



Annual Corporate Plan 2012



Nukumaroriko Island (Mosquito Island) - Suva City

SUVA CITY COUNCIL

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ANNUAL CORPORATE PLAN 2012

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**1.0 MESSAGE FROM THE SPECIAL ADMINISTRATOR &
ACTING CHIEF EXECUTIVE OFFICER**

MR CHANDRA KANT UMARIA



It is my privilege and pleasure as the Special Administrator and the Acting Chief Executive Officer to present an overview of the strategic direction the Council is embarking upon as outlined by the Government through the People's Charter. The Council is focused in achieving its objectives and outcomes as mapped out in our Strategic Plan 2009 - 2014.

In the 2012 Annual Corporate Plan, the Council is implementing the strategic reforms now taking place within the local government spheres. This will ensure the Council achieves its core vision, mission and values. It will also provide the Council an opportunity to enhance, consolidate and strengthen past performances in achieving the primary objectives. At the same time it will link and translate these activities with future ambitions of the Council in making Suva the premier city of the South Pacific.

The Council has embarked upon various activities involving local, national and international partners and agencies in areas of infrastructure, environment, health and public safety, economic and social development apart from the continuance and improvement of routine operational services.

To achieve these objectives, the Council has adopted an open door policy, transparency and good governance principles. The Council has also embraced strategic reforms and embarked on capacity building exercise in accordance with the Millennium Development goals.

As such, I humbly seek the support and contribution from all sectors of the city and wider community in the Council's efforts in delivering its objectives and assisting us to serve you better.



2.0 VISION

Suva, a progressive and vibrant city with an enhanced quality of life for the city community and visitors.

3.0 MISSION

To effectively and efficiently manage the city affairs in partnership with Government and all relevant stakeholders in our joint, committed and focused effort to achieve the strategic output of the Strategic Plan for creating a progressive and vibrant city with an enhanced quality of life of the city community and visitors.

4.0 VALUES

- Integrity & Honesty
- Customer focus
- Transparency
- Accountability
- Innovation
- Productivity at an individual level
- Community and Civic responsibility.



5.0 SWOT ANALYSIS

5.1 Infrastructure Management

Strengths:

- Existing infrastructures
- Availability of proper plans and strategies for upgrading of infrastructures
- Continuous repairs and maintenance, and improvement programs
- Close coordination with relevant national government departments to assist in the approval of the master plan for infrastructure maintenance and development
- Availability of international consultancy/Expertise e.g City Development Initiative in Asia (CDIA)
- Consultation with other stakeholders such as Engineers, Architects etc.

Weakness:

- Inadequate funds for infrastructure improvements
- Outdated plant and equipments
- Imbalance between population growth and scope of infrastructure development
- Lack of assistance and the no loan policy instructions issued by national government.
- Absence of contingency, business continuity plan and vulnerability of administrative operations to natural disasters
- Lack of relevant information system e.g GIS

Opportunities:

- Partnership with national government, international agencies, and other stakeholders for funding and technical assistance
- Enhancement and close collaboration with DISMAC and relevant stakeholders on natural and man-made disasters
- Desire to relocate Administrative Operations to Samabula Depot
- Acquire/Develop GIS and recruit a qualified, experience GIS Officer

Threats:

- Change in government policies e.g.; NO loan policy - Unavailability of fund
- Natural and man-made disasters
- National and global financial crisis's



5.0 SWOT ANALYSIS (cont'd)

5.2 Economic Development:

Strengths:

- Capital city and the hub of the South Pacific region
- Seat of government, diplomatic missions, multinationals, large corporations, learning institutions, health, entertainment and recreation facilities
- Better economic and business infrastructure
- Conducive and positive environment for investment
- Pull factor to attract large percentage of the national population
- Centre for employment opportunities

Weaknesses:

- Public perception of Council being restrictive
- Outdated and restrictive legislations and by-laws
- Lack of skilled and capable personnel in some industries
- Minimal marketing efforts
- Absence of intellectual property rights
- Unclear demarcation of decision making, policies & operation, strategic level
- Delay in approval of development process from relevant authorities

Opportunities:

- Review of current legislations and by-laws
- Expansion in tourism related activities
- Attract 5 star hotel brands
- Support and encourage Micro Finance and small business entities
- Reactivate Suva Market, Raiwaqa Market, Mini Markets and Bus Station development
- Commercial and industrial property developments

Threats:

- Changes in Government policies
- Political instability
- Natural disasters
- Declining purchasing power of population
- National and Global Financial Crisis



5.0 SWOT ANALYSIS (cont'd)

5.3 Organizational Capacity Development

Strengths:

- Desire to implement organizational reform measures
- Broad based organizational structure
- In house competencies in key areas to facilitate reform process
- Introduction of Performance Management System (PMS)
- Providing assistance to other local municipalities in terms of Capacity Building.

Weaknesses:

- Lack of Interdepartmental coordination of processes and systems
- Lack of continuous awareness of policies, process and procedures
- Entrenched agreement with Unions
- Lack of knowledge and fear of using technologies
- Lack of clarity of demarcation of decision making, policies, operation and strategic level
- Lack of robustness, appropriateness, versatility in the organization structure.
- Inadequate performance indicators
- Lack of ownership in the responsibilities and processes
- Lack of readily available data for decision making
- Non implementation of the desired reform
- Non willingness of the Unions in reviewing the current agreements and review of agreements to align with the new Employment Promulgation Bill.

Opportunities:

- On-going staff training and exposing staff to new technologies
- Technical assistance and exposure to developed cities management practice and systems
- Alignment to National Government urgent desire for reforms in the Public Sector
- The desire to formulate and implement all policies and procedures

Threats:

- Legislative shortcomings
- Loss of key personnel
- Lack of funds



5.0 SWOT ANALYSIS (Cont'd)

5.4 Financial Position

Strengths:

- Good system of expenditure control
- Steady inflow of adequate revenue
- Newly upgraded state of art software
- Provision of e-banking-pay etc

Weaknesses:

