Lake Transport and Traffic	\$1,250,000	Transport
S7.11 Hearn Lake West	\$1,000,000	Transport

Name of Project	23/24 Budget	Asset Type
S7.11 West Woolgoolga Newmans Rd Intersection	\$500,000	Transport
R2R — Sawtell Road	\$1,978,013	Transport
Bridge Forward Planning	\$1,032,040	Bridges
Melaleuca Foot Bridge	\$470,000	Bridges
S7.11 South Coffs Cycleways	\$800,000	Footpaths and Cycleways
Footpaths Construction	\$600,000	Footpaths and Cycleways
S7.11 West Coffs Cycleway	\$120,000	Footpaths and Cycleways
Carpark Resealing	\$42,793	Car parks
S7.11 Park Beach Parking	\$80,000	Car parks
FMW — Drainage Improv Investigation and Design	\$25,000	Flooding and Drainage
FMW — Flood Warning System	\$15,000	Flooding and Drainage
FMW — Nth Boambee Valley Detention Basin	\$2,000,000	Flooding and Drainage
Englands Rd Capital Works	\$150,000	Waste
Englands Rd Capital Works — Non Domestic	\$150,000	Waste
Water Reservoirs	\$500,000	Water
Water Treatment Plants	\$250,000	Water
Water Mains Renewal	\$1,500,000	Water
Roselands Drive — from existing hydrant to Coramba Rd WM	\$250,000	Water
Campbells CI KOR DN250 Crossing	\$250,000	Water
Sewage Pumping Stations — Network	\$550,000	Sewer
Reclaimed Water Mains	\$50,000	Sewer
Sewer Telemetry	\$50,000	Sewer
Sewer PSs Telemetry and Radio Renewals	\$200,000	Sewer
Minor Treatment Works	\$60,000	Sewer
Sewer Plant Assets	\$100,000	Sewer
Pumps, Mechanical Equip and Rising Mains	\$150,000	Sewer
Sewer Rehabilitation	\$1,500,000	Sewer
Sewer Rising Mains	\$300,000	Sewer
Water Reclamation Plant	\$400,000	Sewer
Fishermans Dr SPS 4 Pump Renew	\$100,000	Sewer
Hamilton Dr SPS 17 SAW Pump Renew	\$20,000	Sewer
Moonee Esc SPS 8 MOO Pump Replace	\$15,000	Sewer
Sewer Mains Renewal	\$500,000	Sewer
Darkum Rd SPS 22 Mullaway Pump Renew	\$30,000	Sewer

Name of Project	23/24 Budget	Asset Type
Double Xing Crk-Solitary Way SAN	\$30,000	Water
Sawtell Rd SAW 100WM Renewal	\$25,000	Water
Kotuku St WM Renewal	\$15,000	Water
Middle Boambee Rd-Lindsays to Middle BOA 150WM	\$20,000	Water
Traffic Facilities Signage and Improvements	\$5,000	Traffic
S7.11 West Coffs Playground	\$200,000	Open Spaces
New Street Lights	\$22,500	Street lights
S7.11 Nth Bonville S/Water Drainage	\$300,000	Flooding and Drainage
PB General Capital Purchases	\$410,000	Holiday Parks
PB Villas	\$500,000	Holiday Parks
SB Villa Refurbishment	\$100,000	Holiday Parks
SB Roads Refurbishment	\$150,000	Holiday Parks
SB Tourist Sites Capital Purch — General	\$150,000	Holiday Parks
WB Old Camp Kitchen Upgrade	\$200,000	Holiday Parks
WL Villas	\$400,000	Holiday Parks
Coffs Harbour Laboratory Equipment	\$140,000	Laboratory
	\$46,563,636	

Abbreviations	
Suburbs abbreviated to 3 characters eg TOO = Toormina	
WM	water main
WRP	Water reclamation plant
DN	Diameter
S7.11	Developer Contributions
FMW	Flood Mitigation Works
SPS	Sewer Pump Station
SRV	Special Rate Variation
RM	Rising Main
PV	Photovoltaic
PAUP	Public Amenity Upgrade Program

Capital asset projects 2024/25

Name of Project	24/25 Budget	Asset Type
Major Plant Purchases	\$3,532,200	Plant and Fleet
Computer Hardware and Software Renewal	\$892,830	ICT
Corporate Software Investment Fund	\$275,000	ICT
Library IT and Digital Assets	\$34,610	Cultural and Community Buildings
Local Priority Projects 2019/20 and 2020/21	\$59,468	Cultural and Community Buildings
Library and Art Gallery Additional Library Collections	\$204,000	Cultural and Community Buildings
JMT Improvements — Plant and Equipment	\$62,165	Cultural and Community Buildings
Community Village Capital Renewal	\$32,400	Cultural and Community Buildings
Beach Patrol Equipment	\$10,000	Lifeguard Services
Equipment Purchases	\$4,000	Lifeguard Services
CEX Stadium and CCSLP 1 Sand Grooving	\$90,000	Sporting Facilities
Rural Fire Equip Issues	\$119,000	RFS
New Vehicles Rural Fire Service	\$141,000	RFS
Woolgoolga Depot Improvements	\$9,000	Buildings
Other Asset Minor Renewal	\$235,561	other
Building Minor Renewal	\$624,357	Buildings
Transport Minor Renewal	\$660,843	Transport
Road Pavement Renewals	\$2,323,050	Transport
Car Park New/Upgrade Works	\$116,251	Transport
Guardrail New/Upgrade Works	\$133,939	Transport
Kerbing New/Upgrade Works	\$328,302	Transport
Footpaths and Cycleway New/Upgrade Works	\$192,676	Transport
Park and Recreational Asset New/Upgrade	\$1,043,032	Open Spaces
Building Renewals	\$2,298,783	Buildings
Community Hall Renewals	\$100,000	Cultural and Community Buildings
Transport Investigation and Planning	\$250,000	Transport
Community Grants Funding Pool	\$353,700	Cultural and Community Buildings
Public Amenities Upgrade Program	\$300,000	PAUP
Stage 6 Jetty Foreshores (Open Space)	\$150,000	Jetty
S7.11 Beach Protection Works	\$50,000	Open Spaces

Name of Project	24/25 Budget	Asset Type
CCRP Day Use Areas	\$200,000	Open Spaces
S7.11 Netball Training Facility at Toormina SC	\$19,325	Open Spaces
S7.11 Hearnese Lake Playground	\$185,000	Open Spaces
S7.11 Hearnese Lake Open Space	\$445,500	Open Spaces
S7.11 Moonee District Park and Canoe Facility	\$355,000	Open Spaces
Regional Roads Repair Program (RRRP)	\$427,208	Transport
3 X 3 RMS Supplementary Block Grant	\$131,000	Transport
Sealed Road Reseals — Flush Seals	\$2,020,650	Transport
S7.11 Corindi Roads	\$99,084	Transport
S7.11 South Coffs Roads	\$350,000	Transport
Unsealed Rds Gravel Resheet	\$242,514	Transport
S7.11 West Wiga Traffic Facilities	\$850,000	Transport
S7.11 Intersection and Cycleway along Lyons Rd, North Bonville	\$400,000	Transport
S7.11 West Korora Traffic Facilities	\$470,000	Transport
S7.11 Hearnese Lake Transport and Traffic	\$150,000	Transport
S7.11 West Woolgoolga Newmans Rd Intersection	\$400,000	Transport
R2R — Sawtell Road	\$1,482,096	Transport
S7.11 Local Collector Rd — Spagnoles / Roselands	\$588,000	Transport
Bridge Forward Planning	\$1,073,322	Bridges
Footpaths Construction	\$600,000	Footpaths and Cycleways
S7.11 West Coffs Cycleway	\$160,000	Footpaths and Cycleways
Carpark Resealing	\$21,718	Car parks
FMW — Drainage Improv Investigation and Design	\$25,000	Flooding and Drainage
FMW — Flood Warning System	\$15,000	Flooding and Drainage
FMW — Nth Boambee Valley Detention Basin	\$1,300,000	Flooding and Drainage
Englands Rd Capital Works	\$150,000	Waste
Englands Rd Capital Works — Non Dom	\$150,000	Waste
Water Reservoirs	\$500,000	Water
Water Treatment Plants	\$50,000	Water

Name of Project	24/25 Budget	Asset Type
Water Telemetry	\$80,000	Water
Water Mains Renewal	\$1,500,000	Water
Water Efficiency	\$24,600	Water
Sewage Pumping Stations — Network	\$550,000	Sewer
Reclaimed Water Mains	\$100,000	Sewer
Sewer Telemetry	\$50,000	Sewer
Sewer PSs Telemetry and Radio Renewals	\$200,000	Sewer
Minor Treatment Works	\$60,000	Sewer
Sewer Plant Assets	\$100,000	Sewer
Pumps, Mechanical Equip and Rising Mains	\$250,000	Sewer
Sewer Rehabilitation	\$1,500,000	Sewer
Sewer Rising Mains	\$400,000	Sewer
Reclaimed Water Pipeline	\$50,000	Sewer
Water Reclamation Plant	\$400,000	Sewer
Sewer Mains Renewal	\$500,000	Sewer
Emerald Beach Est EME WM New	\$230,000	Water
Double Xing Crk-Solitary Way SAN	\$180,000	Water
Sawtell Rd SAW 100WM Renewal	\$175,000	Water
Kotuku St WM Renewal	\$110,000	Water
Middle Boambee Rd-Lindsays to Middle BOA 150WM	\$360,000	Water
Traffic Facilities Signage and Improvements	\$5,100	Traffic
New Street Lights	\$22,500	Street lights
PB General Capital Purchases	\$250,000	Holiday Parks
PB Pool Complex SE Precinct	\$200,000	Holiday Parks
PB Villas	\$500,000	Holiday Parks
SB Hall Refurbishment	\$250,000	Holiday Parks
WB Villas	\$400,000	Holiday Parks
WL Villas	\$300,000	Holiday Parks
Coffs Harbour Laboratory Equipment	\$50,000	Laboratory
	\$36,283,784	

Abbreviations	
Suburbs abbreviated to 3 characters eg TOO = Toormina	
WM	Water main
WRP	Water reclamation plant
DN	Diameter
S7.11	Developer Contributions
FMW	Flood Mitigation Works
SPS	Sewer Pump Station
SRV	Special Rate Variation
RM	Rising Main
PV	Photovoltaic
PAUP	Public Amenity Upgrade Program

Capital asset projects 2025/26

Name of Project	25/26 Budget	Asset Type	Name of Project	25/26 Budget	Asset Type
Major Plant Purchases	\$3,602,900	Plant and Fleet	CCRP Day Use Areas	\$100,000	Open Spaces
Computer Hardware and Software Renewal	\$895,000	ICT	S7.11 Criterion track Upgrade	\$270,000	Open Spaces
Corporate Software Investment Fund	\$275,000	ICT	S7.11 Netball Training Facility at Toormina SC	\$624,835	Open Spaces
Library IT and Digital Assets	\$35,320	Cultural and Community Buildings	S7.11 Toormina Sports Complex Works	\$803,890	Open Spaces
Local Priority Projects 2019/20 and 2020/21	\$59,468	Cultural and Community Buildings	S7.11 Moonee District Park and Canoe Facility	\$498,000	Open Spaces
Library and Art Gallery Additional Library Collections	\$208,000	Cultural and Community Buildings	Regional Roads Repair Program (RRRP)	\$427,208	Transport
JMT Improvements — Plant and Equip	\$63,400	Cultural and Community Buildings	3 X 3 RMS Supplementary Block Grant	\$131,000	Transport
Community Village Capital Renewal	\$33,100	Cultural and Community Buildings	Sealed Road Reseals — Flush Seals	\$2,061,063	Transport
Beach Patrol Equipment	\$10,000	Lifeguard Services	Sealed Roads Rehabilitation (R2R)	\$1,523,975	Transport
Equipment Purchases	\$4,000	Lifeguard Services	Unsealed Rds Gravel Resheet	\$247,364	Transport
Rural Fire Equip Issues	\$152,000	RFS	S7.11 West Wiga Traffic Facilities	\$850,000	Transport
New Vehicles Rural Fire Service	\$730,000	RFS	S7.11 Hearn Lake Transport and Traffic	\$150,000	Transport
Woolgoolga Depot Improvements	\$39,000	Buildings	Bridge Forward Planning	\$1,105,522	Bridges
Other Asset Minor Renewal	\$242,627	other	Footpaths Construction	\$600,000	Footpaths and Cycleways
Boronia Park amenities	\$116,000	PAUP	S7.11 West Coffs Cycleway	\$80,000	Footpaths and Cycleways
Building Minor Renewal	\$643,088	Buildings	Carpark Resealing	\$22,152	Car parks
Transport Minor Renewal	\$680,668	Transport	FMW — Drainage Improvement, Investigation and Design	\$25,000	Flooding and Drainage
Road Pavement Renewals	\$2,263,227	Transport	FMW — Flood Warning System	\$15,000	Flooding and Drainage
Car Park New/Upgrade Works	\$227,739	Transport	Englands Rd Capital Works	\$150,000	Waste
Guardrail New/Upgrade Works	\$137,957	Transport	Englands Rd Capital Works — Non Dom	\$150,000	Waste
Kerbing New/Upgrade Works	\$563,151	Transport	Water Reservoirs	\$200,000	Water
Footpaths and Cycleway New/Upgrade Works	\$418,456	Transport	Water Treatment Plants	\$50,000	Water
Park and Recreational Asset New/Upgrade	\$1,194,323	Open Spaces	Water Telemetry	\$80,000	Water
Building Renewals	\$2,123,015	Buildings	Water Efficiency	\$24,600	Water
Community Hall Renewals	\$100,000	Cultural and Community Buildings	Sewage Pumping Stations — Network	\$550,000	Sewer
Transport Investigation and Planning	\$250,000	Transport	Reclaimed Water Mains	\$100,000	Sewer
Community Grants Funding Pool	\$364,600	Cultural and Community Buildings	Sewer Telemetry	\$50,000	Sewer
Public Amenities Upgrade Program	\$300,000	PAUP	Minor Treatment Works	\$60,000	Sewer
S7.11 Beach Protection Works	\$50,000	Open Spaces	Sewer Plant Assets	\$100,000	Sewer
S7.11 Combine St Oval Earthworks	\$155,973	Open Spaces			

Name of Project	25/26 Budget	Asset Type
Pumps, Mechanical Equip and Rising Mains	\$1,000,000	Sewer
Sewer Rehabilitation	\$1,500,000	Sewer
Sewer Rising Mains	\$400,000	Sewer
Reclaimed Water Pipeline	\$50,000	Sewer
Water Reclamation Plant	\$400,000	Sewer
Sewer Mains Renewal	\$500,000	Sewer
Ocean Pde 225WM Retic Renewal	\$200,000	Water
Traffic Facilities Signage and Improvements	\$5,200	Traffic
New Street Lights	\$22,500	Street lights
PB General Capital Purchases	\$410,000	Holiday Parks
PB Pool Complex SE Precinct	\$250,000	Holiday Parks
PB Villas (new)	\$200,000	Holiday Parks
SB Villas (new)	\$600,000	Holiday Parks
SB Tourist Sites Capital Purch — General	\$150,000	Holiday Parks
Coffs Harbour Laboratory Equipment	\$60,000	Laboratory
	\$32,735,321	

Abbreviations	
Suburbs abbreviated to 3 characters eg TOO = Toormina	
WM	Water main
WRP	Water reclamation plant
DN	Diameter
S7.11	Developer Contributions
FMW	Flood Mitigation Works
SPS	Sewer Pump Station
SRV	Special Rate Variation
RM	Rising Main
PV	Photovoltaic
PAUP	Public Amenity Upgrade Program

15. Appendix 2

Strategic unfunded capital priorities (partner funding required)

Project description	Status of project	Funding status	Estimated funding required (2022–2026)
Jetty Memorial Theatre Redevelopment	Designed and costed	Unfunded	\$4.9M
Jetty Strip Streetscape Upgrade	Concept design completed	Unfunded	\$10M
Boambee Creek Footbridge	Design in progress	Unfunded	\$2.5M
The Jetty Structure	Design in progress	Unfunded	\$18.4M
Moonee Street and Park Avenue street reconfiguration project	Concept design completed	Unfunded	\$5m
Jetty Foreshores Reserve Renewal	Concept design in progress	Unfunded	\$4.5M
Newmans Road intersection upgrade (7.11)	Design completed	Partial	\$2.9M
Coffs Creek Sea Wall North	Design in progress	Unfunded	\$1.3M
Woolgoolga Reserve stage 2	Masterplan completed	Unfunded	\$5.8M
Dalgety St Woolgoolga Cyclebridge New (\$7.11)	Design in progress	Partial	\$0.7M
Hearnes Lake West (Sandy Beach) Cycleway (\$7.11)	Design completed	Partial	\$0.5M
TOTAL ESTIMATED COST			\$56.5 M

16. Appendix 3

Unfunded operational priority projects

For the first time we will be including a list of operational projects that are strategically important but are not currently funded.

The projects within this category include strategies, policies, studies, masterplans, place manuals, coastal management plans, and development control plans. It will also include enhancements to services being delivered on the ground.

These projects help Council decide on what delivers the best value to the community in creating or renewing assets such as roads, sports grounds, buildings and playgrounds or improving existing service.

Feedback from the community through the public exhibition period for the Delivery Program and Operational Plan can help inform our prioritisation of this list. This will strengthen our focus on seeking funding for projects that will help deliver on the community's plan for the LGA's future — the Community Strategic Plan.



COFFS HARBOUR CITY COUNCIL

INTEGRATED PLANNING AND REPORTING



Draft 2022-2026 DELIVERY PROGRAM BUDGETS (April 2022)



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2022/2023 to 2025/26 Consolidated Income Statements

<i>Description</i>	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income				
Recurrent Revenue				
Rates & Annual Charges	108,508	112,267	116,430	120,201
User Charges & Fees	44,771	45,906	46,997	48,121
Interest & Investment Revenue	4,557	4,644	4,779	4,935
Other Revenues	16,339	16,935	17,489	17,977
Grants & Contributions provided for Operating Purposes	14,333	14,092	14,347	15,085
RECURRENT REVENUE	\$188,508	\$193,844	\$200,042	\$206,319
Recurrent Expenditure				
Employee Benefits & Oncosts	66,002	66,027	67,965	69,761
Borrowing Costs	7,236	6,359	5,327	5,209
Materials & Contracts	175,319	102,384	92,690	92,228
Depreciation & Amortisation	43,058	44,673	45,856	46,471
Other Expenses	10,030	10,733	10,929	9,538
Internal Expenses	0	0	0	0
Less: Capitalised Expenses	(120,784)	(46,564)	(36,284)	(32,736)
RECURRENT EXPENDITURE	\$180,861	\$183,612	\$186,483	\$190,471
NET OPERATING (DEFICIT)	\$7,647	\$10,232	\$13,559	\$15,848
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	38,636	20,659	14,660	14,841
CAPITAL REVENUE	\$38,636	\$20,659	\$14,660	\$14,841
NET SURPLUS	\$46,283	\$30,891	\$28,219	\$30,689



2022/2023 Fund Income Statement and Funding Sources

Description	General Budget \$'000	Water Budget \$'000	Sewer Budget \$'000	Total Budget \$'000
Recurrent Revenue				
Rates & Annual Charges	73,372	4,749	30,387	108,508
User Charges & Fees	22,716	18,614	3,441	44,771
Interest & Investment Revenue	3,365	497	695	4,557
Other Revenues	16,183	89	67	16,339
Grants & Contributions provided for Operating Purposes	13,722	355	256	14,333
TOTAL RECURRENT REVENUE	\$129,358	\$24,304	\$34,846	\$188,508
Recurrent Expenditure				
Employee Benefits & Oncosts	55,733	3,865	6,404	66,002
Borrowing Costs	1,968	2,469	2,799	7,236
Materials & Contracts	148,883	10,142	16,294	175,319
Depreciation & Amortisation	29,182	5,917	7,959	43,058
Other Expenses	7,365	686	1,979	10,030
Less: Capitalised Expenses	(101,452)	(7,617)	(11,715)	(120,784)
TOTAL RECURRENT EXPENDITURE	\$141,679	\$15,462	\$23,720	\$180,861
Interfund Transactions				
Income Tax Equivalents	(132)	37	95	0
Overheads Allocation	(6,494)	2,683	3,811	0
TOTAL INTERFUND TRANSACTIONS	(\$6,626)	\$2,720	\$3,906	\$0
NET OPERATING SURPLUS (DEFICIT)	(\$5,695)	\$6,122	\$7,220	\$7,647
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	31,829	3,760	3,047	38,636
TOTAL CAPITAL REVENUE	\$31,829	\$3,760	\$3,047	\$38,636
NET SURPLUS (DEFICIT)	\$26,134	\$9,882	\$10,267	\$46,283
FUNDING SOURCES				
Operating Funding				
Net Surplus (Deficit)	26,134	9,882	10,267	46,283
Transfer to Reserves	(15,079)	(6,543)	(8,912)	(30,534)
Transfer from Unexpended Loans	0	0	0	0
Transfer from Reserves	4,548	0	0	4,548
Total Operating Funding	\$15,603	\$3,339	\$1,355	\$20,297
Capital Funding				
Loan Advance	5,251	0	0	5,251
Depreciation	29,182	5,917	7,959	43,058
Total Capital Funding	\$34,433	\$5,917	\$7,959	\$48,309
Total Funding	\$50,036	\$9,256	\$9,314	\$68,606
Allocations of Funding				
Constructed and Purchased Assets	(101,452)	(7,617)	(11,715)	(120,784)
Loan Redemptions	(4,144)	(5,497)	(6,267)	(15,908)
Total Allocation of Funding	(\$105,596)	(\$13,114)	(\$17,982)	(\$136,692)
Budget Surplus	(\$55,560)	(\$3,858)	(\$8,668)	(\$68,086)



2022/23 Consolidated Statement of Cash Flows

	2022/23			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	73,372	4,749	30,387	108,508
User Charges & Fees	22,716	18,614	3,441	44,771
Interest & Investment Revenue Received	3,365	497	695	4,557
Other	16,183	89	67	16,339
Grants & Contributions	13,722	355	256	14,333
Capital Grants and Contributions	31,829	3,760	3,047	38,636
	161,187	28,064	37,893	227,144
Payments:				
Employee Benefits & On-Costs	(55,733)	(3,865)	(6,404)	(66,002)
Borrowing Costs	(1,968)	(2,469)	(2,799)	(7,236)
Materials & Contracts	(153,593)	(8,998)	(12,728)	(175,319)
Other	(7,365)	(686)	(1,979)	(10,030)
Capitalised Expenses	101,452	7,617	11,715	120,784
	(117,207)	(8,401)	(12,195)	(137,803)
Net Cash provided by (or used in) Operating Activities	43,980	19,663	25,698	89,341
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Sale of Investment Property				0
Sale of Real Estate Assets	0			0
Sale of Infrastructure, Property, Plant & Equipment				0
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	5,846	(10,485)	(12,544)	(17,183)
Purchase of Investment Property				0
Purchase of Infrastructure, Property, Plant & Equipment	(101,452)	(7,617)	(11,715)	(120,784)
Purchase of Real Estate Assets				0
	(95,606)	(18,102)	(24,259)	(137,967)
Net Cash provided by (or used in) Investing Activities	(59,606)	(10,302)	(11,959)	(81,867)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	5,500	0	0	5,500
	5,500	0	0	5,500
Payments:				
Repayment of Borrowings & Advances	(4,144)	(5,497)	(6,267)	(15,908)
	(4,144)	(5,497)	(6,267)	(15,908)
Net Cash Flow provided by (or used in) Financing Activities	1,356	(5,497)	(6,267)	(10,408)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,270)	3,864	7,472	(2,934)
Cash, Cash Equivalents & Investments - beginning of year	128,838	28,238	45,358	202,434
Cash & Cash Equivalents - end of the year	114,568	32,102	52,830	199,500



2023/2024 Fund Income Statement and Funding Sources

Description	General Budget \$'000	Water Budget \$'000	Sewer Budget \$'000	Total Budget \$'000
Recurrent Revenue				
Rates & Annual Charges	75,585	4,895	31,787	112,267
User Charges & Fees	23,365	18,987	3,554	45,906
Interest & Investment Revenue	3,429	506	709	4,644
Other Revenues	16,774	92	69	16,935
Grants & Contributions provided for Operating Purposes	13,483	352	257	14,092
TOTAL RECURRENT REVENUE	\$132,636	\$24,832	\$36,376	\$193,844
Recurrent Expenditure				
Employee Benefits & Oncosts	55,649	3,964	6,414	66,027
Borrowing Costs	1,938	2,073	2,348	6,359
Materials & Contracts	89,317	4,812	8,255	102,384
Depreciation & Amortisation	30,380	6,095	8,198	44,673
Other Expenses	8,052	700	1,981	10,733
Less: Capitalised Expenses	(39,699)	(2,840)	(4,025)	(46,564)
TOTAL RECURRENT EXPENDITURE	\$145,637	\$14,804	\$23,171	\$183,612
Interfund Transactions				
Income Tax Equivalents	(125)	38	96	9
Overheads Allocation	(8,461)	3,707	4,744	(10)
TOTAL INTERFUND TRANSACTIONS	(\$8,586)	\$3,745	\$4,840	(\$1)
NET OPERATING SURPLUS (DEFICIT)	(\$4,415)	\$6,283	\$8,365	\$10,233
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	14,163	3,358	3,138	20,659
TOTAL CAPITAL REVENUE	\$14,163	\$3,358	\$3,138	\$20,659
NET SURPLUS (DEFICIT)	\$9,748	\$9,641	\$11,503	\$30,892



2023/24 Consolidated Statement of Cash Flows

	2023/24			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	75,585	4,895	31,787	112,267
User Charges & Fees	23,365	18,987	3,554	45,906
Interest & Investment Revenue Received	3,429	506	709	4,644
Other	16,774	92	69	16,935
Grants & Contributions	13,483	352	257	14,092
Capital Grants and Contributions	14,163	3,358	3,138	20,659
	146,799	28,190	39,514	214,503
Payments:				
Employee Benefits & On-Costs	(55,649)	(3,964)	(6,414)	(66,027)
Borrowing Costs	(1,938)	(2,073)	(2,348)	(6,359)
Materials & Contracts	(91,913)	(4,311)	(6,160)	(102,384)
Other	(8,052)	(700)	(1,981)	(10,733)
Capitalised Expenses	39,699	2,840	4,025	46,564
	(117,853)	(8,208)	(12,878)	(138,939)
Net Cash provided by (or used in) Operating Activities	28,946	19,982	26,636	75,564
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Sale of Investment Property				0
Sale of Real Estate Assets				0
Sale of Infrastructure, Property, Plant & Equipment				0
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(14,808)	(21,260)	(72,068)
Purchase of Investment Property				0
Purchase of Infrastructure, Property, Plant & Equipment	(39,699)	(2,840)	(4,025)	(46,564)
Purchase of Real Estate Assets				0
	(75,699)	(17,648)	(25,285)	(118,632)
Net Cash provided by (or used in) Investing Activities	(39,699)	(9,848)	(12,985)	(62,532)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	0	0	0	0
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(3,638)	(5,888)	(6,716)	(16,242)
	(3,638)	(5,888)	(6,716)	(16,242)
Net Cash Flow provided by (or used in) Financing Activities	(3,638)	(5,888)	(6,716)	(16,242)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,391)	4,246	6,935	(3,210)
Cash, Cash Equivalents & Investments - beginning of year	114,568	32,102	52,830	199,500
Cash & Cash Equivalents - end of the year	100,177	36,348	59,765	196,290



2024/2025 Fund Income Statement and Funding Sources

Description	General Budget \$'000	Water Budget \$'000	Sewer Budget \$'000	Total Budget \$'000
Recurrent Revenue				
Rates & Annual Charges	78,125	5,043	33,262	116,430
User Charges & Fees	23,736	19,581	3,680	46,997
Interest & Investment Revenue	3,539	517	723	4,779
Other Revenues	17,325	94	70	17,489
Grants & Contributions provided for Operating Purposes	13,740	349	258	14,347
TOTAL RECURRENT REVENUE	\$136,465	\$25,584	\$37,993	\$200,042
Recurrent Expenditure				
Employee Benefits & Oncosts	57,274	4,084	6,607	67,965
Borrowing Costs	1,814	1,649	1,864	5,327
Materials & Contracts	79,319	5,161	8,210	92,690
Depreciation & Amortisation	31,135	6,277	8,444	45,856
Other Expenses	8,257	704	1,968	10,929
Less: Capitalised Expenses	(28,914)	(3,210)	(4,160)	(36,284)
TOTAL RECURRENT EXPENDITURE	\$148,885	\$14,665	\$22,933	\$186,483
Interfund Transactions				
Income Tax Equivalents	(127)	38	98	9
Overheads Allocation	(8,468)	3,714	4,745	(9)
TOTAL INTERFUND TRANSACTIONS	(\$8,595)	\$3,752	\$4,843	\$0
NET OPERATING SURPLUS (DEFICIT)	(\$3,825)	\$7,167	\$10,217	\$13,559
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	7,970	3,458	3,232	14,660
TOTAL CAPITAL REVENUE	\$7,970	\$3,458	\$3,232	\$14,660
NET SURPLUS (DEFICIT)	\$4,145	\$10,625	\$13,449	\$28,219



2024/25 Consolidated Statement of Cash Flows

	2024/25			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	78,125	5,043	33,262	116,430
User Charges & Fees	23,736	19,581	3,680	46,997
Interest & Investment Revenue Received	3,539	517	723	4,779
Other	17,325	94	70	17,489
Grants & Contributions	13,740	349	258	14,347
Capital Grants and Contributions	7,970	3,458	3,232	14,660
	144,435	29,042	41,225	214,702
Payments:				
Employee Benefits & On-Costs	(57,274)	(4,084)	(6,607)	(66,027)
Borrowing Costs	(1,814)	(1,649)	(1,864)	(6,359)
Materials & Contracts	(81,986)	(4,635)	(6,069)	(102,384)
Other	(8,257)	(704)	(1,968)	(10,733)
Capitalised Expenses	28,914	3,210	4,160	46,564
	(120,417)	(7,862)	(12,348)	(138,939)
Net Cash provided by (or used in) Operating Activities	24,018	21,180	28,877	75,763
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Sale of Investment Property				0
Sale of Real Estate Assets				0
Sale of Infrastructure, Property, Plant & Equipment				0
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(56,100)
Purchase of Investment Property				0
Purchase of Infrastructure, Property, Plant & Equipment	(28,914)	(3,210)	(4,160)	(36,284)
Purchase of Real Estate Assets				0
	(64,914)	(11,010)	(16,460)	(92,384)
Net Cash provided by (or used in) Investing Activities	(28,914)	(3,210)	(4,160)	(36,284)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	0	0	0	0
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(3,120)	(6,308)	(7,196)	(16,624)
	(3,120)	(6,308)	(7,196)	(16,624)
Net Cash Flow provided by (or used in) Financing Activities	(3,120)	(6,308)	(7,196)	(16,624)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,016)	11,662	17,521	21,167
Cash, Cash Equivalents & Investments - beginning of year	100,177	36,348	59,765	196,290
Cash & Cash Equivalents - end of the year	92,160	48,010	77,286	217,456



2025/2026 Fund Income Statement and Funding Sources

Description	General Budget \$'000	Water Budget \$'000	Sewer Budget \$'000	Total Budget \$'000
Recurrent Revenue				
Rates & Annual Charges	80,223	5,194	34,784	120,201
User Charges & Fees	24,083	20,231	3,807	48,121
Interest & Investment Revenue	3,676	522	737	4,935
Other Revenues	17,840	96	41	17,977
Grants & Contributions provided for Operating Purposes	14,480	346	259	15,085
TOTAL RECURRENT REVENUE	\$140,302	\$26,389	\$39,628	\$206,319
Recurrent Expenditure				
Employee Benefits & Oncosts	58,750	4,206	6,805	69,761
Borrowing Costs	1,724	1,194	2,291	5,209
Materials & Contracts	79,297	2,810	10,121	92,228
Depreciation & Amortisation	31,308	6,466	8,697	46,471
Other Expenses	8,210	650	678	9,538
Less: Capitalised Expenses	(27,471)	(555)	(4,710)	(32,736)
TOTAL RECURRENT EXPENDITURE	\$151,818	\$14,771	\$23,882	\$190,471
Interfund Transactions				
Income Tax Equivalents	(130)	35	89	(6)
Overheads Allocation	(8,452)	3,722	4,736	6
TOTAL INTERFUND TRANSACTIONS	(\$8,582)	\$3,757	\$4,825	\$0
NET OPERATING SURPLUS (DEFICIT)	(\$2,934)	\$7,861	\$10,921	\$15,848
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,016	3,528	3,297	14,841
TOTAL CAPITAL REVENUE	\$8,016	\$3,528	\$3,297	\$14,841
NET SURPLUS (DEFICIT)	\$5,082	\$11,389	\$14,218	\$30,689



2025/26 Consolidated Statement of Cash Flows

	2025/26			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	80,223	5,194	34,784	120,201
User Charges & Fees	24,083	20,231	3,807	48,121
Interest & Investment Revenue Received	3,676	522	737	4,935
Other	17,840	96	41	17,977
Grants & Contributions	14,480	346	259	15,085
Capital Grants and Contributions	8,016	3,528	3,297	14,841
	148,318	29,917	42,925	221,160
Payments:				
Employee Benefits & On-Costs	(58,750)	(4,206)	(6,805)	(66,027)
Borrowing Costs	(1,724)	(1,194)	(2,291)	(6,359)
Materials & Contracts	(82,665)	(2,227)	(7,336)	(102,384)
Other	(8,210)	(650)	(678)	(10,733)
Capitalised Expenses	27,471	555	4,710	46,564
	(123,878)	(7,722)	(12,400)	(138,939)
Net Cash provided by (or used in) Operating Activities	24,440	22,195	30,525	82,221
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Sale of Investment Property				0
Sale of Real Estate Assets				0
Sale of Infrastructure, Property, Plant & Equipment				0
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(56,100)
Purchase of Investment Property				0
Purchase of Infrastructure, Property, Plant & Equipment	(27,471)	(555)	(4,710)	(36,284)
Purchase of Real Estate Assets				0
	(63,471)	(8,355)	(17,010)	(92,384)
Net Cash provided by (or used in) Investing Activities	(27,471)	(555)	(4,710)	(36,284)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	0	0	0	0
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(3,120)	(6,758)	(7,709)	(16,624)
	(3,120)	(6,758)	(7,709)	(16,624)
Net Cash Flow provided by (or used in) Financing Activities	(3,120)	(6,758)	(7,709)	(17,587)
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,151)	14,882	18,106	26,837
Cash, Cash Equivalents & Investments - beginning of year	92,160	48,010	77,286	217,456
Cash & Cash Equivalents - end of the year	86,009	62,892	95,392	244,293

BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT				
Adopted	Draft	Draft	Draft	Draft
2021/22 Reserve	2022/23	2023/24	2024/25	2025/26
Airport Long Term Lease	42,040	51,547	48,661	62,085
0 CitySmart Solutions	13,493	13,613	13,911	14,188
93,388 CBD Masterplan Works	0	0	0	0
728,459 Coastal Works	395,487	433,621	456,468	478,864
1,219,231 Community Facilities	1,729,013	1,801,295	2,069,598	2,227,063
701,433 Non Domestic Waste	229,509	0	0	0
1,333,556 Domestic Waste	5,052,833	5,242,475	5,397,754	5,505,802
438,287 Employees Leave Entitlement	706,636	0	0	0
226,564 Environmental Lab	15,760	27,943	111,193	94,602
1,564,596 Environmental Levy	1,565,532	1,619,008	1,683,660	1,732,691
644,039 Holiday Parks	2,255,275	2,316,871	2,356,316	2,445,904
1,699,738 Infrastructure Renewal Fund	318,470	395,314	436,491	475,915
606,000 Interest on Reserves	450,000	459,000	468,200	477,550
108,124 Plant	1,732,954	1,855,542	1,962,862	1,556,905
2,684 Renewable Energy Fund	0	0	0	0
3,800,000 Section 7.11	3,592,000	3,663,840	3,737,150	3,811,880
SRV Reserve	2,432,753	0	0	0
120,000 Strategic Initiatives Fund	120,000	120,000	120,000	120,000
3,257,231 T2S Savings - General Fund	0	0	0	0
18,347 T2S Savings - Waste Fund	0	0	0	0
96,379 Unexpended Loan	341,233	610,586	655,744	670,587
16,658,056	20,992,988	18,610,655	19,518,008	19,674,036
BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT				
1,115,756 Airport Long Term Lease	1,159,763	621,688	360,150	360,150
1,699,500 Community Facilities	1,569,050	2,674,600	1,534,100	1,397,600
0 CBD Masterplan Works	467,000	0	0	0
0 Domestic Waste	350,000	150,000	150,000	150,000
0 Non Domestic Waste	350,000	163,977	203,055	434,595
1,564,595 Environmental Levy	1,565,532	1,580,197	1,603,041	1,625,137
1,074,973 Holiday Parks	3,155,000	2,099,495	1,900,000	1,610,000
908,000 Infrastructure Renewal Fund	200,000	0	90,000	0
4,810,000 Plant	1,426,284	893,900	1,932,000	1,970,900
44,960 Pine Ck Way Handover Funds	50,100	51,100	52,100	53,200
100,000 Renewable Energy Fund	125,079	125,229	125,429	125,729
1,137,000 Revotes Reserve	1,014,265	0	0	0
1,768,401 SRV Revotes Reserve	4,301,511	2,004,604	503,898	923,267
2,054,300 Sappire to Woolgoolga Handover funds	1,319,916	0	0	0
4,377,246 Section 7.11	3,858,218	8,405,921	4,690,789	3,653,283
995,000 Statagic Initiatives	1,375,500	0	0	0
399,545 T2S	419,027	433,359	443,059	453,051
1,667,807 Unexpended Loan	40,083,094	657,781	1,064,039	421,241
23,717,083	62,789,339	19,861,851	14,651,660	13,178,153
BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT				
415,550 Interest on Reserves	56,600	57,660	58,740	54,940
Unexpended Loan - Water	6,486,257	6,433,193	7,076,490	7,512,218
2,695,000 Section 64 - Water	3,759,760	3,357,500	3,458,300	3,527,500
Future Works	0	517,500	248,700	2,972,900
90,284 T2S Savings - Water Fund	0	0	0	0
3,200,834	10,302,617	10,365,853	10,842,230	14,067,558
BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT				
633,021 Unexpended Loan - Water	3,857,525	0	0	0
2,350,000 Section 64 - Water	3,759,760	3,357,500	3,458,300	3,527,500
2,983,021	7,617,285	3,357,500	3,458,300	3,527,500
BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT				
647,500 Interest on Reserves	150,000	153,000	156,060	159,185
1,433,034 Unexpended Loan - Sewer	0	0	0	0
2,585,000 Section 64 - Sewer	3,046,800	3,138,200	3,232,200	3,296,800
Future Works	8,761,698	9,694,314	11,308,769	11,749,578
474,882 T2S Savings - Sewer Fund	0	0	0	0
5,140,416	11,958,498	12,985,514	14,697,029	15,205,563
BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT				
0 Unexpended Loan - Sewer	3,000,000	0	0	0
Future Works	5,667,959	886,800	927,800	1,413,200
2,350,000 Section 64 - Sewer	3,046,800	3,138,200	3,232,200	3,296,800
2,350,000	11,714,759	4,025,000	4,160,000	4,710,000

BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Financial Planning</u>				
23,204 Hockey Association Loan Repayments	21,251			
3,257,231 T2S Savings				
3,300,000 Developer Contributions Income	3,460,000	3,529,200	3,599,800	3,671,800
Interest on Investments - Environmental Levy				
Airport Long Term Lease	42,040	51,547	48,661	62,085
606,000 Interest on Investments - Reserves	450,000	459,000	468,200	477,550
500,000 Interest on Investments - Sec 7.11	132,000	134,640	137,350	140,080
7,686,435 Total	4,105,291	4,174,387	4,254,011	4,351,515
<u>Financial Support</u>				
1,464,596 Environmental Levy Rate Income	1,465,532	1,519,008	1,583,660	1,632,691
1,464,596 Total	1,465,532	1,519,008	1,583,660	1,632,691
<u>Plant & Fleet Management</u>				
108,124 Operating Surplus in Program	1,732,954	1,855,542	1,962,862	1,556,905
108,124 Total	1,732,954	1,855,542	1,962,862	1,556,905
<u>Business Systems</u>				
120,000 IT Conference Profit	120,000	120,000	120,000	120,000
120,000 Total	120,000	120,000	120,000	120,000
<u>Local Planning</u>				
100,000 Water contribution to Environmental Levy reserve	100,000	100,000	100,000	100,000
100,000 Total	100,000	100,000	100,000	100,000
<u>Coastal Works</u>				
2,428,197 Operating Surplus in Program	454,957	564,735	623,559	679,879
2,428,197 Total	454,957	564,735	623,559	679,879
<u>Precast Yard</u>				
0 Operating Surplus in Program	259,000	264,200	269,400	274,900
0 Total	259,000	264,200	269,400	274,900
<u>Corporate Sustainability</u>				
96,379 REERP Internal Loan Repayment (Water)	92,079	92,079	92,079	92,079
2,684 REERP - Operating Surplus in Program				
99,063 Total	92,079	92,079	92,079	92,079
<u>Financial Sustainability</u>				
Surplus in Program	2,432,753			
0 Total	2,432,753	0	0	0
<u>Community Facilities</u>				
1,219,231 Operating Surplus in Program	1,729,013	1,801,295	2,069,598	2,227,063
1,219,231 Total	1,729,013	1,801,295	2,069,598	2,227,063
<u>CBD Masterplan</u>				
415,083 Repayment of Internal Loan	685,385			
93,388 Operating Surplus in Program				
508,471 Total	685,385	0	0	0
<u>Drainage</u>				
Surplus in Program	249,154	518,507	563,665	578,508
Total	249,154	518,507	563,665	578,508
<u>Waste Planning & Delivery</u>				
701,433 Non Domestic Waste Operating Surplus in Program	229,509			
18,347 T2S Savings - Domestic				
1,333,556 Domestic Waste Operating Surplus in Program	5,052,833	5,242,475	5,397,754	5,505,802
2,053,336 Total	5,282,342	5,242,475	5,397,754	5,505,802
<u>Holiday Parks</u>				
Operating Surplus in Program - Park Beach Holiday Park	746,000	759,703	762,464	826,676
183,161 Operating Surplus in Program - Sawtell Beach Holiday Park	836,992	857,317	880,184	893,075
272,266 Operating Surplus in Program - Woolgoolga Beach Holiday Park	310,270	327,132	331,131	334,853
188,612 Operating Surplus in Program - Woolgoolga Lakeside Holiday	362,013	372,719	382,537	391,300
644,039 Total	2,255,275	2,316,871	2,356,316	2,445,904
<u>CitySmart Solutions</u>				
Operating Surplus in Program	13,493	13,613	13,911	14,188
0 Total	13,493	13,613	13,911	14,188

BUDGETTED INCOME TO BE RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Environmental Laboratory</u>				
226,564 Operating Surplus in Program	15,760	27,943	111,193	94,602
226,564 Total	15,760	27,943	111,193	94,602
16,658,056 Total Income to be Restricted	20,992,988	18,610,655	19,518,008	19,674,036
BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Financial Planning</u>				
54,360 S7.11 IT Module Improvements & Consulting	54,360	54,360	54,360	54,360
57,700 S7.11 Working Group contribution to salaries	57,700	57,700	57,700	57,700
471,349 Environmental Levy Funded Projects	1,565,532	1,580,197	1,603,041	1,625,137
51,473 Developer Contributions Coordinator	53,558	55,165	56,820	58,525
634,882 Total	1,731,150	1,747,422	1,771,921	1,795,722
<u>Plant & Fleet Management</u>				
Capital Program	846,600	883,900	1,922,000	1,960,900
0 Total	846,600	883,900	1,922,000	1,960,900
<u>Swimming Pools</u>				
260,000 Coffs Pool Heating - Essential Energy upgrade				
270,000 Coffs Pool Heating - Capital works	200,000			
530,000 Total	200,000	0	0	0
<u>Financial Logistics & Property</u>				
45,000 City Hill Masterplan				
Bunker Cartoon Gallery Subsidy	150,000			
Sportz Central Upgrade	500,000			
122,900 Nana Glen Pool Operating	125,350	127,800	130,400	133,000
167,900 Total	775,350	127,800	130,400	133,000
<u>Business Systems</u>				
Computer Hardware	405,500			
0 Total	405,500	0	0	0
<u>Museum Gallery</u>				
Museum Gallery Storage	95,000			
0 Total	95,000	0	0	0
<u>Library</u>				
Yarrila Place Additional Equipment	132,159			
0 Yarrila Place Additional Operating Services	787,106			
0 Total	919,265	0	0	0
<u>Regional Gallery</u>				
95,000 Regional Gallery Art Storage				
95,000 Total	0	0	0	0
<u>Community Venues</u>				
150,000 Bunker Cartoon Gallery Subsidy				
50,000 Bunker Cartoon Gallery Contribution to Grant Application				
200,000 Total	0	0	0	0
<u>Lifeguard Services</u>				
10,000 Beach Patrol Equipment	10,000	10,000	10,000	10,000
S7.11 Jetty Beach Lifeguard Storage Facilities		106,000		
S7.11 Emerald Beach Lifeguard Storage Facilities		106,000		
S7.11 Woolgoolga Beach Lifeguard Storage Facilities		106,000		
10,000 Total	10,000	328,000	10,000	10,000
<u>Corporate Planning & Reporting</u>				
109,500 Environmental Levy Sustainable Living and Community Programs				
109,500 Total	0	0	0	0
<u>Corporate Planning & Reporting</u>				
82,000 Community Strategic Plan				
82,000 Total	0	0	0	0

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Community Planning & Commissioning</u>				
20,000 Positive Ageing Strategy Implementation				
20,000 Total	0	0	0	0
<u>Corporate Sustainability</u>				
100,000 REERP - Renewable Energy Fund Allocation	100,000	100,000	100,000	100,000
REERP - Operating Deficit in Program	25,079	25,229	25,429	25,729
100,000 Total	125,079	125,229	125,429	125,729
<u>Local Planning</u>				
20,000 Darkum Wiga Willis Hearnes CMP				
20,000 Moonee Coffs Boambee Newports Scoping Study				
212,000 Environmental Levy Orara River Rehabilitation Project				
131,200 Environmental Levy Management of Diversity				
383,200 Total	0	0	0	0
<u>Compliance and Regulatory Enforcement</u>				
1,250,000 Animal Impounding Facility Construction				
1,250,000 Total	0	0	0	0
<u>International Sports Stadium</u>				
40,000 CCSLP Master Plan				
90,000 CEX Stadium & CCSLP 1 Sand Grooving			90,000	
130,000 Total	0	0	90,000	0
<u>Local Sport</u>				
288,000 Toormina Oval New Amenities				
89,100 Wiigulga Sports Complex Construction	2,000,000			
377,100 Total	2,000,000	0	0	0
<u>Open Space Maintenance</u>				
600,546 Environmental Levy Open Space Maintenance Programs				
600,546	0	0	0	0
<u>Roads Maintenance</u>				
150,200 S2W Roads Maintenance				
10,100 SH10 Korora Bus Bay				
50,400 Solitary Islands Way Handover Works - Conditioning Maint				
44,960 Pine Ck Way Handover Wks-Conditioning Maintenance	50,100	51,100	52,100	53,200
255,660 Total	50,100	51,100	52,100	53,200
<u>Financial Sustainability</u>				
341,516 Road Pavement Renewals	20,000	145,000		
538,209 Open Space Assets		1,071,591	503,898	807,267
495,676 Building Renewals				116,000
77,000 Car Park Renewals				
Guardrail Renewals		171,173		
76,000 Kerb and Guttering Renewals	481,905			
Footpaths and Cycleways Renewals		146,840		
York St Amenities	239,981			
Sawtell and Woolgoolga Pools replacement	3,509,625			
1,528,401 Total	4,251,511	1,534,604	503,898	923,267
<u>Community Facilities</u>				
Capital Program	343,700	946,800	653,700	664,600
180,000 Orlando St Amenities				
180,000	343,700	946,800	653,700	664,600
<u>CBD Masterplan</u>				
Capital Program	467,000			
0 Total	467,000	0	0	0
<u>Jetty Foreshores Project</u>				
205,935 Stage 5 Jetty Foreshores Car Park				
Stage 6 Consultation and Design			150,000	
1,000,000 Jetty Strip Detailed Design	820,000	1,000,000		
1,205,935 Total	820,000	1,000,000	150,000	0

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Open Space SAM</u>				
S7.11 Beach Protection Works			50,000	50,000
S7.11 Combine St Oval Earthworks				155,973
10,719 S7.11 Coramba Recreation Reserve Irrigation				
200,000 S7.11 West Coffs Community Park				
13,501 S7.11 Coffs Creek Estuary				
276,729 S7.11 Criterion Track Upgrade				270,000
S7.11 Netball Training Facility at Toormina Sports Ground			19,325	624,835
391,600 S7.11 Nana Glen Sportsground Amenities		310,000		
276,831 S7.11 Nana Glen Equestrian Centre Earthworks		220,000		
60,000 S7.11 Coramba Recreation Reserve car parking				
250,000 S7.11 Moonee Beach Rd Playground				
S7.11 Hearnes Lake Playground		15,000	185,000	
40,000 S7.11 Sandy Beach Playground				
S7.11 Toormina Sports Complex Works				803,890
105,000 S7.11 North Boambee Highlander Dr Neighbourhood Park		105,000		
S7.11 Hearnes Lake Open Space		49,500	445,500	
245,000 S7.11 West Woolgoolga Open Space				
S7.11 Moonee Community Facility		1,500,000		
S7.11 North Boambee Community Facility		500,000		
S7.11 West Coffs Playground		200,000		
37,000 S7.11 Moonee District Park and Canoe Facility	355,000		355,000	498,000
1,906,380 Total	355,000	2,899,500	1,054,825	2,402,698
<u>Roads SAM</u>				
S7.11 Corindi Roads		15,196	99,084	
15,000 S7.11 Park Beach Traffic Facilities		130,000		
S7.11 South Coffs Roads		100,000	350,000	
S7.11 West Wlga Traffic Facilities			850,000	850,000
14,129 S7.11 North Bonville Collector Roads	50,000	550,000	400,000	
S7.11 West Korora Traffic Facilities		30,000	470,000	
S7.11 Hearnes Lake Traffic and Transport		1,250,000	150,000	150,000
S7.11 Hearnes Lake West	134,600	1,000,000		
1,060,000 S7.11 West Wlga Traffic Intersection Newmans Rd		500,000	400,000	
S7.11 Local Collector Rd - Spagnollos / Roselands			588,000	
2,143,600 Centenary Drive Woolgoolga Intersection Upgrade	4,730,000			
3,232,729 Total	4,914,600	3,575,196	3,307,084	1,000,000
<u>Bridges, Jetty Structures & Boat Ramps</u>				
Bridge Forward Planning	-30,000			
230,000 Melaleuca Footbridge	80,000	470,000		
10,000 Lees Bridge Karangi				
240,000	50,000	470,000	0	0
<u>Footpaths, Cycleways, Bus Shelters SAM</u>				
S7.11 South Coffs Cycleway		800,000		
West Coffs Cycleway	100,000			
Footpaths Program	500,000	98,412	600,000	600,000
Footpaths Program - Newmans Rd to WWSC Cycleway		501,588		
57,600 Melaleuca Bridge Shared Path				
1,318,510 S7.11 Moonee Forest Cycleway				
210,000 S7.11 West Woolgoolga Pedestrian / Cycleway Bridge				
S7.11 West Coffs Cycleway		120,000	160,000	80,000
1,586,110 Total	600,000	1,520,000	760,000	680,000
<u>Parking</u>				
S7.11 Park Beach Car Parking		80,000		
0 Total	0	80,000	0	0
<u>Drainage</u>				
239,594 S7.11 North Boambee (West) Flood Mitigation				
S7.11 North Boambee Valley Detention Basin	800,000	146,000		
S7.11 Flood Mitigation and Drainage West Coffs	240,000			
S7.11 North Boambee Stormwater Management	83,000			
S7.11 Bonville Stormwater Drainage	30,000	300,000		
30,000 Coffs Creek Stormwater Outlets Design				
1,531,872 Flood Mitigation Works - Capital Program	694,694	657,781	1,064,039	421,241
1,801,466 Total	1,847,694	1,103,781	1,064,039	421,241

BUDGETTED EXPENDITURE FROM RESTRICTED - GENERAL ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Waste Planning & Delivery</u>				
Domestic Waste Planning & Delivery - Capital Program	350,000	150,000	150,000	150,000
Non Domestic Waste Planning & Delivery - Capital Program	350,000	163,977	203,055	434,595
0 Total	700,000	313,977	353,055	584,595
<u>Business Improvement</u>				
399,545 Ongoing Business Improvement	419,027	433,359	443,059	453,051
399,545 Total	419,027	433,359	443,059	453,051
<u>Holiday Parks & Reserves</u>				
21,000 Marine Rescue - Arrawarra VMP				
1,053,973 Capital Program - Park Beach Holiday Park	2,115,000	1,059,638	950,000	860,000
Capital Program - Sawtell Beach Holiday Park	450,000	400,000	250,000	750,000
Capital Program - Wlga Beach Holiday Park	290,000	239,857	400,000	
Capital Program - Wlga Lakeside Holiday Park	300,000	400,000	300,000	
1,074,973 Total	3,155,000	2,099,495	1,900,000	1,610,000
<u>Coffs Harbour Regional Airport</u>				
4,500,000 Enterprise Park Land Development				
1,115,756 Deficit in Program	1,159,763	621,688	360,150	360,150
5,615,756 Total	1,159,763	621,688	360,150	360,150
<u>Office of General Manager</u>				
Yarrila Place Capital	36,548,000			
0 Total	36,548,000	0	0	0
32,272,675 Total Expenditure from Restricted	62,789,339	19,861,851	14,651,660	13,178,153

BUDGETTED INCOME TO BE RESTRICTED - WATER ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Water</u>				
Unexpended Loan	6,486,257	6,433,193	7,076,490	7,512,218
Future Works		517,500	248,700	2,972,900
90,284 T2S Savings				
90,284 Total	6,486,257	6,950,693	7,325,190	10,485,118
<u>Water Infrastructure Maintenance</u>				
2,695,000 Developer Contributions - S64	3,759,760	3,357,500	3,458,300	3,527,500
2,695,000 Total	3,759,760	3,357,500	3,458,300	3,527,500
<u>Untied Funding Program</u>				
412,000 Interest on Investments - Reserves	48,000	48,960	49,940	50,940
3,550 Interest on Investments - S64	8,600	8,700	8,800	4,000
415,550 Total	56,600	57,660	58,740	54,940
3,200,834 Total Income to be Restricted	10,302,617	10,365,853	10,842,230	14,067,558
BUDGETTED EXPENDITURE FROM RESTRICTED - WATER ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Water Infrastructure Maintenance</u>				
633,021 Capital Infrastructure - Unexpended Loan	3,857,525			
2,350,000 Capital Infrastructure - S64	3,759,760	3,357,500	3,458,300	3,527,500
2,983,021 Total	7,617,285	3,357,500	3,458,300	3,527,500
2,983,021 Total Expenditure from Restricted	7,617,285	3,357,500	3,458,300	3,527,500

BUDGETTED INCOME TO BE RESTRICTED - SEWER ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Sewer</u>				
474,882 T2S Savings				
474,882 Total	0	0	0	0
<u>Sewer Infrastructure Maintenance</u>				
1,433,034 Unexpended Loan				
Future Works	8,761,698	9,694,314	11,308,769	11,749,578
2,585,000 Developer Contributions - Sec 64	3,046,800	3,138,200	3,232,200	3,296,800
4,018,034 Total	11,808,498	12,832,514	14,540,969	15,046,378
<u>Untied Funding Program</u>				
646,000 Interest on Investments - Reserves	138,000	140,760	143,575	146,450
1,500 Interest on Investments - S64	12,000	12,240	12,485	12,735
647,500 Total	150,000	153,000	156,060	159,185
5,140,416 Total Income to be Restricted	11,958,498	12,985,514	14,697,029	15,205,563
BUDGETTED EXPENDITURE FROM RESTRICTED - SEWER ACCOUNT				
Adopted Cost Centre / Description 2021/22	Draft 2022/23	Draft 2023/24	Draft 2024/25	Draft 2025/26
<u>Sewer Infrastructure Maintenance</u>				
Unexpended Loan	3,000,000			
Future Works	5,667,959	886,800	927,800	1,413,200
2,350,000 Capital Infrastructure - S64	3,046,800	3,138,200	3,232,200	3,296,800
2,350,000 Total	11,714,759	4,025,000	4,160,000	4,710,000
2,350,000 Total Expenditure from Restricted	11,714,759	4,025,000	4,160,000	4,710,000

Appendix A – Financial Estimates

2022/23 Financial Estimates

General Fund

The following result is projected for Council's General Fund for 2022/23:

Year	Net Operating Before Capital (\$'000)		Net Operating After Capital (\$'000)	
2022/23	(5,695)	Deficit	26,134	Surplus
2023/24	(4,415)	Deficit	9,748	Surplus
2024/25	(3,825)	Deficit	4,145	Surplus
2025/26	(2,933)	Deficit	5,082	Surplus

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

There are significant capital works planned which are funded from rate variations, trading operations, grants, loans, S7:11 contributions, reserves, etc.

- **2022/23 Funding from Levies and Special Variations to General Income** is detailed in **Appendix B** (page 54) of this Delivery Program.
- **Annual Charges for 2022/23** are detailed in **Council's Statement of Revenue Policy** (page 5).

Appendix A – Financial Estimates

2022/23 Financial Estimates *(continued)*

Water and Sewerage 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:

WATER

Year	Net Operating Before Capital (\$'000)		Net Operating After Capital (\$'000)	
2022/23	6,122	Surplus	9,882	Surplus
2023/24	6,283	Surplus	9,641	Surplus
2024/25	7,167	Surplus	10,625	Surplus
2025/26	7,861	Surplus	11,389	Surplus

SEWER

Year	Net Operating Before Capital (\$'000)		Net Operating After Capital (\$'000)	
2022/23	7,220	Surplus	3,047	Surplus
2023/24	8,365	Surplus	11,503	Surplus
2024/25	10,217	Surplus	13,449	Surplus
2025/26	10,921	Surplus	14,218	Surplus

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

Appendix B – Allocation of Special Rate Variation and Levy Funds

Proposed Loan Borrowings for 2022/23

- Per Councillor Briefing notes of 29 March 2022, in lieu of the delayed sale of 2 Castle St an interim borrowing \$5,250,650 would be necessary to help fund the Yarrila Place Project.
- Should any borrowings from the financial year 2021/22 be required in the financial year 2022/23 this will occur as part of the preparation of the final Delivery Program and Operational Plan report.

2022/23 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*
 - f. *Any corrective action taken, or to be taken, to address any differences reported.*

Continued next page.

Appendix B – Allocation of Special Rate Variation and Levy Funds

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 2022/23 across particular asset categories and expenditure.

“Financial Sustainability” Program

	2022/23 (\$)
Other Transport Asset Works	
Kerbing Works	561,905
Footpaths and Cycleway Works	105,840
Other Transport Assets	30,000
Road Pavement Renewals	4,002,940
Sub Total	4,700,685
Open Space Asset Works	
Englands Park Seawall	50,000
Lowanna Multi-use / Tennis Renewal	186,045
Minorie Drive Velodrome Resurfacing	30,000
Park and Recreational Asset works	200,000
Jetty Structure Refurbishment Detailed Design	80,000
Sub Total	546,045
Building Renewal Works	
Woolgoolga and Sawtell swimming pool replacement	8,000,160
Amenity Upgrades	540,100
York St Upgrade	652,000
Sub Total	9,192,260
Additional Asset Maintenance Expenditure	
Road Maintenance	613,938
Building Maintenance	580,042
Asset Management	218,841
Sub Total	1,412,821
Total “Financial Sustainability” Allocations	15,851,811

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 \$6,733,985 of grant funds and \$4,251,111 of unspent Special Rate funds from 2021/22.

Appendix B – Allocation of Special Rate Variation and Levy Funds

Environmental Levy for 2022/23

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.

	2022/23 (\$)
Total Revenue	1,506,179

The 2022/23 Environmental Levy Projects schedule is expected to be finalised by Council in June/July 2022.

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 \$744,156 in 2022/23.

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.

	2022/23 (\$)
Total Special Rate Variation Revenue	835,385

Appendix C – Rates Category Maps

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 C – Rates Category Maps



Council Harbour City LGA “A”

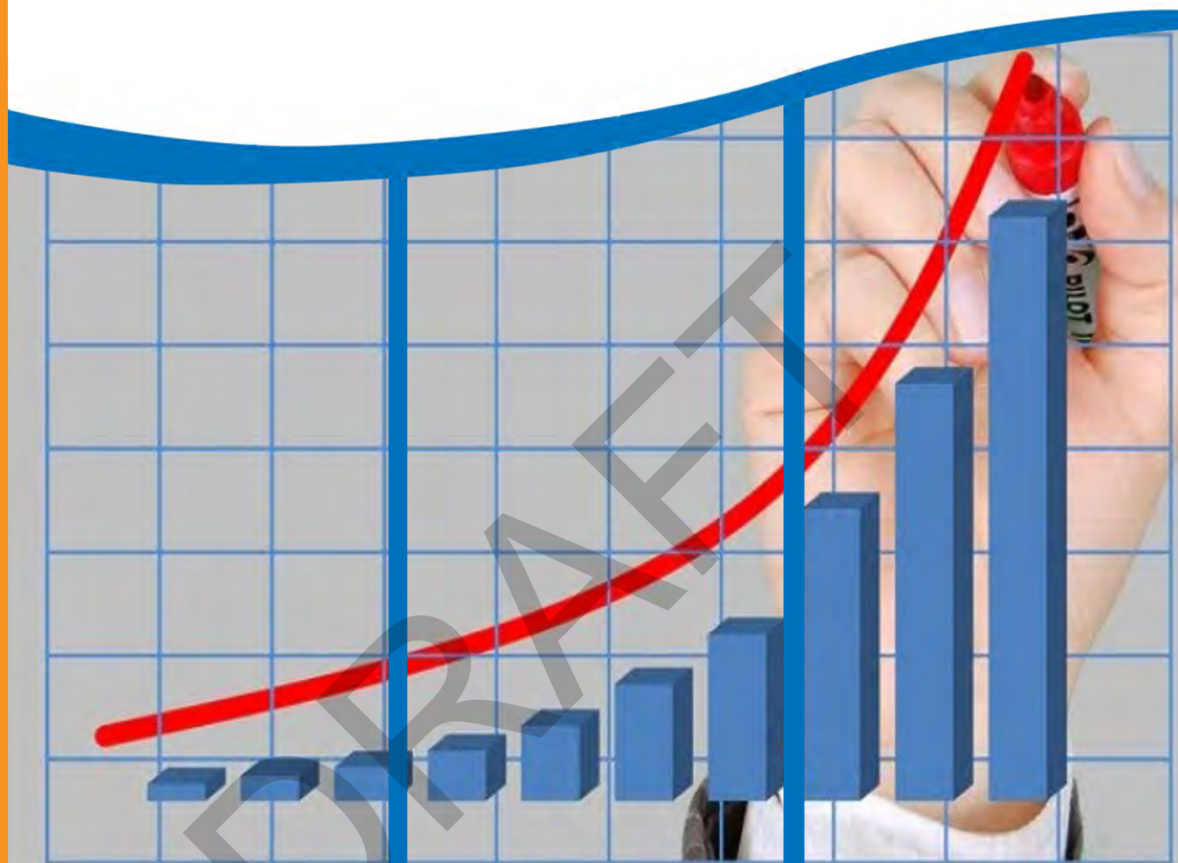


Coffs Harbour City Centre Business “B”



COFFS HARBOUR CITY COUNCIL

INTEGRATED PLANNING
AND REPORTING



Draft LONG TERM FINANCIAL PLAN (April 2022)



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Introduction

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

What is a Long Term Financial Plan?

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

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

What is the Purpose of this Long Term Financial Plan?

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

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

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

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

The Long Term Financial Plan will be updated annually in line with the statutory Delivery Program and Operational Plan adoption process. Upon adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan will be undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan – *MyCoffs*.

Long Term Financial Sustainability

How do we define Long Term Financial Sustainability?

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

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

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

This is not a result of poor management; Councils simply cannot afford to fund depreciation without compromising existing levels of service. This has been further exacerbated by the challenging economic conditions currently being faced by businesses community wide and the Rate Peg being set lower than the prevailing real inflation being experienced by Council's.



How is Long Term Financial Sustainability Measured?

Sustainability Benchmarks

Council's financial sustainability can be measured by numerous benchmarks and a number of years, New South Wales Local Government Sustainability Benchmarks were established which enable consistent reporting across the sector.

These indicators are used as financial health check to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council.

These ratios (detailed in the following table) are monitored by Council to ensure its long term financial sustainability.

Key Financial Indicator	Council Target
Operating Performance Ratio (Greater than or equal to break even over a three year period)	>=0
Own Source Revenue (Greater than 60% average over three years)	>60%
Building and Infrastructure Asset Renewal (Greater than 100% average over three years)	>100%
Infrastructure Backlog Ratio	<2%
Asset Maintenance Ratio (Greater than 100% average over three years)	100%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years)	>0% and <=20%

These benchmarks are reported by Council on an ongoing basis and provide a report card to the community on how the Council is performing against them.

Level of Service for Assets

The Long Term Financial Plan has numerous scenarios with each scenario based on an asset service level which allows for the Council to transition all funds, General, Water and Sewer, into surplus in the longer term.

Council commits to reviewing current service levels and assets to meet the Community's needs while maintaining and improving Council's financial sustainability.

The following asset-specific strategies/outcomes from the *My Coffs* Plan are impacted by the amount of Council's General Fund asset maintenance and renewal spends:

- We have facilities that support affordable options for people to be active through a wide range of sport and recreation activities.
- Active transport is encouraged through an integrated network of cycleways and footpaths that connect our key spaces.
- We enjoy safe and inclusive community spaces and activities that bring people together
- Safe design of our public realm is a key driver in all planning
- Our key places and spaces are activated to be vibrant and welcoming at all times

- The amenities at our popular destinations are enhanced
- Investment in new tourism product, and event and tourism infrastructure is encouraged
- Our public places and spaces are activated through good planning and design
- Sustainable development enhances the Jetty Foreshores as a landmark destination in Coffs Harbour
- We reflect our beautiful natural setting throughout our built environment
- Our public infrastructure is maintained for its current purpose and for future generations
- Public infrastructure continues to meet our community and business requirements
- Infrastructure is planned for the long-term and without imposing an unfair burden on future generations

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Long Term Financial Plan Scenarios

The Base Model (Scenario 1)

Council's Base Model produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2027/28 financial year.

This model has formed the financial basis for the Delivery Program 2022/23 – 2025/26 and the Operational Plan 2022/23.

This Financial Model contains the following key assumptions:

- Annual increases in rate revenue ranging from 2.5% to 4% with an Additional Special Variation of 1.8% above the rate peg 0.7% in year 1
- An Additional Special Rate Variation is built into the model in 2026/27 for additional Flood Mitigation work with \$1.5million being forecast to be raised in that year with this indexed as per the rate peg for a period of 10 years at which time the variation would conclude.
- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels



The Lower Rate Peg Model (Scenario 2)

Scenario 2 produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services over a longer period of time. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2029/30 financial year.

This Financial Model contains the following key assumptions:

- Annual increases in rate revenue ranging from 0.7% to 4%
- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels



Lower Sewer Charge Model Year 1 (Scenario 3)

Scenario 3 produces financial projections (at both fund and consolidated levels) over the next ten years based on a progression towards a 'Sustainable' level of service for assets and services. The model commences with a Consolidated Net Operating Surplus which continues for all years of the model. The General Fund commences with a Net Operating Deficit in year one with a gradual improvement in the net operating result until it reaches a surplus in the 2027/28 financial year.

This Financial Model contains the following key assumptions:

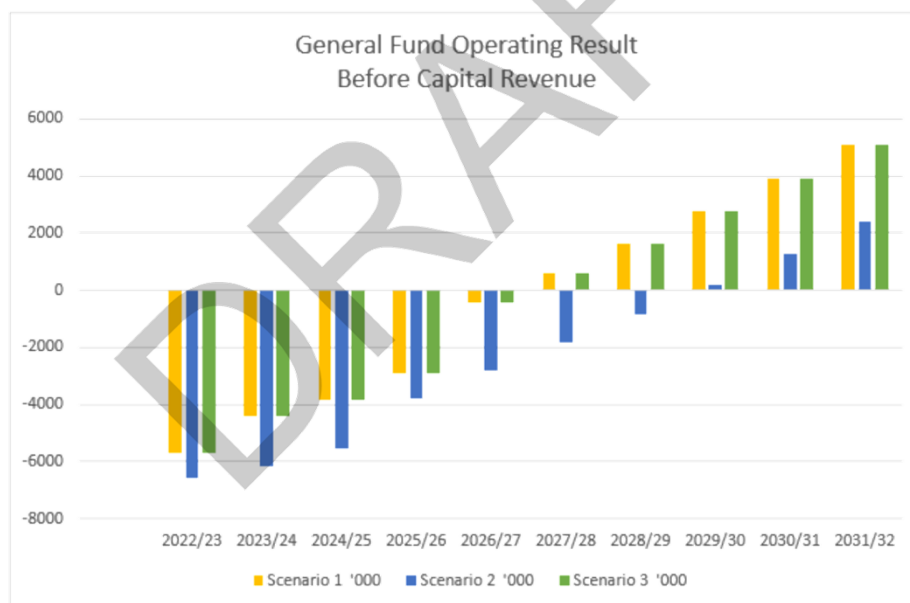
- Annual increases in rate revenue ranging from 2.5% to 4% with an Additional Special Variation of 1.8% above the rate peg 0.7% in year 1
- An Additional Special Rate Variation is built into the model in 2026/27 for additional Flood Mitigation work with \$1.5million being forecast to be raised in that year with this indexed as per the rate peg for a period of 10 years at which time the variation would conclude.
- Sewer Charge increase in year 1 of 1.7% (differing from Scenario 1 where the increase is 4%)
- Revenue from annual charges increasing by 1.1% - 4.49% per annum
- Other Revenues increasing by 3% to 3.64%
- Recurrent grant funding capped at (0% - 3%) increase per annum
- Annual increases of 1.92% to 4.24% for salary expenditure
- Operational expenditure increases of between -11.6% to 5.62% per annum with the standard increase being 2%
- Recurrent capital expenditure capped at (0% - 3%) increase per annum
- A set program of capital projects over the initial 4 years with the development of a 10 year rolling program
- Existing Loan repayments (per loan repayment schedules)
- Further productivity improvements through the Continuous Improvement process
- Potential change to service levels upon further review of current service levels



Operating Result Before Capital Revenue

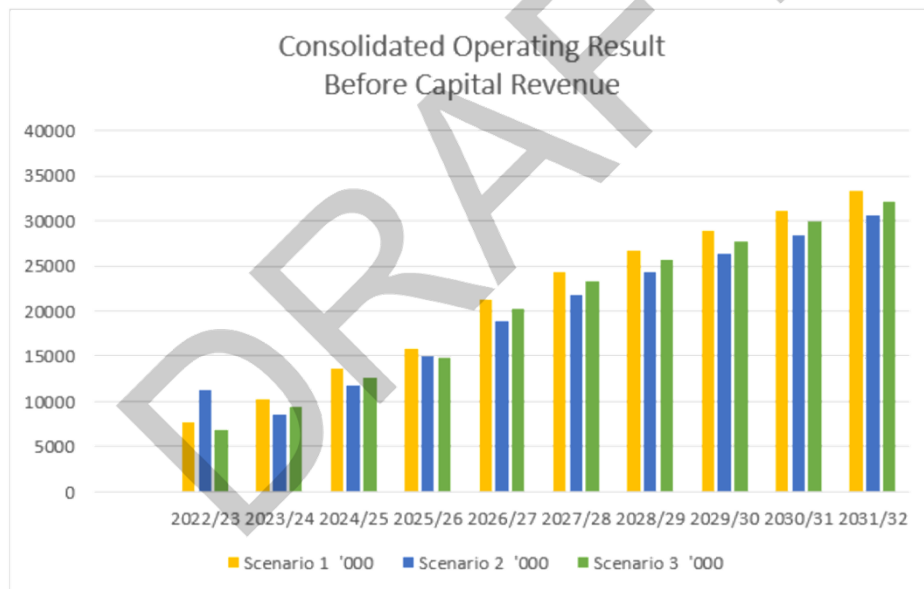
The following shows the Operating results before capital revenue for the General fund over the term of the Long Term Financial Plan for all three scenarios.