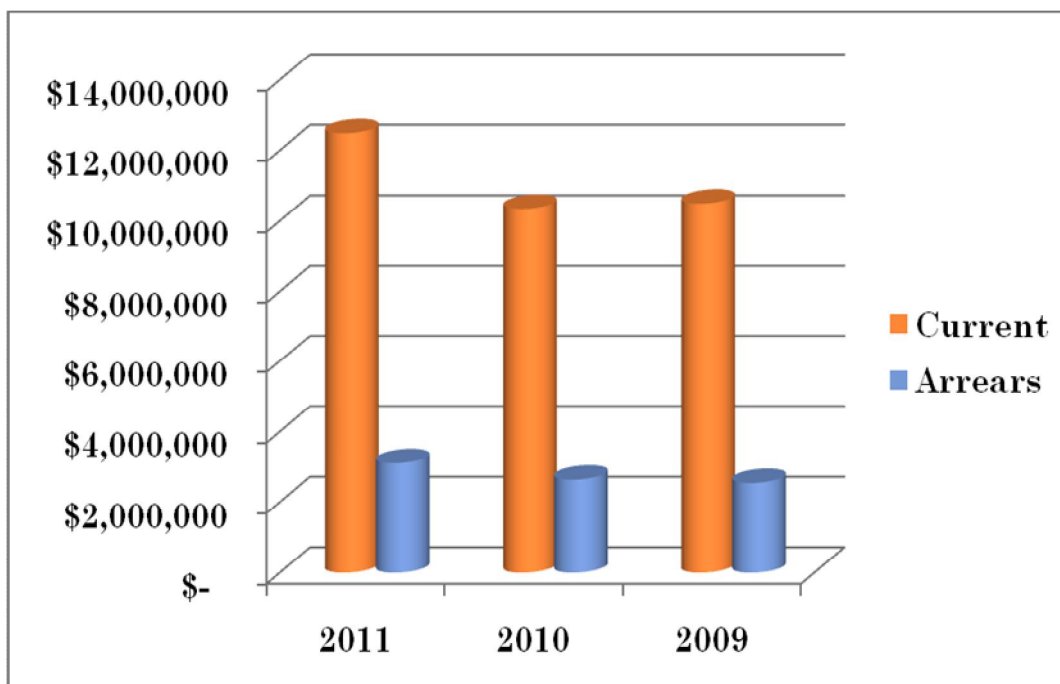
- Delay in annual audits
- High number of unresolved issues in annual audits
- Adhoc instructions
- Non implementation of audit findings
- Absence of Enterprise Risk Management Framework
- Delay in approvals for increase in fees and charges
- Resistance to change and lack of knowledge of MS Tools
- Inadequate infrastructure

Opportunities:

- New revenue lines from future developments and joint venture under Public and Private Partnership mode with Investors
- Desire on the improvements in the Procurement process.
- Desire to have Enterprise Risk Management Framework in place
- Exemption of duty and other taxes for capital purchases

Threats:

- Absence of financial reserve in place to support any possible financial crisis.
- Change of government policies e.g; NO loan policy
- National and Global Financial Crisis
- Natural and man-made disasters



6.0 ROLES AND RESPONSIBILITIES OF THE COUNCIL

6.1 Special Administrator

The Special Administrator is appointment by the Government of the day to oversee the policy implementation of the Ministry of Local Government and the Council. As a direct reportee to the Government the position ensures implementation of the Peoples Charter and in particular in relation to Good Governance, transparency, integrity and accountability.

The Special Administrator position ensures that the objectives of the organization and its inhabitance is adhered to and achieved. He also ensures that all of Council standing procedures and policies are updated in accordance with the regulations and duly complied with.

6.2 Chief Executive Officer

The Chief Executive Officer has an overriding responsibility in ensuring that various departments are efficient and effective in their respective strategic and operational functions. In this context the Chief Executive Officer is responsible for coordinating and integrating all departmental functions for the purpose of achieving the organization's goals. Essentially the Chief Executive Officer is responsible for performance monitoring and ensuring the organization is moving towards the right strategic direction.

Internal Audit Section

To assist the Councils in fulfilling its oversight, foresight and insight responsibilities for:

- To establish audit objectives and scope of work; establish the management budget; and take responsibility for the overall function of the audit project through wrap-up and final report delivery.
- To develop and establish the risk management framework of the Suva City Council which includes the identification of the risk, the measurement of risk, the monitoring and controlling of risk.
- To evaluate the policy and procedures in the Suva City Council and determine if such systems can adequately manage and control the identified risks level.
- To keep up with latest developments in the area of audit and risk management of Local Government and implement applicable standards and procedures to improve overall risk management framework of the Suva City Council.

Legal Section

- Enforcing Council by-laws in order to eliminate illegal developments and other related activities, prosecution of court cases and providing legal advice to Council.

Registry Section

- Maintenance of all records which includes sustaining the confidentiality of information, sound records management practices, control movement of correspondence within Council and providing support services to the Executive Secretary in the preparation of Council Meeting Papers as well as Civic Functions.

6.0 ROLES AND RESPONSIBILITIES OF THE COUNCIL (cont'd)

6.3 Administration & Operation Department

Human Resource Section

- Managing Council Human Resources to deliver expected level of services. Integrating systems and process that will have considerable impact on council's capacity to deliver excellent service, through good governance, integrity and performance management

Property Management Section

- Effectively managing revenue earning centres and other Council properties through upgrading, developing, maintaining the necessary infrastructure and facilities in good marketable state.

Administration Section

- Effectively managing daily income generating properties such as Markets, Pool etc. It also interacts and coordinates with relevant stakeholders when necessary, such as Fiji Police Force, Tourism industry, Suva Retailers Association and other sectors of the business community.

City Library

- Provide information (books and internet café) and learning opportunities to the Citizen of Suva and the larger community including visitors.



6.0 ROLES AND RESPONSIBILITIES OF THE COUNCIL (cont'd)

6.3 Engineering Services Department

The main roles and key responsibilities of the Engineering Department are submitted hereunder;

Works Depot

- Construction & Maintenance of roads and footpaths, bridges, Council buildings, Drainage System, Bus Shelters, Streetlights, Street Furniture, Parks and Garden, etc.
- Implementation of Councils capital development projects

Town Planning Section

- Approval of Land Sub division, Building and other development application under the ambit of the Town Planning Act
- Implementation and Review of town planning scheme and coordinating major projects within the city
- Land Acquisition for future development for the City.

Structural & Building Section

- Process Application and Monitoring of Building/Development Progress within the City.
- Design of Councils development projects
- Attending to Ratepayers Complaints and Queries on Building and Development

Engineering & Design Section

- Survey, investigation and Design of Councils infrastructure
- Monitoring of Sub divisional works within the City
- Attending to Ratepayers Complaints and Queries on Infrastructure
- The Engineering Departments main objective is to maintain the services to the ratepayers in respect of well maintain infrastructure, while at the same time carry out capital Developments to improve the City's image.

The details of the Departments roles and responsibilities of each section are detailed in the Councils Business Plan.