General Fund Operating Result Before Capital Revenue	Scenario 1 '000	Scenario 2 '000	Scenario 3 '000
2022/23	(5,695)	(6,568)	(5,694)
2023/24	(4,415)	(6,145)	(4,415)
2024/25	(3,825)	(5,573)	(3,824)
2025/26	(2,933)	(3,802)	(2,933)
2026/27	(419)	(2,810)	(419)
2027/28	601	(1,849)	601
2028/29	1,654	(857)	1,654
2029/30	2,764	190	2,764
2030/31	3,919	1,280	3,919
2031/32	5,114	2,410	5,114



The following shows the Operating results before capital revenue for the three Consolidated Funds over the term of the Long Term Financial Plan for all three scenarios.

Consolidated Operating Result Before Capital Revenue	Scenario 1 '000	Scenario 2 '000	Scenario 3 '000
2022/23	7,647	11,333	6,774
2023/24	10,232	8,503	9,316
2024/25	13,558	11,811	12,588
2025/26	15,848	14,980	14,840
2026/27	21,272	18,882	20,239
2027/28	24,305	21,855	23,246
2028/29	26,774	24,262	25,688
2029/30	28,893	26,319	27,780
2030/31	31,088	28,449	29,947
2031/32	33,355	30,651	32,186



Additional Items that differ from previous LTFP

The following is a list of expenditure and revenue items which differ from the previous LTFP which can provide further context to why the Council is forecasting General Fund deficits under all three scenarios until at least 2027/28. Should Council not have had to build these into the current LTFP it would be in surplus in the 2023/24 financial year.

Additional Costs Over and Above previous Long Term Financial Plan

Wiigulga Sports Complex	975,000
Animal Shelter	221,000
Regional Sports Hub	335,000
Jetty Foreshore Maintenance	350,000
Coffs Harbour Boat Ramp Park Maintenance	20,000
Additional Lifesaving Service Jetty Beach	45,000
Additional Service Level and New Pools	945,000
Additional Service Level Emergency Management	226,000
Additional Service Level Library and YAM	310,000
Total increased expenditure	3,427,000

Lower Revenue Below Previous Long Term Financial Plan

Lower Parking Fine Revenue	100,000
Lower than predicted Rate Peg over last three years	1,500,000
Total lower revenue	1,600,000
Total Impact on Operating Position of Council	5,027,000

Long Term Financial Plan Scenarios (In detail)

The following pages of this document show the Long Term Financial Plan Scenario's 1, 2 and 3 for Council's General Fund, Water Supply Fund and Sewerage Fund. Each scenario incorporates an Operating Statement, Statement of Cash Flows and Statement of Financial Position and General Fund Ratios for the current year (2022/23) and the next ten years.

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Scenario 1 Operating Statement

2022/23

2023/24

2024/25

	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Recurrent Revenue												
Rates & Annual Charges	73,372	4,749	30,387	108,508	\$75,585	\$4,895	\$31,787	112,267	\$78,125	\$5,043	\$33,262	116,429
User Charges & Fees	22,716	18,614	3,441	44,771	\$23,365	\$18,987	\$3,554	45,906	\$23,736	\$19,581	\$3,680	46,997
Interest & Investment Revenue	3,365	497	695	4,557	\$3,429	\$506	\$709	4,644	\$3,539	\$517	\$723	4,779
Other Revenues	16,183	89	67	16,339	\$16,774	\$92	\$69	16,935	\$17,325	\$94	\$70	17,489
Grants & Contributions provided for Operating Purposes	13,722	355	256	14,333	\$13,483	\$352	\$257	14,092	\$13,740	\$349	\$258	14,347
TOTAL RECURRENT REVENUE	\$129,358	\$24,304	\$34,846	\$188,508	\$132,636	\$24,832	\$36,376	\$193,844	\$136,465	\$25,584	\$37,993	\$200,041
Recurrent Expenditure												
Employee Benefits & Oncosts	55,733	3,865	6,404	66,002	\$55,649	\$3,964	\$6,414	66,027	\$57,274	\$4,084	\$6,607	67,965
Borrowing Costs	1,968	2,469	2,799	7,236	\$1,938	\$2,073	\$2,348	6,359	\$1,814	\$1,649	\$1,864	5,327
Materials & Contracts	153,593	8,998	12,728	175,319	\$91,913	\$4,311	\$6,160	102,384	\$81,986	\$4,635	\$6,069	92,690
Depreciation & Amortisation	29,182	5,917	7,959	43,058	\$30,380	\$6,095	\$8,198	44,673	\$31,135	\$6,277	\$8,444	45,856
Other Expenses	7,365	686	1,979	10,030	\$8,052	\$700	\$1,981	10,733	\$8,257	\$704	\$1,968	10,929
Internal Expenses	(4,710)	1,144	3,566	0	(\$2,596)	\$501	\$2,095	0	(\$2,667)	\$526	\$2,141	0
Less: Capitalised Expenses	(101,452)	(7,617)	(11,715)	(120,784)	(\$39,699)	(\$2,840)	(\$4,025)	(46,564)	(\$28,914)	(\$3,210)	(\$4,160)	(36,284)
TOTAL RECURRENT EXPENDITURE	\$141,679	\$15,462	\$23,720	\$180,861	\$145,637	\$14,804	\$23,171	\$183,612	\$148,885	\$14,665	\$22,933	\$186,483
Interfund Transactions												
Income Tax Equivalents	(132)	37	95	0	(\$125)	\$38	\$87	(0)	(\$127)	\$38	\$89	0
Overheads Allocation	(6,494)	2,683	3,811	0	(\$8,461)	\$3,707	\$4,754	(0)	(\$8,468)	\$3,714	\$4,754	0
TOTAL INTERFUND TRANSACTIONS	(\$6,626)	\$2,720	\$3,906	\$0	(\$8,586)	\$3,745	\$4,841	(\$0)	(\$8,595)	\$3,752	\$4,843	\$0
NET OPERATING (DEFICIT)	(\$5,695)	\$6,122	\$7,220	\$7,647	(\$4,415)	\$6,283	\$8,364	\$10,232	(\$3,825)	\$7,167	\$10,217	\$13,558
Capital Revenue												
Capital Grants, Subsidies, Contributions and Donations	31,829	3,760	3,047	38,636	\$14,163	\$3,358	\$3,138	20,659	\$7,970	\$3,458	\$3,232	14,660
TOTAL CAPITAL REVENUE	\$31,829	\$3,760	\$3,047	\$38,636	\$14,163	\$3,358	\$3,138	\$20,659	\$7,970	\$3,458	\$3,232	\$14,660
NET SURPLUS (DEFICIT)	\$26,134	\$9,882	\$10,267	\$46,283	\$9,748	\$9,641	\$11,502	\$30,891	\$4,145	\$10,625	\$13,449	\$28,218

Scenario 1 Operating Statement

2025/26

2026/27

2027/28

	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Recurrent Revenue												
Rates & Annual Charges	\$80,223	\$5,194	\$34,784	120,200	83,728	5,324	35,653	124,705	85,821	5,457	36,545	127,823
User Charges & Fees	\$24,083	\$20,231	\$3,807	48,121	25,046	20,838	3,921	49,805	26,048	21,463	4,039	51,550
Interest & Investment Revenue	\$3,676	\$522	\$737	4,935	3,750	532	752	5,034	3,825	543	767	5,134
Other Revenues	\$17,840	\$96	\$41	17,977	18,375	99	42	18,516	18,926	102	43	19,072
Grants & Contributions provided for Operating Purposes	\$14,480	\$346	\$259	15,085	14,842	355	265	15,462	15,213	364	272	15,849
TOTAL RECURRENT REVENUE	\$140,302	\$26,389	\$39,628	\$206,318	\$145,741	\$27,148	\$40,634	\$213,523	\$149,834	\$27,928	\$41,666	\$219,428
Recurrent Expenditure												
Employee Benefits & Oncosts	\$58,750	\$4,206	\$6,805	69,761	60,513	4,332	7,009	71,854	62,328	4,462	7,219	74,009
Borrowing Costs	\$1,724	\$1,194	\$2,291	5,209	1,553	707	791	3,051	1,454	210	226	1,890
Materials & Contracts	\$82,665	\$2,227	\$7,336	92,228	85,818	7,872	12,083	105,773	87,535	8,029	12,324	107,888
Depreciation & Amortisation	\$31,308	\$6,466	\$8,697	46,471	31,621	6,531	8,784	46,936	31,937	6,596	8,872	47,405
Other Expenses	\$8,210	\$650	\$678	9,538	8,374	663	692	9,729	8,542	676	705	9,923
Internal Expenses	(\$3,368)	\$583	\$2,785	0	(3,402)	589	2,813	0	(3,436)	595	2,841	0
Less: Capitalised Expenses	(\$27,471)	(\$555)	(\$4,710)	(32,736)	(29,520)	(6,166)	(9,404)	(45,091)	(30,111)	(6,289)	(9,592)	(45,993)
TOTAL RECURRENT EXPENDITURE	\$151,818	\$14,771	\$23,882	\$190,471	\$154,957	\$14,527	\$22,767	\$192,251	\$158,249	\$14,279	\$22,596	\$195,123
Interfund Transactions												
Income Tax Equivalents	(\$130)	\$35	\$95	0	(133)	36	97	0	(137)	37	100	0
Overheads Allocation	(\$8,452)	\$3,722	\$4,730	0	(8,663)	3,815	4,848	0	(8,880)	3,910	4,969	0
TOTAL INTERFUND TRANSACTIONS	(\$8,582)	\$3,757	\$4,825	\$0	(\$8,797)	\$3,851	\$4,946	\$0	(\$9,016)	\$3,947	\$5,069	\$0
NET OPERATING (DEFICIT)	(\$2,933)	\$7,861	\$10,921	\$15,848	(\$419)	\$8,770	\$12,921	\$21,272	\$601	\$9,703	\$14,001	\$24,305
Capital Revenue												
Capital Grants, Subsidies, Contributions and Donations	\$8,016	\$3,528	\$3,297	14,841	8,176	3,599	3,363	15,138	8,340	3,671	3,430	15,441
TOTAL CAPITAL REVENUE	\$8,016	\$3,528	\$3,297	\$14,841	\$8,176	\$3,599	\$3,363	\$15,138	\$8,340	\$3,671	\$3,430	\$15,441
NET SURPLUS (DEFICIT)	\$5,083	\$11,389	\$14,218	\$30,689	\$7,757	\$12,368	\$16,284	\$36,410	\$8,941	\$13,373	\$17,431	\$39,745

Scenario 1 Operating Statement

2028/29

2029/30

2030/31

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	87,967	5,593	37,458	131,019
User Charges & Fees	27,090	22,107	4,160	53,357
Interest & Investment Revenue	3,901	554	782	5,237
Other Revenues	19,494	105	45	19,644
Grants & Contributions provided for Operating Purposes	15,593	373	279	16,245
TOTAL RECURRENT REVENUE	\$154,046	\$28,732	\$42,724	\$225,502
Recurrent Expenditure				
Employee Benefits & Oncosts	64,198	4,596	7,436	76,230
Borrowing Costs	1,364	0	0	1,364
Materials & Contracts	89,285	10,390	6,371	106,046
Depreciation & Amortisation	32,257	6,662	8,961	47,879
Other Expenses	8,713	690	719	10,122
Internal Expenses	(3,470)	601	2,869	0
Less: Capitalised Expenses	(30,713)	(8,615)	(3,584)	(42,912)
TOTAL RECURRENT EXPENDITURE	\$161,633	\$14,323	\$22,772	\$198,728
Interfund Transactions				
Income Tax Equivalents	(140)	38	102	0
Overheads Allocation	(9,102)	4,008	5,094	0
TOTAL INTERFUND TRANSACTIONS	(\$9,242)	\$4,046	\$5,196	\$0
NET OPERATING (DEFICIT)	\$1,654	\$10,363	\$14,756	\$26,774
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,507	3,744	3,499	15,749
TOTAL CAPITAL REVENUE	\$8,507	\$3,744	\$3,499	\$15,749
NET SURPLUS (DEFICIT)	\$10,161	\$14,107	\$18,255	\$42,523

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	90,166	5,733	38,395	134,294
User Charges & Fees	28,174	22,770	4,285	55,229
Interest & Investment Revenue	3,979	565	798	5,342
Other Revenues	20,079	108	46	20,233
Grants & Contributions provided for Operating Purposes	15,983	382	286	16,651
TOTAL RECURRENT REVENUE	\$158,381	\$29,558	\$43,809	\$231,749
Recurrent Expenditure				
Employee Benefits & Oncosts	66,124	4,734	7,659	78,517
Borrowing Costs	1,261	0	0	1,261
Materials & Contracts	91,071	6,397	13,298	110,767
Depreciation & Amortisation	32,579	6,729	9,050	48,358
Other Expenses	8,887	704	734	10,324
Internal Expenses	(3,505)	607	2,898	0
Less: Capitalised Expenses	(31,327)	(4,588)	(10,456)	(46,371)
TOTAL RECURRENT EXPENDITURE	\$165,090	\$14,583	\$23,184	\$202,856
Interfund Transactions				
Income Tax Equivalents	(143)	39	105	0
Overheads Allocation	(9,329)	4,108	5,221	0
TOTAL INTERFUND TRANSACTIONS	(\$9,473)	\$4,147	\$5,326	\$0
NET OPERATING (DEFICIT)	\$2,764	\$10,829	\$15,300	\$28,893
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,677	3,819	3,569	16,064
TOTAL CAPITAL REVENUE	\$8,677	\$3,819	\$3,569	\$16,064
NET SURPLUS (DEFICIT)	\$11,441	\$14,648	\$18,868	\$44,957

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	92,420	5,877	39,354	137,651
User Charges & Fees	29,301	23,453	4,413	57,167
Interest & Investment Revenue	4,059	576	814	5,449
Other Revenues	20,681	111	48	20,840
Grants & Contributions provided for Operating Purposes	16,383	391	293	17,067
TOTAL RECURRENT REVENUE	\$162,844	\$30,409	\$44,922	\$238,175
Recurrent Expenditure				
Employee Benefits & Oncosts	68,107	4,876	7,889	80,872
Borrowing Costs	1,159	0	0	1,159
Materials & Contracts	92,892	6,525	8,164	107,582
Depreciation & Amortisation	32,905	6,796	9,141	48,841
Other Expenses	9,065	718	749	10,531
Internal Expenses	(3,540)	613	2,927	0
Less: Capitalised Expenses	(31,954)	(4,679)	(5,265)	(41,898)
TOTAL RECURRENT EXPENDITURE	\$168,635	\$14,848	\$23,604	\$207,087
Interfund Transactions				
Income Tax Equivalents	(147)	40	107	0
Overheads Allocation	(9,563)	4,211	5,352	0
TOTAL INTERFUND TRANSACTIONS	(\$9,710)	\$4,251	\$5,459	\$0
NET OPERATING (DEFICIT)	\$3,919	\$11,310	\$15,859	\$31,088
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,850	3,895	3,640	16,386
TOTAL CAPITAL REVENUE	\$8,850	\$3,895	\$3,640	\$16,386
NET SURPLUS (DEFICIT)	\$12,769	\$15,205	\$19,499	\$47,473

Scenario 1 Operating Statement

2031/32

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	94,731	6,023	40,338	141,093
User Charges & Fees	30,473	24,157	4,546	59,175
Interest & Investment Revenue	4,140	588	830	5,558
Other Revenues	21,302	115	49	21,465
Grants & Contributions provided for Operating Purposes	16,792	401	300	17,494
TOTAL RECURRENT REVENUE	\$167,438	\$31,284	\$46,063	\$244,785
Recurrent Expenditure				
Employee Benefits & Oncosts	70,151	5,022	8,126	83,298
Borrowing Costs	1,063	0	0	1,063
Materials & Contracts	94,750	6,656	8,328	109,734
Depreciation & Amortisation	33,234	6,864	9,232	49,330
Other Expenses	9,246	732	764	10,741
Internal Expenses	(3,575)	619	2,956	0
Less: Capitalised Expenses	(32,593)	(4,773)	(5,370)	(42,736)
TOTAL RECURRENT EXPENDITURE	\$172,276	\$15,120	\$24,035	\$211,430
Interfund Transactions				
Income Tax Equivalents	(151)	41	110	0
Overheads Allocation	(9,802)	4,316	5,485	0
TOTAL INTERFUND TRANSACTIONS	(\$9,952)	\$4,357	\$5,596	\$0
NET OPERATING (DEFICIT)	\$5,114	\$11,807	\$16,433	\$33,355
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	9,027	3,973	3,713	16,713
TOTAL CAPITAL REVENUE	\$9,027	\$3,973	\$3,713	\$16,713
NET SURPLUS (DEFICIT)	\$14,142	\$15,780	\$20,146	\$50,068

Consolidated Statement of Cashflows
Scenario 1

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	73,372	4,749	30,387	108,508	75,585	4,895	31,787	112,267	78,125	5,043	33,262	116,429
User Charges & Fees	22,716	18,614	3,441	44,771	23,365	18,987	3,554	45,906	23,736	19,581	3,680	46,997
Interest & Investment Revenue Received	3,365	497	695	4,557	3,429	506	709	4,644	3,539	517	723	4,779
Other	16,183	89	67	16,339	16,774	92	69	16,935	17,325	94	70	17,489
Grants & Contributions	13,722	355	256	14,333	13,483	352	257	14,092	13,740	349	258	14,347
Capital Grants and Contributions	31,829	3,760	3,047	38,636	14,163	3,358	3,138	20,659	7,970	3,458	3,232	14,660
	161,187	28,064	37,893	227,144	146,799	28,190	39,514	214,503	144,435	29,042	41,225	214,701
				0				0				0
Payments:												
Employee Benefits & On-Costs	(55,733)	(3,865)	(6,404)	(66,002)	(55,649)	(3,964)	(6,414)	(66,027)	(57,274)	(4,084)	(6,607)	(67,965)
Borrowing Costs	(1,968)	(2,469)	(2,799)	(7,236)	(1,938)	(2,073)	(2,348)	(6,359)	(1,814)	(1,649)	(1,864)	(5,327)
Materials & Contracts	(153,593)	(8,998)	(12,728)	(175,319)	(91,913)	(4,311)	(6,160)	(102,384)	(81,986)	(4,635)	(6,069)	(92,690)
Other	(7,365)	(686)	(1,979)	(10,030)	(8,052)	(700)	(1,981)	(10,733)	(8,257)	(704)	(1,968)	(10,929)
Capitalised Expenses	101,452	7,617	11,715	120,784	39,699	2,840	4,025	46,564	28,914	3,210	4,160	36,284
	(\$117,207)	(\$8,401)	(\$12,195)	(\$137,803)	(\$117,853)	(\$8,208)	(\$12,878)	(\$138,939)	(\$120,417)	(\$7,862)	(\$12,348)	(\$140,627)
Net Cash provided by (or used in) Operating Activities	43,980	19,663	25,698	89,341	28,946	19,982	26,636	75,564	24,018	21,180	28,877	74,074
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	5,846	(10,485)	(12,544)	(\$17,183)	(36,000)	(14,808)	(21,260)	(\$72,068)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property								\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$101,452)	(\$7,617)	(\$11,715)	(\$120,784)	(\$39,699)	(\$2,840)	(\$4,025)	(\$46,564)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Purchase of Real Estate Assets												
	(\$95,606)	(\$18,102)	(\$24,259)	(\$137,967)	(\$75,699)	(\$17,648)	(\$25,285)	(\$118,632)	(\$84,914)	(\$11,010)	(\$16,460)	(\$92,384)
Net Cash provided by (or used in) Investing Activities	(\$59,606)	(\$10,302)	(\$11,959)	(\$81,867)	(\$39,699)	(\$9,848)	(\$12,985)	(\$62,532)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	5500											
	5500	0	0	5500	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
Net Cash Flow provided by (or used in) Financing Activities	1,356	(5,497)	(6,267)	(\$15,908)	(3,638)	(5,888)	(6,716)	(\$16,242)	(3,120)	(6,308)	(7,196)	(\$16,624)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 14,270	3,864	7,472	- 2,934	- 14,391	4,246	6,935	- 3,210	- 8,016	11,662	17,521	21,166
Cash, Cash Equivalents - beginning of year	128,838	28,238	45,358	202,434	114,568	32,102	52,830	199,500	100,177	36,348	59,765	196,290
Cash & Cash Equivalents - end of the year	114,568	32,102	52,830	199,500	100,177	36,348	59,765	196,290	92,160	48,010	77,286	217,456
Total Cash, Cash equivalents and Investments												

Consolidated Statement of Cashflows
Scenario 1

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	80,223	5,194	34,784	120,200	83,728	5,324	35,653	124,705	85,821	5,457	36,545	127,823
User Charges & Fees	24,083	20,231	3,807	48,121	25,046	20,838	3,921	49,805	26,048	21,463	4,039	51,550
Interest & Investment Revenue Received	3,676	522	737	4,935	3,750	532	752	5,034	3,825	543	767	5,134
Other	17,840	96	41	17,977	18,375	99	42	18,516	18,926	102	43	19,072
Grants & Contributions	14,480	346	259	15,085	14,842	355	265	15,462	15,213	364	272	15,849
Capital Grants and Contributions	8,016	3,528	3,297	14,841	8,176	3,599	3,363	15,138	8,340	3,671	3,430	15,441
	148,318	29,917	42,925	221,159	153,918	30,746	43,997	228,661	158,174	31,599	45,096	234,868
Payments:				0				0				0
Employee Benefits & On-Costs	(58,750)	(4,206)	(6,805)	(69,761)	(60,513)	(4,332)	(7,009)	(71,854)	(62,328)	(4,462)	(7,219)	(74,009)
Borrowing Costs	(1,724)	(1,194)	(2,291)	(5,209)	(1,553)	(707)	(791)	(3,051)	(1,454)	(210)	(226)	(1,890)
Materials & Contracts	(82,665)	(2,227)	(7,336)	(92,228)	(85,818)	(7,872)	(12,083)	(105,773)	(87,535)	(8,029)	(12,324)	(107,888)
Other	(8,210)	(650)	(678)	(9,538)	(8,374)	(663)	(692)	(9,729)	(8,542)	(676)	(705)	(9,923)
Capitalised Expenses	27,471	555	4,710	32,736	29,520	6,166	9,404	45,091	30,111	6,289	9,592	45,993
	(\$123,878)	(\$7,222)	(\$12,400)	(\$144,000)	(\$126,738)	(\$7,408)	(\$11,170)	(\$145,315)	(\$129,747)	(\$7,088)	(\$10,883)	(\$147,718)
Net Cash provided by (or used in) Operating Activities	24,440	22,195	30,525	77,159	27,180	23,339	32,827	83,345	28,426	24,511	34,213	87,150
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables					52,503							
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment	36,000	7,800	12,300	56,100	88,503	7,800	12,300	108,603	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				\$0				\$0				\$0
Purchase of Investment Property												
Purchase of Infrastructure, Property, Plant & Equipment	(\$27,471)	(\$558)	(\$4,710)	(\$32,736)	(\$29,520)	(\$6,166)	(\$9,404)	(\$45,091)	(\$30,111)	(\$6,289)	(\$9,592)	(\$45,993)
Purchase of Real Estate Assets	(\$63,471)	(\$8,355)	(\$17,010)	(\$88,836)	(\$65,520)	(\$13,966)	(\$21,704)	(\$101,191)	(\$66,111)	(\$14,089)	(\$21,892)	(\$102,093)
	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)	\$22,983	(\$6,166)	(\$9,404)	\$7,412	(\$30,111)	(\$6,289)	(\$9,592)	(\$45,993)
Net Cash provided by (or used in) Investing Activities												
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
Net Cash Flow provided by (or used in) Financing Activities	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 6,151	14,882	18,106	26,836	46,953	9,932	15,162	72,047	- 4,989	12,607	18,412	26,029
Cash, Cash Equivalents - beginning of year	92,160	48,010	77,286	217,456	86,009	62,892	95,391	244,292	132,962	72,824	110,554	316,339
Cash & Cash Equivalents - end of the year	86,009	62,892	95,391	244,292	132,962	72,824	110,554	316,339	127,972	85,430	128,965	342,368
Total Cash, Cash equivalents and Investments												

Consolidated Statement of Cashflows
Scenario 1

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	87,967	5,593	37,458	131,019	90,166	5,733	38,395	134,294	92,420	5,877	39,354	137,651
User Charges & Fees	27,090	22,107	4,160	53,357	28,174	22,770	4,285	55,229	29,301	23,453	4,413	57,167
Interest & Investment Revenue Received	3,901	554	782	5,237	3,979	565	798	5,342	4,059	576	814	5,449
Other	19,494	105	45	19,644	20,079	108	46	20,233	20,681	111	48	20,840
Grants & Contributions	15,593	373	279	16,245	15,983	382	286	16,651	16,383	391	293	17,067
Capital Grants and Contributions	8,507	3,744	3,499	15,749	8,677	3,819	3,569	16,064	8,850	3,895	3,640	16,386
	162,552	32,476	46,223	241,251	167,058	33,377	47,378	247,813	171,694	34,304	48,562	254,561
Payments:												
Employee Benefits & On-Costs	(64,198)	(4,596)	(7,436)	(76,230)	(66,124)	(4,734)	(7,659)	(78,517)	(68,107)	(4,876)	(7,889)	(80,872)
Borrowing Costs	(1,364)	-	-	(1,364)	(1,261)	-	-	(1,261)	(1,159)	-	-	(1,159)
Materials & Contracts	(89,285)	(10,390)	(6,371)	(106,046)	(91,071)	(6,897)	(13,298)	(110,767)	(92,892)	(6,525)	(8,164)	(107,582)
Other	(8,713)	(690)	(719)	(10,122)	(8,887)	(704)	(734)	(10,324)	(9,065)	(718)	(749)	(10,531)
Capitalised Expenses	30,713	8,615	3,584	42,912	31,327	4,588	10,456	46,371	31,954	4,679	5,265	41,898
	(\$132,847)	(\$7,060)	(\$10,942)	(\$150,849)	(\$136,015)	(\$7,247)	(\$11,235)	(\$154,498)	(\$139,269)	(\$7,440)	(\$11,537)	(\$158,246)
Net Cash provided by (or used in) Operating Activities	29,706	25,416	35,281	90,402	31,043	26,130	36,143	93,315	32,425	26,865	37,026	96,315
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				\$0				\$0				\$0
Purchase of Investment Property												
Purchase of Infrastructure, Property, Plant & Equipment	(\$30,713)	(\$8,615)	(\$3,584)	(\$42,912)	(\$31,327)	(\$4,588)	(\$10,456)	(\$46,371)	(\$31,954)	(\$4,679)	(\$5,265)	(\$41,898)
Purchase of Real Estate Assets												
	(\$66,713)	(\$16,415)	(\$15,884)	(\$99,012)	(\$67,327)	(\$12,388)	(\$22,756)	(\$102,471)	(\$67,954)	(\$12,479)	(\$17,565)	(\$97,998)
Net Cash provided by (or used in) Investing Activities	(\$30,713)	(\$8,615)	(\$3,584)	(\$42,912)	(\$31,327)	(\$4,588)	(\$10,456)	(\$46,371)	(\$31,954)	(\$4,679)	(\$5,265)	(\$41,898)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
Net Cash Flow provided by (or used in) Financing Activities	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	-	-	(\$3,504)	(\$3,322)	-	-	(\$3,322)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 4,414	15,875	30,742	42,204	- 3,789	21,542	25,687	43,441	- 2,851	22,185	31,761	51,095
Cash, Cash Equivalents - beginning of year	127,972	85,430	128,965	342,368	123,558	101,306	159,708	384,572	119,770	122,848	185,395	428,012
Cash & Cash Equivalents - end of the year	123,558	101,306	159,708	384,572	119,770	122,848	185,395	428,012	116,919	145,033	217,155	479,107
Total Cash, Cash equivalents and Investments												

**Consolidated Statement of Cashflows
Scenario 1**

	2031/32			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	94,731	6,023	40,338	141,093
User Charges & Fees	30,473	24,157	4,546	59,175
Interest & Investment Revenue Received	4,140	588	830	5,558
Other	21,302	115	49	21,465
Grants & Contributions	16,792	401	300	17,494
Capital Grants and Contributions	9,027	3,973	3,713	16,713
	176,465	35,257	49,776	261,498
Payments:				
Employee Benefits & On-Costs	(70,151)	(5,022)	(8,126)	(83,298)
Borrowing Costs	(1,063)	-	-	(1,063)
Materials & Contracts	(94,750)	(6,656)	(8,328)	(109,734)
Other	(9,246)	(732)	(764)	(10,741)
Capitalised Expenses	32,593	4,773	5,370	42,736
	(\$142,617)	(\$7,637)	(\$11,846)	(\$162,100)
Net Cash provided by (or used in) Operating Activities	33,848	27,620	37,930	99,398
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Reduction in Receivables				
Sale of Investment Property				
Sale of Real Estate Assets				
Sale of Infrastructure, Property, Plant & Equipment				
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				
Purchase of Investment Property				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$32,593)	(\$4,773)	(\$5,370)	(\$42,736)
Purchase of Real Estate Assets				
	(\$68,593)	(\$12,573)	(\$17,670)	(\$98,836)
	(\$32,593)	(\$4,773)	(\$5,370)	(\$42,736)
Net Cash provided by (or used in) Investing Activities				
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances				
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(\$3,122)	\$0	\$0	(\$3,122)
	(\$3,122)	\$0	\$0	(\$3,122)
	(3,122)	-	-	(3,122)
Net Cash Flow provided by (or used in) Financing Activities				
Net Increase/(Decrease) in Cash & Cash Equivalents	- 1,867	22,847	32,560	53,540
Cash, Cash Equivalents - beginning of year	116,919	145,033	217,155	479,107
Cash & Cash Equivalents - end of the year	115,052	167,880	249,715	532,647
Total Cash, Cash equivalents and Investments				

**Statement of Financial Position
Scenario 1**

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	65,104	3,356	9,793	78,253	50,713	594	7,768	59,075	62,193	12,256	25,289	99,738
Investments	-33	20,015	18,622	38,604	-33	27,023	27,582	54,572	-33	27,023	27,582	54,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	88,615	31,818	33,377	153,810	74,224	36,064	40,312	150,600	85,704	47,726	57,833	191,263
Non current assets												
Investments	49,497	8,731	24,415	82,643	49,497	8,731	24,415	82,643	30,000	8,731	24,415	63,146
Receivables	52,503	168	11,129	63,800	52,503	168	11,129	63,800	52,503	168	11,129	63,800
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,681,551	367,151	500,094	2,548,796	1,721,250	369,991	504,119	2,595,360	1,750,164	373,201	508,279	2,631,644
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,786,486	426,224	535,638	2,748,348	1,826,185	429,064	539,663	2,794,912	1,835,602	432,274	543,823	2,811,699
Total Assets	1,875,101	458,042	569,015	2,902,158	1,900,409	465,128	579,975	2,945,512	1,921,306	480,000	601,655	3,002,962
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,638	5,888	6,716	16,242	3,120	6,308	7,196	16,624	3,120	6,758	7,709	17,587
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,328	7,640	8,424	64,392	47,810	8,060	8,904	64,774	47,810	8,510	9,417	65,737
Non Current Liabilities												
Borrowings	57,886	26,845	30,329	115,060	54,766	20,537	23,133	98,436	51,646	13,779	15,424	80,849
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	68,004	26,919	30,427	125,350	64,884	20,611	23,231	108,726	61,764	13,853	15,522	91,139
Total Liabilities	116,332	34,559	38,851	189,742	112,694	28,671	32,135	173,500	109,574	22,363	24,939	156,876
Net Assets	1,758,769	423,483	530,164	2,712,416	1,787,715	436,457	547,840	2,772,012	1,811,733	457,637	576,716	2,846,087

**Statement of Financial Position
Scenario 1**

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	71,042	47,138	63,394	181,574	117,995	57,070	78,557	253,621	113,005	49,676	76,968	239,650
Investments	-33	7,023	7,582	14,572	-33	7,023	7,582	14,572	-33	27,023	27,582	54,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	94,553	62,608	75,938	233,099	141,506	72,540	91,101	305,146	136,516	85,146	109,512	331,175
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	52,503	168	11,129	63,800	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,777,635	373,756	512,989	2,664,380	1,807,155	379,922	522,393	2,709,471	1,837,266	386,212	531,985	2,755,463
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,848,073	432,829	548,533	2,829,435	1,825,090	438,995	557,937	2,822,023	1,855,201	445,285	567,529	2,868,015
Total Assets	1,942,626	495,437	624,471	3,062,534	1,966,596	511,535	649,038	3,127,169	1,991,717	530,431	677,042	3,199,190
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,210	7,241	8,260	18,711	3,305	5,615	6,209	15,129	3,407	925	954	5,286
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	47,900	8,993	9,968	66,861	47,995	7,367	7,917	63,279	48,097	2,677	2,662	53,436
Non Current Liabilities												
Borrowings	48,436	6,538	7,164	62,138	45,131	923	955	47,009	41,724	-2	1	41,723
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	58,554	6,612	7,262	72,428	55,249	997	1,053	57,299	51,842	72	99	52,013
Total Liabilities	106,454	15,605	17,230	139,289	103,244	8,364	8,970	120,578	99,939	2,749	2,761	105,449
Net Assets	1,836,172	479,832	607,241	2,923,246	1,863,353	503,171	640,068	3,006,591	1,891,779	527,682	674,281	3,093,741

**Statement of Financial Position
Scenario 1**

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	108,591	65,552	107,711	281,854	104,803	87,094	133,398	325,294	101,952	129,279	185,158	416,389
Investments	-33	27,023	27,582	54,572	-33	27,023	27,582	54,572	-33	7,023	7,582	14,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	132,102	101,022	140,255	373,379	128,314	122,564	165,942	416,819	125,463	144,749	197,702	467,914
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,867,979	394,827	535,569	2,798,376	1,899,307	399,415	546,025	2,844,746	1,931,260	404,094	551,290	2,886,644
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,885,914	453,900	571,113	2,910,928	1,917,242	458,488	581,569	2,957,298	1,949,195	463,167	586,834	2,999,196
Total Assets	2,018,016	554,922	711,368	3,284,306	2,045,555	581,052	747,511	3,374,118	2,074,658	607,916	784,536	3,467,111
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,504	0	0	3,504	3,322	0	0	3,322	3,122	0	0	3,122
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,194	1,752	1,708	51,654	48,012	1,752	1,708	51,472	47,812	1,752	1,708	51,272
Non Current Liabilities												
Borrowings	38,220	-2	1	38,219	34,898	-2	1	34,897	31,776	-2	1	31,775
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	48,338	72	99	48,509	45,016	72	99	45,187	41,894	72	99	42,065
Total Liabilities	96,532	1,824	1,807	100,163	93,028	1,824	1,807	96,659	89,706	1,824	1,807	93,337
Net Assets	1,921,485	553,098	709,561	3,184,143	1,952,527	579,228	745,704	3,277,459	1,984,952	606,092	782,729	3,386,809