6.0 ROLES AND RESPONSIBILITIES OF THE COUNCIL (cont'd)

6.4 Health Department Roles and Responsibilities:

To improve the living conditions and quality of life of the City Community, the following key activities are being received by the two (2) sections of the Department:

Operation Section

- Collection and disposal (garbage and green waste) at Naboro landfill
- General cleaning and maintenance of City streets, parks, reserves, public drains and creeks
- Cleaning and maintenance of all City public conveniences
- Provide services for emptying gully pits and septic tanks
- Health promotion and awareness
- Community participation
- Dog control in the City

Sanitation Section

- Inspection of premises and attending to customers' needs
- Food safety and control
- Prevention of spread of communicable and non-communicable disease
- Pollution control
- Enforcement of relevant Laws including Litter Promulgation, Public Health Act, Food Safety Act and Regulations, Environmental Act.
- Inspection of all Hotels, Restaurants, Refreshment Bars, Nightclubs for compliance before issue of Business License and Health Permit
- Prosecution of non-compliance



6.0 ROLES AND RESPONSIBILITIES OF THE COUNCIL (cont'd)

6.5 Finance Department Roles and Responsibilities:

The primary roles and responsibilities of Finance are to assist Council in achieving its goals and objectives through the following:

Rates Section

- Collection of all City Rates including Rates arrears
- Maintaining rates payers database

Business License Section

- Billing and collection of business license
- Processing and maintaining business license database.

Parking Meter & Towing Section

- Ensures free flow of traffic within the Central Business District (CBD) area.
- Issues Land Transport Authority (LTA) infringement notices
- Billing and collections of monthly car park spaces in Suva areas

Revenue Section

- Billing and collection of other revenue streams.
- Responsible for managing Council's bank accounts.

Treasury Section

- Provide timely, accurate and accessible financial information to management, and policy-makers in making sound financial and business decisions.
- Provide financial information and decision support services regarding capital investments for its physical infrastructure such as roads, buildings, and plant and machinery
- Provide financial information to support financial decisions regarding development initiatives that will assist Council in creating an environment that generates and maximizes economic development opportunities

Expenditure Section

- Reconciliations and payment of creditors accounts
- Reconciliations of Councils loan repayments

Information Technology Section

- Provide reliable Information Technology infrastructure through proper support and management of all hardware and software requirements.
- Ensure business continuity through daily database backups.
- Responsible for developing and updating of the Council web sites.



7.0 INTRODUCTION TO LINKAGE OF COUNCIL ANNUAL CORPORATE PLAN 2012 TO ROAD MAP FOR DEMOCRACY AND SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT 2009 – 2014.

The strategies in the Organisation Strategic Plan 2012 to 2014 are translated into routine activities and strategic initiatives in the Annual Corporate Plan-2012 and are linked and integrated to achieve the stated outcomes of Roadmap for Democracy and Sustainable Socio-Economic Development 2009-2014 as demonstrated and reflected under the *Table 7.1* below.

7.1 & 7.2 Council Annual Corporate Plan: Linkage to Road Map for Democracy and Sustainable Socio-Economic Development 2009 – 2014 and Council Outputs.

Targeted Outcomes (Goal/Policy Objectives - RDSSSED)	Outcome Performance Indicators/Measures (KPI – RDSSSED)	Council Outputs
<p>Outcome 1:</p> <p>Enhancing Public Sector efficiency and effectiveness for service delivery</p> <p>SA/CEO</p>	<p>Development of the Performance Management System and its enabling policies</p>	<ul style="list-style-type: none"> ● Implementation of Performance Management System <ul style="list-style-type: none"> - All JD's in place - Full understanding of PMS - All Implementation PMS - Review of PMS for improvement - 2012 effective date for PMS as tool for review. - Succession Planning - Training Needs Analysis completed - Productivity increases - Quality of outputs increase - Complaints decrease - Positive feedback from community & stakeholders & staff - Review and alignment of the Master Agreement to the ERP. ● Review and reactivate previously approved Organizational structural and capacity building reform <ul style="list-style-type: none"> - OS review completed & agreed. - Revised OS implemented. - Critical positions identified & filled. - On Departmental output issues reduce. - Performance issues reduce. - Positive feedback from stakeholders.
<p>Outcome 2:</p> <p>Enhance and increase activities to maximize opportunities for economic growth</p>	<p>Creation of land space for economic development</p> <p>Maximize use of sky space for commercial building.</p>	<p>Develop and implement plans for:</p> <ul style="list-style-type: none"> - Rezoning of appropriate residential zones into Commercial Zones. - Foreshore reclamation projects at the City sea front. <p>Develop and implement plans to create Policy for high rise buildings and provision of infrastructure for commercial developments.</p> <ul style="list-style-type: none"> - Project Plan for Policy development in place - Consultation with stakeholders completed & recommendations incorporated - Policy in place by December 2011

7.2 Council Annual Corporate Plan: Linkage to Road Map for Democracy and Sustainable Socio-Economic Development 2009 – 2014 and Council Outputs.

Targeted Outcomes (Goal/Policy Objectives - RDSSED)	Outcome Performance Indicators/Measure s (KPI - RDSSED)	Council Outputs
<p>Outcome 2: Enhance and increase activities to maximize opportunities for economic growth</p>	<p>Proactive promotion of Investment</p> <p>Promote the marketing of goods and services which are created in the City.</p> <p>Promote strategic partnership with Investors to increase Council's revenue base.</p> <p>Establish a structure and mechanism to sustain and progress all the earlier outlined strategic initiatives</p>	<p>Creation of a broad based Task Force of key stakeholders to:-</p> <ul style="list-style-type: none"> • Assist the Ports Authority to progress the momentum of the implementation of the Suva Cargo and Tourist Wharf Projects. <ul style="list-style-type: none"> - Initiate discussions with PAF & stakeholders - Projects for collaboration identified. - Contribution considered valuable by stakeholders. • Assist the relevant Airport Authority in the upgrading of Nausori Airport as a gateway for exports of agro and marine produce of the Central Division. <ul style="list-style-type: none"> - Initiate discussions with AFL & stakeholders - Projects for collaboration identified. - Contribution considered valuable by stakeholders • Co-ordinate and collaborate with all relevant authorities for planning the adequate provision of power, water, communication infrastructure and roads to accommodate current and future City economic developments. Working closely with the Ministry of Lands on the processing and issue of scheme approvals for our overseas investments. <ul style="list-style-type: none"> - Initiate discussions with stakeholders - Projects for collaboration identified. - MOU in place where appropriate - Contribution considered valuable by stakeholders • Encourage and facilitate the staging of events such as Suva-on-sale, trade expo and other marketing initiatives proposed by the Suva based private sector. <ul style="list-style-type: none"> - Create calendar of events for Suva - Identify/encourage potential community, sporting events - Identify potential partners/collaborators for events - Annual & community events increase in Suva - Awareness of Suva events increases in the community - Contribution considered valuable by the community - Positive feedback from stakeholders • Explore, develop and implement plans for joint venture enterprise under the PPP mode on reclamation of foreshore land, other Council vacant lands and built facilities. <ul style="list-style-type: none"> - Each department to increase revenue base by >1million - PPP project identified & developed (Mosquito Island, Nabukalou Creek) - Project starts in 2011 - Positive feedback from stakeholders & the community • Establish a Strategic Management Unit to act as a secretariat and a focal point of implementation for all initiatives involving external partners. <ul style="list-style-type: none"> - Identify strategy or methodology to implement & monitor initiatives with external partners - Positive feedback from partners/stakeholders.

7.3 Council Annual Corporate Plan 2012: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs

Targeted Outcomes (Goal/Policy Objectives - RDSSED)	Outcome Performance Indicators/Measures (KPI – RDSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>Progressively create a safe and a healthy city landscape.</p> <p>Improve the management of preventive measures of communicable and non-communicable diseases</p> <p>Enhancing the effectiveness of the management of food safety and food establishments.</p>	<ul style="list-style-type: none"> • Maximize the efficiency and effectiveness of the enforcement of legislations compliance for the elimination of illegal development activities including nuisance and pollution within the ambit of all legislations administered by the Council. <ul style="list-style-type: none"> - Identify supporting projects to encourage compliance with planning, Litter Law, Food Safety Act, Public Health Act, LTA Act. - Compliance issues reduce. - Positive feedback from the stakeholders & community. - Review of the UPAP. - Waste management and Litter Decree - Environment Management Act - Healthy City Initiative • Increase the current level and scope of routine programs for the eradication of the breeding places of vectors of endemic communicable diseases and prevention of food borne diseases. <ul style="list-style-type: none"> - Identify supporting projects - Identify partners - Initiate projects with stakeholders - Secure financial support for collaboration - Positive feedback from partners/stakeholders • Prevent and control any outbreak of bacterial and viral food borne diseases • Prevent and control any food poisoning due to chemical and biological contaminants • Immediately improve the food hygiene practices and services of employees • Improve the cleanliness and wholesomeness and other relevant aesthetic considerations of the facilities. • Ensure the yearly upgrade of the structural facilities, equipments, etc. of existing restaurants and takeaways in the current lowest standard category in order to allow them to move up to the highest standard category comparable to reputable restaurants on or before 2012. • Complete review Public Health, Pure Food Acts and Subsidiary Legislations to ensure the organization will have the legal coercive authority and effectiveness to enforce above measures and the implementation of up-to-date technologies for food safety. • Enhance the scope of work: <ul style="list-style-type: none"> - Increase inspection frequency - Education & Awareness program - Partnership Central Board of Health (CBH) for standardized checklist - Review Food Safety Act for transfer of licensing authority back to Municipal Authorities - All fines and costs to be transferred to the respective Council

7.3 **Council Annual Corporate Plan 2012: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs**

Targeted Outcomes (Goal/Policy Objectives - <u>RDSSSED</u>)	Outcome Performance Indicators/Measures (KPI – RDSSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>Maintain and sustain a physically clean environment</p>	<ul style="list-style-type: none"> • Immediately develop and implement cleanup programs in order to maintain and sustain the CBD streets and other selected streets clean at all times. <ul style="list-style-type: none"> - A cleaner city - Positive feedback from the stakeholders/partners/community - Reduction in complaints • Immediately develop and implement initiatives to mobilize the City community for major clean ups and the effective prevention of indiscriminately dumped litter. <ul style="list-style-type: none"> - The number of clean-up supporters - The success of the clean-up initiatives - Positive feedback from the stakeholders/partners/community - 3R initiative • Collaborate with donor agencies for acquiring a appropriate machineries • Collaborate with communities: <ul style="list-style-type: none"> - in the Clean up campaigns - Composting projects at the Household level • Develop and implement initiatives for collaboration with the Police in the enforcement of the Litter Decree. <ul style="list-style-type: none"> - Deploy the enforcement of the litter decree. - The reduction in litter in the city - Positive feedback from the community & stakeholders - Cleaner streets and parks - Community awareness is heightened • Develop a platform for effective co-ordination and collaboration with NGOs national and international agencies for the planning and implementation of an integrated and holistic approach community based programs to strengthen the earlier outlined anti-litter community based programs. <ul style="list-style-type: none"> - The number of partners/collaborators on enforcing the litter decree. - Positive feedback from the community & stakeholders. • Collaborate with relevant Government Ministries and the Private Sector to develop and implement initiatives with the purpose of lobbying the Central Government to endorse and gazette legislation which will tax importers of plastic, paper, metal and glass products which are used as containers and wrappers and are normally discarded in streets and public places by the public and the fund generated is to be used for the cleanup and disposal of discarded containers and wrappers, etc. <ul style="list-style-type: none"> - 3R Initiative - Encourage and facilitate recycling companies - Established practices for reducing, reusing & recycling. - No. of collection points for recyclable items

		<ul style="list-style-type: none"> - Installation of bins for recyclable materials • Maintain and sustain the usage of park on all current number of parks dedicated to Council and create green belt zones wherever possible within the City area to enhance the natural scenery and the protection of ecosystem. <ul style="list-style-type: none"> - No. of usable parks for recreational sports. - Parks actively used for recreational sports. - Installation of new play equipments - Branding of Bus Station as green belt area - Completion and improvement of QE Drive picnic spot • Collaborate with relevant Government Ministries and the Private Sector to develop and implement initiatives with the purpose of lobbying the Central Government to pass legislation and policies which will remove old vehicles off the road to prevent traffic problems and support Go Green Concept.
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7.3 Council Annual Corporate Plan 2012: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs

Targeted Outcomes (Goal/Policy Objectives - RDSSSED)	Outcome Performance Indicators/Measures (KPI – RDSSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>Maintain and sustain a physically clean environment</p> <p>Improvement to the management of preventive measures of communicable and non-communicable diseases</p>	<ul style="list-style-type: none"> • Immediately develop and implement cleanup programs in order to maintain and sustain the CBD streets and other selected streets clean at all times. <ul style="list-style-type: none"> - Disease carrying vectors controlled (2/year) - Foreshore (in collaboration with Ports Authority, NGOs and the Community) - Collaborate with Water Authority for detaching and disinfestations of sewer lines - Green waste (free collection - 12/year) - Special clean up for white goods and non garden rubbish (2/year) - Shredding and Compositing of green waste - Install litter bins for recyclable items • Immediately develop and implement initiatives to mobilize the City community for major clean ups and the effective prevention of indiscriminately dumped litter (Squatter and low cost housing). <ul style="list-style-type: none"> - Community cleanup campaign (1/year) • Develop and implement initiatives for collaboration with Police in the enforcement of the Litter Decree. <p>Litter Free Day</p> <ul style="list-style-type: none"> - • Develop a platform for effective co-ordination and collaboration with NGOs national and international agencies for planning and implementation of an integrated and holistic approach community based programs to strengthen the earlier outlined a community based programs. <ul style="list-style-type: none"> - Identifv nrierts for collaboration with NGOs and Inter