**Statement of Financial Position
Scenario 1**

	2031/32			
	General	Water	Sewer	Total
Assets				
Current Assets				
Cash and Cash equivalents	100,085	172,126	237,718	509,929
Investments	-33	-12,977	-12,418	-25,428
Receivables	6,564	8,447	4,962	19,973
Inventories	2,288			2,288
Other	14,692			14,692
Non-current assets classified as held for sale	0			0
Total Current Assets	123,596	167,596	230,262	521,454
Non current assets				
Investments	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297
Inventories				0
Infrastructure, property, plant and equipment	1,963,853	408,867	556,660	2,929,380
Investments accounted for using equity method				0
Other	2,798			2,798
Intangible Assets	137	50,174		50,311
Total Non Current Assets	1,981,788	467,940	592,204	3,041,932
Total Assets	2,105,384	635,536	822,466	3,563,387
Liabilities				
Current Liabilities				
Payables	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036
Borrowings	2,072	0	0	2,072
Employee Benefit Provisions	12,500	1,105	1,461	15,066
Total Current Liabilities	46,762	1,752	1,708	50,222
Non Current Liabilities				
Borrowings	29,704	-2	1	29,703
Employee Benefit Provision	830	74	98	1,002
Provisions	9,288			9,288
Total Non Current Liabilities	39,822	72	99	39,993
Total Liabilities	86,584	1,824	1,807	90,215
Net Assets	2,018,800	633,712	820,659	3,473,172

General Fund Ratios Scenario 1

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio (Greater than or equal to break even over a three year period) Present	-4.02%	-3.03%	-2.57%	-1.93%	-0.27%	0.38%	1.02%	1.67%	2.32%	2.97%
Own Source Revenue (Greater than 60% average over three years) Present	59.61%	67.41%	70.52%	70.33%	70.67%	70.73%	70.78%	70.84%	70.89%	70.95%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Present	4.72%	4.20%	3.62%	3.45%	3.27%	3.18%	3.10%	3.01%	2.75%	2.50%
Cash Expense Cover Ratio (Benchmark Greater than 3 times)	11.33	9.89	8.95	8.13	12.28	11.54	10.88	10.30	9.84	9.47

2024/25

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**Operating Statement
Scenario 2**

2025/26

2026/27

2027/28

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	79,354	\$5,194	\$34,784	119,332
User Charges & Fees	24,083	\$20,231	\$3,807	48,121
Interest & Investment Revenue	3,676	\$522	\$737	4,935
Other Revenues	17,840	\$96	\$41	17,977
Grants & Contributions provided for Operating Purposes	14,480	\$346	\$259	15,085
TOTAL RECURRENT REVENUE	\$139,433	\$26,389	\$39,628	\$205,450
Recurrent Expenditure				
Employee Benefits & Oncosts	58,750	\$4,206	\$6,805	69,761
Borrowing Costs	1,724	\$1,194	\$2,291	5,209
Materials & Contracts	82,665	\$2,227	\$7,336	92,228
Depreciation & Amortisation	31,308	\$6,466	\$8,697	46,471
Other Expenses	8,210	\$650	\$678	9,538
Internal Expenses	(\$3,368)	\$583	\$2,785	0
Less: Capitalised Expenses	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)
TOTAL RECURRENT EXPENDITURE	\$151,818	\$14,771	\$23,882	\$190,471
Interfund Transactions				
Income Tax Equivalents	(\$130)	\$35	\$95	0
Overheads Allocation	(\$8,452)	\$3,722	\$4,730	0
TOTAL INTERFUND TRANSACTIONS	(\$8,582)	\$3,757	\$4,825	\$0
NET OPERATING (DEFICIT)	(\$3,802)	\$7,861	\$10,921	\$14,980
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	\$8,016	\$3,528	\$3,297	14,841
TOTAL CAPITAL REVENUE	\$8,016	\$3,528	\$3,297	\$14,841
NET SURPLUS (DEFICIT)	\$4,214	\$11,389	\$14,218	\$29,821

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	81,338	5,324	35,654	122,315
User Charges & Fees	25,046	20,838	3,921	49,805
Interest & Investment Revenue	3,750	532	752	5,034
Other Revenues	18,375	99	42	18,516
Grants & Contributions provided for Operating Purposes	14,842	355	265	15,462
TOTAL RECURRENT REVENUE	\$143,351	\$27,148	\$40,634	\$211,133
Recurrent Expenditure				
Employee Benefits & Oncosts	60,513	4,332	7,009	71,854
Borrowing Costs	1,553	707	791	3,051
Materials & Contracts	84,318	7,872	12,083	104,273
Depreciation & Amortisation	31,621	6,531	8,784	46,936
Other Expenses	8,374	663	692	9,729
Internal Expenses	(\$3,402)	589	2,813	0
Less: Capitalised Expenses	(\$28,020)	(\$6,166)	(\$9,404)	(\$43,591)
TOTAL RECURRENT EXPENDITURE	\$154,957	\$14,527	\$22,767	\$192,251
Interfund Transactions				
Income Tax Equivalents	(\$133)	36	97	0
Overheads Allocation	(\$8,663)	3,815	4,848	0
TOTAL INTERFUND TRANSACTIONS	(\$8,797)	\$3,851	\$4,946	\$0
NET OPERATING (DEFICIT)	(\$2,810)	\$8,770	\$12,922	\$18,882
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,176	3,599	3,363	15,138
TOTAL CAPITAL REVENUE	\$8,176	\$3,599	\$3,363	\$15,138
NET SURPLUS (DEFICIT)	\$5,367	\$12,368	\$16,285	\$34,020

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	83,371	5,457	36,545	125,373
User Charges & Fees	26,048	21,463	4,039	51,550
Interest & Investment Revenue	3,825	543	767	5,134
Other Revenues	18,926	102	43	19,072
Grants & Contributions provided for Operating Purposes	15,213	364	272	15,849
TOTAL RECURRENT REVENUE	\$147,383	\$27,928	\$41,666	\$216,978
Recurrent Expenditure				
Employee Benefits & Oncosts	62,328	4,462	7,219	74,009
Borrowing Costs	1,454	210	226	1,890
Materials & Contracts	86,005	8,029	12,324	106,358
Depreciation & Amortisation	31,937	6,596	8,872	47,405
Other Expenses	8,542	676	705	9,923
Internal Expenses	(\$3,436)	595	2,841	0
Less: Capitalised Expenses	(\$28,581)	(\$6,289)	(\$9,592)	(\$44,463)
TOTAL RECURRENT EXPENDITURE	\$158,249	\$14,279	\$22,596	\$195,123
Interfund Transactions				
Income Tax Equivalents	(\$137)	37	100	0
Overheads Allocation	(\$8,880)	3,910	4,969	0
TOTAL INTERFUND TRANSACTIONS	(\$9,016)	\$3,947	\$5,069	\$0
NET OPERATING (DEFICIT)	(\$1,849)	\$9,703	\$14,001	\$21,855
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,340	3,671	3,430	15,441
TOTAL CAPITAL REVENUE	\$8,340	\$3,671	\$3,430	\$15,441
NET SURPLUS (DEFICIT)	\$6,491	\$13,373	\$17,431	\$37,295

Operating Statement
Scenario 2

2028/29

2029/30

2030/31

	General	Water	Sewer	Total		General	Water	Sewer	Total		General	Water	Sewer	Total
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
	General	Water	Sewer	Total		General	Water	Sewer	Total		General	Water	Sewer	Total
Recurrent Revenue														
Rates & Annual Charges	85,456	5,593	37,459	128,508		87,592	5,733	38,395	131,720		89,782	5,877	39,355	135,013
User Charges & Fees	27,090	22,107	4,160	53,357		28,174	22,770	4,285	55,229		29,301	23,453	4,413	57,167
Interest & Investment Revenue	3,901	554	782	5,237		3,979	565	798	5,342		4,059	576	814	5,449
Other Revenues	19,494	105	45	19,644		20,079	108	46	20,233		20,681	111	48	20,840
Grants & Contributions provided for Operating Purposes	15,593	373	279	16,245		15,983	382	286	16,651		16,383	391	293	17,067
TOTAL RECURRENT REVENUE	\$151,534	\$28,732	\$42,724	\$222,990		\$155,807	\$29,558	\$43,810	\$229,175		\$160,205	\$30,409	\$44,923	\$235,537
Recurrent Expenditure														
Employee Benefits & Oncosts	64,198	4,596	7,436	76,230		66,124	4,734	7,659	78,517		68,107	4,876	7,889	80,872
Borrowing Costs	1,364	0	0	1,364		1,261	0	0	1,261		1,159	0	0	1,159
Materials & Contracts	87,725	10,390	6,371	104,485		89,479	6,397	13,298	109,175		91,269	6,525	8,164	105,958
Depreciation & Amortisation	32,257	6,662	8,961	47,879		32,579	6,729	9,050	48,358		32,905	6,796	9,141	48,841
Other Expenses	8,713	690	719	10,122		8,887	704	734	10,324		9,065	718	749	10,531
Internal Expenses	(3,470)	601	2,869	0		(3,505)	607	2,898	0		(3,540)	613	2,927	0
Less: Capitalised Expenses	(29,152)	(8,615)	(3,584)	(41,352)		(29,735)	(4,588)	(10,456)	(44,779)		(30,330)	(4,679)	(5,265)	(40,274)
TOTAL RECURRENT EXPENDITURE	\$161,633	\$14,323	\$22,772	\$198,728		\$165,090	\$14,583	\$23,184	\$202,856		\$168,635	\$14,848	\$23,604	\$207,087
Interfund Transactions														
Income Tax Equivalents	(140)	38	102	0		(143)	39	105	0		(147)	40	107	0
Overheads Allocation	(9,102)	4,008	5,094	0		(9,329)	4,108	5,221	0		(9,563)	4,211	5,352	0
TOTAL INTERFUND TRANSACTIONS	(\$9,242)	\$4,046	\$5,196	\$0		(\$9,473)	\$4,147	\$5,326	\$0		(\$9,710)	\$4,251	\$5,459	\$0
NET OPERATING (DEFICIT)	(\$857)	\$10,363	\$14,756	\$24,262		\$190	\$10,829	\$15,300	\$26,319		\$1,280	\$11,310	\$15,859	\$28,449
Capital Revenue														
Capital Grants, Subsidies, Contributions and Donations	8,507	3,744	3,499	15,749		8,677	3,819	3,569	16,064		8,850	3,895	3,640	16,386
TOTAL CAPITAL REVENUE	\$8,507	\$3,744	\$3,499	\$15,749		\$8,677	\$3,819	\$3,569	\$16,064		\$8,850	\$3,895	\$3,640	\$16,386
NET SURPLUS (DEFICIT)	\$7,650	\$14,107	\$18,255	\$40,012		\$8,867	\$14,648	\$18,869	\$42,384		\$10,131	\$15,205	\$19,499	\$44,835

Operating Statement		2031/32			
Scenario 2		General	Water	Sewer	Total
		Budget	Budget	Budget	Budget
		\$'000	\$'000	\$'000	\$'000
		General	Water	Sewer	Total
Recurrent Revenue					
Rates & Annual Charges		92,026	6,023	40,339	138,389
User Charges & Fees		30,473	24,157	4,546	59,175
Interest & Investment Revenue		4,140	588	830	5,558
Other Revenues		21,302	115	49	21,465
Grants & Contributions provided for Operating Purposes		16,792	401	300	17,494
TOTAL RECURRENT REVENUE		\$164,733	\$31,284	\$46,064	\$242,081
Recurrent Expenditure					
Employee Benefits & Oncosts		70,151	5,022	8,126	83,298
Borrowing Costs		1,063	0	0	1,063
Materials & Contracts		93,094	6,656	8,328	108,078
Depreciation & Amortisation		33,234	6,864	9,232	49,330
Other Expenses		9,246	732	764	10,741
Internal Expenses		(3,575)	619	2,956	0
Less: Capitalised Expenses		(30,937)	(4,773)	(5,370)	(41,080)
TOTAL RECURRENT EXPENDITURE		\$172,276	\$15,120	\$24,035	\$211,430
Interfund Transactions					
Income Tax Equivalents		(151)	41	110	0
Overheads Allocation		(9,802)	4,316	5,485	0
TOTAL INTERFUND TRANSACTIONS		(\$9,952)	\$4,357	\$5,596	\$0
NET OPERATING (DEFICIT)		\$2,410	\$11,807	\$16,434	\$30,651
Capital Revenue					
Capital Grants, Subsidies, Contributions and Donations		9,027	3,973	3,713	16,713
TOTAL CAPITAL REVENUE		\$9,027	\$3,973	\$3,713	\$16,713
NET SURPLUS (DEFICIT)		\$11,437	\$15,780	\$20,147	\$47,364

Statement of Cashflows
Scenario 2

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	72,499	4,749	30,387	107,635	73,855	4,895	31,787	110,537	76,376	5,043	33,262	114,681
User Charges & Fees	22,716	18,614	3,441	44,771	23,365	18,987	3,554	45,906	23,737	19,581	3,680	46,998
Interest & Investment Revenue Received	3,365	497	695	4,557	3,429	506	709	4,644	3,539	517	723	4,779
Other	16,183	89	67	16,339	16,774	92	69	16,935	17,325	94	70	17,489
Grants & Contributions	13,722	355	256	14,333	13,483	352	257	14,092	13,740	349	258	14,347
Capital Grants and Contributions	31,829	3,760	3,047	38,636	14,163	3,358	3,138	20,659	7,970	3,458	3,232	14,660
	160,314	28,064	37,893	226,271	145,069	28,190	39,514	212,773	142,687	29,042	41,225	212,954
Payments:												
Employee Benefits & On-Costs	(55,733)	(3,865)	(6,404)	(66,002)	(55,649)	(3,964)	(6,414)	(66,027)	(57,274)	(4,084)	(6,607)	(67,965)
Borrowing Costs	(1,968)	(2,469)	(2,799)	(7,236)	(1,938)	(2,073)	(2,348)	(6,359)	(1,814)	(1,649)	(1,864)	(5,327)
Materials & Contracts	(153,593)	(8,998)	(12,728)	(175,319)	(91,913)	(4,311)	(6,160)	(102,384)	(81,986)	(4,635)	(6,069)	(92,690)
Other	(7,365)	(686)	(1,979)	(10,030)	(8,052)	(700)	(1,981)	(10,733)	(8,257)	(704)	(1,968)	(10,929)
Capitalised Expenses	101,452	9,968	13,923	125,343	39,699	2,840	4,025	46,564	28,914	3,210	4,160	36,284
	(\$117,207)	(\$6,050)	(\$9,987)	(\$133,244)	(\$117,853)	(\$8,208)	(\$12,878)	(\$138,939)	(\$120,417)	(\$7,862)	(\$12,348)	(\$140,627)
Net Cash provided by (or used in) Operating Activities	43,107	22,014	27,906	93,027	27,216	19,982	26,636	73,834	22,270	21,180	28,877	72,327
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	5,846	(10,485)	(12,544)	(\$17,183)	(36,000)	(14,808)	(21,260)	(\$72,068)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property								\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$101,452)	(\$9,968)	(\$13,923)	(\$125,343)	(\$39,699)	(\$2,840)	(\$4,025)	(\$46,564)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Purchase of Real Estate Assets												
	(\$95,606)	(\$20,453)	(\$28,467)	(\$142,526)	(\$75,699)	(\$17,648)	(\$25,285)	(\$118,632)	(\$64,914)	(\$11,010)	(\$16,460)	(\$92,384)
Net Cash provided by (or used in) Investing Activities	(\$59,606)	(\$12,653)	(\$14,167)	(\$86,426)	(\$39,699)	(\$9,848)	(\$12,985)	(\$62,532)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	5500			5500								
	5500	0	0	5500	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
Net Cash Flow provided by (or used in) Financing Activities	1,356	(\$5,497)	(6,267)	(\$15,908)	(3,638)	(5,888)	(6,716)	(16,242)	(3,120)	(6,308)	(7,196)	(16,624)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 15,143	3,864	7,472	3,807	- 16,121	4,246	6,935	4,940	- 9,764	11,662	17,521	19,419
Cash, Cash Equivalents - beginning of year	128,838	28,238	45,358	202,434	113,695	32,102	52,830	198,627	97,574	36,348	59,765	193,687
Cash & Cash Equivalents - end of the year	113,695	32,102	52,830	198,627	97,574	36,348	59,765	193,687	87,810	48,010	77,286	213,106
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 2

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	79,354	5,194	34,784	119,332	81,338	5,324	35,654	122,315	83,371	5,457	36,545	125,373
User Charges & Fees	24,083	20,231	3,807	48,121	25,046	20,838	3,921	49,805	26,048	21,463	4,039	51,550
Interest & Investment Revenue Received	3,676	522	737	4,935	3,750	532	752	5,034	3,825	543	767	5,134
Other	17,840	96	41	17,977	18,375	99	42	18,516	18,926	102	43	19,072
Grants & Contributions	14,480	346	259	15,085	14,842	355	285	15,462	15,213	364	272	15,849
Capital Grants and Contributions	8,016	3,528	3,297	14,841	8,176	3,599	3,363	15,138	8,340	3,671	3,430	15,441
	147,449	29,917	42,925	220,291	151,527	30,746	43,997	226,271	155,723	31,599	45,096	232,419
Payments:				0				0				0
Employee Benefits & On-Costs	(58,750)	(4,206)	(6,805)	(69,761)	(60,513)	(4,332)	(7,009)	(71,854)	(62,328)	(4,462)	(7,219)	(74,009)
Borrowing Costs	(1,724)	(1,194)	(2,291)	(5,209)	(1,553)	(707)	(791)	(3,051)	(1,454)	(210)	(226)	(1,890)
Materials & Contracts	(82,665)	(2,227)	(7,336)	(92,228)	(84,318)	(7,872)	(12,083)	(104,273)	(86,005)	(8,029)	(12,324)	(106,358)
Other	(8,210)	(650)	(678)	(9,538)	(8,374)	(683)	(692)	(9,729)	(8,542)	(676)	(705)	(9,923)
Capitalised Expenses	27,471	555	4,710	32,736	28,020	6,166	9,404	43,591	28,581	6,289	9,592	44,463
	(\$123,878)	(\$7,722)	(\$12,400)	(\$144,000)	(\$126,738)	(\$7,408)	(\$11,170)	(\$145,315)	(\$129,747)	(\$7,088)	(\$10,883)	(\$147,718)
Net Cash provided by (or used in) Operating Activities	23,571	22,195	30,525	76,291	24,790	23,339	32,827	80,955	25,976	24,511	34,213	84,700
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables					52,503							
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	88,503	7,800	12,300	108,603	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)	(\$28,020)	(\$6,166)	(\$9,404)	(\$43,591)	(\$28,581)	(\$6,289)	(\$9,592)	(\$44,463)
Purchase of Real Estate Assets												
	(\$63,471)	(\$8,355)	(\$17,010)	(\$88,836)	(\$64,020)	(\$13,966)	(\$21,704)	(\$99,691)	(\$64,581)	(\$14,089)	(\$21,892)	(\$100,563)
Net Cash provided by (or used in) Investing Activities	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)	\$24,483	(\$6,166)	(\$9,404)	\$8,912	(\$28,581)	(\$6,289)	(\$9,592)	(\$44,463)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances												
	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
Net Cash Flow provided by (or used in) Financing Activities	(3,120)	(6,758)	(7,709)	(17,587)	(3,210)	(7,241)	(8,260)	(18,711)	(3,305)	(5,615)	(6,209)	(15,129)
Net Increase/(Decrease) in Cash & Cash Equivalents	7,020	14,882	18,106	25,968	46,062	9,932	15,163	71,157	5,910	12,607	18,412	25,109
Cash, Cash Equivalents - beginning of year	87,810	48,010	77,286	213,106	80,790	62,892	95,392	239,074	126,852	72,824	110,555	310,231
Cash & Cash Equivalents - end of the year	80,790	62,892	95,392	239,074	126,852	72,824	110,555	310,231	120,943	85,430	128,967	335,340
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 2

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	85,456	5,593	37,459	128,508	87,592	5,733	38,395	131,720	89,782	5,877	39,355	135,013
User Charges & Fees	27,090	22,107	4,160	53,357	28,174	22,770	4,285	55,229	29,301	23,453	4,413	57,167
Interest & Investment Revenue Received	3,901	554	782	5,237	3,979	565	798	5,342	4,059	576	814	5,449
Other	19,494	105	45	19,644	20,079	108	46	20,233	20,681	111	48	20,840
Grants & Contributions	15,593	373	279	16,245	15,983	382	286	16,651	16,383	391	293	17,067
Capital Grants and Contributions	8,507	3,744	3,499	15,749	8,677	3,819	3,569	16,064	8,850	3,895	3,640	16,386
	160,041	32,476	46,223	238,740	164,484	33,377	47,378	245,239	169,056	34,304	48,563	251,922
Payments:												
Employee Benefits & On-Costs	(64,198)	(4,596)	(7,436)	(76,230)	(66,124)	(4,734)	(7,659)	(78,517)	(68,107)	(4,876)	(7,889)	(80,872)
Borrowing Costs	(1,364)	-	-	(1,364)	(1,261)	-	-	(1,261)	(1,159)	-	-	(1,159)
Materials & Contracts	(87,725)	(10,390)	(6,371)	(104,485)	(89,479)	(6,397)	(13,298)	(109,175)	(91,269)	(6,525)	(8,164)	(105,958)
Other	(8,713)	(690)	(719)	(10,122)	(8,887)	(704)	(734)	(10,324)	(9,065)	(718)	(749)	(10,531)
Capitalised Expenses	29,152	8,615	3,584	41,352	29,735	4,588	10,456	44,779	30,330	4,679	5,265	40,274
	(\$132,847)	(\$7,060)	(\$10,942)	(\$150,849)	(\$136,015)	(\$7,247)	(\$11,235)	(\$154,498)	(\$139,269)	(\$7,440)	(\$11,537)	(\$158,246)
Net Cash provided by (or used in) Operating Activities	27,194	25,416	35,281	87,891	28,469	26,130	36,143	90,741	29,786	26,865	37,026	93,677
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$29,152)	(\$8,615)	(\$3,584)	(\$41,352)	(\$29,735)	(\$4,588)	(\$10,456)	(\$44,779)	(\$30,330)	(\$4,679)	(\$5,265)	(\$40,274)
Purchase of Real Estate Assets												
	(\$65,152)	(\$16,415)	(\$15,884)	(\$97,452)	(\$65,735)	(\$12,388)	(\$22,756)	(\$100,879)	(\$66,330)	(\$12,479)	(\$17,565)	(\$96,374)
Net Cash provided by (or used in) Investing Activities	(\$29,152)	(\$8,615)	(\$3,584)	(\$41,352)	(\$29,735)	(\$4,588)	(\$10,456)	(\$44,779)	(\$30,330)	(\$4,679)	(\$5,265)	(\$40,274)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
Net Cash Flow provided by (or used in) Financing Activities	(3,407)	(925)	(954)	(5,286)	(3,504)	-	-	(3,504)	(3,322)	-	-	(3,322)
Net Increase/(Decrease) in Cash & Cash Equivalents	5,365	15,875	30,743	41,253	4,771	21,542	25,687	42,459	3,866	22,185	31,761	50,080
Cash, Cash Equivalents - beginning of year	120,943	85,430	128,967	335,340	115,578	101,306	159,710	376,593	110,807	122,848	185,397	419,052
Cash & Cash Equivalents - end of the year	115,578	101,306	159,710	376,593	110,807	122,848	185,397	419,052	106,941	145,033	217,158	469,132
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 2

	2031/32			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	92,026	6,023	40,339	138,389
User Charges & Fees	30,473	24,157	4,546	59,175
Interest & Investment Revenue Received	4,140	588	830	5,558
Other	21,302	115	49	21,465
Grants & Contributions	16,792	401	300	17,494
Capital Grants and Contributions	9,027	3,973	3,713	16,713
	173,760	35,257	49,777	258,794
Payments:				
Employee Benefits & On-Costs	(70,151)	(5,022)	(8,126)	(83,298)
Borrowing Costs	(1,063)	-	-	(1,063)
Materials & Contracts	(93,094)	(6,656)	(8,328)	(108,078)
Other	(9,246)	(732)	(764)	(10,741)
Capitalised Expenses	30,937	4,773	5,370	41,080
	(\$142,617)	(\$7,637)	(\$11,846)	(\$162,100)
Net Cash provided by (or used in) Operating Activities	31,144	27,620	37,930	96,694
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Reduction in Receivables				
Sale of Investment Property				
Sale of Real Estate Assets				
Sale of Infrastructure, Property, Plant & Equipment				
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				
Purchase of Investment Property				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$30,937)	(\$4,773)	(\$5,370)	(\$41,080)
Purchase of Real Estate Assets				
	(\$66,937)	(\$12,573)	(\$17,670)	(\$97,180)
	(\$30,937)	(\$4,773)	(\$5,370)	(\$41,080)
Net Cash provided by (or used in) Investing Activities				
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances				
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(\$3,122)	\$0	\$0	(\$3,122)
	(\$3,122)	\$0	\$0	(\$3,122)
Net Cash Flow provided by (or used in) Financing Activities	(3,122)	-	-	(3,122)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,915	22,847	32,560	52,492
Cash, Cash Equivalents - beginning of year	106,941	145,033	217,158	469,132
Cash & Cash Equivalents - end of the year	104,026	167,880	249,718	521,624
Total Cash, Cash equivalents and Investments				

Statement of Financial Position
Scenario 2

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	64,231	3,356	9,793	77,380	48,110	594	7,768	56,472	57,843	12,256	25,289	95,388
Investments	-33	20,015	18,622	38,604	-33	27,023	27,582	54,572	-33	27,023	27,582	54,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	87,742	31,818	33,377	152,937	71,621	36,064	40,312	147,997	81,354	47,726	57,833	186,913
Non current assets												
Investments	49,497	8,731	24,415	82,643	49,497	8,731	24,415	82,643	30,000	8,731	24,415	63,146
Receivables	52,503	168	11,129	63,800	52,503	168	11,129	63,800	52,503	168	11,129	63,800
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,681,551	369,502	502,302	2,553,355	1,721,250	372,342	506,327	2,599,919	1,750,164	375,552	510,487	2,636,203
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,786,486	428,575	537,846	2,752,907	1,826,185	431,415	541,871	2,799,471	1,835,602	434,625	546,031	2,816,258
Total Assets	1,874,228	460,393	571,223	2,905,844	1,897,806	467,479	582,183	2,947,468	1,916,956	482,351	603,864	3,003,171
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,638	5,888	6,716	16,242	3,120	6,308	7,196	16,624	3,120	6,758	7,709	17,587
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,328	7,640	8,424	64,392	47,810	8,060	8,904	64,774	47,810	8,510	9,417	65,737
Non Current Liabilities												
Borrowings	57,886	26,845	30,329	115,060	54,766	20,537	23,133	98,436	51,646	13,779	15,424	80,849
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	68,004	26,919	30,427	125,350	64,884	20,611	23,231	108,726	61,764	13,853	15,522	91,139
Total Liabilities	116,332	34,559	38,851	189,742	112,694	28,671	32,135	173,500	109,574	22,363	24,939	156,876
Net Assets	1,757,896	425,834	532,372	2,716,103	1,785,112	438,808	550,048	2,773,969	1,807,382	459,988	578,925	2,846,296
Equity												
Retained Earnings	1,386,698	293,815	395,785	2,076,299	1,413,914	306,789	413,461	2,134,165	1,436,184	327,969	442,338	2,206,492
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,757,896	425,834	532,372	2,716,103	1,785,112	438,808	550,048	2,773,969	1,807,382	459,988	578,925	2,846,296

Statement of Financial Position
Scenario 2

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	65,823	47,138	63,395	176,356	111,885	57,070	78,558	247,513	105,976	49,676	76,970	232,622
Investments	-33	7,023	7,582	14,572	-33	7,023	7,582	14,572	-33	27,023	27,582	54,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	89,334	62,608	75,939	227,881	135,396	72,540	91,102	299,038	129,487	85,146	109,514	324,147
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	52,503	168	11,129	63,800	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,777,635	376,107	515,197	2,668,939	1,805,655	382,273	524,601	2,712,530	1,834,236	388,563	534,193	2,756,992
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,848,073	435,180	550,741	2,833,994	1,823,590	441,346	560,145	2,825,082	1,852,171	447,636	569,737	2,869,544
Total Assets	1,937,407	497,788	626,680	3,061,875	1,958,987	513,886	651,247	3,124,119	1,981,658	532,782	679,251	3,193,691
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,210	7,241	8,260	18,711	3,305	5,615	6,209	15,129	3,407	925	954	5,286
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	47,900	8,993	9,968	66,861	47,995	7,367	7,917	63,279	48,097	2,677	2,662	53,436
Non Current Liabilities												
Borrowings	48,436	6,538	7,164	62,138	45,131	923	955	47,009	41,724	-2	1	41,723
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	58,554	6,612	7,262	72,428	55,249	997	1,053	57,299	51,842	72	99	52,013
Total Liabilities	106,454	15,605	17,230	139,289	103,244	8,364	8,970	120,578	99,939	2,749	2,761	105,449
Net Assets	1,830,953	482,183	609,450	2,922,587	1,855,743	505,522	642,277	3,003,542	1,881,719	530,033	676,490	3,088,242
Equity												
Retained Earnings	1,459,755	350,164	472,863	2,282,783	1,484,545	373,503	505,690	2,363,738	1,510,521	398,014	539,903	2,448,438
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,830,953	482,183	609,450	2,922,587	1,855,743	505,522	642,277	3,003,542	1,881,719	530,033	676,490	3,088,242

**Statement of Financial Position
Scenario 2**

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	100,611	65,552	107,713	273,875	95,840	87,094	133,400	316,334	91,974	129,279	185,161	406,414
Investments	-33	27,023	27,582	54,572	-33	27,023	27,582	54,572	-33	7,023	7,582	14,572
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	124,122	101,022	140,257	365,400	119,351	122,564	165,944	407,859	115,485	144,749	197,705	457,939
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,863,389	397,178	537,777	2,798,344	1,893,124	401,766	548,233	2,843,123	1,923,454	406,445	553,498	2,883,397
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,881,324	456,251	573,321	2,910,896	1,911,059	460,839	583,777	2,955,675	1,941,389	465,518	589,042	2,995,949
Total Assets	2,005,445	557,273	713,578	3,276,296	2,030,410	583,403	749,721	3,363,534	2,056,874	610,267	786,747	3,453,888
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,504	0	0	3,504	3,322	0	0	3,322	3,122	0	0	3,122
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,194	1,752	1,708	51,654	48,012	1,752	1,708	51,472	47,812	1,752	1,708	51,272
Non Current Liabilities												
Borrowings	38,220	-2	1	38,219	34,898	-2	1	34,897	31,776	-2	1	31,775
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	48,338	72	99	48,509	45,016	72	99	45,187	41,894	72	99	42,065
Total Liabilities	96,532	1,824	1,807	100,163	93,028	1,824	1,807	96,659	89,706	1,824	1,807	93,337
Net Assets	1,908,913	555,449	711,771	3,176,133	1,937,382	581,579	747,914	3,266,875	1,967,168	608,443	784,940	3,360,551
Equity												
Retained Earnings	1,537,715	423,430	575,184	2,536,329	1,566,184	449,560	611,327	2,627,071	1,595,970	476,424	648,353	2,720,747
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,908,913	555,449	711,771	3,176,133	1,937,382	581,579	747,914	3,266,875	1,967,168	608,443	784,940	3,360,551

**Statement of Financial Position
Scenario 2**

	2031/32			
	General	Water	Sewer	Total
Assets				
Current Assets				
Cash and Cash equivalents	89,059	172,126	237,721	498,906
Investments	-33	-12,977	-12,418	-25,428
Receivables	6,564	8,447	4,962	19,973
Inventories	2,288			2,288
Other	14,692			14,692
Non-current assets classified as held for sale	0			0
Total Current Assets	112,570	167,596	230,265	510,431
Non current assets				
Investments	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297
Inventories				0
Infrastructure, property, plant and equipment	1,954,391	411,218	558,868	2,924,477
Investments accounted for using equity method				0
Other	2,798			2,798
Intangible Assets	137	50,174		50,311
Total Non Current Assets	1,972,326	470,291	594,412	3,037,029
Total Assets	2,084,896	637,887	824,677	3,547,461
Liabilities				
Current Liabilities				
Payables	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036
Borrowings	2,072	0	0	2,072
Employee Benefit Provisions	12,500	1,105	1,461	15,066
Total Current Liabilities	46,762	1,752	1,708	50,222
Non Current Liabilities				
Borrowings	29,704	-2	1	29,703
Employee Benefit Provision	830	74	98	1,002
Provisions	9,288			9,288
Total Non Current Liabilities	39,822	72	99	39,993
Total Liabilities	86,584	1,824	1,807	90,215
Net Assets	1,998,312	636,063	822,870	3,457,245
Equity				
Retained Earnings	1,627,114	504,044	686,283	2,817,441
Revaluation Reserves	371,198	132,019	136,587	639,804
Total Equity	1,998,312	636,063	822,870	3,457,245

General Fund Ratios Scenario 2

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio (Greater than or equal to break even over a three year period) Present	-4.64%	-4.22%	-3.74%	-2.50%	-1.81%	-1.17%	-0.53%	0.12%	0.76%	1.40%
Own Source Revenue (Greater than 60% average over three years) Present	59.39%	67.02%	70.16%	70.15%	70.21%	70.27%	70.32%	70.38%	70.44%	70.50%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Present	4.76%	4.26%	3.66%	3.47%	3.32%	3.23%	3.15%	3.06%	2.80%	2.54%
Cash Expense Cover Ratio (Benchmark Greater than 3 times)	11.24	9.64	8.53	7.63	11.71	10.91	10.18	9.53	9.00	8.57

Operating Statement
Scenario 3

2022/23

2023/24

2024/25

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	73,373	4,749	29,513	107,635
User Charges & Fees	22,716	18,614	3,441	44,771
Interest & Investment Revenue	3,365	497	695	4,557
Other Revenues	16,183	89	67	16,339
Grants & Contributions provided for Operating Purposes	13,722	355	256	14,333
TOTAL RECURRENT REVENUE	\$129,359	\$24,304	\$33,972	\$187,635
Recurrent Expenditure				
Employee Benefits & Oncosts	55,733	3,865	6,404	66,002
Borrowing Costs	1,968	2,469	2,799	7,236
Materials & Contracts	153,593	8,998	12,728	175,319
Depreciation & Amortisation	29,182	5,917	7,959	43,058
Other Expenses	7,365	686	1,979	10,030
Internal Expenses	(4,710)	1,144	3,566	0
Less: Capitalised Expenses	(101,452)	(7,617)	(11,715)	(120,784)
TOTAL RECURRENT EXPENDITURE	\$141,679	\$15,462	\$23,720	\$180,861
Interfund Transactions				
Income Tax Equivalents	(132)	37	95	0
Overheads Allocation	(6,494)	2,683	3,811	0
TOTAL INTERFUND TRANSACTIONS	(\$6,626)	\$2,720	\$3,906	\$0
NET OPERATING (DEFICIT)	(\$5,694)	\$6,122	\$6,346	\$6,774
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	31,829	3,760	3,047	38,636
TOTAL CAPITAL REVENUE	\$31,829	\$3,760	\$3,047	\$38,636
NET SURPLUS (DEFICIT)	\$26,135	\$9,882	\$9,393	\$45,410

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
	\$75,585	\$4,895	\$30,871	111,351
	\$23,365	\$18,987	\$3,554	45,906
	\$3,429	\$506	\$709	4,644
	\$16,774	\$92	\$69	16,935
	\$13,483	\$352	\$257	14,092
	\$132,636	\$24,832	\$35,460	\$192,928
	\$55,649	\$3,964	\$6,414	66,027
	\$1,938	\$2,073	\$2,348	6,359
	\$91,913	\$4,311	\$6,160	102,384
	\$30,380	\$6,095	\$8,198	44,673
	\$8,052	\$700	\$1,981	10,733
	(\$2,596)	\$501	\$2,095	0
	(\$39,699)	(\$2,840)	(\$4,025)	(46,564)
	\$145,637	\$14,804	\$23,171	\$183,612
	(\$125)	\$38	\$87	(0)
	(\$8,461)	\$3,707	\$4,754	(0)
	(\$8,586)	\$3,745	\$4,841	(\$0)
	(\$4,415)	\$6,283	\$7,448	\$9,316
	\$14,163	\$3,358	\$3,138	20,659
	\$14,163	\$3,358	\$3,138	\$20,659
	\$9,748	\$9,641	\$10,586	\$29,975