		<p>Agencies.</p> <ul style="list-style-type: none"> - Combined community awareness (Health and Finance Department) together with Police and Ministry of Health. - Ministry of Health (CBH) is co-opted member of SCC monthly Health Committee meeting <ul style="list-style-type: none"> • Collaborate with relevant Government Ministries and the Private Sector to develop and implement initiatives with the purpose of lobbying the Central Government to pass legislation which will tax importers of plastic, paper, metal and glass products which are used as containers and wrappers and are normally discarded in streets and public places by the public and the fund generated is to be used for the cleanup and disposal of discarded containers and wrappers, etc. - Encourage the use of biodegradable packaging. <ul style="list-style-type: none"> • Increase the current level and scope of routine program for the eradication of the breeding places of vectors of endemic communicable diseases and prevention of food borne diseases (restaurants and food processing establishments) <ul style="list-style-type: none"> • Strengthen the mechanism and process of coordination with the Ministry of Health for effective management of all urgent and critical health issues 	monthly
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7.3 Council Corporate Plan 2012: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs

Targeted Outcomes (Goal/Policy Objectives - RDSSED)	Outcome Performance Indicators/Measures (KPI – RDSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>Enhancing the effectiveness of management of food safety and food establishments.</p> <p>Upgrade as a top priority the issue of public safety measures</p> <ol style="list-style-type: none"> 1. Food Safety Act 2. Public Conveniences 3. Public Drainage 4. Environment Management Act 5. National Building Code 6. OHS 7. Land Transport Act 8. Town Planning Act 9. Local Government Act and By-laws 	<ul style="list-style-type: none"> • Increase the frequency and improve the scope and quality of inspections of restaurants and other food establishments in order to effectively :- • Prevent and control any outbreak of bacterial and viral food borne diseases. • Prevent and control any food poisoning due to chemical and biological contaminants. • Immediately improve the food hygiene practices and services of employees. • Improve the cleanliness and wholesomeness and other relevant aesthetic considerations of the facilities. • Ensure the yearly upgrade of the structural facilities, equipments, etc. of existing restaurants and takeaways in the current lowest standard category in order to allow them to move up to the highest standard category comparable to reputable restaurants on or before 2012. <ul style="list-style-type: none"> - Conversation with CBH and DOE to enforce legislation and collect penalties - Grading of restaurants (Green Stickers) - Reduction in complaints - Reduction in non compliance issues - Increase in the number of Green Stickers - Reduction in the number of food borne diseases (including food poisoning) - Positive feedback from the community and stakeholders. • Continually review the Public Health Act, Food Safety Act and Subsidiary Legislations to ensure the organization will have the legal coercive authority and effectiveness to enforce above measures and the implementation of up-to-date technologies for food safety. <ul style="list-style-type: none"> - Recommendation for review of all relevant legislation. - Adoption of recommendations - Implementation of recommendations - Positive feedback from stakeholders and the Community. • Regularly carry out clean up and de-silting program including the implementation of structural improvement to public and underground drains, water courses and rivers as proactive measures to prevent flash flooding to properties and roads including injury and fatality during heavy rain. <ul style="list-style-type: none"> - No injury or fatality resulting from accidents in public drains. - Existence of a desilting program - No liability claims - Reduction in flooding incidents/hotspots. - Improvement of drainage infrastructure. - Reduction in complaints

7.3 Council Strategic Plan: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs

Targeted Outcomes (Goal/Policy Objectives - RDSSED)	Outcome Performance Indicators/Measures (KPI – RDSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>Upgrade as a top priority the issue of public safety measures</p> <ol style="list-style-type: none"> 1. Identify areas of collaboration with NFA, OHS, DISMAC, NGO'S 2. Disaster Management Teams for SCC & Community. 3. BCP, DRP <p>Improve the community wide dissemination of informative public awareness programs on public health, public safety and environmental issues.</p>	<ul style="list-style-type: none"> • Strengthen the mechanism for co-ordination and collaboration between the Council, National Fire Authority, and the Occupational and Health Safety Unit for the enforcement of fire and industrial safety, in commercial and industrial premises. <ul style="list-style-type: none"> - Considered as key stakeholder by these organizations. - Active involvement with these organizations - Positive feedback from stakeholders - MOUs or MOAs in place. - Inclusion in these organization's plans • Collaborate and undertake joint exercise with the National Fire Authority and Occupational Health Safety Unit to determine dangerous fire disaster risk establishment such as motor fuel and gas depots and implement action plan to eliminate such risks. • Strengthen the mechanism of co-ordination and collaboration with DISMAC, NFA and relevant NGOs for the formulation of emergency action plan for safe and quick response procedures to effectively deal with evacuation and to prevent injury and fatality in the event of natural and man-made disasters. Disaster Management Team for SCC. <ul style="list-style-type: none"> - Closer collaboration with stakeholders. Member of Working Group of the National Disaster Management Committee. - Detail tsunami evacuation plans for all SCC centres. - Formulate a mechanism for collaboration. - Disaster management plan for Suva - Create awareness of the disaster management plan - Initiate a rehearsal of the DMP • Strengthen the structure and capacity for the Unit responsible for the dissemination on informative public awareness programs on public health, public safety measures and environmental issues <ul style="list-style-type: none"> - Combined community awareness (Health and Finance Department) together with Police and Ministry of Health - Recruit Communications Officer. - SCC website in place and updated regularly. - Community awareness through public events - Regular school visits. - Competitions

7.3 Council Annual Corporate Plan: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs

Targeted Outcomes (Goal/Policy Objectives - RDSSED)	Outcome Performance Indicators/Measures (KPI – RDSSED)	Council Outputs
<p>Outcome 3: Improve the living conditions and quality of life for the City Community</p>	<p>To maintain and sustain social and cultural vibrancy including the promotion of sporting activities in the social environment of the City.</p> <ol style="list-style-type: none"> 1. Encourage regular community events 2. Identify locations & encourage sporting activities 	<ul style="list-style-type: none"> • Strengthen and sustain the capacity of the current Hibiscus Event Group to stage Hibiscus Festival, South Pacific Pageant and other similar social and cultural events. <ul style="list-style-type: none"> - Improve the accountability process. - SCC to be proactive in providing facilities in a timely manner. • Collaboration with HEGI and FBCL on the following events: <ul style="list-style-type: none"> - Diwali in the park - Eid in the park - Christmas in the park apart from Hibiscus Festival. • Establish the mechanism for co-ordination and collaboration between the Hibiscus Event Group, Fiji Arts Council and other cultural groups for the development and implementation of plans to stage a wide variety of social and cultural programs. <ul style="list-style-type: none"> - Create a calendar of potential events for the year for the City. - Promote and encourage closer collaboration between cultural groups and stakeholders. • Develop and implement policy of providing land for all major sporting organizations and supporting initiatives to promote sporting activities. <ul style="list-style-type: none"> - Ensure that the Town Planning Act is adhered to in relation to provision of adequate recreation areas for the use of the community. - Collaboration and review of agreements with sporting bodies for utilization of Council reserves for specific sporting activities.

7.4 **Council Annual Corporate Plan 2010: Linkage To Roadmap For Democracy And Sustainable Socio-Economic Development 2009 – 2014 And Council Outputs**

Targeted Outcomes (Goal/Policy Objectives - RDSSSED)	Outcome Performance Indicators/Measures (KPI – RDSSSED)	Council Outputs
<p>Outcome 4:</p> <p>Address the socio-economic problems of urban drift, crime and unemployment</p>	<p>Providing a speedy and reasonable resolution to the Informal Settlement problem (squatter sites) – 1. Encourage collaboration with PCN, Social Welfare, etc</p> <p>Strengthen the capacity of current Crime Prevention Committee 1. Encourage collaboration with Police, neighborhood watch etc</p> <p>Formulation and implementation of plans and policies to promote cottage industries 1. Encourage collaboration with microfinance groups.</p> <p>Establishment of mechanism for co-ordination and collaboration with International Agencies, and NGO's in addressing socio-economic problems UN Women, FSP, DPA</p>	<ul style="list-style-type: none"> • Collaborate with the Ministries of Land and Local Government, Native Land Trust Board, Public Rental Board (PRB) and other key stakeholders to develop and implement plan to resolve the Informal Settlements (squatter sites) issue <ul style="list-style-type: none"> - Being active partners in developing squatter areas into formal subdivisions to achieve better living standards. - Facilitate the process of the developments of the provision of low cost housing with Public Rental Board (PRB) • Initiate plans for the inclusion of representatives from all sectors of the city community and formulation and implementation of operational plans to reduce crime within the city Crime Free Initiative <ul style="list-style-type: none"> - Inclusion of the Community Policing Unit in monthly Council committee meetings. - Create an in-house awareness and liaison committee. - Collaboration with Police to install more cameras • Coordinate with relevant Government agencies (Micro-Finance, Co-operative, etc), International Labour Organisation, NGO's (FRIEND, etc) to facilitate business activities for the livelihood of the unemployed <ul style="list-style-type: none"> - Provision of facilities to enhance and facilitate agency activities. • Promote and support activities of International Agencies, NGO's and community based Organizations in up skilling and providing the means of livelihood to the disabled, disadvantaged and marginalized sectors of the City community. <ul style="list-style-type: none"> - Creating an environment conducive for greater community use, including the disable and disadvantaged groups - Completion of construction of ramps - Traffic lights be disable user friendly..

8.0 ANNUAL CORPORATE PLAN - MAJOR ROUTINE ACTIVITIES & STRATEGIC INITIATIVES

The Annual Corporate Plan – 2011 states what are the target goals to be achieved at the end of the Year 2011 while the Departmental Business Plans focus mainly on target goals to be achieved per quarter and the Departmental Work Programs will specify what are the target goals to be achieved on a monthly, weekly and daily basis during the year 2011. However, it is to be noted that Departmental Business Plans and Work Programs are internal Organizational Documents. In 2011, we tried to align the Suva City Council Annual Corporate Plan into the Ministry Local Government's Expectations.

8.1 – 8.3 COUNCIL OUTPUTS AND PERFORMANCE TARGETS

Council Outputs	Output Indicators	2010 Actual	2011 Target	2011 Actual	Strategies & Timeframe	Responsible department
Efficient & cost effective management & operation of municipal councils	Quantity: - No of complaints received by the depts. - All Councils to submit Full Council Meeting Minutes	73%	50%<	60%	As per Strategic & Business Plans Year 2011	All
	Quality: - Complaints satisfaction on - Reduced number of complaints against municipal councils	150	156	Monthly		
	Timeliness: Timely & accurate responses by municipal councils to complaints (7 day turnaround)	75%	85%	80%		
	Cost: As per budgetary allocations	70%	80%	85%		
Improve Local Governance	Quantity: - All councils to have implementation plan.	80%	100%	100%	As per Strategic & Business Plans Year 2011	All
	- All councils to produce Annual Corporate Plan.	50%	100%	100%		
	- Full implementation of 38 short term recommendation					
	- Local Government Committee					
	- Adoption of Code of Conduct for Council Management & Staff.	100%	100%	100%		
	- Local Government Quarterly Consultative Forum	75%	95%	80%		
	- Green Town Competition for all Towns					
- Urban Policy Action Plan (UPAP)- Capacity Building of Local Government	50%	50%				
- City Development Initiative in Asia (CIDA) - Conduct of			70%			

	<p>Feasibility Studies.</p> <p>Quality:</p> <ul style="list-style-type: none"> - All Councils to effectively & efficiently implement Strategic Plans. - Well formulated Annual Corporate Plans on the Strategic Plans. - Marked improvement in conduct & quality of performance. <p>Timeliness:</p> <ul style="list-style-type: none"> - Implementation from January 2011 - Annual Corporate Plans, for 2011 to be implemented & ACP for year 2012 to be completed by December 2012 - Adherence to Code of Conduct for Management & staff to be regularly monitored. <p>Cost:</p> <p>As per budgetary allocations</p>	25%	100%	60%		
		0%	100%	60%		
		0%	100%	60%		
		0%	20%	60%		
		0%	90%	100%		
		50%	100%	70%		
Improved monitoring on financial performance of Municipal Councils.	<p>Quantity:</p> <ul style="list-style-type: none"> - Monthly update of Rates Collection <p>Quality:</p> <p>All street lights defects noted to be effectively repaired</p> <p>Timeliness:</p> <p>As per Business Plan</p> <p>Cost:</p> <p>As per budgetary allocations</p>	80%	100%	100%	As per Strategic & Business Plans Year 2010	Finance & Engineering

9.0 EXPLANATORY DETAILS OF CONSOLIDATED RE-CURRENT BUDGET AND CAPITAL BUDGET SUMMARY 2012

The Re-current and Capital Budget for 2011 are consolidated and presented in the manner which will give clear indication that the Council can generate adequate revenue to fund all its Re-current Services and also the additional revenue required to repay the loan for its Capital Work Programs and Purchases within 2012

The described Re-current Summary 2012 Page 27 to 30 and Capital Budget Summary 2010 is presented on Page 31 to 33.