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
	\$78,125	\$5,043	\$32,291	115,458
	\$23,737	\$19,581	\$3,680	46,998
	\$3,539	\$517	\$723	4,779
	\$17,325	\$94	\$70	17,489
	\$13,740	\$349	\$258	14,347
	\$136,466	\$25,584	\$37,022	\$199,071
	\$57,274	\$4,084	\$6,607	67,965
	\$1,814	\$1,649	\$1,864	5,327
	\$81,986	\$4,635	\$6,069	92,690
	\$31,135	\$6,277	\$8,444	45,856
	\$8,257	\$704	\$1,968	10,929
	(\$2,667)	\$526	\$2,141	0
	(\$28,914)	(\$3,210)	(\$4,160)	(36,284)
	\$148,885	\$14,665	\$22,933	\$186,483
	(\$127)	\$38	\$89	0
	(\$8,468)	\$3,714	\$4,754	0
	(\$8,595)	\$3,752	\$4,843	\$0
	(\$3,824)	\$7,167	\$9,246	\$12,588
	\$7,970	\$3,458	\$3,232	14,660
	\$7,970	\$3,458	\$3,232	\$14,660
	\$4,146	\$10,625	\$12,478	\$27,248

Operating Statement
Scenario 3

2025/26

2026/27

2027/28

	General	Water	Sewer	Total
	Budget	Budget	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	\$80,223	\$5,194	\$33,776	119,192
User Charges & Fees	\$24,083	\$20,231	\$3,807	48,121
Interest & Investment Revenue	\$3,676	\$522	\$737	4,935
Other Revenues	\$17,840	\$96	\$41	17,977
Grants & Contributions provided for Operating Purposes	\$14,480	\$346	\$259	15,085
TOTAL RECURRENT REVENUE	\$140,302	\$26,389	\$38,620	\$205,310
Recurrent Expenditure				
Employee Benefits & Oncosts	\$58,750	\$4,206	\$6,805	69,761
Borrowing Costs	\$1,724	\$1,194	\$2,291	5,209
Materials & Contracts	\$82,665	\$2,227	\$7,336	92,228
Depreciation & Amortisation	\$31,308	\$6,466	\$8,697	46,471
Other Expenses	\$8,210	\$650	\$678	9,538
Internal Expenses	(\$3,368)	\$583	\$2,785	0
Less: Capitalised Expenses	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)
TOTAL RECURRENT EXPENDITURE	\$151,818	\$14,771	\$23,882	\$190,471
Interfund Transactions				
Income Tax Equivalents	(\$130)	\$35	\$95	0
Overheads Allocation	(\$8,452)	\$3,722	\$4,730	0
TOTAL INTERFUND TRANSACTIONS	(\$8,582)	\$3,757	\$4,825	\$0
NET OPERATING (DEFICIT)	(\$2,933)	\$7,861	\$9,913	\$14,840
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	\$8,016	\$3,528	\$3,297	14,841
TOTAL CAPITAL REVENUE	\$8,016	\$3,528	\$3,297	\$14,841
NET SURPLUS (DEFICIT)	\$5,083	\$11,389	\$13,210	\$29,681

General	Water	Sewer	Total
Budget	Budget	Budget	Budget
\$'000	\$'000	\$'000	\$'000
General	Water	Sewer	Total
83,728	5,324	34,620	123,672
25,046	20,838	3,921	49,805
3,750	532	752	5,034
18,375	99	42	18,516
14,842	355	265	15,462
\$145,741	\$27,148	\$39,601	\$212,490
60,513	4,332	7,009	71,854
1,553	707	791	3,051
85,818	7,872	12,083	105,773
31,621	6,531	8,784	46,936
8,374	663	692	9,729
(3,402)	589	2,813	0
(29,520)	(6,166)	(9,404)	(45,091)
\$154,957	\$14,527	\$22,767	\$192,251
(133)	36	97	0
(8,663)	3,815	4,848	0
(\$8,797)	\$3,851	\$4,946	\$0
(\$419)	\$8,770	\$11,888	\$20,239
8,176	3,599	3,363	15,138
\$8,176	\$3,599	\$3,363	\$15,138
\$7,757	\$12,368	\$15,251	\$35,376

General	Water	Sewer	Total
Budget	Budget	Budget	Budget
\$'000	\$'000	\$'000	\$'000
General	Water	Sewer	Total
85,821	5,457	35,486	126,764
26,048	21,463	4,039	51,550
3,825	543	767	5,134
18,926	102	43	19,072
15,213	364	272	15,849
\$149,834	\$27,928	\$40,607	\$218,369
62,328	4,462	7,219	74,009
1,454	210	226	1,890
87,535	8,029	12,324	107,888
31,937	6,596	8,872	47,405
8,542	676	705	9,923
(3,436)	595	2,841	0
(30,111)	(6,289)	(9,592)	(45,993)
\$158,249	\$14,279	\$22,596	\$195,123
(137)	37	100	0
(8,880)	3,910	4,969	0
(\$9,016)	\$3,947	\$5,069	\$0
\$601	\$9,703	\$12,942	\$23,246
8,340	3,671	3,430	15,441
\$8,340	\$3,671	\$3,430	\$15,441
\$8,941	\$13,373	\$16,372	\$38,686

Operating Statement
Scenario 3

2028/29

2029/30

2030/31

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	87,967	5,593	36,373	129,933
User Charges & Fees	27,090	22,107	4,160	53,357
Interest & Investment Revenue	3,901	554	782	5,237
Other Revenues	19,494	105	45	19,644
Grants & Contributions provided for Operating Purposes	15,593	373	279	16,245
TOTAL RECURRENT REVENUE	\$154,046	\$28,732	\$41,639	\$224,416
Recurrent Expenditure				
Employee Benefits & Oncosts	64,198	4,596	7,436	76,230
Borrowing Costs	1,364	0	0	1,364
Materials & Contracts	89,285	10,390	6,371	106,046
Depreciation & Amortisation	32,257	6,662	8,961	47,879
Other Expenses	8,713	690	719	10,122
Internal Expenses	(3,470)	601	2,869	0
Less: Capitalised Expenses	(30,713)	(8,615)	(3,584)	(42,912)
TOTAL RECURRENT EXPENDITURE	\$161,633	\$14,323	\$22,772	\$198,728
Interfund Transactions				
Income Tax Equivalents	(140)	38	102	0
Overheads Allocation	(9,102)	4,008	5,094	0
TOTAL INTERFUND TRANSACTIONS	(\$9,242)	\$4,046	\$5,196	\$0
NET OPERATING (DEFICIT)	\$1,654	\$10,363	\$13,670	\$25,688
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,507	3,744	3,499	15,749
TOTAL CAPITAL REVENUE	\$8,507	\$3,744	\$3,499	\$15,749
NET SURPLUS (DEFICIT)	\$10,161	\$14,107	\$17,169	\$41,437

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	90,166	5,733	37,282	133,181
User Charges & Fees	28,174	22,770	4,285	55,229
Interest & Investment Revenue	3,979	565	798	5,342
Other Revenues	20,079	108	46	20,233
Grants & Contributions provided for Operating Purposes	15,983	382	286	16,651
TOTAL RECURRENT REVENUE	\$158,381	\$29,558	\$42,697	\$230,636
Recurrent Expenditure				
Employee Benefits & Oncosts	66,124	4,734	7,659	78,517
Borrowing Costs	1,261	0	0	1,261
Materials & Contracts	91,071	6,397	13,298	110,767
Depreciation & Amortisation	32,579	6,729	9,050	48,358
Other Expenses	8,887	704	734	10,324
Internal Expenses	(3,505)	607	2,898	0
Less: Capitalised Expenses	(31,327)	(4,588)	(10,456)	(46,371)
TOTAL RECURRENT EXPENDITURE	\$165,090	\$14,583	\$23,184	\$202,856
Interfund Transactions				
Income Tax Equivalents	(143)	39	105	0
Overheads Allocation	(9,329)	4,108	5,221	0
TOTAL INTERFUND TRANSACTIONS	(\$9,473)	\$4,147	\$5,326	\$0
NET OPERATING (DEFICIT)	\$2,764	\$10,829	\$14,187	\$27,780
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,677	3,819	3,569	16,064
TOTAL CAPITAL REVENUE	\$8,677	\$3,819	\$3,569	\$16,064
NET SURPLUS (DEFICIT)	\$11,441	\$14,648	\$17,756	\$43,845

	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>
	General	Water	Sewer	Total
Recurrent Revenue				
Rates & Annual Charges	92,420	5,877	38,214	136,511
User Charges & Fees	29,301	23,453	4,413	57,167
Interest & Investment Revenue	4,059	576	814	5,449
Other Revenues	20,681	111	48	20,840
Grants & Contributions provided for Operating Purposes	16,383	391	293	17,067
TOTAL RECURRENT REVENUE	\$162,844	\$30,409	\$43,782	\$237,034
Recurrent Expenditure				
Employee Benefits & Oncosts	68,107	4,876	7,889	80,872
Borrowing Costs	1,159	0	0	1,159
Materials & Contracts	92,892	6,525	8,164	107,582
Depreciation & Amortisation	32,905	6,796	9,141	48,841
Other Expenses	9,065	718	749	10,531
Internal Expenses	(3,540)	613	2,927	0
Less: Capitalised Expenses	(31,954)	(4,679)	(5,265)	(41,898)
TOTAL RECURRENT EXPENDITURE	\$168,635	\$14,848	\$23,604	\$207,087
Interfund Transactions				
Income Tax Equivalents	(147)	40	107	0
Overheads Allocation	(9,563)	4,211	5,352	0
TOTAL INTERFUND TRANSACTIONS	(\$9,710)	\$4,251	\$5,459	\$0
NET OPERATING (DEFICIT)	\$3,919	\$11,310	\$14,718	\$29,947
Capital Revenue				
Capital Grants, Subsidies, Contributions and Donations	8,850	3,895	3,640	16,386
TOTAL CAPITAL REVENUE	\$8,850	\$3,895	\$3,640	\$16,386
NET SURPLUS (DEFICIT)	\$12,769	\$15,205	\$18,358	\$46,333

Operating Statement		2031/32			
Scenario 3					
	General	Water	Sewer	Total	
	Budget	Budget	Budget	Budget	
	\$'000	\$'000	\$'000	\$'000	
	General	Water	Sewer	Total	
Recurrent Revenue					
Rates & Annual Charges	94,731	6,023	39,169	139,924	
User Charges & Fees	30,473	24,157	4,546	59,175	
Interest & Investment Revenue	4,140	588	830	5,558	
Other Revenues	21,302	115	49	21,465	
Grants & Contributions provided for Operating Purposes	16,792	401	300	17,494	
TOTAL RECURRENT REVENUE	\$167,438	\$31,284	\$44,894	\$243,616	
Recurrent Expenditure					
Employee Benefits & Oncosts	70,151	5,022	8,126	83,298	
Borrowing Costs	1,063	0	0	1,063	
Materials & Contracts	94,750	6,656	8,328	109,734	
Depreciation & Amortisation	33,234	6,864	9,232	49,330	
Other Expenses	9,246	732	764	10,741	
Internal Expenses	(3,575)	619	2,956	0	
Less: Capitalised Expenses	(32,593)	(4,773)	(5,370)	(42,736)	
TOTAL RECURRENT EXPENDITURE	\$172,276	\$15,120	\$24,035	\$211,430	
Interfund Transactions					
Income Tax Equivalents	(151)	41	110	0	
Overheads Allocation	(9,802)	4,316	5,485	0	
TOTAL INTERFUND TRANSACTIONS	(\$9,952)	\$4,357	\$5,596	\$0	
NET OPERATING (DEFICIT)	\$5,114	\$11,807	\$15,264	\$32,186	
Capital Revenue					
Capital Grants, Subsidies, Contributions and Donations	9,027	3,973	3,713	16,713	
TOTAL CAPITAL REVENUE	\$9,027	\$3,973	\$3,713	\$16,713	
NET SURPLUS (DEFICIT)	\$14,142	\$15,780	\$18,977	\$48,899	

Statement of Cashflows
Scenario 3

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	73,373	4,749	29,513	107,635	75,585	4,895	30,871	111,351	78,125	5,043	32,291	115,458
User Charges & Fees	22,716	18,614	3,441	44,771	23,365	18,987	3,554	45,906	23,737	19,581	3,680	46,998
Interest & Investment Revenue Received	3,365	497	695	4,557	3,429	506	709	4,644	3,539	517	723	4,779
Other	16,183	89	67	16,339	16,774	92	69	16,935	17,325	94	70	17,489
Grants & Contributions	13,722	355	256	14,333	13,483	352	257	14,092	13,740	349	258	14,347
Capital Grants and Contributions	31,829	3,760	3,047	38,636	14,163	3,358	3,138	20,659	7,970	3,458	3,232	14,660
	161,188	28,064	37,019	226,271	146,799	28,190	38,598	213,587	144,436	29,042	40,254	213,731
Payments:												
Employee Benefits & On-Costs	(55,733)	(3,865)	(6,404)	(66,002)	(55,649)	(3,964)	(6,414)	(66,027)	(57,274)	(4,084)	(6,607)	(67,965)
Borrowing Costs	(1,968)	(2,469)	(2,799)	(7,236)	(1,838)	(2,073)	(2,348)	(6,359)	(1,814)	(1,649)	(1,864)	(5,327)
Materials & Contracts	(153,593)	(8,998)	(12,728)	(175,319)	(91,913)	(4,311)	(6,160)	(102,384)	(81,986)	(4,635)	(6,069)	(92,690)
Other	(7,365)	(686)	(1,979)	(10,030)	(8,052)	(700)	(1,981)	(10,733)	(8,257)	(704)	(1,968)	(10,929)
Capitalised Expenses	101,452	7,617	11,715	120,784	39,699	2,840	4,025	46,564	28,914	3,210	4,160	36,284
	(\$117,207)	(\$8,401)	(\$12,195)	(\$137,803)	(\$117,853)	(\$8,208)	(\$12,878)	(\$138,939)	(\$120,417)	(\$7,862)	(\$12,348)	(\$140,627)
Net Cash provided by (or used in) Operating Activities	43,981	19,663	24,824	88,468	28,946	19,982	25,720	74,648	24,019	21,180	27,906	73,104
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	5,846	(10,485)	(11,670)	(\$16,309)	(36,000)	(14,808)	(20,343)	(\$71,151)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property								\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$101,452)	(\$7,617)	(\$11,715)	(\$120,784)	(\$39,699)	(\$2,840)	(\$4,025)	(\$46,564)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Purchase of Real Estate Assets												
	(\$95,606)	(\$18,102)	(\$23,385)	(\$137,093)	(\$75,699)	(\$17,648)	(\$24,368)	(\$117,715)	(\$64,914)	(\$11,010)	(\$16,460)	(\$92,384)
	(\$59,606)	(\$10,302)	(\$11,085)	(\$80,993)	(\$39,699)	(\$9,848)	(\$12,068)	(\$61,615)	(\$28,914)	(\$3,210)	(\$4,160)	(\$36,284)
Net Cash provided by (or used in) Investing Activities												
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	5500			5500								
	5500	0	0	5500	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
	(\$4,144)	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
Net Cash Flow provided by (or used in) Financing Activities	1,356	(\$5,497)	(\$6,267)	(\$15,908)	(\$3,638)	(\$5,888)	(\$6,716)	(\$16,242)	(\$3,120)	(\$6,308)	(\$7,196)	(\$16,624)
Net Increase/(Decrease) in Cash & Cash Equivalents	- 14,269	3,864	7,472	- 2,933	- 14,391	4,246	6,936	- 3,209	- 8,015	11,662	16,550	20,196
Cash, Cash Equivalents - beginning of year	128,838	28,238	45,358	202,434	114,569	32,102	52,830	199,501	100,178	36,348	59,766	196,292
Cash & Cash Equivalents - end of the year	114,569	32,102	52,830	199,501	100,178	36,348	59,766	196,292	92,162	48,010	76,316	216,488
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 3

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	80,223	5,194	33,776	119,192	83,728	5,324	34,620	123,672	85,821	5,457	35,486	126,764
User Charges & Fees	24,083	20,231	3,807	48,121	25,046	20,838	3,921	49,805	26,048	21,463	4,039	51,550
Interest & Investment Revenue Received	3,676	522	737	4,935	3,750	532	752	5,034	3,825	543	767	5,134
Other	17,840	96	41	17,977	18,375	99	42	18,516	18,926	102	43	19,072
Grants & Contributions	14,480	346	259	15,085	14,842	355	265	15,462	15,213	364	272	15,849
Capital Grants and Contributions	8,016	3,528	3,297	14,841	8,176	3,599	3,363	15,138	8,340	3,671	3,430	15,441
	148,318	29,917	41,917	220,151	153,918	30,746	42,964	227,628	158,174	31,599	44,037	233,809
Payments:				0				0				0
Employee Benefits & On-Costs	(58,750)	(4,206)	(6,805)	(69,761)	(60,513)	(4,332)	(7,009)	(71,854)	(62,328)	(4,462)	(7,219)	(74,009)
Borrowing Costs	(1,724)	(1,194)	(2,291)	(5,209)	(1,553)	(707)	(791)	(3,051)	(1,454)	(210)	(226)	(1,890)
Materials & Contracts	(82,665)	(2,227)	(7,336)	(92,228)	(85,818)	(7,872)	(12,083)	(105,773)	(87,535)	(8,029)	(12,324)	(107,888)
Other	(8,210)	(650)	(678)	(9,538)	(8,374)	(663)	(692)	(9,729)	(8,542)	(676)	(705)	(9,923)
Capitalised Expenses	27,471	555	4,710	32,736	29,520	6,166	9,404	45,091	30,111	6,289	9,592	45,993
	(\$123,878)	(\$7,722)	(\$12,400)	(\$144,000)	(\$126,738)	(\$7,408)	(\$11,170)	(\$145,315)	(\$129,747)	(\$7,088)	(\$10,883)	(\$147,718)
Net Cash provided by (or used in) Operating Activities	24,440	22,195	29,517	76,151	27,180	23,339	31,793	82,312	28,426	24,511	33,154	86,091
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables					52,503							
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	88,503	7,800	12,300	108,603	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)	(\$29,520)	(\$6,166)	(\$9,404)	(\$45,091)	(\$30,111)	(\$6,289)	(\$9,592)	(\$45,993)
Purchase of Real Estate Assets												
	(\$63,471)	(\$8,355)	(\$17,010)	(\$88,836)	(\$65,520)	(\$13,966)	(\$21,704)	(\$101,191)	(\$66,111)	(\$14,089)	(\$21,892)	(\$102,093)
Net Cash provided by (or used in) Investing Activities	(\$27,471)	(\$555)	(\$4,710)	(\$32,736)	\$22,983	(\$6,166)	(\$9,404)	\$7,412	(\$30,111)	(\$6,289)	(\$9,592)	(\$45,993)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
	(\$3,120)	(\$6,758)	(\$7,709)	(\$17,587)	(\$3,210)	(\$7,241)	(\$8,260)	(\$18,711)	(\$3,305)	(\$5,615)	(\$6,209)	(\$15,129)
Net Cash Flow provided by (or used in) Financing Activities	(3,120)	(6,758)	(7,709)	(17,587)	(3,210)	(7,241)	(8,260)	(18,711)	(3,305)	(5,615)	(6,209)	(15,129)
Net Increase/(Decrease) in Cash & Cash Equivalents	6,151	14,882	17,098	25,828	46,953	9,932	14,129	71,013	4,989	12,607	17,353	24,970
Cash, Cash Equivalents - beginning of year	92,162	48,010	76,316	216,488	86,011	62,892	93,413	242,316	132,964	72,824	107,543	313,330
Cash & Cash Equivalents - end of the year	86,011	62,892	93,413	242,316	132,964	72,824	107,543	313,330	127,974	85,430	124,895	338,300
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 3

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	87,967	5,593	36,373	129,933	90,166	5,733	37,282	133,181	92,420	5,877	38,214	136,511
User Charges & Fees	27,090	22,107	4,160	53,357	28,174	22,770	4,285	55,229	29,301	23,453	4,413	57,167
Interest & Investment Revenue Received	3,901	554	782	5,237	3,979	565	798	5,342	4,059	576	814	5,449
Other	19,494	105	45	19,644	20,079	108	46	20,233	20,681	111	48	20,840
Grants & Contributions	15,593	373	279	16,245	15,983	382	286	16,651	16,383	391	293	17,067
Capital Grants and Contributions	8,507	3,744	3,499	15,749	8,677	3,819	3,569	16,064	8,850	3,895	3,640	16,386
	162,552	32,476	45,137	240,165	167,058	33,377	46,265	246,701	171,694	34,304	47,422	253,420
Payments:												
Employee Benefits & On-Costs	(64,198)	(4,596)	(7,436)	(76,230)	(66,124)	(4,734)	(7,659)	(78,517)	(68,107)	(4,876)	(7,889)	(80,872)
Borrowing Costs	(1,364)	-	-	(1,364)	(1,261)	-	-	(1,261)	(1,159)	-	-	(1,159)
Materials & Contracts	(89,285)	(10,390)	(6,371)	(106,046)	(91,071)	(6,397)	(13,298)	(110,767)	(92,892)	(6,525)	(8,164)	(107,582)
Other	(8,713)	(690)	(719)	(10,122)	(8,887)	(704)	(734)	(10,324)	(9,065)	(718)	(749)	(10,531)
Capitalised Expenses	30,713	8,615	3,584	42,912	31,327	4,588	10,456	46,371	31,954	4,679	5,265	41,898
	(\$132,847)	(\$7,060)	(\$10,942)	(\$150,849)	(\$136,015)	(\$7,247)	(\$11,235)	(\$154,498)	(\$139,269)	(\$7,440)	(\$11,537)	(\$158,246)
Net Cash provided by (or used in) Operating Activities	29,706	25,416	34,195	89,317	31,043	26,130	35,030	92,203	32,425	26,865	35,885	95,174
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Reduction in Receivables												
Sale of Investment Property												
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100	36,000	7,800	12,300	56,100
Payments:												
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables												
Purchase of Investment Property				\$0				\$0				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$30,713)	(\$8,615)	(\$3,584)	(\$42,912)	(\$31,327)	(\$4,588)	(\$10,456)	(\$46,371)	(\$31,954)	(\$4,679)	(\$5,265)	(\$41,898)
Purchase of Real Estate Assets												
	(\$66,713)	(\$16,415)	(\$15,884)	(\$99,012)	(\$67,327)	(\$12,388)	(\$22,756)	(\$102,471)	(\$67,954)	(\$12,479)	(\$17,565)	(\$97,998)
Net Cash provided by (or used in) Investing Activities	(\$30,713)	(\$8,615)	(\$3,584)	(\$42,912)	(\$31,327)	(\$4,588)	(\$10,456)	(\$46,371)	(\$31,954)	(\$4,679)	(\$5,265)	(\$41,898)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
	(\$3,407)	(\$925)	(\$954)	(\$5,286)	(\$3,504)	\$0	\$0	(\$3,504)	(\$3,322)	\$0	\$0	(\$3,322)
Net Cash Flow provided by (or used in) Financing Activities	(3,407)	(925)	(954)	(5,286)	(3,504)	-	-	(3,504)	(3,322)	-	-	(3,322)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,414	15,875	29,657	41,118	3,789	21,542	24,574	42,328	2,851	22,185	30,620	49,955
Cash, Cash Equivalents - beginning of year	127,974	85,430	124,895	338,300	123,560	101,306	154,552	379,418	119,772	122,848	179,126	421,746
Cash & Cash Equivalents - end of the year	123,560	101,306	154,552	379,418	119,772	122,848	179,126	421,746	116,921	145,033	209,746	471,700
Total Cash, Cash equivalents and Investments												

Statement of Cashflows
Scenario 3

	2031/32			
	General	Water	Sewer	Total
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	94,731	6,023	39,169	139,924
User Charges & Fees	30,473	24,157	4,546	59,175
Interest & Investment Revenue Received	4,140	588	830	5,558
Other	21,302	115	49	21,465
Grants & Contributions	16,792	401	300	17,494
Capital Grants and Contributions	9,027	3,973	3,713	16,713
	176,465	35,257	48,607	260,329
Payments:				
Employee Benefits & On-Costs	(70,151)	(5,022)	(8,126)	(83,298)
Borrowing Costs	(1,063)	-	-	(1,063)
Materials & Contracts	(94,750)	(6,656)	(8,328)	(109,734)
Other	(9,246)	(732)	(764)	(10,741)
Capitalised Expenses	32,593	4,773	5,370	42,736
	(\$142,617)	(\$7,637)	(\$11,846)	(\$162,100)
Net Cash provided by (or used in) Operating Activities	33,848	27,620	36,761	98,229
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	36,000	7,800	12,300	56,100
Reduction in Receivables				
Sale of Investment Property				
Sale of Real Estate Assets				
Sale of Infrastructure, Property, Plant & Equipment				
	36,000	7,800	12,300	56,100
Payments:				
Purchase of Investment Securities	(36,000)	(7,800)	(12,300)	(\$56,100)
Increase in Receivables				
Purchase of Investment Property				\$0
Purchase of Infrastructure, Property, Plant & Equipment	(\$32,593)	(\$4,773)	(\$5,370)	(\$42,736)
Purchase of Real Estate Assets				
	(\$68,593)	(\$12,573)	(\$17,670)	(\$98,836)
	(\$32,593)	(\$4,773)	(\$5,370)	(\$42,736)
Net Cash provided by (or used in) Investing Activities				
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances				
	0	0	0	0
Payments:				
Repayment of Borrowings & Advances	(\$3,122)	\$0	\$0	(\$3,122)
	(\$3,122)	\$0	\$0	(\$3,122)
Net Cash Flow provided by (or used in) Financing Activities	(3,122)	-	-	(3,122)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,867	22,847	31,391	52,371
Cash, Cash Equivalents - beginning of year	116,921	145,033	209,746	471,700
Cash & Cash Equivalents - end of the year	118,788	167,880	241,137	527,705
Total Cash, Cash equivalents and Investments				

Statement of Financial Position
Scenario 3

	2022/23				2023/24				2024/25			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	65,105	3,356	10,667	79,128	50,714	594	9,560	60,868	62,195	12,256	26,109	100,561
Investments	-33	20,015	17,748	37,730	-33	27,023	25,791	52,781	-33	27,023	25,791	52,781
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	88,616	31,818	33,377	153,811	74,225	36,064	40,313	150,602	85,706	47,726	56,863	190,295
Non current assets												
Investments	49,497	8,731	24,415	82,643	49,497	8,731	24,415	82,643	30,000	8,731	24,415	63,146
Receivables	52,503	168	11,129	63,800	52,503	168	11,129	63,800	52,503	168	11,129	63,800
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,681,551	367,151	500,094	2,548,796	1,721,250	369,991	504,119	2,595,360	1,750,164	373,201	508,279	2,631,644
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,786,486	426,224	535,638	2,748,348	1,826,185	429,064	539,663	2,794,912	1,835,602	432,274	543,823	2,811,699
Total Assets	1,875,102	458,042	569,015	2,902,159	1,900,410	465,128	579,976	2,945,514	1,921,308	480,000	600,685	3,001,994
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,638	5,888	6,716	16,242	3,120	6,308	7,196	16,624	3,120	6,758	7,709	17,587
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,328	7,640	8,424	64,392	47,810	8,060	8,904	64,774	47,810	8,510	9,417	65,737
Non Current Liabilities												
Borrowings	57,886	26,845	30,329	115,060	54,766	20,537	23,133	98,436	51,646	13,779	15,424	80,849
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	68,004	26,919	30,427	125,350	64,884	20,611	23,231	108,726	61,764	13,853	15,522	91,139
Total Liabilities	116,332	34,559	38,851	189,742	112,694	28,671	32,135	173,500	109,574	22,363	24,939	156,876
Net Assets	1,758,770	423,483	530,164	2,712,417	1,787,716	436,457	547,841	2,772,014	1,811,735	457,637	575,746	2,845,119
Equity												
Retained Earnings	1,387,572	291,464	393,577	2,072,613	1,416,518	304,438	411,254	2,132,210	1,440,537	325,618	439,159	2,205,315
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,758,770	423,483	530,164	2,712,417	1,787,716	436,457	547,841	2,772,014	1,811,735	457,637	575,746	2,845,119

**Statement of Financial Position
Scenario 3**

	2025/26				2026/27				2027/28			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	71,044	47,138	63,207	181,389	117,997	57,070	77,336	252,403	113,007	49,676	74,689	237,372
Investments	-33	7,023	5,791	12,781	-33	7,023	5,791	12,781	-33	27,023	25,791	52,781
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	94,555	62,608	73,960	231,123	141,508	72,540	88,090	302,137	136,518	85,146	105,442	327,107
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	52,503	168	11,129	63,800	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,777,635	373,756	512,989	2,664,380	1,807,155	379,922	522,393	2,709,471	1,837,266	386,212	531,985	2,755,463
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,848,073	432,829	548,533	2,829,435	1,825,090	438,995	557,937	2,822,023	1,855,201	445,285	567,529	2,868,015
Total Assets	1,942,628	495,437	622,493	3,060,558	1,966,598	511,535	646,026	3,124,160	1,991,719	530,431	672,971	3,195,122
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,210	7,241	8,260	18,711	3,305	5,615	6,209	15,129	3,407	925	954	5,286
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	47,900	8,993	9,968	66,861	47,995	7,367	7,917	63,279	48,097	2,677	2,662	53,436
Non Current Liabilities												
Borrowings	48,436	6,538	7,164	62,138	45,131	923	955	47,009	41,724	-2	1	41,723
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	58,554	6,612	7,262	72,428	55,249	997	1,053	57,299	51,842	72	99	52,013
Total Liabilities	106,454	15,605	17,230	139,289	103,244	8,364	8,970	120,578	99,939	2,749	2,761	105,449
Net Assets	1,836,174	479,832	605,263	2,921,270	1,863,355	503,171	637,056	3,003,582	1,891,781	527,682	670,210	3,089,673
Equity												
Retained Earnings	1,464,976	347,813	468,676	2,281,466	1,492,157	371,152	500,469	2,363,778	1,520,583	395,663	533,623	2,449,869
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,836,174	479,832	605,263	2,921,270	1,863,355	503,171	637,056	3,003,582	1,891,781	527,682	670,210	3,089,673

**Statement of Financial Position
Scenario 3**

	2028/29				2029/30				2030/31			
	General	Water	Sewer	Total	General	Water	Sewer	Total	General	Water	Sewer	Total
Assets												
Current Assets												
Cash and Cash equivalents	108,593	65,552	104,346	278,491	104,805	87,094	128,920	320,819	101,954	129,279	179,540	410,773
Investments	-33	27,023	25,791	52,781	-33	27,023	25,791	52,781	-33	7,023	5,791	12,781
Receivables	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973	6,564	8,447	4,962	19,973
Inventories	2,288			2,288	2,288			2,288	2,288			2,288
Other	14,692			14,692	14,692			14,692	14,692			14,692
Non-current assets classified as held for sale	0			0	0			0	0			0
Total Current Assets	132,104	101,022	135,099	368,225	128,316	122,564	159,673	410,553	125,465	144,749	190,293	460,507
Non current assets												
Investments	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297	0	168	11,129	11,297	0	168	11,129	11,297
Inventories				0				0				0
Infrastructure, property, plant and equipment	1,867,979	394,827	535,569	2,798,376	1,899,307	399,415	546,025	2,844,746	1,931,260	404,094	551,290	2,886,644
Investments accounted for using equity method				0				0				0
Other	2,798			2,798	2,798			2,798	2,798			2,798
Intangible Assets	137	50,174		50,311	137	50,174		50,311	137	50,174		50,311
Total Non Current Assets	1,885,914	453,900	571,113	2,910,928	1,917,242	458,488	581,569	2,957,298	1,949,195	463,167	586,834	2,999,196
Total Assets	2,018,018	554,922	706,213	3,279,153	2,045,557	581,052	741,242	3,367,851	2,074,660	607,916	777,127	3,459,704
Liabilities												
Current Liabilities												
Payables	19,602	202	244	20,048	19,602	202	244	20,048	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036	12,588	445	3	13,036	12,588	445	3	13,036
Borrowings	3,504	0	0	3,504	3,322	0	0	3,322	3,122	0	0	3,122
Employee Benefit Provisions	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066	12,500	1,105	1,461	15,066
Total Current Liabilities	48,194	1,752	1,708	51,654	48,012	1,752	1,708	51,472	47,812	1,752	1,708	51,272
Non Current Liabilities												
Borrowings	38,220	-2	1	38,219	34,898	-2	1	34,897	31,776	-2	1	31,775
Employee Benefit Provision	830	74	98	1,002	830	74	98	1,002	830	74	98	1,002
Provisions	9,288			9,288	9,288			9,288	9,288			9,288
Total Non Current Liabilities	48,338	72	99	48,509	45,016	72	99	45,187	41,894	72	99	42,065
Total Liabilities	96,532	1,824	1,807	100,163	93,028	1,824	1,807	96,659	89,706	1,824	1,807	93,337
Net Assets	1,921,487	553,098	704,406	3,178,990	1,952,529	579,228	739,435	3,271,192	1,984,954	606,092	775,320	3,366,367
Equity												
Retained Earnings	1,550,289	421,079	567,819	2,539,186	1,581,331	447,209	602,848	2,631,388	1,613,756	474,073	638,733	2,726,563
Revaluation Reserves	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804	371,198	132,019	136,587	639,804
Total Equity	1,921,487	553,098	704,406	3,178,990	1,952,529	579,228	739,435	3,271,192	1,984,954	606,092	775,320	3,366,367

Statement of Financial Position
Scenario 3

	2031/32			
	General	Water	Sewer	Total
Assets				
Current Assets				
Cash and Cash equivalents	100,087	172,126	230,931	503,144
Investments	-33	-12,977	-14,209	-27,219
Receivables	6,564	8,447	4,962	19,973
Inventories	2,288			2,288
Other	14,692			14,692
Non-current assets classified as held for sale	0			0
Total Current Assets	123,598	167,596	221,684	512,879
Non current assets				
Investments	15,000	8,731	24,415	48,146
Receivables	0	168	11,129	11,297
Inventories				0
Infrastructure, property, plant and equipment	1,963,853	408,867	556,660	2,929,380
Investments accounted for using equity method				0
Other	2,798			2,798
Intangible Assets	137	50,174		50,311
Total Non Current Assets	1,981,788	467,940	592,204	3,041,932
Total Assets	2,105,386	635,536	813,889	3,554,811
Liabilities				
Current Liabilities				
Payables	19,602	202	244	20,048
Contract Liabilities	12,588	445	3	13,036
Borrowings	2,072	0	0	2,072
Employee Benefit Provisions	12,500	1,105	1,461	15,066
Total Current Liabilities	46,762	1,752	1,708	50,222
Non Current Liabilities				
Borrowings	29,704	-2	1	29,703
Employee Benefit Provision	830	74	98	1,002
Provisions	9,288			9,288
Total Non Current Liabilities	39,822	72	99	39,993
Total Liabilities	86,584	1,824	1,807	90,215
Net Assets	2,018,802	633,712	812,082	3,464,596
Equity				
Retained Earnings	1,647,604	501,693	675,495	2,824,792
Revaluation Reserves	371,198	132,019	136,587	639,804
Total Equity	2,018,802	633,712	812,082	3,464,596