9.1 RECURRENT BUDGET SUMMARY 2012

SUVA CITY COUNCIL CONSOLIDATED CASH BUDGET FOR THE YEAR ENDED 31 DECEMBER 2012

	\$	\$
Projected cash balance as at 01 January 2012		100,000
Projected Operating Surplus for the year ended 31/12/12	1,404,460	
Add back projected wages to be capitalized	<u>675,930</u>	
		2,080,390
Car park repayment		65,000
Budgeted loan repayments for 2012		<u>2,097,748</u>
Projected Cash Surplus as at 31 December 2012		<u>17,642</u>

SUVA CITY COUNCIL PROJECTED CASH BUDGET FOR THE YEAR ENDED 31/12/12

	CONSOLIDATED COMPRISED OF:					
	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
REVENUE						
Fees - Admin cost	42,550	575		5,750	18,975	17,250
Fees - Advertising	141,450	138,000			3,450	
Fees - BBQ Stand	18,400	18,400				
Fees - Building Permit	287,500			287,500		
Fees - Business License	1,370,915				1,370,915	
Fees - Carpark Daily	232,300	232,300				
Fees - Court Fines	4,000				4,000	
Fees - Enforcement Charges	26,450		26,450			
Fees - Fish Stall	57,500	57,500				
Fees - Garbage Rural	2,875					2,875
Fees - Garbage Disposal	345,000					345,000
Fees - Govt Road Maintenance	48,608					48,608

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Fees - Gully Emptier City Area	23,000					23,000
Fees - Lighting	4,025	4,025				
Fees - Mini Buses	192,050	192,050				
Fees - Mini Mkt Golf Link Road	50,600	50,600				
Fees - Mini Mkt Laucala Bay Rd	1,725	1,725				
Fees - Monthly Parking	14,950				14,950	
Fees - Mosquito Island	8,050	8,050				
Fees - MPI Daily	29,756	29,756				
Fees - Parking Meters	460,000				460,000	
Fees - Play Ground	80,500	80,500				
Fees - Pool Takings	111,550	111,550				
Fees - Public Con. Sukuna Park	11,040					11,040
Fees - Public Con. Suva Mkt	34,500					34,500
Fees - Security	5,750	5,750				
Fees - Stall Food Vendors	37,950	37,950				
Fees - Stall Seafood	16,100	16,100				
Fees - Stalls Others	1,323,397	1,323,397				
Fees - Stalls Temporary	5,175	5,175				
Fees - St Traders & Hawkers	88,992	56,792			32,200	
Fees - Taxi Stand	943,000	943,000				
Fees - Tender Documents	1,150			1,150		
Fees - Towing	151,800				151,800	
Fees - Traffic Infringement	45,000				45,000	
Fines - Court	2,000					2,000
Fines - Litter	5,000					5,000
Hire - Auditorium	81,650	81,650				

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Hire - Lower Hall	71,300	71,300				
Interest - FEA Loan	200,000				200,000	
Interest - Term Deposits	81,000				81,000	
Outside Chargeable Jobs - Rev	57,500			57,500		
Rates - General	6,230,860				6,230,860	
Rates - Loan	7,993,202				7,993,202	
Rates - Street Lights	1,248,648				1,248,648	
Refund - TPAF	30,000	30,000				
Rental - Kiosk	174,079	174,079				
Rental - Carpark Monthly	58,026	58,026				
Rental - Bus Station	345,000	345,000				
Rental - Malls	209,243	209,243				
Rental - Mini Mkt	13,041	13,041				
Rental - MPI Monthly	1,656	1,656				
Rental - Properties	2,044,106	2,044,106				
Rental -Council Reserves	79,458	79,458				
Rental - Ticket Booth	9,154	9,154				
Rental - Others	194,528	194,528				
Miscellaneous Income	239,200	113,850	28,750	46,000	27,600	23,000
Revenue - Total	25,586,258	6,738,284	55,200	397,900	17,882,600	512,273
EXPENSES						
Accounting System Support Serv	39,790	5,290			34,500	
Advertising - General	63,250	17,825	10,350	9,200	14,375	11,500
Advertising - Rezoning	11,500			11,500		
Anti Mosquito Campaign	23,000					23,000
Arbour Day Celebrations	575			575		
Asphalt Plant	80,500			80,500		

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Audit fees	40,250				40,250	
Bank Charges	46,000				46,000	
Book Binding	1,150	1,150				
B/Cutter & M/Mower Expenses	10,925			9,775		1,150
Business Expense	27,600	1,725	20,700	1,725	1,725	1,725
Cartage & Plant Hire	63,250			40,250		23,000
CBD Clean Up	57,500					57,500
Certification Of Parking Meter	5,750				5,750	
Chainsaw Expenses	6,900			6,900		
Cleaning Materials	193,775	110,975	2,875	17,825		62,100
Clearing of Overgrowth	5,750					5,750
Community Project	46,000					46,000
Concrete Mixer Expenses	5,750			5,750		
Conference	34,500		34,500			
Consultancy - Reform	517,500		517,500			
Contract - Air Conditioners	67,275	51,175	16,100			
Decoration Lights	6,325		6,325			
Dog Control	46,000					46,000
Drawing Office Expenses	11,500			11,500		
Dumping Fees	103,385	103,385				
Dumping Fees - Green Waste	143,750					143,750
Dumping Fees - Household	448,500					448,500
Dumping Fees - Opening Cost Pu	40,000					40,000
Dynapac Expenses	5,750			5,750		
Electricity Charges	651,475	401,925	48,300	111,550	47,150	42,550
Enforcement Operations	5,750		5,750			
Extraordinary Expenses	184,000		184,000			
Fire Control & Prevention	59,800	48,300	11,500			
Food safety/Water Quality cont	4,600					4,600
FVB Levy	45,000		45,000			