General Fund Ratios Scenario 3

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio (Greater than or equal to break even over a three year period) Present	-4.02%	-3.03%	-2.57%	-1.93%	-0.27%	0.38%	1.02%	1.67%	2.32%	2.97%
Own Source Revenue (Greater than 60% average over three years) Present	59.61%	67.41%	70.52%	70.33%	70.67%	70.73%	70.78%	70.84%	70.89%	70.95%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over three years) Present	4.72%	4.20%	3.62%	3.45%	3.27%	3.18%	3.10%	3.01%	2.75%	2.50%
Cash Expense Cover Ratio (Benchmark Greater than 3 times)	11.33	9.89	8.95	8.13	12.28	11.54	10.88	10.30	9.84	9.47

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



Draft 2022/23 FEES AND CHARGES
(23 June 2022)





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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 assets 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 2022-23, as: -

Pricing Code	Description
A	<i>Community Service</i> Services may have a level of benefit to the community. Generally, benefits are not confined to users. Partially funded by rates
B	<i>Regulated Charges</i> Federal or State Government set charges
C	<i>User Pays Principal</i> Services where individual costs can be determined and met by the user of the service
D	<i>Market Forces</i> Services which Council operates in a competitive market
E	<i>Section 7.11 (Developer Contributions)</i> Items 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 these 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	2022-2023 \$	GST	Pricing Policy
Wiigulga Multipurpose Centre					
Commercial Kitchen Per Day	1	DAY	QUOTATION	YES	C
Main Hall Court 1 or 2 Casual Day	1	HOUR	65.00	YES	C
Main Hall Court 1 or 2 Casual Night	1	HOUR	90.00	YES	C
Main Hall Court 1 or 2 Local School Day	1	DAY	25.00	YES	C
Main Hall Court 1 or 2 Seasonal Day	1	DAY	55.00	YES	C
Main Hall Court 1 or 2 Seasonal Night	1	DAY	80.00	YES	C
Main Hall Court 1, Court 2 and Stage Full Day	1	DAY	QUOTATION	YES	C
Main Hall Court 1, Court 2 and Stage Half Day	1	DAY	QUOTATION	YES	C
Main Hall Court 1, Court 2 and Stage Per Hour	1	HOUR	QUOTATION	YES	C
Main Hall Court 2 and Stage Full Day	1	DAY	QUOTATION	YES	C
Main Hall Court 2 and Stage Half Day	1	DAY	QUOTATION	YES	C
Main Hall Court 2 and Stage Per Hour	1	HOUR	QUOTATION	YES	C
Main Hall Stage Only Per Hour	1	HOUR	100.00	YES	C
The Committee Room Full Day	1	DAY	120.00	YES	C
The Committee Room Half Day	1	DAY	60.00	YES	C
The Committee Room Per Hour	1	HOUR	25.00	YES	C
Sangeet Room 1 Full Day	1	DAY	200.00	YES	C
Sangeet Room 1 Half Day	1	DAY	100.00	YES	C
Sangeet Room 1 Per Hour	1	HOUR	30.00	YES	C
Sangeet Room 2 Full Day	1	DAY	200.00	YES	C
Sangeet Room 2 Half Day	1	DAY	100.00	YES	C
Sangeet Room 2 Per Hour	1	HOUR	30.00	YES	C
Sangeet Room 3 Full Day	1	DAY	200.00	YES	C
Sangeet Room 3 Half Day	1	DAY	100.00	YES	C
Sangeet Room 3 Per Hour	1	HOUR	30.00	YES	C
Security Deposit	1	DAY	BOND	YES	C
Weekend and Public Holiday Surcharge	1	DAY	QUOTATION	YES	C
Wiigulga Sports Complex					
WSC Field 1 Casual Day Hire	1	DAY	300.00	YES	C
WSC Field 1 Casual Floodlight Hire	1	HOUR	40.00	YES	C
WSC Field 1 Casual Hire	1	HOUR	50.00	YES	C
WSC Field 1 Junior Season	1	SEASON	900.00	YES	C
WSC Field 1 Seasonal Floodlights	1	SEASON	600.00	YES	C
WSC Field 1 Seasonal Training	1	HOUR	165.00	YES	C
WSC Field 1 Senior Season	1	SEASON	1,800.00	YES	C
WSC Field 1 Turf Wicket Preparation	1	WICKET	130.00	YES	C
WSC Field 2 Casual Day Hire	1	DAY	300.00	YES	C
WSC Field 2 Casual Floodlight Hire	1	HOUR	40.00	YES	C
WSC Field 2 Casual Hire	1	HOUR	50.00	YES	C
WSC Field 2 Junior Season	1	SEASON	900.00	YES	C
WSC Field 2 Seasonal Floodlights	1	SEASON	600.00	YES	C
WSC Field 2 Seasonal Training	1	HOUR	165.00	YES	C
WSC Field 2 Senior Season	1	SEASON	1,800.00	YES	C
WSC Training Net Lighting Per Hour	1	HOUR	20.00	YES	C
WSC Training Nets 1 Lane Per Hour	1	HOUR	10.00	YES	C
WSC Training Nets 2 Lanes Per Hour	1	HOUR	20.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
WSC Training Nets 3 Lanes Per Hour	1	HOUR	30.00	YES	C
Cemeteries					
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
Ash Interments - Coffs Harbour & Woolgoolga Lawn Cemeteries					
First Interment, Ashes, Weekday before 3.30pm (Grave Site)	1	EACH	1,906.00	YES	C
Second Interment, Ashes, Weekday before 3.30pm	1	EACH	479.00	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
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	1,435.00	YES	C
Ash Interments (historical) - Coffs Harbour and Woolgoolga Monumental, Bucca, Coramba					
First Interment, Ashes into gravesite, includes cost of gravesite	1	EACH	1,773.00	YES	C
Second Interment, Ashes, Weekday before 3.30pm	1	EACH	479.00	YES	C
Interment Rights - Reservations					
Reservation Grave Site Deposit - Coffs Harbour & Woolgoolga Lawn Cemetery	1	EACH	1,081.00	YES	C
Reservation Grave Site Deposit - Woolgoolga, Bucca and Coramba Monumental Cemeteries	1	EACH	379.00	YES	C
Reservation Wall Deposit - Columbarium Wall (Coffs Harbour & Woolgoolga Lawn Cemetery)	1	EACH	257.00	YES	C
Lawn Cemetery Burials - Coffs Harbour & Woolgoolga Lawn Cemeteries					
First Interment, Adult, Weekday before 3.30pm	1	EACH	4,198.00	YES	C
First Interment, Child under 11 years, Weekday before 3.30pm	1	EACH	197.00	YES	C
First Interment, Site Reserved before 1/7/2000, Adult, Weekday before 3.30pm	1	EACH	1,570.00	YES	C
First Interment, Stillborn or Child under 6 months, Weekday before 3.30pm	1	EACH	1,294.00	YES	C
Second Interment, Weekday before 3.30pm	1	EACH	1,906.00	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
Exhumation/Relocation/Disinterment of Ashes	1	EACH	Quotation	YES	C
Single Search of Records	1	EACH	Quotation	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Monumental Cemetery Burial - 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	2,330.00	YES	C
First Interment, Child Under 11 years, Weekday before 3.30pm	1	EACH	1,172.00	YES	C
First Interment, Reserved Site Before 1/7/2000, Adult, Weekday before 3.30pm	1	EACH	1,773.00	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	1,773.00	YES	C
Community Halls & Facilities					
Ayrshire Park					
Casual Floodlight Hire	1	HOURLY	40.00	YES	A
Casual Hire	1	HOURLY	45.00	YES	A
Junior Season	1	SEASON	900.00	YES	A
Seasonal Training	1	HOURLY	265.00	YES	A
Senior Season	1	SEASON	1,800.00	YES	A
Coramba Community Hall					
Function Hire 3pm - 11pm	1	EACH	170.00	NO	
Hall Hire - General	1	HOURLY	18.00	NO	A
Hall Hire - Not-For-Profit Organisation	1	HOURLY	15.00	NO	A
Security Deposit (Discretionary)	1	EACH	300.00	NO	C
Eastern Dorrigo Community Hall & Showground (Ulong)					
Hall Hire - Function 3pm - 11pm	1	EACH	150.00	NO	A
Hall Hire - General	1	HOURLY	17.00	NO	A
Hall Hire - Not For Profit	1	HOURLY	13.00	NO	A
Key Deposit	1	EACH	50.00	NO	C
Overnight Camping with Shower Facilities	1	EACH	7.50	NO	A
Security Deposit	1	EACH	200.00	NO	C
Lowanna Community Hall					
Hall Hire - Function 3pm - 11pm	1	EACH	103.00	NO	A
Hall Hire - General	1	HOURLY	11.00	NO	A
Heating	1	HOURLY	4.00	NO	C
Key Deposit	1	EACH	30.00	NO	C
Security Deposit (Discretionary)	1	EACH	250.00	NO	C
Lower Bucca Community Hall					
Hall Hire - General	1	HOURLY	10.00	NO	A
Playgroup - Half Day Hire	1	EACH	10.00	NO	A
Preschool - Full Day Hire	1	EACH	25.00	NO	A
Tennis Court	1	DAY	0.00	NO	A
Nana Glen Sports, Recreation & Equestrian Centre					
Camping fee	1	DAY	15.00	NO	C
Canteen hire	1	DAY	60.00	NO	
Commercial Use	1	DAY	Quotation	NO	A
Cross Country Course for non-organised events (per horse)	1	EACH	10.00	NO	A



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Ground Hire for members - Coffs Harbour Polo Crosse	1	YEAR	700.00	NO	A
Ground Hire for members - Coffs Harbour Pony Club	1	YEAR	700.00	NO	A
Ground Hire for members - North Coast Equestrian Club	1	YEAR	700.00	NO	A
Ground hire for non-equestrian events	1	DAY	300.00	NO	C
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 - Stallion Box	1	DAY	6.00	NO	C
Horse Fees: Overnight stable or yard	1	DAY	30.00	NO	C
School usage - Sport or other regular bookings	1	DAY	100.00	NO	A
Security Bond (discretionary)	1	EACH	0.00	NO	C
Tennis Court Hire: Full Day	1	EACH	0.00	NO	A
Tennis Court Hire: Half Day	1	EACH	0.00	NO	A
Tennis Court Hire: Night	1	EACH	0.00	NO	A
Toormina Community Centre					
Function Hire 3pm - 11pm	1	EACH	260.00	NO	A
Main Hall - General	1	HOURLY	27.00	NO	A
Main Hall, Meeting Room, Office Room - Not-For-Profit Organisation	1	HOURLY	18.00	NO	A
Meeting Room - General	1	HOURLY	25.00	NO	A
Office Room - General	1	HOURLY	20.00	NO	A
Woolgoolga Community Village Hall					
Hall Hire - Function 3pm - 11pm	1	EACH	300.00	NO	A
Hall Hire - General	1	HOURLY	16.00	NO	A
Key Deposit	1	EACH	50.00	NO	C
Meals on Wheels single room	1	MONTH	140.00	NO	A
Playgroup outside area	1	MONTH	55.00	NO	A
Security Bond (discretionary)	1	EACH	0.00	NO	C
Waratah single room	1	MONTH	173.00	NO	C
Community Venues					
Botanic Gardens					
North Coast Regional Botanic Gardens - Events	1	EACH	Quotation	YES	C
North Coast Regional Botanic Gardens - Hire of People Mover	1	HOURLY	55.00	YES	C
North Coast Regional Botanic Gardens - Plant Identification	1	HOURLY	95.00	YES	C
North Coast Regional Botanic Gardens - Seed identification or testing	1	HOURLY	40.00	YES	C
Cavanbah Centre & Community Village					
189B Harbour Drive Room Hire - General (Day/Evening Rate)	1	HOURLY	30.00	YES	D
189B Harbour Drive Room Hire - Not-For-Profit Organisation (Day Rate)	1	HOURLY	17.00	YES	B
189B Harbour Drive Room Hire - Not-For-Profit Organisation (Evening Rate)	1	HOURLY	24.00	YES	B
Cavanbah Centre (Entire Centre: Hall + A + B) - General	1	DAY	750.00	YES	D
Cavanbah Centre Room Hire (A or B) - General (Day/Evening Rate)	1	HOURLY	35.00	YES	D



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
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
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
Large Storage Cupboard Hire	1	WEEK	10.00	YES	D
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
Refundable Security Deposit - Cavanbah Centre (Room A or B)	1	EACH	150.00	NO	D
Refundable Security Deposit - Village Rooms	1	EACH	150.00	NO	D
Room Reset or Cleaning Fee - During Operational Hours	1	HOUR	60.00	YES	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
Small Storage Cupboard Hire	1	WEEK	5.00	YES	B
Staff Call In - Out of Operational Hours	1	HOUR	60.00 (Min 120.00)	YES	D
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
Council Information Services					
Copying Service - as part of Information Request					
Black and White Copying A1	1	SHEET	20.00	NO	D
Black and White Copying A3	1	SHEET	2.00	NO	D
Black and White Copying A4	1	SHEET	1.00	NO	D
Colour Copying A3	1	SHEET	4.00	NO	D
Colour Copying A4	1	SHEET	2.00	NO	D
Supply of records on a CD or similar	1	EACH	25.00	NO	C
Geospatial Information Services (GIS)					
Colour Plotter Prints	1	QUOTE	Quotation	YES	D
Digital Spatial Data Set (more than 3000 Hectares)	1	QUOTE	Quotation	NO	D
Digital Spatial Data Set (less than 3000 Hectares)	1	EACH	83.31 + 1.73 per hectare	NO	D
GIS - Professional Services	1	QUOTE	Quotation	NO	D
GIS - Spatial Data Extraction Fees	1	HOUR	69.23	NO	D
Map Prints/Plots - Cadastral Base Fabric A0	1	EACH	27.11	NO	D
Map Prints/Plots - Cadastral Base Fabric A1	1	EACH	20.07	NO	D
Map Prints/Plots - Cadastral Base Fabric A2	1	EACH	14.92	NO	D
Map Prints/Plots - Cadastral Base Fabric A3	1	EACH	11.35	NO	D



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Map Prints/Plots - Cadastral Base Fabric A4	1	EACH	9.25	NO	D
Map Prints/Plots - Imagery A0	1	EACH	61.67	NO	D
Map Prints/Plots - Imagery A1	1	EACH	49.27	NO	D
Map Prints/Plots - Imagery A2	1	EACH	24.90	NO	D
Map Prints/Plots - Imagery A3	1	EACH	18.91	NO	D
Map Prints/Plots - Imagery A4	1	EACH	12.40	NO	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A0	1	EACH	5.78	NO	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A1	1	EACH	4.62	NO	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A2	1	EACH	3.47	NO	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A3	1	EACH	2.31	NO	D
Map Prints/Plots - Thematic Layers (Vector/Raster) A4	1	EACH	1.68	NO	D
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	HOURLY	Prescribed	NO	B
Informal Release of Information under the GIPA Act (excludes Open Access Information) Copying Service	1	COPY	Refer Copying Service	NO	D
Informal Release of Information under the GIPA Act (excludes Open Access Information) Processing Charge	1	HOURLY	30.00	NO	C
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
Proactive release of information under the GIPA Act	1	EACH	Quotation	NO	C
Native Title					
Native Title Research & Reporting Fee - Staff time	1	HOURLY	67.50	NO	D
Native Title Research Application Fee	1	EACH	67.50	NO	D
Other Professional Services					
Professional Compliance Service Fee - for services not specified elsewhere within Fees and Charges	1	HOURLY	162.00	YES	C
Rates & Property Enquiry - Copies of Notices - Greater than one year old	1	EACH	50.00	NO	D
Sale of Images					
Sale of Image from Coffs Coast Image Library	1	EACH	Quotation	YES	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
Copying Services	1	COPY	Refer Copying Service	NO	D
Postage or Courier of Information	1	EACH	Cost	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Subpoena/Summons Processing Charge	1	HOURLY	70.00	NO	C
Design Engineering & Services - Developments					
Construction Certificate for Subdivision and Development work					
Assessment Fee - Trunk Drainage Works	1	METRE	0.00	NO	C
Assessment Fees - Bridges per square metre	1	METRE	0.00	NO	C
Assessment Fees - Bulk Earthworks - cubic metre	1	METRE	0.00	NO	C
Assessment Fees - Culverts (Not Pipes) per square metre	1	METRE	0.00	NO	C
Assessment Fees - Drainage	1	METRE	0.00	NO	C
Assessment Fees - Earth Retaining Structures per square metre	1	METRE	0.00	NO	C
Assessment Fees - Footpath	1	METRE	0.00	NO	C
Assessment Fees - Interallotment Drainage	1	METRE	3.00	NO	C
Assessment Fees - Minimum Fee (All Above Works)	1	EACH	500.00	NO	C
Assessment Fees - Parking Areas - square metre	1	METRE	1.00	NO	C
Assessment Fees - Pipe Culvert	1	METRE	3.00	NO	C
Assessment Fees - Road Works	1	METRE	5.00	NO	C
Assessment Fees - Rural Road Works	1	METRE	2.00	NO	C
Assessment Fees - Sedimentation & Erosion Control	1	METRE	1.00	NO	C
Assessment Fees - Sewer Pump Stations	1	EACH	1,000.00	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 - WSUD / Retarding / Detention Basins - square metre	1	METRE	4.50	NO	C
Bond - Maintenance of Engineering Works	1	EACH	0.00	NO	C
Completion of Outstanding Works at Issue of Subdivision Certificate	1	EACH	Cost of Works	NO	C
			+ 50%		
Inspection of Assets - Bridges - squared metre	1	METRE	68.00	NO	C
Inspection of Assets - Bulk Earthworks - cubic metre	1	METRE	0.15	NO	C
Inspection of Assets - Culverts (Not Pipes) - squared metre	1	METRE	68.00	NO	C
Inspection of Assets - Drainage	1	METRE	10.20	NO	C
Inspection of Assets - Earth Retaining Structures - squared metre	1	METRE	28.20	NO	C
Inspection of Assets - Footpath	1	METRE	3.40	NO	C
Inspection of Assets - Interallotment Drainage	1	METRE	10.20	NO	C
Inspection of Assets - Minimum Fee (All Above Works)	1	EACH	1,150.00	NO	C
Inspection of Assets - Parking Areas - squared metre	1	METRE	3.40	NO	C
Inspection of Assets - Pipe Culvert	1	METRE	10.20	NO	C
Inspection of Assets - Road Works	1	METRE	17.00	NO	C
Inspection of Assets - Rural Road Works	1	METRE	6.80	NO	C
Inspection of Assets - Sedimentation & Erosion Control	1	METRE	3.40	NO	C
Inspection of Assets - Sewer Pump Stations	1	METRE	4,530.00	NO	C
Inspection of Assets - Sewer Reticulation Mains	1	METRE	10.20	NO	C
Inspection of Assets - Trunk Drainage Works	1	METRE	28.20	NO	C
Inspection of Assets - Water Reticulation Mains	1	METRE	10.20	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Inspection of Assets - WSUD / Retarding / Detention Basins - squared metre	1	METRE	14.20	NO	C
Maintenance of Engineering Works - Bond - Administration Fee	1	EACH	135.00	YES	C
Reinspection Fee	1	EACH	340.00	NO	C
Development Specifications					
AUS SPEC #1 Annual Update Fee for Access by Internet	1	EACH	0.00	NO	C
CHCC Construction Specifications - Electronic Copy in PDF Format on CD	1	EACH	86.00	NO	C
CHCC Construction Specifications - Electronic Copy in PDF Format on Internet	1	EACH	0.00	NO	C
CHCC Construction Specifications - One Off Hard Copy	1	EACH	410.00	NO	C
CHCC Design Specifications - Electronic Copy in PDF Format on CD	1	EACH	90.00	NO	C
CHCC Design Specifications - Electronic Copy in PDF Format on Internet	1	EACH	0.00	NO	C
CHCC Design Specifications - One Off Hard Copy	1	EACH	345.00	NO	C
Other					
Design Work Undertaken for Other Organisations	1	HOURLY	0.00	NO	D
Hire of GPS Equipment / Services - Equipment Hire with Operator	1	DAY	2,060	YES	D
Hire of GPS Equipment / Services - Equipment Hire with Operator	1	WEEK	8,240	YES	D
Hire of GPS Equipment / Services - Raw Data	1	YEAR	4,120	YES	D
Hire of GPS Equipment / Services - Specific Projects	1	EACH	0.00	YES	D
New Road Naming - Application - More than one Road	1	EACH	20% due to higher cost of assessment	NO	C
New Road Naming - Application - Single Road	1	EACH	3% standard increase	NO	C
Private Footpath Crossing (Driveway Application) - Approval footpath and Inspections	1	EACH	237.00	NO	C
Private Footpath Crossing (Driveway Application) - Approval stormwater and Inspections	1	EACH	237.00	NO	C
Private Footpath Crossing (Driveway Application) - Kerb connection	1	EACH	155.00	NO	C
Private Footpath Crossing (Driveway Application) - Unapproved Driveway Reinspection	1	EACH	200.00	NO	C
Professional Advice & Services	1	HOURLY	164.00	NO	D
Plans and Drawings - Services					
Checking of Drawings Submitted by Private Certifiers - Engineering	1	HOURLY	0.00	YES	C
Checking Works as Executed Drawings (Charged @ Linen) - electronic CAD format & PDF	1	EACH	0.00	NO	C
Checking Works as Executed Drawings (Charged @ Linen) - other than electronic CAD	1	EACH	0.00	NO	C
Rechecking of Engineering Plans and Bond Estimates - After Issue of Construction Certificate	1	HOURLY	0.00	NO	C
Rechecking of Engineering Plans and Bond Estimates - Prior to Issue of Construction Certificate	1	HOURLY	0.00	NO	C
Search Fees - Engineering	1	HOURLY	0.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Food Business Compliance					
Food Business					
Assessment Package - Pre-construction and pre-opening Inspections	1	EACH	510.00	NO	D
Existing - Inspection and Compliance Report	1	EACH	470.00	NO	D
Health Enforcement - NSW Food Act - Prohibition Notice	1	EACH	Prescribed	NO	B
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
Large, greater than 50 FTE employees - Administration Fee	1	YEAR	500.00	NO	B
Medium, five to 50 FTE employees - Administration Fee	1	YEAR	400.00	NO	B
New - Assessment Review of Premise fit out Pre-construction	1	EACH	325.00	NO	D
New - Inspection and Compliance Report Pre-opening	1	EACH	470.00	NO	D
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 - Additional Food Preparation Areas within multi faceted business	1	EACH	108.00	NO	C
Routine Inspection Fee - First Food Preparation Area	1	EACH	162.00	NO	C
Second Inspection Fee and / or Review of Complaint	1	EACH	190.00	NO	C
Small, less than five FTE employees - Administration Fee	1	YEAR	300.00	NO	B
Third & Subsequent Inspections Fee	1	EACH	220.00	NO	C
Private Water Supply System					
Quality Assurance Review of Private Water Supply System / Water Carter - Non Programmed Inspection	1	EACH	305.00	NO	C
Quality Assurance Review of Private Water Supply System / Water Carter- Programmed Inspection	1	EACH	78.00	NO	C
Scores on Doors					
Scores on Doors - Request for Review of rating outcome	1	EACH	305.00	NO	C
Health Compliance Review					
Boarding House					
Boarding House	1	EACH	440.00	NO	C
Boarding House - Second Inspection	1	EACH	190.00	NO	C
Boarding House - Third & Subsequent Inspection	1	EACH	220.00	NO	C
Legionella Control					
Additional Warm Water Mixing System, Legionella Control	1	EACH	108.00	NO	C
Audit Water Cooling Tower, Legionella Control	1	EACH	305.00	NO	C
Inspect Water Cooling Tower, Legionella Control	1	EACH	162.00	NO	C
Second Inspection, Legionella Control	1	EACH	190.00	NO	C
Third & Subsequent Inspection, Legionella Control	1	EACH	220.00	NO	C
Warm Water Mixing System, Legionella Control	1	EACH	298.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Other Health Compliance Reviews					
Burial/Exhumation on Private Land	1	HOUR	162.00	NO	A
Sampling of Water for Analysis (Assessment Public Health Risk)	1	EACH	Cost - NATA accredited laboratory	NO	D
Petroleum Storage					
Petroleum Storage - Additional inspections	1	EACH	220.00	NO	C
Petroleum Storage - Audit Review of Underground Petroleum Storage System	1	EACH	389.00	NO	C
Skin Services					
Skin Penetration Services	1	EACH	305.00	NO	C
Skin Penetration Services - Programmed Inspection Review	1	EACH	162.00	NO	C
Skin Penetration Services - Request for Review of rating outcome	1	EACH	305.00	NO	C
Skin Penetration Services - Second Inspections	1	EACH	190.00	NO	C
Skin Penetration Services - Third & Subsequent Inspection	1	EACH	220.00	NO	C
Swimming Pool					
Each Inspection Third & Subsequent, Swimming Pool or Spa	1	EACH	220.00	NO	C
Health Compliance Review- Additional Public or Guest Swimming Pool or Spa	1	EACH	93.00	NO	C
Health Compliance Review- First Public or Guest Swimming Pool or Spa	1	EACH	305.00	NO	C
Health Compliance Review- Swimming Pool or Spa - Programmed Inspection Review	1	EACH	162.00	NO	C
Second Inspection, Swimming Pool or Spa	1	EACH	190.00	NO	C
Water Carrier					
Water Carrier - Second Inspection	1	EACH	190.00	NO	C
Water Carrier - Third & Subsequent Inspection	1	EACH	220.00	NO	C
Water Carrier Additional Vehicles	1	EACH	28.00	NO	C
Water Carrier First Vehicle	1	EACH	305.00	NO	C
International Stadium					
International Stadium					
C.ex Coffs International Stadium - Access Pass Replacement	1	EACH	25.00	YES	C
C.ex Coffs International Stadium - Carpark Hire	1	DAY	360.00	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 - Central Event Space 1 or 2	0.5	DAY	150.00	YES	C
C.ex Coffs International Stadium - Central Event Space 1 or 2	1	DAY	200.00	YES	C
C.ex Coffs International Stadium - Central Event Space 5 or 6	0.5	DAY	60.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
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
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	1	DAY	70.00	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 - Onsite AV Personnel	1	EACH	Cost	YES	C
C.ex Coffs International Stadium - School Athletics Carnivals	1	DAY	425.00	YES	C
C.ex Coffs International Stadium - Seasonal Fixture Competition	1	HOURLY	120.00	YES	C
C.ex Coffs International Stadium - South Event Space 1	0.5	DAY	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 - Tier 1 Event	1	DAY	750.00	YES	C
C.ex Coffs International Stadium - Tier 2 Event	1	DAY	Quotation	YES	C
The Hub @ C.ex Coffs International Stadium Hot Desk	1	DAY	15.00	YES	C
The Hub @ C.ex Coffs International Stadium Hot Desk - Multi-day Package	1		Quotation	YES	C
International Stadium/CCSLP					
Additional Fee Applied					
A surcharge may be applied to all Public Holiday, weekend, or after hours events held at C.ex Coffs International Stadium	0	Not Applicable	Additional charge between Cost plus 25-50%	YES	NA
Coffs Coast Sport & Leisure Park					
Coffs Coast Sport & Leisure Park 1 - Casual Day Hire	1	DAY	360.00	YES	A



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Coffs Coast Sport & Leisure Park 1 - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Casual Hire	1	HOUR	60.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Junior Season	1	SEASON	1,080.00	YES	A
Coffs Coast Sport & Leisure Park 1 - New Line Marking	1	FIELD	130.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Seasonal Floodlights	1	SEASON	600.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Seasonal Training	1	HOUR	200.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Senior Season	1	SEASON	2,160.00	YES	A
Coffs Coast Sport & Leisure Park 1 - Turf Wicket Preparation Fee	1	WICKET	130.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Casual Hire	1	HOUR	60.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Junior Season	1	SEASON	1,080.00	YES	A
Coffs Coast Sport & Leisure Park 2 - New Line Marking	1	FIELD	130.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Seasonal Floodlights	1	SEASON	600.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Seasonal Training	1	HOUR	200.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Senior Season	1	SEASON	2,160.00	YES	A
Coffs Coast Sport & Leisure Park 2 - Turf Wicket Preparation Fee	1	WICKET	130.00	YES	A
Coffs Coast Sport & Leisure Park 3 - Casual Day Hire	1	DAY	360.00	YES	A
Coffs Coast Sport & Leisure Park 3 - Casual Hire	1	HOUR	60.00	YES	A
Coffs Coast Sport & Leisure Park 3 - Junior Season	1	SEASON	1,080.00	YES	A
Coffs Coast Sport & Leisure Park 3 - New Line Marking	1	FIELD	130.00	YES	A
Coffs Coast Sport & Leisure Park 3 - Seasonal Training	1	HOUR	200.00	YES	A
Coffs Coast Sport & Leisure Park 3 - Senior Season	1	SEASON	2,160.00	YES	A
Coffs Coast Sport & Leisure Park 4 (TURF FIELD)					
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)CASUAL FLOODLIGHT HIRE	1	HOUR	40.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)CASUAL HIRE	1	HOUR	60.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)JUNIOR SEASON	1	HOUR	1,080.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)New Line Marking	1	FIELD	130.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)SEASONAL FLOODLIGHTS	1	SEASON	600.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)SEASONAL TRAINING	1	SEASON	200.00	YES	
Coffs Coast Sport & Leisure Park CCSLP 4 (TURF FIELD)SENIOR SEASON	1	HOUR	2,160.00	YES	
Coffs Coast Sport & Leisure Park North Field					
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



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Coffs Coast Sport and Leisure Park - Turf Training Net Preparation	1	WICKET	65.00	YES	A
Coffs Coast Sport & Leisure Park Synthetic Fields 1 + 2					
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 CASUAL RATE/FULL FIELD	1	HOUR	75.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Fields 1 + 2					
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 CASUAL RATE/HALF FIELD	1	HOUR	55.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 CASUAL RATE/MINI FIELD	1	HOUR	55.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 JUNIOR SEASONAL FULL	1	HOUR	55.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 JUNIOR SEASONAL MINI	1	HOUR	40.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 OUT OF LGA/COMMERCIAL FULL	1	HOUR	160.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Fields 1 + 2					
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 FLOODLIGHT HIRE	1	HOUR	45.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 JUNIOR SEASONAL HALF	1	HOUR	40.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 OUT OF LGA/COMMERCIAL HALF	1	HOUR	130.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 OUT OF LGA/COMMERCIAL MINI	1	HOUR	130.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 SENIOR SEASONAL FULL	1	HOUR	55.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 SENIOR SEASONAL HALF	1	HOUR	40.00	YES	C
Coffs Coast Sport & Leisure Park Synthetic Field 1 or 2 SENIOR SEASONAL MINI	1	HOUR	40.00	YES	C
Coffs Coast Sport and Leisure Park - The Hub 2					
Coffs Coast Sport and Leisure Park - The Hub 2 CONFERENCE ROOM 1 and 2	1	DAY	200.00	YES	C
Coffs Coast Sport and Leisure Park - The Hub 2 CONFERENCE ROOM 1 and 2	1	DAY	200.00	YES	C
Coffs Coast Sport and Leisure Park Synthetic Fields					
Coffs Coast Sport and Leisure Park Synthetic Fields 1 + 2 LOCAL SCHOOL FULL	1	HOUR	55.00	YES	C
Coffs Coast Sport and Leisure Park Synthetic Fields 1 + 2 LOCAL SCHOOL HALF	1	HOUR	40.00	YES	C
Food Vendor Site Fee- Non-ticketed Event					
Food Vendor Fee- Non-ticketed Event	1	DAY	250.00	YES	C
Food Vendor Site Fee- Ticketed Event					
Food Vendor Fee- Ticketed Event	1	DAY	500.00	YES	C
Jetty Memorial Theatre					
Hire - Other Fees					
Cleaning Services	1	EACH	Cost + 10%	YES	C
Consumables (Tape, Additional Gels, Lights, etc.)	1	EACH	Cost + 10%	YES	C
Haze machine- Per Performance	1	EACH	50.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Hire of Staging	1	WEEK	25 per piece	YES	C
Hire of tarkettt flooring	1	EACH	500 up to 7 days	YES	C
Merchandise (over \$1,000 gross takings)	1	EACH	10% of Gross Takings	YES	C
Rubbish Removal	1	EACH	Cost + 10%	YES	C
Security Bond (discretionary)	1	EACH	30% of hire fee	NO	C
Security Bond (discretionary)	1	EACH	200.00	NO	C
Security Bond for Hire of Staging	1	EACH	200.00	NO	C
Security Bond for Hire of Tarkett Flooring	1	EACH	30% of hire fee	NO	A
Security Card/Key Deposit	1	EACH	200.00	NO	C
Security Deposit- General	1	EACH	30% of hire fee	YES	C
Security Deposit- Not-For-Profit Organisation	1	EACH	30% of hire fee	YES	A
Theatre Staff - Front of House, Technician & Merchandise Staff (Ordinary Hours)	1	HOURLY	60.00	YES	C
Theatre Staff - Outside operational hours (3 Hour Minimum)	1	HOURLY	60.00 (Min fee \$180)	YES	C
Hire for Cinema Screening					
Mobile DCP Projector for all other venues	1	DAY	2,000.00	YES	C
Mobile DCP Projector for Cavanbah Centre	1	DAY	750.00	YES	C
Mobile DCP Projector for outdoor performances	1	DAY	2,500.00	YES	C
Hire for Non Performances					
Cinema Screening (including projector & screen use)	1	DAY	440.00	YES	A
DCP Cinema Screening - Theatre Technician	1	HOURLY	60.00	YES	C
DCP Cinema Screening (including projector & screen use)	1	DAY	550.00	YES	A
Non Performance - Foyer/Outside Space	1	HOURLY	80.00	YES	A
Non Performance Hire - Friday to Sunday	1	DAY	375.00	YES	A
Non Performance Hire - Monday to Thursday	1	DAY	310.00	YES	A
Hire for Performances					
Daily Rate - General	1	DAY	10% Goss Sales (Min Fee 920))	YES	C
Daily Rate - Not-For-Profit Organisation	1	DAY	485.00	YES	A
DCP Projector - Theatre Technician	1	HOURLY	60.00	YES	C
DCP Projector for Performance	1	EACH	60.00	YES	C
Piano Hire (Baby Grand) - Per Performance	1	EACH	285.00	YES	C
Rehearsals - General	1	HOURLY	92.00	YES	C
Rehearsals - Not-For-Profit Organisation	1	HOURLY	46.00	YES	A
Standard Projector for Performance	1	EACH	40.00	YES	C
Weekly Rate - Not-For-Profit Organisation	1	WEEK	2190.00	YES	A
Weekly Rate- General	1	WEEK	4095.00	YES	C
Hire for Performances- Venue set up Cabaret Style					
Daily Rate - General	1	DAY	1,230.00	YES	C
Daily Rate - Not-For-Profit Organisation	1	DAY	795.00	YES	A
Ticketing					
Ticket Exchange Service	1	TICKET	5.00	YES	C
Ticket Listing Adjustment Fee	1	HOURLY	65.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Tickets with a face value of \$30.00 and over - Complimentary	1	TICKET	1.00	YES	C
Tickets with a face value of \$30.00 and over -Full Price	1	TICKET	3.50	YES	C
Tickets with a face value under \$30.00 - Complimentary	1	TICKET	0.50	YES	C
Tickets with a face value under \$30.00 - Full Price	1	TICKET	2.50	YES	C
Transaction Fee	1		1.00	YES	C
Library					
Extended Reference Enquiry					
Extended Reference Enquiry	1	HOUR	60.00	YES	D
Library Fees					
3D Printing	1	HOUR	2.50	YES	C
Headphones Public PC compatible	1	EACH	2.00	YES	C
Interlibrary loans - Core Service fee from charging institutions	1	EACH	18.50	YES	C
Interlibrary loans - Express Postage fee from charging institution , in addition to Core Service	1	EACH	37.00	YES	C
Interlibrary loans - Rush, in addition to Core Service fee from charging institution	1	EACH	18.50	YES	C
Replacement charges non-returned, lost or damaged item. Charge is variable depending on each item	1	EACH	Cost of Item + \$10.00	YES	C
Successful interlibrary loan administration fee	1	EACH	4.00	YES	C
Library Fees					
USB Public PC compatible	1	EACH	10.00	YES	C
Membership					
Book Club Membership	1	YEAR	140.00	YES	C
Replacement membership card	1	EACH	2.00	NO	C
Temporary Visitor Membership Bond	1	EACH	50.00	NO	C
Other Library Fees					
Workshops	1	EACH	0.00 to 60.00	YES	C
Other Library Services					
Hire of Library Premises - outside business hours	1	HOUR	185.00	YES	C
Self Service Photocopying					
Printing/Photocopying A3	1	EACH	0.40	YES	D
Printing/Photocopying A4	1	EACH	0.20	YES	D
Printing/Photocopying Colour A3	1	EACH	0.80	YES	D
Printing/Photocopying Colour A4	1	EACH	0.50	YES	D
Lifeguard Services					
Lifeguard Programs					
Provision of Private Beach Patrols	1	PROGRAM	Quotation	YES	D
Provision of School Education Programs	1	PROGRAM	Quotation	NO	C
Other Fees & Charges					
Abandoned Articles					
Abandoned Articles - Release Fee for Return of Impounded Articles	1	EACH	78.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Abandoned Articles - Release fee for Return of Impounded Shopping Trolley	1	EACH	108.00	NO	C
Administration Charges					
Bond Administration Fee	1	EACH	125.00	YES	D
Grant Funded Road Works Administration Charge	1	EACH	5% of Works + GST	YES	C
Amusement Devices					
Amusement Devices - Application to Install Devices at Event - after three devices	1	HOURLY	162.00	NO	C
Amusement Devices - Application to Install Devices at Event - up to three devices	1	EACH	162.00	NO	C
Animals					
Animal Impound - Large Beast - Impounding charges for livestock and similar	1	EACH	88.00+ Ranger Time+ 10.00 per day	NO	D
Animal Impound - Small Beast - Impounding charges for livestock and similar	1	EACH	65.00+ Ranger Time+ 8.50 per day	NO	D
Companion Animals - Hire of Dog Trap	1	WEEK	167.00	YES	D
Companion Animals - Hire of Dog Trap (BOND)	1	EACH	365.00	YES	C
Companion Animals - Impounding Charges for Dogs and Cats - First Two Days	1	EACH	155.00	NO	C
Companion Animals - Impounding Charges for Dogs and Cats - Third & Subsequent Days	1	DAY	38.00	NO	C
Companion Animals - Registration	1	EACH	Prescribed	NO	B
Companion Animals - Review Dangerous Dog Enclosure	1	EACH	158.00	NO	C
Microchip of impounded dog or cat	1	EACH	60.00	YES	C
Purchase rehome cat	1	EACH	185.00	YES	C
Purchase rehome dog	1	EACH	400.00	YES	C
Veterinary Care expenses for - dog and cat - where owner is known	1	EACH	Actual Cost	NO	C
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
Burning Off					
Burning off within Residential Zone - Application to Burn-Off	1	EACH	240.00	NO	C
Caravan Parks and Manufactured Homes					
S68 application/approval to install relocatable home in other than a caravan park of manufactured home estate	1	EACH	380.00	NO	C
Fines					
Fines - Dog, Littering, Parking, General	1	EACH	Prescribed	NO	B
Fireworks Display					
Fireworks Displays - Application to conduct	1	EACH	240.00	NO	C
Growers Market					
Powered Site Fee - Business Development Program Member	1	EACH	41.00	YES	D



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Powered Site Fee - Non-Business Development Program Member	1	EACH	83.00	YES	D
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
Table Hire	1	EACH	10.00	YES	D
Tent Hire	1	EACH	25.00	YES	D
Tent Sale (Including Delivery)	1	EACH	Quotation	YES	D
Overgrown Land					
Overgrown Land - Slashing Land When Owner Fails to Comply with Direction - Administration Fee	1	EACH	245.00	NO	C
Overgrown Land - Slashing Land When Owner Fails to Comply with Direction - Cost of Works	1	EACH	Cost	NO	C
Other Works					
Noxious Weeds					
Noxious Weed - Reinspection Fee	1	HOURLY	170.00	NO	C
Noxious Weeds - Certificate	1	EACH	170.00	NO	C
Noxious Weeds - Contributions to Works	1	EACH	Quotation	YES	D
Soil Testing					
Soil Testing - Benkelman Beam Testing	1	HOURLY	Quotation	YES	D
Soil Testing - Density Test	1	HOURLY	Quotation	YES	D
Soil Testing - Field Work Technician	1	HOURLY	Quotation	YES	D
Soil Testing - Gravel	1	EACH	Quotation	YES	D
Tree Services					
Tree Services - Works	1	EACH	Quotation	YES	D
Parks & Reserves					
Crown Reserves					
Crown Reserve - Bond	1	EACH	Quotation	NO	C
Crown Reserve - Bond Administration Fee	1	EACH	133.00	YES	C
Crown Reserves - Use of - Administration fee	1	EACH	0.00		A
General Parks					
General Parks - Brelsford Park - Seasonal Activities (Junior)	1	EACH	138.00	YES	A
General Parks - Key Deposit	1	EACH	100.00	NO	C
General Parks - Replacement Key Cost	1	EACH	75.00	YES	C
General Parks - Use for Film or Television	1	EACH	Quotation	YES	C
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	133.00	YES	C
General Parks - Use for Film or Television - Parking - during normal signposted hours	1	DAY	60.00	YES	C
General Parks - Use of - Application Fee	1	EACH	152.00	NO	C
General Parks - Used for Film or Television, Cancellation fee	1	DAY	138.00	YES	C
General Parks - Used for Film or Television, Road closure within reserve	1	EACH	Quotation	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Regional Park Reserves					
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
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
State Park Reserves					
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
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
Planning & Development Assessments					
Building Removal / Demolition					
Building Removal / Demolition - BOND	1	EACH	2,000.00	NO	C
Building Removal / Demolition - BOND - Administration Fee	1	EACH	125.00	NO	C
Dwelling Removal / Demolition - Inspection Fee	1	EACH	350.00	NO	C
Small Scale Removal / Demolition - BOND - over 50m2	1	EACH	1,000.00	NO	C
Bushfire Assessment					
Bushfire Attack Level Assessment (BAL)	1	EACH	Quotation	YES	D
Caravan Parks and Manufactured Homes					
Caravan Park Compliance - Reinspection	1	EACH	190.00	NO	C
Caravan Park Review - Associated with a Valid Complaint (per inspection)	1	EACH	190.00	NO	C
Caravan Park, Approval to Operate - Changes to Approval	1	EACH	50% of New Application	NO	C
Caravan Park, Approval to Operate - New Application - Caravan Park, Camping Grounds, Manufactured Home Estate	1	EACH	450 + 9.95 per site	NO	C
Caravan Park, Approval to Operate - Renewal - Category 1	1	YEAR	162 + 5.70 per site	NO	C
Caravan Park, Approval to Operate - Renewal - Category 2	2	YEAR	162 + 9.95 per site	NO	C
Caravan Park, Approval to Operate - Renewal - Category 3	3	YEAR	162 + 14.15 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	17.60 per site min 480	NO	C
Caravan Park, Approval to Operate a Temporary Camp Ground for a Festival or Event - where development consent is required	1	EACH	305 + 7.00 per site	NO	C
Caravan Park, Certificate of Completion - Inspection and Issue for Manufactured Home (within Estate)	1	EACH	305.00	NO	C
Caravan Park, Certificate of Completion - Relocatable Home and/or Rigid Annexe	1	EACH	58.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Caravan Park, Install Relocatable Home and/or Rigid Annexe on flood liable land - Application	1	EACH	273.00	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	162.00	NO	D
Development - Modification					
Development Consent - Modification	1	EACH	Prescribed	NO	B
Development - Subdivision					
Development Application - Strata Subdivision	1	EACH	Prescribed	NO	B
Development Application - Subdivision - Boundary Alteration	1	EACH	250.00	NO	C
Development Application - Subdivision of Land	1	EACH	Prescribed	NO	B
Strata Subdivision - Inspection fee	1	EACH	310.00	YES	C
Subdivision - Boundary Alteration	1	EACH	240.00	NO	C
Subdivision - Endorsement of Section 88B Instrument	1	EACH	260.00	NO	C
Subdivision - Linen Plan Release	1	EACH	275.00 + 30.00 per lot	NO	C
Subdivision - Re-endorsement of Linen Plan	1	EACH	65.00	NO	C
Development Application - Notifications					
Notification to Adjoining Property Owners	1	EACH	90.00	NO	C
Development Application - Other					
Development Application - Advertising	1	EACH	Prescribed (Min Fee \$450.00)	NO	B
Development Application - Change of use not involving Building Work	1	EACH	Prescribed	NO	B
Development Application - Designated Development	0	EACH	Prescribed	NO	B
Development Application - Integrated Development	1	EACH	Prescribed	NO	B
Development Application - Review					
Development Application - Review of Determination	1	EACH	Prescribed	NO	B
Development Applications - Structure					
Complying Development Certificate	1	EACH	Quotation	YES	D
Development Application	1	EACH	Prescribed	NO	B
Development Assessment Scanning & Archive Fee					
Development Application Scanning Fee - Works between \$10,000 & \$200,000	1	EACH	55.00	NO	C
Development Application Scanning Fee - Works over \$200,000	1	EACH	110.00	NO	C
Development Application Scanning Fee - Works under \$10,000	1	EACH	30.00	NO	C
Development Compliance					
Building Information Certificates	1	EACH	Prescribed	NO	B
Development Control Plan Amendments					
DCP Amendment Advertising & Submissions - Step 2	1	EACH	2406.00	NO	C
DCP Amendment Finalisation- Step 3	1	EACH	5,100.00		



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
DCP Amendment Peer Review and Drafting - Step 1	1	EACH	5,410.00	NO	C
Development Information					
Building Advisory Service	1	HOUR	160.00	YES	D
Building Certificate Copy Fee	1	EACH	Prescribed	NO	B
Certified Copy of a Document, Map or Plan	1	EACH	Prescribed	NO	B
Copy of Annual Development Application Return	1	EACH	500.00	NO	C
Copy of Monthly Development Application Returns	1	EACH	70.00	NO	C
Development Enquiry - where extensive research is required	1	HOUR	170.00	NO	C
Development Enquiry - determine if a property has building rights (Permissibility of a dwelling)	1	HOUR	600.00	NO	C
Development Enquiry - Response by confirming activities permitted in respect to particular properties	1	EACH	100.00	NO	C
Pre-DA Lodgement Meeting	1	EACH	500.00	YES	D
Pre-DA Lodgement Written Advice	1	EACH	250.00	YES	D
Search of Building Records	1	HOUR	170.00	NO	C
Transportable (Relocatable) Homes Certificates and Advice	1	EACH	Quotation	YES	C
Fire Certification					
Follow-up incorrect Annual Fire Safety Statement Submission	1	EACH	77.00	YES	C
Provide Copy of Essential Fire Safety Measures Recorded on Premises	1	EACH	36.00	YES	C
Request for Extension of Time to Submit Annual Fire Safety Statement - Administration Fee	1	EACH	92.00	YES	C
Request Review of Essential Services Schedule	1	EACH	170.00	YES	C
Submission of Annual Fire Safety Statement - First Building	1	EACH	45.00	YES	C
Submission of Annual Fire Safety Statement - Subsequent Buildings	1	EACH	14.00	YES	C
Voluntary Request to Upgrade Fire Safety of Class 1 to 10 building	1	EACH	430.00	YES	C
Voluntary Request to Upgrade Fire Safety of Class 2 to 9 building	1	EACH	1,780.00	YES	C
Flood Level					
Flood Certificate/Flood Level Information Fee	1	EACH	112.00	YES	C
Flood Model					
Supply of Council's flood model	1	EACH	2,550.00	YES	D
Local Environment Plan Amendments					
BASIC, STANDARD & COMPLEX: Pre-Lodgement Meeting: Request to Amend LEP/DCP	1	EACH	240.00	NO	A
BASIC: LEP Amendment Stage 5: Public Exhibition and Assessment	1	EACH	2,406.00	NO	C
BASIC: LEP Amendment Stage 6: Finalisation	1	EACH	1,833.00	NO	C
BASIC: LEP Amendment Stages 2-4: Planning Proposal (incl. Peer Review) and Gateway	1	EACH	6,304.00	NO	C
BASIC: LEP Anomaly Corrections All Stages	1	EACH	0.00	NO	C
COMPLEX LEP Amendment Discounted One Off Payment	1	EACH	38,500.00	NO	C
COMPLEX: LEP Amendment Stage 1: Pre-lodgement	1	EACH	9,402.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
COMPLEX: LEP Amendment Stage 2 and 3: Planning Proposal (incl. Peer Review) and Gateway	1	EACH	12,922.00	NO	C
COMPLEX: LEP Amendment Stage 4: Post Gateway	1	EACH	14,338.00	NO	C
Request to Amend LEP Information Search for Pre-Lodgement Meeting	1	HOUR	160.00	NO	C
STANDARD and COMPLEX: LEP Amendment Stage 5: Public Exhibition and Assessment	1	EACH	2,406.00	NO	D
STANDARD and COMPLEX: LEP Amendments Stage 6: Finalisation	1	EACH	1,833.00	NO	C
STANDARD: LEP Amendment Discounted One Off Payment	1	EACH	30,500.00	NO	C
STANDARD: LEP Amendment Stage 1: Pre-lodgement	1	EACH	9,402.00	NO	C
STANDARD: LEP Amendment Stage 2 and 3: Planning Proposal (incl. Peer Review) and Gateway	1	EACH	12,922.00	NO	C
STANDARD: LEP Amendment Stage 4: Post Gateway	1	EACH	5,967.00	NO	C
Other Certificates					
Certificate for amount due Section 88 G, issued under the Conveyancing Act 1919	1	EACH	Prescribed	NO	B
Certificate for outstanding notices and orders issued under the Local Government Act 1993 (Section 735A)	1	EACH	150.00	NO	C
Planning Certificates					
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
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
Planning Information					
Engagement of Technical Assistance	1	EACH	Quotation	YES	D
Planning Queries - Supply of Information - Search Fee	1	HOUR	102.00 + Quotation	NO	C
Pre-DA Lodgement Heritage Advice	1	HOUR	152.00	NO	C
Private Certifiers					
Complying Development Certificate - Lodgement Fee	1	EACH	Prescribed	NO	B
Construction Certificate - Lodgement Fee	1	EACH	Prescribed	NO	B
Occupation Certificate - Lodgement Fee	1	EACH	Prescribed	NO	B
Principal Certifying Authority Appointment	1	EACH	Quotation	YES	D
Subdivision Certificate - Lodgement Fee	1	EACH	Prescribed	NO	B
Review under Section 82					
Application seeking review under Section 82 of LGAct - Major Review	1	EACH	735.00	NO	C
Application seeking review under Section 82 of LGAct - Minor Variations	1	HOUR	163.00	NO	C
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					
Barrier Exemption - Application	1	EACH	250.00	NO	B



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
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
Resuscitation Chart	1	EACH	20.00	YES	C
Temporary Development					
Temporary accommodation of shed/caravan during course of erection of a dwelling (12 months maximum)	1	EACH	280.00	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
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 - Stage or Platform - up to 250 persons	1	EACH	250.00	NO	A
Temporary Structure Application Fee - Tents, marquees or booths	1	EACH	500.00	NO	A
Tree Removal					
Tree Removal - Inspection Cost	1	EACH	140.00	NO	C
Tree Removal Permit - where a VMP or Ecological Assessment Report Required	1	EACH	480.00 + Inspection Cost	NO	C
Tree Removal Permit - where no VMP or Ecological Assessment Report Required	1	EACH	130.00	NO	C
Unauthorised Building Work					
Building Compliance for unauthorised building works over \$20,000 - Application	1	EACH	465.00	NO	C
Building Compliance for unauthorised building works under \$20,000 - Application	1	EACH	450.00	NO	C
Voluntary Planning Agreement					
Initial Offer of VPA	1	EACH	500.00	NA	C
Negotiation of VPA	1	EACH	5,000.00	NA	C
Other Associated Costs	1	EACH	Full cost to applicant	NA	C
VPA Amendment Fee	1	EACH	500.00	NA	C
VPA Supervision	1	EACH	1% value of proposed works	NA	C
Works in Kind					
Amendments to WIK Agreements	1	EACH	200.00	NA	C
Application for a WIK Agreement	1	EACH	350.00	NA	C
Offer of a WIK Proposal	1	EACH	0.00	NA	C
WIK Administration	1	EACH	Full cost to applicant	NA	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
WIK Supervision Fee	1	EACH	1% value of proposed works	NA	C
Rates					
Ordinary Rates					
Business Rate	1	YEAR	0.87430 cents in \$ (Minimum 666.00)	NO	B
City Centre Business Rate	1	YEAR	0.89770 cents in \$ (Minimum 666.00)	NO	B
Environmental Levy	1	YEAR	0.00985 cents in \$ (Base 22.39)	NO	B
Farmland Rate	1	YEAR	0.34700 cents in \$ (Base 422.00)	NO	B
Outstanding Rates - Interest on overdue amounts calculated daily	0		Prescribed	NO	B
Residential Rate	1	YEAR	0.34700 cents in \$ (Base 422.00)	NO	B
Other Finance Charges					
Account Keeping Fee (Sundry Debtors Accounts Only)	1	MONTH	22.00	YES	C
Dishonour Payment Administration Fee	1	EACH	15.00		C
Rates Debt Recovery Costs (including Legal Action)	1	EACH	Cost	NO	C
Refund Fee	1	EACH	25.00		C
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	87.00	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
Sundry Debtors Account Late Fee	1	INVOICE	0.00	YES	C
Stormwater Management Services (eligible properties)					
House or Block of flats (non strata) - Residential	1	YEAR	25.00	NO	B
Non-Residential - Per 350m2 impervious land area	1	YEAR	25.00	NO	B
Strata Unit - Non-Residential, Per 350m2 impervious land area by unit entitlement	1	YEAR	Result Minimum 5.00	NO	B
Strata Unit - Residential	1	YEAR	12.50	NO	B
Regional Gallery					
Other Gallery Services					
Commission on Sale of Art Work	1	EACH	0.33	YES	D
Programs & Events					
Art Classes	1	HOURLY	5.00 to 60.00	YES	C
Art Education Workshops	1	PERSON	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	2022-2023 \$	GST	Pricing Policy
Touring exhibitions	1	PERSON	0.00 to 30.00	YES	C
Regional Museum					
Other Museum Services					
Research	1	HOUR	60.00	YES	C
Picture Copies					
Picture Coffs Harbour CD for storage	1	COPY	5.00	YES	C
Picture Coffs Harbour Digital image	1	COPY	10.00	YES	C
Picture Coffs Harbour Handling and postage	1	COPY	12.00	YES	C
Sewer Services					
Access Charges					
Council Subsidised Effluent Charges - Sullage collection charge per year (Nana Glen / Coramba Council arranged pump out)	1	YEAR	996.00	NO	C
Sewerage Access Charge (Non Residential Properties) - Sewer Discharge Factor by Meter Factor by \$975.00, Minimum \$687.00	1	PROPERTY	Result	NO	B
Sewerage Access Charge (Residential & Non-Residential Property) - Vacant Land (Sewer Available)	1	PROPERTY	687.00	NO	B
Sewerage Access Charge (Residential Properties) - House or strata unit = 1 ET	1	TENEMENT	996.00	NO	B
Sullage (Effluent) Collection Charge	1	YEAR	579.00	NO	C
Developer Contributions (Sec 64)					
Developer Contributions (\$64) Sewer	1	EACH	Council approved Contribution Plans	NO	E
Onsite Sewer Management System (OSSM)					
Approval to Operate an OSSM – Renewal or Change of Ownership	1	YEAR	69.00	NO	C
Existing - Inspection and Compliance Report - Pre-purchase	1	EACH	470.00	NO	C
HIGH risk - Administration, including Inspection Fee	1	YEAR	221.40	NO	C
LOW risk - Administration, including Inspection Fee	1	YEAR	36.90	NO	C
MEDIUM risk - Administration, including Inspection Fee	1	YEAR	73.80	NO	C
Onsite Sewer Management System - Application	1	EACH	485.00	NO	C
Renew Septic Tank with no change to effluent disposal field - Application	1	EACH	260.00	NO	C
Second Inspection to resolve a compliance issue	1	EACH	190.00	NO	C
Third & Subsequent Inspection to resolve a compliance issue	1	EACH	221.00	NO	C
Other					
Recycled Water Service Connection Fees - All Services	1	EACH	Quotation	NO	C
Plumbing & Drainage					
Additional Inspection	1	EACH	162.00	NO	C
Changes to an existing building - Application	1	EACH	271.00	NO	C
Commercial Enquiries - Sewer Diagrams	1	EACH	75.00 to 108.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Contiguous Parcels					
Dual Occupancy - Application	1	EACH	510.00	NO	C
Multi Residential, Commercial, Industrial - Application	1	EACH	465 + 11 per toilet	NO	C
Single Dwelling - Application	1	EACH	478.00	NO	C
Pressure Sewer System					
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
Sewer - Future installation of Pressure Sewer Units - BOND	1	BOND	15,231.00	NO	C
Sewer - Other Maintenance costs for Pressure Sewer unit	1	EACH	Cost + 15% Admin Fee	NO	C
Sewer - Pump Replacement for Pressure Sewer unit	1	EACH	2,500.00	NO	C
Sewer - Supply and Installation of Pressure Sewer Unit and Property Discharge Line in developments approved for these systems - Single Pump Unit Only	1	EACH	15,231.00	NO	C
Private Pump Station					
Private Pump Stations - Approval to Operate Change of Ownership	1	EACH	75.00	NO	C
Private Pump Stations - Management Charge per Pump Station	1	EACH	150.00	NO	C
Private Pump Stations - New Application Fee - Multiple ET	1	EACH	Quotation	NO	C
Private Pump Stations - New Application Fee (NSW Health Approved) - Single ET	1	EACH	458.00	NO	C
Private Pump Stations - Second Inspection to resolve compliance issue	1	EACH	178.00	NO	C
Private Pump Stations - Third and Subsequent Inspections to resolve compliance issue	1	EACH	210.00	NO	C
Recycled Water					
Recycled Water Access and Licencing Charge	1	EACH	155.00	NO	C
Recycled Water Usage Charge (Over allocated supply volume)	1	Kilolitre	2.00	NO	C
Sewer - Commercial Works					
Electrical and Mechanical Commercial Works	1	EACH	Quotation	YES	D
Sewer Commercial Works	1	EACH	Quotation	YES	D
Sewer - Contribution to Works					
Repairs to Damaged Sewer Infrastructure	1	EACH	Cost + 15%	NO	C
Works on Council owned Sewer Infrastructure Requested by Owner/Developer	1	EACH	Quotation	NO	C
Usage Charges					
Sewerage Usage Charge (Non Residential Properties) - Sewer Discharge Factor x Water Use by \$2.48	1	Kilolitre	Result	NO	B
Sporting Fields					
Administration & Other Fees					
Cleaning Cost	1	EACH	Cost	YES	C
Key Replacement	1	EACH	Cost	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Bruce Barnier Field (CCSLP East)					
Bruce Barnier Oval (CCSLP East) - Turf Wicket Preparation	1	WICKET	130.00	YES	A
Bruce Barnier Oval (CCSLP East) - Casual Day Hire	1	DAY	300.00	YES	A
Bruce Barnier Oval (CCSLP East) - Casual Floodlight Hire	1	HOUR	35.00	YES	A
Bruce Barnier Oval (CCSLP East) - Casual Hire	1	HOUR	50.00	YES	A
Bruce Barnier Oval (CCSLP East) - Junior Season	1	SEASON	900.00	YES	A
Bruce Barnier Oval (CCSLP East) - New Line Marking	1	FIELD	130.00	YES	A
Bruce Barnier Oval (CCSLP East) - Seasonal Floodlight Hire	1	SEASON	500.00	YES	A
Bruce Barnier Oval (CCSLP East) - Seasonal Training	1	HOUR	165.00	YES	A
Bruce Barnier Oval (CCSLP East) - Senior Season	1	SEASON	1,800.00	YES	A
Fitzroy Oval					
Fitzroy Oval - Casual Day Hire	1	DAY	300.00	YES	A
Fitzroy Oval - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Fitzroy Oval - Casual Hire	1	HOUR	50.00	YES	A
Fitzroy Oval - Junior Season	1	SEASON	900.00	YES	A
Fitzroy Oval - Seasonal Floodlight	1	SEASON	600.00	YES	A
Fitzroy Oval - Seasonal Training	1	HOUR	165.00	YES	A
Fitzroy Oval - Senior Season	1	SEASON	1,800.00	YES	A
Forsythe Park (McLean St)					
Forsythe Park (McLean St) - Casual Day Hire	1	DAY	300.00	YES	A
Forsythe Park (McLean St) - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Forsythe Park (McLean St) - Casual Hire	1	HOUR	50.00	YES	A
Forsythe Park (McLean St) - Junior Season	1	SEASON	900.00	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) - Senior Season	1	SEASON	1,800.00	YES	A
Jetty Oval					
Jetty Oval - Casual Day Hire	1	DAY	240.00	YES	A
Jetty Oval - Casual Floodlight Hire	1	HOUR	35.00	YES	A
Jetty Oval - Casual Hire	1	HOUR	40.00	YES	A
Jetty Oval - Junior Season	1	SEASON	720.00	YES	A
Jetty Oval - Seasonal Training	1	HOUR	132.00	YES	A
Jetty Oval - Senior Season	1	SEASON	1,440.00	YES	A
Jetty Oval - Seasonal Floodlight Hire	1	SEASON	500.00	YES	A
Korora Oval					
Korora Oval - Casual Day Hire	1	DAY	300.00	YES	A
Korora Oval - Casual Hire	1	HOUR	50.00	YES	A
Korora Oval - Junior Season	1	SEASON	900.00	YES	A
Korora Oval - Seasonal Training	1	HOUR	165.00	YES	A
Korora Oval - Senior Season	1	SEASON	1,800.00	YES	A
Len Towels Oval					
Len Towels Oval - Casual Day Hire	1	DAY	240.00	YES	A
Len Towels Oval - Casual Hire	1	HOUR	40.00	YES	A
Len Towels Oval - Seasonal Training	1	HOUR	132.00	YES	A
Len Towels Oval - Senior Season	1	SEASON	1,440.00	YES	A



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Len Towels Oval - Junior Season	1	SEASON	720.00	YES	A
Reg Ryan Oval (Bray St)					
Reg Ryan Oval (Bray St) - Casual Day Hire	1	DAY	300.00	YES	A
Reg Ryan Oval (Bray St) - Casual Hire	1	HOUR	50.00	YES	A
Reg Ryan Oval (Bray St) - Junior Season	1	SEASON	900.00	YES	A
Reg Ryan Oval (Bray St) - Seasonal Training	1	HOUR	165.00	YES	A
Reg Ryan Oval (Bray St) - Senior Season	1	SEASON	1,800.00	YES	A
Richardson Park Oval					
Richardson Park Oval - Casual Day Hire	1	DAY	300.00	YES	A
Richardson Park Oval - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Richardson Park Oval - Casual Hire	1	HOUR	50.00	YES	A
Richardson Park Oval - Junior Season	1	SEASON	900.00	YES	A
Richardson Park Oval - Seasonal Floodlights	1	SEASON	600.00	YES	A
Richardson Park Oval - Seasonal Training	1	HOUR	165.00	YES	A
Richardson Park Oval - Senior Season	1	SEASON	1,800.00	YES	A
Sawtell Oval					
Sawtell Oval - Casual Day Hire	1	DAY	240.00	YES	A
Sawtell Oval - Casual Hire	1	HOUR	40.00	YES	A
Sawtell Oval - Junior Season	1	SEASON	720.00	YES	A
Sawtell Oval - Seasonal Training	1	HOUR	132.00	YES	A
Sawtell Oval - Senior Season	1	SEASON	1,440.00	YES	A
Toormina Oval					
Toormina Oval - Casual Day Hire	1	DAY	300.00	YES	A
Toormina Oval - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Toormina Oval - Casual Hire	1	HOUR	50.00	YES	A
Toormina Oval - Junior Season	1	SEASON	900.00	YES	A
Toormina Oval - Seasonal Floodlights	1	SEASON	600.00	YES	A
Toormina Oval - Seasonal Training	1	HOUR	165.00	YES	A
Toormina Oval - Senior Season	1	SEASON	1,800.00	YES	A
Toormina Velodrome					
Toormina Velodrome - Casual Day Hire	1	DAY	300.00	YES	A
Toormina Velodrome - Casual Floodlight Hire	1	HOUR	40.00	YES	A
Toormina Velodrome - Casual Hire	1	HOUR	50.00	YES	A
Toormina Velodrome - Junior Season	1	SEASON	900.00	YES	A
Toormina Velodrome - Seasonal Floodlights	1	SEASON	600.00	YES	A
Toormina Velodrome - Seasonal Training	1	HOUR	165.00	YES	A
Toormina Velodrome - Senior Season	1	SEASON	1,800.00	YES	A
York Street Oval					
York Street Oval - Casual Day Hire	1	DAY	300.00	YES	A
York Street Oval - Casual Floodlight Hire	1	HOUR	40.00	YES	A
York Street Oval - Casual Hire	1	HOUR	50.00	YES	A
York Street Oval - Junior Season	1	SEASON	900.00	YES	A
York Street Oval - Seasonal Floodlights	1	SEASON	600.00	YES	A
York Street Oval - Seasonal Training	1	HOUR	165.00	YES	A
York Street Oval - Senior Season	1	SEASON	1,800.00	YES	A



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Sportz Central					
Sportz Central					
Annual Casual Training Fee	1	PERSON	103.00	YES	C
Cleaning Bond	1	EACH	340.00	NO	C
Function Room	1	HOURL	34.00	YES	C
Individual Training	1	HOURL	4.00	YES	C
Irregular or Single Time Users - Courts 1 or 4 or 5 or 6 (Day)	1	HOURL	58.00	YES	C
Irregular or Single Time Users - Courts 1 or 4 or 5 or 6 (Night)	1	HOURL	86.00	YES	C
Irregular or Single Time Users - Courts 2 or 3 (Day)	1	HOURL	51.00	YES	C
Irregular or Single Time Users - Courts 2 or 3 (Night)	1	HOURL	76.00	YES	C
Irregular or Single Time Users - Whole Stadium (Day)	1	HOURL	186.00	YES	C
Irregular or Single Time Users - Whole Stadium (Night)	1	HOURL	294.00	YES	C
Meeting Room	1	HOURL	22.00	YES	C
Overnight Accommodation	1	PERSON	16.00	YES	C
Regular Users - Courts 1 or 4 or 5 or 6 (Day)	1	HOURL	46.00	YES	C
Regular Users - Courts 1 or 4 or 5 or 6 (Night)	1	HOURL	77.00	YES	C
Regular Users - Courts 2 or 3 (Day)	1	HOURL	38.00	YES	C
Regular Users - Courts 2 or 3 (Night)	1	HOURL	60.00	YES	C
Regular Users - Whole Stadium (Day)	1	HOURL	170.00	YES	C
Regular Users - Whole Stadium (Night)	1	HOURL	273.00	YES	C
Request for Out of Advertised Hours hire	1	HOURL	77.00	YES	C
School Sports (plus canteen hire)	1	EACH	1,075.00	YES	C
School usage - Use on demand when vacant per term	1	PERSON	4.00	YES	C
School usage - Casual court use	1	HOURL	4.00	YES	C
Special Events - As for single time or irregular users, after six hours the hourly rate	1	EACH	181.00	YES	C
Special Events - Cleaning Fee - for bookings longer than 6 hours	1	EACH	103.00	YES	C
Special Events - Exhibitions - minimum of forgone court hire plus 50% if resulting in competition interruption	1	EACH	Quotation	YES	C
Sponsorship - Large Signage Space	1	YEAR	1,262.00	YES	C
Sponsorship - Medium Signage Space	1	YEAR	644.00	YES	C
Sponsorship - Small Signage Space	1	YEAR	361.00	YES	C
Training for CH Junior Representative Teams (incl. school representative team) any court (Day)	1	HOURL	38.00	YES	C
Training for CH Junior Representative Teams (incl. school representative team) any court (Night)	1	HOURL	64.00	YES	C
Trade Waste					
Administration Charges					
Liquid Trade Waste Application Fee per Application	1	EACH	310.00	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	314.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Liquid Trade Waste Approval Fee per Approval - Classification C	1	EACH	521.00	NO	C
Liquid Trade Waste Approval Fee per Approval - Classification S	1	EACH	314.00	NO	C
Annual Charges					
Trade Waste Annual Charges - 10 to 14 Waste Generators	1	EACH	2,155.25	NO	C
Trade Waste Annual Charges - 15 to 19 Waste Generators	1	EACH	3,203.75	NO	C
Trade Waste Annual Charges - 2 to 4 Waste Generators	1	EACH	466.00	NO	C
Trade Waste Annual Charges - 20 to 24 Waste Generators	1	EACH	4,194.00	NO	C
Trade Waste Annual Charges - 25 to 29 Waste Generators	1	EACH	5,126.00	NO	C
Trade Waste Annual Charges - 30 to 34 Waste Generators	1	EACH	6,058.00	NO	C
Trade Waste Annual Charges - 5 to 9 Waste Generators	1	EACH	1,106.75	NO	C
Trade Waste Annual Charges - Over 34 Waste Generators	1	EACH	6,990.00	NO	C
Trade Waste Annual Charges - Single Waste Generators	1	EACH	233.00	NO	C
Trade Waste Annual Charges - Waste Generators - Dump Point	1	EACH	466.00	NO	C
Usage Charges					
Category 1 - With Appropriate Pre-treatment	1	Kilolitre	0.00	NO	C
Category 1 - With Inappropriate Pre-treatment	1	Kilolitre	2.05	NO	B
Category 2 - With Appropriate Pre-treatment	1	Kilolitre	2.05	NO	B
Category 2 - With Inappropriate Pre-treatment	1	Kilolitre	18.69	NO	B
Category 3 - Aluminium - Above 100 mg/L	1	RESULT	0.90	NO	C
Category 3 - Ammonia (as N) - Above 50 mg/L	1	RESULT	2.65	NO	C
Category 3 - Arsenic - Above 1 mg/L	1	RESULT	90.20	NO	C
Category 3 - Benzene - Above 0.1 mg/L	1	RESULT	Quotation	NO	C
Category 3 - Biochemical Oxygen Demand (BOD5) Above 300 mg/L	1	RESULT	0.90	NO	C
Category 3 - Boron - Above 25 mg/L	1	RESULT	0.91	NO	C
Category 3 - Bromine - Above 5 mg/L	1	RESULT	18.00	NO	C
Category 3 - Cadmium - Above 1 mg/L	1	RESULT	416.00	NO	C
Category 3 - Chlorine - Above 10 mg/L	1	RESULT	1.85	NO	C
Category 3 - Chromium* (Cr3+) - Above 3 mg/L	1	RESULT	30.05	NO	C
Category 3 - Cobalt - Above 5 mg/L	1	RESULT	18.40	NO	C
Category 3 - Copper - Above 5 mg/L	1	RESULT	18.40	NO	C
Category 3 - Cyanide - Above 5 mg/L	1	RESULT	90.20	NO	C
Category 3 - Detergents - Methylene Blue Active Substances (MBAS) - Above 50 mg/L	1	RESULT	0.90	NO	C
Category 3 - Ethylbenzene - Above 1 mg/L	1	RESULT	Quotation	NO	C
Category 3 - Fluoride - Above 20 mg/L	1	RESULT	4.50	NO	C
Category 3 - Formaldehyde - Above 30 mg/L	1	RESULT	1.85	NO	C
Category 3 - Iron - Above 100 mg/L	1	RESULT	1.85	NO	C
Category 3 - Lead - Above 1 mg/L	1	RESULT	45.15	NO	C
Category 3 - Manganese - Above 10 mg/L	1	RESULT	9.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Category 3 - Mercury - Above 0.01 mg/L	1	RESULT	3,007.00	NO	C
Category 3 - Molybdenum - Above 5 mg/L	1	RESULT	0.91	NO	C
Category 3 - Nickel - Above 3 mg/L	1	RESULT	30.05	NO	C
Category 3 - Nitrogen (Total Kjeldahl - TKN) - Above 100 mg/L	1	RESULT	0.23	NO	C
Category 3 - Oil & Grease (Total O & G) - Above 100 mg/L	1	RESULT	1.62	NO	C
Category 3 - Pesticides General (Excludes Organochlorides and Organophosphates) - Above 0.1 mg/L	1	RESULT	903.00	NO	C
Category 3 - Petroleum Hydrocarbons (Non-Flammable) - Above 30 mg/L	1	RESULT	3.02	NO	C
Category 3 - pH Range Outside 7.0 to 9.0	1	RESULT	0.49	NO	B
Category 3 - Phenolic Compounds (Non-Chlorinated) - Above 10 mg/L	1	RESULT	9.03	NO	C
Category 3 - Phosphorous (Total P) - Above 20 mg/L	1	RESULT	1.84	NO	C
Category 3 - Polynuclear Aromatic Hydrocarbons (PAHs) - Above 5 mg/L	1	RESULT	18.40	NO	C
Category 3 - Selenium - Above 1 mg/L	1	RESULT	63.45	NO	C
Category 3 - Silver - Above 2 mg/L	1	RESULT	1.66	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	1.84	NO	C
Category 3 - Sulphite (SO3) - Above 15 mg/L	1	RESULT	2.01	NO	C
Category 3 - Suspended Solids (SS) - Above 300 mg/L	1	RESULT	1.15	NO	C
Category 3 - Tin - Above 5 mg/L	1	RESULT	9.03	NO	C
Category 3 - Toluene - Above 0.5 mg/L	1	RESULT	Quotation	NO	C
Category 3 - Total Dissolved Solids (TDS) - Above 4000 mg/L	1	RESULT	0.06	NO	C
Category 3 - Xylene - Above 1 mg/L	1	RESULT	Quotation	NO	C
Category 3 - Zinc - Above 5 mg/L	1	RESULT	18.40	NO	C
Food Waste Disposal Unit - Per Bed	1	YEAR	33.40	NO	B
Re-Inspection Fee	1	HOURLY	163.00	NO	C
Re-Inspection Laboratory Test Fee	1	EACH	Cost	NO	C
Usage Charges - Tanker Disposal					
Category 2S - Chemical Toilet (Portable)	1	Kilolitre	20.10	NO	C
Category 2S - Effluent Disposal	1	Kilolitre	10.35	NO	C
Category 2S - Leachate	1	Kilolitre	2.48	NO	C
Category 2S - Other	1	Kilolitre	Quotation	NO	C
Category 2S - Pump-Out Effluent Disposal (Contract Only)	1	Kilolitre	1.04	NO	C
Category 2S - Septage (Effluent & Sludge)	1	Kilolitre	73.80	NO	C
Waste Tracking					
Tag Replacement Fee	1	EACH	20.00	NO	C
Traffic & Road Safety					
Abandoned Motor Vehicle					
Impound Fee - Abandoned Motor Vehicle - All subsequent days	1	EACH	40.00	YES	C
Impound Fee - Abandoned Motor Vehicle - Removal	1	EACH	422.00	YES	C
Impound Fee - Abandoned Motor Vehicle - Serving Notice	1	EACH	160.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Impound Fee - Abandoned Motor Vehicle - Storage (First day)	1	EACH	70.00	YES	C
Directional Signs					
Directional signage on Street Blade signs	1	EACH	Quotation	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 River gravel Quarry excludes loading	1	TONNE	Quotation	YES	D
Quarry Charges Two-mile Quarry excludes loading	1	TONNE	Quotation	YES	D
Quarry Charges Wedding bells Quarry excludes loading	1	TONNE	Quotation	YES	D
Road Management					
Construction Zone - Application Fee	1	EACH	210.00	NO	C
Construction Zone Footpath A Class Hoarding (Walls only), per metre	1	WEEK	11.00	YES	C
Construction Zone Footpath B Class Hoarding (Includes Roof), per metre	1	WEEK	20.00	YES	C
Construction Zone Parking Fees CBD areas, per metre	1	WEEK	20.00	YES	C
Construction Zone Parking Fees non CBD areas, per metre	1	WEEK	11.00	YES	C
Damage Inspection Fee or Reinspection Fee	1	EACH	170.00	NO	C
Footpath Closure Long Term (minimum 1 week), per Metre	1	WEEK	11.00	YES	C
Footpath Occupancy Greater Than One Week for 30 Metres in Length per foot path	1	WEEK	27.00	YES	C
Footpath Occupancy Less Than One Week for 30 Metres in Length per foot path	1	DAY	31.00	YES	C
Lane Occupancy, for 30 Metres in Length per Lane	1	DAY	140.00	YES	C
Oversize or Overmass Vehicles on Council Roads - Application fee	1	EACH	170.00	NO	C
Oversize Overmass Vehicles Route Assessment	1	EACH	Quotation	NO	C
Skip Bin on Road Reserve	1	DAY	30.00	YES	C
Skip bin Operator - Annual Registration Fee	1	YEAR	395.00	NO	C
Special Event Closure - Advertising Fee	1	EACH	Cost	YES	A
Special Event Closure - Application Fee - Commercial event	1	EACH	170.00	YES	C
Special Event Closure - Application Fee - Community event	1	EACH	0.00	YES	A
Use of Footpath - Bond	1	EACH	195.00	NO	C
Use of Kerb & Gutter - Bond	1	EACH	195.00	NO	C
Use of Public Road, Reserves, Footpaths - Application Fee	1	EACH	210.00	YES	C
Use of Public Road, Reserves, Footpaths - Bond Administration Fee	1	EACH	130.00	YES	C
Use of Road Pavement, including Seal - Bond	1		600.00	NO	C
Roads Works					
Private Works - Road Restoration	1	EACH	Quotation	YES	D
Private Works or Grant Funded Road Works	1	EACH	Quotation	YES	D
Roads - Crossings	1	EACH	Quotation	YES	C
Roads - Kerb & Gutter or Footpath Contributions	1	EACH	120.00	NO	A