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Grass Cutting	1,276,440					1,276,440
Hand Roller Expenses	5,750			5,750		
Health Clean Up campaign	34,500					34,500
Health Education	34,500					34,500
Heated Bitumen Manufactured	4,600			4,600		
Hibiscus Festival - Expenses	8,625		8,625			
Hire - Plants and Machines	23,000	23,000				
Hire - Skid Bins	268,985	128,225				140,760
Hurricane Expenses	25,000		25,000			
Insurance	575,000		575,000			
Internet Expenses	83,720	22,770	37,950	23,000		
Jica Volunteer Project	11,500					11,500
Lease	230,000	230,000				
Legal Expenses	141,450	-	120,750	2,300	6,900	11,500
Lighting Plant Expenses	3,680			3,680		
Maintenance - Drains	63,250			63,250		
Manufacture Premix/Asphalt	200,100			200,100		
Manufacture Steel Grating	46,000			46,000		
Medical Expenses	10,695	460	288	2,473	575	6,900
Minor Capital	1,016,370	12,650	6,900	54,625	358,570	583,625
Minor Capital - Computer Hardw	80,385	23,000	6,900	21,850	11,155	17,480
Minor Capital - Furniture & Fi	20,125	4,600	2,300	4,600	4,025	4,600
Miscellaneous Expenses	35,650	9,028	13,800	4,313	7,360	1,150
Mobile Charges	85,031	22,425	17,940	22,885	13,501	8,280
National Library Week	2,875	2,875				
OHS Improvements & Inspections	23,000	23,000				
OHS Levy	5,000	5,000				
Paper Rolls	40,250				40,250	
Park Improvements	92,000			92,000		

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Parking Meter Vodafone Billing	28,750				28,750	
Pest Control	15,525	13,800	1,725			
Plant Operation Expenses	49,450	49,450				
Postage	34,443		460	403	33,005	575
Printing & Stationeries	299,575	90,850	56,925	44,275	84,525	23,000
Pruning of Trees	6,900			6,900		
R & M- NTH Annex	2,875	2,875				
R&M - Bus Shelter	19,550	19,550				
R&M - Bus Station	17,250	17,250				
R&M - Computers	28,175	4,025	1,150	1,725	18,400	2,875
R&M - Drains	69,000					69,000
R&M - Equipment	16,100	7,475	575	1,725	1,725	4,600
R&M - Furniture and Equipment	9,200	4,025	2,300	1,150	1,150	575
R&M - Gardens	5,750			5,750		
R&M - Kiosk	32,200	32,200				
R&M - Lights	8,050	8,050				
R&M - Parking Meters	138,000				138,000	
R&M - Plant & Equipment	3,450	3,450				
R&M - Properties	455,383	307,909	23,000	72,450		52,024
R&M - Street Lights	172,500			172,500		
R&M - Taxi and Commercial Vehi	59,737	59,737				
R&M - Traffic Lights	23,000			23,000		
Refuse Collection	436,978					436,978
Repairs & Sealing Septic Tanks	460					460
Salaries & Allowances	5,013,796	1,279,058	622,217	1,412,003	920,810	779,707
Sanitation Services	8,404	8,174		230		
Search Fees	17,250				17,250	
Security Charges	236,112	162,512	34,500	23,000	16,100	

**SUVA CITY COUNCIL
PROJECTED CASH BUDGET
FOR THE YEAR ENDED
31/12/12**

CONSOLIDATED COMPRISED OF:

	CASH BUDGET	ADMIN BUDGET	CEO BUDGET	ENG BUDGET	FINANCE BUDGET	HEALTH BUDGET
Sign writing & Road Marking	3,450	3,450				
Solo Motor Sprayer Expenses	1,150					1,150
Sound & Light Operations	11,500	11,500				
Sports and Socials	3,450	3,450				
Street Light Charges	920,000			920,000		
Subscription - FEF	8,625	8,625				
Subscription - Newspapers and	5,463	1,725	1,725	288	575	1,150
Subscription - Professional Me	18,630	4,313	4,025	6,325	3,450	518
Tamping Roller Expenses	1,150			1,150		
Tar Sprayer Expenses	4,600			4,600		
Telephone Charges	78,890	230	57,500	18,630		2,530
Tools	6,900			5,175		1,725
Tools & Materials	458,850			458,850		
Towing Service Expenses	47,438				47,438	
Training Expenses	69,000	69,000				
Uniform & Protective Clothing	136,103	14,375	29,325	50,313	4,715	37,375
Vehicle - Fuel	709,073	33,028	32,637	296,919	20,907	325,582
Vehicle - Others	84,985	5,405	3,795	45,080	3,680	27,025
Vehicle - R&M	443,095	4,600	12,075	220,570	11,500	94,350
Wages & Allowances	4,240,461	625,319	194,339	2,464,766		956,038
Water Blaster Expenses	28,150	25,275		2,875		
Water Charges	198,200	86,200	7,000	70,000		35,000
Workmens Compensation	19,550	19,550				
Workshop Materials	1,150			1,150		
Cartage Cost - Green Waste	138,000					138,000
Outside chargeable jobs - Exp	34,500			34,500		
Expenses - Govt Rd						
Maintenance	48,608					48,608
Contract - Lift	22,432					

		22,432				
Discount Allowed	977,500				977,500	
Reference books	3,048	230	1,380	288		1,150
Contract - Cleaning	42,105	42,105				
Computer , PM & Other						
Licences	600,875		541,650		59,225	
Road Sweeper Expenses	46,000					46,000
Rideon Mower Expenses	9,200			9,200		
Expense - Total	24,181,798	4,299,984	3,346,655	7,240,012	3,020,791	6,274,355
Operating Surplus/(Deficit)	1,404,460	2,438,300	(3,291,455)	(6,842,112)	14,861,809	(5,762,082)

9.2 CAPITAL BUDGET SUMMARY – 2012

PARTICULARS	AMOUNT BREAKDOWNS	TOTAL AMOUNT (\$)
ESSENTIAL SERVICE VEHICLE		
Garbage Truck	500,000.00	
Open Tip truck	200,000.00	
Other Vehicles	300,000.00	
Sub total		1,000,000.00
2011 SHELVED PROJECTS		
Q.E Drive Resealing	70,000.00	
Terry Walk Footpaths Upgrade	130,000.00	
Thurston Gardens Upgrading	50,000.00	
Admin/Engineering Office Renovations	70,000.00	
Dredging of Nabukalou Creek and Others	150,000.00	470,000.00
2012 NEW PROJECTS		
Road Rehabilitation	275,000.00	
Drain improvements	110,000.00	
Kerb Channel and Concrete	150,000.00	
Bridge and Seawall Maintenance	100,000.00	
Landscaping	80,000.00	
Upgrading & Provision of New Traffic Lights	140,000.00	
New Structure Construction	90,000.00	
Improvements to Retaining Walls	90,000.00	
Civic Tower - Air Con	980,000.00	
Civic House - Lift	495,000.00	2,510,000.00
OTHERS		
Internal refurbishment of new town hall	500,000.00	
Health - green waste to organic	140,000.00	
Livability index project	10,000.00	
Information Technology	120,000.00	770,000.00
TOTAL CAPITAL LOAN 2012		4,750,000.00

10.0 ORGANISATION STRUCTURE

APPENDIX I