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Use of Council Managed Land & Buildings					
Lease / Licence / Agreement					
Application Fee	1	EACH	530.00	YES	C
Notice of Infringement Fee	1	EACH	33.00	NO	C
Processing fee for Refund of Prepaid Rental/Licence Fees	1	EACH	130.00	YES	C
Rental Fee	1	EACH	Quotation		C/D
Release of unnecessary Council easement					
Application Fee to provide Council approval	1	EACH	At Cost	YES	D
Status report to determine suitability	1	EACH	At Cost	YES	C
Sale of Roads					
Road Closure - Purchase Application Fee	1	EACH	3,300.00	NO	C
Road Closure and Sale - Road Status Report	1	EACH	At Cost	YES	D
Road Closure and Sale - Valuation Fee	1	EACH	At Cost	YES	D
Road enclosure Licence fee	1	EACH	Quotation	YES	C
Waste Management					
England's Road Waste Facility - Landfill Facility					
4x4 / light trucks tyres (off rim and up to 10kg each)	1	EACH	13.00	YES	C
4x4 / light trucks tyres (on rim and up to 20kg each)	1	EACH	33.00	YES	C
All recyclables	1	EACH	0.00	YES	C
Asbestos wrapped 40kg or less	1	LOAD	23.00	YES	C
Asbestos wrapped 60kg or more	1	TONNE	390.00	YES	C
Car tyres (and rim up to 10kg each)	1	EACH	17.00	YES	C
Car tyres (off rim up to 5kg each)	1	EACH	7.00	YES	C
Clean Clay (VNM) 100kg or less	1	LOAD	14.00	YES	C
Clean Clay (VNM) 120kg or more	1	TONNE	120.00	YES	C
Concrete/stone/bricks/blocks sorted 100kg or less	1	LOAD	17.00	YES	C
Concrete/stone/bricks/blocks sorted 120kg or more	1	TONNE	155.00	YES	C
Contaminated soil (general solid waste) 100kg or less	1	LOAD	31.00	YES	C
Contaminated soil (general solid waste) 120kg or more	1	TONNE	285.00	YES	C
Dead animal disposal 40kg or less	1	LOAD	23.00	YES	C
Dead animal disposal 60kg or more	1	TONNE	390.00	YES	C
Domestic Bulky Household Goods Voucher Redemption 200kg or less	1	VOUCHER	66.00	YES	C
Domestic waste oil up to 20 litres	1	EACH	0.00	YES	C
Domestics or Commercial / Industrial - sorted mixed waste 40kg or less	1	LOAD	17.00	YES	C
Domestics or Commercial / Industrial - sorted mixed waste 60kg or more	1	TONNE	330.00	YES	C
Heavy truck tyres (off rim and up to 40kg)	1	EACH	30.00	YES	C
Large organic materials (e.g. stumps, palms, logs) 40kg or less	1	LOAD	15.00	YES	C
Large organic materials (e.g. stumps, palms, logs) 60kg or more	1	TONNE	260.00	YES	C
Mattress or mattress base (per piece)	1	EACH	30.00	YES	C
Motorcycle tyres (up to 4kg each)	1	EACH	6.00	YES	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Mud, silt and dirty water (CHCC Vac truck Only)	1	TONNE	175.00	YES	C
Quarantine Bags	1	TONNE	390.00	YES	C
Recyclable metal material (clean-sorted) (car bodies not accepted at Facility)	1	EACH	0.00	YES	C
RTA Weight Certificate	1	EACH	40.00	YES	C
Shredded tyres 60kg or less	1	LOAD	37.00	YES	C
Shredded tyres 80kg or more	1	TONNE	470.00	YES	C
Sludge Cake from treatment plants	1	TONNE	390.00	YES	C
Soils except clean clay 100kg or less	1	LOAD	17.00	YES	C
Soils except clean clay 120kg or more	1	TONNE	155.00	YES	C
Super single tyres (off rim and up to 50kg)	1	EACH	85.00	YES	C
Tractor tyres (off rim and up to 150kg)	1	EACH	240.00	YES	C
Truck wash use	1	EACH	25.00	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
Weighbridge Reports for account customers	1	EACH	25.00	YES	C
England's Road Waste Facility - Waste Processing Facility					
Commercial / Industrial Organics - Class 01 - Sorted <3% Contamination	1	TONNE	180.00	YES	C
Commercial / Industrial Organics - Class 02 - >3% to <10% Contamination	1	TONNE	232.00	YES	C
Domestic organics 40kg or less	1	LOAD	10.00	YES	C
Domestic organics 60kg or more	1	TONNE	180.00	YES	C
Domestic organics Green Waste Voucher redemption	1	VOUCHER	25.00	YES	C
Transfer Stations					
Car Tyre (off rim only) (Any tyre larger than car tyre not accepted)	1	EACH	10.00	YES	C
Motorcycle Tyre	1	EACH	5.00	YES	C
Recyclables to drop-off area	1	KILOGRAM	0.00		C
Small vehicle (up to double-axle trailer) - Clean Organics (150 to 300kg)	1	LOAD	60.00	YES	C
Small vehicle (up to double-axle trailer) - Clean Organics (300 to 500kg (max allowed))	1	LOAD	90.00	YES	C
Small vehicle (up to double-axle trailer) - Clean Organics (50 to 150kg)	1	LOAD	30.00	YES	C
Small vehicle (up to double-axle trailer) - Clean Organics (up to 50kg)	1	LOAD	15.00	YES	C
Small vehicle (up to double-axle trailer) - Sorted Mixed Waste (150 to 300kg)	1	LOAD	90.00	YES	C
Small vehicle (up to double-axle trailer) - Sorted Mixed Waste (300 to 500kg (max allowed))	1	LOAD	135.00	YES	C
Small vehicle (up to double-axle trailer) - Sorted Mixed Waste (50 to 150kg)	1	LOAD	45.00	YES	C
Small vehicle (up to double-axle trailer) - Sorted Mixed Waste (up to 50kg)	1	LOAD	20.00	YES	C
Waste Service					
Bulky Clean-Up Service Charge (Book-in Service)	1	EACH	58.00	NO	C
Domestic Waste Additional General Waste Fortnightly 240L Bin	1	YEAR	330.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Domestic Waste Additional Organic Waste Weekly 240L	1	YEAR	210.00	NO	C
Domestic Waste Additional Recycling Fortnightly 240L Bin	1	YEAR	118.00	NO	C
Domestic Waste Mixed (non-separated) Service Charge	1	YEAR	925.00	NO	C
Domestic Waste Provision of 660L, 1100L or larger size Mobile Garage Bins	1	EACH	Quotation	NO	C
Domestic Waste Provision of Bins to New Occupied Residence (Typically 3 in set)	1	EACH	130.00	NO	C
Domestic Waste Reinstatement of Bin after Improper Use (per bin)	1	EACH	105.00	NO	C
Domestic Waste Service Charge - Occupied Land (Three Waste Stream Service)	1	YEAR	702.50	NO	C
Domestic Waste Service Charge - Vacant Land	1	YEAR	180.00	NO	C
Domestic Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	YEAR	45.00	NO	C
Non-domestic Waste Additional Bin - Trim Program Recycling Charge	1	YEAR	0.00	NO	C
Non-domestic Waste Additional General Waste Fortnightly 240L Bin	1	YEAR	330.00	NO	C
Non-domestic Waste Additional Organic Waste Weekly 240L Bin	1	YEAR	210.00	NO	C
Non-domestic Waste Additional Recycling Fortnightly 240L Bin	1	YEAR	118.00	NO	C
Non-domestic Waste Business Food Waste Service Charge (Collected 3 Times Per Week) 80L or 120L Sized Bin Only (Per Bin Issued)	1	YEAR	760.00	NO	C
Non-domestic Waste Mixed (non-separated) Service Charge	1	YEAR	925.00	NO	C
Non-domestic Waste Provision of 660L, 1100L or larger size Mobile Garage Bins	1	EACH	Quotation	NO	C
Non-domestic Waste Provision of Bins to New Business Address (Typically 3 in set)	1	EACH	130.00	NO	C
Non-domestic Waste Reinstatement of Bin after Improper Use (per bin)	1	EACH	105.00	NO	C
Non-domestic Waste Service Charge - Occupied Land (Three Waste Stream Service)	1	YEAR	702.50	NO	C
Non-domestic Waste Service Charge - Vacant Land	1	YEAR	180.00	NO	C
Non-domestic Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	YEAR	45.00	NO	C
Non-rateable Waste Additional Bin - Trim Program Recycling Charge	1	YEAR	0.00	NO	C
Non-rateable Waste Additional General Waste Fortnightly 240L Bin	1	YEAR	330.00	NO	C
Non-rateable Waste Additional Organic Waste Weekly 240L Bin	1	YEAR	210.00	NO	C
Non-rateable Waste Additional Recycling Fortnightly 240L Bin	1	YEAR	118.00	NO	C
Non-rateable Waste Business Food Waste Service Charge (Collected 3 Times Per Week) 80L or 120L Sized Bin Only (Per Bin Issued)	1	YEAR	760.00	NO	C
Non-rateable Waste Mixed (non-separated) Service Charge	1	YEAR	925.00	NO	C
Non-rateable Waste Provision of Bins to New Business Address (Typically 3 in set)	1	EACH	130.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Non-rateable Waste Reinstatement of Bin after Improper Use (per bin)	1	EACH	105.00	NO	C
Non-rateable Waste Service Change (Three Waste Stream Service)	1	YEAR	702.50	NO	C
Non-rateable Waste Upgrade Recycling Bin Size (360L replacing existing 240L)	1	YEAR	45.00	NO	C
Water Services					
Developer Contributions (S64) Water					
Developer Contributions (S64) Water	1	EACH	As per Contribution Plans	NO	E
Raw Water					
Usage Charge - Tier 2 - Usage in excess of allowance of 1 kl per day per access charge (>365kl per annum)	1	Kilolitre	2.49	NO	C
Usage Charge (Other than non-rateable properties) 50% of Treated Water Usage Charge	1	Kilolitre	1.66	NO	C
Water Access Charge	1	TENEMENT	155.00	NO	C
Testable Water Back Flow Devices					
Non-Rateable Properties - First Device	1	EACH	67.00	NO	C
Non-Rateable Properties - Second & Subsequent Devices	1	EACH	16.75	NO	C
Non-Residential Properties - First Device	1	EACH	67.00	NO	C
Non-Residential Properties - Second & Subsequent Devices	1	EACH	16.75	NO	C
Residential Properties	1	EACH	16.75	NO	C
Water - Commercial Works					
Water Commercial Works	1	EACH	Quotation	YES	D
Water - Contribution to Works					
Repairs to Damaged Water Infrastructure	1	EACH	Cost + 15%	NO	C
Works on Council owned Water Infrastructure Requested by Owner/Developer	1	EACH	Quotation	NO	C
Water Access Charge					
Non Residential Properties (per Meter Factor) - 100mm	25	FACTOR	3,875.00	NO	C
Non Residential Properties (per Meter Factor) - 150mm	56	FACTOR	8,726.50	NO	C
Non Residential Properties (per Meter Factor) - 15mm	1	FACTOR	155.00	NO	C
Non Residential Properties (per Meter Factor) - 200mm	100	FACTOR	15,500.00	NO	C
Non Residential Properties (per Meter Factor) - 20mm	1	FACTOR	155.00	NO	C
Non Residential Properties (per Meter Factor) - 25mm	2	FACTOR	248.00	NO	C
Non Residential Properties (per Meter Factor) - 32mm	3	FACTOR	403.00	NO	C
Non Residential Properties (per Meter Factor) - 40mm	4	FACTOR	620.00	NO	C
Non Residential Properties (per Meter Factor) - 50mm	6	FACTOR	976.50	NO	C
Non Residential Properties (per Meter Factor) - 65mm	11	FACTOR	1,643.00	NO	C



Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Non Residential Properties (per Meter Factor) - 80mm	16	FACTOR	2,480.00	NO	C
Residential	1	TENEMENT	155.00	NO	C
Vacant Property (Residential & Non-Residential)	1	PROPERTY	155.00	NO	C
Water Backflow Prevention					
Lodgement Fee Per Device	1	EACH	87.00	NO	C
Overdue Registration	1	EACH	86.35	NO	C
Tag Replacement Fee	1	EACH	20.00	NO	C
Testing Fee (parts & repairs additional)	1	EACH	Quotation	NO	C
Water Disconnections & Reconnections					
Additional fee for out-of-hours restrictor removal	1	EACH	86.00	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
Reminder Notice Penalty	1	EACH	7.00	NO	C
Replacement of Anti Tamper Device (if damaged or illegally removed)	1	EACH	437.00	NO	C
Replacement of Restrictor (If Illegally removed)	1	EACH	86.00	NO	C
Restriction / Disconnection Notice Penalty	1	EACH	27.00	NO	C
Restrictor Installation and Removal Fee	1	EACH	174.79	NO	C
Water Debt Recovery Costs (including Legal Action)	1	EACH	Cost	NO	C
Water Fill Station					
Water Fill Station - Key Fob Re-activation Fee	1	EACH	30.00	NO	C
Water Fill Station - Key Fob Replacement	1	EACH	60.00	NO	C
Water Fill Station - Water Carter Approval Fee	1	VEHICLE	367.00	NO	C
Water Fill Station - Water Sales	1	Kilolitre	4.98	NO	C
Water Hydrant Standpipe					
Hire/Sales - Standpipe Deposit	1	EACH	1,700.00	NO	C
Hire/Sales - Water Sales	1	Kilolitre	4.98	NO	C
Hire/Sales - Weekly Hire (>27th week)	1	WEEK	28.00	NO	C
Hire/Sales - Weekly Hire (>2nd Week)	1	WEEK	51.00	NO	C
Hire/Sales - Weekly Hire (1st Week)	1	WEEK	151.00	NO	C
Hire/Sales - Weekly Hire (2nd Week)	1	WEEK	95.00	NO	C
Water Meter Testing					
Water Meter Testing Requests	1	EACH	Quotation	NO	C
Water Service Connection					
Meter Installation Inconvenience Charge	1	EACH	181.00	NO	C
Non Standard New Water Service Fee	1	EACH	Quotation	NO	C
Rectification of illegal access to locked meter point	1	EACH	Cost +15%	NO	C
Standard New Water Service Application Fee	1	EACH	813.00	NO	C
Subsidiary Meter Kit - Electronic/Remote Kit	1	EACH	Quotation	NO	C
Subsidiary Meter Kit - Standard	1	EACH	126.00	NO	C
Transfer of Private Sub Meters to Council - Administration Fee	1	EACH	103.00	NO	C
Water Pressure Reading - Fire Flow Test	1	EACH	343.00	NO	C
Water Usage Charges					
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



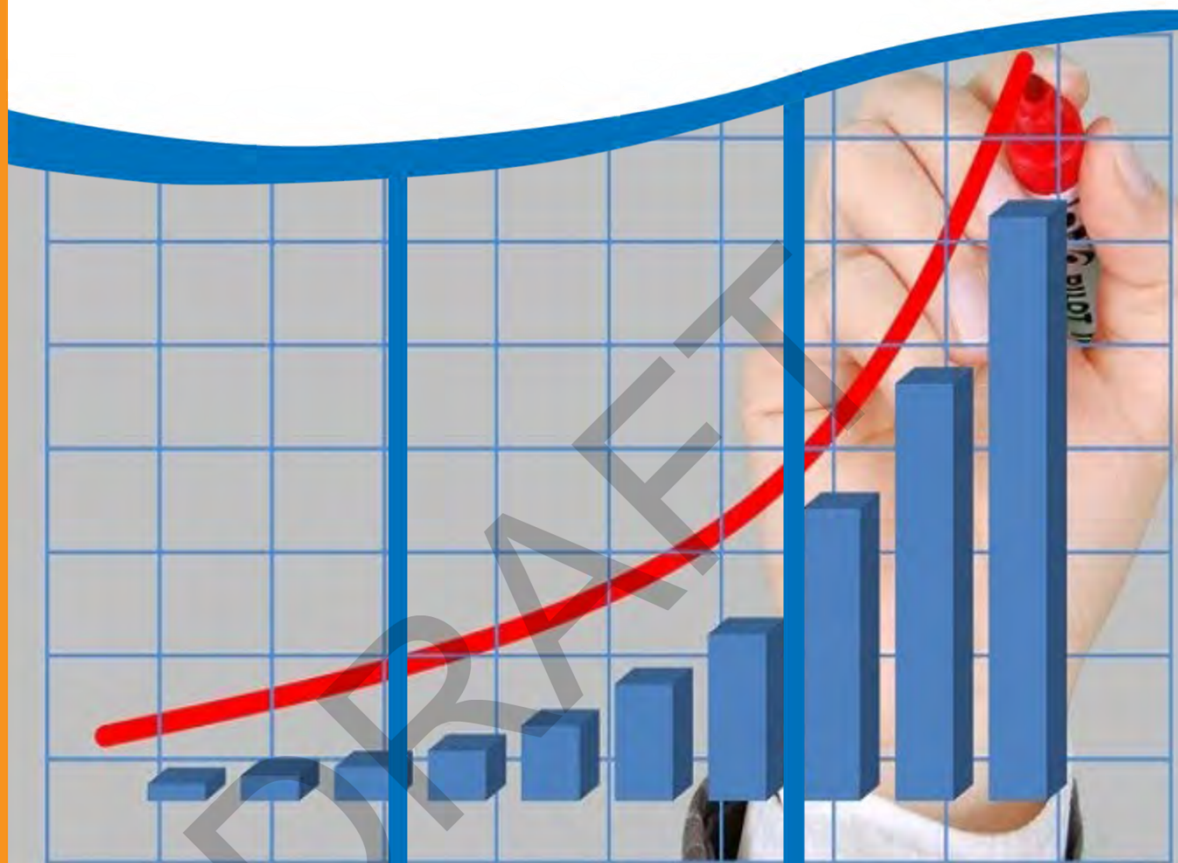
Fee Description	Qty	Type	2022-2023 \$	GST	Pricing Policy
Dialysis Users - Tier 2 - usage in excess of up to the equivalent to 0.438 kl per day (for each billing period)	1	Kilolitre	3.32	NO	C
Non-Rateable - Non Residential in Nature	1	Kilolitre	3.32	NO	C
Non-Rateable - Residential in Nature: Tier 1 - Usage of up to the equivalent to 1kl per day (for each billing period)	1	Kilolitre	3.32	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	4.98	NO	C
Non-Residential Consumption Charges - Meter Fire Service Consumption Charge (apart from usage, supported by evidence, relating to fire fighting)	1	Kilolitre	9.96	NO	C
Non-Residential Consumption Charges - Metered Consumption Charge (all consumption apart from fire fighting usage).	1	Kilolitre	3.32	NO	C
Residential Consumption Charges - Tier 1 - Usage of up to the equivalent to 1kl per day (for each billing period)	1	Kilolitre	3.32	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	4.98	NO	C
Special Water Meter Reading	1	EACH	75.00	NO	C
Yarrila Place Meeting Room Hire					
Meeting Room Hire					
Level 1 - Banksia Room (capacity 10 people)	1	HOURLY	60.00	YES	D
Level 1 - Co-Working Space	1	HOURLY	By Quotation	YES	D
Level 1 - Mahogany Room (capacity 8 people)	1	HOURLY	50.00	YES	D
Level 1 - Red Cedar Room (capacity 8 people)	1	HOURLY	50.00	YES	D
Level 3 - Coachwood Room 1 (capacity 10 people)	1	HOURLY	60.00	YES	D
Level 3 - Coachwood Room 2 (capacity 12 people)	1	HOURLY	70.00	YES	D
Level 3 - River Oak Room (Multi-purpose)	1	HOURLY	By Quotation	YES	D
Meeting Room Hire (Not for Profit Organisation & Seniors)					
Level 1 - Banksia Room (capacity 10 people)	1	HOURLY	30.00	YES	D
Level 1 - Mahogany Room (capacity 8 people)	1	HOURLY	25.00	YES	D
Level 1 - Red Cedar Room (capacity 8 people)	1	HOURLY	25.00	YES	D
Level 3 - Coachwood Room 1 (capacity 10 people)	1	HOURLY	30.00	YES	D
Level 3 - Coachwood Room 2 (capacity 12 people)	1	HOURLY	35.00	YES	D
Yarrila Place Meeting Space Hire					
Meeting Space Hire					
Level 3 - The Roof Terrace Area (Multi-purpose)	1	HOURLY	Quotation	YES	D



DRAFT

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



Draft 2022/23 Statement of Revenue Policy
(April 2022)



2022/23 Statement of Council's Revenue Policy

Statement of Council's Revenue Policy 2022/23

2022/23 Rating Structure

Variation to General Income – 0.7% 'Rate Pegging' Increase

The 2022/23 Operational Plan allows for the implementation of a 0.7% increase in 'General Income' (income from ordinary and special rates) with a population factor of 0%, as announced by the Independent Pricing and Regulatory Tribunal (IPART) in December 2021 under the Local Government 'Rate Pegging' legislation.

Impact on Residential Ratepayers

With a 0.7% increase in 'General Income' for 2022/23, the 'average' residential property can expect a total rates and charges increase (including annual and usage charges not capped by the rate peg increase) of approximately \$75.70 per annum (or \$1.46 per week) which is a 1.9% increase from 2021-22.

The following table shows the impact on the total rates and charges payable in 2022/23 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	2021/22	2022/23	Increase	
	(\$)	(\$)	Amount (\$)	%
Residential Ordinary Rate	1,261.38	1,293.46	9.38	2.5
Environmental Levy	46.17	47.32	0.31	2.5
Stormwater Management	25.00	25.00	0.00	0.0
Domestic Waste Service	695.00	702.50	7.50	1.1
Total General Rates and Charges	2,027.55	2,068.28	40.73	2.0
Sewerage Access Charge	958.00	996.00	38.00	4.0
Water Access Charge	152.00	155.00	3.00	2.0
Water Usage (250 KL pa)	812.50	830.00	17.50	2.2
Total Utility Charges	1,922.50	1,981.00	58.50	3.0
Totals All Rates and Charges	3,950.05	4,049.28	99.23	2.5

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.

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2022/23 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 2022/23 with a 0.7% IPART Rate Peg increase in 'General Income' for 2022/23.

- 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.

Ordinary Rate	2021/22	2022/23	Increase	
	(\$)	(\$)	Amount (\$)	%
Farmland Ordinary Rate	2,211.89	2,228.48	16.59	0.7
Business Ordinary Rate	4,213.31	4,244.73	31.42	0.7
Business - City Centre Ordinary Rate	5,821.92	5,865.57	43.65	0.7

2022/23 Statement of Council's Revenue Policy

2022/23 Rating Structure *(continued)*

The following tables show the 'Ordinary and Environmental Rate' structure (with estimated yields) for 2022/23 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 2022/23

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	31,177.18	0.0034700	422.00	n/a	n/a	7,600,559,925	n/a	39,530,712.90
Farmland	412.00	0.0034700	422.00	n/a	n/a	206,169,300	n/a	889,271.47
Business	1,534.22	0.0087430	n/a	666.00	294	725,781,806	12,188,447	6,436,082.74
Business (Business City Centre)	324.60	0.0089770	n/a	666.00	11	213,058,952	483,864	1,915,612.56
Totals	33,448.00	n/a	n/a	n/a	305	8,745,569,983	12,472,955	48,771,679.67

Special Rate		Ad Valorem Rate (\$)	Base Amount (\$)	Minimum Amount (\$)	Properties on Minimum	Land Value	Land Value on Minimum	Estimated Yield (\$)
Environmental Levy	33,488	0.0000985	22.39	n/a	n/a	8,745,569,983	n/a	1,610,339.36

2022/23 Statement of Council's Revenue Policy

Annual Charges for 2022/23

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.

Recycled Water Access and Licencing Charges

Charges for Recycled Water were introduced as a user pays model by Council resolution 2021/42 on 11 March 2021 to financially incentivise remedial action against the misuse or neglect of Recycled Water by the paying end user.

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 2022/23 will be used towards a program of stormwater works across urban areas.

2022/23 Statement of Council's Revenue Policy

Annual Charges for 2022/23 *(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 2022/23.

2022/23 Statement of Council's Revenue Policy

Annual Charge Structure for 2022/23

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Water Access Charges				
Residential	155.00	Per occupation	4,390,037	
Vacant Land	155.00	Per assessment	84,475	
Non Residential	155.00	Per occupation	718,978	
Non Residential Water Backflow	67.00	For first device	16,564	
Non Residential Water Backflow	16.75	Per additional device	1,068	
Sewer Access Charges				
Residential	996.00	Per occupation	26,791,230	
Residential – Vacant	687.00	Per assessment	475,301	
Non Residential	975.00	SDF x MF x \$975.00	3,532,380	SDF = Sewer Discharge Factor, MF = Meter Factor (Min \$687.00)
Recycled Water	155.00	Per assessment	6,510	
Private Pump Stations Management Charge	150.00	Per station	9,900	
Stormwater Management Charges				
Residential Properties - Non Strata	25.00	Per assessment	450,175	
Residential Properties - Strata	12.50	Per assessment	80,050	
Business Properties - Non Strata	25.00	Per 350 sq. m (or part of)	197,765	Based on impervious land area
Business Properties - Strata Units	12.50	Per 350 sq. m (or part of)	8,708	Determined by unit entitlement (Min of \$5.00)
Trade Waste Annual Charges				
1 Generator	233.00	Number of Generators	92,495	
2 to 4 Generators	466.00	Number of Generators	21,543	
5 to 9 Generators	1,106.75	Number of Generators	5,534	
10 to 14 Generators	2,155.25	Number of Generators	4,311	
15 to 19 Generators	3,203.75	Number of Generators	3,204	
20 to 24 Generators	4,194.00	Number of Generators	4,194	
25 to 29 Generators	5,126.00	Number of Generators	5,126	
30 to 34 Generators	6,058.00	Number of Generators	0.00	
> 34 Generators	6,990.00	Number of Generators	0.00	
Dump Point	469.00	Per Dump Point	0.00	

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Annual Charge Structure for 2022/23 (continued)

Annual Charges	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Onsite Sewage Charges				
Onsite - Low Risk	36.90	Per system	128,006	
Onsite - Medium Risk	73.80	Per system	158,153	
Onsite - High Risk	221.40	Per system	39,852	
Sullage / Effluent Charges				
Effluent Collection Charge	579.00	Per service	3,474	
Sullage Collection Charge	996.00	Per service	50,796	
Waste Charges (Domestic)				
Domestic Waste	702.50	Per service or tenement	21,936,978	3 Bin Service
Domestic Waste – Vacant	180.00	Per assessment	121,860	
Subsidiary Waste – General	322.00	Per service	177,744	
Subsidiary Waste – Organics	210.00	Per service	33,600	
Subsidiary Waste – Recycling	118.00	Per service	24,308	
Subsidiary Waste - Recycling Upgrade	45.00	Per service	13,590	Upgrade to 360 litre service
Waste Charges (Non-Domestic)				
Non Domestic Waste	702.50	Per service or tenement	1,381,818	
Non Domestic Waste - Vacant	180.00	Per assessment	17,820	
Non Domestic Waste - Non Rateable	702.50	Per service	526,875	
Non Domestic Subsidiary General Charge	322.00	Per service	240,856	
Non Domestic Subsidiary Organics Charge	210.00	Per service	46,830	
Non Domestic Subsidiary Recycling Charge	118.00	Per service	64,192	
Non Domestic Subsidiary Recycling Upgrade Charge	45.00	Per service	2,295	Upgrade to 360 litre service

2022/23 Statement of Council's Revenue Policy

Usage Charges for 2022/23

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.

Recycle Water Usage Charges

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

- Tariff Step 1: For recycled water usage up to their allocated supply volume
- Tariff Step 2: For recycled water usage in excess of the allocated supply volume

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.

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.

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The following table shows the proposed usage charge structure (with approximate yields) for 2022/23:

Usage Charge	Amount (\$)	Unit of Charge	Estimated Annual Yield (\$)	Comments
Water Usage Charges				
Residential - Tier 1	3.32	per kilolitre	13,709,325	Tier 1: 1KL per day per access charge
Residential - Tier 2	4.98			Tier 2: Usage over Tier 1
Non-Residential	3.32	per kilolitre	3,302,049	
Non-Rateable - Tier 1	3.32	per kilolitre	78,467	Tier 1: 1KL per day per access charge
Non-Rateable - Tier 2 (Residential in nature)	4.98			Tier 2: Usage over Tier 1
Non-Rateable (Non-Residential in nature)	3.32	per kilolitre	1,391,612	
Fire Service	9.96	per kilolitre	45,816	Applied to usage not used for firefighting purposes
Raw Water - Tier 1	1.66	per kilolitre	24,402	Tier 1: 1KL per day per access charge
Raw Water - Tier 2	2.49			Tier 2: Usage over Tier 1
Sewer Usage Charges				
Non-Residential	2.48	SDF x KLS x \$2.48	876,702	SDF = Sewer Discharge Factor, KLS = Water Usage
Non-Rateable	2.48	SDF x KLS x \$2.48	1,894,224	SDF = Sewer Discharge Factor, KLS = Water Usage
Recycled Water Usage Charges				
Up to allocated supply volume	0.00	per kilolitre	-	For non-rateable, non-commercial and sporting bodies who can demonstrate a not-for-profit operating model
Excess of allocated supply volume	2.00	per kilolitre	-	For all users, including non-rateable, non-commercial and sporting bodies
Trade Waste Usage (Category 1)				
Non-Compliant Charge	2.05	TWDF x KLS x \$2.05	12,690	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Trade Waste Usage (Category 2)				
Compliant Charge	2.05	TWDF x KLS x \$2.05	347,358	TWDF = Trade Waste Discharge Factor, KLS = Water Usage
Non-Compliant Charge	18.69	TWDF x KLS x \$18.69	87,843	TWDF = Trade Waste Discharge Factor, KLS = Water Usage

2022/23 Statement of Council's Revenue Policy

Pensioner Rebates for 2022/23

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 2022/23. 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 \$1.505m, leaving an overall cost to Council of approximately \$1.237m.

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.

